

# 2020 Financial Plan & Adopted Budget



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# Contents

Long-Range Financial Plan	Long-Range Financial Plan .....	1
	Sources and Uses .....	2
	Revenue Sources .....	4
	Expenditures .....	8
	Financing .....	12
	Long Range Financial Plan Analysis .....	14
2020 Budget	2020 Budget Overview .....	17
	Business Planning and Performance Management .....	17
	Budget Summary .....	17
	Revenues & Other Financing Sources .....	19
	Transit Operating Budget .....	21
	Link Light Rail .....	22
	Sounder Commuter Rail .....	24
	ST Express Bus .....	26
	Tacoma Link Light Rail .....	28
	Projects Budgets .....	30
	System Expansion .....	30
	Enhancement .....	35
	State of Good Repair .....	37
	Administrative .....	39
	Other Budgets .....	40
	Transit Improvement Plan	Transit Improvement Plan .....
Project Budgeting .....		41
Projects .....		42
Transit Operating .....		46
Reserves .....		47

<b>Appendices</b> .....	48
<b>Appendix A – Sound Transit Financial Policies</b> .....	48
<b>Appendix B – Sound Transit 2 and Sound Transit 3 Cost Estimates</b> .....	55
<b>Appendix C – Sound Move Project Budgets</b> .....	57
<b>Appendix D – Compliance with Asset Management Policy</b> .....	58
<b>Appendix E – Subarea Allocations</b> .....	61
<b>Appendix F – Department Budgets</b> .....	67
<b>Appendix G – Resolution No. R2019-30</b> .....	68
<b>Appendix H – Reconciliation of Proposed to Adopted 2020 Budget</b> .....	82
<b>Appendix I – Transit Improvement Plan Project Detail Pages</b> .....	88
<b>System Expansion</b> .....	88
<b>Link</b> .....	88
<b>Souder</b> .....	109
<b>Regional Express</b> .....	126
<b>Stride</b> .....	134
<b>Other</b> .....	139
<b>Enhancement</b> .....	157
<b>State of Good Repair</b> .....	200
<b>Administrative</b> .....	225
<b>Appendix J – Glossary</b> .....	231

**Alphabetical Index of Projects by Mode**

***LINK LIGHT RAIL***

Access Control Card Upgrade 700695 .....	210
Convention Place Development Systems Retrofit 400046 .....	202
Downtown Redmond Link Extension 4X630 .....	108
DSTT Capital Improvements 400116 .....	203
DSTT Single Tracking 400117 .....	100
East Link Extension 4X600 .....	107
Enhancements to Tacoma Link Extension 400034 .....	94
Escalator Modernization Program 400122 .....	161
Everett Link Extension 400052 .....	95
Federal Way Link Extension 4X445.....	106
First Hill Streetcar 400007 .....	90
Hilltop Tacoma Link Extension 400008 .....	91
Kinkisharyo LRV Systems Upgrade 700655 .....	206
Light Rail Vehicle Fleet Expansion 400032 .....	93
Light Rail Vehicle Overhaul 700769 .....	216
Light Rail Vehicle Wireless Communication Upgrade 700684 .....	167
Link Bridge Repairs 700705 .....	212
Link CCTV System Upgrade 600033 .....	204
Link Light Rail Vehicle Overhaul 700677 .....	208
Link Operating Segment Systems Enhancements and Upgrades 400044 .....	160
Link Radio Upgrade 700704 .....	211
Link Station Braided Tile Replacement 700728 .....	214
LRV Between Car Barriers 700697 .....	171
LRV Wash Bay Modifications 700713 .....	173
Lynnwood Link Extension 4X115 .....	102
NE 130 <sup>th</sup> Street Infill Station 400115 .....	99
Noise Abatement 4X340 .....	162
Non-revenue Support Vehicles 700781.....	175
North Corridor MOW 400113 .....	98
Northgate Link Extension 4X100 .....	101
Northgate Link Extension Project Reserve 4X199 .....	103
OMF Energy Efficiency 700706 .....	172
Operations and Maintenance Facility East 400009 .....	92
Operations & Maintenance Facility Light Rail Vehicle Lift 700730 .....	174
Operations Maintenance Facility (OMF) Expanded Parking 700692 .....	169
Operations Maintenance Facility (OMF) Link Control Center (LCC) Upgrades 700691 .....	168
Operations Maintenance Facility (OMF) Renovations 700693 .....	170
OT Virtual System Hardware Upgrade 700652 .....	205

Puget Sound Emergency Radio Network 700741 .....	215
SeaTac Airport Second Elevator 700654 .....	165
SeaTac Airport Wrong Door Fall Protection 700651 .....	164
Signage Improvements 700793 .....	176
South 200th Link Extension 4X420 .....	105
Tacoma Dome Link Extension 400053 .....	96
Tacoma Link Fare Collection 600029 .....	163
Tacoma Link HVAC and Building Systems Upgrade 700682 .....	209
Tacoma Link Light Rail Vehicle Overhaul 700718 .....	213
Tacoma Link Radio Upgrade 700676 .....	166
University Link Extension 4X200 .....	104
West Seattle and Ballard Link Extensions 400066 .....	97
Wheel Truing Machine 700657 .....	207

***SOUNDER COMMUTER RAIL***

Auburn Station Parking and Access Improvement 300040 .....	119
Customer Emergency Stations 700708 .....	179
D St–M St Track & Signal 3X135 .....	121
Edmonds and Mukilteo Stations Parking & Access Improvements 300087 .....	120
Kent Station Parking and Access Improvements 300035 .....	118
Kent Station Parking Lot Paving 700727 .....	185
Kent Station Platform Lighting 700726 .....	184
King St Station Platform Improvements 700696 .....	178
Lakewood Station Improvements 300019 .....	114
Locomotive Inboard Cameras 700710 .....	180
Mukilteo Station, S Platform 3X206 .....	122
Point Defiance Bypass 300027 .....	117
Positive Train Control 300011 .....	177
Puyallup Station LED Lighting 700724 .....	182
Puyallup Station Parking and Access Improvements 300017 .....	112
Souder Fleet Expansion 7X755 .....	124
Souder Maintenance Base 300004 .....	111
Souder Passenger Emergency Intercom 700711 .....	181
Souder South Expanded Service 3X510 .....	124
Souder Vehicle Overhaul Program 700770 .....	218
Souder Yard Expansion 300026 .....	116
South Souder Capacity Expansion 300056 .....	141
ST3 Planning 809100 .....	156

Sumner Station LED Lighting 700725 .....	183
Sumner Station Parking and Access Improvements 300018 .....	113
Tacoma Trestle Track & Signal 300021 .....	115
Tukwila Station 3X236 .....	123

**REGIONAL EXPRESS**

Bus Base South 500005 .....	128
Bus Maintenance Facility 5X261 .....	186
Bus on Shoulder 500086 .....	129
Community Transit – On-Board Communication Upgrade 700690 .....	187
I-90 Two-Way Transit & HOV Operations, Stage 3 5X387 .....	132
North Sammamish Park-and-Ride 500117 .....	131
Pacific Ave SR 7 Bus Rapid Transit 500111 .....	143
RapidRide C and D 500110 .....	130
ST Express Fleet Expansion 700720 .....	133
ST Express Fleet Replacement 7X701 .....	224
Station Midlife Refurbishment Program 700771 .....	219

**STRIDE**

Bus Rapid Transit Maintenance Base 500070 .....	138
I-405 Bus Rapid Transit 500050 .....	136
SR 522/NE 145 <sup>th</sup> Street BRT 500051 .....	137

**OTHER**

Administrative Capital 802000 .....	229
Agency Administration Operating 0X002 .....	227
Bike Parking Program 600080 .....	188
Design Criteria Management Update 600145 .....	192
Downtown Seattle and Regional Mobility Improvements 700723 .....	198
Efficiency & Sustainability 600132 .....	150
Engineering Services Program 805009 .....	221
Environmental Mitigation, Monitoring & Maintenance 600025 .....	228
Environmental Remediation 600143 .....	151
Everett Station Security Improvements 700685 .....	194
Fare Administration 600016 .....	145
Fare Collection 3X212 .....	142
Information Technology (IT) Infrastructure 870100 .....	222
Information Technology Program 803800 .....	230

Innovation and Technology Program 600076 .....	149
IT Transit Systems 870101 .....	223
LED Lighting Program 700688 .....	197
Next Generation ORCA 600038 .....	146
Parking Management Program 600133 .....	191
Passenger Information Management System 600084 .....	189
Research and Business Development Program 600039 .....	147
Research & Technology 5X410 .....	144
Security Operations Center – Video Monitoring Improvements 700687 .....	196
Security Radio System 700686 .....	195
Small Works Program 7X740 .....	217
SODO/MLK Hazard Mitigation 600085 .....	190
ST3 Planning 809100 .....	156
STart 6X668 .....	155
STart Operations & Maintenance 600668 .....	152
Tacoma Dome Station 7X356 .....	220
Transit Oriented Development Planning Program 804302 .....	155
Transit Oriented Development Property Disposition 804100 .....	154
Transit System Access Program 600073 .....	148
Union Station Garden Level Remodel 700736 .....	199
Video Management System Upgrade 700665 .....	193





**Link Light Rail**

**Future service:**

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

**In service:**

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

**Sounder Commuter Rail**

**Future service:**

- DuPont–Lakewood

**In service:**

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

**Bus**

**Future service:**

- Bus Rapid Transit (BRT)

**In service:**

- ST Express bus (service re-evaluated annually)

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



SOUND TRANSIT FUTURE SERVICE MAP

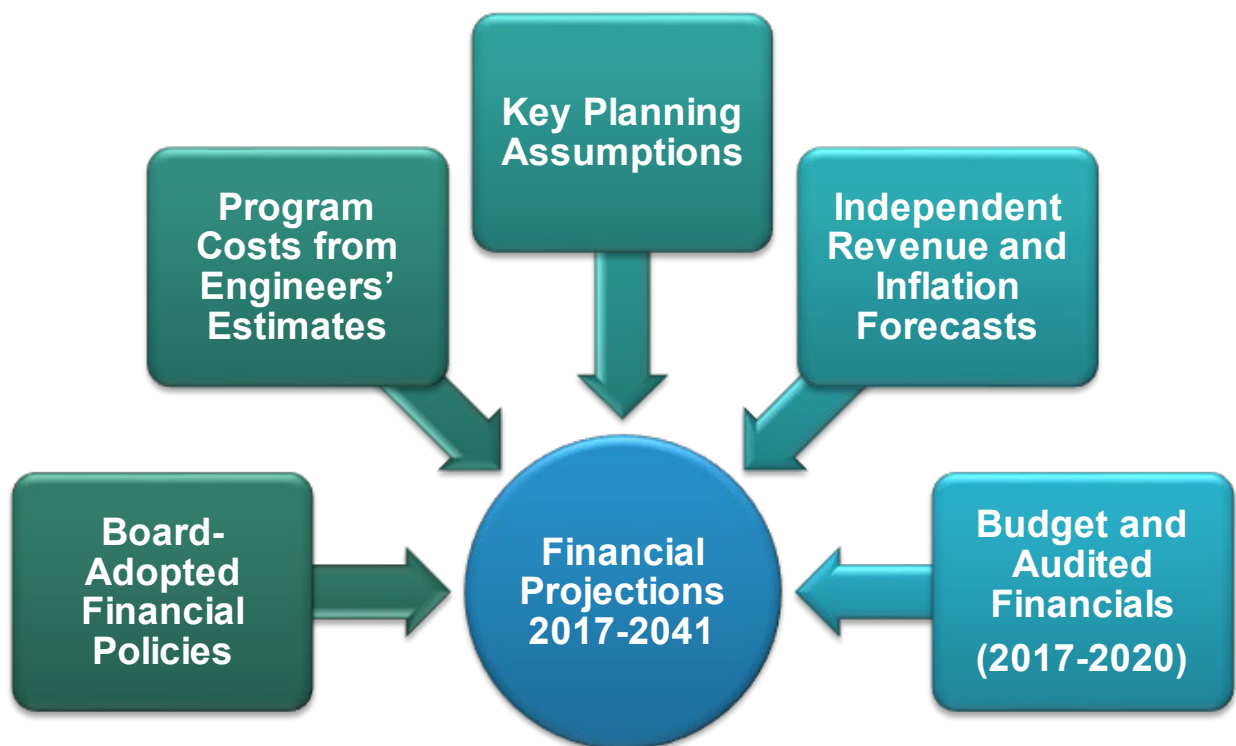
# Long-Range Financial Plan

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 (SM), 2008 Sound Transit 2 (ST2), and 2016 Sound Transit 3 (ST3). The LRFP assumes completion of all voter approved 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 financial projections for Regional Express, Sounder commuter rail, Link light rail, Tacoma Link light rail, and Stride Bus Rapid Transit as included in the Sound Move, ST2, and ST3 voter-approved programs.

At the heart of the LRFP is the 2017-2041 financial projections 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.

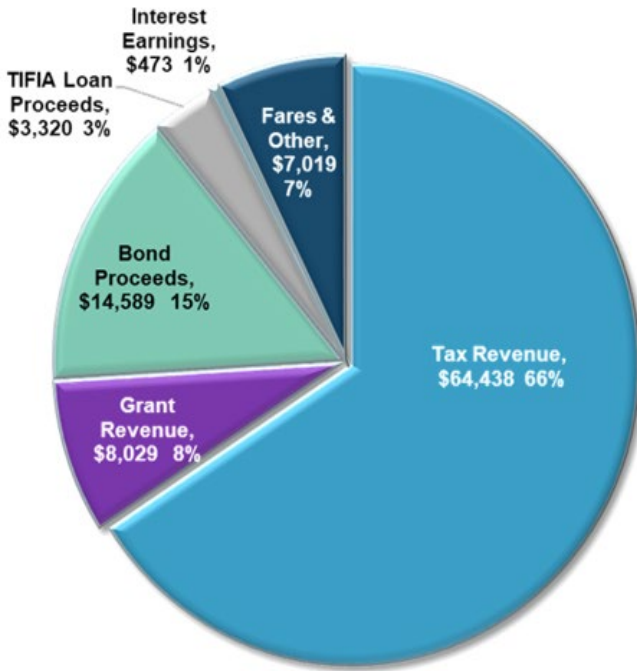
KEY ELEMENTS OF THE LONG-RANGE FINANCIAL PLAN



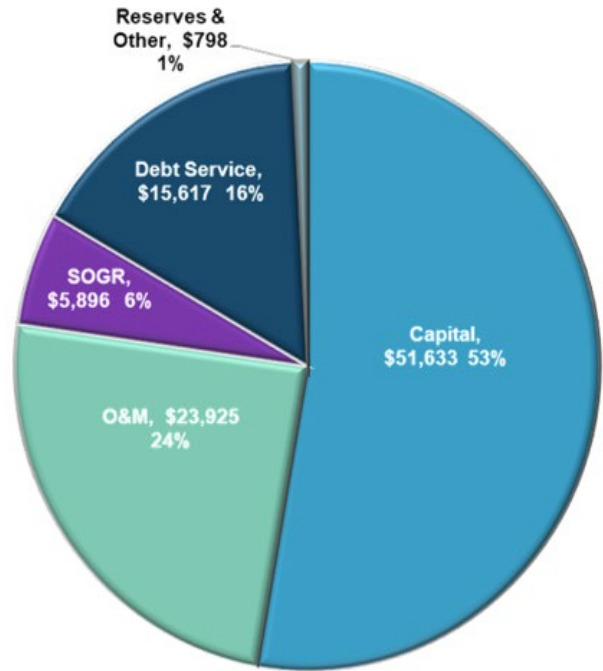
## Sources and Uses

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

**SOURCES OF FUNDS \$97.9B**  
(YOE\$ in millions)



**USES OF FUNDS \$97.9B**  
(YOE\$ in millions)





**Financial Plan - Sources & Uses Summary**  
**2019 Fall Financial Plan**  
 2017 through 2041; YOY Dollars in Millions

	Snohomish	North King	South King	East King	Pierce	System-wide	Total
<b>Sources of Funds</b>							
<b>Tax Revenues</b>							
Sales and Use	6,258	16,084	6,962	12,704	9,054	-	51,062
MVET	1,245	1,852	1,105	2,464	1,773	-	8,439
Property Tax	514	1,737	527	1,442	623	-	4,842
Rental Car Tax	4	10	70	6	5	-	96
<b>Total Tax Revenues</b>	<b>8,021</b>	<b>19,683</b>	<b>8,664</b>	<b>16,615</b>	<b>11,455</b>	<b>-</b>	<b>64,438</b>
<b>Other Revenue</b>							
Grant Revenue	1,537	2,081	1,438	1,424	993	557	8,029
Fare Revenue	474	3,740	877	955	670	-	6,717
Other Revenue	14	141	30	73	34	11	302
Interest Earnings	-	-	-	-	-	473	473
<b>Total Other Revenue</b>	<b>2,025</b>	<b>5,961</b>	<b>2,345</b>	<b>2,452</b>	<b>1,697</b>	<b>1,041</b>	<b>15,521</b>
Bond Proceeds (with DSRF)	2,496	6,621	3,449	1,461	564	-	14,589
TIFIA Proceeds	471	1,088	926	836	-	-	3,320
<b>Total Sources</b>	<b>13,013</b>	<b>33,353</b>	<b>15,383</b>	<b>21,363</b>	<b>13,716</b>	<b>1,041</b>	<b>97,869</b>
<b>Uses of Funds</b>							
<b>Capital Expenditures (Including Service Delivery)</b>							
Light Rail Transit	7,814	13,279	4,579	9,642	2,587	4,605	42,506
Tacoma Link	-	-	-	-	1,216	-	1,216
Commuter Rail	109	-	1,081	-	2,169	-	3,359
Regional Express Bus	136	90	120	340	324	-	1,009
Bus Rapid Transit	44	443	267	1,304	7	-	2,065
System-wide	18	104	42	70	15	1,078	1,326
Service Delivery	20	17	35	38	39	1	151
<b>Total Capital Expenditures</b>	<b>8,142</b>	<b>13,933</b>	<b>6,123</b>	<b>11,393</b>	<b>6,357</b>	<b>5,685</b>	<b>51,633</b>
<b>O&amp;M Expenditures</b>							
Light Rail Transit	998	6,934	2,192	1,695	382	-	12,201
Tacoma Link	-	-	-	-	583	-	583
Commuter Rail	343	-	934	-	1,024	-	2,301
Regional Express Bus	622	-	408	1,779	1,214	-	4,022
Bus Rapid Transit	136	252	178	707	-	-	1,274
System-wide*	315	456	250	382	232	1,909	3,544
<b>Total O&amp;M Expenditures</b>	<b>2,413</b>	<b>7,642</b>	<b>3,963</b>	<b>4,562</b>	<b>3,436</b>	<b>1,909</b>	<b>23,925</b>
SOGR	368	1,639	973	1,298	891	726	5,896
System-Wide Activities	948.7	2,353.9	1,036.3	1,991.3	1,362.9	(7,693.1)	-
Reserve Contributions (O&M, R&R, DSRF)	207	556	294	157	81	0	1,295
Debt Service (Excludes TIFIA)	1,942	5,563.90	3,041	2,060	784	-	13,391
TIFIA Debt Service	311	780	687	449	-	-	2,226
Change in Cash	(1,318)	885	(733)	(548)	804	414	(497)
<b>Total Uses</b>	<b>13,013</b>	<b>33,353</b>	<b>15,383</b>	<b>21,363</b>	<b>13,716</b>	<b>1,041</b>	<b>97,869</b>

\*Includes Other O&M and Emergency Reserve

## Revenues Sources

Revenue sources for 2017–2041 of \$97.9 billion include tax revenue, grant revenue, fare revenue, interest earnings, and other revenue, such as advertising, real estate sales proceeds, rental income, and local contributions. Debt issuances in the form of bonds and Transportation Infrastructure Financing and Innovation Act (TIFIA) loans are used to bridge projected gaps 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 tax base forecasts for Retail Sales and Use Tax (sales tax) and Motor Vehicle Excise Tax (MVET) from an independent third party. The sales tax and 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 MVET 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. 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.

For the property tax forecast, an independent third party projects the growth of assessed value (AV) for both existing property and new construction within the Sound Transit district.

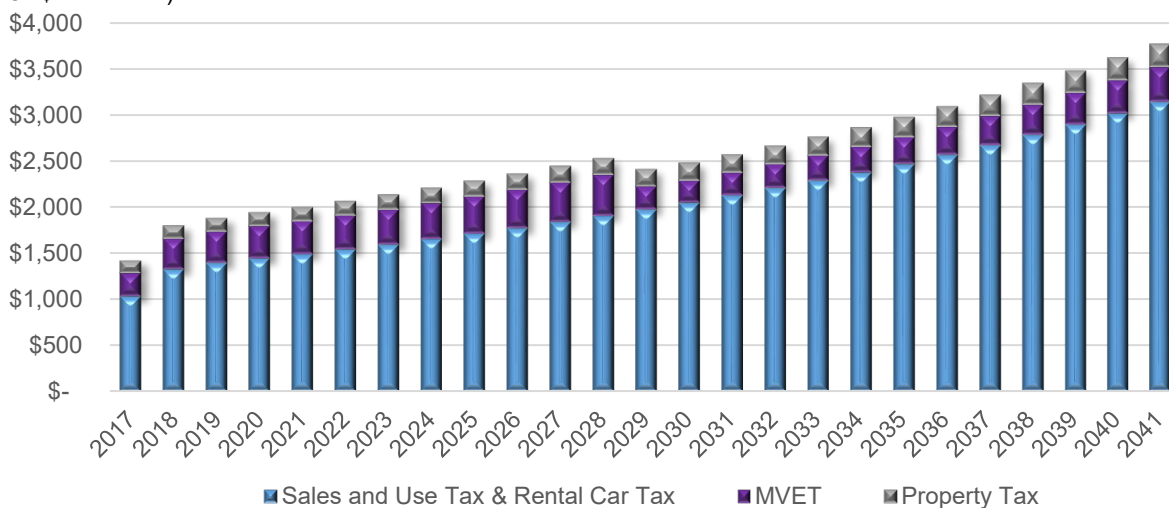
#### Assumptions:

- 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). Average Annual Tax Base Growth: 4.1 percent 2017–2041.
- MVET Tax Rate: 0.3 percent 1997–2028 (tax ends in 2028), 0.8 percent 2017–2041 (updated depreciation schedule 2029–2041). Average Tax Base Growth: 3.6 percent 2017–2041.
- Rental Car Tax Rate: 0.8 percent. Average Tax Base Growth: 0.4 percent 2017–2041.
- Property Tax Rate: Up to \$0.25/\$1,000 AV. Average AV growth: 5.0 percent 2017–2041.

Projected tax revenue of \$64.4 billion comprises two-thirds of all revenue sources over 2017–2041.

### TAX REVENUE 2017—2041

(YOE\$ in millions)



## Grant Revenue

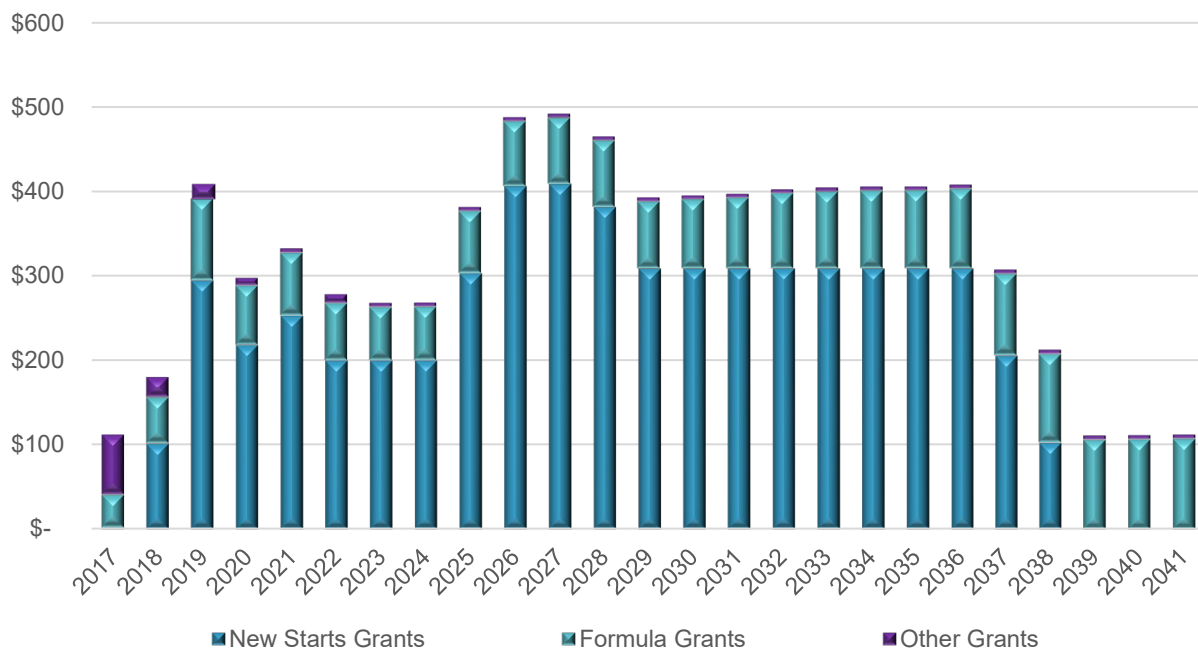
Federal funding is generally secured through Federal Transit Administration (FTA), Federal Highway Administration (FHWA), and Federal Railroad Administration programs currently authorized under the Fixing America’s Surface Transportation (FAST) Act and future authorizations. Funding is projected to be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

### Assumptions:

- Sound Transit is projected to receive \$8.0 billion in grant revenues 2017–2041.
- Tacoma Hilltop Link Extension was awarded a \$75 million Small Starts Grant Agreement.
- Lynnwood Link Extension was awarded a FFGA of \$1.2 billion.
- Federal Way Link Extension was awarded a FFGA of \$790 million.
- Future ST3 FFGAs are projected to receive \$3.7 billion.
- Formula Funds are projected to receive \$2.1 billion.

Total projected 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

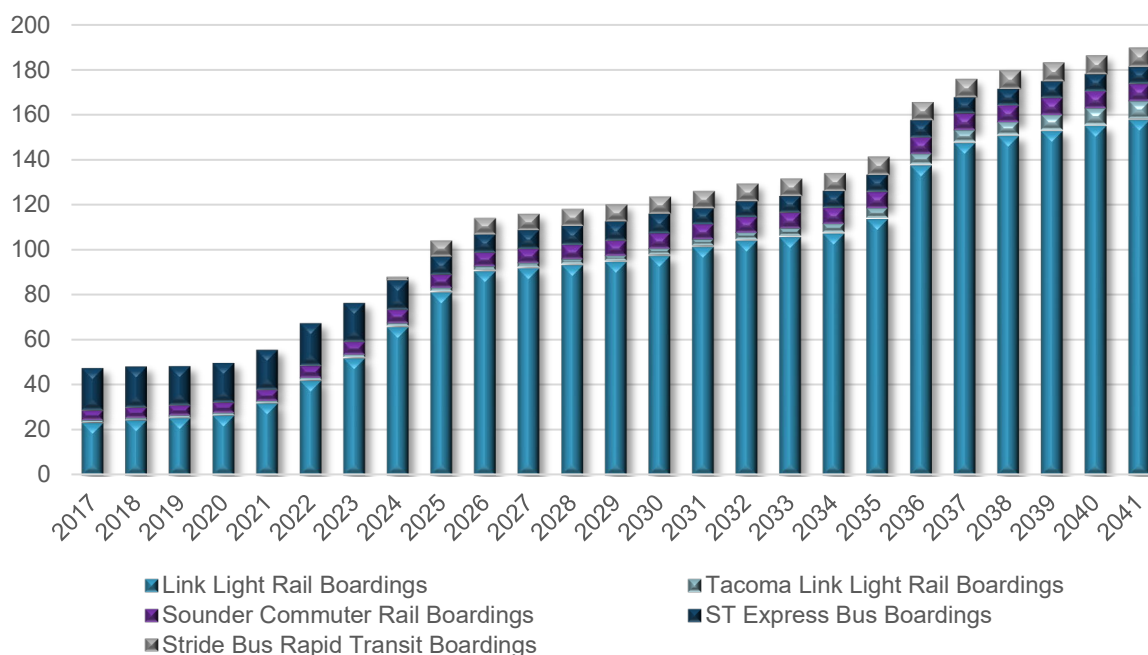
Fare revenues are a product of transit ridership and fare prices. Ridership, in turn, is a result of transit service provided, as well as a number of other factors. In the near term, ridership can be estimated based on past trends and the amount of transit service to be provided (e.g., routes, service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

## Ridership

For long-range ridership forecasts, 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 the 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 in order to measure the impact of incremental changes in the transit network.

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 Stride will collect fares when the two Stride projects open in 2024. One Regional Card for All (ORCA) is a stored value smart card used for payment of public transit fares in the central Puget Sound. Fare revenue forecasts are based on ridership forecasts and assumptions regarding fare levels and price elasticity.

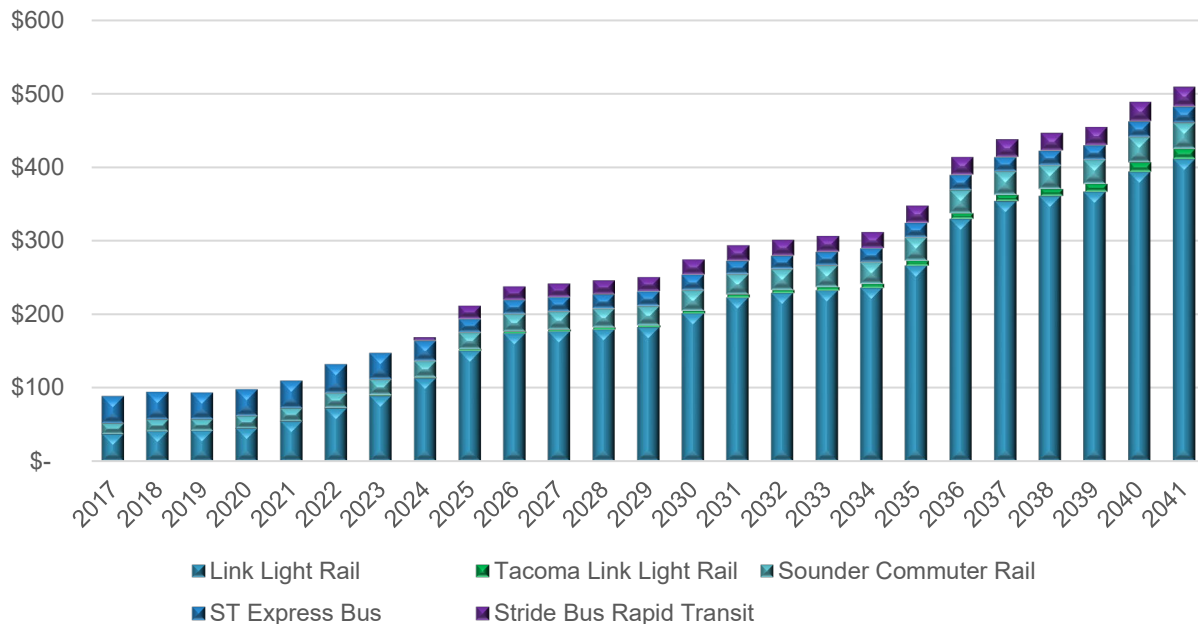
### Assumptions:

- *Sounder and Link light rail fares are structured with a base fare plus a distance based charge per mile traveled.*
- *ST Express bus fares are projected to be comparable to bus fares of other transit agencies serving the three counties. Fares paid with ORCA card receive a two-hour transfer credit for the fare paid.*

- Senior, ORCA LIFT and youth fares are set lower than the standard Adult fare.
- Fare changes will occur as necessary to comply with board approved farebox recovery requirements.

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, interest earnings are credited, at the agency level, to offset expenditures for system-wide programs except where restricted by board actions or policies.

#### 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 includes advertising, real estate sales proceeds, rental income, permit parking revenues, and local contributions. Local contributions include 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 jurisdictions or organizations. The agency has commitments from other jurisdictions and organizations for providing funds for ST Express bus, Link light rail, and Sounder commuter rail projects. Such revenues are included in the LRFP subsequent to executed agreements with the jurisdictions which are contributing the funding.



## Expenditures

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

### Inflation Forecasting

Sound Transit uses three inflation indices in the LRFP to escalate projected costs over time:

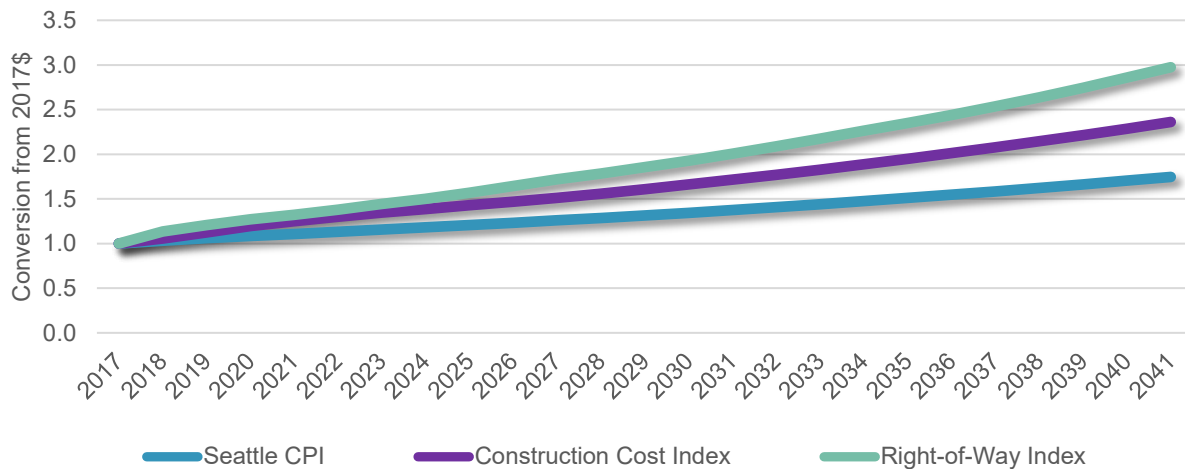
- Consumer Price Index (CPI-U Seattle) is applied to Operations and Maintenance expenses, and “soft” capital costs, excluding construction-related elements and property acquisitions, and is produced by an independent third party;
- Construction Cost Index (CCI) is applied to construction-related elements of the capital program (including state of good repair), and a Seattle-area forecast of the CCI index is produced by an independent third party;
- Right-Of-Way Index (ROWI) forecast is applied to property acquisition costs using an assessed valuation forecast for the Sound Transit District produced by an independent third party.

#### Assumptions:

- CPI Annual Cost Inflation\* 2017–2041: 2.3 percent.
- CCI Annual Cost Inflation\* 2017–2041: 3.6 percent.
- ROWI Annual Cost Inflation\* 2017–2041: 4.6 percent.

\*based on compound annual growth rate

SOUND TRANSIT INFLATION INDICES – CONVERSION FROM 2017\$ (2017 = 1.0)



### Operations and Maintenance

Sound Transit services currently consist of four transit modes: Link light rail, Sounder commuter rail, ST Express bus, and Tacoma Link light rail. The voter-approved ST3 plan includes a fifth mode: Stride Bus Rapid Transit. These modes are managed by the Sound Transit 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 comprises forecasts for each mode and system-wide operating costs.

## Transit Modes

Operations and maintenance (O&M) costs are projected by each transit mode as part of the annual budget process, taking into account all scheduled service expansions as laid out in the Transit Improvement Plan (TIP).

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 administrative expenses allocated to transit modes. Each cost category is forecasted using different metrics (such as platform hours, number of vehicles, number of stations, etc.). The relevant metrics are based on historical data, current year budget data, and other available information.

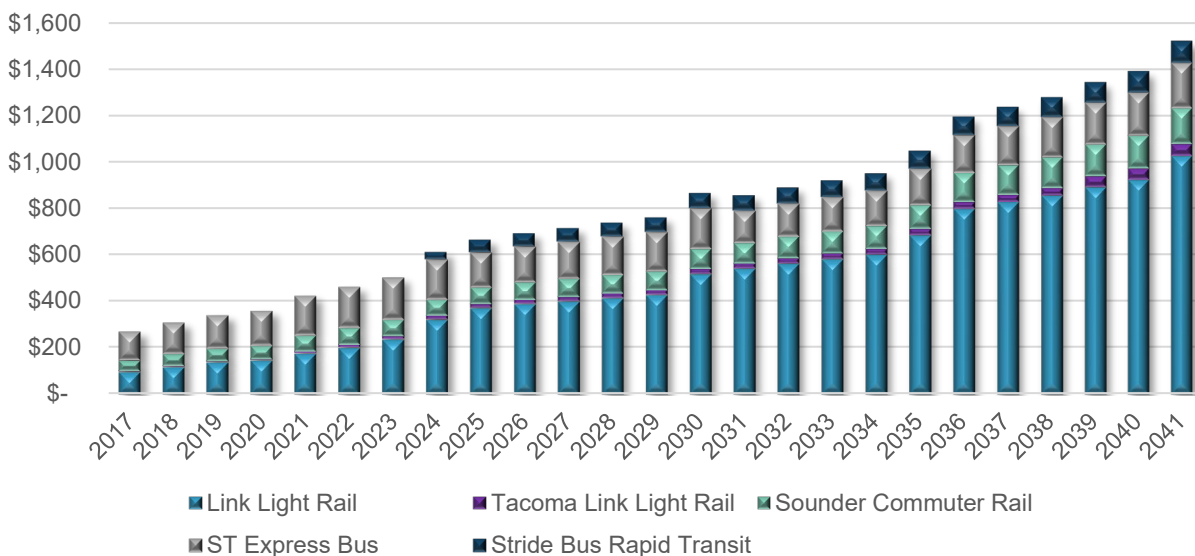
Non-labor operating costs are inflated using the Consumer Price Index (CPI-U Seattle). Labor costs are inflated using CPI-U Seattle increased by ten basis points. Some purchased transportation costs are inflated at a higher rate based on historical experience or known contract increases.

### System-wide Operations & Maintenance (O&M) Costs

Other operating costs in the LRFP which are not specific to a transit mode include the following:

- Administrative 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 system-wide category.
- Emergency Loss Fund: This fund includes reserves for uninsured capital and operating losses. The Board authorizes the use of the emergency/loss fund on a case by case basis.
- Sales and Use Tax Offset Fee: As required by RCW 81.112, Sound Transit must remit to the Washington Department of Revenue a fee of 3.25 percent on construction contracts for ST3 projects, until a total of \$518 million is paid.

TRANSIT MODES OPERATIONS AND MAINTENANCE COSTS 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 Stride Bus Rapid Transit. Additionally, there are two other categories of capital projects: “system-wide” 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.

The capital plan in the LRFP includes capital expenditures adopted in the Sound Move, ST2, and ST3 voter-approved programs. Capital expenditures include funding for projects detailed in the TIP, as well as projected future expenditures. The TIP contains dollars allocated to board-approved projects which have gone through the budget process. Beyond that, future capital expenditures comprise remaining projected spending on projects that do not have baseline budget established by the board. Voter-approved costs in constant dollars for system-expansion projects are published in constant dollars (2019\$) in Appendix A.

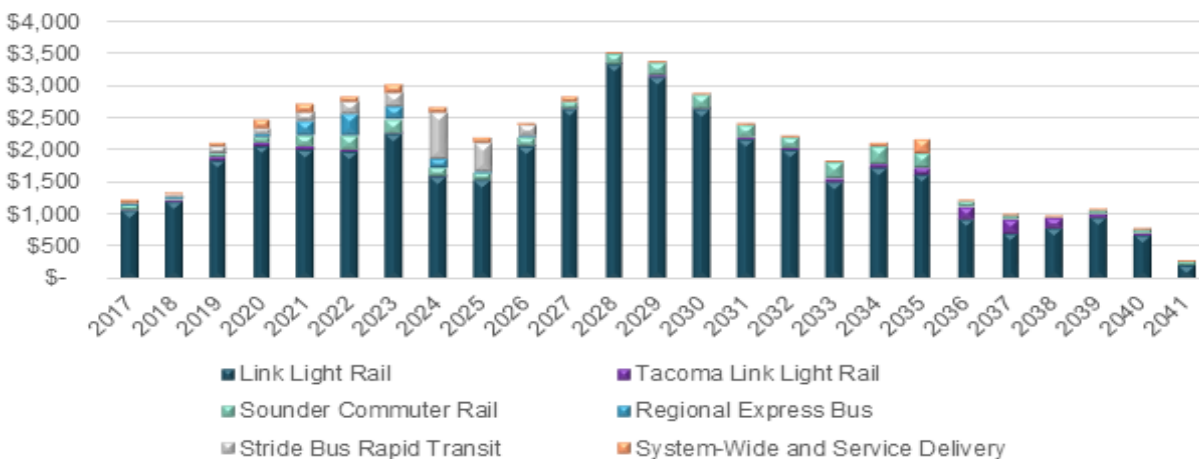
For system expansion projects that do not have a baseline budget, future expenditures are forecasted by inflating the voter-approved cost using Sound Transit inflation indices and an internal cash flow. This is an estimate of the capital cost for each project until the Board establishes the baseline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

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

### System-wide 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

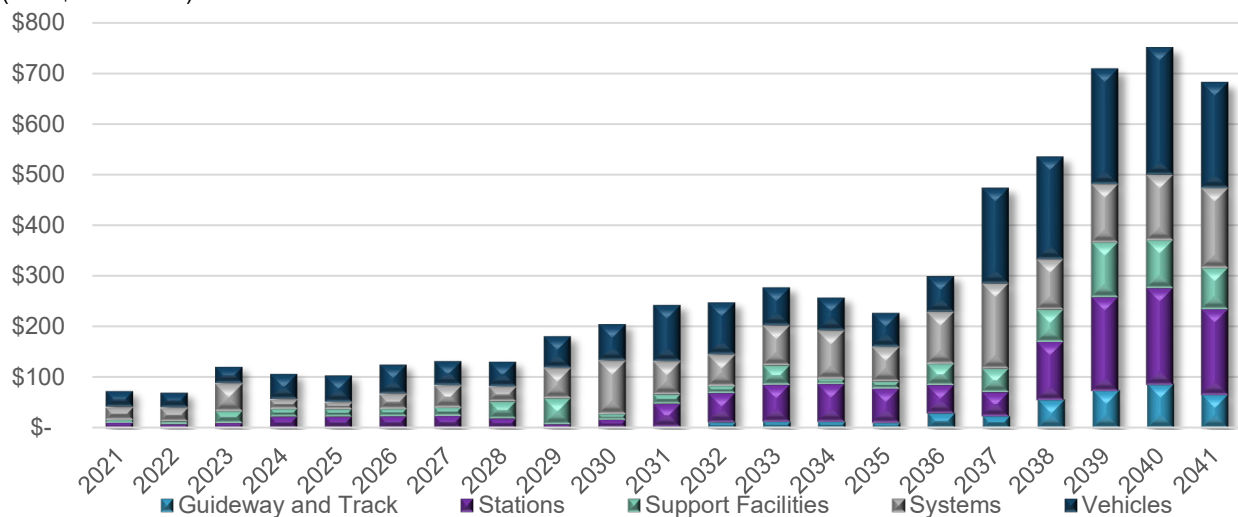
The LRFP projects expenses for the repair and replacement of key operating assets through State of Good Repair (SOGR) funding. Annual costs of future asset replacement and mid-life maintenance activity are calculated for each class of asset based on original cost, in-service date, estimated asset life, and other financial factors.

The annual payment calculation assumes that 100 percent of replacement costs will be funded by Sound Transit revenues. A \$300 million capital reserve fund has been set aside in the LRFP projections with an annual 2.0 percent interest rate assumption on any earnings.

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 2021 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 and maintenance reserve fund, bond reserve fund, emergency loss fund, and capital replacement reserve fund.

#### Assumptions:

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

# Financing

## Financial Policy

The agency uses short-term debt to bridge the gap between the timing of expenditures and the receipt of revenues. The current LRFP forecasts \$14.6 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 \$2.7 billion have been executed and the remaining \$600 million 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 both Fitch and Standard & Poor’s.

- The agency net coverage ratio reaches a minimum of 2.17 in 2037 and rises thereafter. Adherence to other minimum debt service coverage ratios are detailed in the table below.

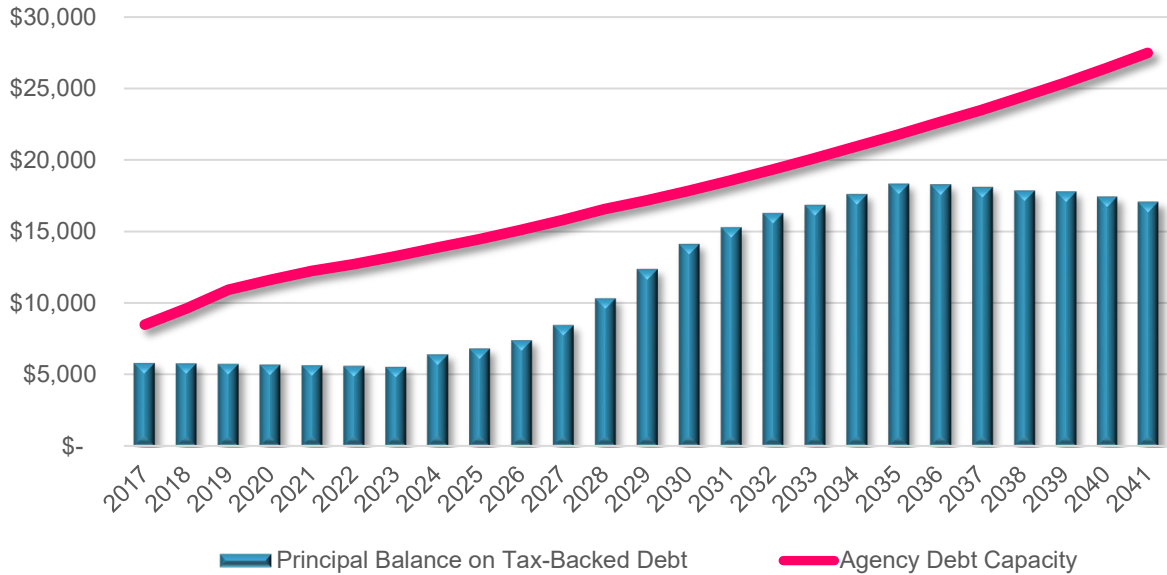
Debt Service Coverage Ratio	Policy Minimum Debt Service Coverage Ratio (DSCR) Requirement	Minimum DSCR Forecasted	Year of Minimum
Net DSCR	1.5X	2.17x	2037
Senior/Prior ABT	2.00x	24.53x	2019
2nd Junior/TIFIA ABT (1.1x Minimum)	1.10x	2.27x	2035
Subordinate/Parity ABT	1.50x	2.27x	2035

## 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 \$3.0 billion in 2032 and rises thereafter.
- The agency reaches a maximum principal debt balance of \$18.3 billion in 2035 and declines thereafter.
- The agency will utilize a maximum of 84.3 percent of its total debt capacity in 2032.

