

2021 Financial Plan & Adopted Budget



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Administrative Capital 802000203

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Agency Admin Operating 0X002199

Bike Parking Program 600080174

Design Criteria Management Update 600145178

Design & Engineering Standards Update 600146179

Efficiency & Sustainability 600132159

Environmental Mitigation & Monitoring 600025200

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Fare Administration 600016154

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IT Infrastructure 870100195

Information Tech Program 803800205

Innovation and Technology Program 600076158

Issaquah Lakewood CCTV Upgrade 700645192

ORCA Next Generation 600038155

OPS Enhancement Portfolio 700766184

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Start Operations & Maintenance 600668161

Operations SOGR Portfolio 700831194

TOD Planning Program Capital 804302164

TOD Property Disposition 804100163

Transit System Access Program 600073157

Video Management System Upgrade 700665180

Sound Transit Future Service



Link Light Rail

Future service:

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

In service:

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

Sounder Commuter Rail

Future service:

- DuPont–Lakewood

In service:

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

Bus

Future service:

- Bus Rapid Transit (BRT)

In service:

- ST Express bus (service re-evaluated annually)

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



Long-Range Financial Plan

Sound Transit's Long-Range Financial Plan (LRFP) reflects the agency's long term financial projections for the high-capacity transit system as approved by voters in 1996 for Sound Move (SM), 2008 for Sound Transit 2 (ST2), and 2016 for Sound Transit 3 (ST3).

Sound Transit produces the LRFP in accordance with the Federal Transit Administration's "Guidance for Transit Financial Plans" and maintains the plan on a modified cash basis. The LRFP states and projects all agency sources and uses of funds for the period 1997-2060 with special focus on 2017-2041, the 25-year capital plan timeframe adopted in ST3. It incorporates the agency's most current proposed or Board-adopted Budget and long-term projections of revenues and other financing sources, transit operating expenses and project expenditures. Using this information, the LRFP produces the agency's Schedule of Sources and Uses of Funds by Subarea, debt proceeds and amortization schedules, and resulting coverage and capacity metrics for the period of 1997-2060.

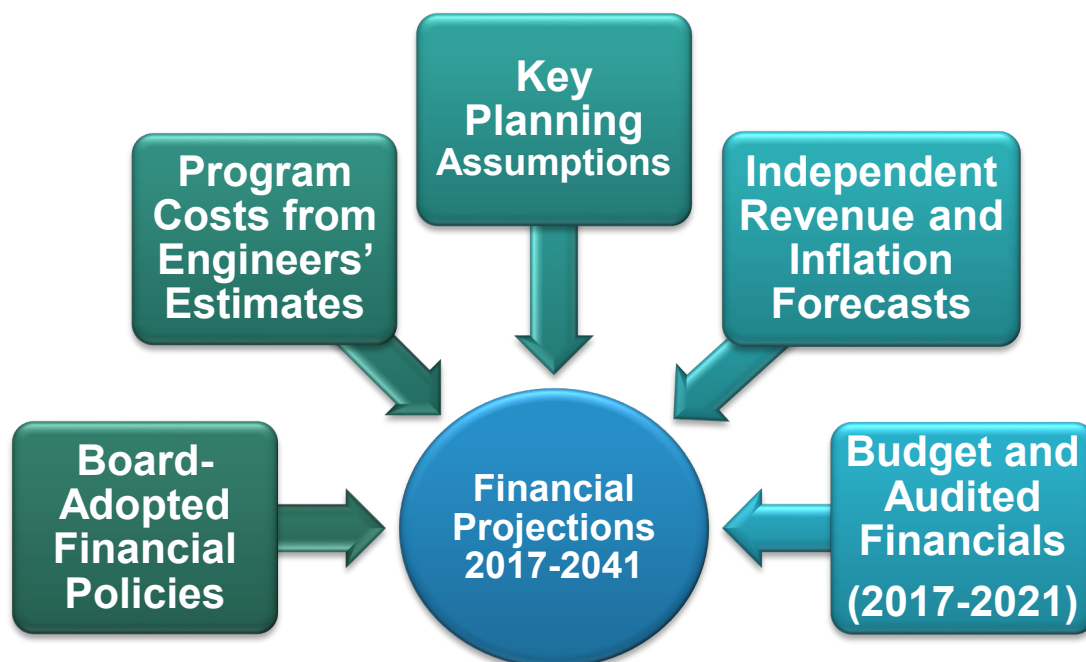
At the heart of the LRFP is the financial projections model. This model incorporates all financial policies, assumptions, forecasts of sources, and program cost estimates needed to calculate cash flows, debt financing, and key performance indicators (e.g., cash balances and debt service coverage ratios) over the long-range planning horizon.

Prior to 2020, the LRFP projected completion of all voter-approved capital projects by 2041 with sufficient projected funding to operate and maintain the system thereafter. Since the start of 2020, the LRFP has been updated more frequently to keep pace with the evolving nature of the COVID-19 recession. Under the latest revenue projections, as of September 2020, the LRFP now projects the current plan to be unaffordable without program realignment. The plan will be closely monitored on an ongoing basis into 2021 and throughout the recession to provide public transparency and support potential realignment decisions. The Board is planning to make realignment decisions in the third quarter of 2021 in order to protect affordability moving forward. The LRFP will be updated on an ongoing basis to reflect economic conditions and to maintain alignment with Board decisions.

The current LRFP, as laid out in the subsequent sections, is a financial snapshot as of September 2020, based upon realignment path forward briefings to the Board to-date, and initial guidance from the Board. This also supports the development of the 2021 Budget.

The diagram below illustrates the concept of this model.

KEY ELEMENTS OF THE LONG-RANGE FINANCIAL PLAN

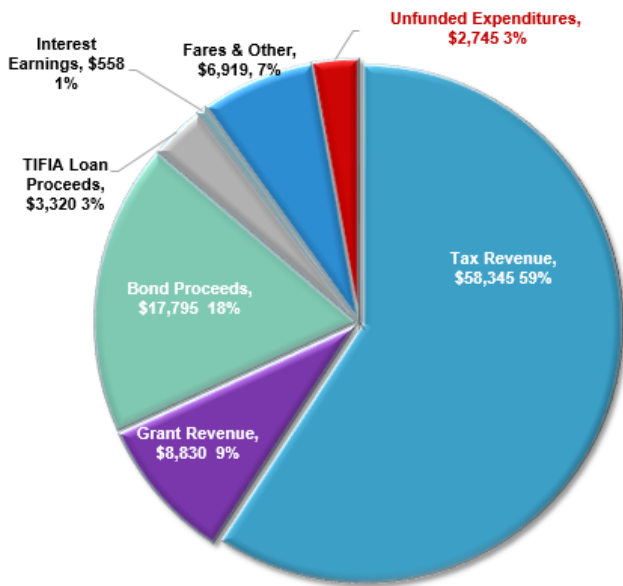


Sources and Uses of Funds

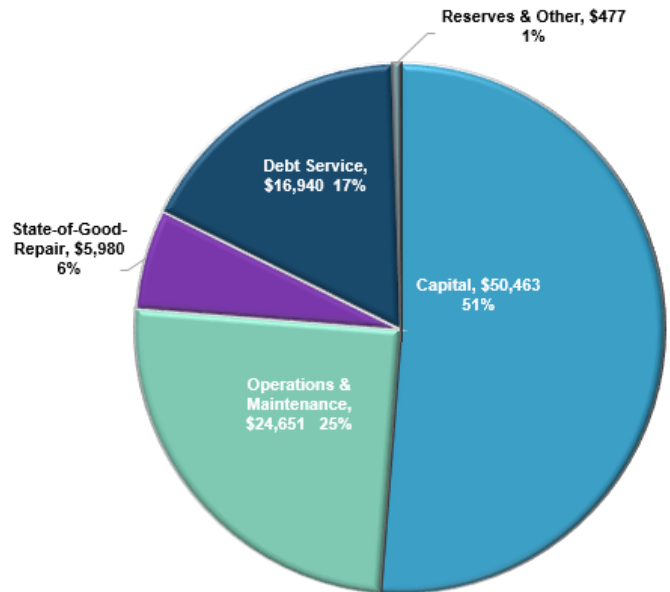
As noted above, the financial plan is not affordable with the current projections of sources and uses. The latest forecast projects the gap between sources and uses to be \$2.7B, until the Board adopts an affordable realignment plan.

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

SOURCES OF FUNDS \$95.8B
(YOE\$ in millions)



USES OF FUNDS \$98.5B
(YOE\$ in millions)





Financial Plan - Sources & Uses Summary

2020 Fall Financial Plan

2017 through 2041; YOY Dollars in Millions

	Snohomish	North King	South King	East King	Pierce	System-wide	Total
Sources of Funds							
Tax Revenues							
Sales and Use	5,718	14,117	6,481	11,248	8,083	-	45,647
Motor Vehicle Excise Tax	1,200	1,665	1,102	2,127	1,739	-	7,832
Property Tax	521	1,706	526	1,427	629	-	4,809
Rental Car Tax	2	6	41	4	3	-	57
Total Tax Revenues	7,442	17,494	8,149	14,806	10,453	-	58,345
Other Revenue							
Grant Revenue	1,614	2,235	1,763	1,585	1,124	508	8,830
Fare Revenue	463	3,700	846	995	564	-	6,568
Other Revenue	14	130	27	97	24	60	351
Interest Earnings	-	-	-	-	-	558	558
Total Other Revenue	2,091	6,065	2,636	2,678	1,712	1,125	16,307
Bond Proceeds (with DSRF)	3,015	7,473	3,651	2,515	1,141	-	17,795
TIFIA Proceeds	471	1,088	926	836	-	-	3,320
Total Sources	13,018	32,120	15,363	20,835	13,306	1,125	95,766
Uses of Funds							
Capital Expenditures (Including Service Delivery)							
Light Rail Transit	7,720	12,567	4,667	9,619	2,572	4,418	41,562
Tacoma Link	-	-	-	-	1,180	-	1,180
Commuter Rail	102	-	1,042	-	2,100	-	3,244
Regional Express Bus	102	84	83	259	227	-	754
Bus Rapid Transit	64	430	290	1,343	68	-	2,194
System-wide	36	119	26	42	32	1,129	1,384
Service Delivery	20	14	33	38	38	1	144
Total Capital Expenditures	8,044	13,213	6,140	11,301	6,216	5,548	50,463
Operations & Maintenance Expenditures							
Light Rail Transit	1,043	6,951	2,271	1,765	400	-	12,430
Tacoma Link	-	-	-	-	642	-	642
Commuter Rail	375	-	1,038	-	1,139	-	2,552
Regional Express Bus	629	-	409	1,799	1,237	-	4,074
Bus Rapid Transit	145	270	191	756	-	-	1,362
Systemwide*	337	500	222	402	241	1,888	3,591
Total O&M Expenditures	2,529	7,721	4,131	4,722	3,659	1,888	24,651
State Of Good Repair	351	1,762	1,013	1,221	818	814	5,980
Systemwide Activities	959	2,274	1,065	1,927	1,344	(7,570)	-
Reserve Contributions (O&M, R&R, DSRF)	247	620	310	237	127	0	1,543
Debt Service (Excludes TIFIA)	2,110	6,115.96	2,988	2,889	793	-	14,895
TIFIA Debt Service	309	778	513	444	-	-	2,045
Change in Cash	(374)	(162)	(314)	(1,166)	273	677	(1,066)
Total Uses	14,176	32,323	15,846	21,576	13,231	1,358	98,511
<i>*Includes Other O&M and Emergency Reserve</i>							
Total Unfunded Expenditures	-	-	-	-	-	-	2,745

Sources of Funds

Sources of funds for 2017–2041 of \$95.8 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. Proceeds from debt issuances in the form of bonds and Transportation Infrastructure Financing and Innovation Act (TIFIA) loans are used to bridge projected gaps between available sources and uses.

Tax revenues

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.

The sales and MVET tax forecasts incorporate July 2020 Blue Chip economic data and assume a COVID-19 vaccine release by mid-2022, no additional federal government stimulus, and aerospace job losses in the Puget Sound of 16,500. The high concentration of technology companies in the region and, consequently high wage-paying jobs, and remote work adaptability, will help cushion the region against the more damaging economic impacts of the lockdown orders relative to other parts of the country.

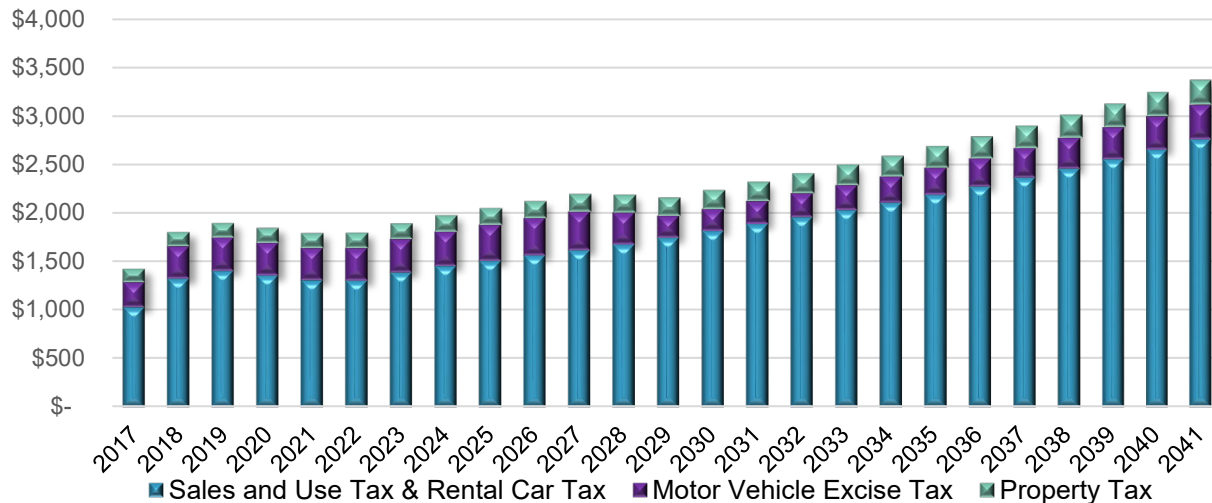
For the property tax forecast, an independent third party projects the growth of assessed value (AV) for both existing property and new construction within the Sound Transit district.

Assumptions:

- Sales Tax Rate: 0.4% 1997–2009; 0.9% 2009–2017; 1.4% 2017–2041 (subject to potential sales tax rollback after 2041). Average Annual Tax Base Growth: 3.6% 2017–2041.
- MVET Tax Rate: 0.3% 1997–2028 (tax ends in 2028), 0.8% 2017–2041 (updated depreciation schedule 2029–2041). Average Tax Base Growth: 3.3% 2017–2041.
- Rental Car Tax Rate: 0.8%. Average Tax Base Growth: -0.5% 2017–2041.
- Property Tax Rate: Up to \$0.25/\$1,000 AV. Average AV growth: 4.6% 2017–2041.

Projected tax revenues of \$58.3 billion comprises 60.9% of total sources over 2017–2041.

TAX REVENUES 2017—2041
(YOE\$ in millions)



Grant revenue

Sound Transit generally secures federal funding through Federal Transit Administration (FTA), Federal Highway Administration (FHWA), and Federal Railroad Administration programs currently authorized under the Fixing America’s Surface Transportation Act and future authorizations. Grant funding is projected to be secured through FTA’s Capital Investment Grant program, FTA formula funding and other regional/national grant competitions.

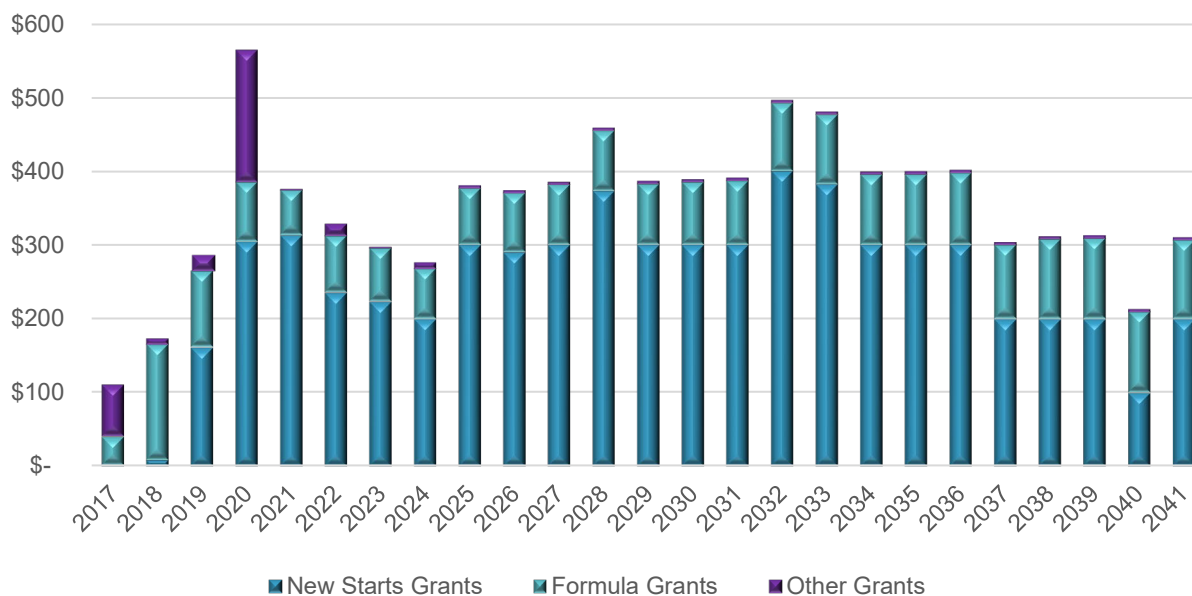
Of the \$8.8 billion of grant funding assumed in the LRFP, approximately \$2.7 billion (31%) has already been secured in executed grant agreements, including already executed Full Funding Grant Agreements (FFGAs).

Major sources of grant funding included in the financial plan are:

- Lynnwood Link Extension was awarded an FFGA of \$1.2 billion.
- Federal Way Link Extension was awarded an FFGA of \$790 million.
- University Link Extension remaining FFGA funding of \$70 million.
- Sound Transit Operations was awarded with \$166 million of CARES Act funding in 2020.
- Tacoma Hilltop Link Extension was awarded a \$75 million Small Starts Grant Agreement.
- Future ST3 FFGAs are projected to receive \$4.0 billion.
- FTA Formula Funds are projected to receive \$2.1 billion.
- Competitive grants are projected to receive \$211 million.
- South Sounder ST3 Expansion is projected to receive \$182 million.

Total projected grant revenue of \$8.8 billion by grant type is shown on the following graph.

GRANT REVENUE 2017—2041
(YOE\$ in millions)



Ridership and fare revenue

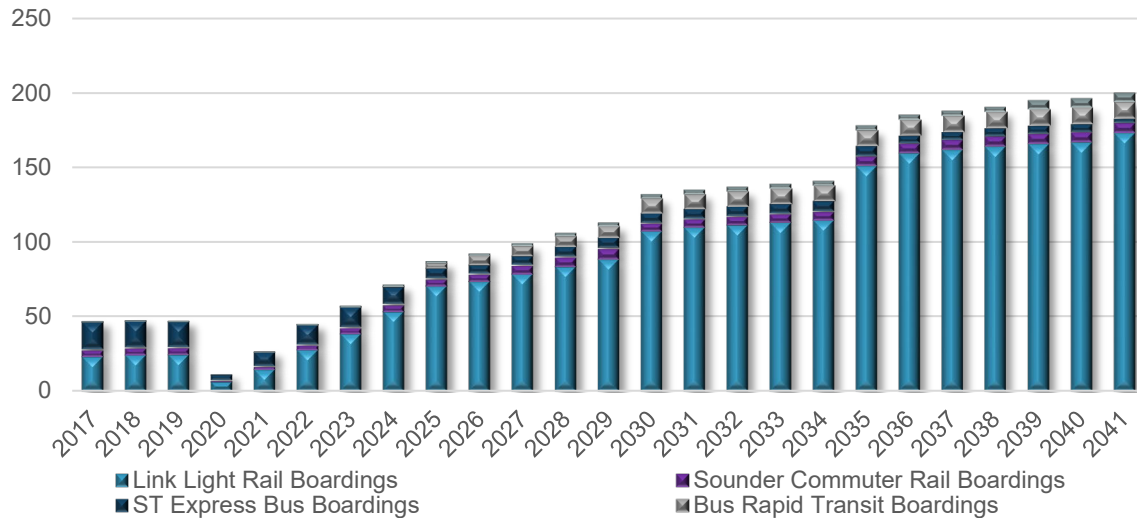
Fare revenues are a product of transit ridership and fare prices. Ridership, in turn, is a result of transit service provided, as well as a number of other factors. In the near term, ridership can be estimated based on past trends and the amount of transit service to be provided (e.g., routes, service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

Ridership

For long-range ridership forecasts, Sound Transit uses a travel demand forecasting model. 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.

RIDERSHIP BY MODE 2017—2041
(in millions)



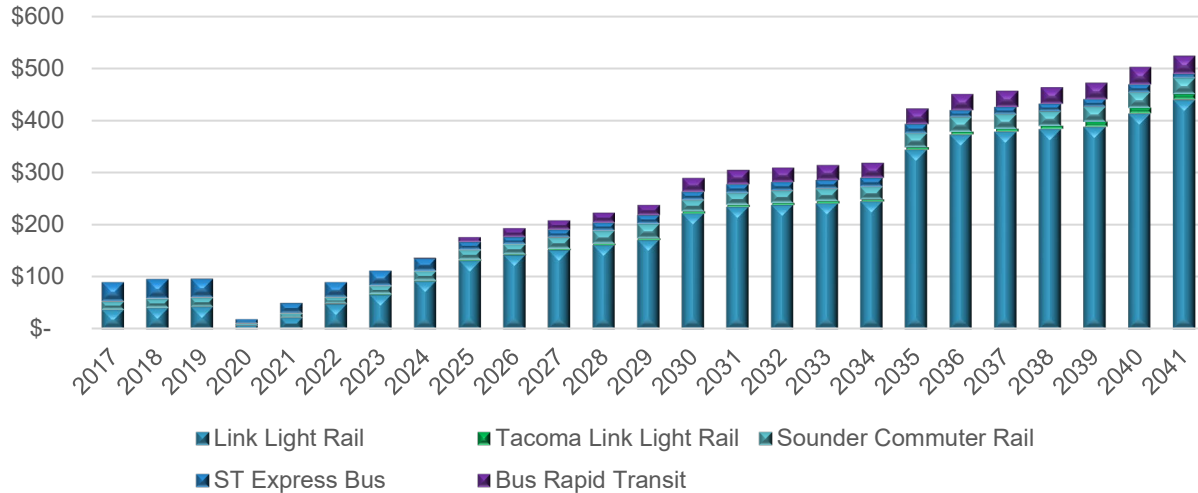
Fare revenue

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. Stride bus rapid transit is projected to begin collecting fares to coincide with the two Stride project openings in 2024. Fare revenue forecasts are based on ridership forecasts and assumptions regarding fare levels and price elasticity.

Assumptions:

- Sounder and Link fares are structured with a base fare plus a distance based charge per mile traveled.
- ST Express fares are projected to be comparable to bus fares of other transit agencies serving the three counties. Fares paid with an ORCA card receive a two-hour transfer credit for the fare paid.
- Senior/disabled, youth and ORCA LIFT (low income) 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 (One Regional Card for All (ORCA) is a stored value smart card used for payment of public transit fares in the central Puget Sound) are based on an inter-local agreement reached between Sound Transit, Community Transit, Everett Transit, King County Metro, Pierce Transit, Kitsap Transit, Seattle Monorail, 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 systemwide programs except where restricted by board actions or policies.

Assumption:

Sound Transit will earn a 2.0% rate of return on cash and investment 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.

Uses of Funds

Uses of funds in the LRFP include expenditures for 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:

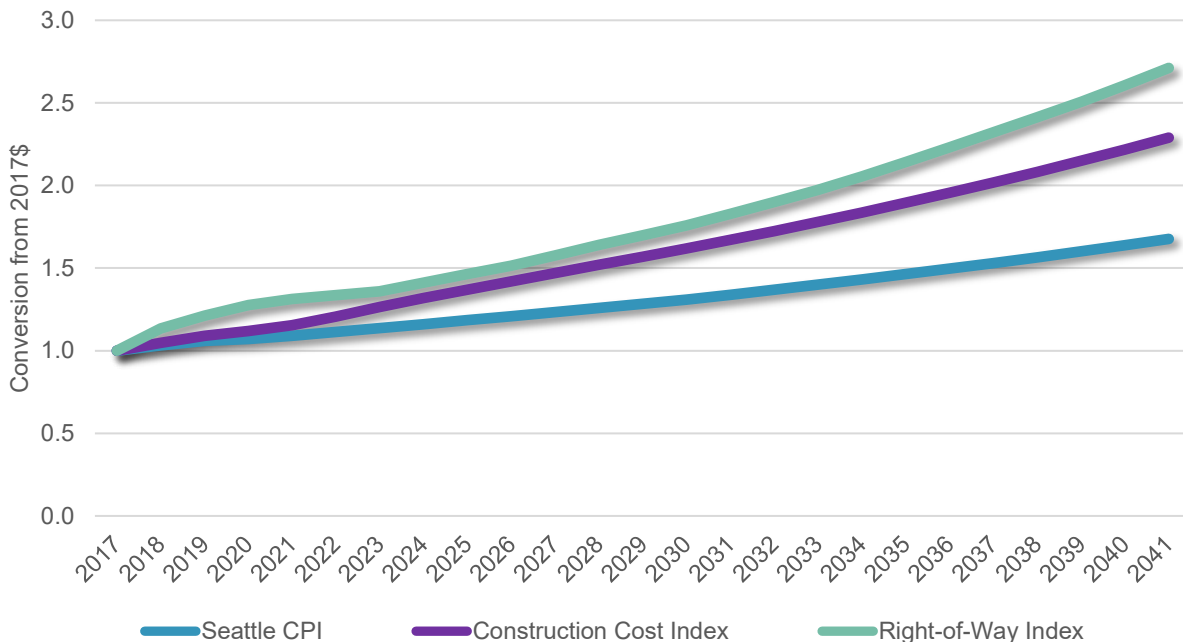
- Consumer Price Index (CPI-U Seattle) is applied to operations and maintenance expenses, and “soft” capital costs, excluding construction-related elements and property acquisitions, and is produced by an independent third party;
- Construction Cost Index (CCI) is applied to construction-related elements 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: 2.2%.
- CCI Annual Cost Inflation* 2017–2041: 3.5%.
- ROWI Annual Cost Inflation* 2017–2041: 4.2%.

*based on compound annual growth rate

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



Operations and maintenance expenditures

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 to guide the delivery of these modes. Total operations and maintenance expenditures includes forecasts for each mode and systemwide operating expenditures.