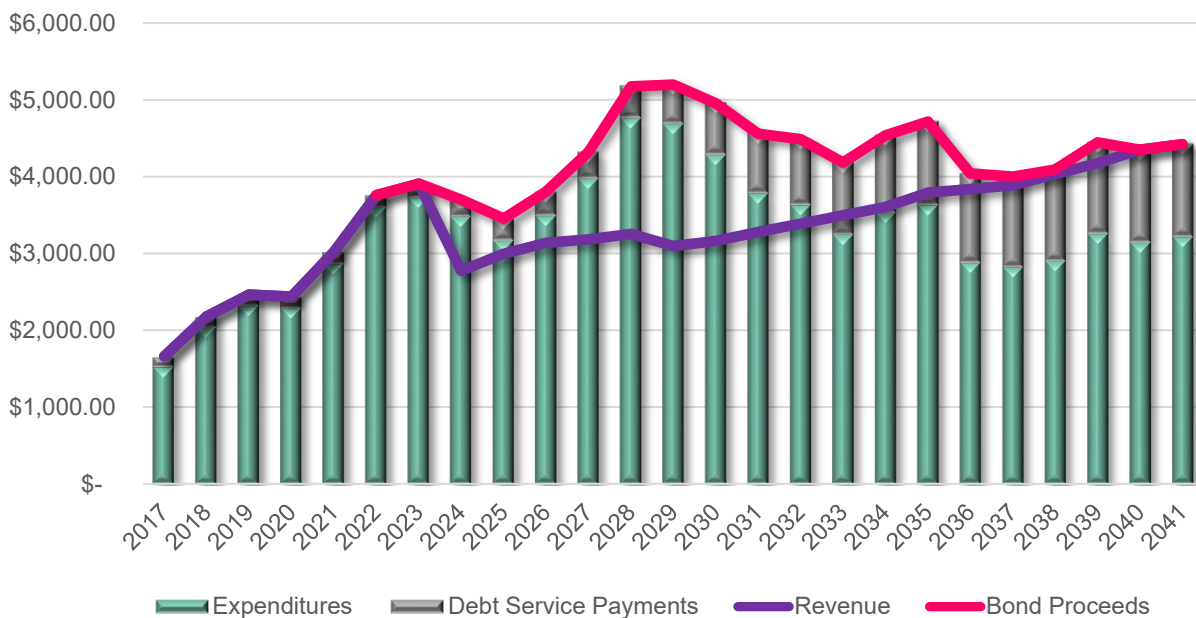
**DEBT CAPACITY 2017—2041**  
(YOE\$ in millions)



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 14.9 percent of total revenue during the period of 2017 to 2041 and are the second largest contributor behind tax revenue, which comprises 65.8 percent of total revenue throughout the same period.

**SUMMARY OF REVENUES, EXPENDITURES, AND BORROWING 2017 — 2041**  
(YOE\$ in millions)



## Long Range Financial Plan 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:** The LRFP assumes New Starts Funding including \$3.7 billion 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. 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 low and is projected to remain in the 2.0 percent to 2.7 percent range through 2041. However, the region has experienced high property appreciation 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 billion or 5.9 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 percent 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 \$2.8 billion in additional project costs (spread evenly from 2020-2041) 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 2021, all three indices would need to increase by an additional 9.3 percent over the current forecast from 2020 (and then increase at the previously forecasted rate from 2029 to 2041) before the available debt capacity reaches \$0.

# 2020 Budget Overview

## Business Planning and Performance Management

Sound Transit's executive leadership team establishes strategic priorities to implement the agency's mission: *Connecting more people to more places to make life better and create equitable opportunities for all*. The strategic 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 set goals and performance measures that align with these priorities to plan, implement, monitor, and continually improve effectiveness and efficiency throughout the agency. This planning is a critical step to ensuring a more strategic and sustainable spending plan.

## Budget Summary

The 2020 annual budget includes revenues and financing sources of \$2.5 billion and outlays of \$2.9 billion.

Sound Transit expects to receive \$2.5 billion in revenues and financing sources in 2020, an increase of \$50.0 million or 2.1 percent over the 2019 budget, driven by higher taxes, federal grant drawdowns, state and local contributions, and investment income. Passenger fare revenues are projected to be \$2.5 million or 2.4 percent lower than the 2019 budget driven by lower projected ridership. The 2020 annual budget does not currently include any forecasted bond issuance for 2020 or Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds.

The total transit modes budget of \$370.6 million is up 4.6 percent compared to the 2019 budget, primarily due to increases in third party costs to operate our modes (purchased transportation), staffing growth, and transit vehicle overhauls. Also, Sound Transit will take full ownership of the Downtown Seattle Transit Tunnel from King County Metro in 2020, which will increase our costs for insurance and third party costs for public safety and maintenance.

Total project spending is budgeted at \$2.4 billion for 2020. Approximately \$2.2 billion or 90.9 percent is budgeted to continue with planning, design, and build-out of the capital program. An additional \$97.7 million is budgeted to enhance or maintain current operational assets. Administrative projects, which include information technology hardware and applications, administrative costs allocated to projects, and general and administrative expenses, are budgeted at \$127.4 million.

Other expenses total \$177.4 million for 2020. Of that total, \$144.4 million is budgeted for debt service, which includes principle repayments, interest expense, loan amortization, and financing fees. Another \$17.2 million is budgeted for fees paid to the Washington Departments of Revenue (DOR) and Licensing (DOL) for the collection and administration of taxes and a sales and use tax offset fee is paid to the DOR. A \$5.0 million cash contribution to the city of Seattle for First Hill Streetcar operating and maintenance expenses is budgeted for 2020. Also, \$10.8 million is budgeted for operating contingency.

Lastly, the budget anticipates the use of approximately \$477.2 million of unrestricted cash in 2020 to close the gap between this year's sources (\$2.5 billion) and uses (\$2.9 billion). The agency's unrestricted cash balance was \$1.6 billion at the end of 2019 and is estimated to be \$1.2 billion at the end of 2020.

2020 BUDGET SUMMARY

	2018 Actual	2019 Budget	2019 <sup>1</sup> Actual	2020 Budget
<b>Revenues and Other Financing Sources</b>				
Retail Sales And Use Tax	\$1,337,601	\$1,366,029	\$1,415,704	\$1,446,228
Motor Vehicle Excise Tax	338,537	335,353	345,757	355,220
Rental Car Tax	3,802	3,757	3,792	3,840
Property Tax	146,284	149,070	150,310	153,362
Federal Grants	169,970	318,373	275,362	332,921
Local & State Contributions	77,937	920	45,489	19,686
Passenger Fare Revenue	96,018	102,564	97,101	100,087
Investment Income	37,801	33,683	69,132	47,915
Miscellaneous Revenues	13,448	12,234	13,971	12,771
Bond & TIFIA Loan Proceeds	56,606	100,000	100,000	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$2,278,003</b>	<b>\$2,421,983</b>	<b>\$2,516,616</b>	<b>\$2,472,028</b>
<b>Expenses &amp; Outlays</b>				
<b>Transit Modes</b>				
Link	\$116,942	\$144,420	\$136,323	\$151,964
Sounder	51,250	56,552	55,946	61,433
ST Express	136,065	148,469	146,794	151,480
Tacoma Link	5,459	4,922	5,459	5,768
<b>Subtotal Transit Modes</b>	<b>309,715</b>	<b>354,362</b>	<b>344,522</b>	<b>370,645</b>
<b>Projects</b>				
System Expansion	1,242,457	2,286,270	1,899,265	2,166,577
Enhancement	8,258	35,219	17,805	37,965
State Of Good Repair	11,774	26,961	13,420	59,721
Administrative	84,200	88,573	99,446	127,368
Charges to Transit Modes <sup>2</sup>	(2,659)	(3,899)	(5,673)	(7,909)
<b>Subtotal Projects</b>	<b>1,344,029</b>	<b>2,433,125</b>	<b>2,024,264</b>	<b>2,383,723</b>
<b>Others</b>				
Debt Service	134,272	135,007	137,396	144,387
Tax Collection & Fees	6,652	9,454	11,691	17,205
Contributions to Partner Agencies	5,000	5,000	5,000	5,000
Operating Contingency	-	2,046	512	10,800
<b>Subtotal Others</b>	<b>145,924</b>	<b>151,506</b>	<b>154,599</b>	<b>177,392</b>
<b>Total Expenses &amp; Outlays</b>	<b>\$1,799,669</b>	<b>\$2,938,994</b>	<b>\$2,523,385</b>	<b>\$2,931,760</b>
<b>Unrestricted Cash Balance as of 1/1/2020</b>				<b>\$1,646,328</b>
<b>Sources</b>				
<b>Total Revenues and Other Financing Sources</b>				<b>\$2,472,028</b>
<b>Uses</b>				
<b>Expenses and Outlays</b>				<b>(2,931,760)</b>
<b>Reverse Non-Cash Expenses</b>				<b>(3,792)</b>
<b>Reserves</b>				<b>(13,690)</b>
<b>Projected Unrestricted Cash Balance as of 12/31/2020</b>				<b>\$1,169,114</b>

<sup>1</sup>Preliminary and unaudited.

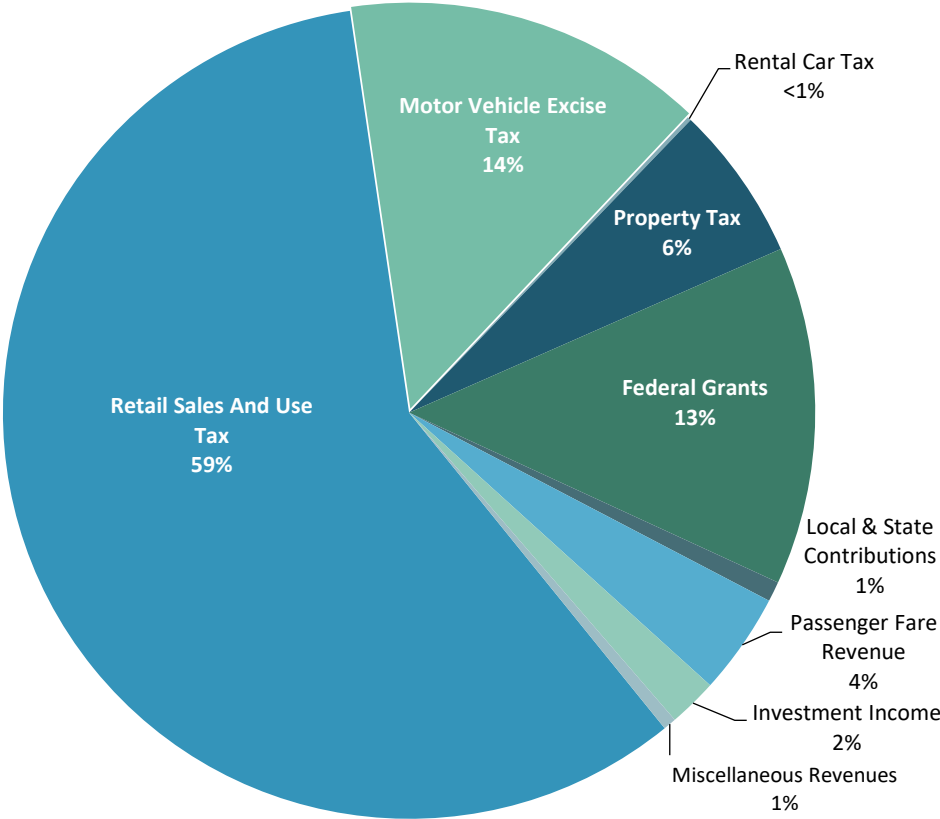
<sup>2</sup>Operating projects charged to modes through expense transfers.

# Revenues & Other 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 grants, local & state contributions, passenger fare revenues, investment income on cash balances, miscellaneous revenues, and bond and Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds. Our sales and use tax and MVET revenue forecasts are based on data and assumptions provided by an independent forecaster.

We expect to collect \$2.5 billion in revenues in 2020, an increase of \$50.0 million or 2.1 percent over the 2019 budget, reflecting higher taxes, federal grant drawdowns, state & local contributions, and investment income. Retail sales and use taxes are the largest revenue source at \$1.4 billion, or 58.5 percent of the total. Passenger fare revenues are projected to be \$2.5 million or 2.4 percent lower than the 2019 budget driven by lower projected ridership. The adopted 2020 annual budget does not currently include any forecasted bond issuance for 2020 or TIFIA loan proceeds.

REVENUES & OTHER FINANCING SOURCES



## 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. 2020 revenues of \$1.4 billion are 5.9 percent or \$80.2 million higher than the 2019 budget.

## Motor Vehicle Excise Tax (MVET)

Sound Transit receives 1.1 percent of vehicle license renewals within the Sound Transit district. In November 2016, voters approved a 0.8 percent increase in the motor vehicle excise tax rate to fund ST3. This increase took effect in March 2017. 2020 revenues of \$355.2 million are 5.9 percent or \$19.9 million higher than the 2019 budget.

### **Rental Car Tax**

Sound Transit receives 0.8 percent of rental car payments within the Sound Transit district. 2020 revenues of \$3.8 million are 2.2 percent or \$83 thousand higher than the 2019 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. 2020 revenues of \$153.4 million are 2.9 percent or \$4.3 million higher than the 2019 budget reflecting the final 2020 levy and assessed valuation.

### **Federal Grants**

Federal Transit Administration (FTA) grant revenues of \$332.9 million are 4.6 percent or \$14.5 million higher than the 2019 budget. 2020 grant drawdowns include FTA grants for Lynnwood Link Extension \$151.1 million, Federal Way Link Extension \$86.0 million, Tacoma Link Expansion \$27.2 million, Northgate Link Extension \$23.9 million, and light rail and bus preventative maintenance operating grants \$30.0 million.

### **Local & State Contributions**

This category includes state grants for projects and operating grants, as well as any contributions from local jurisdictions. 2020 revenues of \$19.7 million include local contributions for East Link and Tacoma Link Extensions.

### **Passenger Fare Revenue**

2020 passenger fare revenues of \$100.1 million are 2.4 percent or \$2.5 million lower than the 2020 budget reflecting lower ridership and parking permit revenues for single occupancy vehicles.

Average fare per boarding assumptions for the 2020 budget are: Link, \$1.72; Sounder, \$3.61; ST Express, \$2.08. Fares are currently not charged on Tacoma Link.

### **Investment Income**

Sound Transit receives investment income on surplus cash and restricted funds invested in accordance with Washington state law and overseen according to the Board-approved investment policy (Asset Liability Management Policies). 2020 investment income of \$47.9 million is 42.3 percent or \$14.2 million higher than the 2019 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. 2020 revenues of \$12.8 million is higher than the 2019 budget by 4.4 percent or \$537 thousand.

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

Bonds are issued and TIFIA loans are executed to finance capital projects. The 2020 annual budget does not currently include any forecasted bond issuance for 2020 or TIFIA loan proceeds.

# Transit Operating Budget

The 2020 budget for transit operations totals \$370.6 million, which is \$16.3 million or 4.6 percent higher than the 2019 budget. In 2020, Sound Transit expects to exceed 51 million boardings by providing approximately 984 thousand revenue vehicle hours across our four modes of service.

Transit operating 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 operating budgets shown in this section are presented by mode and include costs managed primarily by the Operations Department, plus costs managed by supporting departments, less transfers to construction in progress (CIP).

## 2020 TRANSIT OPERATING BUDGET

(in thousands)

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	6,953	7,175	8,766	9,239	2,064	28.8
Benefits	4,496	4,931	5,694	6,343	1,412	28.6
<b>Subtotal</b>	<b>11,449</b>	<b>12,106</b>	<b>14,460</b>	<b>15,582</b>	<b>3,477</b>	<b>28.7</b>
<b>Services</b>						
Marketing Agency	30	85	88	85	0	.0
Professional & Technical	1,408	6,217	2,043	4,578	(1,639)	(26.4)
Temporary Services	(1)	0	0	0	0	.0
Contract Maintenance	30,319	31,718	29,581	32,934	1,216	3.8
Security & Safety	23,933	34,012	30,283	33,058	(954)	(2.8)
Other Services	5,351	5,465	6,532	6,046	581	10.6
<b>Subtotal</b>	<b>61,040</b>	<b>77,498</b>	<b>68,527</b>	<b>76,702</b>	<b>(796)</b>	<b>(1.0)</b>
<b>Materials &amp; Supplies</b>						
<b>Utilities</b>	<b>5,496</b>	<b>5,714</b>	<b>5,750</b>	<b>5,932</b>	<b>218</b>	<b>3.8</b>
<b>Insurance</b>						
<b>Taxes</b>	<b>3,182</b>	<b>2,974</b>	<b>2,902</b>	<b>3,079</b>	<b>105</b>	<b>3.5</b>
<b>Purchased Transportation Services</b>						
Paratransit	2,195	2,187	2,459	2,591	404	18.5
Purchased Transportation	174,069	193,999	192,164	200,834	6,835	3.5
<b>Subtotal</b>	<b>176,264</b>	<b>196,186</b>	<b>194,623</b>	<b>203,425</b>	<b>7,239</b>	<b>3.7</b>
<b>Miscellaneous</b>						
Dues & Subscriptions	3	4	5	2	(2)	(58.1)
Travel & Meetings	77	124	63	46	(77)	(62.7)
Advertising & Promotion Media	417	400	418	400	0	.0
Training	34	60	13	64	5	8.1
Other Miscellaneous	42	73	40	77	3	4.8
<b>Subtotal</b>	<b>573</b>	<b>661</b>	<b>539</b>	<b>589</b>	<b>(72)</b>	<b>(10.8)</b>
<b>Leases &amp; Rentals</b>						
Transit Way	8,056	7,759	7,146	1,079	(6,680)	(86.1)
General Administrative Facilities	198	200	476	790	591	295.5
<b>Subtotal</b>	<b>8,253</b>	<b>7,959</b>	<b>7,622</b>	<b>1,869</b>	<b>(6,090)</b>	<b>(76.5)</b>
<b>Expense Transfers</b>						
Capital Maintenance and Other Projects	2,659	3,899	5,673	7,909	4,010	102.9
Operations Department	7,232	8,976	8,438	9,415	439	4.9
Transfer to CIP	0	(909)	(903)	(1,940)	(1,031)	113.4
Administrative Departments	17,571	21,210	20,581	27,535	6,325	29.8
<b>Subtotal</b>	<b>27,462</b>	<b>33,176</b>	<b>33,789</b>	<b>42,919</b>	<b>9,744</b>	<b>29.4</b>
<b>Service Delivery Budget Total</b>	<b>\$309,715</b>	<b>\$354,362</b>	<b>\$344,522</b>	<b>\$370,645</b>	<b>\$16,283</b>	<b>4.6%</b>

## Summary by Mode

### Link Light Rail

Link light rail operates on over 20 miles of alignment between the University of Washington Station in the City of Seattle and Angle Lake Station in the City of SeaTac, serving 16 passenger stations, including four stations in the Downtown Seattle Transit Tunnel (DSTT). Sound Transit is expected to take over the ownership of DSTT from King County Metro (KCM) in 2020. Link is operated and maintained via a contract with KCM.

#### 2020 LINK BUDGET (in thousands)

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	3,108	3,223	3,894	4,162	939	29.1
Benefits	2,009	2,250	2,525	2,857	607	27.0
<b>Subtotal</b>	<b>5,116</b>	<b>5,473</b>	<b>6,419</b>	<b>7,019</b>	<b>1,546</b>	<b>28.2</b>
<b>Services</b>						
Marketing Agency	12	34	37	38	4	12.5
Professional & Technical	309	4,262	1,378	2,791	(1,471)	(34.5)
Temporary Services	(1)	0	0	0	0	.0
Contract Maintenance	9,979	12,768	11,689	14,030	1,262	9.9
Security & Safety	18,059	26,185	23,391	25,572	(614)	(2.3)
Other Services	2,000	2,234	2,278	2,587	352	15.8
<b>Subtotal</b>	<b>30,358</b>	<b>45,483</b>	<b>38,774</b>	<b>45,017</b>	<b>(466)</b>	<b>(1.0)</b>
<b>Materials &amp; Supplies</b>	<b>3,594</b>	<b>4,563</b>	<b>5,726</b>	<b>4,384</b>	<b>(179)</b>	<b>(3.9)</b>
<b>Utilities</b>	<b>3,787</b>	<b>3,915</b>	<b>3,934</b>	<b>3,918</b>	<b>3</b>	<b>.1</b>
<b>Insurance</b>	<b>5,014</b>	<b>4,295</b>	<b>2,698</b>	<b>6,100</b>	<b>1,805</b>	<b>42.0</b>
<b>Taxes</b>	<b>995</b>	<b>1,129</b>	<b>1,058</b>	<b>1,122</b>	<b>(8)</b>	<b>(.7)</b>
<b>Purchased Transportation Services</b>						
Paratransit	2,195	2,187	2,459	2,591	404	18.5
Purchased Transportation	44,728	50,969	49,834	54,760	3,791	7.4
<b>Subtotal</b>	<b>46,923</b>	<b>53,156</b>	<b>52,293</b>	<b>57,352</b>	<b>4,196</b>	<b>7.9</b>
<b>Miscellaneous</b>						
Dues & Subscriptions	2	3	3	1	(2)	(67.2)
Travel & Meetings	27	55	34	35	(20)	(36.8)
Advertising & Promotion Media	161	160	167	180	20	12.5
Training	21	21	3	20	(1)	(5.5)
Other Miscellaneous	6	0	1	(2)	(2)	.0
<b>Subtotal</b>	<b>217</b>	<b>240</b>	<b>207</b>	<b>234</b>	<b>(5)</b>	<b>(2.1)</b>
<b>Leases &amp; Rentals</b>						
Transit Way	5,604	6,900	6,117	507	(6,393)	(92.7)
General Administrative Facilities	17	14	16	17	3	21.2
<b>Subtotal</b>	<b>5,622</b>	<b>6,914</b>	<b>6,133</b>	<b>524</b>	<b>(6,390)</b>	<b>(92.4)</b>
<b>Expense Transfers</b>						
Capital Maintenance and other Projects	2,597	2,479	2,466	5,282	2,803	113.1
Operations Department	3,680	4,912	4,618	5,116	204	4.1
Administrative Departments	9,039	11,861	11,998	15,897	4,035	34.0
<b>Subtotal</b>	<b>15,316</b>	<b>19,252</b>	<b>19,081</b>	<b>26,295</b>	<b>7,042</b>	<b>36.6</b>
<b>Mode Total</b>	<b>\$116,942</b>	<b>\$144,420</b>	<b>\$136,323</b>	<b>\$151,964</b>	<b>\$7,544</b>	<b>5.2%</b>

## Link 2020 Budget Highlights

The 2020 budget for Link light rail is 5.2 percent higher than 2019, increasing from \$144.4 million to \$152.0 million.

- Expense transfers will increase by \$7.0 million or 36.6 percent. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions along with non-capital project expenses charged to modes. This increase is primarily due to increased agency overhead from agency growth and non-capitalized maintenance project expenses.
- Leases and rentals will decrease by \$6.4 million or 92.4 percent. This is due to the DSTT (Downtown Seattle Transit Tunnel) lease with KCM (King County Metro) ending in November 2019.
- Purchased transportation services will increase by \$4.2 million or 7.9 percent, primarily due to the full-year cost of 25 positions hired in 2019 to support the switch to rail only in the DSTT and support an additional swing shift. Additional staff are also needed in 2020 to prepare for testing and commissioning of the expected new Siemens light rail vehicles. In addition, KCM labor rates, overhead, and third-party contracts are increasing.
- Insurance will increase by \$1.8 million or 42.0 percent, primarily due to increasing premiums, growing ridership, transfer of DSTT ownership to ST, and increased light rail vehicle inventory.

## 2020 LINK STATISTICS

	2018 Actual	2019 Budget	2019 Actuals*	2020 Budget	2020 v 2019 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	264,373	266,200	265,159	274,300	3.0%
Revenue Vehicle Miles Operated	5,410,281	5,463,100	5,396,657	5,786,800	5.9%
Trips Operated	102,463	102,976	101,660	111,700	8.5%
<b>Service Consumed</b>					
Total Boardings	24,416,411	28,400,000	25,075,922	28,409,000	0.0%
Average Weekday Boardings	76,042	88,000	79,388	88,400	0.5%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	92.4	106.7	94.6	103.6	-2.9%
Total Boardings/Trip	238.3	275.8	246.7	254.3	-7.8%
Percentage of Scheduled Trips Operated	98.3%	≥ 98.5%	97.2%	≥ 98.5%	0.0%
Headway Performance	89.6%	≥ 90.0%	90.0%	≥ 90.0%	0.0%
Customer Complaints/100,000 Boardings	1.8	< 15.0	2.2	< 15.0	0.0%
Preventable Accidents/100,000 Platform Miles	0.0	< 0.3	0.3	< 0.3	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
Fare Revenues^	\$41,309,802	\$47,403,307	\$43,232,793	\$46,027,307	-2.9%
Operating costs (less Lease & Rentals and Paratransit)	\$109,125,540	\$135,319,102	\$127,730,912	\$148,848,934	10.0%
Cost/Revenue Vehicle Hour	\$412.77	\$508.34	\$481.71	\$542.65	6.8%
Cost/Revenue Vehicle Mile	\$20.17	\$24.77	\$23.67	\$25.72	3.8%
Cost/Boarding	\$4.47	\$4.76	\$5.09	\$5.24	10.0%
Farebox Recovery	37.9%	35.0%	33.8%	30.9%	-11.7%

\*2019 actuals are preliminary and unaudited

^Fare Revenues exclude Park & Ride Parking Revenue

## Link Performance Statistics

- Budget projections for 2020 show fare revenues decreasing by 2.9 percent and operating expenses increasing by 10.0 percent. As a result, the farebox recovery decreases from 33.8 percent to 30.9 percent.
- Revenue vehicle hours operated are expected to increase to 274,300, an increase of 3.0 percent over the 2019 budget. Cost per revenue vehicle hour is expected to increase from \$508.34 to \$542.65.
- Ridership is budgeted at 88,400 weekday boardings, an increase of 0.5 percent over the 2019 budget. Annual boardings are budgeted at 28.4 million, or no significant increase over 2019 budget. The cost per boarding is expected to increase from \$4.76 to \$5.24.
- 5.8 million revenue vehicle miles operated are planned for 2020, an increase of 5.9 percent over the 2019 budget. Cost per revenue vehicle mile is projected to increase from \$24.77 to \$25.72.



## Sounder Commuter Rail

Sounder commuter rail spans three counties and serves commuters making their way between Lakewood in the south and Everett in the north end of Central Puget Sound. Sounder service operates via a contract with BNSF Railway Company, owner of the railway between Tacoma and Everett. Sound Transit owns the railway from Lakewood to Tacoma. Amtrak provides maintenance for the Sounder fleet of locomotives, passenger and cab cars.

### 2020 SOUNDER BUDGET

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	1,393	1,361	1,696	1,528	166	12.2
Benefits	897	946	1,100	1,049	103	10.9
<b>Subtotal</b>	<b>2,290</b>	<b>2,308</b>	<b>2,796</b>	<b>2,577</b>	<b>269</b>	<b>11.7</b>
<b>Services</b>						
Marketing Agency	9	26	25	21	(4)	(16.7)
Professional & Technical	1,022	754	429	800	46	6.1
Contract Maintenance	14,880	15,895	15,201	16,302	407	2.6
Security & Safety	3,137	4,269	3,654	4,078	(191)	(4.5)
Other Services	2,011	2,045	2,950	2,155	109	5.3
<b>Subtotal</b>	<b>21,059</b>	<b>22,989</b>	<b>22,260</b>	<b>23,356</b>	<b>367</b>	<b>1.6</b>
<b>Materials &amp; Supplies</b>	<b>4,961</b>	<b>6,331</b>	<b>5,041</b>	<b>6,295</b>	<b>(36)</b>	<b>(.6)</b>
<b>Utilities</b>	<b>1,338</b>	<b>1,357</b>	<b>1,386</b>	<b>1,518</b>	<b>161</b>	<b>11.8</b>
<b>Insurance</b>	<b>2,242</b>	<b>2,274</b>	<b>2,216</b>	<b>2,797</b>	<b>523</b>	<b>23.0</b>
<b>Taxes</b>	<b>1,432</b>	<b>1,107</b>	<b>1,114</b>	<b>1,235</b>	<b>128</b>	<b>11.6</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	12,962	13,028	13,348	14,107	1,079	8.3
<b>Subtotal</b>	<b>12,962</b>	<b>13,028</b>	<b>13,348</b>	<b>14,107</b>	<b>1,079</b>	<b>8.3</b>
<b>Miscellaneous</b>						
Dues & Subscriptions	1	1	1	1	(0)	(31.8)
Travel & Meetings	12	17	4	10	(7)	(39.5)
Advertising & Promotion Media	121	120	125	100	(20)	(16.7)
Training	3	3	(1)	3	0	.5
Other Miscellaneous	36	73	39	78	5	6.8
<b>Subtotal</b>	<b>173</b>	<b>214</b>	<b>168</b>	<b>192</b>	<b>(22)</b>	<b>(10.2)</b>
<b>Leases &amp; Rentals</b>						
Transit Way	377	380	446	412	32	8.3
General Administrative Facilities	154	155	435	750	595	382.7
<b>Subtotal</b>	<b>531</b>	<b>536</b>	<b>881</b>	<b>1,162</b>	<b>626</b>	<b>116.9</b>
<b>Expense Transfers</b>						
Capital Maintenance and other Projects	41	1,420	2,091	2,274	854	60.1
Operations Department	1,520	1,751	1,646	1,928	177	10.1
Administrative Departments	2,703	3,237	2,999	3,992	755	23.3
<b>Subtotal</b>	<b>4,264</b>	<b>6,407</b>	<b>6,735</b>	<b>8,193</b>	<b>1,786</b>	<b>27.9</b>
<b>Mode Total</b>	<b>\$51,250</b>	<b>\$56,552</b>	<b>\$55,946</b>	<b>\$61,433</b>	<b>\$4,882</b>	<b>8.6%</b>

## Souder 2020 Budget Highlights

The 2020 budget for Souder is 8.6 percent higher than 2019, increasing from \$56.6 million to \$61.4 million.

- Expense transfers will increase by \$1.8 million or 27.9 percent. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions along with non-capital project expenses charged to modes. This is primarily due to increased agency overhead from agency growth and increased project maintenance activities.
- Purchased transportation service charges from the BNSF Railway Company to operate our Souder service are expected to increase by \$1.1 million, or 8.3 percent. The key cost drivers are increases in BNSF crew labor and benefits.
- Leases and rentals will increase by \$0.6 million or 116.9 percent. This is due to increased rates for quiet room space for BNSF staff during shifts.
- Insurance will increase by \$0.5 million or 23.0 percent. This is primarily due to increasing premiums and a small growth in ridership.

## 2020 SOUNDER STATISTICS

	2018 Actual	2019 Budget	2019 Actuals*	2020 Budget	2020 v 2019 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	75,695	74,600	76,093	74,492	-0.1%
Revenue Vehicle Miles Operated	2,236,604	2,236,700	2,262,062	2,236,601	0.0%
Trips Operated	8,638	8,754	8,773	8,674	-0.9%
<b>Service Consumed</b>					
Total Boardings	4,646,271	4,810,000	4,616,656	4,800,960	-0.2%
Average Weekday Boardings	18,114	18,200	17,930	18,700	2.7%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	61.4	64.5	60.7	64.4	0.0%
Total Boardings/Trip	537.9	549.5	526.2	553.5	0.7%
Percentage of Scheduled Trips Operated	98.9%	≥ 99.5%	99.2%	≥ 99.5%	0.0%
On-time Performance	93.1%	≥ 95.0%	95.7%	≥ 95.0%	0.0%
Customer Complaints/100,000 Boardings	10.6	< 15.0	6.8	< 15.0	0.0%
Preventable Accidents/100,000 Platform Miles	0.0	≤ 1.0	0.0	≤ 1.0	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Farebox Revenue<sup>^</sup></b>	\$16,671,148	\$16,988,090	\$17,196,591	\$17,336,381	2.1%
<b>Operating costs (less Leases &amp; Rentals)</b>	\$50,719,023	\$56,015,755	\$55,065,181	\$60,271,415	7.6%
Cost/Revenue Vehicle Hour	\$670.04	\$750.88	\$723.66	\$809.10	7.8%
Cost/Revenue Vehicle Mile	\$22.68	\$25.04	\$24.34	\$26.95	7.6%
Cost/Boarding	\$10.92	\$11.65	\$11.93	\$12.55	7.8%
<b>Farebox Recovery</b>	32.9%	30.3%	31.2%	28.8%	-5.2%

\*2019 actuals are preliminary and unaudited

<sup>^</sup>Fare Revenues exclude Park & Ride Parking Revenue

## Souder Performance Statistics

- In 2020, we will have 13 daily round trips between Seattle and Tacoma, eight of which will go to Lakewood. We expect to deliver 74,492 service hours, a 0.1 percent decrease.
- Ridership is expected to grow to 4.8 million total boardings annually with 18,700 boardings per weekday. Farebox recovery is projected to decrease from 31.2 percent to 28.8 percent. Cost per boarding will increase from \$11.65 to \$12.55.
- Souder cost per revenue vehicle hour is projected to increase by 7.8 percent, from \$750.88 in 2019 to \$809.10 in 2020. The cost per revenue vehicle mile is projected to increase from \$25.04 in 2019 to \$26.95 in 2020.

## ST Express Bus

ST Express offers fast, frequent, two-way service on 27 routes, connecting Snohomish, King, and Pierce Counties. Sound Transit provides this bus service via non-competitively procured service agreements with transit partners, including King County Metro, Pierce Transit, and Community Transit in Snohomish County. ST Express provides services to over 50 transit centers and park-and-ride lots.

### 2020 ST EXPRESS BUDGET (in thousands)

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	741	733	858	879	146	19.9
Benefits	481	506	556	603	98	19.3
<b>Subtotal</b>	<b>1,222</b>	<b>1,238</b>	<b>1,414</b>	<b>1,482</b>	<b>243</b>	<b>19.6</b>
<b>Services</b>						
Marketing Agency	9	26	25	26	0	.0
Professional & Technical	70	1,186	132	949	(237)	(20.0)
Contract Maintenance	4,748	2,510	2,309	1,866	(643)	(25.6)
Security & Safety	2,272	2,949	2,695	2,849	(100)	(3.4)
Other Services	1,335	1,176	1,298	1,291	115	9.8
<b>Subtotal</b>	<b>8,435</b>	<b>7,847</b>	<b>6,459</b>	<b>6,981</b>	<b>(866)</b>	<b>(11.0)</b>
<b>Materials &amp; Supplies</b>	<b>68</b>	<b>71</b>	<b>196</b>	<b>113</b>	<b>43</b>	<b>60.2</b>
<b>Utilities</b>	<b>272</b>	<b>333</b>	<b>333</b>	<b>383</b>	<b>49</b>	<b>14.8</b>
<b>Insurance</b>	<b>(288)</b>	<b>152</b>	<b>21</b>	<b>302</b>	<b>150</b>	<b>99.0</b>
<b>Taxes</b>	<b>755</b>	<b>738</b>	<b>727</b>	<b>720</b>	<b>(18)</b>	<b>(2.4)</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	116,379	129,997	128,981	131,962	1,964	1.5
<b>Subtotal</b>	<b>116,379</b>	<b>129,997</b>	<b>128,981</b>	<b>131,962</b>	<b>1,964</b>	<b>1.5</b>
<b>Miscellaneous</b>						
Dues & Subscriptions	0	0	1	0	0	.0
Travel & Meetings	9	15	5	1	(14)	(94.5)
Advertising & Promotion Media	135	120	126	120	0	.0
Training	0	10	0	6	(4)	(41.1)
<b>Subtotal</b>	<b>145</b>	<b>145</b>	<b>133</b>	<b>127</b>	<b>(18)</b>	<b>(12.6)</b>
<b>Leases &amp; Rentals</b>						
Transit Way	2,075	479	583	160	(319)	(66.6)
General Administrative Facilities	2	0	1	0	(0)	(15.0)
<b>Subtotal</b>	<b>2,076</b>	<b>480</b>	<b>584</b>	<b>161</b>	<b>(319)</b>	<b>(66.5)</b>
<b>Expense Transfers</b>						
Capital Maintenance and other Projects	22	0	1,116	353	353	100.0
Operations Department	1,825	2,068	1,944	2,035	(33)	(1.6)
Administrative Departments	5,153	5,400	4,885	6,862	1,462	27.1
<b>Subtotal</b>	<b>7,000</b>	<b>7,468</b>	<b>7,945</b>	<b>9,249</b>	<b>1,782</b>	<b>23.9</b>
<b>Mode Total</b>	<b>\$136,065</b>	<b>\$148,469</b>	<b>\$146,794</b>	<b>\$151,480</b>	<b>\$3,011</b>	<b>2.0%</b>

## ST Express 2020 Budget Highlights

The 2020 budget for ST Express is 2.0 percent higher than 2019, increasing from \$148.5 million to \$151.5 million.

- Expense transfers will increase by \$1.8 million or 23.9 percent. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions along with non-capital project expenses charged to modes. This is primarily due to increased agency overhead from agency growth.
- Purchased transportation services will increase by \$2.0 million or 1.5 percent due to an increase in partner rates.
- Contract maintenance will decrease by \$0.6 million or 25.6 percent due to a decrease in the DSTT operating and maintenance costs, as ST Express buses left the tunnel in March 2019.
- Leases and rentals will decrease by \$0.3 million or 66.5 percent. This is also due to ST Express buses leaving the DSTT in March 2019.

## 2020 ST EXPRESS STATISTICS

	2018 Actual	2019 Budget	2019 Actuals*	2020 Budget	2020 v 2019 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	626,589	638,013	628,421	625,681	-1.9%
Revenue Vehicle Miles Operated	11,943,671	12,140,043	11,958,427	12,021,204	-1.0%
Trips Operated	483,413	481,730	489,198	489,041	1.5%
Platform Hours	800,538	819,722	816,880	829,369	1.2%
<b>Service Consumed</b>					
Total Boardings	18,191,180	17,980,000	17,460,424	17,435,002	-3.0%
Average Weekday Boardings	62,974	62,900	60,542	60,400	-4.0%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	29.0	28.2	27.8	27.9	-1.1%
Total Boardings/Trip	37.6	37.3	35.7	35.7	-4.5%
Percentage of Scheduled Trips Operated	99.9%	≥ 99.8%	99.4%	≥ 99.8%	0.0%
On-time Performance	85.3%	≥ 85.0%	84.7%	≥ 85.0%	0.0%
Customer Complaints/100,000 Boardings	20.2	< 15.0	18.6	< 15.0	0.0%
Preventable Accidents/100,000 Platform miles	0.66	< 0.80	0.83	< 0.80	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Farebox Revenues<sup>^</sup></b>	\$37,694,735	\$37,192,543	\$36,408,102	\$36,309,448	-2.4%
<b>Operating costs (less Leases &amp; Rentals)</b>	\$133,988,199	\$147,988,947	\$146,210,098	\$151,319,042	2.3%
Cost/Revenue Vehicle Hour	\$213.84	\$231.95	\$232.66	\$241.85	4.3%
Cost/Revenue Vehicle Mile	\$11.22	\$12.19	\$12.23	\$12.59	3.3%
Cost/Platform Hour	\$167.37	\$180.54	\$178.99	\$182.45	1.1%
Cost/Boarding	\$7.37	\$8.23	\$8.37	\$8.68	5.4%
<b>Farebox Recovery</b>	28.1%	25.1%	24.9%	24.0%	-4.5%

\*2019 actuals are preliminary and unaudited

<sup>^</sup>Fare Revenues exclude Park & Ride Parking Revenue

## ST Express Performance Statistics

- Ridership is expected to decrease to 17.4 million boardings in 2020, a decrease of 3.0 percent from 2019 budget. Farebox revenues are projected to decrease by 2.4 percent while expenses are expected to rise by 2.3 percent. Therefore, we will see an increase of 5.4 percent in cost per boarding, from \$8.23 in 2019 to \$8.68 in 2020, and a decrease in farebox recovery from 25.1 to 24.0 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 \$231.95 in 2019 to \$241.85 in 2020, an increase of 4.3 percent.
- Platform hours are planned to increase by 1.2 percent over 2019. A cost per platform hour rate of \$182.45 is expected in 2020, up 1.1 percent from 2019 budget cost of \$180.54.
- ST Express will deliver roughly the same revenue vehicle miles in 2020: 12,021,204 compared to 12,140,043 in the 2019 budget. The cost per revenue vehicle mile will increase from \$12.19 to \$12.59 in 2020 due to operating costs increasing at a faster pace than mileage.

## Tacoma Link Light Rail

Tacoma Link is a 1.6-mile light rail passenger line that connects the heart of downtown Tacoma with the regional transportation hub at Tacoma Dome Station. It is operated and maintained by Sound Transit. There are six unique stations complete with artwork that reflects the history and community of Tacoma. Trains run every 12 minutes during the day on weekdays and Saturdays, and every 24 minutes at all other times.

### 2020 TACOMA LINK BUDGET (in thousands)

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	1,711	1,858	2,318	2,671	813	43.8
Benefits	1,110	1,229	1,512	1,834	605	49.2
<b>Subtotal</b>	<b>2,821</b>	<b>3,087</b>	<b>3,830</b>	<b>4,505</b>	<b>1,418</b>	<b>45.9</b>
<b>Services</b>						
Professional & Technical	8	15	105	38	23	156.3
Contract Maintenance	712	546	382	736	190	34.8
Security & Safety	464	609	542	560	(49)	(8.1)
Other Services	4	9	5	14	4	44.9
<b>Subtotal</b>	<b>1,188</b>	<b>1,179</b>	<b>1,034</b>	<b>1,347</b>	<b>168</b>	<b>14.2</b>
<b>Materials &amp; Supplies</b>	<b>198</b>	<b>220</b>	<b>246</b>	<b>299</b>	<b>79</b>	<b>35.8</b>
<b>Utilities</b>	<b>99</b>	<b>108</b>	<b>97</b>	<b>113</b>	<b>5</b>	<b>4.8</b>
<b>Insurance</b>	<b>208</b>	<b>181</b>	<b>165</b>	<b>255</b>	<b>74</b>	<b>40.8</b>
<b>Taxes</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>735.3</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	0	5	0	5	0	.0
<b>Subtotal</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>.0</b>
<b>Miscellaneous</b>						
Dues & Subscriptions	0	0	0	0	0	.0
Travel & Meetings	29	36	20	0	(36)	(99.6)
Training	9	25	11	35	10	39.4
<b>Subtotal</b>	<b>38</b>	<b>62</b>	<b>31</b>	<b>36</b>	<b>(26)</b>	<b>(42.4)</b>
<b>Leases &amp; Rentals</b>						
General Administrative Facilities	24	30	24	23	(7)	(23.3)
<b>Subtotal</b>	<b>24</b>	<b>30</b>	<b>24</b>	<b>23</b>	<b>(7)</b>	<b>(23.3)</b>
<b>Expense Transfers</b>						
Operations Department	206	245	231	337	91	37.2
Transfer to CIP	0	(909)	(903)	(1,940)	(1,031)	113.4
Administrative Departments	676	713	700	785	73	10.2
<b>Subtotal</b>	<b>882</b>	<b>49</b>	<b>28</b>	<b>(818)</b>	<b>(867)</b>	<b>(1,780.5)</b>
<b>Modes Total</b>	<b>\$5,459</b>	<b>\$4,922</b>	<b>\$5,459</b>	<b>\$5,768</b>	<b>\$846</b>	<b>17.2%</b>

## Tacoma Link 2020 Budget Highlights

The 2020 budget for Tacoma Link is 17.2 percent higher than 2019, increasing from \$4.9 million to \$5.8 million.

- Salaries and Benefits will increase by \$1.4 million or 45.9 percent. This is due to nine additional positions added during 2019 and ten new positions to be added during 2020 to support the Hilltop Link Expansion.
- Expense transfers will net to a credit of \$0.8 million because \$1.1 million of overhead expenses will be offset by \$1.9 million in salaries and benefits that will be charged to the Hilltop expansion project as start-up costs.