Transit modes

Operations and maintenance (O&M) expenditures 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 expenditure 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 expenditures 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.

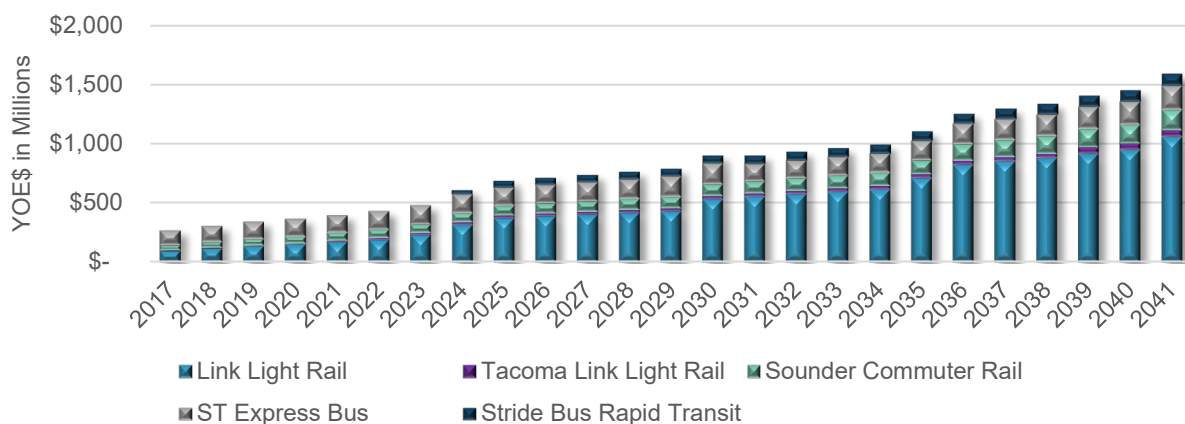
Non-labor operating costs are inflated using the Consumer Price Index (CPI-U Seattle). Labor costs are inflated according to Sound Transit's historical average normalized wage growth. Some purchased transportation costs are inflated at a higher rate based on historical experience or known contract increases.

Systemwide O&M expenditures

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

- 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.
- 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% on Rule 171 eligible construction contract expenditures for ST3 projects, until a total of \$518 million is paid.

TRANSIT MODES OPERATIONS AND MAINTENANCE EXPENDITURES 2017—2041
(YOES\$ in millions)



Capital expenditures

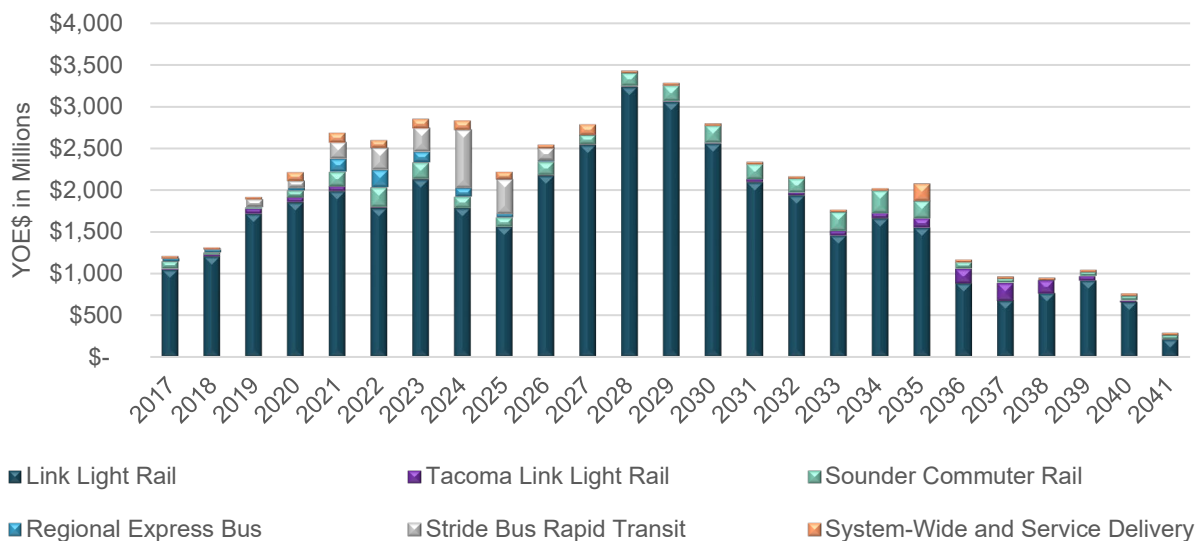
The LRFP capital spending plan consists of seven categories. These include Sound Transit’s five transit modes: Link light rail, Tacoma Link light rail, Sounder commuter rail, Regional Express, and Stride bus rapid transit. Additionally, there are two other categories of capital projects: “systemwide”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

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 Transit Improvement Plan (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 (2020\$) 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 provides an estimate of the capital expenditures for each project until the Board establishes the baseline budget.

As shown in the graph below, light rail expenditures make up the vast majority of the capital spending plan from 2017 to 2041. The high points in 2023 and 2028 represent the highest points of capital spending for the ST2 and ST3 programs respectively.

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



Systemwide expenditures

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

State of good repair expenditures

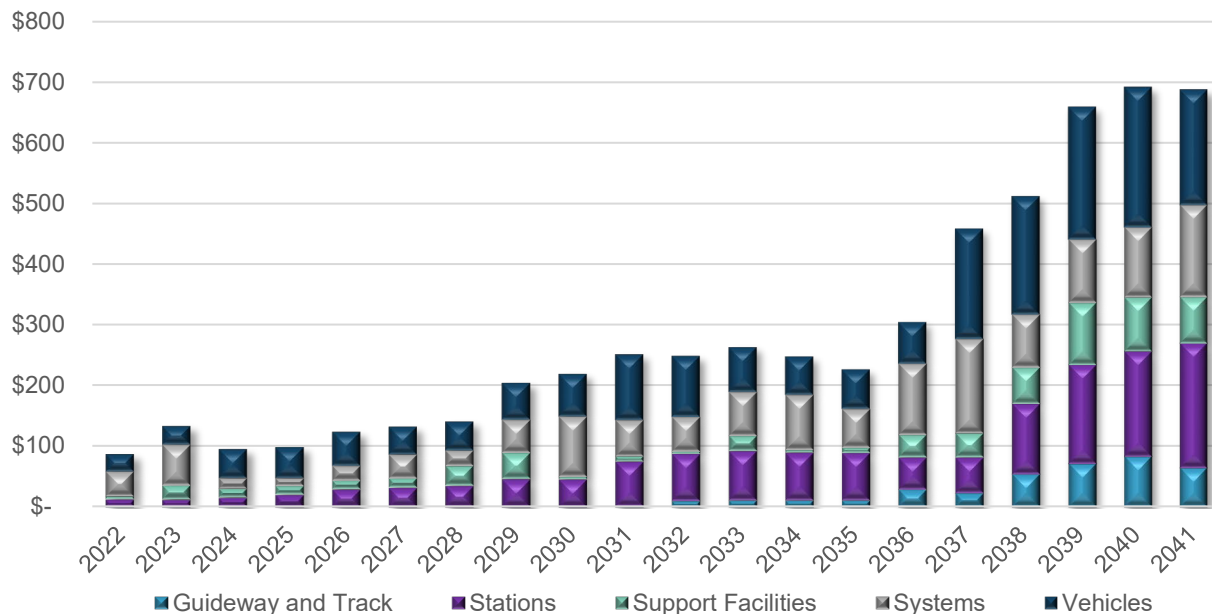
The LRFP projects expenditures for the repair and replacement of key operating assets through state of good repair (SOGR) funding. Annual costs of future asset replacement and mid-life maintenance activity are calculated for each class of asset based on original cost, in-service date, estimated asset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

The annual payment calculation assumes that 100% of replacement expenditures will be funded by Sound Transit revenues. \$300 million in capital reserve funds have been set aside in the LRFP projections with an annual 2.0% 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 12 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 EXPENDITURES 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, bond reserve, emergency loss reserve, and a capital replacement reserve.

Assumptions:

- Operations and maintenance reserves equal to two months of O&M expenditures.
- Principal set-aside for bond reserves: 7.15%.
- Cash is managed so that a minimum \$5 million is available for operating expenditures at all times.

Financing

Financial policy

The agency uses debt to bridge the gap between the timing of expenditures and the receipt of revenues. The current LRFP forecasts \$17.8 billion in bonds will be issued from 2017-2041. Additionally, the plan includes \$3.3 billion in executed federal loans under the Transportation Infrastructure Finance and Innovation Act (TIFIA), four of which were executed under the Master Credit Agreement (MCA).

Assumptions:

- All-in Issuance Costs: 1.25% of par value.
- Bond Interest Rate: 4.0% 2020-2024, 5.3% 2025 – 2041.
- 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

Sound Transit’s financing performance 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/Prior and Parity bonds, respectively.
- 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 1.82 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	1.82x	2037
Senior/Prior ABT	2.00x	24.26x	2022
2nd Junior/TIFIA ABT (1.1x Minimum)	1.10x	1.92x	2035
Subordinate/Parity ABT	1.50x	1.92x	2035

Capacity

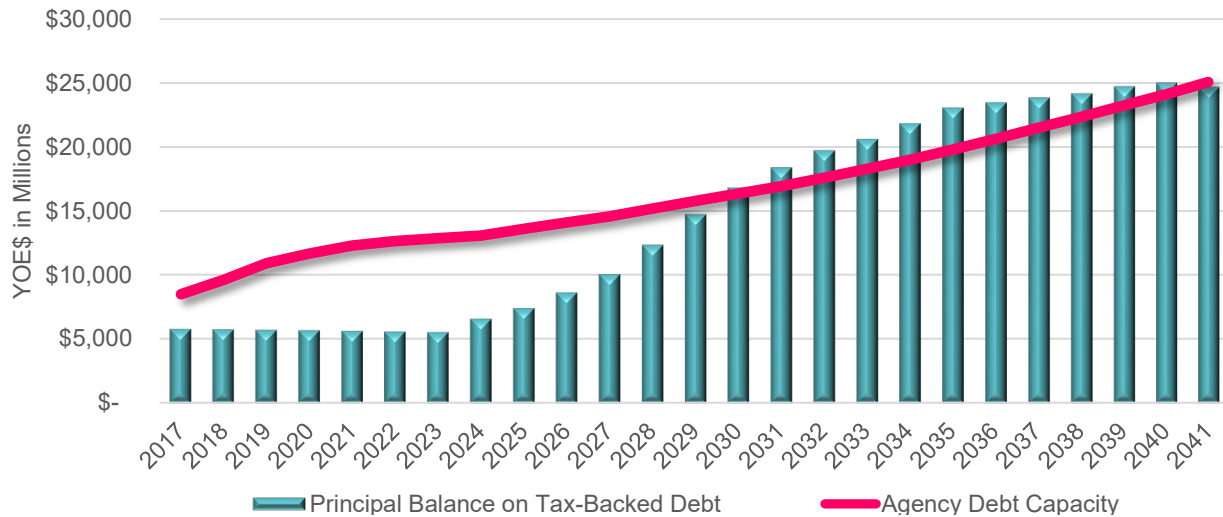
As described earlier, according to Washington state law, the amount of debt issued by Sound Transit cannot exceed 1.5% of the assessed valuation of real property located within the regional transit authority district. An important metric of the agency’s financial health is the remaining amount of debt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

Since we now project the current plan to be unaffordable without program realignment, the debt capacity graph will now show a period where debt principal exceeds debt capacity. The Board is planning to make realignment decisions in the third quarter of 2021 in order to protect affordability moving forward. Until these decisions are made, the projections show that the current plan is unaffordable.

See below for the projections regarding maximum debt balance, and capacity utilization.

- The agency exceeds its maximum debt capacity in 2030, reaching an average of \$3.3 billion in 2035.
- The agency reaches a maximum principal debt balance of \$25 billion in 2040 and declines thereafter.

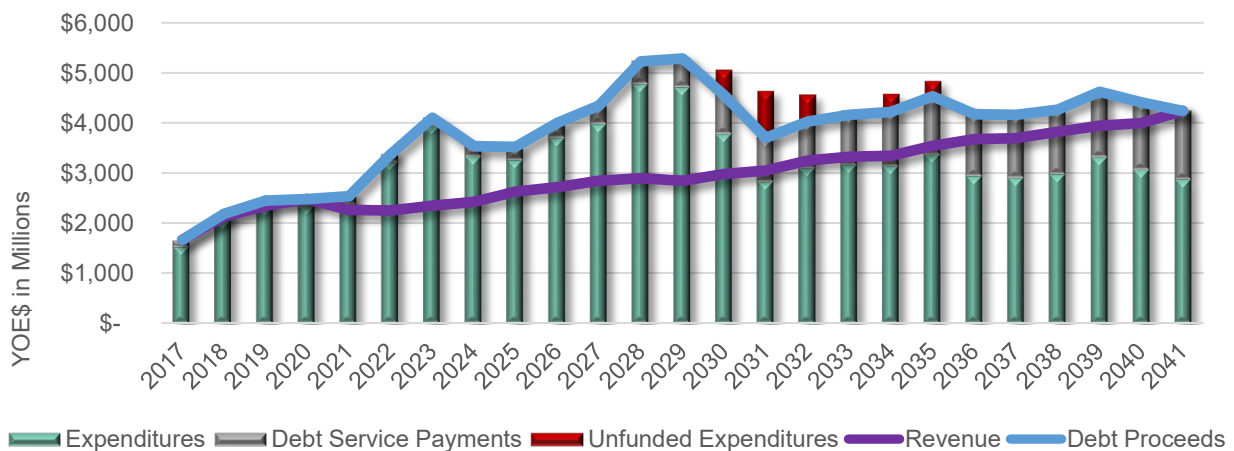
DEBT CAPACITY 2017—2041
(YOES\$ in millions)



The following chart summarizes the agency's financing needs, which are based on the gap between sources and uses of funds through 2041. Total projected sources are insufficient to fund total expenditures and debt service for the period of 2022 to 2041 when the majority of agency debt will be issued. Current projected debt capacity and revenues leaves a portion of expenditures unfunded.

Debt proceeds represent 22.0% of total sources during the period of 2017 to 2041 and are the second largest contributor behind tax revenue, which comprises 60.9% of total sources throughout the same period.

SUMMARY OF REVENUES, EXPENDITURES, AND DEBT PROCEEDS 2017 — 2041
(YOES\$ 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 ST3 Financial Policies.

Financial risks

Sound Transit regularly conducts stress tests on the LRFP to assess the extent to which the agency's plans are susceptible to not being fully met due to external risk factors. As previously mentioned, the current recession forecast is adverse enough that the plan is projected to be unaffordable on the original voter-approved timeline. However, there are additional risk areas that could further affect the ability to deliver the capital program within a predetermined timeline.

Key risk areas

Federal funding: The LRFP assumes New Starts Funding including \$4.0 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 a large enough drop that the full capital program on the existing schedule is not projected to be affordable. However, long-term economic forecasts are inherently uncertain and actual economic growth in the region could be lower or higher than the current forecast. If the recession forecast were to deepen, the agency's revenue collections as well as its long-term bonding capacity would be reduced further. This in turn would create additional challenges in completing the remainder of the program.

Ridership growth and fare revenues:

Public health guidelines and business response to the COVID-19 pandemic have caused an unprecedented drop in ridership and, consequently, fare revenue. The ridership forecast assumes that COVID-19 impacts on ridership continue beyond 2020, but the exact timeframe of ridership recovery is highly uncertain. The ridership recovery timeframe depends on the severity of the COVID-19 pandemic in the Puget Sound region; the timing, efficacy, and deployment of a vaccine; and how business adoption of work from home policies evolve. Not only may the current ridership forecast assume too rapid a recovery of the Puget Sound region from COVID-19, but the long-term frequency of commuter transit use may be changing, resulting in lower ridership and fare revenue even after the COVID-19 public health emergency is resolved.

Scope increase: The LRFP assumes that future system expansion projects will retain the size and scope originally approved by voters under Sound Move, ST2, and ST3. But as the system is built out the Board may determine that future projects' scope may need to be altered and potentially increased to meet voter approved goals, public concerns, or other reasons. Such future expansion decisions cannot be known or captured in the current LRFP, and could potentially increase the Agency's financial risk.

Interest rates: The LRFP assumes that the agency can borrow at 4.0% on its long-term bonds through 2025 and at 5.3% interest on its long-term bonds beyond that. 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 1.8% to 2.3% range through 2041. However, inflationary pressures may increase, the region has experienced high property value 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 expenditures 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 expenditures: The LRFP utilizes O&M cost build-up models to project expenditures for Sounder, Link, Tacoma Link, Stride, and ST Express. 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. Many factors affect O&M costs 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 expenditures than projected in the LRFP, thus reducing financial capacity and flexibility.

Sensitivity analysis / stress tests

Sound Transit conducted a series of sensitivity analyses or "stress tests" 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) Additional Bond Tests (ABT, pursuant Bond covenants), 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. Based on the current projections, the agency will run out of statutory debt capacity prior to reaching the ABT or net DSCR.

As described earlier, Sound Transit's statutory debt limit is 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% of assessed valuation within its district without special voter authorization. Upon the approval of 60% of the electorate, Sound Transit could issue bonds in an amount up to 5.0% of assessed valuation.

2021 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 2021 annual budget includes revenues and other financing sources of \$3.0 billion and expenses and outlays of \$3.0 billion.

Sound Transit expects to receive \$3.0 billion in revenues and other financing sources in 2021, an increase of \$386.3 million or 15.0% over the 2020 actuals primarily due to higher Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds partially offset by lower federal grants, investment income, and motor vehicle excise tax. Passenger fare revenues are projected to be \$23.4 million or 76.2% higher than the 2020 actuals assuming that ridership continues to grow from initial COVID-19 declines. The 2021 annual budget does not include any forecasted bond issuance for 2021.

The total transit modes budget of \$380.8 million is up 14.6% compared to the 2020 actuals primarily due to increase in services as we regain ridership from COVID-19 impacts as well as adding three Northgate Link extension stations and Operations and Maintenance Facility – East. There are higher non-capital project expenses driven by the Downtown Seattle Transit Tunnel (DSTT) Capital Improvements and Link Light Rail Vehicles (LRV) Overhaul projects. Also, it is projected that Sound Transit will take full ownership of the DSTT from King County Metro in 2021, which will increase insurance and third party costs for public safety and maintenance.

The projects budget (excluding charges to transit modes) totals \$2.4 billion for 2021, an increase of \$252.0 million or 11.6% compared to the 2020 actuals. The 2021 Transit Improvement Plan reflects the early path forward guidance from the Board on program realignment: current construction continues and projects not yet baselined maintains readiness until decisions can be finalized in mid-2021. Also, State of Good Repair and other non-system expansion projects are funded to support agency priorities. Based on this guidance, \$2.2 billion or 92.0% of the total projects budget is to continue with planning, design, and build-out of the system expansion program. An additional \$70.5 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 \$124.9 million.

Other expenses budget totals \$226.9 million for 2021, an increase of \$50.5 million or 28.6% over the 2020 actuals. Of that total, \$161.0 million is budgeted for debt service, which includes principle repayments, interest expense, loan amortization, and financing fees. Another \$33.6 million is budgeted for fees paid to the Washington Departments of Revenue (DOR) and Licensing (DOL) for the collection and administration of taxes as well as the sales and use tax offset fee, also paid to the DOR. More information on these fees can be found in the Other Budgets section. A \$5.0 million cash contribution to the City of Seattle for the operation and maintenance of the First Hill Streetcar and \$11.0 million for operating contingency is also budgeted for 2021.

Lastly, the budget anticipates the use of approximately \$77.8 million of unrestricted cash in 2021 to close the gap between this year's revenue and other financing sources (\$3.0 billion) and expenses and outlays (\$3.0 billion). The agency's unrestricted cash balance was \$1.4 billion at the beginning of 2021 and is estimated to be \$1.4 billion at the end of 2021.

2021 BUDGET SUMMARY
(in thousands)

	2019 Actual	2020 Budget	2020 ¹ Actual	2021 Budget
Revenues and Other Financing Sources				
Retail Sales And Use Tax	\$1,415,704	\$1,446,228	\$1,324,465	\$1,298,932
Motor Vehicle Excise Tax	345,757	355,220	361,749	331,665
Rental Car Tax	3,792	3,840	1,880	1,613
Property Tax	150,310	153,362	155,306	157,260
Federal Grants	275,362	332,921	605,334	376,610
Local & State Contributions	40,319	19,686	29,623	5,553
Passenger Fare Revenue	97,101	100,087	30,758	54,185
Investment Income	69,132	47,915	45,281	14,612
Miscellaneous Revenues	19,141	12,771	12,314	12,546
Bond & TIFIA Loan Proceeds	100,000	0	0	700,000
Total Revenues and Other Financing Sources	\$2,516,616	\$2,472,028	\$2,566,710	\$2,952,976
Expenses & Outlays				
Transit Modes²				
Link	\$136,323	\$146,421	\$139,082	\$175,438
Sounder	55,946	61,046	52,566	60,797
ST Express	146,794	145,275	135,409	138,198
Tacoma Link	5,459	5,768	5,275	6,385
Subtotal Transit Modes	\$344,522	\$358,510	\$332,332	\$380,818
Projects³				
System Expansion	\$1,899,380	\$2,215,200	\$2,003,855	\$2,235,554
Enhancement	17,805	38,315	15,521	34,035
State Of Good Repair	13,420	59,371	52,912	36,437
Administrative	99,446	127,368	106,667	124,902
Charges to Transit Modes ⁴	(4,770)	(5,969)	(4,221)	(14,296)
Subtotal Projects	\$2,025,282	\$2,434,286	\$2,174,734	\$2,416,632
Others				
Debt Service	\$136,319	\$144,387	\$139,023	\$161,021
Tax Collection & Fees	11,691	17,205	14,058	33,605
Contributions to Partner Agencies	5,000	5,000	5,000	5,000
Leases ²	NA	17,972	18,328	16,264
Operating Contingency	0	10,800	0	11,000
Subtotal Others	\$153,009	\$195,363	\$176,409	\$226,890
Total Expenses & Outlays	\$2,522,812	\$2,988,159	\$2,683,475	\$3,024,340
Unrestricted Cash Balance as of 1/1/2021				\$1,442,831
Total Revenues and Other Financing Sources				2,952,976
Expenses and Outlays				(3,024,340)
Reverse Non-Cash Expenses				5,038
Reserves				(11,443)
Projected Unrestricted Cash Balance on 12/31/2021				\$1,365,062

¹Preliminary and unaudited.

²Lease expense moved from "Transit Modes" to the "Others" category. See Other Budgets section for more detail.

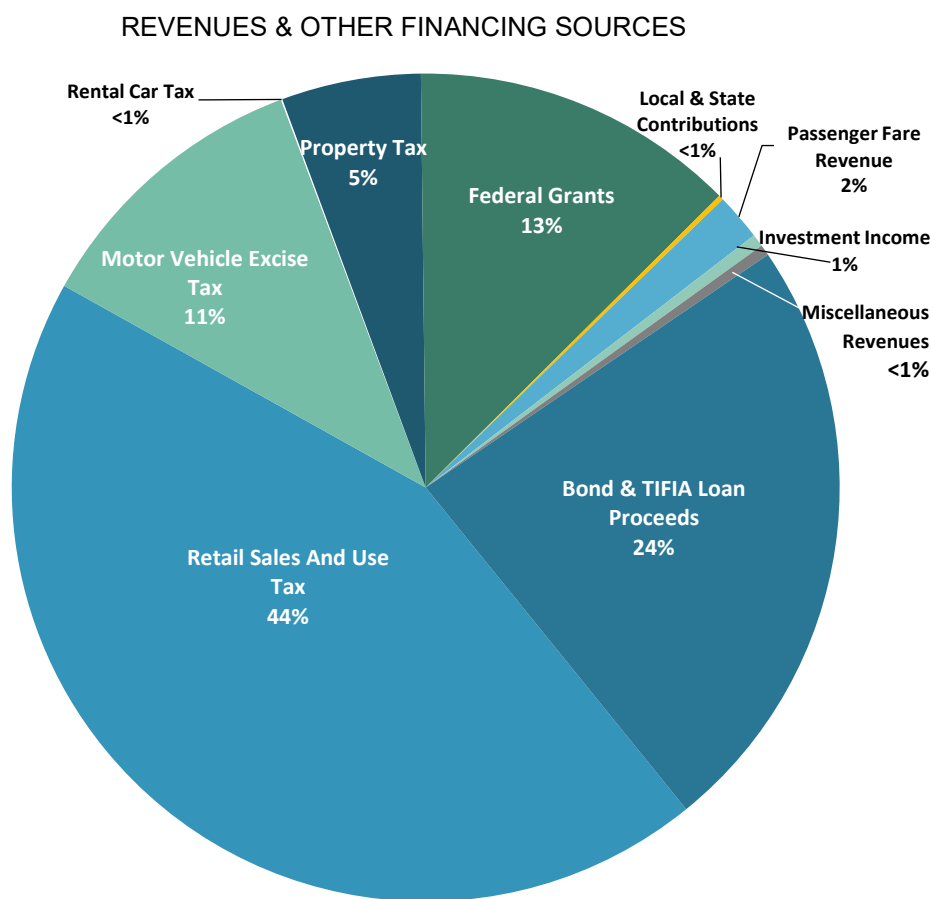
³2020 project budgets include budget amendments approved by the Board through December 31, 2020.

⁴Operating 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 and other investments, 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.

The COVID-19 pandemic has resulted in an unprecedented slowdown in the local economy, adversely affecting our revenue and financing sources, and our tax revenues in particular. Excluding bond & TIFIA loan proceeds, we expect to recognize \$2.3 billion in revenues and other financing sources in 2021, a decrease of (12.2%) or (\$313.7) million from 2020. The decrease is mainly due to lower federal grants following the receipt of CARES Act funding in 2020, as well as lower taxes and investment income. This is partially offset by higher passenger fare revenues as we start to regain ridership in 2021. The adopted 2021 budget includes TIFIA loan proceeds of \$700 million to partially fund the projected gap between revenues & other financing sources and expenses and outlays in 2021. The adopted 2021 budget including the TIFIA loan proceeds of \$700 million is \$3.0 billion, an increase of 15.0% or \$386.3 million from 2020.



Retail Sales and Use Tax

Sound Transit receives 1.4% on transactions subject to sales and use taxes generated within the Sound Transit district. In November 2016, voters approved a 0.5% increase in the sales tax rate to fund ST3, a major system expansion plan. This increase took effect in April 2017. Retail sales and use tax, the largest revenue source impacted by the COVID-19 restrictions, is budgeted at \$1.3 billion, or 44.0% of total revenues and other financing sources, representing a decline of (1.9%) or (\$25.5) million from 2020 sales and use tax revenues.