## 2020 TACOMA LINK STATISTICS

	2018 Actual	2019 Budget	2019 Actuals*	2020 Budget	2020 v 2019 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	9,867	9,800	9,449	9,800	0.0%
Revenue Vehicle Miles Operated	75,975	75,500	72,798	75,300	-0.3%
Trips Operated	49,202	48,970	49,351	49,060	0.2%
<b>Service Consumed</b>					
Total Boardings	898,614	1,000,000	934,724	889,000	-11.1%
Average Weekday Boardings	3,042	3,400	3,109	3,000	-11.8%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	91.1	102.0	98.9	90.7	-11.1%
Total Boardings/Trip	18.3	20.4	18.9	18.1	-11.3%
Percentage of Scheduled Trips Operated	99.9%	≥ 98.5%	99.9%	≥ 98.5%	0.0%
On-time Performance	99.9%	≥ 98.5%	99.8%	≥ 98.5%	0.0%
Customer Complaints/100,000 Boardings	0.0	< 15.0	0.3	< 15.0	0.0%
Preventable Accidents/100,000 Platform miles	0.0	≤ 1.7	0.0	≤ 1.7	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Operating costs (less Leases &amp; Rentals)</b>	\$5,434,477	\$4,891,819	\$5,434,566	\$5,745,128	17.4%
Cost/Revenue Vehicle Hour	\$550.77	\$499.17	\$575.15	\$586.24	17.4%
Cost/Revenue Vehicle Mile	\$71.53	\$64.79	\$74.65	\$76.30	17.8%
Cost/Boarding	\$6.05	\$4.89	\$5.81	\$6.46	32.1%

\*2019 actuals are preliminary and unaudited

## Tacoma Link Performance Statistics

- Expected ridership is 889,000 boardings or an average of 3,000 per weekday. Ridership is projected to decrease 11.1 percent compared to 2019 budget. The cost per boarding is expected to increase by 32.1 percent from \$4.89 to \$6.46 in 2020.
- Operating costs are projected to increase by 17.4 percent to \$5.7 million in 2020. The cost per revenue hour is expected to increase by 17.4 percent, from \$499.17 to \$586.24.
- Revenue vehicle miles are relatively flat for 2020. The cost per revenue vehicle mile will increase from \$64.79 in 2019 to \$76.30 in 2020, an increase of 17.8 percent.

# Project Budgets

Total project spending is budgeted at \$2.4 billion for 2020. Approximately \$2.2 billion is budgeted to continue with planning, design, and build-out of Sound Transit's capital program. An additional \$97.7 million is budgeted to enhance, replace or maintain current operational assets and capabilities. Administrative projects, which include information technology hardware and applications, administrative costs allocated to construction in progress, and general and administrative expense, are budgeted at \$127.4 million.

The Transit improvement Plan (TIP) that appears later in this document, includes history and forecasts for all Board authorized project allocations for active projects. This section provides projects organized first by category: System Expansion, Enhancement, State of Good Repair, Administrative, and Other, and then by mode: Link, Sounder, Regional Express, Stride, and Other (non-mode specific).

## System Expansion

System Expansion projects expand the regional transit system, and include planning, design, and construction of light rail, commuter rail, express bus, and bus rapid transit infrastructure.

### System Expansion – Link 2020 Budget Highlights

Link light rail projects account for \$2.0 billion and include plans to:

- Establish and commence preliminary engineering and environmental review for the Everett Link Extension project, which represents the combination of two ST3 voter-approved projects: Everett Link Extension and Operations and Maintenance Facility North.
- Continue preliminary engineering and environmental review on Tacoma Dome Link Extension, which combines two ST3 voter-approved projects: Tacoma Dome Link Extension and Operations and Maintenance Facility South.
- Commence final design on the NE 130th Street Infill Station.
- Continue preliminary engineering and environmental review on the West Seattle and Ballard Link Extensions, which represent the combination of three ST3 voter-approved projects: Ballard Link Extension, Downtown Seattle Light Rail Tunnel and West Seattle Link Extension.
- Begin planning and early right-of-way valuation for North Corridor Maintenance of Way facility.
- Continue final design and early construction activities for Downtown Redmond and Federal Way Link extensions.
- Continue systems design, procurement of systems long lead time procurements, advanced utility relocation, and ramp up of civil construction for Lynnwood Link Extension.
- Reach substantial completion on seven segments and continue systems implementation for East Link Extension.
- Reach substantial completion on Northgate Link terminus station and elevated guideway and post-substantial completion for underground stations at Roosevelt and U-District, along with ongoing systems installation.
- Continue construction on the main line and Operations and Maintenance Facility and production oversight of five light rail vehicles for the Hilltop Tacoma Link Extension.
- Continue fleet inspection, delivery and commissioning process for 30 Link light rail vehicles.
- Continue closeout activities for University Link and South 200th Link extensions.

2020 SYSTEM EXPANSION – LINK BUDGET  
(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
Downtown Redmond Link Extension	\$158,410	\$84,873	\$145,836	(\$12,574)	(7.9%)
DSTT Single Tracking	2,500	3,227	0	(2,500)	(100)
East Link Extension	743,944	622,892	587,485	(156,459)	(21.0)
Enhancements to Tacoma Link Extension	910	438	0	(910)	(100.0)
Everett Link Extension	0	82	9,547	9,547	100
Federal Way Link Extension	175,087	249,420	304,597	129,510	74
First Hill Streetcar	8	(0)	0	(8)	(100.0)
Hilltop Tacoma Link Extension	61,344	59,925	60,450	(894)	(1.5)
Light Rail Vehicle Fleet Expansion	86,068	81,896	137,235	51,167	59.4
Lynnwood Link Extension	443,593	281,290	417,160	(26,433)	(6.0)
NE 130th Street Infill Station	5,905	2,437	17,038	11,133	188.5
North Corridor MOW	0	61	369	369	100
Northgate Link Extension	244,800	237,856	144,748	(100,052)	(40.9)
Operations & Maintenance Facility East	108,417	97,825	66,415	(42,002)	(38.7)
South 200th Link Extension	221	411	141	(80)	(36.2)
Tacoma Dome Link Extension	13,280	13,075	25,402	12,122	91.3
University Link Extension	2,921	6,080	1,690	(1,231)	(42.1)
West Seattle and Ballard Link Extensions	31,300	29,114	47,173	15,873	50.7
<b>Total System Expansion - Link</b>	<b>\$2,078,708</b>	<b>\$1,770,901</b>	<b>\$1,965,286</b>	<b>(\$113,422)</b>	<b>(5.5) %</b>



## System Expansion - Sounder 2020 Budget Highlights

Sounder commuter rail projects are budgeted at \$52.0 million and include plans to:

- Award a design-build contract and commence construction on the Puyallup Station Parking and Access Improvements.
- Start preliminary engineering, environmental review and alternatives analysis for Lakewood Station parking and access improvements.
- Begin the request-for-proposal process for Kent and Auburn Stations parking and access improvements design-build contracts.
- Complete the alternatives analysis for Edmonds and Mukilteo Stations Parking and Access Improvements.
- Complete project development implementation plan, which addresses maintenance of existing service and increasing capacity for Sounder South services.
- Commence utility relocations and right-of-way acquisitions for Sounder Maintenance Base.
- Continue closeout activities on seven Sounder projects.

### 2020 SYSTEM EXPANSION – SOUNDER BUDGET

(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
Auburn Station Parking and Access Improvements	\$5,147	\$1,238	\$5,335	\$188	3.7 %
D St-M St Track & Signal	50	8	3	(47)	(94.0)
Edmonds and Mukilteo Stations Parking & Access Improvements	848	637	1,161	313	37.0
Kent Station Parking and Access Improvements	3,911	1,277	7,304	3,393	86.8
Lakewood Station Improvements	0	6	811	811	100.0
Mukilteo Station, S Platform	975	512	379	(596)	(61.1)
Point Defiance Bypass	100	12	3	(97)	(97.0)
Puyallup Station Parking and Access Improvements	9,188	2,397	23,506	14,318	155.8
Sounder Fleet Expansion	7,513	45	1,324	(6,189)	(82.4)
Sounder Maintenance Base	7,087	2,357	2,982	(4,105)	(57.9)
Sounder South Expanded Service	2,314	1,788	75	(2,239)	(96.8)
Sounder Yard Expansion	100	33	30	(70)	(70.0)
South Sounder Capacity Expansion	2,228	1,513	1,159	(1,069)	(48.0)
Sumner Station Parking and Access Improvements	5,422	2,192	7,762	2,340	43.2
Tacoma Trestle Track & Signal	1,080	2,565	128	(952)	(88.1)
Tukwila Station	1,280	1,846	50	(1,230)	(96.1)
<b>Total System Expansion - Sounder</b>	<b>\$47,243</b>	<b>\$18,427</b>	<b>\$52,012</b>	<b>\$4,769</b>	<b>10.1 %</b>

## System Expansion - Regional Express 2020 Budget Highlights

Regional Express bus projects are budgeted at \$28.2 million and include plans to:

- Take delivery of six additional buses to expand ST Express fleet.
- Begin fixed contributions to the development of Rapid Ride C&D, Madison Ave BRT in Seattle and Pacific Ave SR7 Bus corridor improvements in Tacoma.
- Identify potential locations to implement Bus on Shoulder program.
- Support closeout process for I-90 Two-way Transit and HOV Operations Stage 3 project.

### 2020 SYSTEM EXPANSION – REGIONAL EXPRESS BUDGET (in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
Bus Base South	\$587	\$47	\$250	(\$337)	(57.4%)
Bus on Shoulder	1,187	294	720	(467)	(39.3)
I-90 Two-Way Transit & HOV Operations, Stage 3	6,340	5,140	4,470	(1,870)	(29.5)
North Sammamish Park-and-Ride	455	204	765	310	68.1
Pacific Ave SR 7 Bus Rapid Transit	2,535	20	10,590	10,590	100.0
RapidRide C and D	750	530	5,145	4,395	586.0
ST Express Fleet Expansion	0	0	6,306	6,306	100.0
<b>Total System Expansion - Regional Express</b>	<b>\$11,854</b>	<b>\$6,234</b>	<b>\$28,246</b>	<b>\$18,927</b>	<b>159.7 %</b>

## System Expansion - Stride 2020 Budget Highlights

Stride bus rapid transit projects are budgeted at \$92.4 million and include:

- Continue preliminary engineering for Brickyard In-line Freeway Station and 85th Street Interchange and construction at NE 44th Street Interchange on I-405.
- Continue construction of the Business Access and Transit lanes in Bothell.
- Begin preliminary engineering and right-of-way acquisition for Bus Base North.

### 2020 SYSTEM EXPANSION – STRIDE BUDGET (in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
I-405 Bus Rapid Transit	\$65,232	\$57,645	\$63,298	(\$1,934)	(3.0)%
SR 522/NE 145th St BRT	16,875	9,165	27,172	10,297	61.0
Bus Base North	37,543	25,501	1,920	(35,623)	(94.9)
<b>Total System Expansion - Stride</b>	<b>\$119,650</b>	<b>\$92,311</b>	<b>\$92,390</b>	<b>(\$27,260)</b>	<b>(22.8) %</b>

## System Expansion - Other 2020 Budget Highlights

System Expansion – Other projects are budgeted at \$28.6 million and include plans to:

- Develop scope and cost estimate to increase capacity of agency's information system network.
- Perform outreach to increase awareness of fare changes planned to take effect in July.
- Lead outreach efforts to enroll and reenroll ORCA LIFT customers and their children through incentives and other programs with funding from the Transit Coordination Grant.
- Support station-area planning for transit-oriented development.
- Fabricate and install art for Federal Way Link and Downtown Redmond Link extension projects.
- Begin funding system access awards to jurisdictions in the Sound Transit region to invest in non-motorized access improvements around existing passenger facilities.

2020 SYSTEM EXPANSION – OTHER BUDGET  
(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
Efficiency & Sustainability	\$1,502	\$4	\$904	(\$598)	(39.8)%
Environmental Remediation	0	0	500	500	100.0
Fare Administration	500	174	630	130	26.0
Fare Collection	776	234	17	(759)	(97.9)
Innovation and Technology Program	2,330	1,773	2,175	(155)	(6.7)
Next Generation ORCA	3,793	1,517	3,424	(370)	(9.7)
Research & Technology	1,226	109	3,100	1,874	152.9
Research and Business Development Program	205	2	534	329	160.5
ST3 Planning	4,550	1,498	2,550	(2,000)	(44.0)
STart	3,849	3,874	6,303	2,454	63.8
STart Operations & Maintenance	227	120	321	94	41.4
Transit Oriented Development Planning Program	425	79	1,065	640	150.6
Transit Oriented Development Property	2,432	1,023	1,221	(1,211)	(49.8)
Transit System Access Program	7,000	983	5,900	(1,100)	(15.7)
<b>Total System Expansion - Other</b>	<b>\$28,815</b>	<b>\$11,391</b>	<b>\$28,643</b>	<b>(\$172)</b>	<b>(59.8)%</b>

## Enhancement

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

### Enhancement 2020 Budget Highlights

Enhancement projects are budgeted at \$38.0 million and include plans to:

- Design escalator improvements for the University of Washington Station to achieve higher reliability and safety.
- Establish Parking Management Program to support paid parking at ST facilities.
- Install on-demand bike lockers at selected locations.
- Design and begin installation of a second elevator at Airport Station.
- Continue renovations at OMF Central to support relocation of Link Control Center and increased staff.
- Contribute funding to signal and street improvements to mitigate the impacts of buses moving from the Downtown Seattle Transit Tunnel (DSTT) to surface streets.
- Continue preliminary engineering for Passenger Information Management System (PIMS) project.

#### 2020 ENHANCEMENT BUDGET

(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>LINK</b>					
Escalator Modernization Program	\$4,963	\$1,558	\$3,427	(\$1,536)	(30.9)%
Light Rail Vehicle Wireless Communication Upgrade	158	117	0	(158)	(100.0)
Link Operating Segment Systems Enhancements and Upgrades	1,385	43	0	(1,385)	(100.0)
LRV Between Car Barriers	108	13	0	(108)	(100.0)
LRV Wash Bay Modifications	268	(0)	409	141	52.6
Noise Abatement	442	314	900	458	103.6
OMF Energy Efficiency	34	39	0	(34)	(100.0)
Operations & Maintenance Facility Light Rail Vehicle Lift	2,374	1,949	1,534	(840)	(35.4)
Operations Maintenance Facility (OMF) - Link Control Center Upgrades	400	48	568	168	41.9
Operations Maintenance Facility (OMF) - Renovations	2,583	1,549	7,588	5,005	193.8
Operations Maintenance Facility (OMF) Expanded Parking	38	469	0	(38)	(100.0)
SeaTac Airport Second Elevator	0	0	640	640	100
SeaTac Airport Wrong Door Fall Protection	0	0	525	525	100
Signage Improvements	162	156	274	112	69.5
Tacoma Link Fare Collection	0	2	0	0	0
Tacoma Link Radio Upgrade	739	272	141	(597)	(80.9)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>SOUNDER</b>					
Customer Emergency Stations	0	0	0	0	0
Kent Station Parking Lot Paving	0	0	0	0	0
Kent Station Platform Lighting	5	5	0	(5)	(100.0)
King St Station Platform Improvements	0	5	0	0	0
Positive Train Control	278	493	122	(156)	(56.1)
Puyallup Station LED Lighting	5	5	0	(5)	(100.0)
Sumner Station LED Lighting	4	4	0	(4)	100.0
<b>REGIONAL EXPRESS</b>					
Bus Maintenance Facility	0	6	0	0	0
Community Transit - On-Board	1,046	1,087	555	(491)	(46.9)
<b>OTHER</b>					
Bike Parking Program	1,400	72	2,284	884	63.1
Design Criteria Manual Update	0	0	200	200	100.0
Downtown Seattle & Regional Mobility	5,863	5,872	538	(5,325)	(90.8)
Everett Station Security Improvements	289	280	0	(289)	(100.0)
LED Lighting Program	387	0	387	0	0
Non-revenue Support Vehicles	1,620	57	3,311	1,690	104.3
Parking Management Program	0	0	1,926	1,926	100.0
Passenger Information Management	6,036	2,600	8,958	2,922	48.4
Security Operations Center - Video	234	206	28	(206)	(88.1)
Security Radio System	742	221	684	(58)	(7.8)
SODO/MLK Hazard Mitigation	3,030	355	2,066	(965)	(31.8)
Union Station Garden Level Remodel	0	6	0	0	0
Video Management System Upgrade	549	0	900	351	63.9
<b>CLOSED</b>					
Lakewood MOW Renovation	75	0	0	(75)	(100.0)
<b>Total Enhancement</b>	<b>\$35,219</b>	<b>\$17,805</b>	<b>\$37,965</b>	<b>\$2,746</b>	<b>7.8 %</b>

## State of Good Repair

State of Good Repair projects invest in transit system assets to insure the expected useful life is achieved, extend the useful life, and replace assets as needed.

### State of Good Repair 2020 Budget Highlights

State of Good Repair projects are budgeted at \$59.7 million and include plans to:

- Begin repairs to the Downtown Seattle Transit Tunnel (DSTT) stations including vertical conveyances to bring these assets up to Sound Transit standards.
- Perform on-train communications technology upgrades and install automatic passenger counters on all in-service light rail vehicles to ensure compatibility with new light rail vehicles.
- Maintain all equipment and facilities in a state of good repair.
- Perform lifecycle maintenance for administrative and operational technology infrastructure.
- Accept and commission 44 ST Express replacement buses to maintain bus fleet reliability.

### 2020 STATE OF GOOD REPAIR BUDGET

(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>LINK</b>					
Access Control Card Upgrade	1,370	1,211	275	(1,095)	(79.9)%
Convention Place Development Systems Retrofit	350	43	2,214	1,864	532.5
DSTT Capital Improvements	8,500	809	4,510	(3,990)	(46.9)
Kinkisharyo LRV Systems Upgrade	0	0	750	750	100.0
Light Rail Vehicle Overhaul	1,500	0	200	(1,300)	(86.7)
Link Bridge Repairs	60	0	200	140	233.3
Link CCTV System Upgrade	1,980	1,836	375	(1,605)	(81.1)
Link Light Rail Vehicle Overhaul	2,479	2,055	2,424	(55)	(2.2)
Link Radio Upgrade	986	0	800	(186)	(18.9)
Link Station Tile Replacement	399	32	629	230	57.6
OT Virtual System Hardware Upgrade	0	0	250	250	100.0
Puget Sound Emergency Radio Network	0	0	300	300	100.0
Tacoma Link HVAC and Building Systems Upgrade	400	0	0	(400)	-100.0
Tacoma Link Light Rail Vehicle Overhaul	386	48	15	(371)	(96.1)
Wheel Truing Machine	960	0	886	(74)	(7.7)
<b>SOUNDER</b>					
Souder Vehicle Overhaul Program	2,570	1,651	2,201	(369)	(14.4)
<b>REGIONAL EXPRESS</b>					
ST Express Fleet Replacement	0	0	38,362	38,362	100.0

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>OTHER</b>					
Engineering Services Program	0	0	1,394	1,394	100.0%
Information Technology (IT) Infrastructure	1,864	1,982	1,730	(134)	(7.2)
IT Transit Systems	135	0	78	(57)	(42.3)
Small Works Program	1,671	858	997	(674)	(40.3)
Station Midlife Refurbishment Program	1,350	1,197	1,133	(217)	(16.1)
Tacoma Dome Station	0	1,698	0	0	0
<b>CLOSED</b>					
Othello Traction Power Sub-station Parking Lot	2	0	0	(2)	(100.0)
<b>Total State of Good Repair</b>	<b>\$26,961</b>	<b>\$13,420</b>	<b>\$59,721</b>	<b>\$32,760</b>	<b>121.5 %</b>

## Administrative

Administrative projects support the general administration of the agency. The majority of the budget in this project type is for operating costs not directly charged to projects or transit operating that are administrative overhead funded by the Agency Administrative Operating project. Most of the administrative overhead is capitalized with the assets generated by projects or expensed as transit operating costs. The remaining costs are treated as general and administrative and fare and regional planning expenses.

### Administrative 2020 Budget Highlights

Administrative projects are budgeted at \$127.4 million and include plans to:

- Fund department costs allocated to projects as administrative costs as well as department costs that are unallocated.
- Continue HVAC replacement for Union Station.
- Accommodate agency growth with office space development and furnishing and procurement of 11 administrative fleet vehicles.
- Continue migration to SharePoint 365 and development and implementation of Operating Performance Management system.

2020 ADMINISTRATIVE BUDGET  
(in thousands)

Project	2019 Budget	2019 Actual	2020 Budget	Budget \$ Change	Budget % Change
<b>OTHER</b>					
Administrative Capital	\$3,104	\$2,545	\$4,834	\$1,730	55.7%
Agency Administration Operating	80,681	92,771	114,190	33,509	41.5
Environmental Mitigation, Monitoring & Maintenance	125	70	100	-25	(-20.0)
Information Technology Program	4,548	4,039	8,243	3,695	81.2
<b>CLOSED</b>					
Surplus Property Disposition	115	21	0	(115)	(-100)
<b>Total Administrative</b>	<b>\$88,573</b>	<b>\$99,446</b>	<b>\$127,368</b>	<b>\$38,795</b>	<b>43.8 %</b>



## Other Budgets

Other budgets include debt service, contributions to other governments, and tax collection and fees. In 2020 debt service is budgeted at \$144.4 million and includes interest, principal repayments, and financing expenses. Contributions to other governments is budgeted at \$5.0 million. Tax collection and fees are budgeted at \$17.2 million. An additional \$10.8 million is budgeted as an operating contingency.

### Debt Service

As of December 31, 2019 Sound Transit had \$2.3 billion of outstanding long-term bonds and four Transportation Infrastructure Finance and Innovation Act (TIFIA) loan agreements for Operations and Maintenance Facility East, and Northgate Link, East Link, and Lynnwood Link extensions.

Sound Transit has executed TIFIA loan drawdowns of: \$81.6 million for the Northgate Link Extension, \$50 million for East Link Extension, and \$25 million for Operation and Maintenance Facility East, totaling \$156.6 million.

2020 debt service is budgeted at \$144.4 million including:

- \$42.9 million of principal repayment.
- \$100.9 million of interest expense including loan amortization.
- \$597 thousand for financing expenses.

### Contributions to Other Governments

Sound Transit will make a \$5.0 million contribution for operating and maintenance expenses of First Hill Street car based on an agreement with the City of Seattle.

In addition, the following contributions are budgeted in projects. In 2020 \$91.6 million is expected to be paid to other governments for planning and construction of transportation assets. The cost to Sound Transit is accounted for in the following projects:

- I-405 BRT: WSDOT for the NE 145th Interchange - \$41.4 million.
- SR 522: City of Bothell for Business Access and Transit lanes - \$27.2 million.
- Pacific Avenue SR7 Bus Corridor Improvements: Pierce Transit for design and construction - \$10.6 million.
- Rapid Ride C&D and Madison BRT: King County Metro for street improvements to enable rapid ride routes - \$5.5 million.
- Bus on Shoulder: WSDOT to identify and evaluate potential opportunities - \$1.5 million.
- Puyallup Station Access Improvements: City of Puyallup non-motorized access improvements and storm water detention - \$5.4 million.

### Tax Collection and Fees

Sound Transit pays the Washington State Department of Revenue (DOR) fees for the collection and administration of sales and use taxes and rental car taxes and the Washington State Department of Licensing (DOL) fees for the collection and administration of motor vehicle excise taxes. The DOR and DOL fees are budgeted at \$5.2 million in 2020.

In 2019 Sound Transit began 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 2020 budget anticipates contributions from four projects: Federal Way Link Extension \$6.2 million, I-405 Bus Rapid Transit \$975 thousand, Downtown Redmond Link Extension \$4.7 million, and SR 522 Bus Rapid Transit \$3 thousand, totaling \$12.0 million.

### Operating Contingency

In developing the 2020 budget, expenses with a high potential impact but low certainty of occurring, were assigned a percent probability and an operating contingency was created. Use of the contingency requires the approval of the Chief Financial Officer. The operating contingency is budgeted at \$10.8 million in 2020.

# Transit Improvement Plan

The 2020 Transit Improvement Plan (TIP) provides a six-year cost forecast for active projects, a six-year forecast for operating costs by mode as well as a contributions to reserves.

For all active projects cost information is presented by phase, 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 Board-authorized project allocation. The scope, budget-year activities, increase to the authorized project allocation over the prior year, and project risk information is also provided for each project are available in Appendix I.

The Sound Transit Board adopts the TIP and the annual budget to authorize project spending for the budget year as well as changes to authorized project allocations for established and new projects.

## Project Budgeting

### Project Prioritization Process

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

### Authorized Project Allocations

The Sound Transit Board approves spending on the initial phases of a project. As projects reach key milestones, requests for increases in authorized project allocation to complete the next project phase are presented for Board approval.

Typical requests include funding for:

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

The initial project development budget includes alternatives analysis and selection of a preferred alternative, compliance with environmental requirements, 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 system expansion plans. Each voter-approved project has a cost estimate that originated from one of the three voter-approved plans. Appendix A lists ST2 and ST3 cost estimates and Appendix B provides budget for remaining Sound Move projects.

Cost estimates are maintained on a current-year, constant-dollar basis. In the 2020 TIP, full project cost estimates are presented in constant 2019 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 system expansion 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 transit mode.

The Projects section of the TIP document displays authorized project allocations.

### Changes to Authorized Project Allocations from 2019 TIP to 2020 TIP

The table below is a reconciliation of changes in authorized project allocation between the Adopted 2019 TIP and the Adopted 2020 TIP. Each change to a project is explained.

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

	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total TIP
<b>System Expansion</b>									
Link	\$7,487	\$1,965	\$1,921	\$1,595	\$1,673	\$991	\$384	\$674	\$16,691
Sounder	709	52	60	12	3	-	1	67	\$905
Regional Express	223	\$28	\$65	\$44	\$24	\$9	-	\$15	\$410
Stride	103	\$92	\$78	\$48	\$20	\$3	-	-	\$344
Other	87	\$29	\$42	\$21	\$24	\$46	\$18	\$344	\$611
<b>System Expansion Subtotal</b>	<b>8,610</b>	<b>2,167</b>	<b>2,166</b>	<b>1,721</b>	<b>1,744</b>	<b>1,049</b>	<b>403</b>	<b>1,101</b>	<b>18,961</b>
<b>Enhancement</b>	<b>90</b>	<b>38</b>	<b>51</b>	<b>26</b>	<b>26</b>	<b>18</b>	<b>5</b>	<b>16</b>	<b>271</b>
<b>State of Good Repair</b>	<b>185</b>	<b>60</b>	<b>73</b>	<b>39</b>	<b>35</b>	<b>30</b>	<b>8</b>	<b>34</b>	<b>465</b>
<b>Administrative</b>	<b>576</b>	<b>127</b>	<b>139</b>	<b>143</b>	<b>142</b>	<b>143</b>	<b>149</b>	<b>75</b>	<b>1,494</b>
<b>Total</b>	<b>\$9,462</b>	<b>\$2,392</b>	<b>\$2,428</b>	<b>\$1,929</b>	<b>\$1,947</b>	<b>\$1,240</b>	<b>\$565</b>	<b>\$1,227</b>	<b>\$21,190</b>

#### CHANGES TO AUTHORIZED PROJECT ALLOCATION FROM 2019 TIP TO 2020 TIP (in millions)

	Adopted 2019 TIP	2019 Closed Projects	2020 New Projects	Transfers/ Increases/ (Decreases)	Board Actions	Adopted 2020 TIP
<b>System Expansion</b>						
Link	\$16,483		\$186	0	\$22	\$16,691
Sounder	898			7	-	905
Regional Express	292			58	61	410
Stride	296			33	15	344
Other	599		1	12	-	611
<b>System Expansion Total</b>	<b>18,568</b>	<b>-</b>	<b>186</b>	<b>110</b>	<b>97</b>	<b>18,961</b>
<b>Enhancement</b>	<b>221</b>	<b>(6)</b>	<b>21</b>	<b>33</b>	<b>2</b>	<b>271</b>
<b>State of Good Repair</b>	<b>316</b>	<b>(1)</b>	<b>20</b>	<b>95</b>	<b>35</b>	<b>465</b>
<b>Administrative</b>	<b>1,239</b>	<b>(1)</b>		<b>177</b>	<b>78</b>	<b>1,494</b>
<b>Total</b>	<b>\$20,344</b>	<b>(\$7)</b>	<b>\$227</b>	<b>\$414</b>	<b>\$213</b>	<b>\$21,190</b>

## 2020 Closed Projects

The following projects have been closed and excluded from the 2020 TIP. Projects were completed under budget or were cancelled.

## 2019 CLOSED PROJECTS

(In thousands)

	Baseline Budget	Final Cost	Savings/ (Over)
<b>Enhancement Projects</b>			
Open-sidewalk Data Development	60	50	10
Bellevue TC Security System	150	72	78
LRV Wheel Flat Software	250	-	250
Central Link HVAC - Instrument House and UPS Room	1,232	823	408
Central Link Overhead Catenary System - Tie Switch	42	7	35
Bike Locker Program	1,243	1,241	2
Lakewood Maintenance of Way Building	500	0	500
C Link Card Readers	423	131	292
Pierce Transit - GPS Repeater	1,662	0	1,662
<b>State of Good Repair Projects</b>			
King Street Station Vertical Glazing	767	-	767
Othello TPSS Parking Lot	455	431	24
<b>Administrative Project</b>			
Surplus Property Disposition	708	337	371

## 2020 New Projects – Newly created projects for the 2020 budget year.

Ten projects are new for 2020:

- Everett Link Extension for \$185 million to begin preliminary engineering and phase 1 alternatives review of the light rail alignment from Lynnwood to Everett and the Operations and Maintenance Facility North.
- North Corridor MOW (Maintenance of Way) for \$491 thousand to analyze intermediate and long term needs and review alternatives to site facility.
- Environmental Remediation for \$500 thousand to further analyze and develop remediation site plans where necessary on ten Sound Transit owned parcels.
- Design Criteria Manual Update for \$300 thousand.
- SeaTac Airport Second Elevator for \$6.1 million.
- SeaTac Airport Wrong Door Fall Protection for \$700 thousand to install windscreens barriers to prevent passengers from exiting light rail vehicles by the wrong door.
- Parking Management Program for \$13.7 million to establish a program at Sound Transit owned facilities.
- OT (Operating Technology) Virtual System Hardware Upgrade for \$600 thousand to procure a consultant and equipment necessary to support the required upgrades to communications and control (SCADA) virtual servers.
- Kinkisharyo LRV Systems Upgrade for \$17.8 million over four years to update on-board communications systems, light rail vehicle control systems, and install automatic passenger counters in all 62 Kinkisharyo manufactured vehicles.

- Puget Sound Emergency Radio Network (PSERN) for \$500 thousand to install new and update existing communications hardware to enable mandated connection to the PSERN by 2021.
- Engineering Services Program for \$1.4 million to fund internal engineering support to initiatives in pre-project development.

**2020 Change to Authorized Project Allocations** - Increases or decreases for existing project budgets.

- DSTT (Downtown Seattle Transit Tunnel) Single Tracking authorized project allocation is decreased by \$271 thousand to recognize surplus funds as the project was sunset in 2019.
- Lakewood Station Improvements authorized project allocation is increased by \$851 thousand to complete alternatives analysis and identify right-of-way needs.
- Kent Station Parking and Access Improvements project is increased by \$2.5 million to fund construction and design review services.
- Auburn Station Parking and Access Improvements project is increased by \$2.5 million to fund construction and design review services.
- Sounder South Capacity Expansion is increased by \$998 thousand for engineering support and coordination with Burlington Northern Railroad.
- Bothell Transit Related Improvements for \$5 million was integrated into the SR 522/NE 145<sup>th</sup> Street BRT (Bus Rapid Transit) project.
- SR 522/NE 145<sup>th</sup> St BRT (Bus Rapid Transit) project is increased by \$11.8 million to fund phase 3 preliminary engineering bringing the project design to 30 percent and appraisal services for right-of-way acquisitions.
- Rapid Ride C&D Improvements project was increased by \$62.7 million to fund interlocal agreements: contribute to Madison Bus Rapid Transit project and King County Metro's Rapid Ride C&D improvements.
- Fare Administration is increased by \$500 thousand for reduced fares outreach.
- Research and Technology is decreased by \$180 thousand to reduce expected budget surplus.
- Escalator Modernization Program is increased by \$42.3 million to design, procure, and replace escalators at the University of Washington.
- Tacoma Link Fare Collection project was increased by \$85 thousand to fund additional information technology connectivity costs to support the implementation of fare collection for Tacoma Link.
- Video Management System Upgrade project was increased by \$980 thousand to expand the scope to include video analytics software.
- Operations and Maintenance Facility Link Control Center is increased by \$216 thousand to expand the scope to include a video wall.
- Operations and Maintenance Facility (OMF) Renovations is increased by \$3.8 million to upgrade electrical capacity, HVAC and elevator systems.
- King Street Station Platform Improvements is decreased by \$257 thousand to recognize surplus funds.
- LRV Wash Bay Modifications project is increased by \$409 thousand to comply with environmental regulations and improve water flow capacity of existing equipment.
- Signage Improvements is increased by \$162 thousand to fund an increase in scope for 2020.
- Agency Administrative Operating is increased by \$178.3 million to support growth in both projects and transit operating.
- DSTT Capital Improvements is increased by \$86.4 million to fund improvements in the Downtown Seattle Transit Tunnel.
- Link Radio Upgrade is increased by \$933 thousand to procure and install a radio repeater to enable telecommunications in Sound Transit tunnels.
- Wheel Truing Machine is increased by \$3 million to replace the existing machine, which is at the end of its useful life.
- Link Station Tile Replacement project is increased by \$1.0 million to fund completion of the project.
- Station Midlife Refurbishment Program is increased by \$2.5 million for facility mid-life maintenance.

**2019 Board Actions** – Actions the Board took in 2019 to establish or change the authorized project allocation for an amount that is within the cost estimate for the project.

- Station Midlife Refurbishment Program was increased by \$230 thousand through Resolution No. R2019-17 to fund the Tukwila International Boulevard Transit Station bus loop repaving.
- Wheel Truing Machine is increased by \$960 thousand through Resolution No. R2019-06 to procure a portable wheel truing machine for the OMF in Seattle.
- Information Technology (IT) Infrastructure project is increased by \$33.6 million to integrate Sound Transit 3 voter-approved funding into the project through Resolution No. R2019-13.
- Information Technology Program is increased by \$78.4 million to integrate Sound Transit 3 voter-approved funding into the program through Resolution No. R2019-13.
- Pacific Avenue/SR7 Bus Rapid Transit project was established at \$60.5 million through Resolution No. R2019-23 as a fixed contribution.
- I-405 Bus Rapid Transit project is increased by \$14.8 million through Resolutions No. R2019-07 and R2019-22 for the development of the Brickyard In-line Station and the acquisition of property at the NE 44th Interchange site.
- Operations and Maintenance Facility Renovations is increased by \$2.0 million through Resolution No. R2019-19 to fund additional design and construction activities.
- NE 130<sup>th</sup> Street Infill Station project is increased by \$22.1 million through Resolution No. R2020-01 to fund the design and construction of the foundation and guideway of the station.

## Transit Operating

The 2020 TIP contains forecasted expenses to operate and maintain the regional transit system from 2020 through 2025. Operating expenses include the costs of third-party operators for light rail, commuter rail, express bus services, and bus rapid transit, which include Sound Transit's direct costs and administrative costs for providing those services.

As a part of the annual budget, the Sound Transit Board approves spending for each of these modal services for the following fiscal year.

There are no service level changes planned for any of Sound Transit's modes in 2020. However, between 2021 and 2024 six new light rail extensions will open along with new bus rapid transit service in 2024.

Buses no longer operate in the Downtown Seattle Transit Tunnel and Link light rail operations are now responsible for all costs. In mid-2020 the Link Operations and Maintenance Facility East will open with all costs attributed to Link operations. Vehicle maintenance costs are expected to increase over this six-year time period due to aging of the fleet. In 2021 Northgate Link Extension will begin revenue service with a full year of operations in 2022. East Link Extension will begin revenue service in 2023.

Sounder costs will increase in 2023 when the new Sounder Maintenance Base is scheduled to open. ST Express costs are expected to rise as more buses are required to maintain current service levels due to traffic congestion. As new Link extensions become operational, express bus service is expected to be reduced.

The expansion of Tacoma Link to the Hilltop area of Tacoma is currently under construction with projected revenue service starting in 2022. Expansion of the Tacoma Link Operations and Maintenance Facility is expected to be complete in 2021. Hiring for startup activities began in 2018 and will continue as training and other startup activities continue in advance of opening the new extension. Staff, maintenance, insurance, and other costs will increase substantially once the expansion opens.

### TRANSIT OPERATING FORECAST (in millions)

	2020	2021	2022	2023	2024	2025
Link Light Rail	\$152	\$174	\$199	\$235	\$320	\$370
Sounder Commuter Rail	61	71	75	71	71	73
ST Express Bus	151	171	178	184	175	149
Tacoma Link Light Rail	6	10	13	16	19	19
Stride		-	-	-	31	55
<b>Total</b>	<b>\$371</b>	<b>\$426</b>	<b>\$465</b>	<b>\$506</b>	<b>\$616</b>	<b>\$667</b>

## 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, Board authorization would be required to use this reserve to cover a deductible. Approval of the ST3 Plan increased the reserve from \$38 million to \$88 million.

The reserve balance was \$30.4 million at the end of 2019. A contribution of \$5.5 million is budgeted for 2020.

- **Operations & Maintenance**

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

The reserve balance was \$86.4 million at the end of 2019. A contribution of \$4.2 million is budgeted for 2020 to increase the reserve to \$90.6 million.

- **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 \$335.3 million at the end of 2019. No contribution will be needed in 2020.

- **Regional Affordable Housing Revolving Loan Fund**

In 2019 Sound Transit established a revolving loan fund to support development of affordable housing opportunities related to equitable transit-oriented development (TOD). \$4.0 million annual deposits will be made for five years to establish a \$20 million fund.

The reserve balance was \$4.1 million at the end of 2019. A contribution of \$4.0 million is budgeted for 2020.

### AGENCY RESERVES (in millions)

	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Emergency Loss	\$30	\$6	\$6	\$6	\$6	\$6	\$6	\$25	\$88
Operations and Maintenance	86	4	0	0	0	0	0	0	91
Affordable Housing Revolving Loan	4	4	4	4	4	0	0	0	20
Capital Replacement	335	0	0	0	0	0	0	0	335
<b>Total</b>	<b>\$456</b>	<b>\$14</b>	<b>\$10</b>	<b>\$10</b>	<b>\$9</b>	<b>\$6</b>	<b>\$6</b>	<b>\$25</b>	<b>\$534</b>



# Appendix A – 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](http://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 policies 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 at Sound Transit's offices at 401 S. Jackson St., Seattle, Washington 98104 or by mail on request.

# Appendix B – 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 2019 constant-year dollars based on the agency’s August 2019 inflation forecasts.

The table on the next page includes the following information:

- Original cost estimates are from the initial plans approved by voters in November 2008 (ST2) and November 2016 (ST3).
- 2020 cost estimates match the proposed 2020 TIP.
- 2020 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 2019 dollars)

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2019 Estimate	Inc / (Dec)	2020 Estimate
<b>Link Light Rail</b>					
East Link Extension	\$ 4,019,793	\$ (320,506)	\$ 3,699,287	\$ -	\$ 3,699,287
Northgate Link Extension	\$ 2,096,368	\$ 164,012	\$ 2,260,380	\$ -	\$ 2,260,380
Lynnwood Link Extension	\$ 1,968,722	\$ (290,982)	\$ 1,677,740	\$ -	\$ 1,677,740
First Hill Streetcar	\$ 154,859	\$ (1,377)	\$ 153,482	\$ -	\$ 153,482
South 200th Link Extension	\$ 485,394	\$ 10,721	\$ 496,115	\$ -	\$ 496,115
South 200th to KDM Rd	\$ 594,301	\$ (594,301)	\$ -	\$ -	\$ -
KDM Rd to S 272nd St	\$ 644,918	\$ (644,918)	\$ -	\$ -	\$ -
Federal Way Link Extension	\$ 1,254,390	\$ 525,080	\$ 1,779,470	\$ -	\$ 1,779,470
S 272nd to Tacoma Dome - ROW	\$ 72,822	\$ (72,822)	\$ -	\$ -	\$ -
South Corridor Alternatives Analysis	\$ 92,956	\$ (89,506)	\$ 3,450	\$ -	\$ 3,450
Hilltop Tacoma Link Extension	\$ 120,542	\$ 38,381	\$ 158,923	\$ -	\$ 158,923
Link Operations & Maintenance Facility - East	\$ 367,198	\$ 98,228	\$ 465,426	\$ -	\$ 465,426
Light Rail Vehicle Fleet Expansion	\$ 654,203	\$ 73,677	\$ 727,880	\$ -	\$ 727,880
Downtown Seattle Light Rail Tunnel	\$ 2,103,944	\$ -	\$ 2,103,944	\$ -	\$ 2,103,944
West Seattle Link Extension	\$ 1,882,180	\$ (9,097)	\$ 1,873,083	\$ -	\$ 1,873,083
Ballard Link Extension	\$ 3,137,594	\$ (20,712)	\$ 3,116,882	\$ -	\$ 3,116,882
Graham Street Infill Station	\$ 89,037	\$ (353)	\$ 88,684	\$ -	\$ 88,684
Boeing Access Road Infill Station	\$ 159,632	\$ (797)	\$ 158,835	\$ -	\$ 158,835
Downtown Redmond Link Extension	\$ 1,242,278	\$ 24,538	\$ 1,266,816	\$ -	\$ 1,266,816
NE 130th Street Infill Station	\$ 79,705	\$ (446)	\$ 79,259	\$ -	\$ 79,259
Everett Link Extension	\$ 3,707,680	\$ (18,240)	\$ 3,689,440	\$ -	\$ 3,689,440
Issaquah Link Extension	\$ 2,325,152	\$ (11,130)	\$ 2,314,022	\$ -	\$ 2,314,022
Link Operations & Maintenance Facility - North	\$ 916,755	\$ (3,368)	\$ 913,387	\$ -	\$ 913,387
Link Operations & Maintenance Facility - South	\$ 651,892	\$ (3,361)	\$ 648,531	\$ -	\$ 648,531
Tacoma Dome Link Extension	\$ 2,444,061	\$ (12,999)	\$ 2,431,062	\$ -	\$ 2,431,062
Tacoma Community College Extension	\$ 581,272	\$ (2,569)	\$ 578,703	\$ -	\$ 578,703
ST3 Light Rail Vehicle Fleet Expansion	\$ 1,538,653	\$ (229,918)	\$ 1,308,735	\$ -	\$ 1,308,735
<b>Total Link Light Rail</b>	<b>\$ 33,386,301</b>	<b>\$ (1,392,764)</b>	<b>\$ 31,993,537</b>	<b>\$ -</b>	<b>\$ 31,993,537</b>



**CAPITAL COST ESTIMATES**  
(in thousands/constant 2019 dollars)

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2019 Estimate	Inc / (Dec)	2020 Estimate
<b>Souder Commuter Rail</b>					
Sumner Station Improvements	\$ 59,450	\$ (4,605)	\$ 54,845	\$ -	\$ 54,845
Puyallup Station Improvements	\$ 84,810	\$ (13,121)	\$ 71,688	\$ -	\$ 71,688
Lakewood Station Improvements	\$ 51,917	\$ (7,718)	\$ 44,199	\$ -	\$ 44,199
Kent Station Access Improvements	\$ 43,166	\$ 28,247	\$ 71,412	\$ -	\$ 71,412
Auburn Station Access Improvements	\$ 45,041	\$ 20,778	\$ 65,819	\$ -	\$ 65,819
Tacoma Dome Station Access	\$ 19,098	\$ (3,958)	\$ 15,140	\$ -	\$ 15,140
South Tacoma Station Access	\$ 53,968	\$ (8,444)	\$ 45,525	\$ -	\$ 45,525
Mukilteo Station	\$ 15,511	\$ (2,908)	\$ 12,602	\$ -	\$ 12,602
Souder South Access Improvement Program	\$ 1,139,593	\$ (1,729)	\$ 1,137,864	\$ -	\$ 1,137,864
Edmonds and Mukilteo Station Parking and Access Improvements	\$ 48,398	\$ (205)	\$ 48,194	\$ -	\$ 48,194
Souder South Extension from Lakewood to DuPont	\$ 390,413	\$ (2,106)	\$ 388,306	\$ -	\$ 388,306
Souder Maintenance Base	\$ 217,193	\$ (26,317)	\$ 190,875	\$ -	\$ 190,875
Souder Yard Expansion	\$ -	\$ 24,571	\$ 24,571	\$ -	\$ 24,571
Tukwila Permanent Station	\$ 47,435	\$ 13,281	\$ 60,716	\$ -	\$ 60,716
Edmonds Permanent Station	\$ 33,230	\$ (33,230)	\$ -	\$ -	\$ -
Souder South Expanded Service	\$ 298,229	\$ 80,935	\$ 379,163	\$ -	\$ 379,163
Souder ST2 Fleet Expansion	\$ 41,314	\$ 10,390	\$ 51,704	\$ -	\$ 51,704
Tacoma Trestle Track & Signal	\$ 92,061	\$ 83,477	\$ 175,538	\$ -	\$ 175,538
Tacoma Track & Signal	\$ 35,880	\$ (359)	\$ 35,521	\$ -	\$ 35,521
Platform Extensions - South King / Pierce	\$ 71,020	\$ (71,020)	\$ -	\$ -	\$ -
Eastside Rail Partnership	\$ 64,553	\$ (64,551)	\$ 2	\$ -	\$ 2
<b>Total Souder Commuter Rail</b>	<b>\$ 2,852,278</b>	<b>\$ 21,408</b>	<b>\$ 2,873,686</b>	<b>\$ -</b>	<b>\$ 2,873,686</b>
<b>Stride</b>					
I-405 Bus Rapid Transit	\$ 1,041,671	\$ (4,884)	\$ 1,036,788	\$ -	\$ 1,036,788
Bus Rapid Transit Maintenance Base	\$ 194,109	\$ (677)	\$ 193,433	\$ -	\$ 193,433
SR 522 Bus Rapid Transit	\$ 482,940	\$ (1,995)	\$ 480,945	\$ -	\$ 480,945
RapidRide C and D	\$ 78,647	\$ (870)	\$ 77,777	\$ -	\$ 77,777
<b>Total Stride</b>	<b>\$ 1,797,368</b>	<b>\$ (8,425)</b>	<b>\$ 1,788,943</b>	<b>\$ -</b>	<b>\$ 1,788,943</b>
<b>Regional Express</b>					
ST Express Bus Base	\$ 242,876	\$ (8,219)	\$ 234,657	\$ -	\$ 234,657
Mid-Day Bus Storage	\$ -	\$ 3,448	\$ 3,448	\$ -	\$ 3,448
ST Express ST2 Fleet Expansion	\$ 46,008	\$ 18,964	\$ 64,972	\$ -	\$ 64,972
North Sammamish Park-and-Ride	\$ 24,254	\$ (64)	\$ 24,190	\$ -	\$ 24,190
Bus Corridor Enhancements along Pacific Avenue in Tacoma	\$ -	\$ -	\$ -	\$ -	\$ -
Bus on Shoulder Project	\$ 123,415	\$ -	\$ 123,415	\$ -	\$ 123,415
Investments SR 162	\$ 40,488	\$ (180)	\$ 40,308	\$ -	\$ 40,308
STEX Fleet to support Interim STEX Service	\$ 21,801	\$ -	\$ 21,801	\$ -	\$ 21,801
I-90 Contribution	\$ 64,584	\$ -	\$ 64,584	\$ -	\$ 64,584
Burien Transit Center/ Parking Garage	\$ 19,196	\$ (1,582)	\$ 17,613	\$ -	\$ 17,613
Bothell Transit Related Improvements	\$ 7,174	\$ (7,174)	\$ -	\$ -	\$ -
<b>Total Regional Express</b>	<b>\$ 589,797</b>	<b>\$ 5,192</b>	<b>\$ 594,989</b>	<b>\$ -</b>	<b>\$ 594,989</b>
<b>Other</b>					
ST3 Planning	\$ 59,689	\$ (25,082)	\$ 34,607	\$ -	\$ 34,607
Innovation and Technology Fund	\$ 84,865	\$ -	\$ 84,865	\$ -	\$ 84,865
Transit Oriented Development	\$ 24,406	\$ -	\$ 24,406	\$ -	\$ 24,406
System Access Program	\$ 113,154	\$ -	\$ 113,154	\$ -	\$ 113,154
Sumner to Orting Study	\$ 5,658	\$ -	\$ 5,658	\$ -	\$ 5,658
Future System Planning (ST4)	\$ 74,795	\$ -	\$ 74,795	\$ -	\$ 74,795
HCT Planning Studies	\$ 51,204	\$ -	\$ 51,204	\$ -	\$ 51,204
STArt Program	\$ -	\$ 158,653	\$ 158,653	\$ -	\$ 158,653
<b>Total Other</b>	<b>\$ 413,771</b>	<b>\$ 133,571</b>	<b>\$ 547,342</b>	<b>\$ -</b>	<b>\$ 547,342</b>
<b>TOTAL Capital Plan Estimate</b>	<b>\$ 39,039,515</b>	<b>\$ (1,241,018)</b>	<b>\$ 37,798,497</b>	<b>\$ -</b>	<b>\$ 37,798,497</b>

**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.

## Appendix C – 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
<b>Total Project Cost</b>	<b>\$225,648</b>

### ADOPTED ALLOCATIONS TO DATE FOR ACTIVE SOUND MOVE PROJECTS (YOE\$ in thousands)

	2008	Inc/(Dec)	2018	Inc/(Dec)	2019
<b><u>Link Light Rail</u></b>					
University Link	\$ 1,614,007	\$ 142,000	\$ 1,756,007	\$ -	\$ 1,756,007
<b>Total Link Light Rail</b>	<b>1,614,007</b>	<b>142,000</b>	<b>1,756,007</b>	<b>-</b>	<b>1,756,007</b>
<b><u>Souder Commuter Rail</u></b>					
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)	-	-	-	-	-
<b>Total Souder Commuter Rail</b>	<b>85,396</b>	<b>91,179</b>	<b>176,575</b>	<b>-</b>	<b>176,575</b>
<b><u>Regional Express</u></b>					
I-90 2-Way Transit & HOV Op, Stage 3 (see note)	1,722	223,926	225,648	-	225,648
<b>Total Regional Express</b>	<b>1,722</b>	<b>223,926</b>	<b>225,648</b>	<b>-</b>	<b>225,648</b>
<b>Total Active Sound Move Projects</b>	<b>\$ 1,701,125</b>	<b>\$ 457,105</b>	<b>\$ 2,158,230</b>	<b>\$ -</b>	<b>\$ 2,158,230</b>

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.