Motor Vehicle Excise Tax (MVET)

Sound Transit receives 1.1% of vehicle license renewals within the Sound Transit district. In November 2016, voters approved a 0.8% increase in MVET rate to fund ST3. This increase took effect in March 2017. The 2021 budget of \$331.7 million is (8.3%) or (\$30.1) million below 2020 MVET revenues.

Rental Car Tax

Sound Transit receives 0.8% on rental car transactions within the Sound Transit district. The 2021 budget of \$1.6 million is (14.2%) or (\$268) thousand below 2020 rental car tax revenues.

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. The 2021 budget of \$157.3 million is 1.3% or \$2.0 million higher than 2020 property tax revenues, reflecting the certified 2021 property tax levy and assessed valuation data.

Federal Grants

The 2021 federal grant revenue budget of \$376.6 million is (37.8%) or (\$228.7) million below 2020 grant revenues mainly due to the receipt of CARES Act funding of \$166.3 million in 2020. 2021 budgeted grant revenues include FTA grants for Federal Way Link Extension of \$174.5 million, Lynnwood Link Extension of \$100.0 million, Tacoma Link Small Starts of \$25.8 million, Downtown Redmond Link Extension of \$23.3 million, and light rail and bus preventative maintenance operating grants of \$35.5 million.

Local & State Contributions

This category includes state grants for projects and operating grants, as well as any contributions from local jurisdictions. The 2021 budget of \$5.6 million is (81.3%) or (\$24.1) million below 2020 contributions, and includes local contributions for East Link and Tacoma Link Extensions.

Passenger Fare Revenue

The 2021 budget of \$54.2 million is 76.2% or \$23.4 million higher than 2020 revenues, as ridership begins to recover from the impact of the COVID-19 restrictions.

Average fare per boarding assumptions for the 2021 budget are: Link, \$1.76 Sounder, \$3.75; ST Express, \$2.10. 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). The 2021 budget of \$14.6 million is (67.7%) or (\$30.7) million below 2020 revenues due to lower projected interest rates and cash and investment 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. The 2021 budget of \$12.5 million is 1.9% or \$232 thousand higher than 2020 receipts.

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

Bonds are issued and TIFIA loans are executed to finance capital projects. There were no bond or TIFIA loan proceeds in 2020. The 2021 budget includes \$700 million in TIFIA loan proceeds for East Link Extension and Operations & Maintenance Facility East projects.

Transit Operating Budget

The 2021 budget for transit operations totals \$380.8 million, which is \$48.5 million or 14.6% higher than the 2020 actuals.

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 37 rail stations (including 3 Northgate Link extension station openings in 2021), 6 ST-owned transit centers, and 6 ST-owned park-and-ride lots. Sound Transit also operates at numerous facilities owned by other agencies.

The transit operating budgets shown in this section are presented by mode. Modal costs includes costs managed primarily by the Operations Department, cost managed by supporting departments, and expense transfers.

2021 TRANSIT OPERATING BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Actual	2021 Budget	Actual to Budget \$ Change	Actual to Budget % Change
Salaries & Benefits						
Salaries	8,766	9,239	9,974	13,978	4,004	40.1
Benefits	5,694	6,343	6,338	9,248	2,910	45.9
Subtotal	14,460	15,582	16,313	23,226	6,914	42.4
Services						
Marketing Agency	88	85	44	81	36	82.5
Professional & Technical	2,043	4,578	3,044	5,921	2,876	94.5
Contract Maintenance	29,581	31,813	33,792	32,474	(1,318)	(3.9)
Security & Safety	30,283	33,058	34,779	36,692	1,913	5.5
Other Services	6,532	6,046	5,109	6,377	1,268	24.8
Subtotal	68,527	75,580	76,769	81,545	4,776	6.2
Materials & Supplies	11,209	11,092	9,072	11,251	2,179	24.0
Utilities	5,750	5,932	5,408	7,281	1,873	34.6
Insurance	5,101	9,454	8,426	14,603	6,176	73.3
Taxes	2,902	3,079	1,961	2,195	234	11.9
Purchased Transportation Services						
Paratransit	2,459	2,591	1,984	2,935	951	48.0
Purchased Transportation	192,164	190,704	176,027	188,242	12,216	6.9
Subtotal	194,623	193,296	178,010	191,177	13,167	7.4
Miscellaneous						
Dues & Subscriptions	5	2	4	227	223	6,298.5
Travel & Meetings	63	46	32	29	(4)	(10.9)
Advertising & Promotion Media	418	400	40	360	320	806.9
Training	13	64	43	90	47	111.1
Other Miscellaneous	40	77	13	38	26	203.5
Subtotal	539	589	131	744	613	468.5
Leases & Rentals						
Transit Way	7,146	195	125	129	4	3.4
General Administrative Facilities	476	790	690	788	98	14.2
Subtotal	7,622	985	815	917	102	12.5
Expense Transfers						
Capital Maintenance and Other Projects	5,673	7,909	5,328	16,609	11,280	211.7
Operations Department	8,438	9,415	8,943	9,322	379	4.2
Transfer to CIP	(903)	(1,940)	(1,107)	(2,313)	(1,206)	(108.9)
Administrative Departments	20,581	27,535	22,265	24,263	1,998	9.0
Subtotal	33,789	42,919	35,429	47,880	12,452	35.1
Service Delivery Budget Total	\$344,522	\$358,510	\$332,332	\$380,818	\$48,486	14.6%

*The 2020 budget has been adjusted to normalize for 2019 related adjustments reflected in 2020 forecast.

Summary by Mode

Link Light Rail

Link light rail operates over 25 miles of alignment between the Northgate Station in the city of Seattle (opening in late 2021) and Angle Lake Station in the city of SeaTac, serving 19 passenger stations, including four stations in the Downtown Seattle Transit Tunnel (DSTT). Sound Transit is estimated to take over the ownership of DSTT from King County Metro (KCM) in September 2021. Link is operated and maintained via a contract with KCM.

2021 LINK BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Actual	2021 Budget	Actual to Budget \$ Change	Actual to Budget % Change
Salaries & Benefits						
Salaries	3,894	4,162	4,450	6,945	2,495	56.1
Benefits	2,525	2,857	2,910	4,595	1,685	57.9
Subtotal	6,419	7,019	7,360	11,540	4,180	56.8
Services						
Marketing Agency	37	38	20	41	21	106.9
Professional & Technical	1,378	2,791	2,288	4,505	2,217	96.9
Contract Maintenance	11,689	12,981	15,677	13,559	(2,118)	(13.5)
Security & Safety	23,391	25,572	27,033	28,387	1,355	5.0
Other Services	2,278	2,587	1,847	2,895	1,048	56.7
Subtotal	38,774	43,968	46,864	49,388	2,524	5.4
Materials & Supplies	5,726	4,384	5,288	5,676	388	7.3
Utilities	3,934	3,918	3,991	5,191	1,200	30.1
Insurance	2,698	6,100	4,255	9,284	5,029	118.2
Taxes	1,058	1,122	451	826	375	83.2
Purchased Transportation Services						
Paratransit	2,459	2,591	1,984	2,935	951	48.0
Purchased Transportation	49,834	50,602	46,380	55,803	9,422	20.3
Subtotal	52,293	53,193	48,364	58,737	10,374	21.4
Miscellaneous						
Dues & Subscriptions	3	1	3	122	120	4,167.3
Travel & Meetings	34	35	8	5	(3)	(35.7)
Advertising & Promotion Media	167	180	16	184	167	1,033.1
Training	3	20	14	19	5	39.6
Other Miscellaneous	1	(2)	0	0	0	.0
Subtotal	207	234	41	330	290	712.4
Leases & Rentals						
Transit Way	6,117	170	103	108	5	5.0
General Administrative Facilities	16	17	18	26	8	45.1
Subtotal	6,133	187	121	134	13	10.9
Expense Transfers						
Capital Maintenance and other Projects	2,466	5,282	3,963	13,577	9,614	242.6
Operations Department	4,618	5,116	4,859	5,213	354	7.3
Administrative Departments	11,998	15,897	13,526	15,542	2,016	14.9
Subtotal	19,081	26,295	22,348	34,332	11,984	53.6
Mode Total	\$136,323	\$146,421	\$139,082	\$175,438	\$36,356	26.1%

*The 2020 budget has been adjusted to normalize for 2019 related adjustments reflected in 2020 forecast.

Link 2021 Budget Highlights

The 2021 budget for Link light rail is 26.1% higher than 2020, increasing from \$139.1 million to \$175.4 million. The 2021 budget plans for:

- Expense transfers to increase by \$12.0 million or 53.6%. This is primarily due to non-capital project expenses from the DSTT Capital Improvements and Link LRV Overhaul projects and partially due to increased agency overhead from agency growth.
- Purchased transportation services to increase by \$10.4 million or 21.4%, primarily due to the addition of 3 Northgate Link extension station openings and comparison to lower expenses in 2020 due to reduced ridership stemming from COVID-19 restrictions.
- Insurance to increase by \$5.0 million or 118.2%, primarily due to increasing premiums, transfer of DSTT ownership to ST, and increased light rail vehicle inventory.

2021 LINK STATISTICS

	2019 Actual	2020 Budget	2020 Actual ¹	2021 Budget	Actual to Budget % Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	265,566	274,300	257,061	271,300	5.5%
Revenue Vehicle Miles Operated	5,584,663	5,786,800	4,745,219	5,713,200	20.4%
Trips Operated	101,632	111,700	75,984	89,300	17.5%
Service Consumed					
Total Boardings ²	24,761,685	28,409,000	9,660,736	14,775,000	52.9%
Average Weekday Boardings	79,617	88,400	30,556	48,600	59.1%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	93.2	103.6	37.6	54.5	44.9%
Total Boardings/Trip	243.6	254.3	127.1	165.5	30.1%
Percentage of Scheduled Trips Operated	97.2%	≥ 98.5%	91.2%	≥ 98.5%	N/A
Headway Performance	90.0%	≥ 90.0%	95.3%	≥ 90.0%	N/A
Customer Complaints/100,000 Boardings	2.2	< 15.0	3.8	< 15.0	N/A
Preventable Accidents/100,000 Platform Miles	0.2	< 0.3	Not Available	< 0.3	N/A
FINANCIAL PERFORMANCE MEASURES					
Fare Revenues³	\$43,186,853	\$46,027,307	\$11,329,029	\$25,990,567	129.4%
Operating costs (less Lease & Rentals and Paratransit)	\$127,730,912	\$143,641,885	\$136,977,450	\$172,369,162	25.8%
Cost/Revenue Vehicle Hour	\$480.98	\$523.67	\$532.86	\$635.35	19.2%
Cost/Revenue Vehicle Mile	\$22.87	\$24.82	\$28.87	\$30.17	4.5%
Cost/Boarding	\$5.16	\$5.06	\$14.18	\$11.67	(17.7)%
Farebox Recovery	33.8%	32.0%	8.3%	15.1%	82.3%

¹ 2020 Actuals are preliminary and unaudited

² Total Boardings exclude paratransit

³ Fare Revenues exclude Park & Ride Parking Revenue

Link Performance Statistics

- Revenue vehicle hours operated are expected to increase to 271,300, an increase of 5.5% over the 2020 actuals. Cost per revenue vehicle hour is expected to increase from \$532.86 to \$635.35.
- Ridership is budgeted at 48,600 weekday boardings, an increase of 59.1% over the 2020 actuals. Annual boardings are budgeted at 14.8 million, an increase of 52.9% over 2020 actuals. The cost per boarding is expected to decrease from \$14.18 to \$11.67.
- Fare revenues are expected to increase by 129.4% (from higher ridership) and operating expenses increasing by 25.8%. As a result, the farebox recovery increases from 8.3% to 15.1%.

Sounder Commuter Rail

Sounder commuter rail spans 3 counties and serves commuters making their way between Lakewood in the south and Everett in the north. 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 and passenger cars.

2021 SOUNDER BUDGET

	2019 Actual	2020 Budget	2020 Actual	2021 Budget	Actual to Budget \$ Change	Actual to Budget % Change
Salaries & Benefits						
Salaries	1,696	1,528	1,926	2,254	328	17.0
Benefits	1,100	1,049	1,417	1,491	74	5.2
Subtotal	2,796	2,577	3,343	3,745	402	12.0
Services						
Marketing Agency	25	21	11	16	5	48.9
Professional & Technical	429	800	361	1,334	974	270.0
Contract Maintenance	15,201	16,302	15,153	16,303	1,150	7.6
Security & Safety	3,654	4,078	4,154	4,655	501	12.1
Other Services	2,950	2,155	2,325	2,138	(187)	(8.0)
Subtotal	22,260	23,356	22,004	24,447	2,443	11.1
Materials & Supplies	5,041	6,295	3,584	5,021	1,437	40.1
Utilities	1,386	1,518	985	1,575	590	59.9
Insurance	2,216	2,797	3,844	4,874	1,029	26.8
Taxes	1,114	1,235	1,225	1,001	(224)	(18.3)
Purchased Transportation Services						
Purchased Transportation	13,348	14,107	10,746	11,526	780	7.3
Subtotal	13,348	14,107	10,746	11,526	780	7.3
Miscellaneous						
Dues & Subscriptions	1	1	1	18	18	3,339.0
Travel & Meetings	4	10	2	6	4	256.0
Advertising & Promotion Media	125	100	9	73	64	715.8
Training	(1)	3	2	3	1	68.1
Other Miscellaneous	39	78	13	38	26	203.5
Subtotal	168	192	25	139	113	445.9
Leases & Rentals						
Transit Way	446	25	22	21	(1)	(4.4)
General Administrative Facilities	435	750	649	739	90	13.9
Subtotal	881	775	670	759	89	13.3
Expense Transfers						
Capital Maintenance and other Projects	2,091	2,274	997	2,681	1,685	169.0
Operations Department	1,646	1,928	1,831	1,720	(112)	(6.1)
Administrative Departments	2,999	3,992	3,313	3,311	(1)	(.0)
Subtotal	6,735	8,193	6,140	7,712	1,572	25.6
Mode Total	\$55,946	\$61,046	\$52,566	\$60,797	\$8,231	15.7%

Souder 2021 Budget Highlights

The 2021 budget for Souder is 15.7% higher than 2020, increasing from \$52.6 million to \$60.8 million. The 2021 budget plans for:

- Services to increase by \$2.4 million or 11.1% compared to lower spending in 2020 from reduced service levels and additional SOGR spend in 2021.
- Expense transfers to increase by \$1.6 million or 25.6% due to the Souder Vehicle Overhaul non-capital project expenses.
- Materials & Supplies to increase by \$1.4 million or 40.1% comparing to lower spending in 2020 on fuels and spare parts from reduced service levels.

2021 SOUNDER STATISTICS

	2019 Actual	2020 Budget	2020 Actual ¹	2021 Budget	Actual to Budget % Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	75,641	74,492	51,000	51,200	0.4%
Revenue Vehicle Miles Operated	2,261,168	2,236,601	1,536,128	1,575,800	2.6%
Trips Operated	8,698	8,674	5,799	5,610	(3.3)%
Service Consumed					
Total Boardings	4,612,244	4,801,000	1,272,796	2,114,000	66.1%
Average Weekday Boardings	17,938	18,700	4,967	8,200	65.1%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	61.0	64.4	25.0	41.3	65.4%
Total Boardings/Trip	530.3	553.5	219.5	376.8	71.7%
Percentage of Scheduled Trips Operated	99.2%	≥ 99.5%	99.2%	≥ 99.5%	N/A
On-time Performance	95.7%	≥ 95.0%	97.0%	≥ 95.0%	N/A
Customer Complaints/100,000 Boardings	6.7	< 15.0	11.5	< 15.0	N/A
Preventable Accidents/100,000 Platform Miles	0.0	≤ 1.0	0.1	≤ 1.0	N/A
FINANCIAL PERFORMANCE MEASURES					
Fare Revenues²	\$17,196,591	\$17,336,381	\$5,613,181	\$7,937,643	41.4%
Operating costs (less Leases & Rentals)	\$55,065,181	\$60,271,415	\$51,896,097	\$60,038,192	15.7%
Cost/Revenue Vehicle Hour	\$727.98	\$809.10	\$1,017.57	\$1,172.62	15.2%
Cost/Revenue Vehicle Mile	\$24.35	\$26.95	\$33.78	\$38.10	12.8%
Cost/Boarding	\$11.94	\$12.55	\$40.77	\$28.40	(30.3)%
Farebox Recovery	31.2%	28.8%	10.8%	13.2%	22.2%

¹ 2020 Actuals are preliminary and unaudited

² Fare Revenues exclude Park & Ride Parking Revenue

Souder Performance Statistics

- In 2021, there will be 8 daily round trips between Seattle and Tacoma, 7 of which will go to Lakewood. There will also be 2 daily round trips between Seattle and Everett. Souder is expect to deliver 51,200 service hours, a 0.4% increase from 2020.
- Ridership is expected to grow to 2.1 million total boardings annually with 8,200 boardings per weekday. Farebox recovery is projected to increase from 10.8% to 13.2%. Cost per boarding will decrease from \$40.77 to \$28.40.
- Souder cost per revenue vehicle hour is projected to increase by 15.2%, from \$1,017.57 in 2020 to \$1,172.62 in 2021. The cost per revenue vehicle mile is projected to increase from \$33.78 in 2020 to \$38.10 in 2021.

ST Express Bus

ST Express offers fast, frequent, two-way service on 24 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.

2021 ST EXPRESS BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Actual	2021 Budget	Actual to Budget \$ Change	Actual to Budget % Change
Salaries & Benefits						
Salaries	858	879	998	1,514	516	51.8
Benefits	556	603	866	1,002	136	15.7
Subtotal	1,414	1,482	1,863	2,516	652	35.0
Services						
Marketing Agency	25	26	13	23	10	73.8
Professional & Technical	132	949	292	60	(232)	(79.4)
Contract Maintenance	2,309	1,793	2,571	2,007	(565)	(22.0)
Security & Safety	2,695	2,849	2,981	3,123	142	4.7
Other Services	1,298	1,291	934	1,336	402	43.0
Subtotal	6,459	6,908	6,792	6,548	(244)	(3.6)
Materials & Supplies	196	113	102	117	15	14.6
Utilities	333	383	329	400	72	21.8
Insurance	21	302	105	218	113	106.8
Taxes	727	720	284	365	81	28.4
Purchased Transportation Services						
Purchased Transportation	128,981	125,990	118,900	120,909	2,009	1.7
Subtotal	128,981	125,990	118,900	120,909	2,009	1.7
Miscellaneous						
Dues & Subscriptions	1	0	0	81	81	68,234.5
Travel & Meetings	5	1	8	3	(5)	(65.0)
Advertising & Promotion Media	126	120	14	103	88	610.4
Training	0	6	1	0	(1)	(75.3)
Subtotal	133	127	24	187	163	689.8
Leases & Rentals						
Transit Way	583	0	0	0	0	.0
General Administrative Facilities	1	0	0	0	0	2.8
Subtotal	584	0	0	0	0	2.8
Expense Transfers						
Capital Maintenance and other Projects	1,116	353	319	325	6	1.9
Operations Department	1,944	2,035	1,933	1,992	60	3.1
Administrative Departments	4,885	6,862	4,758	4,621	(137)	(2.9)
Subtotal	7,945	9,249	7,009	6,938	(71)	(1.0)
Mode Total	\$146,794	\$145,275	\$135,409	\$138,198	\$2,789	2.1%

*The 2020 budget has been adjusted to normalize for 2019 related adjustments reflected in 2020 forecast.

ST Express 2021 Budget Highlights

The 2021 budget for ST Express is 2.1% higher than 2020, increasing from \$135.4 million to \$138.2 million, mainly due to purchased transportation services increasing by \$2.0 million or 1.7% due to an increase in partner rates.

2021 ST EXPRESS STATISTICS

	2019 Actual	2020 Budget	2020 Actual ¹	2021 Budget	Actual to Budget % Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	653,011	625,681	551,985	552,091	0.0%
Revenue Vehicle Miles Operated	11,981,871	12,021,024	11,065,327	10,674,131	(3.5)%
Trips Operated	489,869	491,477	449,034	426,629	(5.0)%
Platform Hours	818,095	829,369	720,642	708,097	(1.7)%
Service Consumed					
Total Boardings	17,460,424	17,435,000	6,255,547	9,669,000	54.6%
Average Weekday Boardings	60,388	60,400	20,679	33,200	60.5%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	26.7	27.9	11.3	17.5	54.5%
Total Boardings/Trip	35.6	35.5	13.9	22.7	62.7%
Percentage of Scheduled Trips Operated	99.4%	≥ 99.8%	99.2%	≥ 99.8%	N/A
On-time Performance	84.7%	≥ 85.0%	90.2%	≥ 85.0%	N/A
Customer Complaints/100,000 Boardings	18.6	< 15.0	23.3	< 15.0	N/A
Preventable Accidents/100,000 Platform miles	0.78	< 0.80	0.61	< 0.80	N/A
FINANCIAL PERFORMANCE MEASURES					
Fare Revenues²	\$36,393,776	\$36,309,448	\$13,660,408	\$20,257,027	48.3%
Operating costs (less Leases & Rentals)	\$146,210,098	\$145,274,684	\$135,408,614	\$138,197,958	2.1%
Cost/Revenue Vehicle Hour	\$223.90	\$232.19	\$245.31	\$250.32	2.0%
Cost/Revenue Vehicle Mile	\$12.20	\$12.09	\$12.24	\$12.95	5.8%
Cost/Platform Hour	\$178.72	\$175.16	\$187.90	\$195.17	3.9%
Cost/Boarding	\$8.37	\$8.33	\$21.65	\$14.29	(34.0)%
Farebox Recovery	24.9%	25.0%	10.1%	14.7%	45.3%

¹ 2020 Actuals are preliminary and unaudited

² Fare Revenues exclude Park & Ride Parking Revenue

ST Express Performance Statistics

- Ridership is expected to increase to 9.7 million boardings in 2021, an increase of 54.6% from 2020 actuals. Farebox revenues are projected to increase by 48.3% while expenses are expected to rise by 2.1%. Therefore, there is a decrease of 34.0% in cost per boarding, from \$21.65 in 2020 to \$14.29 in 2021, and an increase in farebox recovery from 10.1 to 14.7%.
- ST Express cost per revenue vehicle hour is projected to increase from \$245.31 in 2020 to \$250.32 in 2021, an increase of 2.0%.
- Platform hours are planned to decrease by 1.7% from 2020. A cost per platform hour rate of \$195.17 is expected in 2021, up 3.9% from 2020 cost of \$187.90.

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 6 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.

2021 TACOMA LINK BUDGET

(in thousands)

	2019 Actual	2020 Budget	2020 Actual	2021 Budget	Actual to Budget \$ Change	Actual to Budget % Change
Salaries & Benefits						
Salaries	2,318	2,671	2,600	3,266	665	25.6
Benefits	1,512	1,834	1,146	2,161	1,015	88.5
Subtotal	3,830	4,505	3,746	5,426	1,680	44.8
Services						
Professional & Technical	105	38	104	21	(82)	(79.6)
Contract Maintenance	382	736	391	606	214	54.8
Security & Safety	542	560	611	527	(84)	(13.7)
Other Services	5	14	4	9	5	124.5
Subtotal	1,034	1,347	1,109	1,162	53	4.8
Materials & Supplies	246	299	98	436	338	344.3
Utilities	97	113	104	115	12	11.1
Insurance	165	255	222	227	5	2.3
Taxes	3	3	0	3	3	526.2
Purchased Transportation Services						
Purchased Transportation	0	5	0	5	5	100.0
Subtotal	0	5	0	5	5	100.0
Miscellaneous						
Dues & Subscriptions	0	0	0	5	5	21,613.8
Travel & Meetings	20	0	15	15	0	.9
Training	11	35	26	68	42	158.9
Subtotal	31	36	41	88	47	114.2
Leases & Rentals						
General Administrative Facilities	24	23	24	24	(0)	(.2)
Subtotal	24	23	24	24	(0)	(.2)
Expense Transfers						
Capital Maintenance and other Projects	0	0	50	26	(24)	(48.4)
Operations Department	231	337	320	397	77	24.2
Transfer to CIP	(903)	(1,940)	(1,107)	(2,313)	(1,206)	(108.9)
Administrative Departments	700	785	668	788	120	17.9
Subtotal	28	(818)	(69)	(1,102)	(1,033)	(1,493.5)
Modes Total	\$5,459	\$5,768	\$5,275	\$6,385	\$1,109	21.0%

Tacoma Link 2021 Budget Highlights

The 2021 budget for Tacoma Link is 21.0% higher than 2020, increasing from \$5.3 million to \$6.4 million. The 2021 budget plans for:

- Salaries & Benefits to increase by \$1.7 million or 44.8%. This is due to 21 additional positions added during 2021 to support the Hilltop Link Expansion.
- Expense transfers to net to a credit of \$1.1 million. \$1.2 million of overhead expenses will be offset by \$2.3 million in salaries and benefits that will be charged to the Hilltop expansion project as start-up costs.

2020 TACOMA LINK STATISTICS

	2019 Actual	2020 Budget	2020 Actual ¹	2021 Budget	Actual to Budget % Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	9,866	9,800	9,904	9,800	(1.1)%
Revenue Vehicle Miles Operated	76,113	75,300	76,248	75,300	(1.2)%
Trips Operated	49,596	49,060	49,190	49,060	(0.3)%
Service Consumed					
Total Boardings	934,724	878,800	433,247	636,000	46.8%
Average Weekday Boardings	3,110	3,000	1,438	2,100	46.0%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	94.7	89.7	43.7	64.9	48.4%
Total Boardings/Trip	18.8	17.9	8.8	13.0	47.2%
Percentage of Scheduled Trips Operated	99.9%	≥ 98.5%	99.4%	≥ 98.5%	N/A
On-time Performance	99.8%	≥ 98.5%	99.5%	≥ 98.5%	N/A
Customer Complaints/100,000 Boardings	0.3	< 15.0	0.8	< 15.0	N/A
Preventable Accidents/100,000 Platform miles	0.0	≤ 1.7	0.0	≤ 1.7	N/A
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less Leases & Rentals)	\$5,434,566	\$5,745,128	\$5,251,699	\$6,360,965	21.1%
Cost/Revenue Vehicle Hour	\$550.84	\$586.24	\$530.26	\$649.08	22.4%
Cost/Revenue Vehicle Mile	\$71.40	\$76.30	\$68.88	\$84.47	22.6%
Cost/Boarding	\$5.81	\$6.54	\$12.12	\$10.00	(17.5)%

¹ 2020 Actuals are preliminary and unaudited

Tacoma Link Performance Statistics

- Expected ridership is 636,000 boardings or an average of 2,100 per weekday. Ridership is projected to increase 46.8% compared to 2020 actuals. The cost per boarding is expected to decrease by 17.5% from \$12.12 to \$10.00 in 2021.
- Operating costs are projected to increase by 21.1% to \$6.4 million in 2021. The cost per revenue hour is expected to increase by 22.4%, from \$530.26 to \$649.08.
- Revenue vehicle miles are relatively flat for 2021. The cost per revenue vehicle mile will increase from \$68.88 in 2020 to \$84.47 in 2021, an increase of 22.6%.