# Appendix D - 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, 2019. 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-eight percent of facilities assets are at a condition assessment of three or better under FTA guidelines, one-hundred percent of rolling stock and non-revenue vehicles are within useful life benchmarks, and zero percent of track assets are subject to performance restrictions.

*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 2018 SOGR Forecast (YOE\$ in 000s)	Fall 2019 SOGR Forecast (YOE\$ in 000s)	Difference
2020	\$ 73,504	\$ 65,936	\$ (7,568)
2021	\$ 84,683	\$ 89,393	\$ 4,710
2022	\$ 87,868	\$ 86,130	\$ (1,738)
2023	\$ 85,836	\$ 137,685	\$ 51,849
2024	\$ 142,500	\$ 106,823	\$ (35,677)
2025-2060	\$ 30,903,878	\$ 29,841,548	\$ (1,062,330)
<b>Total</b>	<b>\$ 31,378,268</b>	<b>\$ 30,327,515</b>	<b>\$ (1,050,753)</b>

Years	SOGR Forecast	Set Aside in Agency Long-Term Financial Plan	% of SOGR Forecast That is Funded
2020-2060	\$30 billion	\$30 billion	100%

The Fall 2018 40-year forecast was for \$31.4 billion. The updated Fall 2019 forecast was \$30.3 billion, a difference of \$1.1 billion. The major variance was due to updated inflation indices and assumptions related to new assets for the Orca Next Gen project.

**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 2020-2025 is \$590 million, while the current TIP is \$272 million, a difference of \$318 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 (YOES\$ in 000s)	SOGR Forecast (YOES\$ in 000s)	Difference
2020	\$ 64,556	\$ 65,936	\$ 1,380
2021	\$ 77,239	\$ 89,393	\$ 12,154
2022	\$ 45,180	\$ 86,130	\$ 40,951
2023	\$ 39,208	\$ 137,685	\$ 98,477
2024	\$ 34,436	\$ 106,823	\$ 72,387
2025	\$ 11,348	\$ 104,166	\$ 92,818
Total	\$ 271,966	\$ 590,133	\$ 318,167

**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 (YOES\$ in 000s)	Greater than \$50M?	ST Replaceable Asset Value (YOES\$ in 000s)	2% of Amount	Variance btwn Forecast and 2%	Policy Met?
2023	\$ 137,685	Yes	\$ 9,656,830	\$ 193,137	\$ (55,451)	No
2024	\$ 106,823	Yes	\$ 11,406,319	\$ 228,126	\$ (121,303)	No
2025	\$ 104,166	Yes	\$ 12,136,618	\$ 242,732	\$ (138,566)	No
2026	\$ 125,290	Yes	\$ 12,136,618	\$ 242,732	\$ (117,443)	No
2027	\$ 132,208	Yes	\$ 12,318,734	\$ 246,375	\$ (114,166)	No
2028	\$ 131,825	Yes	\$ 12,318,734	\$ 246,375	\$ (114,550)	No
2029	\$ 181,456	Yes	\$ 12,318,734	\$ 246,375	\$ (64,918)	No
2030	\$ 206,049	Yes	\$ 14,550,390	\$ 291,008	\$ (84,959)	No
2031	\$ 244,344	Yes	\$ 14,684,089	\$ 293,682	\$ (49,338)	No
2032	\$ 251,870	Yes	\$ 14,913,266	\$ 298,265	\$ (46,396)	No
2033	\$ 279,006	Yes	\$ 14,913,266	\$ 298,265	\$ (19,260)	No

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

Compliance: Met. The October 2019 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.

## Appendix E – Subarea Allocations

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

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

This appendix provides the drivers that will be used to allocate sources and uses to subareas in 2016 as well as new projects for 2020. Any additional projects are added at the end of the year when subarea allocations are calculated.

### Revenues and Financing Sources

#### Sources

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

#### Passenger FARES

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

## Operating Uses

### Link Light Rail Services Operating Uses

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

### Sounder Commuter Rail Services Operating Uses

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

### ST Express Services Operating Uses

Description	Driver
Bus Operations	Platform Hours
DSTT Operations	Location

### Other OPERATING Uses

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

### Capital Project Uses (Outlays)

System Expansion – Link Light Rail Projects	Driver
East Link Extension	ST2 Adopted Financial Plan
Enhancements to Tacoma Link Extension	Location
Downtown Redmond Link Extension	Location
Downtown Seattle Transit Tunnel – Single Tracking	Track Miles
Everett Link Extension	ST3 Adopted Financial Plan
Federal Way Link Extension	Location
First Hill Link Streetcar	Location

<b>System Expansion – Link Light Rail Projects</b>	<b>Driver</b>
Link Operations & Maintenance Satellite Facility: East	ST2 Adopted Financial Plan
LRV Fleet Expansion	Financial Plan
Lynnwood Link Extension	ST2 Adopted Financial Plan
North Corridor Maintenance of Way	Location
Northgate Link Extension	Location
Northgate Link Extension Project Reserve	Location
S. 200 <sup>th</sup> Link Extension	Location
Tacoma Dome Link Extension	Track Miles
Hilltop Tacoma Link Extension	Location
University Link Extension	Location
West Seattle & Ballard Link Extensions	Track Miles

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

<b>System Expansion – ST Express Projects</b>	<b>Driver</b>
Bus On Shoulder	ST3 Adopted Financial Plan
ST Express Fleet Expansion	Service Hours
I-90 Two-Way Transit & HOV Operations, Stage 3	Location



<b>System Expansion – STRIDE</b>	<b>Driver</b>
I-405 Bus Rapid Transit	Service Miles
BRT Maintenance Base	Financial Policies
SR 522/NE 143 <sup>rd</sup> St Bus Rapid Transit	Service Miles
<b>System Expansion - Other</b>	<b>Driver</b>
Design Criteria Manual	Financial Policies
Environmental Remediation	Location
Fare Administration	Financial Policies
Fare Collection	Location
ORCA Next Generation	Financial Policies
Parking Management Program	Location
Research and Business Development Program	Financial Policies
Research and Technology	Financial Policies
ST3 Planning	Financial Policies
<i>Start</i>	Location

<b>Enhancement Projects</b>	<b>Driver</b>
Bike Parking Program	Location
Bus Maintenance Facility	Platform Hours
Central Link Card Readers	Boardings/Track Miles
Central Link HVAC – Instrument House & UPS Room	Boardings/Track Miles
Community Transit On-Board Communication Upgrade	Location
Customer Emergency Stations	Location
Passenger Information Management System	Financial Policies
Downtown Seattle Transit Tunnel Mitigation	Location
Everett Station Security Improvements	Location
Kent Station Parking Lot Paving	Location
Kent Station Platform Lighting	Location
King St Station Platform Improvements	Location
LED Lighting Program	Location
Link Operating Segment System Enhancements & Upgrades	Location
Locomotive Inboard Facing Cameras	Vehicle Miles
LRV Wireless Communication Upgrade	Boardings/Track Miles
LRV Between Car Barriers	Location
LRV Wash Bay Modifications	Boardings/Track Miles

<b>Enhancement Projects</b>	<b>Driver</b>
Noise Abatement	Location
Non-Revenue Support Vehicles	Boardings/Track Miles
OMF Energy Efficiency	Boardings/Track Miles
OMF– Link Control Center (LCC) Upgrades	Boardings/Track Miles
OMF Expanded Parking	Boardings/Track Miles
OMF - Renovations	Boardings/Track Miles
OMF LRV Vehicle Lift	Boardings/Track Miles
Positive Train Control	Location/Track Miles
Puyallup Station LED Lighting	Location
SeaTac Airport Second Elevator	Location
SeaTac Airport Wrong Door Protection`	Location
Security Operations Center – Video Monitoring Improvements	Financial Policies
Security Radio System	Financial Policies
Signage Improvements	Location
SODO/MLK Hazard Mitigation	Location
Sounder Passenger Emergency Intercom	Vehicle Miles
Sumner Station LED Lighting	Location
Tacoma Link Fare Collection	Location
Tacoma Link Radio Upgrade	Location
Transit Oriented Development Property Disposition	Location
Union Station Remodel Garden Level Remodel	Location
Video Management System Upgrade	Location/Track Miles

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

<b>State of Good Repair</b>	<b>Driver</b>
LRV Overhaul	Boardings/Track Miles
Operating Technology Virtual System Hardware Upgrade	Financial Policies
Puget Sound Emergency Radio Network	Financial Policies
Small Works Program	Location
Sounder Vehicle Overhaul Program	Vehicle Miles
ST Express Fleet Replacement	Platform Hours
Station Midlife Refurbishment Program	Location
Tacoma Dome Station	Location
Tacoma Link LRV Overhaul	Location
Tacoma Link HVAC and Building Systems Upgrade	Location

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

# Appendix F – Department Budgets

## Department Budgets

The proposed 2020 budget for Sound Transit departments totals \$543.7 million, an increase of \$37.3 million or 7.4 percent over the 2019 budget. Major drivers of the increase are higher staffing, operating contingency, and third party rates for purchased transportation services and insurance. Of these, staffing is the largest change. Salaries and benefits increased by \$26.3 million or 17.8 percent over the 2019 budget primarily due to a full year of costs for 130 positions added in 2019, along with 67 new positions approved for 2020.

Department expenses are allocated primarily to the budgets for transit operating and projects. Unallocated costs include general and administrative as well as fare and regional planning expenses.

### 2020 CHANGES TO DEPARTMENT BUDGETS BY DEPARTMENT

(in thousands)

Department	2019 Budget	2020 Budget	Budget \$ Change	Budget % Change
Communications	\$12,447	\$13,556	\$1,109	8.9%
Design, Engineering & Construction Management	55,100	65,550	10,450	19.0
Executive	26,941	33,042	6,101	22.6
Finance	26,375	30,459	4,084	15.5
Information Technology	29,168	32,415	3,247	11.1
Legal	4,845	5,425	580	12.0
Operations	327,927	337,200	9,273	2.8
Planning, Environment & Project Development	15,893	16,716	823	5.2
Safety & Quality Management	7,661	9,341	1,680	21.9
<b>Total Department Budgets</b>	<b>\$506,356</b>	<b>\$543,704</b>	<b>\$37,348</b>	<b>7.4%</b>

## Agency Staffing

Staffing growth in 2020 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 from 2017 to the 2020 budget are summarized below.

### AGENCY STAFFING SUMMARY

Department	2017	2018	2019			2020	
			Adopted	Changes	Current	New	Proposed
Communications	41	69	71	1	72	0	72
Design, Engineering & Construction Management	297	309	327	0	327	7	334
Executive	161	194	156	8	164	9	173
Finance	77	90	102	(4)	98	6	103
Information Technology	94	115	121	(12)	109	13	122
Legal	21	23	23	0	23	2	25
Operations	162	183	225	12	237	24	261
Planning, Environment & Project Development	74	85	95	7	102	6	108
Safety & Quality Management	0	0	66	0	66	0	66
<b>Total Positions</b>	<b>927</b>	<b>1,068</b>	<b>1,186</b>	<b>12</b>	<b>1,198</b>	<b>67</b>	<b>1,265</b>

Note: Service Planning Division was transferred from Operations Dept. to Preliminary Engineering & Project Development Dept. in 2019. IT Transit Systems was transferred from Information Technology Dept. to Operations Dept. in 2019.

# Appendix G - Resolution No. R2019-30



## Resolution No. R2019-30

### Adopting the Proposed 2020 Budget and 2020 Transit Improvement Plan

Meeting:	Date:	Type of action:	Staff contact:
Finance and Audit Committee	12/19/2019	Recommend to Board	Tracy Butler, Chief Financial Officer
Board	12/19/2019	Final action	<b>Ann Sheridan, Budget Director</b>

### Proposed action

Adopts an annual budget for the period from January 1 through December 31, 2020 and adopts the 2020 Transit Improvement Plan.

### Key features summary

- The Proposed 2020 Budget requests funding authorization of \$3.1 billion. This request is comprised of:
  - \$370.0 million for Transit Operations;
  - \$2.5 billion for Projects; and
  - \$176.8 million for Other (including debt service).
- With the revisions in Attachment B (\$0 net impact), the 2020 funding authorization request totals \$3.1 billion.
- The Proposed 2020 Transit Improvement Plan (TIP) totals \$21.2 billion in authorized project allocations to date.
- With the revisions in Attachment B (\$0 net impact), the 2020 TIP totals \$21.2 billion.
- The Proposed 2020 Budget would be funded by an estimated \$2.5 billion in revenues and other financing sources and an estimated \$593.8 million in unrestricted cash.
- The Proposed 2020 Budget and Proposed 2020 TIP, with revisions, are fully affordable within the agency's current financial projections.

### Background

The Sound Transit Board adopts the Sound Transit annual budget, which contains the agency's budget for revenue and financing, administrative expenses, transit operating expenses, projects, and debt service. The Sound Transit Board adopts the Transit Improvement Plan (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: Transit Operating Budget, Project Budget, and Other Budgets.

This resolution approves the following revenues and expenditures for 2020:

Revenues – \$2.5 billion of estimated revenues and other financing sources which includes:

- \$1,446.2 million from Retail Sales and Use Tax
- \$359.1 million from Motor Vehicle Excise and Rental Car Taxes
- \$155.5 million from Property Tax

- \$332.9 million from federal grants
- \$19.7 million from local and state contributions
- \$100.1 million from passenger fare revenues
- \$47.9 million in interest income
- \$12.8 million in miscellaneous revenues

Transit Operating Budget – \$370.0 million includes:

- \$150.8 million for ST Express
- \$147.7 million for Link Light Rail
- \$65.7 million for Sounder Commuter Rail
- \$5.8 million for Tacoma Link

Project Budgets – \$2.5 billion for the delivery of projects:

- System Expansion Projects – \$2.3 billion which includes:
  - \$2,063.1 million for Link
  - \$56.9 million for Sounder
  - \$43.3 million for Regional Express
  - \$92.6 million for Stride
  - \$29.0 million for Other
- Enhancement Projects – \$38.4 million
- State of Good Repair Projects – \$76.1 million
- Administrative Projects – \$127.3 million
- Offset by charges to Transit Modes - \$(9.4) million

Revisions to the Proposed 2020 Project Budget have a \$0 net impact, for a new authorized project outlays of \$2.5 billion.

Other Budget – \$176.8 million includes:

- \$144.4 million for Debt Service
- \$16.7 million for Tax Collection & Fees
- \$10.8 million for Operating Contingency
- \$5.0 million for Contributions to Other Governments

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

- \$90.6 million for the Operations & Maintenance Reserve equal to two months of operating expenses (a contribution of \$3.9 million is budgeted for 2020).
- \$35.9 million for the Emergency/Loss Reserve (a contribution of \$5.5 million is budgeted for 2020).
- \$8.1 million for the Regional Affordable Housing Revolving Loan Fund (a contribution of \$4.0 million is budgeted for 2020).
- \$300.0 million in the Capital Replacement Reserve (no contribution is budgeted for 2020).

The resolution also authorizes:

- Revisions and cash flow changes approved by the Rider Experience and Operations Committee, Executive Committee, System Expansion Committee, and those adopted by the Board as part of this action. Approved revisions are shown in Attachment B.
- The Proposed 2020 TIP plus revisions includes changes to the authorized project allocation for 24 projects and the establishment of 10 projects with an authorized project allocation increase of \$640.9 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 plus additional revenue arising from new assessments for new construct,

property improvements, value increases due to the construction of new renewable electric facilities, and new state property assessments, unless expressly authorized by the Board.

## **Fiscal information**

The Proposed 2020 Budget and Proposed 2020 TIP are fully affordable within the agency's current financial projections.

With the revisions in Attachment B (\$0 net impact), the 2020 funding authorization request totals \$3,064,186,192 in operating expenditures and project costs.

## **Disadvantaged and small business participation**

### **Participation by small businesses and disadvantaged business enterprises (DBEs)**

Not applicable to this action.

## **Public involvement**

The Sound Transit Board reviewed the Proposed 2020 Budget and Proposed 2020 Transit Improvement Plan at public meetings that took place in October and November 2019 and reviewed revisions to both in December. On November 14, 2019, 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 2020 Budget and Proposed 2020 Transit Improvement Plan into the 2020 fiscal year and the agency would have no spending authority beginning January 1, 2020.

## **Prior Board/Committee actions**

Resolution No. R2018-44: Adopted a grant benefit allocation policy for subarea reporting purposes, granting 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.

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.

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**Environmental review** – KH 12/12/19

**Legal review** – MT 12/12/19

## Resolution No. R2019-30

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, 2020, and adopting the 2020 Transit Improvement Plan.

WHEREAS, the Central Puget Sound Regional Transit Authority, commonly known as Sound Transit, was formed under chapters 81.104 and 81.112 of the Revised Code of Washington (RCW) 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 permanently 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, the chief executive officer submitted a Proposed 2020 Budget and Proposed 2020 Transit Improvement Plan (TIP) for Board consideration; and

WHEREAS, the Proposed 2020 Budget and Proposed 2020 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 2019 the Sound Transit Board designated the Rider Experience and Operations Committee, Executive Committee, System Expansion Committee, and the Finance and Audit 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 14, 2019, to take public testimony on the Proposed 2020 Budget and Proposed 2020 TIP; and

WHEREAS, at its December 5, 2019, meeting, the Rider Experience and Operations Committee approved Motion No. M2019-112 recommending to the Finance and Audit Committee the following:

- The Proposed 2020 Budget and TIP for Enhancement projects, State of Good Repair projects, and Administrative projects (annual and authorized project allocations to date)
- The Proposed 2020 Transit Operating Budget



- Revisions; and

WHEREAS, at its December 12, 2019, meeting, the Executive Committee approved Motion No. M2019-118 recommending the Proposed 2020 Budget and TIP for System Expansion – Other Projects (annual and authorized project allocations to date) to the Finance and Audit Committee; and

WHEREAS, at its December 12, 2019, meeting, the System Expansion Committee approved Motion No. M2019-121 recommending the Proposed 2020 Budget and TIP on System Expansion Projects, excluding System Expansion – Other Projects (annual and authorized project allocations to date) to the Finance and Audit Committee; and

WHEREAS, at its December 19, 2019, meeting, the Finance and Audit Committee reviewed Motion No. M2019-112, M2019-118, and M2019-121, recommending the Proposed 2020 Budget and Proposed 2020 TIP and revisions 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 2020 Budget and Proposed 2020 TIP with revisions.

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

Section 1a – Revenues and Other Financing Sources. The Proposed 2020 Budget projects the collection of \$2,474,166,700 in total revenues and financing sources including \$1,446,227,692 for Sales and Use Tax, \$359,059,492 for Motor Vehicle Excise Tax and Rental Car Tax, \$155,500,000 for Property Tax, \$332,920,700 for federal grants, \$19,686,177 for local and state contributions, \$100,086,869 for passenger fare revenues, \$47,914,626 for interest income, and \$12,771,145 for miscellaneous revenues.

Section 1b – Transit Operating Budget. Sound Transit is authorized to incur \$370,037,113 in transit operating expenses.

- \$150,848,990 for ST Express bus expenses;
- \$147,678,804 for Link light rail expenses;
- \$65,665,775 for Sounder commuter rail expenses;
- \$5,843,545 for Tacoma Link light rail expenses;

Section 1c – Project Budget. Sound Transit is authorized to incur a total of \$2,517,303,836 for project outlays, comprised of budgets for the following project types: System Expansion – Link \$2,063,066,083; System Expansion – Sounder \$56,946,409; System Expansion – Regional Express \$43,331,870; System Expansion – Stride \$92,566,360; System Expansion – Other \$28,966,216; Enhancement projects \$38,386,926; State of Good Repair projects \$76,101,669; and Administrative projects \$127,315,482; offset by charges to transit modes \$(9,377,179); and/or such amounts as are contained in revisions to the Proposed 2020 Budget as adopted by the Board.

Revisions to the Proposed 2020 Project Budget decreases Enhancement projects by \$591,000 to \$37,795,926 and increases State of Good Repair projects by \$591,000 to \$76,692,669. Total revisions have \$0 net impact.

Note: Under Administrative projects, the chief executive officer is authorized to incur \$2,075,000 for the regionally shared operation and maintenance costs under the Interlocal Agreement for the ORCA fare collection system.

Section 1d – Debt Service. Sound Transit is authorized to incur \$101,472,082 in fixed and variable rate interest and fees on debt and \$42,915,000 in principal repayments for a total of \$144,387,082 for debt service on outstanding bonds and loans.

Section 1e – Contributions to Other Governments. Sound Transit is authorized to incur \$5,000,000 in contributions to other governments for the operating and maintenance expenses of First Hill Street car based on an agreement with the City of Seattle.

Section 1f – Tax Collection and Fees. Sound Transit is authorized to incur \$16,657,239 in tax collection and fees.

Section 1g – Operating Contingency. Sound Transit is authorized to incur \$10,800,000 in operating contingency.

Section 1h – Reserves. Sound Transit is authorized to place in reserve the following amounts: \$5,500,000 for Emergency/Loss and \$3,866,704 for Operations and Maintenance, and \$4,000,000 for Regional Affordable Housing Revolving Loan Fund.

Section 2. The Proposed 2020 TIP includes changes in authorized project allocations in the amount of \$640,918,356: \$415,323,546 for existing projects and \$225,594,810 for new projects, for a new authorized project allocations total of \$21,167,447,055. Revisions to the Proposed 2020 TIP have \$0 net impact. The specific projects impacted are referenced in Attachment C – Changes to Authorized Project Allocations in the Proposed 2020 TIP.

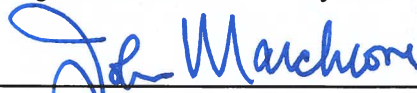
Section 3. The budget for the period January 1, 2020 to December 31, 2020 as set forth in Attachment A (2020 Financial Plan and Proposed Budget), and the approved revisions to the Proposed 2020 Budget and Proposed 2020 TIP in Attachment B, together constitute the Adopted 2020 Budget and Adopted 2020 TIP as adopted by this Resolution.

Section 4. The Adopted 2020 Budget and Adopted 2020 TIP are not an exclusive authorization of expenses or capital outlays, except as specified in Section 1c as it relates to the Interlocal Agreement for 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 plus additional revenue from new assessments for the classes of property identified in RCW 84.55.010(1) or, if approved by the Board, in another 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 the Board of the Central Puget Sound Regional Transit Authority at a regular meeting thereof held on December 19, 2019.



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John Marchione  
Board Chair

**Attest:**



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Kathryn Flores  
Board Administrator



## Resolution No. R2019-30

### Attachment A – Proposed 2020 Budget and Transit Improvement Plan

Link to Proposed 2020 Budget on Soundtransit.org:

[Proposed 2020 Budget and Transit Improvement Plan](#)



**Resolution No. R2019-30**

**Attachment B – Approved Revisions to the Proposed 2020 Budget and Transit Improvement Plan**

**Approved by the Rider Experience and Operations Committee on December 5, 2019**

**R-1 #700704 Link Radio Upgrade – Increase Authorized Project Allocation and Annual Project Budget to Accommodate Additional Project Scope**

Annual Project Budget Revision: \$800,000

Authorized Project Allocation Revision: \$933,000

Project Type: State of Good Repair

Funding Source: Long-range Financial Plan

Description: Procure and install a backup radio repeater system to ensure radio functions in underground stations in the event the main system shuts down. This revision authorizes the full project allocation and increases the annual budget for the Right-of-Way Phase of the project. The additional budget will fund the administration and installation of the equipment needed for the project.

Justification: The Link radio system is critical to the safe operation of light rail. In underground Link stations, the system depends on a distributed antenna system (DAS) that requires the Link OMF-C repeater stations to be operational. If power to the repeaters is lost, the radio system for underground stations would shut down resulting in disruption of passenger service.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		\$76	\$76	\$80	\$76	\$156
Preliminary Engineering				100		100
Final Design				120		120
Third Party						
ROW Acquisition and Permits						
Construction		724	724	700	857	1,557
Construction Management						
Vehicles						
Contingency						
<b>Total</b>		<b>\$800</b>	<b>\$800</b>	<b>\$1,000</b>	<b>\$933</b>	<b>\$1,933</b>

**R-2 #TBD Puget Sound Emergency Radio Network (PSERN) Radio Upgrades – Establish Authorized Project Allocation and Annual Project Budget**

Annual Project Budget Revision \$300,000

Authorized Project Allocation Revision: \$500,000

Project Type: State of Good Repair

Funding Source: Long-range Financial Plan

Description: Upgrade data and hardware infrastructure to connect with the Puget Sound Emergency Radio Network (PSERN). This revision authorizes the establishment of project allocation and establishes the annual project budget for the Construction Phase of the project. The budget will fund the acquisition of properties needed to construct the project.

Justification: Mandatory migration to PSERN by 2021 to maintain communications with King County Metro.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		\$	\$		\$	\$
Preliminary Engineering						
Final Design						
Third Party						
ROW Acquisition and Permits						
Construction		300	300		500	500
Construction Management						
Vehicles						
Contingency						
<b>Total</b>		<b>\$300</b>	<b>\$300</b>		<b>\$500</b>	<b>\$500</b>

**R-3 #700713 Light Rail Vehicle (LRV) Wash Bay modifications – Increase Authorized Project Allocation and Annual Project Budget to Accommodate Additional Project Scope**

Annual Budget Revision: \$409,000

Authorized Project Allocation Revision: \$409,000

Project Type: Enhancement

Funding Source: Long-range Financial Plan

Description: Add a stand-alone blower system to replace the existing final rinse pump with a higher volume flow pump for the light rail wash bay.

Justification: This change in scope complies with local environmental authority requiring wash water to remain inside the wash bay facility prior to vehicles exiting.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	\$	\$	\$	\$57	\$38	\$95
Preliminary Engineering						
Final Design				75		75
Third Party						
ROW Acquitstition and Permits						
Construction		409	409	168	371	539
Construction Management						
Vehicles						
Contingency						
<b>Total</b>	<b>\$</b>	<b>\$409</b>	<b>\$409</b>	<b>\$300</b>	<b>\$409</b>	<b>\$709</b>

**R-4 #700657 Wheel Truing Machine – Decrease Annual Project Budget to Recognize Revised Cashflow**

Annual Budget Revision: (\$509,000)

Authorized Project Allocation Revision: \$0

Project Type: State of Good Repair

Funding Source: Long-range Financial Plan

Description: Replace fix based wheel truing machine at the Operations and Maintenance Facility-Central.

Justification: This schedule is in line with agency resources required to support the project and achievable milestones in the first year of project delivery.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	\$	\$	\$	\$	\$	\$
Preliminary Engineering						
Final Design						
Third Party						
ROW Acquitstition and Permits						
Construction	1,395	-509	886	3,963		3,963
Construction Management						
Vehicles						
Contingency						
<b>Total</b>	<b>\$1,395</b>	<b>-\$509</b>	<b>\$886</b>	<b>\$3,963</b>	<b>\$</b>	<b>\$3,963</b>

**R-5 #700711 Sounder Passenger Emergency Intercom – Decrease Annual Project Budget to Recognize Revised Cashflow**

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

Authorized Project Allocation Revision: \$0

Project Type: Enhancement

Funding Source: Long-range Financial Plan

Description: Upgrade communication system on all cars with a passenger emergency intercom (PEI) that enables passengers to speak directly to the conductor.

Justification: This change in schedule allows for the deferral of schedule later in the year where project resources will be available to support the project.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	\$150	\$	\$150	\$150	\$	\$150
Preliminary Engineering						
Final Design	300		300	300		300
Third Party						
ROW Acquistition and Permits						
Construction	1,050	-1,000	50	1,050		1,050
Construction Management						
Vehicles						
Contingency						
<b>Total</b>	<b>\$1,500</b>	<b>-\$1,000</b>	<b>\$500</b>	<b>\$1,500</b>	<b>\$</b>	<b>\$1,500</b>

**R-6 #700689 Pierce Transit – Global Positioning System Repeater – Decrease Authorized Project Allocation to Defund the Project**

Annual Budget Revision: \$0

Authorized Project Allocation Revision: (\$1,662,000)

Project Type: Enhancement

Funding Source: Long-range Financial Plan

Description: Procure and install on radio infrastructure on towers owned or used by Pierce Transit necessary to communicate with ST Express buses.

Justification: The project has been cancelled.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	\$	\$	\$	\$	\$	\$
Preliminary Engineering						
Final Design						
Third Party						
ROW Acquistition and Permits						
Construction				1,662	-1,662	
Construction Management						
Vehicles						
Contingency						
<b>Total</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$1,662</b>	<b>-\$1,662</b>	<b>\$</b>

R-7 #5X410 Research and Technology Program – Decrease Authorized Project Allocation considered Surplus.

Annual Budget Revision: \$0

Authorized Project Allocation Revision: (\$180,000)

Project Type: State of Good Repair

Funding Source: Long-range Financial Plan

Description: Assess current implementation of the technology network including capacity constraints, assess the new desired state as dictated by ST3; develop a roadmap that provides remediation of design concerns, state of good repair for aging components, system expansion needs and on-going operational mode for network support.

Justification: The decrease in total project allocation recognizes surplus funds in the project.

(in thousands)	2020 Annual Project Budget			Authorized Project Allocation		
Phase	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	\$975	\$	\$975	\$4,600	\$	\$4,600
Preliminary Engineering	2,100		2,100	5,100		5,100
Research & Technology	25		25	10,300	-180	10,120
Third Party						
ROW Acquitstion and Permits						
Construction						
Construction Management						
Vehicles						
Contingency						
<b>Total</b>	<b>\$3,100</b>	<b>\$</b>	<b>\$3,100</b>	<b>\$20,000</b>	<b>-\$180</b>	<b>\$19,820</b>





**Resolution No. R2019-30**  
**Attachment C – Changes to Authorized Project Allocation in Transit Improvement Plan**

Adoption of the Proposed 2020 Transit Improvement Plan will approve the changes to the authorized project allocation for the following projects, including revisions approved by the Rider Experience and Operations Committee on December 5, 2019.

	2019 Project Allocation	2020 Changes	2020 Project Allocation
<b>Existing Projects</b>			
Lakewood Station Improvements	\$403,601	\$851,399	\$1,255,000
Kent Station Access Improvements	13,111,000	2,500,000	15,611,000
Auburn Station Access Improvements	8,941,000	2,500,000	11,441,000
Souder South Capacity Expansion	2,956,000	998,000	3,954,000
I-405 Bus Rapid Transit	258,243,000	16,551,000	274,794,000
SR-522 Bus Rapid Transit	52,566,000	11,819,000	64,375,000
Rapid Ride C and D & Madison Street BRT	2,350,000	62,650,000	65,000,000
Fare Administration	5,441,478	500,000	5,941,478
Research and Technology	20,000,000	(180,000)	19,820,000
Escalator Modernization Program	4,963,000	40,264,000	45,227,000
Tacoma Link Fare Collection	513,833	85,000	598,833
Video Management System Upgrade	900,000	980,000	1,880,000
OMF Link Control Center Upgrades	400,000	216,000	616,000
OMF Renovations	7,338,157	3,766,800	11,104,957
Signage Improvements	1,131,300	161,700	1,293,000
Pierce Transit Global Positioning System Repeater	1,662,000,	(1,662,000)	0
Link Rail Vehicle (LRV) Wash Bay Modifications	300,000	409,000	709,000
Convention Place System Retrofit	3,000,000	732,000	3,732,000
DSTT Capital Improvements	10,000,000	86,400,000	96,400,000
Link Radio Upgrade	1,000,000	933,000	1,933,000
Wheel Truing Machine	960,000	3,003,200	3,963,200
Link Station Tile Replacement	435,000	1,025,000	1,460,000
Station Midlife Maintenance	3,573,541	2,549,382	6,122,923
Agency Admin Operating	1,139,488,356	178,271,065	1,317,759,421
<b>Subtotal Existing Projects</b>	<b>\$1,539,677,266</b>	<b>\$415,323,546</b>	<b>1,955,000,812</b>
<b>New Projects</b>			
Everett Link Extension		\$185,042,000	\$185,042,000
North Corridor MOW		491,000	491,000
Environmental Remediation		500,000	500,000
Parking Management Program		13,692,287	13,692,287
Design Criteria Manual Update		200,000	200,000
SeaTac Airport Wrong Door		699,047	699,047
SeaTac Airport Second Elevator		6,070,476	6,070,476
OT Virtual System Hardware Technology		600,000	600,000
Puget Sound Emergency Radio Network (PSERN) Upgrades		500,000	500,000

Kinkisharyo LRV System Upgrades		17,800,000	17,800,000
<b>Subtotal New Projects</b>	<b>\$0</b>	<b>\$225,594,810</b>	<b>\$225,594,810</b>
<b>Total Existing Project Increases and New Projects</b>	<b>\$1,539,677,266</b>	<b>\$640,918,356</b>	<b>\$2,180,595,622</b>

# Appendix H – Reconciliation of Proposed to Adopted 2020 Budget

The Proposed 2020 Budget and the Transit Improvement Plan (TIP) were submitted for Board review in October 2019. On December 19, 2019, the Board adopted the proposed annual budget of \$3.1 billion, proposed changes to authorized project allocation, and revisions proposed by agency staff. Subject to the agency’s budget policy, the CEO is authorized to make technical and conforming changes, which are specified in the following reconciliation of the proposed to the adopted annual budget and authorized project allocations.

After the close of the fiscal year on December 31, 2019, project budgets were rebalanced so that 2019 project budgets equaled actual expenditures. This resulted in a change to the budget year cash flow.

As part of the budget review process, Board committees reviewed the proposed 2020 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.

## Adjustments to the Authorized Project Allocation and Fiscal Year 2020 Operating and Project Budgets

There are four primary sources for changes from the proposed to the adopted budget and TIP:

1. Revisions to the proposed budget and authorized project allocations approved by the annual budget resolution.
2. Updates to 2020 project budgets as a result of the rebalancing of budget and actuals at the end of the fiscal year.
3. Changes in authorized project allocations and annual budget adopted by the Board since the proposed budget was established up until the rebalancing of projects is completed.
4. Changes that are technical and conforming, as allowed for by Resolution No. R2018-23, Budget Policy.

Consistent with the annual budget resolution and budget policies adopted by the Board, the following changes were made to the proposed 2020 budget and TIP.

## Summary of Reconciliation

(in thousands)

<b>Proposed Expenses &amp; Outlays for Year of 2020</b>	<b>\$3,064,186</b>
1. Budget Revisions per Resolution R2019-30	0
2. Cashflow Changes	(151,510)
3. Any other Budget Amendments adopted by the Board.	16,461
4. Technical and Conforming Changes allowed by Resolution R2018-23.	2,623
<b>Revised Expenses &amp; Outlays for Year of 2020</b>	<b>\$2,931,760</b>

**Revisions to authorized project allocations adopted by Resolution No. R2019-30.**

The following are budget amendments to authorized project allocation adopted by the Board via R2019-30.

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
<b>STATE OF GOOD REPAIR</b>				
700704 - LINK RADIO UPGRADE	\$1,000	\$1,933	\$933	Increase authorized project allocation to accommodate additional project scope.
700741 - PUGET SOUND EMER RADIO NETWORK	\$	\$500	\$500	Establish authorized project allocation for network upgrade.
5X410 - RESEARCH AND TECHNOLOGY PROGRAM	\$20,000	\$19,820	\$(180)	Decrease authorized project allocation to offset budget revisions.
<b>ENHANCEMENT</b>				
700713 - LIGHT RAIL VEHICLE (LRV) WASH BAY MODIFICATIONS	\$300	\$709	\$409	Increase authorized project allocation to accommodate additional project scope.
700689 - PIERCE TRANSIT - GLOBAL POSITIONING REPEATER SYSTEM	\$1,662	\$	\$(1,662)	Decrease authorized project allocation to offset budget revisions.
<b>TOTAL</b>	<b>\$22,962</b>	<b>\$22,962</b>	<b>\$</b>	

**Revisions to annual budget adopted by Resolution No. R2019-30**

The following are amendments to the annual 2020 budget adopted by the Board via R2019-30 for both operating and project budgets.

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 Allocation (\$000)	Difference (\$000)	Comments
<b>PROJECT BUDGETS</b>				
<b>STATE OF GOOD REPAIR</b>				
700704 - LINK RADIO UPGRADE	\$	\$800	\$800	Increase annual project budget to accommodate additional project scope.
700741 - PUGET SOUND EMER RADIO NWRK	\$	\$300	\$300	Establish annual project budget for network upgrade.
700657 - WHEEL TRUING MACHINE	\$1,395	\$886	\$(509)	Decrease annual project budget to offset budget revisions.
<b>ENHANCEMENT</b>				
700713 - LIGHT RAIL VEHICLE (LRV) WASH BAY MODIFICATIONS	\$	\$409	\$409	Increase annual project budget to accommodate additional project scope.
700711 - SOUNDER PASSENGER EMERGENCY INTERCOM	\$1,500	\$500	\$(1,000)	Decrease annual project budget to offset budget revisions.
<b>TOTAL ANNUAL BUDGET CHANGES</b>	<b>\$2,895</b>	<b>\$2,895</b>	<b>\$</b>	

## Updates to 2020 project budgets after year end rebalance of budget and actuals

Project cash flows within the proposed 2020 budget document included a forecast for 2019 expenditures. As part of developing the 2020 Financial Plan and Adopted Budget document, the 2020 annual project cash flows are updated to reflect actual capital outlays for the preceding year (2019). The effect of this change is a decrease of \$151.5 million for cash flow adjustments. The following projects' fiscal year 2020 projected cash flows were adjusted:

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 (\$000)	Difference (\$000)	Comments
<b>SYSTEM EXPANSION</b>				
300017 - PUYALLUP STATION IMPROVEMENTS	\$24,375	\$23,506	\$(869)	Delayed start in construction and construction activities in 2020.
300018 - SUMNER STATION IMPROVEMENTS	\$7,686	\$7,762	\$76	Cashflow realigned to match the commencement of construction at the end of 2020 instead of the beginning of 2021.
300021 - TACOMA TRESTLE TRACK & SIGNAL	\$258	\$128	\$(130)	Cashflow aligned with anticipated close out activities.
300026 - SOUNDER YARD EXPANSION	\$55	\$30	\$(25)	Cashflow aligned with anticipated close out activities.
300027 - PT DEFIANCE BYPASS	\$50	\$3	\$(47)	Cashflow aligned with anticipated close out activities.
3X135 - D ST - M ST TRACK & SIGNAL	\$30	\$3	\$(27)	Cashflow aligned with anticipated close out activities.
400008 - HILLTOP TACOMA LINK EXTENSION	\$61,730	\$60,450	\$(1,280)	The reduction in 2020 budget was based on the revised construction schedule.
400009 - LINK O&M FACILITY EAST	\$68,050	\$66,415	\$(1,635)	Project decrease based on most recent project cost estimate. Cashflow realigned to match anticipated construction activities planned for the year.
400052 - EVERETT LINK EXTENSION	\$14,560	\$9,547	\$(5,013)	Decrease in estimated 2020 pre-project development cost to reflect the updated consultant quote.
400053 - TACOMA DOME LINK EXTENSION	\$25,902	\$25,402	\$(500)	The reduction in 2020 budget was based on newest estimate for completion of the environmental review, draft right of way acquisitions and support of the design-build procurement.
400066 - WEST SEATTLE-BALLARD LINK	\$52,301	\$47,173	\$(5,128)	Project decrease based on most recent project cost estimate. Cashflow realigned to match anticipated preliminary engineering activities planned for the year.
400113 - NORTH CORRIDOR MOW	\$439	\$369	\$(69)	Decrease in estimated 2020 pre-project development cost to reflect the updated consultant quote.
4X100 - NORTHGATE LINK EXTENSION	\$126,148	\$144,748	\$18,600	Increase in estimated 2020 startup cost that was previously not planned.
4X115 - LYNNWOOD LINK EXTENSION	\$504,702	\$417,160	\$(87,542)	The reduction in 2020 budget was based on the change in estimated timing of construction and milestone payments.
4X200 - UNIVERSITY LINK EXTENSION	\$1,750	\$1,690	\$(60)	Cashflow aligned with anticipated close out activities.
4X420 - S 200th LINK EXTENSION	\$146	\$141	\$(5)	Cashflow aligned with anticipated close out activities.
4X445 - FEDERAL WAY LINK EXTENSION	\$313,935	\$304,597	\$(9,338)	The reduction in 2020 budget was based on the change in timing of anticipated milestone payments.
4X600 - EAST LINK	\$605,984	\$587,485	\$(18,499)	The reduction in 2020 budget was based on the change in anticipated construction payments.
4X630 - DOWNTOWN REDMOND LINK EXT	\$149,607	\$145,836	\$(3,771)	The reduction in 2020 budget was based on the change in anticipated construction payments.
500005 - ST EXPRESS BUS BASE	\$600	\$250	\$(350)	Decrease in estimated 2020 cost as the project in on hold pending development and approval of long-term capacity needs.
500051 - SR 522 BUS RAPID TRANSIT	\$27,178	\$27,172	\$(7)	Cashflow realigned to match anticipated design and construction activities planned for the year.
500070 - BRT MAINTENANCE BASE	\$2,090	\$1,920	\$(170)	The reduction in 2020 budget was based on newest estimate for completion of the environmental review, right of way acquisitions and support of the design-build procurement.
500086 - BUS ON SHOULDER PROJECT	\$1,495	\$720	\$(775)	The reduction in 2020 budget was based on 2019 performance and lack of identified locations in support of the program.
500110 - RAPIDRIDE C and D	\$5,495	\$5,145	\$(350)	The reduction in 2020 budget was based on the change in timing of anticipated milestone payments.
5X387 - REX I-90 2 WAY TRANS& HOV III	\$1,570	\$4,470	\$2,900	Increase in estimated 2020 WSDOT costs due to 2019 consultant works not accrued.
600038 - ORCA NEXT GENERATION	\$2,968	\$3,424	\$456	The increase in 2020 budget was based on activities not completed in 2019 and carried over into 2020.
600076 - INNOVATION & TECHNOLOGY PROG	\$2,425	\$2,175	\$(250)	The reduction in 2020 budget was based on newest estimate of needs for 2020.

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 (\$000)	Difference (\$000)	Comments
<b>SYSTEM EXPANSION (continued)</b>				
600132 - EFFICIENCY & SUSTAINABILITY	\$896	\$904	\$8	Cashflow aligned to revised cost estimate to complete planned activities.
600133 - PARKING MANAGEMENT PROGRAM	\$1,926	\$1,926	\$	Slight adjustment in annual cashflow \$30.
700720 - ST EXPRESS FLEET EXPANSION	\$22,817	\$6,306	\$(16,511)	Procurement of buses deferred pending adoption of service implementation plan.
7X755 - SOUNDER FLEET EXPANSION	\$5,236	\$1,324	\$(3,912)	Project activities planned for 2020 delayed.
809100 - ST3 PLANNING	\$3,087	\$2,550	\$(537)	The reduction in 2020 budget was based on newest estimate of needs for 2020.
<b>ENHANCEMENT</b>				
300011 - POSITIVE TRAIN CONTROL	\$220	\$122	\$(98)	Cashflow aligned with anticipated close out activities.
600085 - SODO MLK HAZARD MITIGATION	\$610	\$2,066	\$1,456	The reduction in 2020 budget was based on 2019 performance and trends.
700651 - SEATAC AIRPORT WRONG DOOR	\$561	\$525	\$(36)	Project activities planned for 2020 delayed.
700654 - SEATAC AIRPORT SECOND ELEVATOR	\$745	\$640	\$(105)	Project activities planned for 2020 delayed.
700665 - VIDEO MNGMNT SYSTEM UPGRADE	\$390	\$900	\$510	Project activities accelerated into 2020.
700676 - TACOMA LINK RADIO UPGRADE	\$	\$141	\$141	Project activities planned for 2019 delayed until 2020.
700686 - SECURITY RADIO SYSTEM	\$1,008	\$684	\$(323)	Project activities planned for 2020 delayed.
700687 - SOC VIDEO MONITORING IMPRVMT	\$	\$28	\$28	Project closeout activities planned for 2020 accelerated into 2019.
700688 - LED LIGHTING PROGRAM	\$245	\$387	\$142	Project activities accelerated into 2020.
700690 - CT ONBOARD COMM UPGRADE	\$1,033	\$555	\$(478)	Project activities planned for 2020 delayed.
700691 - OMF LCC UPGRADES	\$566	\$568	\$2	Slight adjustment in annual cashflow \$1,519.
700692 - OMF EXPANDED PARKING	\$105	\$	\$(105)	Project closeout activities planned for 2020 accelerated into 2019.
700693 - OMF RENOVATIONS	\$5,654	\$7,588	\$1,934	Project activities accelerated into 2020.
700710 - LOCOMOTIVE INBOARD CAMERAS	\$300	\$	\$(300)	Project activities planned for 2020 delayed.
700711 - SCR PASSENGR EMERGENCY INTRCOM	\$500	\$	\$(500)	Project activities planned for 2020 delayed.
700723 - DT SEATTLE & REG MOBILITY IMP	\$3,327	\$538	\$(2,789)	Project activities planned for 2020 delayed.
700730 - OMF LRV LIFT	\$1,134	\$1,534	\$400	Project activities planned for 2019 delayed until 2020.
700781 - NON-REVENUE SUPPORT VEHICLES	\$3,014	\$3,311	\$297	Vehicle procurement activities accelerated into 2020.
700793 - SIGNAGE IMPROVEMENTS	\$280	\$274	\$(6)	Slight adjustment in annual cashflow \$6,000.
<b>STATE OF GOOD REPAIR</b>				
400116 - DSTT CAPITAL IMPROVEMENTS	\$24,160	\$4,510	\$(19,650)	Project activities planned for 2020 delayed.
600033 - LINK CCTV SYSTEM UPGRADE	\$278	\$375	\$97	Project activities accelerated into 2020.
700652 - OT VIRTUAL SYS HARDWARE UPGRD	\$600	\$250	\$(350)	Project activities planned for 2020 delayed.
700655 - KINKISHARYO LRV SYSTS UPGRADE	\$3,300	\$750	\$(2,550)	Project activities planned for 2020 delayed.
700657 - WHEEL TRUING MACHINE	\$886	\$886	\$	Slight adjustment in annual cashflow \$200.
700677 - LINK LRV OVERHAUL	\$2,000	\$2,424	\$424	Project activities planned for 2019 delayed until 2020.
700682 - TACOMA LINK HVAC-BLDG UPGRADE	\$370	\$	\$(370)	Project activities planned for 2020 delayed.

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 (\$000)	Difference (\$000)	Comments
<b>STATE OF GOOD REPAIR (continued)</b>				
700695 - ACCESS CONTROL CARD UPGRADE	\$768	\$275	\$(493)	Project activities planned for 2020 delayed.
700718 - TACOMA LINK LRV OVERHAUL	\$386	\$15	\$(371)	Project activities planned for 2020 delayed.
700728 - LINK STATION TILE REPLACEMENT	\$846	\$629	\$(216)	Project activities planned for 2020 delayed.
700769 - LRV OVERHAUL	\$950	\$200	\$(750)	Project activities planned for 2020 delayed.
700770 - SOUNDER VEHICLE OVERHAUL PROG	\$6,692	\$2,201	\$(4,492)	Project activities planned for 2020 delayed.
700771 - STATION MIDLIFE MAINTENANCE	\$2,239	\$1,133	\$(1,106)	Project activities planned for 2020 delayed.
7X701 - ST EXPRESS FLEET REPLACEMENT	\$26,099	\$38,362	\$12,263	Project activities accelerated into 2020.
7X740 - SMALL WORKS PROGRAM	\$1,798	\$997	\$(801)	Project activities planned for 2020 delayed.
<b>ADMINISTRATIVE</b>				
803800 - INFORMATION TECH PROGRAM	\$8,243	\$8,243	\$()	Slight adjustment in annual cashflow \$292.
0X002 - AGENCY ADMINISTRATIVE OPERATING	\$112,520	\$115,584	\$3,064	The increase in 2020 budget was based on newest estimate of needs for 2020.
802000 - ADMINISTRATIVE CAPTIAL	\$6,452	\$4,834	\$(1,618)	Elimination of a procurement represented twice in the annual cashflow.
<b>TOTAL</b>	<b>\$2,253,770</b>	<b>\$2,102,259</b>	<b>\$(151,510)</b>	

**Authorized project allocation adopted by the Board since the proposed budget and the rebalance of budget and actuals at year end**

The following is the other budget amendment to authorized project allocation, adopted since the budget adoption on 19 Dec 2019.

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
<b>SYSTEM EXPANSION</b>				
400115 - NE 130TH STREET INFILL STATION	\$6,769	\$28,904	\$22,135	Budget Amendment in Feb 20 via R2020-01 to allow the project final design phase to begin in 2020.

**Annual budget adopted by the Board since the proposed budget and the rebalance of budget and actuals at year-end**

The following is the other budget amendment to the 2020 annual project budgets since the budget adoption on 19 Dec 2019.

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 (\$000)	Difference (\$000)	Comments
<b>SYSTEM EXPANSION</b>				
400115 - NE 130TH STREET INFILL STATION	\$577	\$17,038	\$16,461	R2020-01 budget amendment funding the final design phase of the project.

## Technical and conforming changes allowed by Resolution No. R2018-23, Budget Policy

Resolution number R2018-23 section 3.3.4 authorizes the CEO to revise the adopted 2020 budget to correct for non-material errors and these are shown below.

### Revised Authorized Project Allocation

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
<b>PROJECT BUDGETS</b>				
400117 - DSTT SINGLE TRACKING	\$3,500	\$3,227	\$(273)	Project closed and defunded in 2019.
600145 - DESIGN CRITERIA MANUAL UPDATE	\$200	\$300	\$100	Correct cashflow to align with Board approval.
805009 - ENGINEERING SERVICES PROGRAM	\$	\$1,394	\$1,394	New program created to record DECM pre-project hours.
0X002 - AGENCY ADMINISTRATIVE OPERATING	\$1,317,759	\$1,316,365	\$(1,394)	To create new program for DECM pre-project hours.
<b>TOTAL</b>	<b>\$3,700</b>	<b>\$4,921</b>	<b>\$1,221</b>	

### Revised Annual Budgets

Project Name or Description	Proposed 2020 (\$000)	Revised 2020 (\$000)	Difference (\$000)	Comments
<b>OPERATING BUDGETS</b>				
TRANSIT OPERATING BUDGET (exclude expense transfers)	\$327,207	\$327,726	\$519	Year end adjustments to operating budget primarily in salaries and benefits
TRANSIT OPERATING EXPENSE TRANSFERS	\$42,831	\$42,919	\$89	Increase in agency overhead offset by decrease in transfers to and from capital projects.
TAX COLLECTION & FEES	\$16,657	\$17,205	\$547	Increase to the sales and use tax offset fee in line with the project rebalancing. Note: this fee is based on 3.25 percent of construction contract payments for new ST3 projects.
<b>TOTAL</b>	<b>\$386,694</b>	<b>\$387,850</b>	<b>\$1,156</b>	
<b>PROJECT BUDGETS</b>				
PROJECT TRANSFERS TO MODES	-\$9,377	-\$7,909	\$1,468	Increase in agency overhead offset by decrease in transfers to and from capital projects.
805009 - ENGINEERING SERVICES PROGRAM	\$	\$1,394	\$1,394	New program created to record DECM pre-project hours.
0X002 - AGENCY ADMINISTRATIVE OPERATING	\$115,584	\$114,190	\$(1,394)	To create new program for DECM pre-project hours.
ROUNDING DIFFERENCES ON PROJECTS			\$(1)	Proposed data was captured to the nearest thousands.
<b>TOTAL</b>	<b>\$106,207</b>	<b>\$107,675</b>	<b>\$1,467</b>	

### Changes to annual revenue budget per Resolution No. R2019-30

Resolution No. R2019-30, section 5, authorizes the Board Administrator to execute and file any collection estimate legally required to collect Sound Transit's property tax.

<b>REVENUE BUDGETS</b>				
REVENUE - PROPERTY TAX	\$155,500	\$153,362	\$(2,138)	Decrease to update to the actual property tax levy less 1% under collection.



# Appendix I - Transit Improvement Plan Project Detail Pages

## 2020 Cashflow by Budget Approval (in thousands)

### System Expansion LINK

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
400034 Enhancements to Tacoma Link Extension	\$1,589	\$0	\$0	\$0	\$411	\$0	\$0	\$0	\$2,000
400052 Everett Link Extension	82	9,547	28,910	40,020	45,872	30,513	30,098	0	185,042
400053 Tacoma Dome Link Extension	20,579	25,402	39,737	16,835	23,120	0	0	0	125,673
400066 West Seattle and Ballard Link Extensions	53,046	47,173	70,098	68,400	47,178	0	0	0	285,896
400113 North Corridor MOW	91	369	31	0	0	0	0	0	491
400115 NE 130th Street Infill Station	2,539	17,038	9,327	0	0	0	0	0	28,904
400117 DSTT Single Tracking	3,227	0	0	0	0	0	0	0	3,227
<b>Subtotal</b>	<b>81,153</b>	<b>99,530</b>	<b>148,103</b>	<b>125,255</b>	<b>116,582</b>	<b>30,513</b>	<b>30,098</b>	<b>0</b>	<b>631,233</b>
<b>Baseline</b>									
400008 Hilltop Tacoma Link Extension	102,833	60,450	43,022	11,041	0	0	0	0	217,346
400009 Operations and Maintenance Facility East	282,108	66,415	28,046	7,286	60,250	5,116	0	0	449,220
400032 Light Rail Vehicle Fleet Expansion	169,150	137,235	129,163	108,675	105,635	90,012	562	286	740,718
4X100 Northgate Link Extension	1,568,572	144,748	56,341	15,428	114,668	0	0	0	1,899,756
4X115 Lynnwood Link Extension	579,790	417,160	578,791	541,098	454,980	190,327	9,475	0	2,771,622
4X200 University Link Extension	1,514,854	1,690	2,563	0	0	0	0	236,900	1,756,007
4X420 South 200th Link Extension	329,392	141	0	0	0	0	6	53,702	383,241
4X445 Federal Way Link Extension	336,700	304,597	336,709	321,781	331,972	409,407	190,083	220,287	2,451,535
4X600 East Link Extension	2,279,925	587,485	328,478	142,094	131,020	146,080	27,817	34,251	3,677,150
4X630 Downtown Redmond Link Extension	110,022	145,836	269,408	322,475	307,764	119,744	125,812	128,939	1,530,000
<b>Subtotal</b>	<b>7,273,344</b>	<b>1,865,757</b>	<b>1,772,519</b>	<b>1,469,878</b>	<b>1,506,288</b>	<b>960,687</b>	<b>353,756</b>	<b>674,366</b>	<b>15,876,595</b>
<b>Reserve</b>									
4X199 Northgate Link Extension Project Reserve	0	0	0	0	50,000	0	0	0	50,000
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Operating</b>									
400007 First Hill Streetcar	132,730	0	0	0	50	0	0	0	132,780
<b>Subtotal</b>	<b>132,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>132,780</b>
<b>Total</b>	<b>\$7,487,227</b>	<b>\$1,965,286</b>	<b>\$1,920,622</b>	<b>\$1,595,134</b>	<b>\$1,672,920</b>	<b>\$991,200</b>	<b>\$383,854</b>	<b>\$674,366</b>	<b>\$16,690,607</b>

**2020 Cashflow by Subarea**  
(in thousands)

System Expansion  
LINK

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$396,337	\$266,440	\$362,458	\$344,492	\$312,773	\$141,058	\$30,602	\$33	\$1,854,194
2 - North King	3,643,353	453,258	441,945	359,628	457,963	115,413	4,639	237,192	5,713,391
3 - South King	751,819	346,728	376,558	345,585	367,707	422,181	190,163	274,026	3,074,767
4 - East King	2,578,410	821,257	667,657	517,237	512,550	307,748	153,716	163,114	5,721,690
5 - Pierce	117,241	76,054	67,387	21,829	14,664	0	0	0	297,175
6 - Systemwide	66	1,549	4,617	6,363	7,262	4,799	4,734	0	29,390
<b>Total</b>	<b>\$7,487,227</b>	<b>\$1,965,286</b>	<b>\$1,920,622</b>	<b>\$1,595,134</b>	<b>\$1,672,920</b>	<b>\$991,200</b>	<b>\$383,854</b>	<b>\$674,366</b>	<b>\$16,690,607</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
02-Operation+Maintenance-Agency	\$91	\$319	\$31	\$0	\$0	\$0	\$0	\$0	\$441
10-Agency Administration	371,791	66,875	92,680	91,103	121,519	65,158	36,206	46,312	891,645
20-Prelim Engineering/Env Review	274,552	65,961	108,925	89,895	62,087	22,187	19,966	4,246	647,819
30-Final Design+Specifications	563,629	34,779	33,255	17,763	32,652	11,645	13,404	8,597	715,723
35-Third Party	201,156	16,655	22,966	19,783	22,872	10,357	11,182	14,216	319,186
40-Row Acquisition+Permits	964,798	129,502	139,056	28,164	57,369	107,982	5,388	107,706	1,539,965
50-Construction	4,459,306	1,396,088	1,278,442	1,142,174	1,077,735	616,143	258,439	466,261	10,694,587
55-Construction Services	374,653	99,191	85,345	80,569	85,563	52,405	38,361	20,816	836,903
70-Vehicles	263,089	144,600	143,884	105,664	101,907	86,192	0	4,716	850,052
80-System Testing+Startup	14,161	11,317	16,037	20,020	39,015	19,132	907	1,497	122,086
90-Contingency	0	0	0	0	72,200	0	0	0	72,200
<b>Total</b>	<b>\$7,487,227</b>	<b>\$1,965,286</b>	<b>\$1,920,622</b>	<b>\$1,595,134</b>	<b>\$1,672,920</b>	<b>\$991,200</b>	<b>\$383,854</b>	<b>\$674,366</b>	<b>\$16,690,607</b>

**400007**

**First Hill Streetcar**

**Managed by: PEPD**

Scope: 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 2019: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$132,780	Baseline:	2015	Voter-Approved Cost Estimate:	\$154,859
2019 TIP:	\$132,780	2019 :	2015	2019 Cost Estimate:	\$153,482
2020 TIP:	\$132,780	2020 :	2015	2020 Cost Estimate:	\$153,482

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$132,730	\$0	\$0	\$0	\$50	\$0	\$0	\$0	\$132,780
Total	\$132,730	\$0	\$0	\$0	\$50	\$0	\$0	\$0	\$132,780

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$239	\$0	\$0	\$0	\$50	\$0	\$0	\$0	\$289
35-Third Party	132,491	0	0	0	0	0	0	0	132,491
Total	\$132,730	\$0	\$0	\$0	\$50	\$0	\$0	\$0	\$132,780

Project Risk Assessment	
N/A.	

**400008**

**Hilltop Tacoma Link Extension**

**Managed by: DECM**

Scope: 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 2019: 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 scope with vendor for vehicle inspection services.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$217,346	Baseline:	2022	Voter-Approved Cost Estimate:	\$120,542
2019 TIP:	\$217,346	2019 :	2022	2019 Cost Estimate:	\$158,923
2020 TIP:	\$217,346	2020 :	2022	2020 Cost Estimate:	\$158,923

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$102,833	\$60,450	\$43,022	\$11,041	\$0	\$0	\$0	\$0	\$217,346
Total	\$102,833	\$60,450	\$43,022	\$11,041	\$0	\$0	\$0	\$0	\$217,346

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$10,718	\$2,575	\$2,071	\$1,985	\$0	\$0	\$0	\$0	\$17,348
20-Prelim Engineering/Env Review	5,559	0	0	0	0	0	0	0	5,559
30-Final Design+Specifications	11,061	1,395	343	0	0	0	0	0	12,798
35-Third Party	974	50	372	70	0	0	0	0	1,466
40-Row Acquisition+Permits	1,911	55	81	223	0	0	0	0	2,270
50-Construction	64,351	39,825	18,408	6,611	0	0	0	0	129,196
55-Construction Services	4,395	3,800	1,825	271	0	0	0	0	10,291
70-Vehicles	2,887	11,200	18,322	684	0	0	0	0	33,092
80-System Testing+Startup	978	1,550	1,600	1,198	0	0	0	0	5,326
Total	\$102,833	\$60,450	\$43,022	\$11,041	\$0	\$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**

**Operations and Maintenance Facility East**

**Managed by: DECM**

Scope: 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 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$449,220	Baseline:	2020	Voter-Approved Cost Estimate:	\$367,198
2019 TIP:	\$449,220	2019 :	2020	2019 Cost Estimate:	\$465,426
2020 TIP:	\$449,220	2020 :	2020	2020 Cost Estimate:	\$465,426

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$59,243	\$13,947	\$5,890	\$1,530	\$12,653	\$1,074	\$0	\$0	\$94,336
North King	47,112	11,091	4,684	1,217	10,062	854	0	0	75,020
South King	54,165	12,752	5,385	1,399	11,568	982	0	0	86,250
East King	121,588	28,625	12,088	3,140	25,968	2,205	0	0	193,614
<b>Total</b>	<b>\$282,108</b>	<b>\$66,415</b>	<b>\$28,046</b>	<b>\$7,286</b>	<b>\$60,250</b>	<b>\$5,116</b>	<b>\$0</b>	<b>\$0</b>	<b>\$449,220</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$6,422	\$1,850	\$1,486	\$715	\$1,984	\$5,116	\$0	\$0	\$17,573
20-Prelim Engineering/Env Review	8,711	0	1	0	824	0	0	0	9,536
30-Final Design+Specifications	0	50	100	0	236	0	0	0	386
35-Third Party	75	0	550	0	2,482	0	0	0	3,107
40-Row Acquisition+Permits	102,487	50	(528)	4,341	28,179	0	0	0	134,529
50-Construction	154,666	60,100	25,300	1,730	22,956	0	0	0	264,753
55-Construction Services	9,746	4,365	1,136	500	3,590	0	0	0	19,337
<b>Total</b>	<b>\$282,108</b>	<b>\$66,415</b>	<b>\$28,046</b>	<b>\$7,286</b>	<b>\$60,250</b>	<b>\$5,116</b>	<b>\$0</b>	<b>\$0</b>	<b>\$449,220</b>

**Project Risk Assessment**

Interfaces and Coordination with Operations and integrated testing of the facilities leading up the occupancy of the facilities. Late design changes to the Siemens LRV may impact Substantial Completion of the facility.

**400032**

**Light Rail Vehicle Fleet Expansion**

**Managed by: DECM**

Scope: 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 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$740,718	Baseline:	2024	Voter-Approved Cost Estimate:	\$654,203
2019 TIP:	\$740,718	2019 :	2024	2019 Cost Estimate:	\$727,880
2020 TIP:	\$740,718	2020 :	2024	2020 Cost Estimate:	\$727,880

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$19,452	\$15,782	\$14,854	\$12,498	\$12,148	\$10,351	\$65	\$33	\$85,183
North King	51,252	41,582	39,136	32,929	32,007	27,274	170	87	224,438
South King	22,159	17,978	16,920	14,236	13,838	11,792	74	38	97,034
East King	76,287	61,893	58,252	49,012	47,641	40,595	253	129	334,064
<b>Total</b>	<b>\$169,150</b>	<b>\$137,235</b>	<b>\$129,163</b>	<b>\$108,675</b>	<b>\$105,635</b>	<b>\$90,012</b>	<b>\$562</b>	<b>\$286</b>	<b>\$740,718</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2,586	\$1,335	\$1,265	\$1,310	\$1,340	\$1,232	\$273	\$286	\$9,627
55-Construction Services	5,554	2,500	2,335	2,385	2,388	2,589	289	0	18,040
70-Vehicles	161,010	133,400	125,563	104,980	101,907	86,192	0	0	713,051
<b>Total</b>	<b>\$169,150</b>	<b>\$137,235</b>	<b>\$129,163</b>	<b>\$108,675</b>	<b>\$105,635</b>	<b>\$90,012</b>	<b>\$562</b>	<b>\$286</b>	<b>\$740,718</b>

**Project Risk Assessment**

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

Scope: 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. Budget in 2023 is considered surplus.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project close out.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$2,000	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$2,000	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$1,589	\$0	\$0	\$0	\$411	\$0	\$0	\$0	\$2,000
Total	\$1,589	\$0	\$0	\$0	\$411	\$0	\$0	\$0	\$2,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
35-Third Party	\$1,589	\$0	\$0	\$0	\$411	\$0	\$0	\$0	\$2,000
Total	\$1,589	\$0	\$0	\$0	\$411	\$0	\$0	\$0	\$2,000

Project Risk Assessment	
N/A.	

Scope: Plan, design, and construct a 16.3 mile extension of light rail from Lynnwood Transit Center to Everett Station via at-grade and elevated alignment. The project includes six new stations at West Alderwood Mall, Ash Way, 128th /Mariner, Southwest Everett Industrial Center, SR 526/Evergreen and Everett Station. The project also includes one provisional station, at SR 99/Airport Road and the extension of North Corridor Operations and Maintenance facility.

Changes to authorized project allocation since 2019: New project of \$185 million commencing project development.

Budget year activities: Procure project development services consultant contract, complete Phase 1 alternatives development.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$3,707,680
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$185,042	2020 :	2036	2020 Cost Estimate:	\$3,689,440

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$69	\$8,045	\$24,363	\$33,725	\$38,657	\$25,714	\$25,364	\$0	\$155,937
Systemwide	13	1,502	4,547	6,295	7,215	4,799	4,734	0	29,105
<b>Total</b>	<b>\$82</b>	<b>\$9,547</b>	<b>\$28,910</b>	<b>\$40,020</b>	<b>\$45,872</b>	<b>\$30,513</b>	<b>\$30,098</b>	<b>\$0</b>	<b>\$185,042</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$82	\$1,149	\$6,409	\$6,700	\$7,397	\$5,749	\$6,684	\$0	\$34,170
20-Prelim Engineering/Env Review	0	7,463	19,329	28,899	30,314	19,943	19,624	0	125,572
35-Third Party	0	258	1,508	2,354	3,897	2,451	2,732	0	13,200
40-Row Acquisition+Permits	0	0	1,341	2,067	4,264	2,370	1,058	0	11,100
50-Construction	0	677	323	0	0	0	0	0	1,000
<b>Total</b>	<b>\$82</b>	<b>\$9,547</b>	<b>\$28,910</b>	<b>\$40,020</b>	<b>\$45,872</b>	<b>\$30,513</b>	<b>\$30,098</b>	<b>\$0</b>	<b>\$185,042</b>

**Project Risk Assessment**

N/A.



Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Conduct technical analysis of the preferred alternatives and other station and alignment options in preparation for final drafts of the Draft Environmental Impact Statement (DEIS) by the end of 2020 for publication to the public in early 2021. Evaluate three OMF sites with a goal of seeking a Board preferred alternative by Q4 2020. The financial plan cost estimate represents the combination of Tacoma Dome Link Ext and The Operations and Maintenance Facility - South.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$3,095,953
2019 TIP:	\$125,673	2019 :	2030	2019 Cost Estimate:	\$3,079,593
2020 TIP:	\$125,673	2020 :	2030	2020 Cost Estimate:	\$3,079,593

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$8,396	\$10,364	\$16,212	\$6,869	\$9,433	\$0	\$0	\$0	\$51,275
Pierce	12,183	15,038	23,524	9,967	13,687	0	0	0	74,398
<b>Total</b>	<b>\$20,579</b>	<b>\$25,402</b>	<b>\$39,737</b>	<b>\$16,835</b>	<b>\$23,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,673</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$6,020	\$4,531	\$4,448	\$4,969	\$6,880	\$0	\$0	\$0	\$26,848
20-Prelim Engineering/Env Review	14,224	19,529	33,436	9,996	9,890	0	0	0	87,075
35-Third Party	334	1,142	1,202	1,221	1,851	0	0	0	5,750
40-Row Acquisition+Permits	1	200	650	650	4,499	0	0	0	6,000
<b>Total</b>	<b>\$20,579</b>	<b>\$25,402</b>	<b>\$39,737</b>	<b>\$16,835</b>	<b>\$23,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,673</b>

**Project Risk Assessment**

Continue to reduce our risk for crossing the Puyallup River by further design of a clear span that eliminates any piers in the river. Refine the use of the WSDOT Right of Way to maximize the ROW remaining for WSDOT while minimizing the permanent impact on adjoining private properties. Evaluate three Board directed sites of the OMFS in the DEIS with environmental challenges at all three sites.

Scope: 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 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$7,123,718
2019 TIP:	\$285,896	2019 :	2035	2019 Cost Estimate:	\$7,093,909
2020 TIP:	\$285,896	2020 :	2035	2020 Cost Estimate:	\$7,093,909

Cashflow (YOE \$000s)

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$1,008	\$896	\$1,332	\$1,300	\$896	\$0	\$0	\$0	\$5,432
North King	49,280	43,824	65,121	63,544	43,829	0	0	0	265,597
South King	1,008	896	1,332	1,300	896	0	0	0	5,432
East King	1,061	943	1,402	1,368	944	0	0	0	5,718
Pierce	637	566	841	821	566	0	0	0	3,431
Systemwide	53	47	70	68	47	0	0	0	286
<b>Total</b>	<b>\$53,046</b>	<b>\$47,173</b>	<b>\$70,098</b>	<b>\$68,400</b>	<b>\$47,178</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$285,896</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$9,786	\$7,800	\$11,500	\$13,700	\$20,294	\$0	\$0	\$0	\$63,080
20-Prelim Engineering/Env Review	42,383	37,500	54,898	50,500	20,135	0	0	0	205,416
35-Third Party	338	1,123	2,700	2,700	4,539	0	0	0	11,400
40-Row Acquisition+Permits	540	750	1,000	1,500	2,210	0	0	0	6,000
<b>Total</b>	<b>\$53,046</b>	<b>\$47,173</b>	<b>\$70,098</b>	<b>\$68,400</b>	<b>\$47,178</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$285,896</b>

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.

Scope: Design and construct a Maintenance of Way facility in Lynnwood. This building will facilitate as a report facility and support maintenance needs to Sound Transit assets to include facilities, vehicle maintenance, track, signals, communications, traction power and parts inventory north of the ship canal in Seattle. The proposed building could be temporary or permanent.

Changes to authorized project allocation since 2019: New project of \$491 thousand to begin Phase 1 of preliminary engineering.

Budget year activities: Analysis of intermediate and long-term maintenance of way (MOW) needs. Siting analysis for a MOW facility to support the north corridor.

Authorized Project Allocation (2019-2020)		In Service		Financial Plan Project Estimate (2019-2020)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$491	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$91	\$369	\$31	\$0	\$0	\$0	\$0	\$0	\$491
Total	\$91	\$369	\$31	\$0	\$0	\$0	\$0	\$0	\$491

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
02-Operation+Maintenance-Agency	\$91	\$319	\$31	\$0	\$0	\$0	\$0	\$0	\$441
40-Row Acquisition+Permits	0	50	0	0	0	0	0	0	50
Total	\$91	\$369	\$31	\$0	\$0	\$0	\$0	\$0	\$491

**Project Risk Assessment**

Not having a Lynnwood MOW facility would delay maintenance responses to the North Corridor segment. Severe impacts to revenue service would be realized as failed trains or systems would have to wait for maintainers to respond from either the OMF Forest location or Bellevue OMFE using Interstate 5 through Seattle plagued with heavy traffic volumes. Furthermore, if regular scheduled maintenance activities performed during non-revenue hours could not be supported from this location, the driving time required to reach the Lynnwood alignment would severely limit the time to perform them.

Scope: Plan, design and construct an elevated light rail station at 130th Street and I-5 in Seattle.

Changes to authorized project allocation since 2019: Increased by \$22.1 million by Resolution R2020-01 for completion of final design.

Budget year activities: Pending board direction regarding strategy to advance the project. Board decision to advance to final design would result in an associated budget amendment.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$79,705
2019 TIP:	\$6,769	2019 :	2024	2019 Cost Estimate:	\$79,259
2020 TIP:	\$28,904	2020 :	2036	2020 Cost Estimate:	\$79,259

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$2,539	\$17,038	\$9,327	\$0	\$0	\$0	\$0	\$0	\$28,904
Total	\$2,539	\$17,038	\$9,327	\$0	\$0	\$0	\$0	\$0	\$28,904

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$511	\$1,900	\$1,171	\$0	\$0	\$0	\$0	\$0	\$3,582
20-Prelim Engineering/Env Review	2,002	719	0	0	0	0	0	0	2,721
30-Final Design+Specifications	0	6,475	4,318	0	0	0	0	0	10,793
35-Third Party	26	500	424	0	0	0	0	0	950
40-Row Acquisition+Permits	0	190	52	0	0	0	0	0	242
50-Construction	0	6,000	2,526	0	0	0	0	0	8,526
55-Construction Services	0	1,254	836	0	0	0	0	0	2,090
Total	\$2,539	\$17,038	\$9,327	\$0	\$0	\$0	\$0	\$0	\$28,904

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

Scope: 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 2019: Decreased by \$273 thousand to recognize project surplus.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$3,500	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$3,227	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19
East King	3,208	0	0	0	0	0	0	0	3,208
<b>Total</b>	<b>\$3,227</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,227</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168
50-Construction	3,059	0	0	0	0	0	0	0	3,059
<b>Total</b>	<b>\$3,227</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,227</b>

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**

Scope: 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 2019: None.

Budget year activities: Substantial completion of all stations and systems contract work. Perform integrated testing in preparation for pre-revenue service operations.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$1,899,756	Baseline:	2021	Voter-Approved Cost Estimate:	\$2,096,368
2019 TIP:	\$1,899,756	2019 :	2021	2019 Cost Estimate:	\$2,260,380
2020 TIP:	\$1,899,756	2020 :	2021	2020 Cost Estimate:	\$2,260,380

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,568,572	\$144,748	\$56,341	\$15,428	\$114,668	\$0	\$0	\$0	\$1,899,756
Total	\$1,568,572	\$144,748	\$56,341	\$15,428	\$114,668	\$0	\$0	\$0	\$1,899,756

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$80,244	\$12,658	\$10,693	\$9,225	\$17,559	\$0	\$0	\$0	\$130,379
20-Prelim Engineering/Env Review	15,077	0	0	0	0	0	0	0	15,077
30-Final Design+Specifications	120,392	4,842	2,136	727	9,070	0	0	0	137,167
35-Third Party	7,338	1,381	1,339	863	879	0	0	0	11,800
40-Row Acquisition+Permits	101,292	300	41	200	10,467	0	0	0	112,300
50-Construction	1,152,128	108,915	26,608	1,318	45,624	0	0	0	1,334,593
55-Construction Services	90,049	8,385	8,233	2,774	8,869	0	0	0	118,310
80-System Testing+Startup	2,051	8,267	7,290	322	0	0	0	0	17,930
90-Contingency	0	0	0	0	22,200	0	0	0	22,200
Total	\$1,568,572	\$144,748	\$56,341	\$15,428	\$114,668	\$0	\$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**

Scope: 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 located at Mountlake Terrace, Shoreline South/145th Street, Shoreline North/185th Street, and Lynnwood City Center.

Changes to authorized project allocation since 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$2,771,622	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,968,722
2019 TIP:	\$2,771,622	2019 :	2024	2019 Cost Estimate:	\$1,677,740
2020 TIP:	\$2,771,622	2020 :	2024	2020 Cost Estimate:	\$1,677,740

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$316,565	\$227,769	\$316,020	\$295,440	\$248,419	\$103,919	\$5,173	\$0	\$1,513,306
North King	263,225	189,391	262,771	245,659	206,561	86,409	4,302	0	1,258,316
Total	\$579,790	\$417,160	\$578,791	\$541,098	\$454,980	\$190,327	\$9,475	\$0	\$2,771,622

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$36,637	\$7,200	\$10,315	\$10,113	\$20,073	\$10,132	\$3,693	\$0	\$98,164
20-Prelim Engineering/Env Review	39,053	0	0	0	0	0	1	0	39,054
30-Final Design+Specifications	112,644	8,773	10,498	8,000	15,817	5,113	3,316	0	164,162
35-Third Party	8,333	2,866	1,260	485	250	71	1,335	0	14,600
40-Row Acquisition+Permits	155,257	11,500	68,903	0	0	0	0	0	235,660
50-Construction	197,353	367,721	464,629	496,000	378,900	168,619	1,130	0	2,074,353
55-Construction Services	30,099	19,100	23,185	25,500	24,154	6,391	0	0	128,429
80-System Testing+Startup	414	0	0	1,000	15,786	0	0	0	17,200
Total	\$579,790	\$417,160	\$578,791	\$541,098	\$454,980	\$190,327	\$9,475	\$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.

Scope: 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 2019: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$50,000	Baseline:	2021	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$50,000	2019 :	2021	2019 Cost Estimate:	N/A
2020 TIP:	\$50,000	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Total	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
90-Contingency	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Total	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$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**

Scope: 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 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$1,756,007	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,756,007	2019 :	2016	2019 Cost Estimate:	N/A
2020 TIP:	\$1,756,007	2020 :	2016	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,514,854	\$1,690	\$2,563	\$0	\$0	\$0	\$0	\$236,900	\$1,756,007
Total	\$1,514,854	\$1,690	\$2,563	\$0	\$0	\$0	\$0	\$236,900	\$1,756,007

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$84,022	\$100	\$1,050	\$0	\$0	\$0	\$0	\$28,382	\$113,554
20-Prelim Engineering/Env Review	24,261	0	0	0	0	0	0	0	24,261
30-Final Design+Specifications	86,773	0	460	0	0	0	0	3,075	90,308
35-Third Party	11,314	115	35	0	0	0	0	7,182	18,646
40-Row Acquisition+Permits	126,428	0	(0)	0	0	0	0	25,904	152,332
50-Construction	987,851	1,475	680	0	0	0	0	158,777	1,148,783
55-Construction Services	86,571	0	338	0	0	0	0	7,905	94,814
70-Vehicles	99,193	0	0	0	0	0	0	4,716	103,909
80-System Testing+Startup	8,440	0	0	0	0	0	0	960	9,400
Total	\$1,514,854	\$1,690	\$2,563	\$0	\$0	\$0	\$0	\$236,900	\$1,756,007

**Project Risk Assessment**

N/A.

Scope: 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 2019: None.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$383,241	Baseline:	2016	Voter-Approved Cost Estimate:	\$485,394
2019 TIP:	\$383,241	2019 :	2016	2019 Cost Estimate:	\$496,115
2020 TIP:	\$383,241	2020 :	2016	2020 Cost Estimate:	\$496,115

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$329,392	\$141	\$0	\$0	\$0	\$0	\$6	\$53,702	\$383,241
Total	\$329,392	\$141	\$0	\$0	\$0	\$0	\$6	\$53,702	\$383,241

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$16,410	\$59	\$0	\$0	\$0	\$0	\$0	\$673	\$17,142
20-Prelim Engineering/Env Review	5,698	0	0	0	0	0	0	0	5,698
30-Final Design+Specifications	8,763	19	0	0	0	0	0	742	9,523
35-Third Party	3,812	0	0	0	0	0	0	3,073	6,885
40-Row Acquisition+Permits	38,052	0	0	0	0	0	0	5,497	43,549
50-Construction	238,038	49	0	0	0	0	6	42,929	281,022
55-Construction Services	17,257	14	0	0	0	0	0	251	17,522
80-System Testing+Startup	1,363	0	0	0	0	0	0	537	1,900
Total	\$329,392	\$141	\$0	\$0	\$0	\$0	\$6	\$53,702	\$383,241

Project Risk Assessment
N/A.

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

Scope: 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 2019: None.

Budget year activities: Continue right-of-way acquisition activities and utility relocation work by others; continue design and begin major construction work on design-build construction contract; continue third party coordination activities with all Authorities Having Jurisdiction (AHJ).

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$2,451,535	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,254,390
2019 TIP:	\$2,451,535	2019 :	2024	2019 Cost Estimate:	\$1,779,470
2020 TIP:	\$2,451,535	2020 :	2024	2020 Cost Estimate:	\$1,779,470

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$336,700	\$304,597	\$336,709	\$321,781	\$331,972	\$409,407	\$190,083	\$220,287	\$2,451,535
Total	\$336,700	\$304,597	\$336,709	\$321,781	\$331,972	\$409,407	\$190,083	\$220,287	\$2,451,535

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$20,965	\$7,088	\$10,445	\$10,916	\$13,766	\$13,088	\$8,636	\$11,616	\$96,520
20-Prelim Engineering/Env Review	44,536	250	500	500	924	2,241	0	0	48,951
30-Final Design+Specifications	860	208	1,234	275	358	150	0	0	3,085
35-Third Party	4,625	2,201	3,431	4,626	4,331	2,671	5,251	604	27,741
40-Row Acquisition+Permits	121,023	87,386	28,922	11,000	5,000	81,371	4,080	0	338,783
50-Construction	135,126	192,263	275,405	277,192	281,651	292,400	146,141	208,066	1,808,244
55-Construction Services	9,327	15,201	16,771	17,272	15,463	6,997	25,975	0	107,006
80-System Testing+Startup	237	0	0	0	10,479	10,489	0	0	21,205
Total	\$336,700	\$304,597	\$336,709	\$321,781	\$331,972	\$409,407	\$190,083	\$220,287	\$2,451,535

**Project Risk Assessment**

Risk to this project includes reaching agreement on Midway landfill with WSDOT and SPU, encountering unknown contaminated materials and utilities, and securing remaining right-of-way for acquisition and relocations.

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

Scope: 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 Centre

Changes to authorized project allocation since 2019: None.

Budget year activities: Reaching substantial completion on all segments except E335 and systems. System works continues. Some start up activities to support OMF East.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$3,677,150	Baseline:	2023	Voter-Approved Cost Estimate:	\$4,019,793
2019 TIP:	\$3,677,150	2019 :	2023	2019 Cost Estimate:	\$3,699,287
2020 TIP:	\$3,677,150	2020 :	2023	2020 Cost Estimate:	\$3,699,287

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$13,680	\$3,525	\$1,971	\$853	\$786	\$876	\$167	\$206	\$22,063
East King	2,266,245	583,960	326,507	141,242	130,234	145,204	27,650	34,046	3,655,087
<b>Total</b>	<b>\$2,279,925</b>	<b>\$587,485</b>	<b>\$328,478</b>	<b>\$142,094</b>	<b>\$131,020</b>	<b>\$146,080</b>	<b>\$27,817</b>	<b>\$34,251</b>	<b>\$3,677,150</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$88,933	\$13,685	\$19,408	\$17,806	\$19,446	\$18,383	\$8,540	\$0	\$186,200
20-Prelim Engineering/Env Review	54,776	0	0	0	0	3	80	1,040	55,900
30-Final Design+Specifications	222,867	12,842	13,036	7,673	6,517	6,262	10,088	3,715	283,000
35-Third Party	27,415	5,014	7,032	4,334	2,768	4,400	0	1,187	52,150
40-Row Acquisition+Permits	269,912	2,650	1,414	683	0	23,491	0	0	298,150
50-Construction	1,497,363	514,206	259,203	75,481	78,439	68,739	1,012	16,138	2,510,582
55-Construction Services	118,098	37,588	21,369	19,618	16,351	24,159	8,097	12,171	257,450
80-System Testing+Startup	560	1,500	7,015	16,500	7,500	643	0	0	33,718
<b>Total</b>	<b>\$2,279,925</b>	<b>\$587,485</b>	<b>\$328,478</b>	<b>\$142,094</b>	<b>\$131,020</b>	<b>\$146,080</b>	<b>\$27,817</b>	<b>\$34,251</b>	<b>\$3,677,150</b>

**Project Risk Assessment**

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

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

Scope: 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 2019: None.

Budget year activities: Continued Right of Way acquisition. Design Build progress design scope with intent for advanced construction (utility relocation, demolition, site preparation) to commence later in 2020. Various ancillary support from Design Build Project Management and 3rd parties such as City of Redmond, and WSDOT.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$1,530,000	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,242,278
2019 TIP:	\$1,530,000	2019 :	2024	2019 Cost Estimate:	\$1,266,816
2020 TIP:	\$1,530,000	2020 :	2024	2020 Cost Estimate:	\$1,266,816

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
East King	\$110,022	\$145,836	\$269,408	\$322,475	\$307,764	\$119,744	\$125,812	\$128,939	\$1,530,000
Total	\$110,022	\$145,836	\$269,408	\$322,475	\$307,764	\$119,744	\$125,812	\$128,939	\$1,530,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$8,047	\$4,945	\$12,419	\$13,665	\$12,731	\$11,458	\$8,381	\$5,354	\$77,000
20-Prelim Engineering/Env Review	18,273	500	760	0	0	0	261	3,206	23,000
30-Final Design+Specifications	269	175	1,129	1,088	654	120	0	1,065	4,500
35-Third Party	2,492	2,005	3,112	3,130	1,464	763	1,864	2,170	17,000
40-Row Acquisition+Permits	47,896	26,371	37,179	7,500	2,750	750	250	76,304	199,000
50-Construction	29,370	104,856	205,359	283,842	270,165	86,384	110,150	40,351	1,130,477
55-Construction Services	3,556	6,984	9,318	12,250	14,750	12,269	4,000	489	63,616
80-System Testing+Startup	119	0	131	1,000	5,250	8,000	907	0	15,407
Total	\$110,022	\$145,836	\$269,408	\$322,475	\$307,764	\$119,744	\$125,812	\$128,939	\$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.

**2020 Cashflow by Budget Approval**  
(in thousands)

System Expansion  
**SOUNDER**

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
300019 Lakewood Station Improvements	\$284	\$811	\$160	\$0	\$0	\$0	\$0	\$0	\$1,255
300035 Kent Station Parking and Access Improvements	3,578	7,304	4,729	0	0	0	0	0	15,611
300040 Auburn Station Parking and Access Improvements	3,423	5,335	2,683	0	0	0	0	0	11,441
300087 Edmonds and Mukilteo Stations Parking & Access Improvements	757	1,161	461	131	0	0	0	0	2,511
<b>Subtotal</b>	8,042	14,611	8,033	131	0	0	0	0	30,818
<b>Final Design &amp; ROW</b>									
300004 Sounder Maintenance Base	7,083	2,982	2,903	0	0	0	0	0	12,968
300018 Summer Station Parking and Access Improvements	9,795	7,762	225	0	0	0	0	0	17,782
3X510 Sounder South Expanded Service	200,434	75	0	0	0	0	0	5,059	205,568
<b>Subtotal</b>	217,311	10,819	3,128	0	0	0	0	5,059	236,318
<b>Baseline</b>									
300017 Puyallup Station Parking and Access Improvements	9,283	23,506	40,792	2,433	3,087	0	0	0	79,100
300021 Tacoma Trestle Track & Signal	123,506	128	0	0	0	0	0	37,383	161,017
300026 Sounder Yard Expansion	16,264	30	0	0	0	0	0	4,256	20,550
300027 Point Defiance Bypass	75,208	3	0	0	0	0	0	8,459	83,670
3X135 D St-M St Track & Signal	152,890	3	0	0	0	0	0	5,368	158,262
3X206 Mukilteo Station, S Platform	16,842	379	0	0	0	0	1,092	0	18,313
3X236 Tukwila Station	39,157	50	0	0	0	0	0	6,762	45,969
<b>Subtotal</b>	433,151	24,099	40,792	2,433	3,087	0	1,092	62,228	566,881
<b>Program</b>									
300056 South Sounder Capacity Expansion	1,762	1,159	673	0	0	0	0	0	3,594
7X755 Sounder Fleet Expansion	48,828	1,324	7,841	9,207	0	0	0	0	67,200
<b>Subtotal</b>	50,590	2,483	8,514	9,207	0	0	0	0	70,794
<b>Total</b>	\$709,094	\$52,012	\$60,467	\$11,771	\$3,087	\$0	\$1,092	\$67,287	\$904,811

**2020 Cashflow by Subarea**  
(in thousands)

System Expansion  
SOUNDER

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$18,662	\$1,988	\$897	\$131	\$0	\$0	\$1,092	\$0	\$22,769
3 - South King	55,501	13,223	7,713	0	0	0	0	9,001	85,439
5 - Pierce	634,931	36,801	51,857	11,639	3,087	0	0	58,287	796,603
<b>Total</b>	<b>\$709,094</b>	<b>\$52,012</b>	<b>\$60,467</b>	<b>\$11,771</b>	<b>\$3,087</b>	<b>\$0</b>	<b>\$1,092</b>	<b>\$67,287</b>	<b>\$904,811</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$32,292	\$4,512	\$1,979	\$198	\$184	\$0	\$78	\$4,522	\$43,764
20-Prelim Engineering/Env Review	22,460	2,756	2,927	28	0	0	0	496	28,668
30-Final Design+Specifications	36,170	205	210	0	0	0	135	5,434	42,154
35-Third Party	3,033	6,976	672	0	30	0	1	3,599	14,311
40-Row Acquisition+Permits	257,254	9,090	5,654	0	0	0	58	7,331	279,387
50-Construction	275,810	21,114	37,170	1,677	2,762	0	695	39,530	378,758
55-Construction Services	23,270	6,044	4,014	661	111	0	125	6,375	40,601
70-Vehicles	57,760	1,315	7,841	9,207	0	0	0	0	76,124
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
<b>Total</b>	<b>\$709,094</b>	<b>\$52,012</b>	<b>\$60,467</b>	<b>\$11,771</b>	<b>\$3,087</b>	<b>\$0</b>	<b>\$1,092</b>	<b>\$67,287</b>	<b>\$904,811</b>

Scope: Plan, design, and construct a heavy rail storage and maintenance facility in support of agency rail operations.