Project Budgets

Total project spending is budgeted at \$2.4 billion for 2021. Approximately \$2.2 billion is budgeted to continue with planning, design, and build-out of Sound Transit's capital program. An additional \$70.5 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 \$124.9 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 2021 Budget Highlights

Link light rail projects account for \$1.9 billion and include plans to:

- Procure project development services consultant contract, complete Phase 1 alternatives development for the Everett Link Extension project, which represents the combination of two ST3 voter-approved projects: Everett Link Extension and Operations and Maintenance Facility (OMF) North.
- Start Final Environmental Impact Statement for Tacoma Dome Link Extension and the Operation and Maintenance Facility South, which combines the two ST3 voter-approved projects.
- Complete final design and preconstruction work 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.
- Analysis of intermediate and long-term Link maintenance of way needs including siting analysis to support the north corridor by the North Corridor Maintenance of Way facility.
- Continued civil construction activities, utilities relocation, and real estate acquisition for Downtown Redmond and Federal Way Link extensions.
- Continued construction and commencement of the systems work for Lynnwood Link Extension.
- Reach substantial completion on several segments for East Link Extension.
- Northgate Link station will open for service as scheduled in the Fall of 2021.
- Continue construction on the track installation, the operations and maintenance facility, and production oversight of five light rail vehicles for the Hilltop Tacoma Link Extension.
- Anticipate delivery of an additional 50 light rail vehicles (LRVs). Retrofit automatic train protection on the existing LRVs.
- Continue closeout activities for University Link and South 200th Link extensions.

2021 SYSTEM EXPANSION – LINK BUDGET
(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Downtown Redmond Link Extension	\$145,836	\$181,799	\$279,836	\$98,037	54%
East Link Extension	587,485	507,943	254,845	(253,099)	-0.5
Everett Link Extension	9,547	2,390	15,437	13,047	5.5
Federal Way Link Extension	304,597	326,136	428,800	102,663	0.3
First Hill Streetcar	0	0	0	(0)	-1.0
Hilltop Tacoma Link Extension	60,450	48,217	62,648	14,431	0.3
Light Rail Vehicle Fleet Expansion	137,235	91,304	172,165	80,861	0.9
Lynnwood Link Extension	417,160	468,947	593,150	124,203	0.3
NE 130th Street Infill Station	17,038	6,487	10,405	3,919	0.6
North Corridor MOW	369	150	22,366	22,216	148.4
Northgate Link Extension	144,748	117,323	53,024	(64,299)	-0.5
Operations and Maintenance Facility East	66,415	81,166	7,592	(73,574)	-0.9
South 200th Link Extension	141	(16)	22	38	-2.3
Tacoma Dome Link Extension	25,402	20,575	18,952	(1,623)	-0.1
University Link Extension	1,690	309	0	(309)	-1.0
West Seattle and Ballard Link Extensions	47,173	40,077	24,947	(15,130)	-0.4
R2020-26 Amending 2020 Adopted Budget	30,000	0	0	0	0.0
Total System Expansion - Link	\$1,995,286	\$1,892,808	\$1,944,188	\$51,381	2.7 %

System Expansion - Sounder 2021 Budget Highlights

Sounder commuter rail projects are budgeted at \$87.2 million and include plans to:

- Achieve substantial completion of design build contract in Q4 2021 on the Puyallup Station Parking and Access Improvements.
- Sounder Fleet Expansion anticipates 35% milestone payment for 3 cab cars and 8 coaches in 2021.
- Commence alternatives analysis and right of way activities for South Tacoma and Lakewood Stations parking and access improvements.
- Start design-build bridging documents, start the request for proposal process for the design-build contract, and continue right of way activities for Sumner, Kent and Auburn Stations parking and access improvements design-build contracts.
- Edmonds and Mukilteo Stations Parking and Access Improvements project is pending realignment decision for further direction while internal work on criteria for lease parking agreement and conceptual design for prioritized list of improvements continues.
- Complete project development implementation plan, which addresses maintenance of existing service and increasing capacity for Sounder South services.
- Begin final design and construction through the design-build contract for Sounder Maintenance Base.
- Continue closeout activities on seven Sounder projects.

2021 SYSTEM EXPANSION – SOUNDER BUDGET

(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Auburn Station Parking and Access Improvements	\$5,335	\$686	\$3,292	\$2,606	380%
D St-M St Track & Signal	3	4	5	1	0.3
Edmonds and Mukilteo Stations Parking & Access Improvements	1,161	161	2,071	1,910	11.9
Kent Station Parking and Access Improvements	7,304	863	8,495	7,632	8.8
Lakewood Station Improvements	811	86	1,173	1,087	12.7
Mukilteo Station, S Platform	379	259	165	(94)	-0.4
Point Defiance Bypass	3	0	0	(0)	-1.0
Puyallup Station Parking and Access Improvements	23,506	18,064	37,790	19,726	1.1
Sounder Fleet Expansion	4,758	4,579	18,271	13,692	3.0
Sounder Maintenance Base	2,982	2,734	1,308	(1,426)	-0.5
Sounder South Expanded Service	75	110	36	(74)	-0.7
Sounder Yard Expansion	30	27	10	(17)	-0.6
South Sounder Capacity Expansion	1,159	1,002	10,007	9,005	9.0
Sumner Station Parking and Access Improvements	7,762	1,344	3,386	2,042	1.5
Tacoma Trestle Track & Signal	128	5,756	50	(5,706)	-1.0
Tukwila Station	50	9	0	(9)	-1.0
South Tacoma Access Improvements	0	0	1,173	1,173	100.0
Total System Expansion - Sounder	\$55,446	\$35,683	\$87,232	\$51,549	144.5 %

System Expansion - Regional Express 2021 Budget Highlights

Regional Express bus projects are budgeted at \$15.3 million and include plans to:

- Complete majority of the design and begin construction on Pacific Ave SR7 Bus corridor improvements in Tacoma.
- Contribute financially toward 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.
- Support closeout process for I-90 Two-way Transit and HOV Operations Stage 3 project.

2021 SYSTEM EXPANSION – REGIONAL EXPRESS BUDGET

(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Bus Base South	\$250	\$38	\$50	\$12	33%
Bus on Shoulder	720	26	25	(1)	0.0
I-90 Two-Way Transit & HOV Operations, Stage 3	4,470	3,104	1,080	(2,024)	-0.7
North Sammamish Park-and-Ride	765	59	50	(9)	-0.1
Pacific Ave SR 7 Bus Rapid Transit	10,590	3,721	10,050	6,329	1.7
RapidRide C and D	5,145	46	4,025	3,979	85.6
ST Express Fleet Expansion	6,306	6,882	0	(6,882)	-1.0
Total System Expansion - Regional Express	\$28,246	\$13,876	\$15,280	\$1,404	10.1 %

System Expansion - Stride 2021 Budget Highlights

Stride bus rapid transit (BRT) projects are budgeted at \$141.7 million and include:

- Continue project development activities and the preliminary engineering on the Washington State Department of Transportation (WSDOT) 85th Street Interchange and Brickyard In-Line Freeway Station. Collaborate with WSDOT on the NE 44th Street Interchange.
- Complete preliminary engineering, commence final design, complete Bothell Stage 3 construction, and execute Shoreline agreement to fund construction of a roundabout and commence ROW acquisition.
- Continue project development and proceed with the Design Build Project Manager (DBPM) contract for BRT Maintenance Base.

2021 SYSTEM EXPANSION – STRIDE BUDGET

(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Bus Rapid Transit Maintenance Base	\$16,920	\$11,712	\$7,226	(\$4,486)	-38%
I-405 Bus Rapid Transit	63,298	15,956	59,069	43,112	2.7
SR 522/NE 145th St BRT	27,172	21,128	75,410	54,282	2.6
Total System Expansion - Stride	\$107,390	\$48,796	\$141,704	\$92,908	190.4 %

System Expansion - Other 2021 Budget Highlights

System Expansion – Other projects are budgeted at \$47.1million and include plans to:

- 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.
- Continue to fund system access awards to jurisdictions in the Sound Transit region to invest in non-motorized access improvements around existing passenger facilities.
- Setup of internal grant program to increase capacity of agency’s information system network: video analytics research/pilots, JRD Smart Step Escalator sensor, customer services Chabot, and Find it-Fix it app.
- 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.
- Support station area planning for transit oriented development.
- Fabricate and install art for Link, Sounder and STRIDE extension projects.

2021 SYSTEM EXPANSION – OTHER BUDGET (in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Fare Collection	\$17	\$38	\$0	(\$38)	-100%
South Tacoma Access Improvements	189	25	0	(25)	-1.0
Efficiency & Sustainability	\$904	2	1,270	1,268	601.7
Environmental Remediation	500	120	500	380	3.2
Fare Administration	630	374	1,514	1,140	3.1
Innovation and Technology Program	2,175	1,378	4,798	3,420	2.5
Next Generation ORCA	3,424	2,662	18,304	15,642	5.9
Research & Technology	3,100	251	795	544	2.2
Research and Business Development Program	534	22	546	524	23.4
ST3 Planning	2,550	1,830	2,573	743	0.4
STart	6,303	3,226	3,427	201	0.1
STart Operations & Maintenance	321	215	416	201	0.9
Transit Oriented Development Planning Program	1,221	990	1,923	933	0.9
Transit Oriented Development Property Disposition	1,065	887	585	(302)	-0.3
Transit System Access Program	5,900	672	10,498	9,826	14.6
Total System Expansion - Other	\$28,832	\$12,692	\$47,149	\$34,457	271.5 %

Enhancement

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

Enhancement 2021 Budget Highlights

Enhancement projects are budgeted at \$34 million and include plans to:

- Conduct factory and integration testing. Begin field implementation for Link and Sounder stations and onboard systems for the Digital Passenger Information System project.
- Begin design of electrical equipment and continue work on HVAC relocation at OMF Central.
- Develop detail scope, estimating and pricing of items required for the project. Implementation of selected items to coordinate with other updates for the Station Codes projects.
- Commence final design and begin construction at some Downtown Seattle Transit Tunnel (DSTT) station locations for the Fare Paid Zone project.
- Commence final design of the new elevator at SeaTac Airport.
- Conduct diagnostic analyses and conceptual engineering of improvements for identified Sounder at-grade crossings with complex configuration or safety issues.

2021 ENHANCEMENT BUDGET

(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
LINK					
Escalator Modernization Program	\$3,427	\$1,183	\$220	(\$963)	-81.4%
HVAC Corrections	303	0	360	359	766.2
Light Rail Vehicle Wireless Communication Upgrade	0	1	0	(1)	-1.0
Link at Grade	0	0	484	484	100.0
Link OMF Generator	0	0	215	215	100.0
Link OMF PIT Fall Protection	0	0	535	535	100.0
OMF Shop Crane Modification	0	0	523	523	100.0
LRV Wash Bay Modifications	409	287	163	(124)	-0.4
Noise Abatement	900	389	800	411	1.1
Non-revenue Support Vehicles	3,311	976	200	(776)	-0.8
OMF Central Security Enhancement	0	0	496	496	100.0
OMF Electrical Capacity	1,458	59	604	545	9.3
OMF Light Rail Vehicle Lift	1,534	1,154	380	(773)	-0.7
OMF Link Control Center (LCC) Upgrades	918	641	227	(414)	-0.6
OMF Renovations	5,827	4,949	1,077	(3,871)	-0.8
OMF Expanded Parking	0	(61)	5	66	-1.1
SeaTac Airport Second Elevator	640	121	507	387	3.2
SeaTac Airport Wrong Door Fall Protection	525	12	645	634	54.8
Signage Improvements	274	(9)	522	531	-56.2
Tacoma Link Fare Collection	0	49	60	11	0.2
Tacoma Link Radio Upgrade	141	139	17	(122)	-0.9
Station Codes	0	0	2,800	2,800	100.0
Link Line Renaming	0	0	584	584	100.0

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
ENH (continued)					
SOUNDER					
King St Station Platform Improvements	0	(5)	0	5	-1.0
Locomotive Inboard Cameras	0	0	225	225	100.0
Positive Train Control	122	(49)	50	99	-2.0
Sounder At Grade Study	0	0	460	460	100.0
REGIONAL EXPRESS					
Bus Maintenance Facility	0	1,898	3,874	1,976	1.0
Community Transit - On-Board Communication Upgrade	555	202	350	148	0.7
OTHER					
Bike Parking Program	2,284	(69)	1,450	1,519	-21.9
Design & Engineering Standards Update	0	0	1,600	1,600	100.0
Design Criteria Manual Update	200	162	16	(146)	-0.9
Downtown Seattle & Regional Mobility Improvements	538	22	470	448	20.3
Everett Station Security Improvements	0	0	0	(0)	-1.0
LED Lighting Program	387	3	970	967	315.4
Parking Management Program	1,926	186	1,165	979	5.3
Passenger Information Management System	8,958	2,341	9,051	6,710	2.9
Security Operations Center - Video Monitoring Improvements	28	0	0	0	0.0
Security Radio System	684	18	688	670	37.3
SODO/MLK Hazard Mitigation	2,066	48	444	396	8.3
Fare Paid Zone	0	0	1,380	1,380	100.0
Video Management System Upgrade	900	879	13	(866)	-1.0
Capitol Hill Fall Protection	0	0	406	406	100.0
Total Enhancement	\$38,315	\$15,521	\$34,035	\$18,514	119.3 %

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 2021 Budget Highlights

State of Good Repair projects are budgeted at \$36.4 million and include plans to:

- Address the vertical conveyance systems, lighting retrofits, ingress and egress improvements, and safety/security of the tunnel. Begin construction activities upon ownership of the DSTT.
- Continue Sounder locomotive overhaul, including overhauling HVAC, head end power (HEP) controllers, HEP fans and radiators, car doors, and trucks. Begin coach car overhauls including new car painting, carpet, seats, lighting and lavatories.
- 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.
- Design and assessment of 4 vertical conveyances (VC) at King St. and Union Station. Address repairs and maintenance of VC in the DSTT.
- Design and install upgrades to onboard communication and control systems for the Kinkisharyo manufactured Link light rail vehicles.

2021 STATE OF GOOD REPAIR BUDGET

(in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
LINK					
Access Control Card Upgrade	\$275	\$445	\$0	(\$445)	-100%
Link Signal House Computer Upgrade	0	0	200	200	100.0
Convention Place Development Systems Retrofit	2,214	1	667	666	636.5
DSTT Capital Improvements	4,510	1,925	10,343	8,418	4.4
Kinkisharyo LRV Systems Upgrade	336	5	4	(2)	-0.3
Light Rail Vehicle Overhaul	2,074	2,121	2,280	159	0.1
Link Bridge Repairs	200	0	230	230	100.0
Link CCTV System Upgrade	375	243	0	(243)	-1.0
Link Light Rail Vehicle Overhaul	200	0	0	0	0.0
Link Radio Upgrade	1,214	88	1,513	1,426	16.3
Link Station Tile Replacement	629	622	700	78	0.1
Link Station CTR OCS Wire Design	0	0	173	173	100.0
Link OMF Vehicle Gate Replacement	0	0	154	154	100.0
Link Fireworks Upgrade	0	0	261	261	100.0
Link Traction Power Sub Station Upgrades	0	0	675	675	100.0
OT Virtual System Hardware Upgrade	250	492	108	(383)	-0.8
Replacement Link Specialty Vehicles	0	0	600	600	100.0
Tacoma Link Light Rail Vehicle Overhaul	15	47	200	153	3.3
Upgrade CCTV GENTEC SW	0	0	380	380	100.0
Wheel Truing Machine	886	943	2,501	1,558	1.7

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
SOGR (continued)					
SOUNDER					
Kent-Auburn Bridge Stair Replacement	0	0	290	290	100.0
Sounder Vehicle Overhaul Program	2,201	552	2,810	2,258	4.1
REGIONAL EXPRESS					
ST Express Fleet Replacement	38,362	41,929	0	(41,929)	-1.0
OTHER					
Fare Collection	0	0	100	100	100.0
Engineering Services Program	1,394	1,595	1,197	(397)	-0.2
Information Technology (IT) Infrastructure	1,730	1,159	4,694	3,535	3.0
Issaquah Lakewood CCTV Upgrade	423	80	10	(70)	-0.9
HUB Intranet Replacement	0	0	410	410	100.0
IT Transit Systems	78	0	0	0	0.0
OMF Plumbed Eyewashes	40	1	98	97	125.5
Operations Warehouse Improvement - Lynnwood	0	0	35	35	100.0
Puget Sound Emergency Radio Network	300	176	324	148	0.8
Station Midlife Refurbishment Program	710	287	737	450	1.6
Tacoma Dome Station	0	0	286	286	100.0
Small Works Program	957	200	784	584	2.9
Vertical Conveyance Program	0	0	3,672	3,672	100.0
Total State of Good Repair	\$59,371	\$52,912	\$36,437	(\$16,476)	(31.1) %

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 Administration 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 2021 Budget Highlights

Administrative projects are budgeted at \$124.9 million and include plans to:

- Fund department costs allocated to projects as administrative costs as well as department costs that are unallocated.
- Complete E-Vehicle infrastructure. Continue replacement of 96 variable air exchangers and three HVAC compressors. Begin replacement of electrical fire detection system at Union Station. Construct a Great Hall storage location for facilities and a larger computer training tab in the campus.
- Commence Financial Transformation Program, Enterprise1 (E1) Upgrade 2021, Construction Contract Management System (CCMS) 2020 Enhancements, HR Service Delivery/File Management, and Architecture Tool. Continue SharePoint/Office 360 Upgrade, Implement Right of Way tracking software, Operating Performance Reporting and Information Security software and other strategic projects as identified.

2021 ADMINISTRATIVE BUDGET (in thousands)

Project	2020 Budget	2020 Actual	2021 Budget	Actuals to Budget \$ Change	Actuals to Budget % Change
Administrative Capital	\$1,585	\$0	\$323	\$322	100%
Administrative Facilities	1,520	41	2,551	2,511	61.7
Administrative Pool Vehicles	0	495	415	(80)	-0.2
Administrative Services	1,730	1,826	239	(1,587)	-0.9
Agency Administration Operating	114,190	96,478	114,528	18,051	0.2
Environmental Mitigation, Monitoring & Maintenance	100	51	130	79	1.5
Information Technology Program	8,243	6,968	6,651	(317)	0.0
Replacement Administrative Pool Vehicles	0	809	65	(744)	-0.9
Total Administrative	\$127,368	\$106,667	\$124,902	\$18,234	17.1 %

Other Budgets

Other budgets include debt service, tax collection and fees, contributions to partner agencies, leases and operating contingency.

Debt Service

As of December 31, 2020 Sound Transit had \$2.1 billion of outstanding long-term bonds and five Transportation Infrastructure Finance and Innovation Act (TIFIA) loan agreements for Operations and Maintenance Facility East, Northgate Link, East Link, Federal Way and Lynnwood Link Extensions.

Sound Transit has executed TIFIA loan drawdowns of: \$81.6 million for Northgate Link Extension, \$50.0 million for East Link Extension, and \$25.0 million for Operation and Maintenance Facility East, totaling \$156.6 million. In 2021, an estimated \$700 million in TIFIA loan drawdown is planned with \$637.3 million for East Link Extension and \$62.7 million for Operations and Maintenance Facility East.

2021 debt service is budgeted at \$161.0 million including:

- \$54.3 million of principal repayment.
- \$105.1 million of interest expense including loan amortization.
- \$1.6 million for financing expenses.

Contributions to Partner Agencies

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

In addition, the following contributions are budgeted under projects. In 2021, \$61.4 million is expected to be paid to partner agencies for planning and construction of transportation assets. The cost to Sound Transit is accounted for in the following projects:

- \$28.0 million - I-405 BRT: WSDOT for the NE 145th Interchange.
- \$9.4 million - SR 522: City of Bothell for Business Access and Transit lanes.
- \$10.0 million - Pacific Avenue SR7 Bus Corridor Improvements: Pierce Transit for design and construction.
- \$4.0 million - Rapid Ride C&D and Madison BRT: King County Metro for street improvements to enable rapid ride routes.
- \$10.0 million - System Access Program: local jurisdictions to improve modal access across Sound Transit boundary.

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. Sound Transit also pays 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 to be \$9.1 million in 2021.

In addition, Sound Transit began paying the sales and use tax offset fee in 2019, which was added to the ST3 enabling legislation and approved in the ST3 plan. The fee is paid to the DOR and is based on 3.25% of payments made for construction related costs (Rule 171 eligible costs) on new ST3 projects, up to a total cumulative amount of \$518.0 million. The 2021 budget anticipates contributions primarily from four projects: Federal Way Link Extension \$10.3 million, I-405 Bus Rapid Transit \$0.8 million, Downtown Redmond Link Extension \$13.1 million, and SR 522 Bus Rapid Transit \$0.3 million, totaling \$24.5 million.

Leases

Sound Transit adopted Governmental Accounting Standards Board (GASB) Statement 87 Leases in 2020 which requires lease rights and obligations to be recognized on the Statement of Net Position as assets, liabilities, and deferred inflows of resources, generally at the present value of future payments and receipts, depending on the agency's position as lessee or lessor. GASB 87 is applicable to all leases of tangible property such as office space, land (including air space leases), equipment, vehicles, and warehouses. Leases in which Sound Transit is a lessee, require asset usage to be recognized as amortization expense over the term of the lease, while recognizing interest expense on the outstanding lease obligation. Leases in which Sound Transit is the lessor require the reduction of deferred inflows of resources through the recognition of revenue over the term of the lease, while recognizing interest income on uncollected lease receivables.

Sound Transit recognizes lease expense, or income, as incurred on leases that do not meet the requirements of GASB 87, such as leases that are considered to be short-term (less than one year), leases used for temporary construction, or leases that are not deemed to be significant. GASB 87 exempt leases are included in departmental and project budgets.

Operating Contingency

In developing the 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 \$11.0 million for 2021.

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, Board 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 balance at the end of 2020 was \$36.1 million. A contribution of \$5.5 million is budgeted for 2021.

- 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 balance at the end of 2020 was \$91.2 million. A contribution of \$1.9 million is budgeted for 2021.

- Capital Replacement

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

The balance at the end of 2020 was \$347.7 million. No contribution will be needed in 2021.

- Regional Affordable Housing Revolving Loan Fund

The ST3 Plan requires that Sound Transit establish a revolving loan fund to support development of affordable housing opportunities related to equitable transit-oriented development (TOD). Beginning in 2019 \$4.0 million annual deposits will be made for five years to establish a \$20 million fund.

The balance at the end of 2020 was \$8.0 million. A contribution of \$4.0 million is budgeted for 2021.

Transit Improvement Plan

The 2021 Transit Improvement Plan (TIP) provides a six-year cost forecast for active projects.

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 in Appendix J – TIP Project Detail Pages.

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.

The 2021 TIP reflects the early path forward guidance from the Board on program realignment – current construction continues and projects not yet baselined will maintain readiness until decisions can be finalized in mid-2021. State of Good Repair and other non-system expansion projects are funded to support agency priorities.

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 B lists ST2 and ST3 cost estimates and Appendix C provides budget for remaining Sound Move projects.

Cost estimates are maintained on a current-year, constant-dollar basis. In the 2021 TIP, full project cost estimates are presented in constant 2020 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 2020 TIP to the Adopted 2021 TIP

The table below is a reconciliation of changes in authorized project allocation between the Adopted 2020 TIP and the Adopted 2021 TIP. Each change to a project is explained.

PROJECT DELIVERY SUMMARY BY PROJECT TYPE

(in millions)

	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total TIP
System Expansion									
Link	9,380	1,944	1,838	1,316	784	392	1,048	2	16,705
Sounder	745	87	56	17	1	-	1	15	922
Regional Express	237	15	52	63	21	0	-	3	392
Stride	152	142	100	57	14	2	-	-	\$466
Other	91	47	31	26	18	15	31	339	597
System Expansion Subtotal	10,605	2,236	2,077	1,478	838	408	1,080	360	19,081
Enhancement	107	34	56	35	30	13	5	11	290
State of Good Repair	247	36	69	54	30	26	2	39	504
Administrative	683	125	139	139	140	138	153	70	1,586
Total	\$11,641	\$2,431	\$2,340	\$1,707	\$1,037	\$585	\$1,240	\$480	\$21,461

CHANGES TO AUTHORIZED PROJECT ALLOCATION FROM ADOPTED 2020 TIP TO ADOPTED 2021 TIP

(in millions)

Project Type (in millions)	Adopted 2020 TIP	2020 Closed Projects	2021 New Projects	Transfers/ Increases/ (Decreases)	Board Actions	Adopted 2021 TIP
System Expansion						
Link Light Rail	\$16,691	-	-	(21)	35	\$ 16,705
Sounder Commuter Rail	905	-	2	(28)	43	922
Regional Express Bus	410	-	-	(18)	-	392
Stride Bus Rapid Transit	344	-	-	121	-	466
Other	612	-	-	(14)	-	597
Subtotal	18,961	-	2	40	78	19,081
Enhancements	270	-	25	(5)	-	290
State of Good Repair	465	-	22	17	-	504
Administrative	1,495	-	12	79	-	1,586
Total	\$21,191	\$0	\$60	\$131	\$78	\$21,461

2021 Closed Projects

There are no proposed projects to be closed in 2021.