Changes to authorized project allocation since 2019: None.

Budget year activities: Continue baseline activities, advanced utility relocations, and right of way acquisition activities. Begin final design and construction through the design-build contract.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$217,193
2019 TIP:	\$12,968	2019 :	2023	2019 Cost Estimate:	\$190,875
2020 TIP:	\$12,968	2020 :	2023	2020 Cost Estimate:	\$190,875

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$1,062	\$447	\$436	\$0	\$0	\$0	\$0	\$0	\$1,945
Pierce	6,020	2,535	2,468	0	0	0	0	0	11,023
<b>Total</b>	<b>\$7,083</b>	<b>\$2,982</b>	<b>\$2,903</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,968</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,919	\$327	\$265	\$0	\$0	\$0	\$0	\$0	\$2,511
20-Prelim Engineering/Env Review	2,543	100	822	0	0	0	0	0	3,465
40-Row Acquisition+Permits	2,223	635	134	0	0	0	0	0	2,992
50-Construction	0	1,250	750	0	0	0	0	0	2,000
55-Construction Services	398	670	932	0	0	0	0	0	2,000
<b>Total</b>	<b>\$7,083</b>	<b>\$2,982</b>	<b>\$2,903</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,968</b>

**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**

Scope: 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 2019: None.

Budget year activities: Complete right-of-way acquisition activities. Design-build contractor will start final design and begin construction. Design-build/project management will be on board supporting the contractor.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$79,100	Baseline:	2022	Voter-Approved Cost Estimate:	\$84,810
2019 TIP:	\$79,100	2019 :	2022	2019 Cost Estimate:	\$71,688
2020 TIP:	\$79,100	2020 :	2022	2020 Cost Estimate:	\$71,688

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$9,283	\$23,506	\$40,792	\$2,433	\$3,087	\$0	\$0	\$0	\$79,100
Total	\$9,283	\$23,506	\$40,792	\$2,433	\$3,087	\$0	\$0	\$0	\$79,100

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,860	\$1,268	\$1,168	\$94	\$184	\$0	\$0	\$0	\$4,574
20-Prelim Engineering/Env Review	2,508	100	64	0	0	0	0	0	2,672
35-Third Party	1	49	250	0	30	0	0	0	330
40-Row Acquisition+Permits	4,593	810	824	0	0	0	0	0	6,227
50-Construction	30	19,288	36,403	1,677	2,762	0	0	0	60,161
55-Construction Services	291	1,991	2,082	661	111	0	0	0	5,136
Total	\$9,283	\$23,506	\$40,792	\$2,433	\$3,087	\$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 and utilities.

Scope: 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 2019: None.

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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$59,450
2019 TIP:	\$17,782	2019 :	2021	2019 Cost Estimate:	\$54,845
2020 TIP:	\$17,782	2020 :	2021	2020 Cost Estimate:	\$54,845

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$9,795	\$7,762	\$225	\$0	\$0	\$0	\$0	\$0	\$17,782
Total	\$9,795	\$7,762	\$225	\$0	\$0	\$0	\$0	\$0	\$17,782

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,480	\$509	\$109	\$0	\$0	\$0	\$0	\$0	\$2,098
20-Prelim Engineering/Env Review	2,467	175	99	0	0	0	0	0	2,741
35-Third Party	1,698	5,852	0	0	0	0	0	0	7,550
40-Row Acquisition+Permits	4,039	609	0	0	0	0	0	0	4,648
50-Construction	112	234	17	0	0	0	0	0	362
55-Construction Services	0	383	0	0	0	0	0	0	383
Total	\$9,795	\$7,762	\$225	\$0	\$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.

Scope: 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 2019: Increased by \$851 thousand in support of project activities for alternatives analysis and right of way.

Budget year activities: Commence alternative analysis.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$51,917
2019 TIP:	\$404	2019 :	2016	2019 Cost Estimate:	\$44,199
2020 TIP:	\$1,255	2020 :	2025	2020 Cost Estimate:	\$44,199

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$284	\$811	\$160	\$0	\$0	\$0	\$0	\$0	\$1,255
Total	\$284	\$811	\$160	\$0	\$0	\$0	\$0	\$0	\$1,255

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$33	\$240	\$19	\$0	\$0	\$0	\$0	\$0	\$292
20-Prelim Engineering/Env Review	0	570	29	0	0	0	0	0	599
35-Third Party	252	0	112	0	0	0	0	0	363
40-Row Acquisition+Permits	0	1	0	0	0	0	0	0	1
Total	\$284	\$811	\$160	\$0	\$0	\$0	\$0	\$0	\$1,255

**Project Risk Assessment**

N/A.

Scope: 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 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$161,017	Baseline:	2018	Voter-Approved Cost Estimate:	\$92,061
2019 TIP:	\$161,017	2019 :	2019	2019 Cost Estimate:	\$175,538
2020 TIP:	\$161,017	2020 :	2019	2020 Cost Estimate:	\$175,538

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$123,506	\$128	\$0	\$0	\$0	\$0	\$0	\$37,383	\$161,017
Total	\$123,506	\$128	\$0	\$0	\$0	\$0	\$0	\$37,383	\$161,017

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$5,559	\$110	\$0	\$0	\$0	\$0	\$0	\$2,425	\$8,094
20-Prelim Engineering/Env Review	4,062	0	0	0	0	0	0	0	4,062
30-Final Design+Specifications	11,155	5	0	0	0	0	0	4,038	15,198
35-Third Party	340	0	0	0	0	0	0	1,442	1,781
40-Row Acquisition+Permits	6,697	0	0	0	0	0	0	3,364	10,061
50-Construction	89,758	13	0	0	0	0	0	24,468	114,240
55-Construction Services	5,935	0	0	0	0	0	0	1,646	7,581
Total	\$123,506	\$128	\$0	\$0	\$0	\$0	\$0	\$37,383	\$161,017

**Project Risk Assessment**

The risk of a construction claim is high.

Scope: 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 2019: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$20,550	Baseline:	2014	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$20,550	2019 :	2019	2019 Cost Estimate:	\$24,571
2020 TIP:	\$20,550	2020 :	2019	2020 Cost Estimate:	\$24,571

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$8,555	\$16	\$0	\$0	\$0	\$0	\$0	\$2,239	\$10,809
Pierce	7,709	14	0	0	0	0	0	2,018	9,741
<b>Total</b>	<b>\$16,264</b>	<b>\$30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,256</b>	<b>\$20,550</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,331	\$30	\$0	\$0	\$0	\$0	\$0	\$164	\$1,525
20-Prelim Engineering/Env Review	1,208	0	0	0	0	0	0	496	1,704
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
<b>Total</b>	<b>\$16,264</b>	<b>\$30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,256</b>	<b>\$20,550</b>

Project Risk Assessment
N/A

**300027**

**Point Defiance Bypass**

**Managed by: DECM**

Scope: 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 2019: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$83,670	Baseline:	2015	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$83,670	2019 :	2017	2019 Cost Estimate:	N/A
2020 TIP:	\$83,670	2020 :	2017	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$75,208	\$3	\$0	\$0	\$0	\$0	\$0	\$8,459	\$83,670
Total	\$75,208	\$3	\$0	\$0	\$0	\$0	\$0	\$8,459	\$83,670

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2,799	\$3	\$0	\$0	\$0	\$0	\$0	\$399	\$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	\$75,208	\$3	\$0	\$0	\$0	\$0	\$0	\$8,459	\$83,670

**Project Risk Assessment**

N/A.

**300035**

**Kent Station Parking and Access Improvements**

**Managed by: PEPD**

Scope: 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 2019: Increased by \$2.5 million in support of engineering/construction services and design review services.

Budget year activities: Start design-build bridging documents, start the Request for Proposal (RFP) process for the design-build contracts, and right of way activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$43,166
2019 TIP:	\$13,111	2019 :	2023	2019 Cost Estimate:	\$71,412
2020 TIP:	\$15,611	2020 :	2023	2020 Cost Estimate:	\$71,412

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$3,578	\$7,304	\$4,729	\$0	\$0	\$0	\$0	\$0	\$15,611
Total	\$3,578	\$7,304	\$4,729	\$0	\$0	\$0	\$0	\$0	\$15,611

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,112	\$539	\$59	\$0	\$0	\$0	\$0	\$0	\$1,710
20-Prelim Engineering/Env Review	2,451	300	658	0	0	0	0	0	3,409
35-Third Party	0	500	105	0	0	0	0	0	605
40-Row Acquisition+Permits	15	4,465	3,407	0	0	0	0	0	7,887
55-Construction Services	0	1,500	500	0	0	0	0	0	2,000
Total	\$3,578	\$7,304	\$4,729	\$0	\$0	\$0	\$0	\$0	\$15,611

**Project Risk Assessment**

Inability to reach concurrence with the City on permitting requirements and other local codes that may impact project budget and schedule.

**300040**

**Auburn Station Parking and Access Improvements**

**Managed by: PEPD**

Scope: 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 2019: Increased by \$2.5 million in support of engineering/construction services and third party agreements.

Budget year activities: Start design-build bridging documents, start the Request for Proposal (RFP) process for the design-build contracts, and right of way activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$45,041
2019 TIP:	\$8,941	2019 :	2023	2019 Cost Estimate:	\$65,819
2020 TIP:	\$11,441	2020 :	2023	2020 Cost Estimate:	\$65,819

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$3,423	\$5,335	\$2,683	\$0	\$0	\$0	\$0	\$0	\$11,441
Total	\$3,423	\$5,335	\$2,683	\$0	\$0	\$0	\$0	\$0	\$11,441

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,031	\$502	\$106	\$0	\$0	\$0	\$0	\$0	\$1,639
20-Prelim Engineering/Env Review	2,381	300	728	0	0	0	0	0	3,409
35-Third Party	0	545	60	0	0	0	0	0	605
40-Row Acquisition+Permits	11	2,488	1,289	0	0	0	0	0	3,788
55-Construction Services	0	1,500	500	0	0	0	0	0	2,000
Total	\$3,423	\$5,335	\$2,683	\$0	\$0	\$0	\$0	\$0	\$11,441

**Project Risk Assessment**

Inability to reach concurrence with the City on permitting requirements and other local codes that may impact project budget and schedule.



**300087**

**Edmonds and Mukilteo Stations Parking & Access Improvements**

**Managed by: PEPD**

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

Changes to authorized project allocation since 2019: None.

Budget year activities: Finish Phase 1 of preliminary engineering. Advance Phase 2 of the feasibility study to analyze subset of projects.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$48,398
2019 TIP:	\$2,511	2019 :	2020	2019 Cost Estimate:	\$48,194
2020 TIP:	\$2,511	2020 :	2021	2020 Cost Estimate:	\$48,194

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$757	\$1,161	\$461	\$131	\$0	\$0	\$0	\$0	\$2,511
Total	\$757	\$1,161	\$461	\$131	\$0	\$0	\$0	\$0	\$2,511

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$294	\$431	\$153	\$104	\$0	\$0	\$0	\$0	\$982
20-Prelim Engineering/Env Review	453	618	163	28	0	0	0	0	1,262
35-Third Party	10	30	145	0	0	0	0	0	185
40-Row Acquisition+Permits	0	82	0	0	0	0	0	0	82
Total	\$757	\$1,161	\$461	\$131	\$0	\$0	\$0	\$0	\$2,511

**Project Risk Assessment**

Challenge in equitably allocating project budget between 2 stations area. Cities and stakeholders desires for more parking than appear affordable within \$40 Million.

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

Changes to authorized project allocation since 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$161,581	Baseline:	2012	Voter-Approved Cost Estimate:	\$161,581
2019 TIP:	\$158,262	2019 :	2019	2019 Cost Estimate:	\$158,262
2020 TIP:	\$158,262	2020 :	2019	2020 Cost Estimate:	\$158,262

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$152,890	\$3	\$0	\$0	\$0	\$0	\$0	\$5,368	\$158,262
Total	\$152,890	\$3	\$0	\$0	\$0	\$0	\$0	\$5,368	\$158,262

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$8,948	\$3	\$0	\$0	\$0	\$0	\$0	\$655	\$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	\$152,890	\$3	\$0	\$0	\$0	\$0	\$0	\$5,368	\$158,262

Project Risk Assessment
N/A.

Scope: 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 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$18,313	Baseline:	2009	Voter-Approved Cost Estimate:	\$15,511
2019 TIP:	\$18,313	2019 :	2019	2019 Cost Estimate:	\$12,602
2020 TIP:	\$18,313	2020 :	2020	2020 Cost Estimate:	\$12,602

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$16,842	\$379	\$0	\$0	\$0	\$0	\$1,092	\$0	\$18,313
Total	\$16,842	\$379	\$0	\$0	\$0	\$0	\$1,092	\$0	\$18,313

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,724	\$75	\$0	\$0	\$0	\$0	\$78	\$0	\$1,877
30-Final Design+Specifications	2,274	0	0	0	0	0	135	0	2,409
35-Third Party	34	0	0	0	0	0	1	0	35
40-Row Acquisition+Permits	1,720	0	0	0	0	0	58	0	1,778
50-Construction	9,365	304	0	0	0	0	695	0	10,363
55-Construction Services	1,725	0	0	0	0	0	125	0	1,850
Total	\$16,842	\$379	\$0	\$0	\$0	\$0	\$1,092	\$0	\$18,313

**Project Risk Assessment**

N/A.

Scope: Design and construct a commuter rail station and access improvements, replacing the temporary Tukwila Sounder Station. Currently on track to closeout by end of October, 2019.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project close out activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$45,969	Baseline:	2010	Voter-Approved Cost Estimate:	\$47,435
2019 TIP:	\$45,969	2019 :	2010	2019 Cost Estimate:	\$60,716
2020 TIP:	\$45,969	2020 :	2010	2020 Cost Estimate:	\$60,716

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$39,157	\$50	\$0	\$0	\$0	\$0	\$0	\$6,762	\$45,969
Total	\$39,157	\$50	\$0	\$0	\$0	\$0	\$0	\$6,762	\$45,969

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,949	\$50	\$0	\$0	\$0	\$0	\$0	\$774	\$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	0	324	4,924
40-Row Acquisition+Permits	10,387	0	0	0	0	0	0	622	11,009
50-Construction	19,477	0	0	0	0	0	0	4,604	24,081
55-Construction Services	1,645	0	0	0	0	0	0	436	2,081
Total	\$39,157	\$50	\$0	\$0	\$0	\$0	\$0	\$6,762	\$45,969

Project Risk Assessment
N/A.

Scope: 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 2019: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$298,229
2019 TIP:	\$205,568	2019 :	2019	2019 Cost Estimate:	\$379,163
2020 TIP:	\$205,568	2020 :	2020	2020 Cost Estimate:	\$379,163

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$200,434	\$75	\$0	\$0	\$0	\$0	\$0	\$5,059	\$205,568
Total	\$200,434	\$75	\$0	\$0	\$0	\$0	\$0	\$5,059	\$205,568

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,544	\$50	\$0	\$0	\$0	\$0	\$0	\$105	\$1,700
20-Prelim Engineering/Env Review	479	0	0	0	0	0	0	0	479
30-Final Design+Specifications	729	0	0	0	0	0	0	171	900
35-Third Party	93	0	0	0	0	0	0	1,917	2,010
40-Row Acquisition+Permits	185,192	0	0	0	0	0	0	1,293	186,485
50-Construction	12,395	25	0	0	0	0	0	1,424	13,844
55-Construction Services	0	0	0	0	0	0	0	150	150
Total	\$200,434	\$75	\$0	\$0	\$0	\$0	\$0	\$5,059	\$205,568

Project Risk Assessment
N/A.

Scope: Procure, accept and test locomotives, coaches, and cab cars to support additional trips between Seattle and Lakewood stations.

Changes to authorized project allocation since 2019: None.

Budget year activities: Procurement of three new cab cars.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$41,314
2019 TIP:	\$67,200	2019 :	2020	2019 Cost Estimate:	\$51,704
2020 TIP:	\$67,200	2020 :	2022	2020 Cost Estimate:	\$51,704

Cashflow (YOE \$000s)

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$48,828	\$1,324	\$7,841	\$9,207	\$0	\$0	\$0	\$0	\$67,200
Total	\$48,828	\$1,324	\$7,841	\$9,207	\$0	\$0	\$0	\$0	\$67,200

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$21	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$29
70-Vehicles	48,807	1,315	7,841	9,207	0	0	0	0	67,171
Total	\$48,828	\$1,324	\$7,841	\$9,207	\$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.

**2020 Cashflow by Budget Approval**  
(in thousands)

System Expansion  
REGIONAL EXPRESS

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
500005 Bus Base South	\$1,209	\$250	\$2,785	\$1,564	\$0	\$0	\$0	\$0	\$5,808
500086 Bus on Shoulder	749	720	1,689	720	0	0	0	0	3,878
500110 RapidRide C and D	541	5,145	15,183	17,695	17,245	9,192	0	0	65,000
500111 Pacific Ave SR 7 Bus Rapid Transit	24	10,590	24,165	21,665	4,056	0	0	0	60,500
500117 North Sammamish Park-and-Ride	247	765	1,053	0	0	0	0	0	2,065
<b>Subtotal</b>	2,769	17,470	44,874	41,645	21,301	9,192	0	0	137,251
<b>Baseline</b>									
5X387 I-90 Two-Way Transit & HOV Operations, Stage 3	196,516	4,470	3,771	2,555	2,555	285	0	15,497	225,648
<b>Subtotal</b>	196,516	4,470	3,771	2,555	2,555	285	0	15,497	225,648
<b>Program</b>									
700720 ST Express Fleet Expansion	23,940	6,306	16,511	0	0	0	0	0	46,757
<b>Subtotal</b>	23,940	6,306	16,511	0	0	0	0	0	46,757
<b>Total</b>	\$223,225	\$28,246	\$65,156	\$44,200	\$23,856	\$9,477	\$0	\$15,497	\$409,656

**2020 Cashflow by Subarea**  
(in thousands)

System Expansion  
REGIONAL EXPRESS

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$3,466	\$1,080	\$3,142	\$527	\$0	\$0	\$0	\$0	\$8,214
2 - North King	541	5,145	15,183	17,695	17,245	9,192	0	0	65,000
3 - South King	3,006	963	2,702	429	0	0	0	0	7,100
4 - East King	214,658	9,917	18,072	3,282	2,555	285	0	15,497	264,266
5 - Pierce	1,555	11,141	26,057	22,267	4,056	0	0	0	65,075
<b>Total</b>	<b>\$223,225</b>	<b>\$28,246</b>	<b>\$65,156</b>	<b>\$44,200</b>	<b>\$23,856</b>	<b>\$9,477</b>	<b>\$0</b>	<b>\$15,497</b>	<b>\$409,656</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$3,167	\$700	\$902	\$673	\$271	\$227	\$0	\$1,009	\$6,948
20-Prelim Engineering/Env Review	2,842	1,295	4,970	2,405	100	0	0	0	11,612
30-Final Design+Specifications	18,225	550	50	0	0	0	0	3,396	22,221
35-Third Party	377	15,520	38,650	38,500	20,985	9,000	0	0	123,032
40-Row Acquisition+Permits	3	5	258	10	0	0	0	0	276
50-Construction	174,672	3,870	3,816	2,612	2,500	250	0	11,091	198,810
70-Vehicles	23,940	6,306	16,511	0	0	0	0	0	46,757
<b>Total</b>	<b>\$223,225</b>	<b>\$28,246</b>	<b>\$65,156</b>	<b>\$44,200</b>	<b>\$23,856</b>	<b>\$9,477</b>	<b>\$0</b>	<b>\$15,497</b>	<b>\$409,656</b>



**500005**

**Bus Base South**

**Managed by: PEPD**

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

Changes to authorized project allocation since 2019: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$242,876
2019 TIP:	\$5,808	2019 :	2019	2019 Cost Estimate:	\$234,657
2020 TIP:	\$5,808	2020 :	2019	2020 Cost Estimate:	\$234,657

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$216	\$45	\$498	\$280	\$0	\$0	\$0	\$0	\$1,040
South King	140	29	323	181	0	0	0	0	674
East King	562	116	1,295	727	0	0	0	0	2,701
Pierce	290	60	668	375	0	0	0	0	1,394
<b>Total</b>	<b>\$1,209</b>	<b>\$250</b>	<b>\$2,785</b>	<b>\$1,564</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,808</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$408	\$100	\$87	\$249	\$0	\$0	\$0	\$0	\$844
20-Prelim Engineering/Env Review	798	150	2,510	1,305	0	0	0	0	4,763
40-Row Acquisition+Permits	3	0	188	10	0	0	0	0	201
<b>Total</b>	<b>\$1,209</b>	<b>\$250</b>	<b>\$2,785</b>	<b>\$1,564</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,808</b>

**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.

**500086**

**Bus on Shoulder**

**Managed by: PEPD**

Scope: 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 to authorized project allocation since 2019: None.

Budget year activities: Continue feasibility study with potential other candidates. Developed engineering and environmental documentation scope of work for candidates segments which has been included in the BRT GEC contract. Continue coordination with WSDOT and partner transit agencies.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$123,415
2019 TIP:	\$3,878	2019 :	2023	2019 Cost Estimate:	\$123,415
2020 TIP:	\$3,878	2020 :	2023	2020 Cost Estimate:	\$123,415

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$257	\$247	\$579	\$247	\$0	\$0	\$0	\$0	\$1,330
South King	257	247	579	247	0	0	0	0	1,330
Pierce	235	226	530	226	0	0	0	0	1,218
<b>Total</b>	<b>\$749</b>	<b>\$720</b>	<b>\$1,689</b>	<b>\$720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,878</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$118	\$95	\$185	\$58	\$0	\$0	\$0	\$0	\$456
20-Prelim Engineering/Env Review	0	575	1,320	550	0	0	0	0	2,445
30-Final Design+Specifications	0	50	50	0	0	0	0	0	100
35-Third Party	362	0	10	0	0	0	0	0	372
40-Row Acquisition+Permits	0	0	25	0	0	0	0	0	25
50-Construction	268	0	100	112	0	0	0	0	480
<b>Total</b>	<b>\$749</b>	<b>\$720</b>	<b>\$1,689</b>	<b>\$720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,878</b>

**Project Risk Assessment**

The risk exists that the selected candidates can finally not be eligible when environmental and design are done.

Scope: 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 2019: Increased by \$62.65 million to fund anticipated inter-governmental agreements with King County Metro and City of Seattle for RapidRide C and D and Madison Street BRT improvements.

Budget year activities: Enter into inter-local agreements with City of Seattle and King County Metro KCM to partially fund the City's Madison Street BRT project, and reimburse the City and KCM for selected RapidRide C and D improvement projects.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$78,647
2019 TIP:	\$2,350	2019 :	N/A	2019 Cost Estimate:	\$77,777
2020 TIP:	\$65,000	2020 :	2024	2020 Cost Estimate:	\$77,777

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$541	\$5,145	\$15,183	\$17,695	\$17,245	\$9,192	\$0	\$0	\$65,000
Total	\$541	\$5,145	\$15,183	\$17,695	\$17,245	\$9,192	\$0	\$0	\$65,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$53	\$95	\$120	\$145	\$145	\$192	\$0	\$0	\$750
20-Prelim Engineering/Env Review	487	50	563	550	100	0	0	0	1,750
35-Third Party	0	5,000	14,500	17,000	17,000	9,000	0	0	62,500
Total	\$541	\$5,145	\$15,183	\$17,695	\$17,245	\$9,192	\$0	\$0	\$65,000

**Project Risk Assessment**

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

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

Changes to authorized project allocation since 2019: None.

Budget year activities: Conduct conceptual engineering, conceptual design and environmental review of the preferred park-and-ride site. Continue working in partnership with the City of Sammamish, King County Metro and the public to gain input and feedback on early design concepts. Develop partnership agreements as necessary with the City of Sammamish, King County Metro and/or private development partners.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$24,254
2019 TIP:	\$2,065	2019 :	2024	2019 Cost Estimate:	\$24,190
2020 TIP:	\$2,065	2020 :	2024	2020 Cost Estimate:	\$24,190

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
East King	\$247	\$765	\$1,053	\$0	\$0	\$0	\$0	\$0	\$2,065
Total	\$247	\$765	\$1,053	\$0	\$0	\$0	\$0	\$0	\$2,065

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$240	\$220	\$290	\$0	\$0	\$0	\$0	\$0	\$750
20-Prelim Engineering/Env Review	7	520	578	0	0	0	0	0	1,105
35-Third Party	0	20	140	0	0	0	0	0	160
40-Row Acquisition+Permits	0	5	45	0	0	0	0	0	50
Total	\$247	\$765	\$1,053	\$0	\$0	\$0	\$0	\$0	\$2,065

**Project Risk Assessment**

Budget and schedule risk associated with the city's preferences and zoning codes which favor structured parking even though the ST3 cost estimate was based on a surface parking scenario. Budget and schedule risk is also associated with the strong possibility of a joint development project delivery approach, as well as high market costs for property and a tightening construction market.

Scope: 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 2019: None.

Budget year activities: Continue the administrative closeout process.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$225,648	Baseline:	2020	Voter-Approved Cost Estimate:	\$109,222
2019 TIP:	\$225,648	2019 :	2019	2019 Cost Estimate:	\$225,648
2020 TIP:	\$225,648	2020 :	2020	2020 Cost Estimate:	\$225,648

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
East King	\$196,516	\$4,470	\$3,771	\$2,555	\$2,555	\$285	\$0	\$15,497	\$225,648
Total	\$196,516	\$4,470	\$3,771	\$2,555	\$2,555	\$285	\$0	\$15,497	\$225,648

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2,339	\$100	\$55	\$55	\$55	\$35	\$0	\$1,009	\$3,648
20-Prelim Engineering/Env Review	1,549	0	0	0	0	0	0	0	1,549
30-Final Design+Specifications	18,225	500	0	0	0	0	0	3,396	22,121
50-Construction	174,404	3,870	3,716	2,500	2,500	250	0	11,091	198,330
Total	\$196,516	\$4,470	\$3,771	\$2,555	\$2,555	\$285	\$0	\$15,497	\$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.

Scope: Procure, accept, and commission 44 buses to support peak hour bus service demands

Changes to authorized project allocation since 2019: None.

Budget year activities: Delivery, testing and commissioning of 6 buses.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$46,008
2019 TIP:	\$46,757	2019 :	2020	2019 Cost Estimate:	\$64,972
2020 TIP:	\$46,757	2020 :	2021	2020 Cost Estimate:	\$64,972

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$2,992	\$788	\$2,064	\$0	\$0	\$0	\$0	\$0	\$5,845
South King	2,609	687	1,800	0	0	0	0	0	5,096
East King	17,332	4,565	11,954	0	0	0	0	0	33,852
Pierce	1,005	265	693	0	0	0	0	0	1,964
<b>Total</b>	<b>\$23,940</b>	<b>\$6,306</b>	<b>\$16,511</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,757</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
70-Vehicles	\$23,940	\$6,306	\$16,511	\$0	\$0	\$0	\$0	\$0	\$46,757
<b>Total</b>	<b>\$23,940</b>	<b>\$6,306</b>	<b>\$16,511</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,757</b>

**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.

**2020 Cashflow by Budget Approval**  
(in thousands)

System Expansion  
STRIDE

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
500050 I-405 Bus Rapid Transit	\$64,261	\$63,298	\$49,956	\$31,759	\$16,741	\$103	\$0	\$0	\$226,118
500051 SR 522/NE 145th St BRT	12,680	27,172	16,522	13,041	0	0	0	0	69,415
500070 Bus Rapid Transit Maintenance Base	25,801	1,920	11,144	3,681	3,300	2,830	0	0	48,676
<b>Subtotal</b>	<b>102,742</b>	<b>92,390</b>	<b>77,622</b>	<b>48,481</b>	<b>20,041</b>	<b>2,933</b>	<b>0</b>	<b>0</b>	<b>344,209</b>
<b>Total</b>	<b>\$102,742</b>	<b>\$92,390</b>	<b>\$77,622</b>	<b>\$48,481</b>	<b>\$20,041</b>	<b>\$2,933</b>	<b>\$0</b>	<b>\$0</b>	<b>\$344,209</b>

**2020 Cashflow by Subarea**  
(in thousands)

System Expansion  
STRIDE

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$2,972	\$2,152	\$2,016	\$1,170	\$661	\$97	\$0	\$0	\$9,068
2 - North King	7,202	15,434	9,384	7,407	0	0	0	0	39,428
3 - South King	18,553	13,435	12,587	7,301	4,128	604	0	0	56,608
4 - East King	74,015	61,369	53,635	32,603	15,251	2,232	0	0	239,106
<b>Total</b>	<b>\$102,742</b>	<b>\$92,390</b>	<b>\$77,622</b>	<b>\$48,481</b>	<b>\$20,041</b>	<b>\$2,933</b>	<b>\$0</b>	<b>\$0</b>	<b>\$344,209</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$7,991	\$5,345	\$5,624	\$91	\$0	\$0	\$0	\$0	\$19,051
20-Prelim Engineering/Env Review	18,138	29,438	20,911	557	0	0	0	0	69,043
30-Final Design+Specifications	7	(7)	0	0	0	0	0	0	0
35-Third Party	575	380	2,599	4,000	0	0	0	0	7,554
40-Row Acquisition+Permits	47,580	12,012	8,796	1,592	701	0	0	0	70,681
50-Construction	28,452	44,780	36,127	39,041	15,840	0	0	0	164,240
55-Construction Services	0	442	3,565	3,200	3,500	2,933	0	0	13,640
<b>Total</b>	<b>\$102,742</b>	<b>\$92,390</b>	<b>\$77,622</b>	<b>\$48,481</b>	<b>\$20,041</b>	<b>\$2,933</b>	<b>\$0</b>	<b>\$0</b>	<b>\$344,209</b>



Scope: 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.

Changes to authorized project allocation since 2019: Increased by \$16.6 million to fund Phase 3 Preliminary Engineering, early GEC consultant oversight, and construction management services. Increased \$7.3 million through Resolution No. R2019-07 to procure right-a-way for the development of the NE44th Street Park and Ride Facility. Increased \$7.5 million through Resolution No. R2019 to begin project development of the Brickyard In-Line Station. Decreased by \$48.7 million to recognize the BRT Maintenance Base as a separate project which was included in this project until the environmental review had been concluded. The project cost estimate has been changed to reflect the BRT Maintenance Base as a stand-alone project.

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 and Brickyard In-Line Freeway Station. Completion of environmental review and approval. Continue construction with WSDOT at NE 44th Street Interchange.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,041,671
2019 TIP:	\$243,443	2019 :	2024	2019 Cost Estimate:	\$1,036,788
2020 TIP:	\$226,118	2020 :	2024	2020 Cost Estimate:	\$1,036,788

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$2,121	\$2,089	\$1,649	\$1,048	\$552	\$3	\$0	\$0	\$7,462
South King	13,238	13,039	10,291	6,542	3,449	21	0	0	46,580
East King	48,903	48,170	38,016	24,168	12,740	78	0	0	172,076
<b>Total</b>	<b>\$64,261</b>	<b>\$63,298</b>	<b>\$49,956</b>	<b>\$31,759</b>	<b>\$16,741</b>	<b>\$103</b>	<b>\$0</b>	<b>\$0</b>	<b>\$226,118</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$4,347	\$2,700	\$1,237	\$2	\$0	\$0	\$0	\$0	\$8,286
20-Prelim Engineering/Env Review	12,283	22,368	15,075	0	0	0	0	0	49,726
35-Third Party	321	180	449	0	0	0	0	0	950
40-Row Acquisition+Permits	22,910	8,000	2,995	1,557	701	0	0	0	36,163
50-Construction	24,400	30,000	30,000	30,000	15,840	0	0	0	130,240
55-Construction Services	0	50	200	200	200	103	0	0	753
<b>Total</b>	<b>\$64,261</b>	<b>\$63,298</b>	<b>\$49,956</b>	<b>\$31,759</b>	<b>\$16,741</b>	<b>\$103</b>	<b>\$0</b>	<b>\$0</b>	<b>\$226,118</b>

**Project Risk Assessment**

Agency wide risk in the timely acquisition of right-of-way remains a challenge. Multi-jurisdiction coordination on stations.

Scope: 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 to authorized project allocation since 2019: Increased by \$12 million to fund Phase 3 of preliminary engineering, construction service for pre-acquisition acquisition, appraisal services for right of way. Assumed the project scope and budget of the Bothell Transit Related Improvement project with \$5 million authorized project allocation.

Budget year activities: Complete conceptual engineering and environmental reviews, advance into phase 3 engineering. Continue construction of the Business Access and Transit (BAT) lanes in Bothell. Negotiate and coordinate with WSDOT and City of Bothell to start design. Negotiate and advance contract for design and construction management. Begin acquisition activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$482,840
2019 TIP:	\$52,556	2019 :	2025	2019 Cost Estimate:	\$480,945
2020 TIP:	\$69,415	2020 :	2025	2020 Cost Estimate:	\$480,945

Cashflow (YOE \$000s)

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$7,202	\$15,434	\$9,384	\$7,407	\$0	\$0	\$0	\$0	\$39,428
East King	5,478	11,738	7,137	5,634	0	0	0	0	29,987
Total	\$12,680	\$27,172	\$16,522	\$13,041	\$0	\$0	\$0	\$0	\$69,415

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$3,038	\$1,605	\$1,698	\$0	\$0	\$0	\$0	\$0	\$6,341
20-Prelim Engineering/Env Review	5,251	6,840	4,921	0	0	0	0	0	17,012
30-Final Design+Specifications	7	(7)	0	0	0	0	0	0	0
35-Third Party	252	150	2,042	4,000	0	0	0	0	6,444
40-Row Acquisition+Permits	81	3,712	1,539	0	0	0	0	0	5,331
50-Construction	4,052	14,780	6,127	9,041	0	0	0	0	34,000
55-Construction Services	0	92	195	0	0	0	0	0	287
Total	\$12,680	\$27,172	\$16,522	\$13,041	\$0	\$0	\$0	\$0	\$69,415

Project Risk Assessment

Early deliverable project, which involves close coordination with multiple project partners.  
 Cost escalation and right of way acquisition challenges create budget and schedule uncertainty.  
 Coordination of ST3 refined project and WSDOT and City of Shoreline plans for NE 145th- complex jurisdictional situation and third partner expectation for ST capital investment.  
 Early concurrence on project components is a key effort in the first year of project development though on-going coordination with the Project Interagency Coordination Group, City Managers Group, and Elected Leadership Group.

Scope: Design, build and construct a storage and maintenance bus base in support of the bus rapid transit program and regional express buses accommodating up to 120 buses.

Changes to authorized project allocation since 2019: Project was established at \$48.7 million through authorized project allocation assigned from the I-405 BRT project as projects were coupled through the environmental review process.

Budget year activities: Continue project development and right of way acquisition activities. Completion of environmental review. Baseline project and award design-build contract. Continue City of Bothell coordination effort.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$194,109
2019 TIP:	\$0	2019 :	2023	2019 Cost Estimate:	\$193,433
2020 TIP:	\$48,676	2020 :	2023	2020 Cost Estimate:	\$193,433

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$851	\$63	\$368	\$121	\$109	\$93	\$0	\$0	\$1,606
South King	5,315	396	2,296	758	680	583	0	0	10,027
East King	19,634	1,461	8,481	2,801	2,511	2,154	0	0	37,042
<b>Total</b>	<b>\$25,801</b>	<b>\$1,920</b>	<b>\$11,144</b>	<b>\$3,681</b>	<b>\$3,300</b>	<b>\$2,830</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,676</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$606	\$1,040	\$2,688	\$89	\$0	\$0	\$0	\$0	\$4,424
20-Prelim Engineering/Env Review	603	230	915	557	0	0	0	0	2,305
35-Third Party	2	50	108	0	0	0	0	0	160
40-Row Acquisition+Permits	24,590	300	4,262	35	0	0	0	0	29,187
55-Construction Services	0	300	3,170	3,000	3,300	2,830	0	0	12,600
<b>Total</b>	<b>\$25,801</b>	<b>\$1,920</b>	<b>\$11,144</b>	<b>\$3,681</b>	<b>\$3,300</b>	<b>\$2,830</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,676</b>

**Project Risk Assessment**

- Delay in Environmental Completion
- Decision regarding number of buses impacts Design with change required and design period extended
- Additional funding needed to accommodate ST Express buses
- Appeal of SEPA Checklist.
- Additional project requirements from AHJs

## 2020 Cashflow by Budget Approval

(in thousands)

System Expansion  
OTHER

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
600038 Next Generation ORCA	\$2,340	\$3,424	\$18,826	\$2,130	\$4,803	\$0	\$0	\$0	\$31,523
600143 Environmental Remediation	0	500	0	0	0	0	0	0	500
<b>Subtotal</b>	<b>2,340</b>	<b>3,924</b>	<b>18,826</b>	<b>2,130</b>	<b>4,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,023</b>
<b>Operating</b>									
600668 Start Operations & Maintenance	1,467	321	313	426	515	509	530	15,264	19,344
<b>Subtotal</b>	<b>1,467</b>	<b>321</b>	<b>313</b>	<b>426</b>	<b>515</b>	<b>509</b>	<b>530</b>	<b>15,264</b>	<b>19,344</b>
<b>Program</b>									
3X212 Fare Collection	8,864	17	81	108	73	112	88	5,529	14,870
5X410 Research & Technology	11,380	3,100	1,425	507	0	0	0	3,407	19,820
600016 Fare Administration	2,321	630	675	300	250	695	450	621	5,941
600039 Research and Business Development Program	109	534	500	0	0	0	0	0	1,143
600073 Transit System Access Program	1,486	5,900	5,750	5,750	6,000	6,000	5,700	105,553	142,139
600076 Innovation and Technology Program	2,683	2,175	2,178	2,253	2,355	2,686	7,233	85,041	106,604
600132 Efficiency & Sustainability	4	904	757	810	810	810	810	20,095	25,000
6X668 Start	24,602	6,303	9,072	6,674	6,998	6,313	3,338	97,901	161,201
804100 Transit Oriented Development Property Disposition	6,578	1,221	380	615	433	2,388	0	0	11,615
804302 Transit Oriented Development Planning Program	166	1,065	1,117	1,050	1,150	25,623	0	0	30,171
809100 ST3 Planning	25,382	2,550	776	625	696	625	289	10,584	41,527
<b>Subtotal</b>	<b>83,575</b>	<b>24,398</b>	<b>22,710</b>	<b>18,692</b>	<b>18,765</b>	<b>45,252</b>	<b>17,907</b>	<b>328,732</b>	<b>560,032</b>
<b>Total</b>	<b>\$87,382</b>	<b>\$28,643</b>	<b>\$41,848</b>	<b>\$21,248</b>	<b>\$24,083</b>	<b>\$45,761</b>	<b>\$18,437</b>	<b>\$343,996</b>	<b>\$611,398</b>

**2020 Cashflow by Subarea**  
(in thousands)

System Expansion  
OTHER

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$8,151	\$2,679	\$3,287	\$2,777	\$2,913	\$2,765	\$2,033	\$47,891	\$72,496
2 - North King	14,753	4,903	4,366	3,910	3,903	5,650	2,309	55,309	95,104
3 - South King	5,499	1,695	1,900	1,734	1,803	1,764	1,469	31,798	47,662
4 - East King	6,234	2,626	3,200	2,702	2,841	2,692	1,986	45,958	68,239
5 - Pierce	8,359	2,359	2,842	2,449	2,558	2,451	1,859	43,292	66,169
6 - Systemwide	44,396	14,382	26,253	7,675	10,064	30,439	8,782	119,738	261,729
<b>Total</b>	<b>\$87,392</b>	<b>\$28,643</b>	<b>\$41,848</b>	<b>\$21,248</b>	<b>\$24,083</b>	<b>\$45,761</b>	<b>\$18,437</b>	<b>\$343,986</b>	<b>\$611,398</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	228	1,238	23	37	15	17	50	472	2,079
02-Operation+Maintenance-Agency	978	201	163	182	228	249	262	11,273	13,535
10-Agency Administration	15,765	4,007	4,840	3,762	6,768	9,017	7,455	23,824	75,438
20-Prelim Engineering/Env Review	25,470	7,881	4,377	2,814	3,072	15,601	2,137	100,730	162,082
26-Research+ Technology	10,575	2,968	17,330	1,815	1,156	0	0	1,752	35,595
30-Final Design+Specifications	0	0	150	150	150	150	150	3,018	3,768
35-Third Party	0	5,800	5,275	5,275	5,275	5,275	5,275	91,160	123,335
40-Row Acquisition+Permits	3,755	0	502	375	375	9,284	0	0	14,291
50-Construction	8,419	896	767	834	736	566	500	22,178	34,897
61-Art	22,203	5,653	8,422	6,004	6,308	5,603	2,608	89,578	146,379
<b>Total</b>	<b>\$87,392</b>	<b>\$28,643</b>	<b>\$41,848</b>	<b>\$21,248</b>	<b>\$24,083</b>	<b>\$45,761</b>	<b>\$18,437</b>	<b>\$343,986</b>	<b>\$611,398</b>

Scope: 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 2019: Increased by \$998 thousand in support of engineering activities and BNSF coordination.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,139,593
2019 TIP:	\$2,596	2019 :	2036	2019 Cost Estimate:	\$1,137,864
2020 TIP:	\$3,594	2020 :	2036	2020 Cost Estimate:	\$1,137,864

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$789	\$519	\$301	\$0	\$0	\$0	\$0	\$0	\$1,608
Pierce	974	640	372	0	0	0	0	0	1,986
Total	\$1,762	\$1,159	\$673	\$0	\$0	\$0	\$0	\$0	\$3,594

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$687	\$366	\$99	\$0	\$0	\$0	\$0	\$0	\$1,152
20-Prelim Engineering/Env Review	1,075	593	364	0	0	0	0	0	2,032
30-Final Design+Specifications	0	200	210	0	0	0	0	0	410
Total	\$1,762	\$1,159	\$673	\$0	\$0	\$0	\$0	\$0	\$3,594

**Project Risk Assessment**

The completion of the strategic plan may identify risks that could effect the scope, schedule, and budget. Concurrence with other jurisdictions cannot be reached.

Scope: Maintenance of 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 2019: 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; other fare collection projects as required for operational support.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$14,870	2019 :	2025	2019 Cost Estimate:	N/A
2020 TIP:	\$14,870	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$1,968	\$4	\$18	\$24	\$16	\$25	\$19	\$1,227	\$3,301
South King	3,200	6	29	39	26	41	32	1,996	5,368
East King	248	0	2	3	2	3	2	155	416
Pierce	3,448	6	31	42	28	44	34	2,151	5,785
Total	\$8,864	\$17	\$81	\$108	\$73	\$112	\$88	\$5,529	\$14,870

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$164	\$17	\$23	\$37	\$15	\$17	\$50	\$472	\$795
10-Agency Administration	608	0	0	0	58	96	37	209	1,008
20-Prelim Engineering/Env Review	150	0	0	0	0	0	0	0	150
50-Construction	7,942	0	57	71	0	0	0	4,847	12,917
Total	\$8,864	\$17	\$81	\$108	\$73	\$112	\$88	\$5,529	\$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.

**500111**

**Pacific Ave SR 7 Bus Rapid Transit**

**Managed by: PEPD**

Scope: Capped capital contribution to Pierce Transit for bus capital enhancements for speed, reliability and convenience along Pacific Avenue / State Route 7 (SR7) in Tacoma and Pierce County.

Changes to authorized project allocation since 2019: None.

Budget year activities: Continue to support project development, design and environmental activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$71,630
2019 TIP:	\$0	2019 :	2023	2019 Cost Estimate:	\$69,815
2020 TIP:	\$60,500	2020 :	2023	2020 Cost Estimate:	\$69,815

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$24	\$10,590	\$24,165	\$21,665	\$4,056	\$0	\$0	\$0	\$60,500
Total	\$24	\$10,590	\$24,165	\$21,665	\$4,056	\$0	\$0	\$0	\$60,500

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$9	\$90	\$165	\$165	\$71	\$0	\$0	\$0	\$500
35-Third Party	15	10,500	24,000	21,500	3,985	0	0	0	60,000
Total	\$24	\$10,590	\$24,165	\$21,665	\$4,056	\$0	\$0	\$0	\$60,500

Project Risk Assessment	
N/A.	