2021 New Projects – Newly created projects for the 2021 budget year.

Twenty-seven projects are new for 2021:

- Sounder At-Grade Study for \$1.7 million to analyze and evaluate hazards determining necessary upgrades to improve customer and public safety.
- Link At-Grade Study for \$4.9 million to analyze, design and implement enhancements to existing Link at-grade stations to bring pedestrian crossings up to the established mitigation standards.
- Design and Engineering Standards Update for \$1.6 million to review and update multiple standard documents and manuals, quality procedures and other documents in support of defining quality and performance to ensure safe and efficient operations for all modes.
- Link OMF-C Generator for \$1.5 million to support critical electrical power demands during outages.
- Link OMF-C Pitfall Protection for \$535 thousand to install a new railing system around the OMF Central (OMF-C) shop light rail vehicle (LRV) pits to comply with safety regulations.
- Link OMF-C Shop Crane for \$523 thousand to modify existing crane at the OMF-C to support the LRV overhaul program.
- Link OMF-C Security Enhancement for \$2.2 million to remove and replace the fence at OMF-C adding bollards and constructing a guardhouse with necessary entrance configurations. The work will be partially reimbursed through a Homeland Security grant of \$857 thousand.
- Capitol Hill Station Fall Protection for \$995 thousand to allow for safe access to roof mounted mechanical systems.
- Fare Paid Zone for \$3.3 million to establish a clear division of paid and unpaid station areas at 16 active Link stations supporting more consistent passenger experience and fare enforcement.
- Link Line Renaming for \$1.2 million to implement revised line naming strategy and process applicable to agency assets (Link, Sounder, Tacoma Link), allowing the Agency to provide a consistent customer experience across our system.
- Station Codes revisions for \$5.3 million to revise and reprogram existing back-office systems renaming Link stations that provides a consistent, efficient and affordable framework for back-of-house station codes for Link Operations, First Responders and Asset Management.
- OMF Plumbed Eyewash stations for \$608 thousand to design and install eyewash/shower units on the shop mezzanines in the OMF-C. This project is partially funded through a reduction in the Small Works project.
- Link Control Center OCS Wire Design for \$1.5 million to analyze the overhead catenary system (OCS) design and propose mitigation to prevent premature OCS wear.
- Kent and Auburn Bridge Stair Replacement for \$570 thousand to analyze, design, modify and/or replace pedestrian bridge stairs at Kent and Auburn Sounder Stations.
- Link OMF-C Vehicle Gate Replacement for \$522 thousand to replace the existing, damaged and inoperable vehicle gates.
- Operations Warehouse Improvements for \$1.1 million to design and construct improvements to storage racks, sprinkler, lighting and other building systems at the Lynnwood warehouse.
- Central Link Signal House Computer Upgrade for \$500 thousand to replace all computers and upgrade operating systems to Windows10 operating system.
- Upgrade Closed Circuit Television Systems for \$1 million to replace and merge existing Link CCTV system with the Genetech CCTV platform.
- Link Fireworks Upgrade for \$522 thousand to upgrade of fire alarm control panel (FACP) communication modules in the Downtown Seattle Transit Tunnel (DSTT).

- Link Traction Power Substation (TPSS) Upgrade for \$675 thousand to upgrade TPSS control systems as subsystems and components are reaching end of the service life.
- Vertical Conveyance program for \$9.7 million to assess and replace existing vertical conveyances at Sound Transit owned facilities.
- Replacement of Link Specialty Vehicles for \$3.4 million.
- Replacement of Administrative Vehicles for \$1.7 million.
- Procurement of new Administrative Vehicles for \$1.0 million.
- Sound Transit Hub Intranet Replacement for \$410 thousand.
- Administrative Facilities for \$6.2 million to fund capital expenditures on Sound Transit owned administrative facilities.
- Administrative Services for \$5.8 million to fund capital expenditures for administrative assets that support agency staff, including leased administrative facilities improvements, office equipment, space planning, and furnishings. Excludes expenditures pertaining to ST owned administrative building improvements.

2021 Change to Authorized Project Allocations - Increases or decreases for existing project budgets.

- NE 130th Infill Station project is increased by \$22.4 million to complete final design and commence early construction activities.
- S 200th Link Extension project authorized project allocation is decreased by \$43.6 million to recognize project surplus.
- Tacoma Trestle Track and Signal project is decreased by \$25.8 million to recognize project surplus and transfer funds to support project scope changes for ST Art and Environmental Mitigation, Monitoring and Maintenance.
- Souder Yard Expansion project is decreased by \$2.5 million to recognize project surplus.
- Point Defiance By-pass project is decreased by \$7.0 million to recognize project surplus.
- Kent Station Parking and Access Improvements project is increased by \$1.2 million to commence procurement process for a design-build contract.
- Auburn Station Parking and Access Improvements project is increased by \$1.2 million to commence procurement process for a design-build contract.
- Souder South Capacity Expansion is increased by \$13.8 million to commence alternatives analysis and preliminary engineering while maintaining engineering support and coordination with Burlington Northern Railroad.
- Edmonds and Mukilteo Stations increased by \$1.3 million to continue work on lease parking agreement and conceptual design for prioritized list of improvements.
- Tukwila Station is decreased by \$6.3 million to recognize project surplus.
- Souder South Expanded Service decreased by \$4.0 million to recognize project surplus.
- I-405 Bus Rapid Transit was increased by \$42.2 million to continue design and engineering along the entire project.
- SR 522/NE 145th St BRT (Bus Rapid Transit) project is increased by \$79.2 million to fund construction phase 3 preliminary engineering, a construction of a roundabout in the City of Shoreline and right-of-way acquisitions.
- I-90 2-Way Transit and HOV Stage 3 project was decreased by \$18.0 million to recognize project surplus.
- Environmental Remediation is increased by \$500 thousand to access and determine mitigation requirements for ST owned parcels.
- Positive Train Control is decreased by \$5.7 million to recognize project surplus.
- SeaTac Second Elevator is increased \$297 thousand to fund additional costs to the project.
- OMF Renovations is increased by \$4.3 million to fund additional scope requirements.
- King Street Station project is increased by \$4 thousand to close the project out.
- Non-Revenue Support Vehicles is decreased by \$3.4 million to transfer funds to establish the Replacement of Link Specialty Vehicles project.

- Signage Improvements was increased by \$563 thousand for additional activities to expand exit signage updates system-wide.
- Wheel Truing Machine project was increased by \$500 thousand to complete required electrical work to support the installation.
- Link Station Tile Replacement project is increased by \$1.8 million to include additional link stations into the program.
- Engineering Services project is increased by \$1.4 million to support 2021 activities.
- Environmental Mitigation Monitoring and Maintenance was increased by \$5 thousand to fund long term monitoring requirements from the Tacoma Trestle Track and Signal project.
- Administrative Capital is decreased by \$14.7 million to fund and establish the Administrative Facilities and the Administrative Services projects.
- Agency Administrative Operating is increased by \$92.1 million to support growth in both projects and transit operating overhead costs.

2020 Board Actions – Actions the Board took in 2020 to establish or change the authorized project allocation for an amount that is within the cost estimate for the project.

- South Tacoma Station Improvements was established for \$1.5 million through Resolution No. R2020-20 to begin project development and phase 1 of preliminary engineering.
- Lakewood Station Access Improvements project was increased by \$705 thousand through Resolution No. R2020-19 to commence alternative analysis and right-of-way activities.
- Hilltop Tacoma Link Extension was increased by \$35.4 million through Resolution No. R2020-12 to increase the project baseline.
- OMF-C Link Control Center Upgrade was increased by \$350 thousand through Resolution No. R2020-10 to fund additional scope.
- Customer Emergency Stations was decreased by \$350 thousand through Resolution No. R2020-10 recognizing project surplus.
- Link Radio Upgrade was increased by \$429.5 thousand through Resolution No. R2020-14 to fund additional FCC licensing costs.
- IT Transit Systems was decreased by \$429.5 thousand through Resolution No. R2020-14 to recognize project surplus.
- Sounder Fleet Expansion project was increased by \$43.1 million through Resolution no. R2020-07 to support the procurement of eight additional passenger cars.

Appendices

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

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 2014 constant-year dollars. To enable comparisons between cost estimates, the figures in this appendix have been updated to 2020 constant-year dollars based on the agency’s August 2020 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).
- 2021 cost estimates match the Proposed 2021 TIP.
- 2021 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.
- Sounder South Access Improvement Program cost estimate was reduced by \$43.1 million to recognize the transfer to the Sounder ST2 Fleet Expansion Program to fund the procurement of Sounder cab cars.
- Tacoma Trestle Track and Signal cost estimate was reduced by \$325 thousand to recognize the transfer of funds to the ST Art Program (\$320 thousand) for a Native American interpretive center for the Puyallup Tribe and the balance to a non-ST3/2 project to monitor long-term environmental requirements.

CAPITAL COST ESTIMATES (in thousands/constant 2020 dollars)

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2020 Estimate	Inc / (Dec)	2021 Estimate
Link Light Rail					
East Link Extension	\$ 4,066,099	\$ (343,862)	\$ 3,722,237	\$ -	\$ 3,722,237
Northgate Link Extension	\$ 2,113,143	\$ 163,600	\$ 2,276,743	\$ -	\$ 2,276,743
Lynnwood Link Extension	\$ 1,975,952	\$ (292,098)	\$ 1,683,854	\$ -	\$ 1,683,854
First Hill Streetcar	\$ 156,549	\$ (1,392)	\$ 155,157	\$ -	\$ 155,157
South 200th Link Extension	\$ 488,976	\$ 11,103	\$ 500,079	\$ -	\$ 500,079
South 200th to KDM Rd	\$ 599,526	\$ (599,526)	\$ -	\$ -	\$ -
KDM Rd to S 272nd St	\$ 650,311	\$ (650,311)	\$ -	\$ -	\$ -
Federal Way Link Extension	\$ 1,261,014	\$ 529,633	\$ 1,790,647	\$ -	\$ 1,790,647
S 272nd to Tacoma Dome - ROW	\$ 76,908	\$ (76,908)	\$ -	\$ -	\$ -
South Corridor Alternatives Analysis	\$ 93,970	\$ (90,483)	\$ 3,487	\$ -	\$ 3,487
Hilltop Tacoma Link Extension	\$ 121,630	\$ 37,936	\$ 159,566	\$ -	\$ 159,566
Link Operations & Maintenance Facility - East	\$ 371,895	\$ 96,978	\$ 468,873	\$ -	\$ 468,873
Light Rail Vehicle Fleet Expansion	\$ 661,343	\$ 74,481	\$ 735,824	\$ -	\$ 735,824
Downtown Seattle Light Rail Tunnel	\$ 2,106,621	\$ -	\$ 2,106,621	\$ -	\$ 2,106,621
West Seattle Link Extension	\$ 1,895,402	\$ (9,062)	\$ 1,886,340	\$ -	\$ 1,886,340
Ballard Link Extension	\$ 3,160,289	\$ (20,633)	\$ 3,139,656	\$ -	\$ 3,139,656
Graham Street Infill Station	\$ 90,407	\$ (352)	\$ 90,055	\$ -	\$ 90,055
Boeing Access Road Infill Station	\$ 160,500	\$ (794)	\$ 159,706	\$ -	\$ 159,706
Downtown Redmond Link Extension	\$ 1,249,431	\$ 24,954	\$ 1,274,385	\$ -	\$ 1,274,385
NE 130th Street Infill Station	\$ 79,662	\$ (444)	\$ 79,218	\$ -	\$ 79,218
Everett Link Extension	\$ 3,730,633	\$ (18,170)	\$ 3,712,463	\$ -	\$ 3,712,463
Issaquah Link Extension	\$ 2,342,535	\$ (11,087)	\$ 2,331,447	\$ -	\$ 2,331,447
Link Operations & Maintenance Facility - North	\$ 933,593	\$ (3,355)	\$ 930,238	\$ -	\$ 930,238
Link Operations & Maintenance Facility - South	\$ 654,430	\$ (3,349)	\$ 651,081	\$ -	\$ 651,081
Tacoma Dome Link Extension	\$ 2,449,919	\$ (12,949)	\$ 2,436,970	\$ -	\$ 2,436,970
Tacoma Community College Extension	\$ 585,222	\$ (2,559)	\$ 582,663	\$ -	\$ 582,663
ST3 Light Rail Vehicle Fleet Expansion	\$ 1,555,123	\$ (232,347)	\$ 1,322,776	\$ -	\$ 1,322,776
Total Link Light Rail	\$ 33,631,082	\$ (1,430,995)	\$ 32,200,087	\$ -	\$ 32,200,087

CAPITAL COST ESTIMATES
(in thousands/constant 2020 dollars)

	 Voter Approved Estimate	 Inc / (Dec) from Voter Approved	 2020 Estimate	 Inc / (Dec)	 2021 Estimate
Sounder Commuter Rail					
Station Access & Demand Study	\$ -	\$ -	\$ -	\$ -	\$ -
Sumner Station Improvements	\$ 60,179	\$ (4,473)	\$ 55,706	\$ -	\$ 55,706
Puyallup Station Improvements	\$ 86,071	\$ (13,338)	\$ 72,733	\$ -	\$ 72,733
Lakewood Station Improvements	\$ 52,034	\$ (7,715)	\$ 44,319	\$ -	\$ 44,319
Kent Station Access Improvements	\$ 43,341	\$ 28,088	\$ 71,429	\$ -	\$ 71,429
Auburn Station Access Improvements	\$ 45,156	\$ 20,654	\$ 65,809	\$ -	\$ 65,809
Tacoma Dome Station Access	\$ 19,332	\$ (3,996)	\$ 15,336	\$ -	\$ 15,336
South Tacoma Station Access	\$ 54,269	\$ (8,449)	\$ 45,819	\$ -	\$ 45,819
Mukilteo Station	\$ 15,732	\$ (2,917)	\$ 12,815	\$ -	\$ 12,815
Sounder South Access Improvement Program	\$ 1,155,502	\$ (1,723)	\$ 1,153,779	\$ (43,084)	\$ 1,110,695
Edmonds and Mukilteo Station Parking and Access Improvements	\$ 48,214	\$ (204)	\$ 48,010	\$ -	\$ 48,010
Sounder South Extension from Lakewood to DuPont	\$ 390,986	\$ (2,098)	\$ 388,888	\$ -	\$ 388,888
Sounder Maintenance Base	\$ 221,115	\$ (26,610)	\$ 194,505	\$ -	\$ 194,505
Sounder Yard Expansion	\$ -	\$ 24,593	\$ 24,593	\$ -	\$ 24,593
Tukwila Permanent Station	\$ 47,390	\$ 14,454	\$ 61,844	\$ -	\$ 61,844
Edmonds Permanent Station	\$ 33,707	\$ (33,707)	\$ -	\$ -	\$ -
Sounder South Expanded Service	\$ 314,378	\$ 85,662	\$ 400,040	\$ -	\$ 400,040
Sounder ST2 Fleet Expansion	\$ 41,765	\$ 10,504	\$ 52,268	\$ 43,084	\$ 101,426
Tacoma Trestle Track & Signal	\$ 93,235	\$ 83,052	\$ 176,287	\$ (325)	\$ 175,962
Tacoma Track & Signal	\$ 35,743	\$ (357)	\$ 35,386	\$ -	\$ 35,386
Platform Extensions - South King / Pierce	\$ 71,504	\$ (71,504)	\$ -	\$ -	\$ -
Eastside Rail Partnership	\$ 65,257	\$ (65,255)	\$ 2	\$ -	\$ 2
Total Sounder Commuter Rail	\$ 2,894,907	\$ (977,120)	\$ 1,917,787	\$ (325)	\$ 2,968,401
Bus Rapid Transit					
I-405 Bus Rapid Transit	\$ 1,047,135	\$ (4,865)	\$ 1,042,270	\$ -	\$ 1,042,270
Bus Rapid Transit Maintenance Base	\$ 198,028	\$ (674)	\$ 197,354	\$ -	\$ 197,354
SR 522 Bus Rapid Transit	\$ 488,241	\$ (1,987)	\$ 486,253	\$ -	\$ 486,253
RapidRide C and D	\$ 78,347	\$ (867)	\$ 77,481	\$ -	\$ 77,481
Total Bus Rapid Transit	\$ 1,811,751	\$ (8,393)	\$ 1,803,358	\$ -	\$ 1,803,358
Regional Express					
ST Express Bus Base	\$ 246,551	\$ (8,430)	\$ 238,121	\$ -	\$ 238,121
Mid-Day Bus Storage	\$ -	\$ 3,457	\$ 3,457	\$ -	\$ 3,457
ST Express ST2 Fleet Expansion	\$ 46,510	\$ 19,171	\$ 65,681	\$ -	\$ 65,681
North Sammamish Park-and-Ride	\$ 24,306	\$ (64)	\$ 24,242	\$ -	\$ 24,242
Pacific Ave SR 7 Bus Corridor	\$ 72,729	\$ (1,808)	\$ 70,921	\$ -	\$ 70,921
Bus on Shoulder Project	\$ 122,945	\$ -	\$ 122,945	\$ -	\$ 122,945
Investments SR 162	\$ 40,769	\$ (179)	\$ 40,590	\$ -	\$ 40,590
STEX Fleet to support Interim STEX Service	\$ 22,017	\$ -	\$ 22,017	\$ -	\$ 22,017
I-90 Contribution	\$ 64,338	\$ -	\$ 64,338	\$ -	\$ 64,338
Burien Transit Center/ Parking Garage	\$ 19,123	\$ (1,317)	\$ 17,806	\$ -	\$ 17,806
Bothell Transit Related Improvements	\$ 7,153	\$ (7,153)	\$ -	\$ -	\$ -
Total Regional Express	\$ 666,441	\$ 3,678	\$ 670,118	\$ -	\$ 670,118
Other					
ST3 Planning	\$ 60,341	\$ (25,356)	\$ 34,985	\$ -	\$ 34,985
Innovation and Technology Fund	\$ 85,791	\$ -	\$ 85,791	\$ -	\$ 85,791
Transit Oriented Development	\$ 24,968	\$ -	\$ 24,968	\$ -	\$ 24,968
Transit System Access Program	\$ 114,389	\$ -	\$ 114,389	\$ -	\$ 114,389
Sumner to Orting Study	\$ 5,719	\$ -	\$ 5,719	\$ -	\$ 5,719
Future System Planning (ST4)	\$ 75,835	\$ -	\$ 75,835	\$ -	\$ 75,835
HCT Planning Studies	\$ 51,698	\$ -	\$ 51,698	\$ -	\$ 51,698
STArt Program	\$ -	\$ 159,912	\$ 159,912	\$ 320	\$ 160,232
Total Other	\$ 418,742	\$ 134,557	\$ 553,299	\$ 320	\$ 553,619
TOTAL Capital Plan Estimate	\$ 39,422,923	\$ (1,276,493)	\$ 38,146,430	\$ (5)	\$ 38,146,425

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, 2020, and 2021.

The following changes were made to the Sound Move projects:

Regional Express

- The I-90 Two-Way Transit and HOV Operations, Stage 3 project was reduced \$18.0 million recognizing project surplus.
- Note: The I-90 Two-Way Transit and HOV Operations, Stage 3 project was baselined in 2014. This project is funded by Sound Move and ST2, Regional Express Reserve, and agency financial capacity.

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

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

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

	2008	Inc/(Dec)	2020	Inc/(Dec)	2021
<u>Link Light Rail</u>					
University Link	\$ 1,614,007	\$ 142,000	\$ 1,756,007	\$ -	\$ 1,756,007
Total Link Light Rail	1,614,007	142,000	1,756,007	-	1,756,007
<u>Souder Commuter Rail</u>					
D Street to M Street Track and Signal	76,025	82,237	158,262	-	158,262
Mukilteo Station, South Platform	9,371	8,942	18,313	-	18,313
Tukwila Station (see Notes)	-	-	-	-	-
Total Souder Commuter Rail	85,396	91,179	176,575	-	176,575
<u>Regional Express</u>					
I-90 2-Way Transit & HOV Op, Stage 3 (see note)	1,722	223,926	225,648	(18,000)	207,648
Total Regional Express	1,722	223,926	225,648	(18,000)	207,648
Total Active Sound Move Projects	\$ 1,701,125	\$ 457,105	\$ 2,158,230	\$ (18,000)	\$ 2,140,230

Notes: Numbers may not add due to rounding.

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

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

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

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, 2020. 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. 98% of facilities assets are at a condition assessment of three or better under FTA guidelines, 100% 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, 2020. 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 2019 SOGR Forecast (YOES\$ in 000s)	Fall 2020 SOGR Forecast (YOES\$ in 000s)	Difference
2021	\$ 89,393	\$ 84,443	\$ (4,949)
2022	\$ 86,130	\$ 87,895	\$ 1,765
2023	\$ 137,685	\$ 133,495	\$ (4,190)
2024	\$ 106,823	\$ 101,199	\$ (5,624)
2025	\$ 104,166	\$ 105,900	\$ 1,733
2026-2061	\$ 31,163,317	\$ 30,204,533	\$ (958,784)
Total	\$ 31,687,515	\$ 30,717,465	\$ (970,050)

Years	SOGR Forecast	Set Aside in Agency Long-Term Financial Plan	% of SOGR Forecast That is Funded
2021-2061	\$30.7 billion	\$30.7 billion	100%

The Fall 2019 40-year forecast was for \$31.7 billion. The updated Fall 2020 forecast was \$30.7 billion, a difference of -\$1 billion. The major variance was due to updated inflation indices and assumptions related to vertical conveyance assets.

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 2021-2026 is \$657 million, while the current TIP is \$243 million, a difference of \$414 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
2021	\$ 77,239	\$ 84,443	\$ 7,205
2022	\$ 74,971	\$ 87,895	\$ 12,924
2023	\$ 34,863	\$ 133,495	\$ 98,632
2024	\$ 31,247	\$ 101,199	\$ 69,952
2025	\$ 23,023	\$ 105,900	\$ 82,876
2026	\$ 1,746	\$ 140,726	\$ 138,979
Total	\$ 243,090	\$ 653,657	\$ 410,567

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 2020 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, 2019 was \$345.9 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	Location
Federal Way Link Extension	Location
First Hill Link Streetcar	Location
Link Operations & Maintenance Satellite Facility: East	ST2 Adopted Financial Plan

System Expansion – Link Light Rail Projects	Driver
Link Operations & Maintenance Satellite Facility: South	Track Miles
Link Operations & Maintenance Satellite Facility: North	Financial Policies
LRV Fleet Expansion	Fleet Requirements
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 th 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

System Expansion – Sounder Commuter Rail Projects	Driver
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	Station Count & Track Miles
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
South Tacoma Station Access Improvements	Location
Tacoma Trestle Track & Signal	Location
Tukwila Station	Location

System Expansion – ST Express Projects	Driver
Bus On Shoulder	ST3 Adopted Financial Plan
ST Express Fleet Expansion	Service Hours

System Expansion – ST Express Projects	Driver
I-90 Two-Way Transit & HOV Operations, Stage 3	Location

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

Enhancement Projects	Driver
Bike Parking Program	Location
Bus Maintenance Facility	Platform Hours
Capitol Hill Fall Protection	Location
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
Design Criteria Manual	Financial Policies
Design and Engineering Standards Update	Financial Policies
Fare Collection	Location
Fare Paid Zone	Location
Passenger Information Management System	Financial Policies
Design Criteria Manual	Financial Policies
Downtown Seattle Transit Tunnel Mitigation	Location
Everett Station Security Improvements	Location
Fare Administration	Location

Enhancement Projects	Driver
HVAC Corrections	Track Miles
Kent Station Parking Lot Paving	Location
Kent Station Platform Lighting	Location
King St Station Platform Improvements	Location
LED Lighting Program	Location
Link At Grade Study	Financial Policies
Link Line Renaming	Financial Policies
Link OMFC Generator and ATS	Track Miles
LINK OMFC Pit Fall Protection	Track Miles
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
Noise Abatement	Location
Non-Revenue Support Vehicles	Boardings/Track Miles
OMF Central Security Enhancement	Track Miles
OMFC Shop Crane Modification	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
Parking Management Program	Location
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

Enhancement Projects	Driver
Sounder At Grade Study	Financial Policies
Sounder Passenger Emergency Intercom	Vehicle Miles
Station Codes	Financial Policies
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

State of Good Repair	Driver
Access Control System Upgrade	Location
Convention Place Development Systems Retrofit	Location
Downtown Seattle Transit Tunnel – Capital Improvements	Financial Policies
Hub Intranet Replacement	Financial Policies
IT Infrastructure	Financial Policies
IT Transit Systems	Financial Policies
Kent-Auburn Station Bridge Stair Repair	Location
Kinkisharyo LRV System Upgrades	Financial Policies
Link Bridge Repairs	Location
Link CCTV System Upgrade	Boardings/Track Miles
Link Fireworks Software Upgrade	Track Miles
Link LRV Overhaul	Boardings/Track Miles
Link OMFC Vehicle Gate Replacement	Location
Link Radio Upgrade	Boardings/Track Miles
Link Signal House Computer Upgrade	Track Miles
Link Station Control OCS Wire Design	Location
Link Station Braided Tile Replacement	Location
Link Substation Traction Power Upgrades	Location
LRV Overhaul	Boardings/Track Miles
Operating Technology Virtual System Hardware Upgrade	Financial Policies
Operations Warehouse Improvement - Lynnwood	Location
Puget Sound Emergency Radio Network	Financial Policies
Replacement Link Specialty Vehicles	Track Miles
Small Works Program	Location

State of Good Repair	Driver
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
Upgrade CCTV Genetech Software	Track Miles
Vertical Conveyance Program	Location

Administrative Projects	Driver
Administrative Capital	Financial Policies
Administrative Facilities	Financial Policies
Administrative Services	Financial Policies
Administrative Support Vehicles	Track Miles
Environmental Mitigation, Monitoring & Maintenance	Modal Operating Expense Rules
Information Technology Program	Financial Policies
Replacement Administrative Pool Vehicles	Financial Policies

Appendix F – Departments & Staffing

Department Budgets

The proposed 2021 budget for Sound Transit departments totals \$558.8 million. Compared to the 2020 budget, this is an increase of \$22.2 million or 4.1% driven by expanding light rail service to Northgate and opening Operations and Maintenance Facility East.

All department expenses are allocated; mostly to transit operating and project budgets, with the remainder being allocated to general and administrative as well as fare and regional planning expenses.

2021 BUDGETS BY DEPARTMENT (in thousands)

Department	2020 Budget ¹	2021 Budget	Budget \$ Change	Budget % Change
Communications	\$13,397	\$12,603	(\$793)	(5.9%)
Design, Engineering & Construction Management	57,679	62,369	4,689	0.1
Executive	40,989	47,581	6,591	0.2
Finance	27,087	31,707	4,620	0.2
Information Technology	31,879	31,458	(422)	(0.0)
Legal	5,425	6,106	681	0.1
Operations	285,340	292,019	6,678	0.0
Planning, Environment & Project Development	16,357	17,365	1,008	0.1
Safety	42,166	46,545	4,379	0.1
Operating Contingency	16,212	11,000	(5,212)	(0.3)
Total Department Budgets	\$536,532	\$558,751	\$22,219	4.1%

¹The 2020 budget has been adjusted to normalize for:

*2019 related adjustments.

*accounting methodology change to lease costs (see Other Budgets section for more detail).

Agency Staffing

Driven by the economic impacts of COVID-19, there were changes to the staffing plan during 2020. The update resulted in 97 vacant positions being eliminated from 2020. For 2021, 62 positions were added mostly to support new openings in 2021 such as Northgate Link Extension and Operations and Maintenance Facility East.

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 2018 to the 2021 budget are summarized below.

AGENCY STAFFING SUMMARY

Department	2018	2019	2020			2021	
			Adopted	Changes	Current	New	Proposed
Communications	69	72	72	(4)	68	0	68
Design, Engineering & Construction Management	309	327	334	(13)	321	2	323
Executive	194	163	172	52	224	22	246
Finance	90	99	104	(32)	73	0	73
Information Technology	115	109	122	(14)	108	1	109
Legal	23	23	25	(1)	24	2	26
Operations	183	237	261	(64)	197	34	231
Planning, Environment & Project Development	85	102	108	(10)	98	1	99
Safety	0	66	66	(8)	58	0	58
Total Positions	1,068	1,198	1,265	(94)	1,171	62	1,233

Note: In 2020, Public Safety was transferred from OPS to Safety, Capital Facility and Customer Services were transferred from OPS to EXEC, Quality was transferred from Safety to DECM, Records Management and ORCA ST Regional Services were transferred from FIN to EXE.

Appendix G – Resolution No. R2020-27



Resolution No. R2020-27

Proposed 2021 Budget

Meeting:	Date:	Type of action:	Staff contact:
Finance and Audit Committee Board	12/17/2020 12/17/2020	Recommend to Board Final action	Tracy Butler, Chief Financial Officer Ryan Fisher, Director of FP&A and Budget

Proposed action

Adopts an annual budget for the period from January 1 through December 31, 2021 and adopts the 2021 Transit Improvement Plan (TIP).

Key features summary

- The Proposed 2021 Budget (including the revision in Attachment B) requests funding authorization of \$3.1 billion. This request is comprised of:
 - \$380.6 million for Transit Operations;
 - \$2.5 billion for Projects; and
 - \$207.6 million for Other (including debt service).
- The Proposed 2021 TIP totals \$21.5 billion in authorized project allocations.
- The Proposed 2021 Budget would be funded by an estimated \$3.0 billion in revenues and other financing sources and an estimated \$129.0 million in unrestricted cash.
- The Proposed 2021 Budget and Proposed 2021 TIP, with the revision, 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 TIP, a cumulative total of authorized project allocations for all active projects. Sound Transit's annual budget and TIP are organized by three primary program areas: Transit Operating Budget, Project Budgets, and Other Budgets.

The resolution approves the following revenues and expenditures for 2021:

Revenues – \$3.0 billion of estimated revenues and other financing sources includes:

- \$1,298.9 million from Retail Sales and Use Tax
- \$333.3 million from Motor Vehicle Excise and Rental Car Taxes
- \$161.0 million from Property Tax
- \$376.6 million from federal grants
- \$5.6 million from local and state contributions
- \$54.2 million from passenger fare revenues
- \$14.6 million in interest income
- \$12.5 million in miscellaneous revenues
- \$700.0 million in TIFIA loan proceeds

Transit Operating Budget – \$380.6 million includes:

- \$138.5 million for ST Express
- \$167.9 million for Link Light Rail
- \$67.7 million for Sounder Commuter Rail
- \$6.5 million for Tacoma Link

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

- System Expansion Projects – \$2.3 billion which includes:
 - \$1,972.7 million for Link
 - \$95.8 million for Sounder
 - \$18.4 million for Regional Express
 - \$174.5 million for Stride
 - \$47.4 million for Other (\$44.7 million Proposed 2021 Budget plus \$2.7 million budget revision)
- Non-System Expansion Projects – \$201.0 million which includes:
 - \$35.6 million for Enhancement Projects
 - \$46.1 million for State of Good Repair Projects
 - \$119.4 million for Administrative Projects
- \$(12.3) million in non-system expansion projects charged to Transit Operating

Other Budget – \$207.6 million includes:

- \$161.0 million for Debt Service
- \$30.6 million for Tax Collection & Fees
- \$11.0 million for Operating Contingency
- \$5.0 million for Contributions to Other Governments

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

- Operations & Maintenance Reserve: balance is projected to be \$91.2 million at the end of 2020. A contribution of \$2.2 million is budgeted for 2021.
- Emergency/Loss Reserve: balance is projected to be \$36.2 million at the end of 2020. A contribution of \$5.5 million is budgeted for 2021.
- Regional Affordable Housing Revolving Loan Fund: balance is projected to be \$8.1 million at the end of 2020. A contribution of \$4.0 million is budgeted for 2021.
- Capital Replacement Reserve: \$300 million; no contribution is budgeted for 2021.

The resolution also authorizes:

- The revision approved by the Executive Committee, and those adopted by the Board as part of this action, shown in Attachment B.
- Changes to the authorized project allocation for existing projects as well as establishment of new projects, with an authorized project allocation net increase of \$189.4 million (Attachment C).
- Affirms the Board Administrator authority to file any administrative forms necessary for the collection of Sound Transit's property tax, as authorized by Resolution No. R2019-30. 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 construction, 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 2021 Budget and Proposed 2021 TIP are fully affordable within the agency's current financial projections.

With the revision in Attachment B, which increases the 2021 funding authorization request by \$2,700,000, the 2021 funding authorization request totals \$3,085,749,944 in total expenses and outlays.

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 2021 Budget and Proposed 2021 Transit Improvement Plan at public meetings that took place in October and November 2020 and reviewed revisions to both in December. On November 12, 2020, 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 2021 Budget and Proposed 2021 Transit Improvement Plan into the 2021 fiscal year and the agency would have no spending authority beginning January 1, 2021. Budget adoption is required prior to the commencement of the fiscal year to provide authorization to expend funds.

Prior Board/Committee actions

Resolution No. R2020-24: Adopted a Budget Policy and superseding Resolution No. R2018-23.

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. R2016-16: Adopted the Sound Transit 3 Regional Transit System Plan.

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

Environmental review – KH 12/11/20

Legal review – MT 12/11/2020



Resolution No. R2020-27

A RESOLUTION of the Board of the of the Board of the Central Puget Sound Regional Transit Authority adopting an annual budget for the period from January 1 through December 31, 2021, and adopting the 2021 Transit Improvement Plan.

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

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

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

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

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

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

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

WHEREAS, the chief executive officer submitted a Proposed 2021 Budget and Proposed 2021 Transit Improvement Plan (TIP) for Board consideration; and

WHEREAS, the Proposed 2021 Budget and Proposed 2021 TIP are consistent with and affordable under Sound Transit Financial Policies as adopted by Resolution No. R2016-16 and comply with the Budget Policies as adopted by Resolution No. R2020-24; and

WHEREAS, in 2018 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 12, 2020, to take public testimony on the Proposed 2021 Budget, TIP, and Property Tax Levy; and

WHEREAS, at its December 3, 2020, meeting, the Rider Experience and Operations Committee approved Motion No. M2020-70 recommending the Proposed 2021 Budget and TIP for Enhancement projects, State of Good Repair projects, and Administrative projects (annual and authorized project allocations to date) and the Proposed 2021 Transit Operating Budget to the Finance and Audit Committee; and

WHEREAS, at its December 10, 2020, meeting, the Executive Committee approved Motion No. M2020-73 recommending the Proposed 2021 Budget and TIP for System Expansion – Other projects (annual and authorized project allocations to date) including a revision to the Finance and Audit Committee; and

WHEREAS, at its December 10, 2020, meeting, the System Expansion Committee approved Motion No. M2020-76 recommending the Proposed 2021 Budget and TIP for System Expansion projects, excluding System Expansion – Other projects (annual and authorized project allocations to date) to the Finance and Audit Committee; and

WHEREAS, a two-thirds affirmative vote of the entire membership of the Sound Transit Board is required to adopt the Proposed 2021 Budget and Proposed 2021 TIP.

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 2021 Budget projects the collection of \$2,956,715,658 in total revenues and financing sources including \$1,298,931,802 for Sales and Use Tax, \$333,277,691 for Motor Vehicle Excise Tax and Rental Car Tax, \$161,000,000 for Property Tax, \$376,610,245 for federal grants, \$5,552,779 for local and state contributions, \$54,185,237 for passenger fare revenues, \$14,611,709 for interest income, \$12,546,195 for miscellaneous revenues, and \$700,000,000 in TIFIA loan proceeds.

Section 1b – Transit Operating Budget. Sound Transit is authorized to incur \$380,607,674 in transit operating expenses.

- \$138,496,468 for ST Express bus expenses;
- \$167,868,499 for Link light rail expenses;
- \$67,723,611 for Sounder commuter rail expenses;
- \$6,519,096 for Tacoma Link light rail expenses;

Section 1c – Project Budget. Sound Transit is authorized to incur a total of \$2,509,873,857 for project outlays, comprised of budgets for the following project types: System Expansion projects \$2,308,823,965 (\$2,306,123,965 Proposed 2021 Budget plus \$2,700,000 budget revision); Enhancement projects \$35,555,488; State of Good Repair projects \$46,078,014; Administrative projects \$119,416,390; and/or such amounts as are contained in revisions to the Proposed 2021 Budget as adopted by the Board. \$(12,313,553) in non-system expansion project costs will be charged to transit operating.

Note: Under Administrative projects (Agency Administration Operating), the chief executive officer is authorized to incur \$2,520,446 for the regionally shared operation and maintenance costs under for the ORCA fare collection system.

Section 1d – Debt Service. Sound Transit is authorized to incur \$106,721,038 in fixed and variable rate interest and fees on debt and \$54,300,000 in principal repayments for a total of \$161,021,038 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 \$30,560,928 in tax collection and fees.

Section 1g – Operating Contingency. Sound Transit is authorized to incur \$11,000,000 in operating contingency.

Section 1h – Reserves. Sound Transit is authorized to place in reserve the following amounts: \$5,500,000 for Emergency/Loss and \$2,152,534 for Operations and Maintenance, and \$4,000,000 for Regional Affordable Housing Revolving Loan Fund.

Section 2. The Proposed 2021 TIP includes changes in authorized project allocations in the amount of \$189,355,679: \$131,048,518 for existing projects and \$58,307,161 for new projects. The specific projects impacted are referenced in Attachment C – Changes to Authorized Project Allocations in the Proposed 2021 TIP. These changes, together with the revision to the Proposed 2021 TIP equal a new authorized project allocations of \$21,461,151,857.

Section 3. The budget for the period January 1, 2021 to December 31, 2021 as set forth in Attachment A (2021 Financial Plan and Proposed Budget), and the approved revision to the Proposed 2021 Budget and Proposed 2021 TIP in Attachment B, and the changes authorized by the Board’s Budget Policy including technical and conforming changes and shifts to annual project budgets between the prior year and upcoming fiscal years, together constitute the Adopted 2021 Budget and Adopted 2021 TIP as adopted by this Resolution.

Section 4. The Adopted 2021 Budget and Adopted 2021 TIP are not an exclusive authorization of expenses or capital outlays, except as specified in Section 1c – 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 affirms the continuing delegation to the Board Administrator made in Resolution No. R2019-30 execute and file any collection estimate legally required to collect Sound Transit’s property tax.

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

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

ATTEST:

Kent Keel
Board Chair

Kathryn Flores
Board Administrator



Resolution No. R2020-27

Attachment A – Proposed 2021 Budget and Transit Improvement Plan

Link to Proposed 2021 Budget on Soundtransit.org:

[Proposed 2021 Budget and Transit Improvement Plan](#)



Resolution No. R2020-27

Attachment B – Approved Revision to the Proposed 2021 Budget and Transit Improvement Plan

Approved by the Executive Committee on December 10, 2020

E-1 #600076 Innovation and Technology Program – Increase Annual Project Budget to Accommodate Additional Project Scope- Fare Enforcement Pilot

Annual Project Budget Revision: \$2,700,000

Authorized Project Allocation Revision: \$0

Project Type: System Expansion - Other

Funding Source: Long-range Financial Plan

Description: 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.

Justification: One year fare enforcement pilot program focused on development of a compliance based fare enforcement program moving away from an enforcement based approach. The pilot will include three rounds of engagements focused on informing, consulting and involving the riding public to validate assumptions, refine approaches and test fare engagement techniques. A successful pilot would result in a long term positive and collaborative relationship with our riders and the communities along our alignment. The costs of the pilot include direct temp staffing, administrative costs, marketing and distribution materials, training and equipment costs for staff.

(in thousands)	2021 Annual Project Budget			Authorized Project Allocation		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Operations and Maintenance	\$	\$2,700	\$2,700	\$40	\$2,700	\$2,740
Agency Administration	390		390	13,285		13,285
Preliminary Engineering	1,708		1,708	93,279	-2,700	90,579
Final Design						
Third Party						
ROW Acquisition and Permits						
Construction						
Construction Management						
Vehicles						
Contingency						
Total	\$2,098	\$2,700	\$4,798	\$106,604	\$	\$106,604



Resolution No. R2020-27

Attachment C – Changes to Authorized Project Allocations in Transit Improvement Plan

Adoption of the Proposed 2021 Transit Improvement Plan will approve the changes to the authorized project allocation for the following projects, including the revision (\$0 net impact) approved by the Executive Committee on December 10, 2020.

(in thousands)	Total Project Allocation 2020	Changes to Total Project Allocation	Total Project Allocation 2021
Existing Projects with changes			
0X002 - Agency Administrative Operating	\$1,317,759	\$90,694	\$1,408,454
500051 -SR 522 NE 145th Bus Rapid Transit	69,415	79,155	148,570
500050 - I 405 Bus Rapid Transit	226,118	42,222	268,340
400113 - North Corridor MOW	491	22,366	22,857
300056 - Sounder South Capacity Expansion	3,594	13,778	17,372
300087 - Edmonds & Mukilteo Station Imp	2,511	1,340	3,851
300035 - Kent Station Access Improvements	15,611	1,236	16,847
300040 - Auburn Station Access Improvements	11,441	1,151	12,592
700793 - Signage Improvements	1,293	563	1,856
600143 - Environmental Remediation	500	500	1,000
700645 - Issaquah and Lakewood CCTV Upgrade	0	423	423
6X668 - ST Art	161,201	320	161,521
600145 - Design Criteria Manual	200	100	300
400044 - Link Operating System Enhancement Upgrades	0	58	58
600025 - Environmental Mitigation, Monitoring & Maint.	1,471	5	1,476
804100 - TOD Property Disposition	11,949	(333)	11,615
300026 - Sounder Yard Expansion	20,550	(2,500)	18,050
3X510 - Sounder South Expanded Service	205,568	(4,001)	201,567
300011 - Positive Train Control	53,054	(5,704)	47,350
3X236 - Tukwila Station	45,969	(6,249)	39,720
300027 - PT Defiance Bypass	83,670	(7,000)	76,670
802000 - Administrative Capital	62,284	(14,696)	47,588
5X387 - I-90 2 Way Transit and HOV Stage 3	225,648	(18,000)	207,648
300021 - Tacoma Trestle Track and Signal	161,017	(25,825)	135,192
4X420 - South 200th Link Extension	383,241	(43,600)	339,641
New Projects			
700824 - Admin Facilities	-	6,208	6,208
864140 - Admin Services	-	5,819	5,819
864169 - Station Codes	-	5,300	5,300
400033 - Link At-Grade Study	-	4,906	4,906
800111 - Fare Paid Zone	-	3,340	3,340
300038 - Sounder At-Grade Study	-	1,700	1,700
802003 - Replacement Admin Pool Vehicles	-	1,663	1,663
600146 - Design & Engineering Stands Update	-	1,600	1,600
800112 - Link Line Renaming	-	1,168	1,168
700767 - Administrative Pool Vehicles	-	1,006	1,006
870115 - HUB Intranet Replacement	-	410	410

Continued (in thousands)	Total Project Allocation 2020	Changes to Total Project Allocation	Total Project Allocation 2021
Reclassified Projects*			
Existing Projects with Changes			
700766 - Operations Enhancement Portfolio Project	26,831	1,197	28,028
700831 - Operations State of Good Repair Portfolio Project	32,842	3,849	36,691
New Projects			
700766 - Operations Enhancement Portfolio Project	-	5,723	5,723
700831 - Operations State of Good Repair Portfolio Project	-	19,465	19,465
Total Project Allocation Changes	\$3,124,229	\$189,356	\$3,313,585

* The Operations Enhancement Portfolio and Operations State of Good Repair Portfolio projects were created in the 2021 Proposed Budget to consolidate Operations-managed non-system expansion projects to increase flexibility in prioritizing and allocating resources. Within the two portfolio projects, sub-projects will be managed and tracked individually, with the ability to transfer budget between sub-projects, still subject to the budget policy.

Appendix H – Reconciliation of Proposed to Adopted 2021 Budget

The Proposed 2021 Budget and the Transit Improvement Plan (TIP) were submitted for Board review in December 2020. On December 17, 2020, 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, 2020, project budgets were rebalanced so that 2020 project budgets equal actual expenditures. This shifts annual project budgets between 2020 and upcoming fiscal years, but does not change the project’s authorized project allocations.

As part of the budget review process, Board committees reviewed the proposed 2021 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 2021 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 2021 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. R2020-24, Budget Policy.

Consistent with the annual budget resolution and budget policies adopted by the Board, the following changes were made to the proposed 2021 budget and TIP.

Summary of Reconciliation

(in thousands)

Proposed Expenses & Outlays for Year of 2021	\$3,083,050
1. Budget revisions per Resolution R2020-27	\$2,700
2. Updates as a result of 2020 year-end rebalancing	\$(78,947)
3. Budget amendments by the Board after budget adoption	-
4. Technical and conforming changes allowed by the Budget Policy	\$17,536
Revised Expenses & Outlays for Year of 2021	\$3,024,340

Revisions to authorized project allocations adopted by Resolution No. R2020-27

There was no budget amendments to authorized project allocation adopted by the Board via R2020-27.

Revisions to annual budget adopted by Resolution No. R2020-27

The following are amendment to the annual 2021 budget adopted by the Board via R2020-27 for both operating and project budget.

Project Name or Description	Proposed 2021 (\$000)	Revised 2021 Allocation (\$000)	Difference (\$000)	Comments
SYSTEM EXPANSION				
600076 - INNOVATION & TECHNOLOGY PROG	\$2,098	\$4,798	\$2,700	Increase 2021 annual project budget to accommodate the fare enforcement pilot.
TOTAL ANNUAL BUDGET CHANGES	\$2,098	\$4,798	\$2,700	

Updates to 2021 project budgets after year end rebalance of budget and actuals

Project cash flows within the proposed 2021 budget document included a forecast for 2020 expenditures. As part of developing the 2021 Financial Plan and Adopted Budget document, the 2021 annual project cash flows are updated to reflect actual capital outlays for the preceding year (2020). The effect of this change is a decrease of \$78.9 million for cash flow adjustments. The following projects' fiscal year 2021 projected cash flows were adjusted:

Project Name or Description	Proposed 2021 (\$000)	Revised 2021 (\$000)	Difference (\$000)	Comments
SYSTEM EXPANSION				
300004 - SOUNDER MAINTENANCE BASE	\$883	\$1,308	\$425	Adjustment in annual cashflow to address deferred activities from 2020.
300040 - AUBURN STATION ACCESS IMPRVMT	\$5,097	\$3,292	\$(1,805)	Cashflow updated to accommodate slow down in the planned project activities.
300057 - SOUTH TACOMA ACCESS IMPROV	\$3,701	\$3,746	\$45	Adjustment in annual cashflow to address deferred activities from 2020.
400008 - HILLTOP TACOMA LINK EXTENSION	\$62,648	\$62,648	\$()	
400009 - LINK O&M FACILITY EAST	\$7,591	\$7,592	\$	
400053 - TACOMA DOME LINK EXTENSION	\$25,655	\$18,952	\$(6,703)	Cashflow updated to accommodate slow down in the planned project activities.
400066 - WEST SEATTLE-BALLARD LINK	\$44,500	\$24,947	\$(19,553)	Cashflow updated to accommodate slow down in the planned project activities.
400113 - NORTH CORRIDOR MOW	\$22,376	\$22,366	\$(10)	Adjustment in cashflow to accommodate a marginal change in planned spending.
4X100 - NORTHGATE LINK EXTENSION	\$55,311	\$53,024	\$(2,287)	Cashflow updated to reflect final estimated 2021 cost to complete the project.
4X115 - LYNNWOOD LINK EXTENSION	\$593,150	\$593,150	\$	
4X600 - EAST LINK	\$254,845	\$254,845	\$()	
4X630 - DOWNTOWN REDMOND LINK EXT	\$279,836	\$279,836	\$()	
500050 - I-405 BRT	\$76,946	\$59,069	\$(17,877)	Cashflow updated to accommodate slow down in the planned project activities due to delays in WSDOT projects.
500051 - SR 522-NE 145th ST BRT	\$90,356	\$75,410	\$(14,946)	Cashflow updated to accommodate slow down in the planned project activities as timing of project-to-be-built decisions remain uncertain.
500070 - BRT MAINTENANCE BASE	\$7,226	\$7,226	\$	
500110 - RAPIDRIDE C and D	\$7,100	\$4,025	\$(3,075)	Cashflow updated to accommodate slow down in the planned project activities.
600073 - TRANSIT SYSTEM ACCESS PROGRAM	\$10,375	\$10,498	\$123	Adjustment in cashflow to accommodate a marginal change in planned spending.
7X755 - SOUNDER FLEET EXPANSION	\$25,422	\$18,271	\$(7,151)	There is schedule risk for the milestone activities initially planned for 2021 so 30% of the cost planned for 2021 has been pushed into 2022.
804100 - TOD PROPERTY DISPOSITION	\$2,100	\$1,923	\$(177)	Cashflow updated to accommodate slow down in the planned project activities.
ENHANCEMENT				
300038 - SOUNDER AT GRADE	\$1,700	\$460	\$(1,240)	Cashflow updated to accommodate a revised level of effort of planned project activities.
400122 - ESCALATOR MODERNIZATION PROG	\$20	\$220	\$200	Adjustment in annual cashflow to address deferred activities from 2020.
700665 - VIDEO MNGMNT SYSTEM UPGRADE	\$980	\$13	\$(967)	This is project is on hold pending executive agreement to finalize the work proposal.
700685 - EVERETT STATION SECURITY IMPRV	\$9	\$	\$(9)	Project is completed.
700686 - SECURITY RADIO SYSTEM	\$823	\$688	\$(136)	Cashflow updated to accommodate changes in construction activities.
700766 - OPS ENHANCEMENT PORTFOLIO	\$9,922	\$12,309	\$2,387	Various projects with adjustments to accommodate marginal changes in planned spending. Largest variance from adjustment in annual cashflow to address Pierce Transit's update of payment for construction work milestone.
800111 - FARE PAID ZONE	\$2,720	\$1,380	\$(1,340)	Cashflow updated to accommodate a revised schedule of planned project activities.
STATE OF GOOD REPAIR				
700645 - ISSAQUAH LAKEWOOD CCTV UPGRADE	\$	\$10	\$10	Delay in upgrade of Lakewood CCTV from 2020 into 2021.
700831 - OPERATIONS SOGR PORTFOLIO	\$40,520	\$30,655	\$(9,865)	Various projects with adjustments to accommodate marginal changes in planned spending. Largest variance from adjustment in annual cashflow to reduce Sounder vehicle overhauls from lower service level and delay in planned activities for the Kinkisharyo LRV system upgrade project.
ADMINISTRATIVE				
0X002 - AGENCY ADMIN OPERATING	\$114,918	\$114,528	\$(390)	Exclusion of lease expense due to change in lease and amortization methodology.
700824 - ADMIN FACILITIES	\$3,374	\$2,551	\$(823)	Delay of major HVAC and E-vehicle infrastructure project into 2021.
802000 - ADMINISTRATIVE CAPTIAL	\$300	\$323	\$23	Delay of purchase of Genie Lift from 2020 into 2021.
803800 - INFORMATION TECH PROGRAM	\$540	\$6,651	\$6,111	Cashflow updated to accommodate the additional planned project activities that were deferred from 2020 into 2021.
864140 - ADMIN SERVICES	\$154	\$239	\$85	New training computer lab moved from Administrative Facilities (700824) into Admin Services program.
TOTAL	\$1,585,739	\$1,514,660	\$(78,947)	

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 December 17, 2020.

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
SYSTEM EXPANSION				
300019 - LAKEWOOD STATION IMPROVEMENTS	\$1,255	\$1,960	\$705	Budget Amendment in Nov 2020 via R2020-19 to provide access improvement to accommodate future demand for ridership.
300057 - SOUTH TACOMA ACCESS IMPROV	\$1,341	\$1,534	\$193	Project established via R2020-20 in 2020 to provide access improvement to accommodate future demand for ridership. Project was included in proposed budget to only begin in 2021.
TOTAL	\$2,596	\$3,494	\$898	

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

There was no other budget amendment to the 2021 annual project budget since the budget adoption on December 17, 2020.

Technical and conforming changes allowed by Resolution No. R2020-24, Budget Policy

Resolution number R2020-24 section 3.3.4 authorizes the CEO to revise the adopted 2021 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
PROJECT BUDGETS				
600080 - BIKE PARKING PROGRAM	\$9,700	\$9,703	\$3	Unintentional project allocation change upon account re-coding. Adjustment restores project allocation back to the voter approved amount.
700824 - ADMIN FACILITIES	\$6,208	\$6,123	\$(85)	Transfer of IT training lab in Union Station.
864140 - ADMIN SERVICES	\$5,819	\$5,904	\$85	Transfer of IT training lab in Union Station.

Revised Annual Budgets:

Project Name or Description	Proposed 2021 (\$000)	Revised 2021 (\$000)	Difference (\$000)	Comments
TRANSIT MODES				
SALARIES AND BENEFITS	\$22,424	\$23,226	\$802	Adjustments due to market comp reviews, job reclasses, and promotions.
LEASES - TRANSIT WAY	\$997	\$129	\$(868)	Per Governmental Accounting Standards Board (GASB), lease expense moved from "Transit Modes" to the "Others" category. See Other Budgets section for more detail.
EXPENSE TRANSFERS - OPERATIONS AND ADMINISTRATIVE DEPARTMENTS	\$35,290	\$33,585	\$(1,706)	Decrease in agency overhead primarily due to lease expense moved from "Transit Modes" to the "Others" category per GASB.
EXPENSE TRANSFERS - CAPITAL MAINTENANCE AND OTHER PROJECTS	\$14,627	\$16,609	\$1,982	Increase in charges to transit modes for non-capital projects in line with year-end project rebalancing.
PROJECTS				
PROJECT TRANSFERS TO MODES	\$(12,314)	\$(14,296)	\$(1,982)	Increase in charges to transit modes for non-capital projects in line with year-end project rebalancing.
OTHERS				
TAX COLLECTION & FEES	\$30,561	\$33,605	\$3,044	Increase to the sales and use tax offset fee in line with year-end project rebalancing. Note: this fee is based on 3.25% of payments made for construction related costs (Rule 171 eligible costs) on new ST3 projects.
LEASES	\$-	\$16,264	\$16,264	Per Governmental Accounting Standards Board (GASB), lease expense moved from "Transit Modes" to the "Others" category. See Other Budgets section for more detail.
TOTAL	\$91,586	\$109,122	\$17,536	

Changes to annual revenue budget per Resolution No. R2020-27

Resolution No. R2020-27, section 5, authorizes the Board Administrator to execute and file any collection estimate legally required to collect Sound Transit's property tax.