Scope: Assess current implementation of the technology network, including capacity constraints; assess the new desired state as dictated by ST3; and develop a roadmap that provides remediation of design concerns, state of good repair for aging components, system expansion needs, and support for a new, ongoing operational model for network support.

Changes to authorized project allocation since 2019: Decrease by \$180 thousand via Resolution R2019-30 to offset budget revisions.

Budget year activities: Identify existing gaps in information system's network to support increased capacity demands, and establish cost estimates for implementation.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$20,000	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$19,820	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$11,380	\$3,100	\$1,425	\$507	\$0	\$0	\$0	\$3,407	\$19,820
Total	\$11,380	\$3,100	\$1,425	\$507	\$0	\$0	\$0	\$3,407	\$19,820

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,550	\$975	\$480	\$0	\$0	\$0	\$0	\$1,595	\$4,600
20-Prelim Engineering/Env Review	2,040	2,100	900	0	0	0	0	60	5,100
26-Research+Technology	7,791	25	45	507	0	0	0	1,752	10,120
Total	\$11,380	\$3,100	\$1,425	\$507	\$0	\$0	\$0	\$3,407	\$19,820

**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**

Scope: 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).

Changes to authorized project allocation since 2019: Increased by \$500 thousand to include Transit Coordination grant.

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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$5,441	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$5,941	2020 :	2026	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$2,321	\$630	\$675	\$300	\$250	\$695	\$450	\$621	\$5,941
Total	\$2,321	\$630	\$675	\$300	\$250	\$695	\$450	\$621	\$5,941

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20-Prelim Engineering/Env Review	1,660	630	675	300	250	695	450	621	5,281
26-Research+Technology	660	0	0	0	0	0	0	0	660
Total	\$2,321	\$630	\$675	\$300	\$250	\$695	\$450	\$621	\$5,941

**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.

**600038**

**Next Generation ORCA**

**Managed by: FIN**

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

Changes to authorized project allocation since 2019: None.

Budget year activities: Finalize design, start software development of the system. Design and begin production of system devices, including preliminary acceptance testing of devices. Continued development of the DARE data warehouse.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$31,523	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$31,523	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$2,340	\$3,424	\$18,826	\$2,130	\$4,803	\$0	\$0	\$0	\$31,523
Total	\$2,340	\$3,424	\$18,826	\$2,130	\$4,803	\$0	\$0	\$0	\$31,523

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$216	\$481	\$1,542	\$823	\$3,647	\$0	\$0	\$0	\$6,708
26-Research+Technology	2,124	2,943	17,285	1,308	1,156	0	0	0	24,815
Total	\$2,340	\$3,424	\$18,826	\$2,130	\$4,803	\$0	\$0	\$0	\$31,523

**Project Risk Assessment**

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

**600039**

**Research and Business Development Program**

**Managed by: PEPD**

Scope: Research and develop business practices to improve regional mobility and system efficiency. Develop data-driven strategies and tools to support the agency in improving the match between market needs and system performance.

Changes to authorized project allocation since 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,143	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$1,143	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$109	\$534	\$500	\$0	\$0	\$0	\$0	\$0	\$1,143
Total	\$109	\$534	\$500	\$0	\$0	\$0	\$0	\$0	\$1,143

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$60	\$240	\$280	\$0	\$0	\$0	\$0	\$0	\$580
20-Prelim Engineering/Env Review	49	294	220	0	0	0	0	0	563
Total	\$109	\$534	\$500	\$0	\$0	\$0	\$0	\$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**

Scope: 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 2019: None.

Budget year activities: Negotiate individual awardee agreements to set the terms of distribution of financial awards consistent with the scope of the individual project. Begin initial distribution of 2020 awards.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$113,154
2019 TIP:	\$142,139	2019 :	2040	2019 Cost Estimate:	\$113,154
2020 TIP:	\$142,139	2020 :	2040	2020 Cost Estimate:	\$113,154

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$297	\$1,180	\$1,150	\$1,150	\$1,200	\$1,200	\$1,140	\$21,111	\$28,428
North King	297	1,180	1,150	1,150	1,200	1,200	1,140	21,111	28,428
South King	297	1,180	1,150	1,150	1,200	1,200	1,140	21,111	28,428
East King	297	1,180	1,150	1,150	1,200	1,200	1,140	21,111	28,428
Pierce	297	1,180	1,150	1,150	1,200	1,200	1,140	21,111	28,428
<b>Total</b>	<b>\$1,486</b>	<b>\$5,900</b>	<b>\$5,750</b>	<b>\$5,750</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$5,700</b>	<b>\$105,553</b>	<b>\$142,139</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,371	\$500	\$500	\$500	\$500	\$500	\$500	\$5,629	\$10,000
20-Prelim Engineering/Env Review	115	400	250	250	500	500	200	4,185	6,400
35-Third Party	0	5,000	5,000	5,000	5,000	5,000	5,000	89,985	119,985
50-Construction	0	0	0	0	0	0	0	5,754	5,754
<b>Total</b>	<b>\$1,486</b>	<b>\$5,900</b>	<b>\$5,750</b>	<b>\$5,750</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$5,700</b>	<b>\$105,553</b>	<b>\$142,139</b>

**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**

Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Setup of internal grant program; video analytics research/pilots, JRD Smart Step Escalator sensor, customer services Chabot, and Find it-Fix it app.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$84,865
2019 TIP:	\$106,604	2019 :	2041	2019 Cost Estimate:	\$84,865
2020 TIP:	\$106,604	2020 :	2041	2020 Cost Estimate:	\$84,865

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$2,683	\$2,175	\$2,178	\$2,253	\$2,355	\$2,686	\$7,233	\$85,041	\$106,604
Total	\$2,683	\$2,175	\$2,178	\$2,253	\$2,355	\$2,686	\$7,233	\$85,041	\$106,604

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2,161	\$933	\$1,028	\$1,064	\$1,102	\$1,141	\$5,896	\$0	\$13,325
20-Prelim Engineering/Env Review	522	1,242	1,150	1,189	1,253	1,545	1,337	85,041	93,279
Total	\$2,683	\$2,175	\$2,178	\$2,253	\$2,355	\$2,686	\$7,233	\$85,041	\$106,604

**Project Risk Assessment**

Many planned/potential projects rely on partnership with other agencies and organizations, which introduce additional scope, schedule, and cost risks.

Scope: 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 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	2041	2019 Cost Estimate:	N/A
2020 TIP:	\$25,000	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$4	\$904	\$757	\$810	\$810	\$810	\$810	\$20,095	\$25,000
Total	\$4	\$904	\$757	\$810	\$810	\$810	\$810	\$20,095	\$25,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$4	\$8	\$10	\$10	\$10	\$10	\$10	\$3,756	\$3,818
20-Prelim Engineering/Env Review	0	0	150	150	150	150	150	1,745	2,495
30-Final Design+Specifications	0	0	150	150	150	150	150	3,018	3,768
50-Construction	0	896	447	500	500	500	500	11,577	14,920
Total	\$4	\$904	\$757	\$810	\$810	\$810	\$810	\$20,095	\$25,000

**Project Risk Assessment**

N/A.

**600143**

**Environmental Remediation**

**Managed by: PEPD**

Scope: In compliance with the Model Toxics Control Act prepared, prioritize for further evaluation for a site remediation clean-up strategy and/or administrative closure ten sites which require identification of data gaps, conducting additional investigation and/or remediation design where appropriate.

Changes to authorized project allocation since 2019: New project of \$500 thousand to commence identification of environmental remediation of 10 Sound Transit owned properties.

Budget year activities: Identification of data gaps, conducting additional investigation and/or remediation design where appropriate on ten identified Sound Transit owned parcels.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$500	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$500

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$50
20-Prelim Engineering/Env Review	0	450	0	0	0	0	0	0	450
Total	\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$500

**Project Risk Assessment**

N/A.



**600668**

**Start Operations & Maintenance**

**Managed by: DECM**

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

Changes to authorized project allocation since 2019: None.

Budget year activities: Clean over 75 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$19,344	2019 :	2025	2019 Cost Estimate:	N/A
2020 TIP:	\$19,344	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$339	\$72	\$71	\$96	\$108	\$115	\$120	\$3,447	\$4,368
North King	454	97	94	129	145	154	160	4,613	5,846
South King	115	25	24	33	37	39	41	1,172	1,486
East King	328	70	68	93	105	111	116	3,331	4,221
Pierce	266	57	55	75	85	90	94	2,702	3,424
<b>Total</b>	<b>\$1,502</b>	<b>\$321</b>	<b>\$313</b>	<b>\$426</b>	<b>\$480</b>	<b>\$509</b>	<b>\$530</b>	<b>\$15,264</b>	<b>\$19,344</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
02-Operation+Maintenance-Agency	\$954	\$201	\$163	\$182	\$228	\$249	\$262	\$11,273	\$13,511
10-Agency Administration	548	120	150	244	252	260	268	3,991	5,833
<b>Total</b>	<b>\$1,502</b>	<b>\$321</b>	<b>\$313</b>	<b>\$426</b>	<b>\$480</b>	<b>\$509</b>	<b>\$530</b>	<b>\$15,264</b>	<b>\$19,344</b>

Project Risk Assessment
N/A.

**6X668**

**Start**

**Managed by: DECM**

Scope: 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 2019: None.

Budget year activities: Continue fabrication and installation of art projects for East Link and Northgate Link extensions. Continue artwork design for Lynnwood Link and Tacoma Link extensions. 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. One project manager position added.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$161,201	2019 :	2024	2019 Cost Estimate:	\$58,480
2020 TIP:	\$161,201	2020 :	2041	2020 Cost Estimate:	\$158,653

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$5,555	\$1,423	\$2,048	\$1,507	\$1,580	\$1,425	\$754	\$22,106	\$36,399
North King	7,435	1,905	2,741	2,017	2,115	1,908	1,009	29,586	48,715
South King	1,889	484	697	513	537	485	256	7,519	12,380
East King	5,368	1,375	1,979	1,456	1,527	1,377	728	21,362	35,174
Pierce	4,355	1,116	1,606	1,181	1,239	1,117	591	17,329	28,533
<b>Total</b>	<b>\$24,602</b>	<b>\$6,303</b>	<b>\$9,072</b>	<b>\$6,674</b>	<b>\$6,998</b>	<b>\$6,313</b>	<b>\$3,338</b>	<b>\$97,901</b>	<b>\$161,201</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2,399	\$650	\$650	\$670	\$690	\$710	\$730	\$8,323	\$14,822
61-Art	22,203	5,653	8,422	6,004	6,308	5,603	2,608	89,578	146,379
<b>Total</b>	<b>\$24,602</b>	<b>\$6,303</b>	<b>\$9,072</b>	<b>\$6,674</b>	<b>\$6,998</b>	<b>\$6,313</b>	<b>\$3,338</b>	<b>\$97,901</b>	<b>\$161,201</b>

Project Risk Assessment
N/A.

Scope: 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 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$11,615	2019 :	2021	2019 Cost Estimate:	N/A
2020 TIP:	\$11,615	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$6,578	\$1,221	\$380	\$615	\$433	\$2,388	\$0	\$0	\$11,615
Total	\$6,578	\$1,221	\$380	\$615	\$433	\$2,388	\$0	\$0	\$11,615

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$63	\$1,221	\$0	\$0	\$0	\$0	\$0	\$0	\$1,284
02-Operation+Maintenance-Agency	24	0	0	0	0	0	0	0	24
10-Agency Administration	2,265	0	0	302	153	752	0	0	3,472
20-Prelim Engineering/Env Review	0	0	50	50	44	0	0	0	144
40-Row Acquisition+Permits	3,748	0	67	0	0	1,570	0	0	5,385
50-Construction	477	0	263	263	236	66	0	0	1,306
Total	\$6,578	\$1,221	\$380	\$615	\$433	\$2,388	\$0	\$0	\$11,615

Project Risk Assessment
N/A.

**804302**

**Transit Oriented Development Planning Program**

**Managed by: PEPD**

Scope: 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 2019: 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 SR522/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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$24,406
2019 TIP:	\$0	2019 :	2041	2019 Cost Estimate:	\$24,406
2020 TIP:	\$30,171	2020 :	2041	2020 Cost Estimate:	\$24,406

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$166	\$1,065	\$1,117	\$1,050	\$1,150	\$25,623	\$0	\$0	\$30,171
Total	\$166	\$1,065	\$1,117	\$1,050	\$1,150	\$25,623	\$0	\$0	\$30,171

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$166	\$0	\$150	\$100	\$200	\$5,426	\$0	\$0	\$6,042
20-Prelim Engineering/Env Review	0	1,065	532	575	575	12,484	0	0	15,230
40-Row Acquisition+Permits	0	0	435	375	375	7,714	0	0	8,899
Total	\$166	\$1,065	\$1,117	\$1,050	\$1,150	\$25,623	\$0	\$0	\$30,171

**Project Risk Assessment**

N/A

Scope: 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 2019: None.

Budget year activities: Continued ridership forecasting, light rail operations analysis and environmental mitigation work with Department of Natural Resources (DNR).

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$59,689
2019 TIP:	\$41,527	2019 :	2024	2019 Cost Estimate:	\$34,607
2020 TIP:	\$41,527	2020 :	2024	2020 Cost Estimate:	\$34,607

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$25,393	\$2,550	\$776	\$625	\$696	\$625	\$289	\$10,573	\$41,527
Total	\$25,393	\$2,550	\$776	\$625	\$696	\$625	\$289	\$10,573	\$41,527

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	4,452	50	51	50	121	122	14	322	5,181
20-Prelim Engineering/Env Review	20,934	1,700	450	300	300	228	0	9,077	32,989
35-Third Party	0	800	275	275	275	275	275	1,175	3,350
40-Row Acquisition+Permits	7	0	0	0	0	0	0	0	7
Total	\$25,393	\$2,550	\$776	\$625	\$696	\$625	\$289	\$10,573	\$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.

## 2020 Cashflow by Budget Approval

(in thousands)

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Enhancement</b>									
<b>ALL MODES</b>									
<b>Preliminary Engineering</b>									
400044 Link Operating Segment Systems Enhancements and Upgrade:	\$58	\$0	\$7	\$0	\$0	\$0	\$0	\$0	\$65
600084 Passenger Information Management System	3,012	8,958	9,051	6,447	11,051	8,446	2,611	0	49,576
600085 SODO/MLK Hazard Mitigation	461	2,066	610	0	0	0	0	0	3,136
600145 Design Criteria Manual Update	0	200	100	0	0	0	0	0	300
700710 Locomotive Inboard Cameras	0	0	300	0	0	0	0	0	300
700723 Downtown Seattle & Regional Mobility Improvements	9,016	538	2,780	0	0	0	0	0	12,334
<b>Subtotal</b>	12,547	11,762	12,848	6,447	11,051	8,446	2,611	0	65,711
<b>Baseline</b>									
300011 Positive Train Control	43,186	122	0	0	0	0	0	9,746	53,054
700730 Operations & Maintenance Facility Light Rail Vehicle Lift	3,364	1,534	0	0	0	0	0	0	4,898
<b>Subtotal</b>	46,550	1,656	0	0	0	0	0	9,746	57,952
<b>Operating</b>									
5X261 Bus Maintenance Facility	9,396	0	12,637	0	0	0	0	0	22,033
600029 Tacoma Link Fare Collection	66	0	0	0	533	0	0	0	599
700651 SeaTac Airport Wrong Door Fall Protection	0	525	174	0	0	0	0	0	699
700654 SeaTac Airport Second Elevator	0	640	2,930	2,393	107	0	0	0	6,070
700665 Video Management System Upgrade	0	900	980	0	0	0	0	0	1,880
700676 Tacoma Link Radio Upgrade	282	141	17	17	18	18	255	0	748
700684 Light Rail Vehicle Wireless Communication Upgrade	117	0	0	288	0	0	0	0	405
700685 Everett Station Security Improvements	280	0	9	0	0	0	0	0	289
700686 Security Radio System	376	684	192	0	0	0	0	0	1,253
700687 Security Operations Center - Video Monitoring Improvements	213	28	0	0	0	0	0	0	241
700690 Community Transit - On-Board Communication Upgrade	1,087	555	438	0	0	0	0	0	2,080

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
700691 Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades	48	568	0	0	0	0	0	0	616
700692 Operations Maintenance Facility (OMF) Expanded Parking	629	0	0	0	0	0	0	0	629
700693 Operations Maintenance Facility (OMF) - Renovations	1,811	7,588	1,612	94	0	0	0	0	11,105
700696 King St Station Platform Improvements	48	0	0	0	0	0	0	0	48
700697 LRV Between Car Barriers	425	0	95	0	0	0	0	0	520
700706 OMF Energy Efficiency	1,053	0	0	45	0	0	0	0	1,098
700708 Customer Emergency Stations	243	0	0	557	0	0	0	0	800
700711 Sounder Passenger Emergency Intercom	0	0	1,500	0	0	0	0	0	1,500
700713 LRV Wash Bay Modifications	32	409	268	0	0	0	0	0	709
700724 Puyallup Station LED Lighting	151	0	0	27	0	0	0	0	178
700725 Summer Station LED Lighting	105	0	0	30	0	0	0	0	134
700726 Kent Station Platform Lighting	140	0	0	96	0	0	0	0	236
700727 Kent Station Parking Lot Paving	76	0	0	624	0	0	0	0	700
700736 Union Station Garden Level Remodel	1,715	0	0	139	0	0	0	0	1,854
<b>Subtotal</b>	<b>18,293</b>	<b>12,039</b>	<b>20,853</b>	<b>4,310</b>	<b>658</b>	<b>18</b>	<b>255</b>	<b>0</b>	<b>56,425</b>
<b>Program</b>									
400122 Escalator Modernization Program	1,558	3,427	10,693	9,856	7,953	2,697	2,483	6,560	45,227
4X340 Noise Abatement	9,333	900	801	701	675	589	0	0	13,000
600080 Bike Parking Program	74	2,284	1,367	2,008	1,706	2,261	0	0	9,700
600133 Parking Management Program	0	1,926	1,555	2,336	4,291	3,586	0	0	13,692
700688 LED Lighting Program	0	387	1,113	0	0	0	0	0	1,500
700781 Non-revenue Support Vehicles	1,496	3,311	1,342	0	0	0	0	0	6,149
700793 Signage Improvements	610	274	185	143	26	10	0	44	1,293
<b>Subtotal</b>	<b>13,072</b>	<b>12,509</b>	<b>17,056</b>	<b>15,043</b>	<b>14,651</b>	<b>9,143</b>	<b>2,483</b>	<b>6,604</b>	<b>90,561</b>
<b>Total</b>	<b>\$90,462</b>	<b>\$37,965</b>	<b>\$50,756</b>	<b>\$25,800</b>	<b>\$26,359</b>	<b>\$17,607</b>	<b>\$5,349</b>	<b>\$16,350</b>	<b>\$270,649</b>

**2020 Cashflow by Subarea**  
(in thousands)

Enhancement  
ALL MODES

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$5,919	\$564	\$2,708	\$0	\$0	\$0	\$0	\$692	\$9,884
2 - North King	23,077	14,148	18,253	14,293	13,864	8,209	2,483	6,581	100,908
3 - South King	8,595	3,893	7,475	4,092	335	192	0	452	25,034
4 - East King	4,479	750	6,438	659	560	742	0	0	13,627
5 - Pierce	41,264	251	3,948	75	550	18	255	8,626	54,986
6 - Systemwide	7,128	18,358	11,935	6,680	11,051	8,446	2,611	0	66,209
<b>Total</b>	<b>\$90,462</b>	<b>\$37,965</b>	<b>\$50,756</b>	<b>\$25,800</b>	<b>\$26,359</b>	<b>\$17,607</b>	<b>\$5,349</b>	<b>\$16,350</b>	<b>\$270,649</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$0	\$2,284	\$1,367	\$2,008	\$1,706	\$2,261	\$0	\$0	\$9,626
10-Agency Administration	5,667	4,452	4,345	2,841	3,008	2,362	679	461	23,815
20-Prelim Engineering/Env Review	931	2,244	750	1,024	2,366	1,561	0	0	8,875
30-Final Design+Specifications	2,131	4,477	2,544	1,458	1,275	696	100	391	13,070
35-Third Party	12,355	592	2,674	0	200	200	0	367	16,388
40-Row Acquisition+Permits	75	0	0	0	0	0	0	0	75
50-Construction	63,697	19,030	36,659	17,465	16,805	10,143	4,285	8,615	176,699
55-Construction Services	3,442	1,257	1,075	1,004	1,000	386	286	3,473	11,923
70-Vehicles	1,994	3,628	1,342	0	0	0	0	0	6,964
80-System Testing+Startup	170	0	0	0	0	0	0	1,320	1,490
90-Contingency	0	0	0	0	0	0	0	1,725	1,725
<b>Total</b>	<b>\$90,462</b>	<b>\$37,965</b>	<b>\$50,756</b>	<b>\$25,800</b>	<b>\$26,359</b>	<b>\$17,607</b>	<b>\$5,349</b>	<b>\$16,350</b>	<b>\$270,649</b>



**400044**                      **Link Operating Segment Systems Enhancements and Upgrades**                      **Managed by: DECM**

Scope: 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 2019: Defunding \$1.3 million as scope of work is completed under other projects.

Budget year activities: Project defunded.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,400	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$65	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$36	\$0	\$4	\$0	\$0	\$0	\$0	\$0	\$40
South King	22	0	3	0	0	0	0	0	25
Total	\$58	\$0	\$7	\$0	\$0	\$0	\$0	\$0	\$65

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$58	\$0	\$7	\$0	\$0	\$0	\$0	\$0	\$65
Total	\$58	\$0	\$7	\$0	\$0	\$0	\$0	\$0	\$65

Project Risk Assessment	
N/A.	

**400122 Escalator Modernization Program Managed by: DECM**

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

Changes to authorized project allocation since 2019: Increased by \$40.26 million to design, procure and install escalators at University of Washington Station.

Budget year activities: Full modernization of 11 escalators at UW Station with appropriate specification of equipment. Improve public circulation paths via connected sub-mezzanines. Replace two (of the current 13) escalators with fixed public stair to provide permanent public access without dependence on escalator operation.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$4,963	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$4,963	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$45,227	2020 :	2026	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,558	\$3,427	\$10,693	\$9,856	\$7,953	\$2,697	\$2,483	\$6,560	\$45,227
Total	\$1,558	\$3,427	\$10,693	\$9,856	\$7,953	\$2,697	\$2,483	\$6,560	\$45,227

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$395	\$267	\$968	\$875	\$703	\$160	\$100	\$100	\$3,569
30-Final Design+Specifications	109	500	800	650	650	154	100	300	3,263
50-Construction	985	2,375	7,925	7,331	5,600	1,997	1,997	5,760	33,970
55-Construction Services	68	285	1,000	1,000	1,000	386	286	400	4,425
Total	\$1,558	\$3,427	\$10,693	\$9,856	\$7,953	\$2,697	\$2,483	\$6,560	\$45,227

**Project Risk Assessment**

Unknown conditions and feasibility studies tied to the escalator discovery stage and schedule represent high risk in terms of schedule and cost. Disruption of services will need to be managed.

**4X340** **Noise Abatement** **Managed by: DECM**

Scope: 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.

Changes to authorized project allocation since 2019: 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.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$13,000	2019 :	2024	2019 Cost Estimate:	N/A
2020 TIP:	\$13,000	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$6,373	\$615	\$547	\$479	\$461	\$403	\$0	\$0	\$8,876
South King	2,961	285	254	222	214	187	0	0	4,124
<b>Total</b>	<b>\$9,333</b>	<b>\$900</b>	<b>\$801</b>	<b>\$701</b>	<b>\$675</b>	<b>\$589</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,000</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,050	\$50	\$51	\$51	\$50	\$48	\$0	\$0	\$1,300
30-Final Design+Specifications	301	850	750	650	625	542	0	0	3,718
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	0	0	2,088
<b>Total</b>	<b>\$9,333</b>	<b>\$900</b>	<b>\$801</b>	<b>\$701</b>	<b>\$675</b>	<b>\$589</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,000</b>

**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.

**600029**

**Tacoma Link Fare Collection**

**Managed by: ITS**

Scope: 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.

Changes to authorized project allocation since 2019: Increased by \$85 thousand for change of hardware specification.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$514	2019 :	2022	2019 Cost Estimate:	N/A
2020 TIP:	\$599	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$66	\$0	\$0	\$0	\$533	\$0	\$0	\$0	\$599
Total	\$66	\$0	\$0	\$0	\$533	\$0	\$0	\$0	\$599

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$2	\$0	\$0	\$0	\$83	\$0	\$0	\$0	\$85
50-Construction	64	0	0	0	449	0	0	0	514
Total	\$66	\$0	\$0	\$0	\$533	\$0	\$0	\$0	\$599

**Project Risk Assessment**

Key project risks include: Further deferment of implementation; Next generation fare system changes across the region may affect contractor timelines for software and hardware development; Complications may be driven by the ability to reach intergovernmental agreements for fare enforcement, which may cause a delay once implementation is approved.

<b>700651</b>	<b>SeaTac Airport Wrong Door Fall Protection</b>	<b>Managed by: Operations</b>
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Scope: Remove and replace 144 linear feet of handrails on the exterior side of the east and west platforms and fabricate and install new windscreens.

Changes to authorized project allocation since 2019: New project of \$699 thousand for the installation and expansion of barriers at the SeaTac Airport Station to prevent passengers exiting the wrong door.

Budget year activities: Removal of approximately 144 linear feet of handrails on the exterior side of the east and west platforms to prepare for the installation of the new windscreens.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$0	2019 : N/A	2019 Cost Estimate: N/A
2020 TIP: \$699	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$0	\$525	\$174	\$0	\$0	\$0	\$0	\$0	\$699
Total	\$0	\$525	\$174	\$0	\$0	\$0	\$0	\$0	\$699

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$30	\$49	\$0	\$0	\$0	\$0	\$0	\$79
50-Construction	0	493	125	0	0	0	0	0	617
55-Construction Services	0	3	0	0	0	0	0	0	3
Total	\$0	\$525	\$174	\$0	\$0	\$0	\$0	\$0	\$699

<b>Project Risk Assessment</b>
N/A.

**700654**

**SeaTac Airport Second Elevator**

**Managed by: Operations**

Scope: Design and construct a second elevator at the east side of the SeaTac/Airport Station pedestrian bridge.

Changes to authorized project allocation since 2019: New project for \$6.1 million for design and construction of a second elevator at Airport Station.

Budget year activities: Commence the elevator design process to include site assessment, utility access, initial permitting and preliminary engineering and begin procurement process to award contract.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$6,070	2020 :	2022	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$0	\$640	\$2,930	\$2,393	\$107	\$0	\$0	\$0	\$6,070
Total	\$0	\$640	\$2,930	\$2,393	\$107	\$0	\$0	\$0	\$6,070

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$125	\$105	\$100	\$7	\$0	\$0	\$0	\$337
30-Final Design+Specifications	0	515	200	128	0	0	0	0	843
50-Construction	0	0	2,625	2,165	100	0	0	0	4,890
Total	\$0	\$640	\$2,930	\$2,393	\$107	\$0	\$0	\$0	\$6,070

**Project Risk Assessment**

Both project and schedule risk exist as a the project has not completed a cost estimate. Schedule risk exists as the second elevator will have to installed during regular operations of the existing elevator.

**700676**

**Tacoma Link Radio Upgrade**

**Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$748	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$748	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$282	\$141	\$17	\$17	\$18	\$18	\$255	\$0	\$748
Total	\$282	\$141	\$17	\$17	\$18	\$18	\$255	\$0	\$748

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$32	\$0	\$17	\$17	\$18	\$18	\$28	\$0	\$130
50-Construction	249	141	0	0	0	0	227	0	618
Total	\$282	\$141	\$17	\$17	\$18	\$18	\$255	\$0	\$748

Project Risk Assessment	
N/A.	

**700684** **Light Rail Vehicle Wireless Communication Upgrade** **Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$404	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$405	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$72	\$0	\$0	\$178	\$0	\$0	\$0	\$0	\$250
South King	45	0	0	110	0	0	0	0	155
Total	\$117	\$0	\$0	\$288	\$0	\$0	\$0	\$0	\$405

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
30-Final Design+Specifications	\$0	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$30
50-Construction	117	0	0	258	0	0	0	0	375
Total	\$117	\$0	\$0	\$288	\$0	\$0	\$0	\$0	\$405

Project Risk Assessment
N/A.



**700691 Operations Maintenance Facility (OMF) - Link Control Center (LCC) Managed by: Operations**

Scope: 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 2019: Increased by \$216 thousand to upgrade video wall.

Budget year activities: Remove the existing small overview display, install a full size and feature video wall to updated specifications, and perform option installations for large screen monitors.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$400	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$616	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$30	\$351	\$0	\$0	\$0	\$0	\$0	\$0	\$381
South King	19	217	0	0	0	0	0	0	235
Total	\$48	\$568	\$0	\$0	\$0	\$0	\$0	\$0	\$616

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$15
30-Final Design+Specifications	48	0	0	0	0	0	0	0	48
50-Construction	0	553	0	0	0	0	0	0	553
Total	\$48	\$568	\$0	\$0	\$0	\$0	\$0	\$0	\$616

Project Risk Assessment
N/A.

**700692 Operations Maintenance Facility (OMF) Expanded Parking Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Project closed.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$621	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$621	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$389	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$389
South King	240	0	0	0	0	0	0	0	240
Total	\$629	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$629

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$99	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$99
20-Prelim Engineering/Env Review	25	0	0	0	0	0	0	0	25
30-Final Design+Specifications	205	0	0	0	0	0	0	0	205
50-Construction	300	0	0	0	0	0	0	0	300
Total	\$629	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$629

Project Risk Assessment
N/A.

**700693 Operations Maintenance Facility (OMF) - Renovations Managed by: Operations**

Scope: 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 2019: Increased by \$2 million via Resolution R2019-19 and \$3.8 million via Resolution R2019-30 for increasing OMF electrical capacity and overhaul and relocation of heating, ventilation and air conditioning (HVAC) unit.

Budget year activities: Begin design of electrical equipment, along with initial work on the HVAC.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$5,325	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$11,105	2020 :	2022	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$1,811	\$7,588	\$1,612	\$94	\$0	\$0	\$0	\$0	\$11,105
Total	\$1,811	\$7,588	\$1,612	\$94	\$0	\$0	\$0	\$0	\$11,105

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$163	\$720	\$97	\$0	\$0	\$0	\$0	\$0	\$981
20-Prelim Engineering/Env Review	1	0	0	0	0	0	0	0	1
30-Final Design+Specifications	405	685	106	0	0	0	0	0	1,196
50-Construction	1,117	5,518	1,359	90	0	0	0	0	8,084
55-Construction Services	125	664	50	4	0	0	0	0	843
Total	\$1,811	\$7,588	\$1,612	\$94	\$0	\$0	\$0	\$0	\$11,105

Project Risk Assessment
N/A.

**700697**

**LRV Between Car Barriers**

**Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$520	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$520	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$358	\$0	\$80	\$0	\$0	\$0	\$0	\$0	\$438
South King	67	0	15	0	0	0	0	0	82
Total	\$425	\$0	\$95	\$0	\$0	\$0	\$0	\$0	\$520

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1	\$0	\$7	\$0	\$0	\$0	\$0	\$0	\$8
50-Construction	424	0	88	0	0	0	0	0	512
Total	\$425	\$0	\$95	\$0	\$0	\$0	\$0	\$0	\$520

Project Risk Assessment
N/A.

**700706** **OMF Energy Efficiency** **Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,098	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$1,098	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$651	\$0	\$0	\$28	\$0	\$0	\$0	\$0	\$679
South King	402	0	0	17	0	0	0	0	419
Total	\$1,053	\$0	\$0	\$45	\$0	\$0	\$0	\$0	\$1,098

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$1,053	\$0	\$0	\$45	\$0	\$0	\$0	\$0	\$1,098
Total	\$1,053	\$0	\$0	\$45	\$0	\$0	\$0	\$0	\$1,098

Project Risk Assessment	
N/A.	

**700713** **LRV Wash Bay Modifications** **Managed by: Operations**

Scope: 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 2019: Increase by \$409 thousand via Resolution R2019-30 for blower system and pump.

Budget year activities: Add a stand alone blower system and to replace the existing final rinse pump with a higher volume flow pump for the light rail wash bay.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$300	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$709	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$20	\$253	\$166	\$0	\$0	\$0	\$0	\$0	\$438
South King	12	156	103	0	0	0	0	0	271
Total	\$32	\$409	\$268	\$0	\$0	\$0	\$0	\$0	\$709

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$32	\$0	\$6	\$0	\$0	\$0	\$0	\$0	\$38
50-Construction	0	409	262	0	0	0	0	0	671
Total	\$32	\$409	\$268	\$0	\$0	\$0	\$0	\$0	\$709

Project Risk Assessment
N/A.

**700730 Operations & Maintenance Facility Light Rail Vehicle Lift Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Complete installation of both lift hoist and turntable, including testing and commissioning.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$4,898	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$4,898	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$4,898	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$2,870	\$1,309	\$0	\$0	\$0	\$0	\$0	\$0	\$4,179
South King	494	225	0	0	0	0	0	0	719
<b>Total</b>	<b>\$3,364</b>	<b>\$1,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,898</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$843	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$943
20-Prelim Engineering/Env Review	156	0	0	0	0	0	0	0	156
30-Final Design+Specifications	431	50	0	0	0	0	0	0	481
50-Construction	1,756	1,084	0	0	0	0	0	0	2,840
55-Construction Services	178	300	0	0	0	0	0	0	478
<b>Total</b>	<b>\$3,364</b>	<b>\$1,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,898</b>

**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.

**700781 Non-revenue Support Vehicles Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Establish specifications and procure 6 sedans, 2 transit vans, 4 sports utility vehicle (SUV), and 6 specialty trucks.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$6,149	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$6,149	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$904	\$2,000	\$810	\$0	\$0	\$0	\$0	\$0	\$3,714
South King	592	1,311	531	0	0	0	0	0	2,435
Total	\$1,496	\$3,311	\$1,342	\$0	\$0	\$0	\$0	\$0	\$6,149

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
70-Vehicles	\$1,496	\$3,311	\$1,342	\$0	\$0	\$0	\$0	\$0	\$6,149
Total	\$1,496	\$3,311	\$1,342	\$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**

Scope: 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 2019: Increased by \$161.7 thousand for additional 2020 activities to update Sounder customer panels system-wide and reface the exit signage at U Link and Red Line stations.

Budget year activities: Complete Airport wayfinding design, reface exit signage at University Link and Central Link Stations, update Sounder customer panels system-wide, and complete updates to real time Link signage.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,131	2019 :	2041	2019 Cost Estimate:	N/A
2020 TIP:	\$1,293	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$4
North King	292	131	88	68	13	5	0	21	618
South King	313	141	95	73	13	5	0	23	663
East King	0	0	0	0	0	0	0	0	1
Pierce	3	1	1	1	0	0	0	0	7
<b>Total</b>	<b>\$610</b>	<b>\$274</b>	<b>\$185</b>	<b>\$143</b>	<b>\$26</b>	<b>\$10</b>	<b>\$0</b>	<b>\$44</b>	<b>\$1,293</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$111	\$21	\$21	\$21	\$21	\$10	\$0	\$0	\$206
30-Final Design+Specifications	238	9	9	0	0	0	0	38	294
50-Construction	262	244	155	122	5	0	0	6	793
<b>Total</b>	<b>\$610</b>	<b>\$274</b>	<b>\$185</b>	<b>\$143</b>	<b>\$26</b>	<b>\$10</b>	<b>\$0</b>	<b>\$44</b>	<b>\$1,293</b>

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**

Scope: 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 2019: None.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$53,054	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$53,054	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$53,054	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$3,066	\$9	\$0	\$0	\$0	\$0	\$0	\$692	\$3,767
South King	1,900	5	0	0	0	0	0	429	2,334
Pierce	38,220	108	0	0	0	0	0	8,625	46,953
<b>Total</b>	<b>\$43,186</b>	<b>\$122</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,746</b>	<b>\$53,054</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1,805	\$72	\$0	\$0	\$0	\$0	\$0	\$361	\$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	36,101	45	0	0	0	0	0	2,849	38,995
55-Construction Services	984	5	0	0	0	0	0	3,073	4,062
80-System Testing+Startup	170	0	0	0	0	0	0	1,320	1,490
90-Contingency	0	0	0	0	0	0	0	1,725	1,725
<b>Total</b>	<b>\$43,186</b>	<b>\$122</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,746</b>	<b>\$53,054</b>

**Project Risk Assessment**

N/A.

Scope: 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 2019: Defunded \$257 thousand to close project.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$300	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$43	2020 :	2018	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25
Pierce	23	0	0	0	0	0	0	0	23
Total	\$48	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14
50-Construction	34	0	0	0	0	0	0	0	34
Total	\$48	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48

Project Risk Assessment
N/A.

**700708**

**Customer Emergency Stations**

**Managed by: Operations**

Scope: Installation of customer emergency stations at the Kent and Auburn parking garages.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$800	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$800	2020 :	2018	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$243	\$0	\$0	\$557	\$0	\$0	\$0	\$0	\$800
Total	\$243	\$0	\$0	\$557	\$0	\$0	\$0	\$0	\$800

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$243	\$0	\$0	\$557	\$0	\$0	\$0	\$0	\$800
Total	\$243	\$0	\$0	\$557	\$0	\$0	\$0	\$0	\$800

Project Risk Assessment	
N/A.	

**700710**

**Locomotive Inboard Cameras**

**Managed by: Operations**

Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: No project activities this year.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$300	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$300	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	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	2020	2021	2022	2023	2024	2025	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.

Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Upgrade communication system in Sounder cab cars delayed until 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,500	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$1,500	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	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	2020	2021	2022	2023	2024	2025	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**

Scope: Install energy efficient lighting at Puyallup Station.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$178	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$178	2020 :	2018	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$151	\$0	\$0	\$27	\$0	\$0	\$0	\$0	\$178
Total	\$151	\$0	\$0	\$27	\$0	\$0	\$0	\$0	\$178

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
50-Construction	148	0	0	27	0	0	0	0	175
Total	\$151	\$0	\$0	\$27	\$0	\$0	\$0	\$0	\$178

Project Risk Assessment	
N/A.	

**700725**

**Sumner Station LED Lighting**

**Managed by: Operations**

Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$134	2019 :	2017	2019 Cost Estimate:	N/A
2020 TIP:	\$134	2020 :	2017	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$105	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$134
Total	\$105	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$134

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
50-Construction	102	0	0	30	0	0	0	0	131
Total	\$105	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$134

Project Risk Assessment	
N/A.	



**700726**

**Kent Station Platform Lighting**

**Managed by: Operations**

Scope: Install energy efficient lighting at Kent Station to include upgrades to the platform, surface lots, pedestrian bridge, and bus loop areas.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$236	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$236	2020 :	2018	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$140	\$0	\$0	\$96	\$0	\$0	\$0	\$0	\$236
Total	\$140	\$0	\$0	\$96	\$0	\$0	\$0	\$0	\$236

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$140	\$0	\$0	\$96	\$0	\$0	\$0	\$0	\$236
Total	\$140	\$0	\$0	\$96	\$0	\$0	\$0	\$0	\$236

Project Risk Assessment	
N/A.	

**700727**

**Kent Station Parking Lot Paving**

**Managed by: Operations**

Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$700	2019 :	2018	2019 Cost Estimate:	N/A
2020 TIP:	\$700	2020 :	2018	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$76	\$0	\$0	\$624	\$0	\$0	\$0	\$0	\$700
Total	\$76	\$0	\$0	\$624	\$0	\$0	\$0	\$0	\$700

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
20-Prelim Engineering/Env Review	75	0	0	63	0	0	0	0	138
50-Construction	0	0	0	560	0	0	0	0	560
Total	\$76	\$0	\$0	\$624	\$0	\$0	\$0	\$0	\$700

Project Risk Assessment	
N/A.	

Scope: Expand Sound Transit's fleet maintenance capacity through funding contributions to facilities managed by third party service providers.

Changes to authorized project allocation since 2019: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$22,033	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$22,033	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$1,485	\$0	\$1,997	\$0	\$0	\$0	\$0	\$0	\$3,481
South King	1,043	0	1,403	0	0	0	0	0	2,446
East King	4,454	0	5,990	0	0	0	0	0	10,444
Pierce	2,415	0	3,248	0	0	0	0	0	5,662
<b>Total</b>	<b>\$9,396</b>	<b>\$0</b>	<b>\$12,637</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,033</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$26	\$0	\$360	\$0	\$0	\$0	\$0	\$0	\$386
20-Prelim Engineering/Env Review	8	0	133	0	0	0	0	0	141
40-Row Acquisition+Permits	59	0	0	0	0	0	0	0	59
50-Construction	9,303	0	12,144	0	0	0	0	0	21,447
<b>Total</b>	<b>\$9,396</b>	<b>\$0</b>	<b>\$12,637</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,033</b>

**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.

**700690**

**Community Transit - On-Board Communication Upgrade**

**Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Complete installation of on board communications and data collection components.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$2,080	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$2,080	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$1,087	\$555	\$438	\$0	\$0	\$0	\$0	\$0	\$2,080
Total	\$1,087	\$555	\$438	\$0	\$0	\$0	\$0	\$0	\$2,080

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
20-Prelim Engineering/Env Review	\$589	\$183	\$0	\$0	\$0	\$0	\$0	\$0	\$772
35-Third Party	0	54	0	0	0	0	0	0	54
50-Construction	0	0	438	0	0	0	0	0	438
70-Vehicles	498	317	0	0	0	0	0	0	815
Total	\$1,087	\$555	\$438	\$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.

**600080**

**Bike Parking Program**

**Managed by: PEPD**

Scope: Provide bicycle parking at Sound Transit facilities in response to demand or for maintenance, replacement or upgrade needs.

Changes to authorized project allocation since 2019: None.

Budget year activities: Bike lockers installation at Bonney Lake Park and Ride, Edmonds Station, Issaquah Transit Center, Mercer Island Park and Ride, Mukilteo Station, Tukwila International Blvd station.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$9,700	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$9,700	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$50	\$1,535	\$918	\$1,349	\$1,146	\$1,519	\$0	\$0	\$6,517
East King	24	749	449	659	560	742	0	0	3,183
Total	\$74	\$2,284	\$1,367	\$2,008	\$1,706	\$2,261	\$0	\$0	\$9,700

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$0	\$2,284	\$1,367	\$2,008	\$1,706	\$2,261	\$0	\$0	\$9,626
10-Agency Administration	74	0	0	0	0	0	0	0	74
Total	\$74	\$2,284	\$1,367	\$2,008	\$1,706	\$2,261	\$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**

Scope: 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 authorized project allocation since 2019: None.

Budget year activities: Establish preliminary engineering milestones, develop and refine project scope and determine program interface requirements with various agency affected systems.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$49,576	2019 :	2025	2019 Cost Estimate:	N/A
2020 TIP:	\$49,576	2020 :	2025	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$3,012	\$8,958	\$9,051	\$6,447	\$11,051	\$8,446	\$2,611	\$0	\$49,576
Total	\$3,012	\$8,958	\$9,051	\$6,447	\$11,051	\$8,446	\$2,611	\$0	\$49,576

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$769	\$1,996	\$1,387	\$551	\$551	\$551	\$551	\$0	\$6,355
20-Prelim Engineering/Env Review	77	485	150	150	150	50	0	0	1,062
30-Final Design+Specifications	0	1,867	0	0	0	0	0	0	1,867
50-Construction	2,166	4,611	7,513	5,746	10,350	7,846	2,060	0	40,292
Total	\$3,012	\$8,958	\$9,051	\$6,447	\$11,051	\$8,446	\$2,611	\$0	\$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**

Scope: 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 2019: None.

Budget year activities: Address illegal left turns along Martin Luther King (MLK), upgrade pedestrian warning signs, install second train warning devices at busw and MLK stations. Install close circuit television (CCTV) cameras at Royal Brougham, Holgate, Lander, Othello, and Henderson.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$3,136	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$3,136	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$461	\$2,066	\$610	\$0	\$0	\$0	\$0	\$0	\$3,136
Total	\$461	\$2,066	\$610	\$0	\$0	\$0	\$0	\$0	\$3,136

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$141	\$507	\$199	\$0	\$0	\$0	\$0	\$0	\$847
30-Final Design+Specifications	0	0	331	0	0	0	0	0	331
50-Construction	319	1,559	55	0	0	0	0	0	1,933
55-Construction Services	0	0	25	0	0	0	0	0	25
Total	\$461	\$2,066	\$610	\$0	\$0	\$0	\$0	\$0	\$3,136

Project Risk Assessment	
N/A.	

**600133**

**Parking Management Program**

**Managed by: PEPD**

Scope: Design and install the infrastructure to support the implementation of parking management for Sound Transit-owned parking facilities.

Changes to authorized project allocation since 2019: New program for \$13.7 million to manage parking at ST owned facilities.

Budget year activities: Permits migration core delivery; Payment Management System installation core delivery; Parking Oversight management; Parking Enforcement HW install and maintenance, enforcement and vehicle; Good2G0 optional delivery, and Customer information fabrication and installation.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$13,692	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$0	\$1,926	\$1,555	\$2,336	\$4,291	\$3,586	\$0	\$0	\$13,692
Total	\$0	\$1,926	\$1,555	\$2,336	\$4,291	\$3,586	\$0	\$0	\$13,692

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$350	\$788	\$1,225	\$1,575	\$1,575	\$0	\$0	\$5,513
20-Prelim Engineering/Env Review	0	1,576	467	811	2,216	1,511	0	0	6,580
35-Third Party	0	0	0	0	200	200	0	0	400
50-Construction	0	0	300	300	300	300	0	0	1,200
Total	\$0	\$1,926	\$1,555	\$2,336	\$4,291	\$3,586	\$0	\$0	\$13,692

Project Risk Assessment
N/A.