Project Name or Description	Proposed 2021	Revised 2021	Difference (\$000)	Comments
REVENUE - PROPERTY TAX	\$161,000	\$157,260	\$(3,740)	Decrease to update to the actual property tax levy less 1% under collection.

Appendix – I 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., 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–Lease Expenses–Paratransit 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
- **EXEC** – Executive
- **FIN** – Finance
- **IT** – Information Technology
- **LEGAL** – Legal
- **OPS** – Operations
- **PEPD** – Planning, Environment & Project Development
- **SFT** – Safety

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—Lease Expenses—Paratransit 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 record project costs incurred prior to the establishment of project scope.
- **02 Operations + Maintenance, Agency –** Costs that cannot be capitalized. Currently used to maintain Sound Transit’s public art assets.
- **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.

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.

Appendix J – Project Detail Pages

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

LINK

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total	
Preliminary Engineering										
400034	Enhancements to Tacoma Link Extension	1,589	0	0	411	0	0	0	2,000	
400052	Everett Link Extension	2,473	15,437	33,286	48,152	45,015	38,798	1,882	185,042	
400053	Tacoma Dome Link Extension	41,154	18,952	30,701	23,181	11,685	0	0	125,673	
400066	West Seattle and Ballard Link Extensions	93,124	24,947	40,166	65,192	62,468	0	0	285,896	
400113	North Corridor MOW	240	22,366	251	0	0	0	0	22,857	
400115	NE 130th Street Infill Station	9,026	10,405	9,473	0	0	0	0	28,904	
400117	DSTT Single Tracking	3,213	0	14	0	0	0	0	3,227	
	Subtotal	150,818	92,107	113,891	136,935	119,168	38,798	1,882	653,599	
Baseline										
400008	Hilltop Tacoma Link Extension	151,049	62,648	30,613	6,805	1,631	0	0	252,746	
400009	Operations and Maintenance Facility East	363,273	7,592	3,140	23,839	51,376	0	0	449,220	
400032	Light Rail Vehicle Fleet Expansion	260,454	172,165	121,505	102,132	82,294	1,258	909	740,718	
4X100	Northgate Link Extension	1,685,895	53,024	12,584	49,561	98,691	0	0	1,899,756	
4X115	Lynnwood Link Extension	1,048,737	593,150	517,355	372,268	174,718	65,394	0	2,771,622	
4X200	University Link Extension	1,515,163	0	0	0	0	240,844	0	1,756,007	
4X420	South 200th Link Extension	329,376	22	0	0	10,244	0	0	339,641	
4X445	Federal Way Link Extension	662,836	428,800	479,811	250,636	59,808	144,993	424,652	2,451,535	
4X600	East Link Extension	2,787,868	254,845	259,447	124,317	86,694	71,910	90,465	3,677,150	
4X630	Downtown Redmond Link Extension	291,821	279,836	299,699	199,845	109,747	59,032	289,243	1,530,000	
	Subtotal	9,096,472	1,852,081	1,724,153	1,129,404	664,961	352,831	1,046,113	2,380	15,868,394
Reserve										
4X199	Northgate Link Extension Project Reserve	0	0	0	50,000	0	0	0	50,000	
	Subtotal	0	0	0	50,000	0	0	0	50,000	
Operating										
400007	First Hill Streetcar	132,730	0	0	50	0	0	0	132,780	
	Subtotal	132,730	0	0	50	0	0	0	132,780	
	Total	\$9,380,020	\$1,944,188	\$1,838,045	\$1,316,388	\$784,129	\$391,629	\$1,047,995	\$2,380	\$16,704,773

2021 Cashflow by Subarea

(in thousands)

System Expansion

LINK

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	682,827	370,906	325,969	261,696	154,649	68,440	1,685	0	1,866,172
2 - North King	4,061,892	421,013	333,261	364,857	270,081	30,502	241,663	10	5,723,277
3 - South King	1,114,640	461,039	509,621	279,288	86,408	155,401	424,771	0	3,031,167
4 - East King	3,342,053	614,569	614,559	381,057	256,429	131,078	379,576	2,370	5,721,690
5 - Pierce	178,119	74,167	49,270	21,721	9,298	0	0	0	332,575
6 - Systemwide	489	2,495	5,366	7,770	7,265	6,208	301	0	29,893
Total	\$9,380,020	\$1,944,188	\$1,838,045	\$1,316,388	\$784,129	\$391,629	\$1,047,995	\$2,380	\$16,704,773

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	240	0	0	0	0	0	0	0	240
10-Agency Administration	440,625	74,925	77,532	96,672	100,297	45,953	60,541	0	896,545
20-Prelim Engineering/Env Review	324,083	41,171	72,106	93,885	86,578	30,187	1,667	0	649,678
30-Final Design+Specifications	594,876	23,831	22,559	23,056	18,508	16,143	17,387	0	716,360
35-Third Party	212,589	17,751	21,529	21,545	14,966	12,368	17,871	1,152	319,772
40-Row Acquisition+Permits	1,097,557	93,634	33,632	24,416	57,855	55,712	185,229	0	1,548,034
50-Construction	5,853,936	1,395,653	1,392,225	793,586	327,213	197,266	730,143	1,227	10,691,250
55-Construction Services	481,964	86,646	84,222	77,839	46,881	31,897	29,342	0	838,793
70-Vehicles	349,143	187,450	121,654	103,646	80,165	945	4,854	0	847,857
80-System Testing+Startup	25,007	23,127	12,585	31,744	29,464	1,157	960	0	124,044
90-Contingency	0	0	0	50,000	22,200	0	0	0	72,200
Total	\$9,380,020	\$1,944,188	\$1,838,045	\$1,316,388	\$784,129	\$391,629	\$1,047,995	\$2,380	\$16,704,773

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 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$132,780	Baseline:	2015	Voter-Approved Cost Estimate:	\$156,549
2020 TIP:	\$132,780	2020 :	2015	2020 Cost Estimate:	\$155,157
2021 TIP:	\$132,780	2021 :	2015	2021 Cost Estimate:	\$155,157

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$132,730	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$132,780
Total	\$132,730	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$132,780

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$239	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$289
35-Third Party	132,491	0	0	0	0	0	0	0	132,491
Total	\$132,730	\$0	\$0	\$50	\$0	\$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 2020: 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.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$252,746	Baseline:	2022	Voter-Approved Cost Estimate:	\$121,630
2020 TIP:	\$217,346	2020 :	2022	2020 Cost Estimate:	\$159,566
2021 TIP:	\$252,746	2021 :	2022	2021 Cost Estimate:	\$159,566

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$151,049	\$62,648	\$30,613	\$6,805	\$1,631	\$0	\$0	\$0	\$252,746
Total	\$151,049	\$62,648	\$30,613	\$6,805	\$1,631	\$0	\$0	\$0	\$252,746

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$14,537	\$4,574	\$2,302	\$176	\$88	\$0	\$0	\$0	\$21,678
20-Prelim Engineering/Env Review	5,559	0	0	0	0	0	0	0	5,559
30-Final Design+Specifications	12,650	1,034	356	16	42	0	0	0	14,098
35-Third Party	974	10	402	80	0	0	0	0	1,466
40-Row Acquisition+Permits	1,914	20	79	157	0	0	0	0	2,170
50-Construction	100,535	33,160	22,081	920	0	0	0	0	156,696
55-Construction Services	8,201	2,600	1,289	271	0	0	0	0	12,361
70-Vehicles	4,538	19,000	3,484	4,871	1,500	0	0	0	33,392
80-System Testing+Startup	2,142	2,250	619	315	0	0	0	0	5,326
Total	\$151,049	\$62,648	\$30,613	\$6,805	\$1,631	\$0	\$0	\$0	\$252,746

Project Risk Assessment

There are risks 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. The System Testing schedule is still being developed and is a risk. There are also potential delays to long lead procurement items as a result of COVID-19, particularly the vehicles and TPSS.

400009 LINK O&M 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 2020: None.

Budget year activities: Project will reach substantial completion in late 2020, . continue follow on work in 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$449,220	Baseline:	2020	Voter-Approved Cost Estimate:	\$371,895
2020 TIP:	\$449,220	2020 :	2020	2020 Cost Estimate:	\$468,873
2021 TIP:	\$449,220	2021 :	2020	2021 Cost Estimate:	\$468,873

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$76,287	\$1,594	\$659	\$5,006	\$10,789	\$0	\$0	\$0	\$94,336
North King	60,667	1,268	524	3,981	8,580	0	0	0	75,020
South King	69,748	1,458	603	4,577	9,864	0	0	0	86,250
East King	156,571	3,272	1,353	10,275	22,143	0	0	0	193,614
Total	\$363,273	\$7,592	\$3,140	\$23,839	\$51,376	\$0	\$0	\$0	\$449,220

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$9,214	\$977	\$674	\$1,079	\$5,629	\$0	\$0	\$0	\$17,573
20-Prelim Engineering/Env Review	8,711	0	0	0	825	0	0	0	9,536
30-Final Design+Specifications	5	50	100	0	231	0	0	0	386
35-Third Party	75	250	0	2,532	250	0	0	0	3,107
40-Row Acquisition+Permits	102,574	20	0	1,402	30,532	0	0	0	134,529
50-Construction	227,143	5,295	1,866	18,326	12,123	0	0	0	264,753
55-Construction Services	15,551	1,000	500	500	1,785	0	0	0	19,337
Total	\$363,273	\$7,592	\$3,140	\$23,839	\$51,376	\$0	\$0	\$0	\$449,220

Project Risk Assessment

Interfaces and coordination with Operations. Integrated testing of the facility may result in follow on work. The gap between the substantial completion and operations acceptance of the facility may have additional costs to the project.

400032 **LRV 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 2020: None.

Budget year activities: Anticipation to receive an additional 50 LRVs and issue Conditional Acceptance of 49 LRVS. Retrofitting of automatic train protection on the existing LRVs

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$740,718	Baseline:	2024	Voter-Approved Cost Estimate:	\$661,343
2020 TIP:	\$740,718	2020 :	2024	2020 Cost Estimate:	\$735,824
2021 TIP:	\$740,718	2021 :	2024	2021 Cost Estimate:	\$735,824

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$29,952	\$19,799	\$13,973	\$11,745	\$9,464	\$145	\$105	\$0	\$85,183
North King	78,918	52,166	36,816	30,946	24,935	381	275	0	224,438
South King	34,120	22,554	15,917	13,379	10,781	165	119	0	97,034
East King	117,465	77,646	54,799	46,062	37,115	567	410	0	334,064
Total	\$260,454	\$172,165	\$121,505	\$102,132	\$82,294	\$1,258	\$909	\$0	\$740,718

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$4,242	\$1,315	\$1,300	\$1,320	\$1,050	\$23	\$377	\$0	\$9,627
55-Construction Services	8,306	2,400	2,035	2,037	2,579	289	394	0	18,040
70-Vehicles	245,412	168,450	118,170	98,775	78,665	945	138	0	710,556
80-System Testing+Startup	2,495	0	0	0	0	0	0	0	2,495
Total	\$260,454	\$172,165	\$121,505	\$102,132	\$82,294	\$1,258	\$909	\$0	\$740,718

Project Risk Assessment

Project risk continues to be timely deliveries and completion the new LRVs. Coordination of the retrofitting of automatic train protection on the existing LRVs is critical to minimize impacts to Link operations.

400034 **ENHANCEMENTS TO TLE** **Managed by: FIN**

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 2020: None.

Budget year activities: Project close out.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$1,589	\$0	\$0	\$411	\$0	\$0	\$0	\$0	\$2,000
Total	\$1,589	\$0	\$0	\$411	\$0	\$0	\$0	\$0	\$2,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
35-Third Party	\$1,589	\$0	\$0	\$411	\$0	\$0	\$0	\$0	\$2,000
Total	\$1,589	\$0	\$0	\$411	\$0	\$0	\$0	\$0	\$2,000

Project Risk Assessment

N/A.

400052 **EVERETT LINK EXTENSION** **Managed by: PEPD**

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 2020: None.

Budget year activities: Commence project development with alternatives analysis and partner with outreach team.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$3,730,633
2020 TIP:	\$185,042	2020 :	N/A	2020 Cost Estimate:	\$3,712,463
2021 TIP:	\$185,042	2021 :	2036	2021 Cost Estimate:	\$3,712,463

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$2,077	\$12,967	\$27,961	\$40,448	\$37,813	\$32,590	\$1,580	\$0	\$155,435
Systemwide	396	2,470	5,326	7,704	7,202	6,208	301	0	29,607
Total	\$2,473	\$15,437	\$33,286	\$48,152	\$45,015	\$38,798	\$1,882	\$0	\$185,042

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,140	\$2,560	\$4,860	\$8,044	\$9,817	\$7,426	\$324	\$0	\$34,170
20-Prelim Engineering/Env Review	685	11,580	22,766	34,808	29,498	25,692	543	0	125,572
35-Third Party	8	1,047	2,855	2,855	2,855	2,835	745	0	13,200
40-Row Acquisition+Permits	0	250	2,445	2,445	2,845	2,845	270	0	11,100
50-Construction	640	0	360	0	0	0	0	0	1,000
Total	\$2,473	\$15,437	\$33,286	\$48,152	\$45,015	\$38,798	\$1,882	\$0	\$185,042

Project Risk Assessment
N/A.

400053 TACOMA DOME LINK EXTENSION Managed by: PEPD

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Conduct technical analysis of the preferred alternatives and other station and alignment options in preparation for the Draft Environmental Impact Statement (DEIS) by the end of 2021 for publication to the public in early 2022. Evaluate three OMF sites with a goal of preparation of Draft Environmental Impact Statement (DEIS) in Q1 2021 and seeking a Board preferred alternative by Q2 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$2,449,919
2020 TIP:	\$125,673	2020 :	2030	2020 Cost Estimate:	\$2,436,970
2021 TIP:	\$125,673	2021 :	2030	2021 Cost Estimate:	\$2,436,970

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$16,791	\$7,732	\$12,526	\$9,458	\$4,768	\$0	\$0	\$0	\$51,275
Pierce	24,363	11,220	18,175	13,723	6,918	0	0	0	74,398
Total	\$41,154	\$18,952	\$30,701	\$23,181	\$11,685	\$0	\$0	\$0	\$125,673

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$10,756	\$4,848	\$4,411	\$6,833	\$0	\$0	\$0	\$0	\$26,848
20-Prelim Engineering/Env Review	29,681	12,005	22,567	11,137	11,685	0	0	0	87,075
35-Third Party	643	1,535	2,583	1,589	0	0	0	0	6,350
40-Row Acquisition+Permits	75	564	1,140	3,621	0	0	0	0	5,400
Total	\$41,154	\$18,952	\$30,701	\$23,181	\$11,685	\$0	\$0	\$0	\$125,673

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.

400066 WEST SEATTLE-BALLARD LINK Managed by: PEPD

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 2020: None.

Budget year activities: Prepare and publish Draft Environmental Impact Statement; conduct public scoping period, and seek Board Action to confirm or modify the preferred alternative and other alternatives for evaluation in the Final Environmental Impact Statement.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$7,162,312
2020 TIP:	\$285,896	2020 :	2035	2020 Cost Estimate:	\$7,132,617
2021 TIP:	\$285,896	2021 :	2035	2021 Cost Estimate:	\$7,132,617

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,769	\$474	\$763	\$1,239	\$1,187	\$0	\$0	\$0	\$5,432
North King	86,512	23,176	37,314	60,563	58,032	0	0	0	265,597
South King	1,769	474	763	1,239	1,187	0	0	0	5,432
East King	1,862	499	803	1,304	1,249	0	0	0	5,718
Pierce	1,117	299	482	782	750	0	0	0	3,431
Systemwide	93	25	40	65	62	0	0	0	286
Total	\$93,124	\$24,947	\$40,166	\$65,192	\$62,468	\$0	\$0	\$0	\$285,896

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$17,186	\$7,400	\$12,220	\$13,820	\$12,454	\$0	\$0	\$0	\$63,080
20-Prelim Engineering/Env Review	73,729	14,847	24,401	47,900	44,540	0	0	0	205,416
35-Third Party	797	1,500	2,345	2,284	4,474	0	0	0	11,400
40-Row Acquisition+Permits	1,412	1,200	1,200	1,188	1,000	0	0	0	6,000
Total	\$93,124	\$24,947	\$40,166	\$65,192	\$62,468	\$0	\$0	\$0	\$285,896

Project Risk Assessment

There are risks to scope, schedule and budget when trying to reach stakeholder consensus on a preferred alternative; complexity of alignments in constrained environment with challenging topography that includes two bridge crossings, constructing a tunnel through a mature urban and constrained environment. There are also potential impacts on existing Link operations during construction, and cost risks associated with right of way and property acquisitions.

400113 NORTH CORRIDOR MOW Managed by: PEPD

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 2020: Increased by \$22.4 million to begin project development and ROW acquisition.

Budget year activities: Project development and property acquisition activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$491	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$22,857	2021 :	2022	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$131	\$12,212	\$137	\$0	\$0	\$0	\$0	\$0	\$12,480
North King	109	10,154	114	0	0	0	0	0	10,377
Total	\$240	\$22,366	\$251	\$0	\$0	\$0	\$0	\$0	\$22,857

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$240	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$240
10-Agency Administration	0	491	201	0	0	0	0	0	692
20-Prelim Engineering/Env Review	0	1,859	0	0	0	0	0	0	1,859
35-Third Party	0	59	0	0	0	0	0	0	59
40-Row Acquisition+Permits	0	19,957	50	0	0	0	0	0	20,007
Total	\$240	\$22,366	\$251	\$0	\$0	\$0	\$0	\$0	\$22,857

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 the 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.

400115 NE 130TH STREET INFILL STATION Managed by: DECM

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Complete final design to IFC (Issued for Construction) and drilled shafts construction package.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$79,662
2020 TIP:	\$28,904	2020 :	2024	2020 Cost Estimate:	\$79,218
2021 TIP:	\$28,904	2021 :	2036	2021 Cost Estimate:	\$79,218

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$9,026	\$10,405	\$9,473	\$0	\$0	\$0	\$0	\$0	\$28,904
Total	\$9,026	\$10,405	\$9,473	\$0	\$0	\$0	\$0	\$0	\$28,904

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,217	\$1,070	\$1,295	\$0	\$0	\$0	\$0	\$0	\$3,582
20-Prelim Engineering/Env Review	2,701	0	20	0	0	0	0	0	2,721
30-Final Design+Specifications	2,735	4,495	3,563	0	0	0	0	0	10,793
35-Third Party	71	435	444	0	0	0	0	0	950
40-Row Acquisition+Permits	0	220	22	0	0	0	0	0	242
50-Construction	1,760	3,297	3,469	0	0	0	0	0	8,526
55-Construction Services	541	889	659	0	0	0	0	0	2,090
Total	\$9,026	\$10,405	\$9,473	\$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 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$3,227	2020 :	2019	2020 Cost Estimate:	N/A
2021 TIP:	\$3,227	2021 :	2019	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19
East King	3,193	0	14	0	0	0	0	0	3,208
Total	\$3,213	\$0	\$14	\$0	\$0	\$0	\$0	\$0	\$3,227

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168
50-Construction	3,044	0	14	0	0	0	0	0	3,059
Total	\$3,213	\$0	\$14	\$0	\$0	\$0	\$0	\$0	\$3,227

Project Risk Assessment	
N/A.	

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 2020: None.

Budget year activities: Acceptance and closeout of remaining stations and systems contract work. Perform integrated testing and complete pre-revenue service operations for anticipated September 2021 opening of the line.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$1,899,756	Baseline:	2021	Voter-Approved Cost Estimate:	\$2,113,143
2020 TIP:	\$1,899,756	2020 :	2021	2020 Cost Estimate:	\$2,276,743
2021 TIP:	\$1,899,756	2021 :	2021	2021 Cost Estimate:	\$2,276,743

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,685,895	\$53,024	\$12,584	\$49,561	\$98,691	\$0	\$0	\$0	\$1,899,756
Total	\$1,685,895	\$53,024	\$12,584	\$49,561	\$98,691	\$0	\$0	\$0	\$1,899,756

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$91,999	\$9,712	\$5,550	\$10,317	\$12,801	\$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	123,157	2,067	120	7,580	4,243	0	0	0	137,167
35-Third Party	7,452	403	0	1,679	2,266	0	0	0	11,800
40-Row Acquisition+Permits	101,750	50	0	4,266	6,234	0	0	0	112,300
50-Construction	1,241,137	23,661	5,611	20,446	43,736	0	0	0	1,334,593
55-Construction Services	100,334	4,254	1,237	5,273	7,211	0	0	0	118,310
80-System Testing+Startup	4,987	12,877	65	0	0	0	0	0	17,930
90-Contingency	0	0	0	0	22,200	0	0	0	22,200
Total	\$1,685,895	\$53,024	\$12,584	\$49,561	\$98,691	\$0	\$0	\$0	\$1,899,756

Project Risk Assessment

Major remaining project risks include the following: N140, N150, N160 and N830: As a result of pandemic conditions related to outbreak of COVID-19, activities on one or more construction projects are delayed by a month or more. Slow progress on some of the N160 electrical work caused delays on both the N160 and N830 contracts. Insufficient illumination at escalators in underground stations (in violation of code) prevents approvals of the L&I of permits and subsequent delays. Seattle Department of Construction & Inspections (SDCI) or Seattle Fire Department (SFD) will revise fire and life safety codes, or other issues such as different code interpretations that result in additional requirements at stations. EVS Level 3 commissioning requires re-work or changes based on testing results which causes lack of resources for EIC support from KCM/Ops. Late start up and commissioning (Level 1 & 2) at Northgate Station delays substantial completion. Long-lead procurement items such as Signal bungalows, may not be delivered on time for start-up. Operation of the Light Rail system may exceed thresholds for noise and vibration or EMI as required by the U of W and are delayed to provide further mitigation for these impacts.

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Continue civil and systems construction activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$2,771,622	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,975,952
2020 TIP:	\$2,771,622	2020 :	2024	2020 Cost Estimate:	\$1,683,854
2021 TIP:	\$2,771,622	2021 :	2024	2021 Cost Estimate:	\$1,683,854

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$572,610	\$323,860	\$282,476	\$203,258	\$95,396	\$35,705	\$0	\$0	\$1,513,306
North King	476,126	269,290	234,879	169,010	79,322	29,689	0	0	1,258,316
Total	\$1,048,737	\$593,150	\$517,355	\$372,268	\$174,718	\$65,394	\$0	\$0	\$2,771,622

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$44,340	\$7,930	\$10,490	\$10,785	\$15,260	\$9,359	\$0	\$0	\$98,164
20-Prelim Engineering/Env Review	39,053	0	0	0	0	1	0	0	39,054
30-Final Design+Specifications	126,015	10,633	9,386	8,900	6,914	2,314	0	0	164,162
35-Third Party	9,508	1,167	1,900	1,900	1,652	1,473	0	0	17,600
40-Row Acquisition+Permits	167,145	6,805	5,000	4,386	4,000	42,324	0	0	229,660
50-Construction	613,551	544,395	465,309	316,126	131,078	6,895	0	0	2,077,353
55-Construction Services	49,126	22,220	24,269	23,971	5,815	3,029	0	0	128,429
80-System Testing+Startup	0	0	1,000	6,200	10,000	0	0	0	17,200
Total	\$1,048,737	\$593,150	\$517,355	\$372,268	\$174,718	\$65,394	\$0	\$0	\$2,771,622

Project Risk Assessment

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

4X199 NORTHGATE LINK EXT PROJ RESERV Managed by: DECM

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 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Total	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
90-Contingency	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Total	\$0	\$0	\$0	\$50,000	\$0	\$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 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$1,756,007	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,756,007	2020 :	2016	2020 Cost Estimate:	N/A
2021 TIP:	\$1,756,007	2021 :	2016	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,515,163	\$0	\$0	\$0	\$0	\$0	\$240,844	\$0	\$1,756,007
Total	\$1,515,163	\$0	\$0	\$0	\$0	\$0	\$240,844	\$0	\$1,756,007

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$84,217	\$0	\$0	\$0	\$0	\$0	\$29,338	\$0	\$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	0	0	0	0	3,535	0	90,308
35-Third Party	11,314	0	0	0	0	0	7,332	0	18,646
40-Row Acquisition+Permits	126,428	0	0	0	0	0	25,904	0	152,332
50-Construction	987,967	0	0	0	0	0	160,816	0	1,148,783
55-Construction Services	86,570	0	0	0	0	0	8,244	0	94,814
70-Vehicles	99,193	0	0	0	0	0	4,716	0	103,909
80-System Testing+Startup	8,440	0	0	0	0	0	960	0	9,400
Total	\$1,515,163	\$0	\$0	\$0	\$0	\$0	\$240,844	\$0	\$1,756,007

Project Risk Assessment

There is still some project obligation that need to be resolved in 2020 but the pandemic is a huge constraint. This may push into 2021 but budget for 2021 is set to zero.

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 2020: Decreased by \$43.6 million in projected surplus budget.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$383,241	Baseline:	2016	Voter-Approved Cost Estimate:	\$488,976
2020 TIP:	\$383,241	2020 :	2016	2020 Cost Estimate:	\$500,079
2021 TIP:	\$339,641	2021 :	2016	2021 Cost Estimate:	\$500,079

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$329,376	\$22	\$0	\$0	\$0	\$10,244	\$0	\$0	\$339,641
Total	\$329,376	\$22	\$0	\$0	\$0	\$10,244	\$0	\$0	\$339,641

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$16,444	\$22	\$0	\$0	\$0	\$554	\$0	\$0	\$17,020
20-Prelim Engineering/Env Review	5,698	0	0	0	0	0	0	0	5,698
30-Final Design+Specifications	8,767	0	0	0	0	93	0	0	8,860
35-Third Party	3,812	0	0	0	0	0	0	0	3,812
40-Row Acquisition+Permits 50-Construction	38,052	0	0	0	0	310	0	0	38,361
55-Construction Services	237,983	0	0	0	0	9,203	0	0	247,185
80-System Testing+Startup	17,257	0	0	0	0	84	0	0	17,341
Total	1,363	0	0	0	0	0	0	0	1,363
Total	\$329,376	\$22	\$0	\$0	\$0	\$10,244	\$0	\$0	\$339,641

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 2020: None.

Budget year activities: Continue right-of-way acquisition activities and third party utility relocation work; finish design and continue major construction work by design-build construction contract (F200); continue design build project management of F200; continue third party coordination and permitting activities with Authorities Having Jurisdiction (AHJ).