**600145** **Design Criteria Manual Update** **Managed by: DECM**

Scope: Coordinate, administer and update multiple standard documents to include the design criteria manual (DCM), engineering procedures (EPs), standard specifications and many other documents.

Changes to authorized project allocation since 2019: New project of \$300 thousand to support the update of the design criteria manual.

Budget year activities: Procure a consultant to serve as a subject matter expert related to standards and technical studies, drafting support, research, and architectural renderings.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$300	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$200	\$100	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$0	\$200	\$100	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$200	\$100	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$0	\$200	\$100	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment	
N/A.	

**700665**

**Video Management System Upgrade**

**Managed by: Operations**

Scope: 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. Install video analytics software to maximize viewer attention to potential incidents.

Changes to authorized project allocation since 2019: Increased by \$980 thousand for video analytics software installation.

Budget year activities: Installation of the video analytics software that will sit on top of the existing video management upgrade project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$900	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$1,880	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$0	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$1,880

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$0	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$0	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$1,880

Project Risk Assessment	
N/A.	

<b>700685</b>	<b>Everett Station Security Improvements</b>	<b>Managed by: Operations</b>
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Scope: 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 2019: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$289	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$289	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$280	\$0	\$9	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$280	\$0	\$9	\$0	\$0	\$0	\$0	\$0	\$289

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$280	\$0	\$9	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$280	\$0	\$9	\$0	\$0	\$0	\$0	\$0	\$289

Project Risk Assessment
N/A.

**700686**

**Security Radio System**

**Managed by: Operations**

Scope: Procure, upgrade and enhance Sound Transit 's security radio systems and equipment for expansion of security services.

Changes to authorized project allocation since 2019: None.

Budget year activities: Complete installation of equipment.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,253	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$1,253	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$376	\$684	\$192	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$376	\$684	\$192	\$0	\$0	\$0	\$0	\$0	\$1,253

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$376	\$684	\$192	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$376	\$684	\$192	\$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**

Scope: 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 2019: None.

Budget year activities: Closeout activities being completed.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$241	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$241	2020 :	2020	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$213	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$213	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$241

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$213	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$213	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$241

Project Risk Assessment	
N/A.	

**700688**

**LED Lighting Program**

**Managed by: Operations**

Scope: Upgrade existing lighting fixtures at selected ST owned 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, Rainer Beach link light rail stations, Kent Sounder station and Mountlake Terrace Regional Express station.

Changes to authorized project allocation since 2019: None.

Budget year activities: Lighting retrofit at Kent Garage and upgrade of lighting fixtures at Mountlake Terrace.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,500	2019 :	2021	2019 Cost Estimate:	N/A
2020 TIP:	\$1,500	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$0	\$387	\$1,113	\$0	\$0	\$0	\$0	\$0	\$1,500
Total	\$0	\$387	\$1,113	\$0	\$0	\$0	\$0	\$0	\$1,500

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$0	\$387	\$1,113	\$0	\$0	\$0	\$0	\$0	\$1,500
Total	\$0	\$387	\$1,113	\$0	\$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.

<b>700723</b>	<b>Downtown Seattle &amp; Regional Mobility Improvements</b>	<b>Managed by: Operations</b>
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Scope: 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 2019: None.

Budget year activities: Contribute to capital improvements per agreements with the City of Seattle and King County Metro.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$12,334	2019 : 2020	2019 Cost Estimate: N/A
2020 TIP: \$12,334	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$9,016	\$538	\$2,780	\$0	\$0	\$0	\$0	\$0	\$12,334
Total	\$9,016	\$538	\$2,780	\$0	\$0	\$0	\$0	\$0	\$12,334

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$41	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$43
30-Final Design+Specifications	146	0	18	0	0	0	0	0	164
35-Third Party	8,455	538	2,674	0	0	0	0	0	11,667
50-Construction	374	0	86	0	0	0	0	0	460
Total	\$9,016	\$538	\$2,780	\$0	\$0	\$0	\$0	\$0	\$12,334

Project Risk Assessment
N/A.

**700736**

**Union Station Garden Level Remodel**

**Managed by: Operations**

Scope: Renovate Union Station's Garden Level: convert cubicle space from 8X8 to 6X8 configuration, add 7 enclosed offices, relocate 3 offices, create a new mailroom, install new carpet, purchase and install 132 cubicles, and install new data cabling to support additional staff and consultants.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,854	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$1,854	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$1,715	\$0	\$0	\$139	\$0	\$0	\$0	\$0	\$1,854
Total	\$1,715	\$0	\$0	\$139	\$0	\$0	\$0	\$0	\$1,854

Phase	Life to Date	2020	2021	2022	2023	2024	2025	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	1,691	0	0	139	0	0	0	0	1,830
Total	\$1,715	\$0	\$0	\$139	\$0	\$0	\$0	\$0	\$1,854

**Project Risk Assessment**

N/A.



## 2020 Cashflow by Budget Approval

(in thousands)

State of Good Repair  
ALL MODES

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Preliminary Engineering</b>									
400116 DSTT Capital Improvements	\$809	\$4,510	\$22,360	\$22,360	\$22,128	\$19,386	\$4,848	\$0	\$96,400
700657 Wheel Truing Machine	0	886	3,077	0	0	0	0	0	3,963
<b>Subtotal</b>	<b>809</b>	<b>5,396</b>	<b>25,437</b>	<b>22,360</b>	<b>22,128</b>	<b>19,386</b>	<b>4,848</b>	<b>0</b>	<b>100,363</b>
<b>Operating</b>									
400046 Convention Place Development Systems Retrofit	1,117	2,214	402	0	0	0	0	0	3,732
600033 Link CCTV System Upgrade	2,502	375	216	0	0	0	0	0	3,094
700652 OT Virtual System Hardware Upgrade	0	250	350	0	0	0	0	0	600
700655 Kinkisharyo LRV Systems Upgrade	0	750	5,550	6,000	4,000	1,500	0	0	17,800
700682 Tacoma Link HVAC and Building Systems Upgrade	0	0	400	0	0	0	0	0	400
700695 Access Control Card Upgrade	1,252	275	737	0	0	0	0	0	2,264
700704 Link Radio Upgrade	0	800	1,133	0	0	0	0	0	1,933
700705 Link Bridge Repairs	0	200	350	0	0	0	0	0	550
700718 Tacoma Link Light Rail Vehicle Overhaul	104	15	612	0	0	0	0	0	731
700728 Link Station Tile Replacement	32	629	799	0	0	0	0	0	1,460
700741 Puget Sound Emergency Radio Network	0	300	200	0	0	0	0	0	500
700769 Light Rail Vehicle Overhaul	2,042	200	2,758	0	0	0	0	0	5,000
7X356 Tacoma Dome Station	2,108	0	1,445	0	0	0	0	0	3,553
<b>Subtotal</b>	<b>9,156</b>	<b>6,008</b>	<b>14,952</b>	<b>6,000</b>	<b>4,000</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>41,616</b>
<b>Program</b>									
700677 Link Light Rail Vehicle Overhaul	4,704	2,424	2,000	2,000	2,000	1,615	0	0	14,742
700770 Sounder Vehicle Overhaul Program	23,881	2,201	7,704	6,013	3,691	2,720	0	0	46,209
700771 Station Midlife Refurbishment Program	2,412	1,133	2,099	179	300	0	0	0	6,123
7X701 ST Express Fleet Replacement	134,169	38,362	16,738	0	0	0	0	0	189,269
7X740 Small Works Program	5,019	997	1,581	1,244	1,244	1,979	0	0	12,064
805009 Engineering Services Program	0	1,394	0	0	0	0	0	0	1,394
870100 Information Technology (IT) Infrastructure	4,737	1,730	2,209	1,046	1,127	2,687	2,525	30,781	46,843
870101 IT Transit Systems	444	78	298	626	320	586	312	3,241	5,905
<b>Subtotal</b>	<b>175,365</b>	<b>48,318</b>	<b>32,630</b>	<b>11,108</b>	<b>8,682</b>	<b>9,587</b>	<b>2,837</b>	<b>34,022</b>	<b>322,549</b>
<b>Total</b>	<b>\$185,330</b>	<b>\$59,721</b>	<b>\$73,019</b>	<b>\$39,468</b>	<b>\$34,810</b>	<b>\$30,472</b>	<b>\$7,685</b>	<b>\$34,022</b>	<b>\$464,528</b>

**2020 Cashflow by Subarea**  
(in thousands)

State of Good Repair  
ALL MODES

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$27,538	\$7,183	\$4,207	\$985	\$667	\$630	\$0	\$0	\$41,210
2 - North King	12,739	7,256	8,118	2,300	2,360	3,368	1,871	22,803	60,814
3 - South King	32,825	7,672	10,088	4,389	3,275	2,953	654	7,979	69,836
4 - East King	62,671	17,836	8,000	236	236	376	0	0	89,356
5 - Pierce	48,304	11,606	10,771	2,571	1,824	1,674	0	0	76,750
6 - Systemwide	1,253	8,168	31,835	28,986	26,448	21,471	5,160	3,241	126,562
<b>Total</b>	<b>\$185,330</b>	<b>\$59,721</b>	<b>\$73,019</b>	<b>\$39,468</b>	<b>\$34,810</b>	<b>\$30,472</b>	<b>\$7,685</b>	<b>\$34,022</b>	<b>\$464,528</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$7,500	\$6,329	\$9,983	\$6,694	\$5,991	\$4,335	\$0	\$0	\$40,812
09-Admin Capital	4,710	1,130	710	296	552	730	629	1,010	9,766
10-Agency Administration	1,028	1,856	1,803	1,094	903	810	810	9,129	17,433
20-Prelim Engineering/Env Review	64	55	0	0	0	0	0	0	119
30-Final Design+Specifications	893	3,843	1,874	1,687	1,500	136	0	0	9,933
50-Construction	25,018	7,711	32,096	22,378	21,865	22,962	6,246	23,883	162,159
55-Construction Services	0	222	155	0	0	0	0	0	377
70-Vehicles	146,117	38,577	26,417	7,319	4,000	1,500	0	0	223,930
<b>Total</b>	<b>\$185,330</b>	<b>\$59,721</b>	<b>\$73,019</b>	<b>\$39,468</b>	<b>\$34,810</b>	<b>\$30,472</b>	<b>\$7,685</b>	<b>\$34,022</b>	<b>\$464,528</b>

**400046 Convention Place Development Systems Retrofit Managed by: DECM**

Scope: 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 2019: Increased by \$732 thousand to cover increase in contractor's cost estimate to complete the work.

Budget year activities: Install electrical distribution equipment in the Convention Place/Pine Street area.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$3,000	2019 :	2021	2019 Cost Estimate:	N/A
2020 TIP:	\$3,732	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,117	\$2,214	\$402	\$0	\$0	\$0	\$0	\$0	\$3,732
Total	\$1,117	\$2,214	\$402	\$0	\$0	\$0	\$0	\$0	\$3,732

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$209	\$196	\$202	\$0	\$0	\$0	\$0	\$0	\$606
30-Final Design+Specifications	37	0	0	0	0	0	0	0	37
50-Construction	871	1,796	90	0	0	0	0	0	2,757
55-Construction Services	0	222	110	0	0	0	0	0	332
Total	\$1,117	\$2,214	\$402	\$0	\$0	\$0	\$0	\$0	\$3,732

**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**

Scope: 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 2019: Increase by \$86.4 million for tunnel improvements.

Budget year activities: Address the vertical conveyance systems, lighting retrofits, and ingress and egress improvements.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$10,000	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$96,400	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$809	\$4,510	\$22,360	\$22,360	\$22,128	\$19,386	\$4,848	\$0	\$96,400
Total	\$809	\$4,510	\$22,360	\$22,360	\$22,128	\$19,386	\$4,848	\$0	\$96,400

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$92	\$760	\$760	\$760	\$628	\$0	\$0	\$0	\$3,000
30-Final Design+Specifications	564	3,000	1,600	1,600	1,500	136	0	0	8,400
50-Construction	152	750	20,000	20,000	20,000	19,250	4,848	0	85,000
Total	\$809	\$4,510	\$22,360	\$22,360	\$22,128	\$19,386	\$4,848	\$0	\$96,400

**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**

Scope: 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 2019: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate: N/A	
2019 TIP:	\$3,094	2019 :	2020	2019 Cost Estimate: N/A	
2020 TIP:	\$3,094	2020 :	2020	2020 Cost Estimate: N/A	

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,799	\$270	\$155	\$0	\$0	\$0	\$0	\$0	\$2,224
South King	703	105	61	0	0	0	0	0	869
<b>Total</b>	<b>\$2,502</b>	<b>\$375</b>	<b>\$216</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,094</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$0	\$20	\$0	\$0	\$0	\$0	\$0	\$20
30-Final Design+Specifications	0	0	50	0	0	0	0	0	50
50-Construction	2,502	375	146	0	0	0	0	0	3,024
<b>Total</b>	<b>\$2,502</b>	<b>\$375</b>	<b>\$216</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,094</b>

**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.

<b>700652</b>	<b>OT Virtual System Hardware Upgrade</b>	<b>Managed by: Operations</b>
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Scope: Perform lifecycle replacement and upgrade of server hardware and support systems serving as the information systems platform for running communication and control (SCADA) virtual servers.

Changes to authorized project allocation since 2019: New project of \$600 thousand for information technology hardware upgrades in support of the Link SCADA program.

Budget year activities: Procure consultant and equipment in support of replacement and upgrade of existing software and hardware platforms used for running communication and virtual servers.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$600	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$250	\$350	\$0	\$0	\$0	\$0	\$0	\$600
Total	\$0	\$250	\$350	\$0	\$0	\$0	\$0	\$0	\$600

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$0	\$250	\$350	\$0	\$0	\$0	\$0	\$0	\$600
Total	\$0	\$250	\$350	\$0	\$0	\$0	\$0	\$0	\$600

Project Risk Assessment

<b>700655</b>	<b>Kinkisharyo LRV Systems Upgrade</b>	<b>Managed by: Operations</b>
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Scope: Replace and update onboard communications, LRV control systems and install automatic passenger counters in all Kinkisharyo LRV vehicles.

Changes to authorized project allocation since 2019: New project of \$17.8 million for communications systems upgrades to Kinkasharyo light rail vehicles (LRV) for a four year project from 2020 until 2024.

Budget year activities: Each LRV will have onboard communication and control systems upgraded in order to maintain the fleet in in a good state of repair.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$17,800	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$750	\$5,550	\$6,000	\$4,000	\$1,500	\$0	\$0	\$17,800
Total	\$0	\$750	\$5,550	\$6,000	\$4,000	\$1,500	\$0	\$0	\$17,800

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
30-Final Design+Specifications	\$0	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$750
70-Vehicles	0	0	5,550	6,000	4,000	1,500	0	0	17,050
Total	\$0	\$750	\$5,550	\$6,000	\$4,000	\$1,500	\$0	\$0	\$17,800

Project Risk Assessment
N/A.

<b>700657</b>	<b>Wheel Truing Machine</b>	<b>Managed by: Operations</b>
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Scope: Procure and take deliver of a portable wheel truing machine for light rail vehicles. Remove and replace existing fixed wheel truing machine at the Operations and Maintenance Facility (OMF) - Central.

Changes to authorized project allocation since 2019: Project was created for \$963 thousand via Resolution R2019-01 for the procurement of a portable wheel truing machine. And increased by \$3 million to replace the wheel truing machine at the OMF-Central which has reached the end of its useful life.

Budget year activities: Establish specifications, commence procurement process and award contract to replace existing wheel truing machine.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$0	2019 : 2021	2019 Cost Estimate: N/A
2020 TIP: \$3,963	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$886	\$3,077	\$0	\$0	\$0	\$0	\$0	\$3,963
Total	\$0	\$886	\$3,077	\$0	\$0	\$0	\$0	\$0	\$3,963

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$0	\$886	\$3,077	\$0	\$0	\$0	\$0	\$0	\$3,963
Total	\$0	\$886	\$3,077	\$0	\$0	\$0	\$0	\$0	\$3,963

Project Risk Assessment
N/A.



**700677**

**Link Light Rail Vehicle Overhaul**

**Managed by: Operations**

Scope: Plan and implement a light rail vehicle overhaul program to perform required mid-life maintenance and component overhauls required to keep vehicles in state of good repair and achieve full life expectancy.

Changes to authorized project allocation since 2019: None.

Budget year activities: Overhaul such as brakes, axle, pantograph, and coupler assembly.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$14,742	2019 :	2022	2019 Cost Estimate:	N/A
2020 TIP:	\$14,742	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$3,147	\$1,622	\$1,338	\$1,338	\$1,338	\$1,080	\$0	\$0	\$9,862
South King	1,557	802	662	662	662	534	0	0	4,880
<b>Total</b>	<b>\$4,704</b>	<b>\$2,424</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$1,615</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,742</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$4,698	\$2,424	\$2,000	\$2,000	\$2,000	\$1,615	\$0	\$0	\$14,737
70-Vehicles	5	0	0	0	0	0	0	0	5
<b>Total</b>	<b>\$4,704</b>	<b>\$2,424</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$1,615</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,742</b>

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**

Scope: Coordinate, replace and upgrade of the original heating, ventilation and air-conditioning (HVAC) systems and building controls at the Tacoma Operations and Maintenance Facility (OMF) during the construction of the Hilltop Tacoma Link Extension project.

Changes to authorized project allocation since 2019: None.

Budget year activities: Project not anticipated to have any costs in 2020.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$400	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$400	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Total	\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
30-Final Design+Specifications	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$30
50-Construction	0	0	370	0	0	0	0	0	370
Total	\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400

**Project Risk Assessment**

Coordination with the Tacoma Link Expansion project is critical to obtaining an integrated, fully functional building control and HVAC system for the new combined facility.

<b>700695</b>	<b>Access Control Card Upgrade</b>	<b>Managed by: Operations</b>
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Scope: 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 2019: None.

Budget year activities: Complete upgrade of access control card system.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$2,264	2019 : 2020	2019 Cost Estimate: N/A
2020 TIP: \$2,264	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,016	\$223	\$599	\$0	\$0	\$0	\$0	\$0	\$1,838
South King	235	52	139	0	0	0	0	0	426
Total	\$1,252	\$275	\$737	\$0	\$0	\$0	\$0	\$0	\$2,264

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$1,252	\$275	\$737	\$0	\$0	\$0	\$0	\$0	\$2,264
Total	\$1,252	\$275	\$737	\$0	\$0	\$0	\$0	\$0	\$2,264

<b>Project Risk Assessment</b>
N/A.

**700704**

**Link Radio Upgrade**

**Managed by: Operations**

Scope: Install upgraded Distributed Antenna System (DAS) in the Downtown Seattle Transit Tunnel and the Beacon Hill Tunnel.

Changes to authorized project allocation since 2019: Increased by \$933 thousand via Resolution R2019-30 to accommodate additional project scope for a backup radio repeater system.

Budget year activities: Procure and install a backup radio repeater system to ensure radio functions in underground stations in the event the main system shuts down.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,000	2019 :	2019	2019 Cost Estimate:	N/A
2020 TIP:	\$1,933	2020 :	2019	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$0	\$534	\$757	\$0	\$0	\$0	\$0	\$0	\$1,291
South King	0	266	376	0	0	0	0	0	642
Total	\$0	\$800	\$1,133	\$0	\$0	\$0	\$0	\$0	\$1,933

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$156	\$0	\$0	\$0	\$0	\$0	\$0	\$156
50-Construction	0	644	1,133	0	0	0	0	0	1,777
Total	\$0	\$800	\$1,133	\$0	\$0	\$0	\$0	\$0	\$1,933

Project Risk Assessment
N/A.

<b>700705</b>	<b>Link Bridge Repairs</b>	<b>Managed by: Operations</b>
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Scope: 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 2019: None.

Budget year activities: Perform bridge bearing repairs and other maintenance works.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$550	2019 : 2020	2019 Cost Estimate: N/A
2020 TIP: \$550	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$0	\$200	\$350	\$0	\$0	\$0	\$0	\$0	\$550
Total	\$0	\$200	\$350	\$0	\$0	\$0	\$0	\$0	\$550

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$20	\$30	\$0	\$0	\$0	\$0	\$0	\$50
30-Final Design+Specifications	0	50	0	0	0	0	0	0	50
50-Construction	0	130	320	0	0	0	0	0	450
Total	\$0	\$200	\$350	\$0	\$0	\$0	\$0	\$0	\$550

<b>Project Risk Assessment</b>
There is a limited repair window to perform repairs without impacting light rail operations. Effective schedule and efficient execution of repairs is required.

<b>700718</b>	<b>Tacoma Link Light Rail Vehicle Overhaul</b>	<b>Managed by: Operations</b>
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Scope: Maintain, preserve, and extend the life of the Tacoma Link fleet of four 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 2019: None.

Budget year activities: Continue overhaul of Tacoma Link light rail vehicle traction motors and trucks.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$731	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$731	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$104	\$15	\$612	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$104	\$15	\$612	\$0	\$0	\$0	\$0	\$0	\$731

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
70-Vehicles	\$104	\$15	\$612	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$104	\$15	\$612	\$0	\$0	\$0	\$0	\$0	\$731

Project Risk Assessment
Long lead time for wheels and parts is causing delays. First rebuilt truck had to be sent back to manufacturer.

<b>700728</b>	<b>Link Station Tile Replacement</b>	<b>Managed by: Operations</b>
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Scope: Demolition and reinstallation of tile at five Link light rail stations: Stadium, Sodo, Columbia City, Othello, and Rainier Beach.

Changes to authorized project allocation since 2019: Increased by \$1.02 million to accommodate cost increase for tile replacement in 3 Link stations.

Budget year activities: Construction work at Stadium Station during DSTT closure for single tracking, and wayfinding tile replacement work at other stations.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$435	2019 : 2019	2019 Cost Estimate: N/A
2020 TIP: \$1,460	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$32	\$629	\$799	\$0	\$0	\$0	\$0	\$0	\$1,460
Total	\$32	\$629	\$799	\$0	\$0	\$0	\$0	\$0	\$1,460

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$7	\$64	\$60	\$0	\$0	\$0	\$0	\$0	\$130
50-Construction	25	565	694	0	0	0	0	0	1,285
55-Construction Services	0	0	45	0	0	0	0	0	45
Total	\$32	\$629	\$799	\$0	\$0	\$0	\$0	\$0	\$1,460

Project Risk Assessment
N/A.

<b>700741</b>	<b>Puget Sound Emergency Radio Network</b>	<b>Managed by: Operations</b>
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Scope: Upgrade data and hardware infrastructure to connect with the Puget Sound Emergency Radio Network.

Changes to authorized project allocation since 2019: New project established via Resolution R2019-30 for \$500 thousand to connect with the regional emergency radio network.

Budget year activities: Upgrade data and hardware infrastructure to connect with the Puget Sound Emergency Radio Network (PSERN).

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	2020	2019 Cost Estimate:	N/A
2020 TIP:	\$500	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$300	\$200	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$300	\$200	\$0	\$0	\$0	\$0	\$0	\$500

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$0	\$42	\$0	\$0	\$0	\$0	\$0	\$0	\$42
20-Prelim Engineering/Env Review	0	55	0	0	0	0	0	0	55
50-Construction	0	203	200	0	0	0	0	0	403
Total	\$0	\$300	\$200	\$0	\$0	\$0	\$0	\$0	\$500

Project Risk Assessment
N/A



<b>700769</b>	<b>Light Rail Vehicle Overhaul</b>	<b>Managed by: DECM</b>
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Scope: 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.

Changes to authorized project allocation since 2019: None.

Budget year activities: Complete testing of spare traction power motors and gear boxes.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2019 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2019 TIP: \$5,000	2019 : 2020	2019 Cost Estimate: N/A
2020 TIP: \$5,000	2020 : 2021	2020 Cost Estimate: N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$1,366	\$134	\$1,845	\$0	\$0	\$0	\$0	\$0	\$3,345
South King	676	66	913	0	0	0	0	0	1,655
Total	\$2,042	\$200	\$2,758	\$0	\$0	\$0	\$0	\$0	\$5,000

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
70-Vehicles	\$2,042	\$200	\$2,758	\$0	\$0	\$0	\$0	\$0	\$5,000
Total	\$2,042	\$200	\$2,758	\$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.

**7X740 Small Works Program Managed by: Operations**

Scope: 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 2019: None.

Budget year activities: Continue work in progress from 2019, establish 2020 project list and deliver projects using traditional procurement methods, job order contracting (JOC), and internal resources.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$12,064	2019 :	2024	2019 Cost Estimate:	N/A
2020 TIP:	\$12,064	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$652	\$130	\$206	\$162	\$162	\$257	\$0	\$0	\$1,568
North King	753	150	237	187	187	297	0	0	1,810
South King	753	150	237	187	187	297	0	0	1,810
East King	954	189	300	236	236	376	0	0	2,292
Pierce	1,907	379	601	473	473	752	0	0	4,585
<b>Total</b>	<b>\$5,019</b>	<b>\$997</b>	<b>\$1,581</b>	<b>\$1,244</b>	<b>\$1,244</b>	<b>\$1,979</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,064</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$604
20-Prelim Engineering/Env Review	64	0	0	0	0	0	0	0	64
30-Final Design+Specifications	129	40	194	0	0	0	0	0	364
50-Construction	3,985	957	1,387	1,244	1,244	1,979	0	0	10,797
70-Vehicles	236	0	0	0	0	0	0	0	236
<b>Total</b>	<b>\$5,019</b>	<b>\$997</b>	<b>\$1,581</b>	<b>\$1,244</b>	<b>\$1,244</b>	<b>\$1,979</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,064</b>

**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.

**700770**

**Sounder Vehicle Overhaul Program**

**Managed by: Operations**

Scope: Maintain, preserve, and extend the life of Sounder locomotives, cab cars, and coach cars fleet.

Changes to authorized project allocation since 2019: None.

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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$46,209	2019 :	2024	2019 Cost Estimate:	N/A
2020 TIP:	\$46,209	2020 :	2024	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$3,272	\$301	\$1,055	\$824	\$506	\$373	\$0	\$0	\$6,331
South King	12,513	1,153	4,037	3,151	1,934	1,425	0	0	24,213
Pierce	8,096	746	2,612	2,038	1,251	922	0	0	15,665
Total	\$23,881	\$2,201	\$7,704	\$6,013	\$3,691	\$2,720	\$0	\$0	\$46,209

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$2,040	\$2,201	\$6,923	\$4,694	\$3,691	\$2,720	\$0	\$0	\$22,269
50-Construction	12,233	0	22	0	0	0	0	0	12,254
70-Vehicles	9,608	0	759	1,319	0	0	0	0	11,686
Total	\$23,881	\$2,201	\$7,704	\$6,013	\$3,691	\$2,720	\$0	\$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.

**700771**

**Station Midlife Refurbishment Program**

**Managed by: Operations**

Scope: 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 2019: Increased by \$2.5 million for repairs and replacement of sidewalk, parking garage fire alarm system, 9 bus shelters at Kent Station, and CCTV at Issaquah and Lakewood Transit Centers.

Budget year activities: Replace sidewalk, parking garage fire alarm system, and 9 bus shelters at Kent Station. Replace CCTV in Issaquah and Lakewood Transit Centers.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$3,344	2019 :	2022	2019 Cost Estimate:	N/A
2020 TIP:	\$6,123	2020 :	2022	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
South King	\$1,609	\$756	\$1,400	\$119	\$200	\$0	\$0	\$0	\$4,084
Pierce	803	377	699	59	100	0	0	0	2,039
<b>Total</b>	<b>\$2,412</b>	<b>\$1,133</b>	<b>\$2,099</b>	<b>\$179</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,123</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$762	\$310	\$1,040	\$0	\$300	\$0	\$0	\$0	\$2,412
10-Agency Administration	89	18	32	34	0	0	0	0	172
30-Final Design+Specifications	162	3	0	87	0	0	0	0	252
50-Construction	1,399	802	1,028	58	0	0	0	0	3,287
<b>Total</b>	<b>\$2,412</b>	<b>\$1,133</b>	<b>\$2,099</b>	<b>\$179</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,123</b>

**Project Risk Assessment**

Undefined scope of work at the various station locations could affect both the budget and schedule.

**7X356**

**Tacoma Dome Station**

**Managed by: Operations**

Scope: Provide financial support to address major maintenance requirement at Tacoma Dome Station per agreement with Pierce Transit.

Changes to authorized project allocation since 2019: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$3,553	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$3,553	2020 :	2023	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Pierce	\$2,108	\$0	\$1,445	\$0	\$0	\$0	\$0	\$0	\$3,553
Total	\$2,108	\$0	\$1,445	\$0	\$0	\$0	\$0	\$0	\$3,553

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$2,108	\$0	\$1,445	\$0	\$0	\$0	\$0	\$0	\$3,553
Total	\$2,108	\$0	\$1,445	\$0	\$0	\$0	\$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.

Scope: Provide funding for engineering service assistance requested by Operations teams from DECM and other support staff for pre-project development tasks in support of modal or project engineering support unrelated to established projects.

Changes to authorized project allocation since 2019: New program of \$1.4 million for funding inter-departmental engineering services for operations work activities.

Budget year activities: Engineering support of the operations divisions projects requiring assistance.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$0	2019 :	N/A	2019 Cost Estimate:	N/A
2020 TIP:	\$1,394	2020 :	N/A	2020 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$0	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,394
Total	\$0	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,394

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
01-Operation+Maintenance	\$0	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,394
Total	\$0	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,394

Project Risk Assessment

N/A.

**870100 Information Technology (IT) Infrastructure Managed by: ITS**

Scope: 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 2019: Increased by \$33.6 million to provide ST3 funding for repair and replacement of Agency information technology infrastructure through Resolution R2019 -13.

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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$13,243	2019 :	2025	2019 Cost Estimate:	N/A
2020 TIP:	\$46,843	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
North King	\$3,509	\$1,281	\$1,636	\$775	\$835	\$1,991	\$1,871	\$22,803	\$34,701
South King	1,228	448	573	271	292	697	654	7,979	12,142
<b>Total</b>	<b>\$4,737</b>	<b>\$1,730</b>	<b>\$2,209</b>	<b>\$1,046</b>	<b>\$1,127</b>	<b>\$2,687</b>	<b>\$2,525</b>	<b>\$30,781</b>	<b>\$46,843</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
09-Admin Capital	\$4,710	\$1,130	\$710	\$296	\$552	\$730	\$629	\$1,010	\$9,766
10-Agency Administration	28	600	700	300	275	810	810	9,129	12,652
50-Construction	0	0	799	450	300	1,147	1,086	20,643	24,426
<b>Total</b>	<b>\$4,737</b>	<b>\$1,730</b>	<b>\$2,209</b>	<b>\$1,046</b>	<b>\$1,127</b>	<b>\$2,687</b>	<b>\$2,525</b>	<b>\$30,781</b>	<b>\$46,843</b>

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**

Scope: 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.

Changes to authorized project allocation since 2019: 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$5,905	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$5,905	2020 :	2027	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$444	\$78	\$298	\$626	\$320	\$586	\$312	\$3,241	\$5,905
Total	\$444	\$78	\$298	\$626	\$320	\$586	\$312	\$3,241	\$5,905

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$444	\$78	\$298	\$626	\$320	\$586	\$312	\$3,241	\$5,905
Total	\$444	\$78	\$298	\$626	\$320	\$586	\$312	\$3,241	\$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.



Scope: 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 2020 is 319.

Changes to authorized project allocation since 2019: None.

Budget year activities: Delivery, testing and commissioning of 38 replacement buses.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$189,269	2019 :	2021	2019 Cost Estimate:	N/A
2020 TIP:	\$189,269	2020 :	2021	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$23,614	\$6,752	\$2,946	\$0	\$0	\$0	\$0	\$0	\$33,311
South King	13,551	3,875	1,691	0	0	0	0	0	19,116
East King	61,718	17,646	7,699	0	0	0	0	0	87,064
Pierce	35,286	10,089	4,402	0	0	0	0	0	49,778
<b>Total</b>	<b>\$134,169</b>	<b>\$38,362</b>	<b>\$16,738</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,269</b>

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
50-Construction	\$47	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47
70-Vehicles	134,122	38,362	16,738	0	0	0	0	0	189,222
<b>Total</b>	<b>\$134,169</b>	<b>\$38,362</b>	<b>\$16,738</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,269</b>

**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.

**2020 Cashflow by Budget Approval**  
(in thousands)

Administrative  
ALL MODES

Project Number and Name	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
<b>Program</b>									
0X002 Agency Administration Operating	\$534,653	\$114,190	\$128,790	\$131,620	\$133,675	\$133,760	\$139,677	\$0	\$1,316,365
600025 Environmental Mitigation, Monitoring & Maintenance	701	100	193	191	100	100	86	0	1,471
802000 Administrative Capital	14,459	4,834	4,220	5,712	4,398	3,964	3,664	21,034	62,284
803800 Information Technology Program	26,227	8,243	5,325	5,725	3,708	4,695	5,496	54,116	113,536
<b>Subtotal</b>	576,040	127,368	138,528	143,247	141,880	142,519	148,923	75,151	1,493,656
<b>Total</b>	\$576,040	\$127,368	\$138,528	\$143,247	\$141,880	\$142,519	\$148,923	\$75,151	\$1,493,656

**2020 Cashflow by Subarea**  
(in thousands)

Administrative  
ALL MODES

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
1 - Snohomish	\$123	\$18	\$34	\$33	\$18	\$18	\$15	\$0	\$257
3 - South King	435	62	119	118	62	62	54	0	912
4 - East King	41	6	11	11	6	6	5	0	86
5 - Pierce	103	15	28	28	15	15	13	0	216
6 - Systemwide	575,339	127,268	138,335	143,057	141,780	142,419	148,837	75,151	1,492,185
<b>Total</b>	<b>\$576,040</b>	<b>\$127,368</b>	<b>\$138,528</b>	<b>\$143,247</b>	<b>\$141,880</b>	<b>\$142,519</b>	<b>\$148,923</b>	<b>\$75,151</b>	<b>\$1,493,656</b>

**2020 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
09-Admin Capital	\$35,864	\$10,726	\$7,418	\$10,484	\$7,762	\$8,394	\$8,953	\$73,726	\$163,327
10-Agency Administration	537,765	116,542	130,919	132,573	133,675	133,760	139,677	0	1,324,911
20-Prelim Engineering/Env Review	2,410	100	191	191	443	364	294	1,425	5,417
<b>Total</b>	<b>\$576,040</b>	<b>\$127,368</b>	<b>\$138,528</b>	<b>\$143,247</b>	<b>\$141,880</b>	<b>\$142,519</b>	<b>\$148,923</b>	<b>\$75,151</b>	<b>\$1,493,656</b>

**0X002**

**Agency Administration Operating**

**Managed by: FIN**

Scope: 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 2019: Increased by \$178 million via Resolution R2019-30 for anticipated agency administrative operating costs up to 2025 and decreased by \$1.4 million to create program for DECM pre-project hours.

Budget year activities: Fund administrative overhead.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$791,918
2019 TIP:	\$1,139,488	2019 :	2025	2019 Cost Estimate:	\$1,139,488
2020 TIP:	\$1,316,365	2020 :	2025	2020 Cost Estimate:	\$1,317,759

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$534,653	\$114,190	\$128,790	\$131,620	\$133,675	\$133,760	\$139,677	\$0	\$1,316,365
Total	\$534,653	\$114,190	\$128,790	\$131,620	\$133,675	\$133,760	\$139,677	\$0	\$1,316,365

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$534,653	\$114,190	\$128,790	\$131,620	\$133,675	\$133,760	\$139,677	\$0	\$1,316,365
Total	\$534,653	\$114,190	\$128,790	\$131,620	\$133,675	\$133,760	\$139,677	\$0	\$1,316,365

Project Risk Assessment	
N/A.	

**600025 Environmental Mitigation, Monitoring & Maintenance Managed by: PEPD**

Scope: 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 2019: None.

Budget year activities: Monitor and maintain mitigation maintenance activities at Tacoma Trestle, Tukwila, and McKinley Park transit centers.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$1,471	2019 :	2030	2019 Cost Estimate:	N/A
2020 TIP:	\$1,471	2020 :	2025	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Snohomish	\$123	\$18	\$34	\$33	\$18	\$18	\$15	\$0	\$257
South King	435	62	119	118	62	62	54	0	912
East King	41	6	11	11	6	6	5	0	86
Pierce	103	15	28	28	15	15	13	0	216
Total	\$701	\$100	\$193	\$191	\$100	\$100	\$86	\$0	\$1,471

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
10-Agency Administration	\$5	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$8
20-Prelim Engineering/Env Review	696	100	191	191	100	100	86	0	1,463
Total	\$701	\$100	\$193	\$191	\$100	\$100	\$86	\$0	\$1,471

Project Risk Assessment
N/A.

**802000**

**Administrative Capital**

**Managed by: FIN**

Scope: 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 2019: None.

Budget year activities: Procure and commission into the administrative fleet 14 electric cars, 1 pick-up truck, 4 SUVs, 4 vans, begin year two 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 (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$62,284	2019 :	2041	2019 Cost Estimate:	N/A
2020 TIP:	\$62,284	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$14,459	\$4,834	\$4,220	\$5,712	\$4,398	\$3,964	\$3,664	\$21,034	\$62,284
Total	\$14,459	\$4,834	\$4,220	\$5,712	\$4,398	\$3,964	\$3,664	\$21,034	\$62,284

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
09-Admin Capital	\$14,440	\$4,460	\$4,220	\$5,712	\$4,398	\$3,964	\$3,664	\$21,034	\$61,891
10-Agency Administration	19	374	0	0	0	0	0	0	393
Total	\$14,459	\$4,834	\$4,220	\$5,712	\$4,398	\$3,964	\$3,664	\$21,034	\$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**

Scope: Support agencywide hardware and software technology, develop and implement technology solutions to improve administrative efficiency through 2041.

Changes to authorized project allocation since 2019: Increased by \$78.4 million to provide ST3 funding for non-modal technology based capital projects through Resolution R2019 -13.

Budget year activities: Implement Right of Way tracking software, Operating Performance Reporting and Information Security software. Continue SharePoint/Office 360 Upgrade and other strategic projects as identified.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2019 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2019 TIP:	\$35,136	2019 :	2023	2019 Cost Estimate:	N/A
2020 TIP:	\$113,536	2020 :	2041	2020 Cost Estimate:	N/A

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

Subarea	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
Systemwide	\$26,227	\$8,243	\$5,325	\$5,725	\$3,708	\$4,695	\$5,496	\$54,116	\$113,536
Total	\$26,227	\$8,243	\$5,325	\$5,725	\$3,708	\$4,695	\$5,496	\$54,116	\$113,536

Phase	Life to Date	2020	2021	2022	2023	2024	2025	Future	Total
09-Admin Capital	\$21,424	\$6,265	\$3,198	\$4,773	\$3,365	\$4,431	\$5,289	\$52,691	\$101,436
10-Agency Administration	3,088	1,978	2,127	953	0	0	0	0	8,145
20-Prelim Engineering/Env Review	1,714	0	0	0	343	264	207	1,425	3,954
Total	\$26,227	\$8,243	\$5,325	\$5,725	\$3,708	\$4,695	\$5,496	\$54,116	\$113,536

**Project Risk Assessment**

Future year forecasts reflect initial planning estimates so costs are subject to change. Schedules are dependent on staff capacity and the specific application or approach selected.

## Appendix – J 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 expenses 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 expenses. The agency maintains operating budgets at five levels:

- **Agency** – Total agency operating expenses.
- **Department** – All operating expenses managed by a department (e.g., DECM, Operations, Executive). Included in agency budget document.

- **Division** – All operating expenses 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.
- **Business Unit** – All operating expenses for smallest organization component. Not included in agency budget documents but maintained and monitored within agency financial systems.
- **Modal** – All operating expenses 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 planned for the budget year.

**Authorized Project Allocation to Date** – The current Board-authorized spending ceiling for a project.

**Baseline Budget** – The project scope, schedule, and budget for a project until revenue service or completion. Actual performance is measured against this budget and used for management control and reporting purposes.

**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 Amendment** – A change to the authorized project allocation to date typically due to a cost overrun or underrun.



**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** – A cost that results in the acquisition of or addition to capital assets.

**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.

**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.

- *Calculation = [(Service Complaints Received/ Modal Passenger Boardings) \* 100,000]*

**Constant Dollar** – Refers to representation of a project's cost in a single base year (such as 2019). It does not assume any inflation.

**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 Estimate** – The current estimated project cost from inception to completion, as maintained and updated at engineering milestones for all voter-approved projects. Maintained in constant dollars.

**Cost per Boarding** – Calculated for each mode, this metric represents the fully allocated cost of providing service to a passenger.

- *Calculation = (Modal Operating Expenses/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.

- *Calculation = (Modal Operating Expenses/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.

- *Calculation = (Modal Operating Expense/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.

**Department** – Highest organizational unit of Sound Transit, consisting of:

- **COM** – Communications
- **DECM** – Design, Engineering & Construction Management
- **FIN** – Finance
- **IT** – Information Technology
- **LEGAL** – Legal
- **OPS** – Operations;
- **PEPD** – Planning, Environment & Project Development
- **SQM** – Safety and Quality Management

**Depreciation** – A method by which the costs of property and equipment are systematically and rationally allocated over their useful life.

**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** – Expenses include salaries and benefits, administrative expenses, debt service, and operating costs.

**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.

- *Calculation = (Modal Passenger Fare Revenue/Modal Operating Expenses)*

**FCC** – Federal Communications Commission.

**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 workweek for one calendar year.

**FY (Fiscal Year)** – A 12-month period for calculating annual financial statements. Sound Transit's fiscal year is January 1 to December 31.

**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.

**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”; 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 1.1 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 and 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.

- *Calculation = ((# Scheduled Trips – # Trips Early or Late)/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.

**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.

- *Calculation = (Preventable Accidents / Actual Revenue Mileage) \* 100,000*

**Project –** A discrete body of work that has a scope, schedule, and budget approved by the board.

**Project Cost Phases –** Distinct groupings of project activities, typically project development, design, and construction.

Project teams track and report on project costs relative to the activities and deliverables in each. Project phases include:

- **01 Operations + Maintenance –** Costs to operate and maintain capital assets where the budget to do so is part of an established lifetime budget. Currently used to maintain Sound Transit's public art assets.
- **02 Operations + Maintenance, Agency –** Costs that cannot be capitalized. Currently used for Research and Technology project costs incurred prior to the establishment of project scope.
- **09 Administrative Capital –** Design, development and implementation or procurement of Agency assets such as non-revenue vehicle fleet, IT systems, furniture, and equipment.
- **10 Agency Administration –** Administrative expenses occur throughout the life of the project and include costs for direct labor by Sound Transit staff (staff dedicated to specific projects) and other direct charges to the project necessary for project execution.
- **20 Preliminary Engineering & Environmental Review –** Professional services to complete the preliminary engineering and environmental assessments and evaluations. Preliminary engineering identifies project requirements and defines the project work scope. This includes preliminary design studies, permitting requirements, data collection, public involvement, legal and technical documentation, cost estimates, and assessment of alternatives. The environmental review includes achievement of all necessary environmental permits.
- **26 Research & Technology –** Implementation of new transit technologies focused on systemwide safety, security and communications with passengers.

- **30 Final Design & Specification** – Final design includes professional consultant activities to complete design and full construction plans and specifications, legal and technical documentation, environmental clearance, constructability review, value engineering, data collection, advertising, assessment of alternatives related to project design, and bid reviews.
  - **35 Third Parties** – Third party expenses occur through the life of the project and include agreements with other governmental units to reimburse their costs for review of alternatives, design review, and construction monitoring and inspection. In certain cases, when Sound Transit is a funding partner rather than the lead agency, it includes Sound Transit's funding obligation to the lead agency.
  - **40 Right-of-Way (ROW) Acquisition & Permits** – ROW includes the cost to purchase or lease real property required for construction and construction staging, easements, rights-of-way, and any residential or commercial relocations. This phase includes budget for negotiating the purchase price, relocation costs, surveys, appraisals, environmental audits, permits, legal costs, maps, charts, and all permits not included under the general construction contracts.
  - **50 Construction** – Construction covers project construction contracts, professional and technical assistance, advertising, legal and technical documentation, inspection, testing, and permitting. In addition, the construction budget includes service startup, commissioning of all systems, and training.
  - **55 Construction Services** – Construction Services includes construction management and other professional services in support of the Agency's management of construction activities.
  - **61 Art** – Procurement and installation of public art at stations and along guideways.
  - **70 Vehicles** – Procurement, manufacture, delivery, testing, and commissioning of revenue vehicles, spare parts, and warranty support. Also includes procurement of non-revenue vehicles.
  - **80 Startup and Testing** – Includes tests of new systems, new schedules, and various specific equipment. This phase includes the training of personnel before the completion of the project to identify issues and correct them to enable a smooth transition to operations and the close out of the project.
  - **90 Contingency** – A funding source to address general project risks, such as market fluctuations and changes in regulatory requirements. It also covers unforeseen expenses and cost estimate variances.
- Project Type** – A category name used to identify projects of a similar nature. Sound Transit has four project types:
- **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
  - **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
  - **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.

- **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 expenses, such as the deductible for an insured loss or a period of operating expenses in the case of lost revenues.

**Revenues or Inflows of Resources** – Acquisitions of net position by the entity that is applicable to the reporting period. Operating Revenues include primarily passenger fares. Non-Operating Revenues include items such as taxes and investment income.

**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).

**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 & Use Tax** – A 1.4 percent tax levied on the sales of eligible items within the boundaries of the Sound Transit District.

**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.

**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 in the Central Puget Sound.

**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)** – The second phase (voter-approved in 2008) of Sound Transit's plan for mass transit expansion.

**ST3 (Sound Transit 3)** – The third phase (voter-approved in 2016) of Sound Transit's plan for mass transit expansion.

**STart (Sound Transit Art Program)** – Program 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 providing a range of training courses, both on-site and off-site, 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)** – 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. 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 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 projects' 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.