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$2,451,535	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,261,014
2020 TIP:	\$2,451,535	2020 :	2024	2020 Cost Estimate:	\$1,790,647
2021 TIP:	\$2,451,535	2021 :	2024	2021 Cost Estimate:	\$1,790,647

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$662,836	\$428,800	\$479,811	\$250,636	\$59,808	\$144,993	\$424,652	\$0	\$2,451,535
Total	\$662,836	\$428,800	\$479,811	\$250,636	\$59,808	\$144,993	\$424,652	\$0	\$2,451,535

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$29,140	\$9,264	\$9,803	\$12,374	\$15,159	\$10,920	\$9,861	\$0	\$96,520
20-Prelim Engineering/Env Review	45,039	130	90	40	30	3,622	0	0	48,951
30-Final Design+Specifications	970	596	1,394	0	0	125	0	0	3,085
35-Third Party	7,672	5,678	4,388	3,737	838	1,024	4,404	0	27,741
40-Row Acquisition+Permits	192,288	38,262	5,369	3,700	3,100	3,000	93,064	0	338,783
50-Construction	359,962	354,870	438,736	204,273	17,914	115,650	316,839	0	1,808,244
55-Construction Services	27,765	20,000	20,031	16,032	12,042	10,653	483	0	107,006
80-System Testing+Startup	0	0	0	10,479	10,726	0	0	0	21,205
Total	\$662,836	\$428,800	\$479,811	\$250,636	\$59,808	\$144,993	\$424,652	\$0	\$2,451,535

Project Risk Assessment

Risk to this project includes delays in the relocation of existing third party utilities, delays in the acquisition of needed right-of-way, delays in the completion of FTA environmental review due to COVID 19, encountering unknown contaminated materials and utilities.

4X600 EAST LINK 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 Center.

Changes to authorized project allocation since 2020: None.

Budget year activities: Most contract packages will reach substantial completion at the end of 2021 or early 2022. Ramp up activities for start up and rail activation.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$3,677,150	Baseline:	2023	Voter-Approved Cost Estimate:	\$4,019,793
2020 TIP:	\$3,677,150	2020 :	2023	2020 Cost Estimate:	\$3,699,287
2021 TIP:	\$3,677,150	2021 :	2023	2021 Cost Estimate:	\$3,699,287

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$16,727	\$1,529	\$1,557	\$746	\$520	\$431	\$543	\$10	\$22,063
East King	2,771,141	253,316	257,890	123,571	86,174	71,479	89,923	1,593	3,655,087
Total	\$2,787,868	\$254,845	\$259,447	\$124,317	\$86,694	\$71,910	\$90,465	\$1,603	\$3,677,150

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$102,579	\$18,373	\$17,561	\$19,290	\$14,310	\$8,952	\$5,135	\$0	\$186,200
20-Prelim Engineering/Env Review	54,776	0	0	0	0	0	1,124	0	55,900
30-Final Design+Specifications	233,308	4,831	6,289	5,600	6,471	13,253	13,249	0	283,000
35-Third Party	31,813	3,880	3,456	3,014	1,680	4,787	2,366	1,152	52,150
40-Row Acquisition+Permits	276,494	575	1,203	500	9,394	6,984	3,000	0	298,150
50-Construction	1,927,386	196,903	200,086	69,908	46,921	23,356	45,571	450	2,510,582
55-Construction Services	155,932	22,283	20,952	16,505	7,180	14,579	20,020	0	257,450
80-System Testing+Startup	5,580	8,000	9,900	9,500	738	0	0	0	33,718
Total	\$2,787,868	\$254,845	\$259,447	\$124,317	\$86,694	\$71,910	\$90,465	\$1,603	\$3,677,150

Project Risk Assessment

Contract interfaces remains a risk despite major segments of contract packages reaching substantial completion at the end of 2020 or early 2021. Commercial issues resulting from COVID-19 remains unknown as is its impact to construction.

4X630 DOWNTOWN REDMOND LINK EXT 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 2020: None.

Budget year activities: Continue construction activities, utilities relocation, right of way acquisition and relocation. Various ancillary support from Design Build Project Management and third parties such as City of Redmond, and WSDOT.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$1,530,000	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,249,431
2020 TIP:	\$1,530,000	2020 :	2024	2020 Cost Estimate:	\$1,274,385
2021 TIP:	\$1,530,000	2021 :	2024	2021 Cost Estimate:	\$1,274,385

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$291,821	\$279,836	\$299,699	\$199,845	\$109,747	\$59,032	\$289,243	\$777	\$1,530,000
Total	\$291,821	\$279,836	\$299,699	\$199,845	\$109,747	\$59,032	\$289,243	\$777	\$1,530,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$13,206	\$6,391	\$6,865	\$12,584	\$13,729	\$8,719	\$15,507	\$0	\$77,000
20-Prelim Engineering/Env Review	19,115	750	2,262	0	0	873	0	0	23,000
30-Final Design+Specifications	495	125	1,352	960	607	358	603	0	4,500
35-Third Party	4,370	1,787	3,155	1,464	951	2,248	3,025	0	17,000
40-Row Acquisition+Permits	89,424	25,711	17,123	2,750	750	250	62,991	0	199,000
50-Construction	152,828	234,072	254,692	163,587	75,441	42,163	206,917	777	1,130,477
55-Construction Services	12,382	11,000	13,250	13,250	10,269	3,264	201	0	63,616
80-System Testing+Startup	0	0	1,000	5,250	8,000	1,157	0	0	15,407
Total	\$291,821	\$279,836	\$299,699	\$199,845	\$109,747	\$59,032	\$289,243	\$777	\$1,530,000

Project Risk Assessment

Permits - Overall project permitting plan and schedule remains a huge project risk. A large part of construction depends on attaining permits to proceed. Redesign to accommodate fish passage in unnamed tributary is a highly probable. Covid-19 - Pandemic situation is fluid - construction sequences and workflow will be impacted. Inefficiency is highly probable.

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

SOUNDER

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
300019	Lakewood Station Improvements	370	1,173	417	0	0	0	0	0	1,960
300035	Kent Station Parking and Access Improvements	4,441	8,495	3,911	0	0	0	0	0	16,847
300040	Auburn Station Parking and Access Improvements	4,109	3,292	5,191	0	0	0	0	0	12,592
300057	South Tacoma Access Improvements	27	1,173	334	0	0	0	0	0	1,534
300087	Edmonds and Mukilteo Stations Parking & Access Improvements	918	2,071	862	0	0	0	0	0	3,851
	Subtotal	9,865	16,204	10,715	0	0	0	0	0	36,784
Final Design & ROW										
300004	Souder Maintenance Base	9,817	1,308	1,843	0	0	0	0	0	12,968
300018	Sumner Station Parking and Access Improvements	11,139	3,386	3,257	0	0	0	0	0	17,782
3X510	Souder South Expanded Service	200,544	36	36	313	36	0	164	438	201,567
	Subtotal	221,499	4,730	5,137	313	36	0	164	438	232,317
Baseline										
300017	Puyallup Station Parking and Access Improvements	27,347	37,790	11,407	1,615	942	0	0	0	79,100
300021	Tacoma Trestle Track & Signal	129,262	50	0	0	0	0	0	5,880	135,192
300026	Souder Yard Expansion	16,291	10	0	0	0	0	0	1,749	18,050
300027	Point Defiance Bypass	75,209	0	0	0	0	0	0	1,461	76,670
3X135	D St-M St Track & Signal	152,894	5	0	0	0	0	0	5,363	158,262
3X206	Mukilteo Station, S Platform	17,101	165	652	0	0	0	0	395	18,313
3X236	Tukwila Station	39,166	0	0	0	0	0	553	0	39,720
	Subtotal	457,269	38,020	12,059	1,615	942	0	553	14,849	525,306
Program										
300056	South Souder Capacity Expansion	2,765	10,007	4,142	459	0	0	0	0	17,372
7X755	Souder Fleet Expansion	53,407	18,271	24,111	14,495	0	0	0	0	110,284
	Subtotal	56,171	28,278	28,253	14,954	0	0	0	0	127,656
	Total	\$744,804	\$87,232	\$56,164	\$16,882	\$978	\$0	\$717	\$15,287	\$922,063

2021 Cashflow by Subarea

(in thousands)

System Expansion
SOUNDER

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	19,491	2,432	1,790	0	0	0	0		23,714
3 - South King	57,522	16,270	10,956	205	0	0	553	920	86,427
5 - Pierce	667,791	68,529	43,417	16,677	978	0	164	14,366	811,922
Total	\$744,804	\$87,232	\$56,164	\$16,882	\$978	\$0	\$717	\$15,287	\$922,063

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01 -Operations and Maintenance	23	0	0	0	0	0	0	0	23
10-Agency Administration	36,242	7,055	2,383	397	3	0	538	1,520	48,138
20-Prelim Engineering/Env Review	23,834	10,605	6,238	355	0	0	0	0	41,031
30-Final Design+Specifications	36,349	404	276	2,105	33	0	14	2,499	41,681
35-Third Party	4,445	3,621	2,932	34	0	0	0	357	11,389
40-Row Acquisition+Permits	259,091	7,028	6,954	0	0	0	0	1,962	275,035
50-Construction	295,428	35,019	11,402	1,472	942	0	0	8,348	352,610
55-Construction Services	26,068	5,612	2,052	111	0	0	165	600	34,608
70-Vehicles	62,278	17,888	23,928	12,409	0	0	0	0	116,502
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
Total	\$744,804	\$87,232	\$56,164	\$16,882	\$978	\$0	\$717	\$15,287	\$922,063

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

Changes to authorized project allocation since 2020: 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$221,115
2020 TIP:	\$12,968	2020 :	2023	2020 Cost Estimate:	\$194,505
2021 TIP:	\$12,968	2021 :	2023	2021 Cost Estimate:	\$194,505

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,473	\$196	\$276	\$0	\$0	\$0	\$0	\$0	\$1,945
Pierce	8,344	1,112	1,567	0	0	0	0	0	11,023
Total	\$9,817	\$1,308	\$1,843	\$0	\$0	\$0	\$0	\$0	\$12,968

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,576	\$663	\$326	\$0	\$0	\$0	\$0	\$0	\$3,565
20-Prelim Engineering/Env Review	3,001	280	184	0	0	0	0	0	3,465
40-Row Acquisition+Permits	2,394	85	513	0	0	0	0	0	2,992
50-Construction	128	0	818	0	0	0	0	0	946
55-Construction Services	1,718	280	2	0	0	0	0	0	2,000
Total	\$9,817	\$1,308	\$1,843	\$0	\$0	\$0	\$0	\$0	\$12,968

Project Risk Assessment

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

300018 SUMNER STATION IMPROVEMENTS Managed by: DECM

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 2020: None.

Budget year activities: Complete right-of-way acquisition activities. Continue the Request for Proposal (RFP) process for the design-build contract. Proceed with design-build project management activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$60,179
2020 TIP:	\$17,782	2020 :	2021	2020 Cost Estimate:	\$55,706
2021 TIP:	\$17,782	2021 :	2023	2021 Cost Estimate:	\$55,706

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$11,139	\$3,386	\$3,257	\$0	\$0	\$0	\$0	\$0	\$17,782
Total	\$11,139	\$3,386	\$3,257	\$0	\$0	\$0	\$0	\$0	\$17,782

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,744	\$468	\$269	\$0	\$0	\$0	\$0	\$0	\$2,481
20-Prelim Engineering/Env Review	2,569	0	172	0	0	0	0	0	2,741
35-Third Party	2,882	2,531	2,137	0	0	0	0	0	7,550
40-Row Acquisition+Permits	3,832	357	459	0	0	0	0	0	4,648
50-Construction	112	30	221	0	0	0	0	0	362
Total	\$11,139	\$3,386	\$3,257	\$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.

300019 LAKEWOOD STATION IMPROVEMENTS Managed by: PEPD

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

Changes to authorized project allocation since 2020: Increased by \$705 thousand in support of alternative analysis and right of way activities per ST Board Motion R2020-19.

Budget year activities: Commence alternatives analysis and right of way activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$52,034
2020 TIP:	\$1,255	2020 :	2016	2020 Cost Estimate:	\$44,319
2021 TIP:	\$1,960	2021 :	2025	2021 Cost Estimate:	\$44,319

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$370	\$1,173	\$417	\$0	\$0	\$0	\$0	\$0	\$1,960
Total	\$370	\$1,173	\$417	\$0	\$0	\$0	\$0	\$0	\$1,960

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$103	\$403	\$67	\$0	\$0	\$0	\$0	\$0	\$573
20-Prelim Engineering/Env Review	15	765	239	0	0	0	0	0	1,019
35-Third Party	252	0	112	0	0	0	0	0	363
40-Row Acquisition+Permits	0	5	0	0	0	0	0	0	5
Total	\$370	\$1,173	\$417	\$0	\$0	\$0	\$0	\$0	\$1,960

Project Risk Assessment

Project team will need to reach concurrence on development requirements with agencies having jurisdictions may impact project budget and schedule.

300017 PUYALLUP STATION 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 2020: None.

Budget year activities: Design-build contractor continues construction. Design-build/project management supporting the contractor.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$79,100	Baseline:	2022	Voter-Approved Cost Estimate:	\$86,071
2020 TIP:	\$79,100	2020 :	2022	2020 Cost Estimate:	\$72,733
2021 TIP:	\$79,100	2021 :	2022	2021 Cost Estimate:	\$72,733

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$27,347	\$37,790	\$11,407	\$1,615	\$942	\$0	\$0	\$0	\$79,100
Total	\$27,347	\$37,790	\$11,407	\$1,615	\$942	\$0	\$0	\$0	\$79,100

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,967	\$981	\$448	\$178	\$0	\$0	\$0	\$0	\$4,574
20-Prelim Engineering/Env Review	2,558	0	0	114	0	0	0	0	2,672
35-Third Party	1	0	50	0	0	0	0	0	51
40-Row Acquisition+Permits	6,182	100	345	0	0	0	0	0	6,627
50-Construction	13,870	34,439	9,577	1,212	942	0	0	0	60,040
55-Construction Services	1,769	2,270	986	111	0	0	0	0	5,136
Total	\$27,347	\$37,790	\$11,407	\$1,615	\$942	\$0	\$0	\$0	\$79,100

Project Risk Assessment

There is further risk to project schedule if the project cannot achieve timely FTA and Tribal approval of the Inadvertent Discovery Plan. It will impact the schedule to start construction.

300021 TACOMA TRESTLE TRACK & SIGNAL Managed by: DECM

Scope: Plan, design, and construct a double-track replacement of the Tacoma Trestle between the Tacoma Dome and M Street in Tacoma.

Changes to authorized project allocation since 2020: Transferred \$320 thousand to ST Art Program budget and \$5 thousand to Environmental Monitoring Program. Decreased by \$25.5M in projected surplus budget.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$161,017	Baseline:	2018	Voter-Approved Cost Estimate:	\$93,235
2020 TIP:	\$161,017	2020 :	2019	2020 Cost Estimate:	\$176,287
2021 TIP:	\$135,192	2021 :	2019	2021 Cost Estimate:	\$175,962

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$129,262	\$50	\$0	\$0	\$0	\$0	\$0	\$5,880	\$135,192
Total	\$129,262	\$50	\$0	\$0	\$0	\$0	\$0	\$5,880	\$135,192

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$5,783	\$50	\$0	\$0	\$0	\$0	\$0	\$408	\$6,241
20-Prelim Engineering/Env Review	4,062	0	0	0	0	0	0	0	4,062
30-Final Design+Specifications	11,249	0	0	0	0	0	0	1,632	12,881
35-Third Party	340	0	0	0	0	0	0	0	340
40-Row Acquisition+Permits	6,697	0	0	0	0	0	0	384	7,081
50-Construction	95,196	0	0	0	0	0	0	3,457	98,653
55-Construction Services	5,935	0	0	0	0	0	0	0	5,935
Total	\$129,262	\$50	\$0	\$0	\$0	\$0	\$0	\$5,880	\$135,192

Project Risk Assessment

N/A.

300026 **SOUNDER YARD EXPANSION** **Managed by: DECM**

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 2020: Decreased by \$2.5 million in projected surplus budget.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$20,550	Baseline:	2014	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$20,550	2020 :	2019	2020 Cost Estimate:	\$24,593
2021 TIP:	\$18,050	2021 :	2019	2021 Cost Estimate:	\$24,593

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$8,569	\$5	\$0	\$0	\$0	\$0	\$0	\$920	\$9,494
Pierce	7,722	5	0	0	0	0	0	829	8,556
Total	\$16,291	\$10	\$0	\$0	\$0	\$0	\$0	\$1,749	\$18,050

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,352	\$10	\$0	\$0	\$0	\$0	\$0	\$162	\$1,524
20-Prelim Engineering/Env Review	1,208	0	0	0	0	0	0	0	1,208
40-Row Acquisition+Permits	182	0	0	0	0	0	0	0	182
50-Construction	12,338	0	0	0	0	0	0	1,588	13,926
55-Construction Services	1,210	0	0	0	0	0	0	0	1,210
Total	\$16,291	\$10	\$0	\$0	\$0	\$0	\$0	\$1,749	\$18,050

Project Risk Assessment
N/A.

300027 **PT 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 2020: Decreased by \$7 million in projected surplus budget.

Budget year activities: Project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$83,670	Baseline:	2015	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$83,670	2020 :	2017	2020 Cost Estimate:	N/A
2021 TIP:	\$76,670	2021 :	2017	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$75,209	\$0	\$0	\$0	\$0	\$0	\$0	\$1,461	\$76,670
Total	\$75,209	\$0	\$0	\$0	\$0	\$0	\$0	\$1,461	\$76,670

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,800	\$0	\$0	\$0	\$0	\$0	\$0	\$235	\$3,034
30-Final Design+Specifications	103	0	0	0	0	0	0	0	103
40-Row Acquisition+Permits	52	0	0	0	0	0	0	0	52
50-Construction	65,360	0	0	0	0	0	0	1,227	66,587
55-Construction Services	6,894	0	0	0	0	0	0	0	6,894
Total	\$75,209	\$0	\$0	\$0	\$0	\$0	\$0	\$1,461	\$76,670

Project Risk Assessment
N/A.

300035 KENT STATION ACCESS IMPRVMENTS Managed by: DECM

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 2020: Increased by \$1.24 million to support design-build contract procurement, baseline activities, and advanced utility relocations.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$43,341
2020 TIP:	\$15,611	2020 :	2023	2020 Cost Estimate:	\$71,429
2021 TIP:	\$16,847	2021 :	2024	2021 Cost Estimate:	\$71,429

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$4,441	\$8,495	\$3,911	\$0	\$0	\$0	\$0	\$0	\$16,847
Total	\$4,441	\$8,495	\$3,911	\$0	\$0	\$0	\$0	\$0	\$16,847

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,607	\$738	\$321	\$0	\$0	\$0	\$0	\$0	\$2,666
20-Prelim Engineering/Env Review	2,621	155	633	0	0	0	0	0	3,409
35-Third Party	0	0	105	0	0	0	0	0	105
40-Row Acquisition+Permits	213	5,845	2,109	0	0	0	0	0	8,167
50-Construction	0	250	250	0	0	0	0	0	500
55-Construction Services	0	1,507	493	0	0	0	0	0	2,000
Total	\$4,441	\$8,495	\$3,911	\$0	\$0	\$0	\$0	\$0	\$16,847

Project Risk Assessment

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

300040 **AUBURN STATION ACCESS IMPRVMT** **Managed by: DECM**

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 2020: Increased by \$1.15 million to support design-build contract procurement, baseline activities, and advanced utility relocations.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$45,156
2020 TIP:	\$22,882	2020 :	2023	2020 Cost Estimate:	\$65,809
2021 TIP:	\$12,592	2021 :	2024	2021 Cost Estimate:	\$65,809

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$4,109	\$3,292	\$5,191	\$0	\$0	\$0	\$0	\$0	\$12,592
Total	\$4,109	\$3,292	\$5,191	\$0	\$0	\$0	\$0	\$0	\$12,592

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,451	\$747	\$206	\$0	\$0	\$0	\$0	\$0	\$2,404
20-Prelim Engineering/Env Review	2,583	75	751	0	0	0	0	0	3,409
35-Third Party	3	400	202	0	0	0	0	0	605
40-Row Acquisition+Permits	72	365	3,387	0	0	0	0	0	3,824
50-Construction	0	150	200	0	0	0	0	0	350
55-Construction Services	0	1,555	445	0	0	0	0	0	2,000
Total	\$4,109	\$3,292	\$5,191	\$0	\$0	\$0	\$0	\$0	\$12,592

Project Risk Assessment

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

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 2020: Increased by \$13.8 million to commence preliminary engineering and alternatives analysis.

Budget year activities: Commence alternatives analysis and preliminary engineering. Continue with BNSF coordination.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,155,502
2020 TIP:	\$3,594	2020 :	2036	2020 Cost Estimate:	\$1,153,779
2021 TIP:	\$17,372	2021 :	2036	2021 Cost Estimate:	\$1,153,779

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$1,237	\$4,478	\$1,853	\$205	\$0	\$0	\$0	\$0	\$7,774
Pierce	1,527	5,529	2,288	253	0	0	0	0	9,598
Total	\$2,765	\$10,007	\$4,142	\$459	\$0	\$0	\$0	\$0	\$17,372

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,098	\$2,126	\$461	\$184	\$0	\$0	\$0	\$0	\$3,869
20-Prelim Engineering/Env Review	1,416	6,965	3,491	241	0	0	0	0	12,113
35-Third Party	225	650	190	34	0	0	0	0	1,099
40-Row Acquisition+Permits	25	266	0	0	0	0	0	0	291
Total	\$2,765	\$10,007	\$4,142	\$459	\$0	\$0	\$0	\$0	\$17,372

Project Risk Assessment

Project team will need to reach concurrence on development requirements with agencies having jurisdictions may impact project budget and schedule.

Scope: Plan, design, and construct a parking facility and access improvements to the existing South Tacoma Station for bicyclists, bus riders, and drivers.

Changes to authorized project allocation since 2020: New project of \$1.534 million in support of alternative analysis and right of way activities per ST Board Motion R2020-20.

Budget year activities: Commence alternatives analysis and right of way activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$54,269
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	\$45,819
2021 TIP:	\$1,534	2021 :	2024	2021 Cost Estimate:	\$45,819

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$27	\$1,173	\$334	\$0	\$0	\$0	\$0	\$0	\$1,534
Total	\$27	\$1,173	\$334	\$0	\$0	\$0	\$0	\$0	\$1,534

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23
10-Agency Administration	4	403	80	0	0	0	0	0	487
20-Prelim Engineering/Env Review	0	765	254	0	0	0	0	0	1,019
40-Row Acquisition+Permits	0	5	0	0	0	0	0	0	5
Total	\$27	\$1,173	\$334	\$0	\$0	\$0	\$0	\$0	\$1,534

Project Risk Assessment

Project team will need to reach concurrence on development requirements with agencies having jurisdictions may impact project budget and schedule.

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

Changes to authorized project allocation since 2020: Increase by \$1.34 million to advance Phase 2 project development with consultant support.

Budget year activities: Project is pending realignment decision for further direction. Continue work on lease parking agreement and conceptual design for prioritized list of improvements.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$48,214
2020 TIP:	\$2,511	2020 :	2020	2020 Cost Estimate:	\$48,010
2021 TIP:	\$3,851	2021 :	2023	2021 Cost Estimate:	\$48,010

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$918	\$2,071	\$862	\$0	\$0	\$0	\$0	\$0	\$3,851
Total	\$918	\$2,071	\$862	\$0	\$0	\$0	\$0	\$0	\$3,851

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$420	\$431	\$131	\$0	\$0	\$0	\$0	\$0	\$982
20-Prelim Engineering/Env Review	488	1,600	514	0	0	0	0	0	2,602
35-Third Party	10	40	135	0	0	0	0	0	185
40-Row Acquisition+Permits	0	0	82	0	0	0	0	0	82
Total	\$918	\$2,071	\$862	\$0	\$0	\$0	\$0	\$0	\$3,851

Project Risk Assessment

Challenge in equitably allocating project budget between the two stations. Ridership benefits from access improvement types are uncertain and are dependent on local circumstances.

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

Changes to authorized project allocation since 2020: 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 (2020 \$000s)	
Baseline:	\$161,581	Baseline:	2012	Voter-Approved Cost Estimate:	\$161,581
2020 TIP:	\$158,262	2020 :	2019	2020 Cost Estimate:	\$158,262
2021 TIP:	\$158,262	2021 :	2019	2021 Cost Estimate:	\$158,262

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$152,894	\$5	\$0	\$0	\$0	\$0	\$0	\$5,363	\$158,262
Total	\$152,894	\$5	\$0	\$0	\$0	\$0	\$0	\$5,363	\$158,262

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$8,952	\$5	\$0	\$0	\$0	\$0	\$0	\$649	\$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	\$152,894	\$5	\$0	\$0	\$0	\$0	\$0	\$5,363	\$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 2020: None.

Budget year activities: Complete installation of fall restraint system.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$18,313	Baseline:	2009	Voter-Approved Cost Estimate:	\$15,732
2020 TIP:	\$18,313	2020 :	2019	2020 Cost Estimate:	\$12,815
2021 TIP:	\$18,313	2021 :	2020	2021 Cost Estimate:	\$12,815

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$17,101	\$165	\$652	\$0	\$0	\$0	\$0	\$395	\$18,313
Total	\$17,101	\$165	\$652	\$0	\$0	\$0	\$0	\$395	\$18,313

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,788	\$15	\$60	\$0	\$0	\$0	\$0	\$14	\$1,877
30-Final Design+Specifications	2,274	0	72	0	0	0	0	63	2,409
35-Third Party	34	0	1	0	0	0	0	0	35
40-Row Acquisition+Permits	1,720	0	58	0	0	0	0	0	1,778
50-Construction	9,559	150	336	0	0	0	0	318	10,363
55-Construction Services	1,725	0	125	0	0	0	0	0	1,850
Total	\$17,101	\$165	\$652	\$0	\$0	\$0	\$0	\$395	\$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 2020; delay of permit close-out has pushed closing into 2021.

Changes to authorized project allocation since 2020: Decrease by \$6.25 million in project surplus budget.

Budget year activities: Project close out activities; delay of permit closure (for Certificate of Occupancy) from the City of Tukwila has caused this to remain open into 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$45,969	Baseline:	2010	Voter-Approved Cost Estimate:	\$47,390
2020 TIP:	\$45,969	2020 :	2010	2020 Cost Estimate:	\$61,844
2021 TIP:	\$39,720	2021 :	2010	2021 Cost Estimate:	\$61,844

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$39,166	\$0	\$0	\$0	\$0	\$0	\$553	\$0	\$39,720
Total	\$39,166	\$0	\$0	\$0	\$0	\$0	\$553	\$0	\$39,720

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,958	\$0	\$0	\$0	\$0	\$0	\$538	\$0	\$2,496
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	0	4,600
40-Row Acquisition+Permits	10,387	0	0	0	0	0	0	0	10,387
50-Construction	19,477	0	0	0	0	0	0	0	19,477
55-Construction Services	1,645	0	0	0	0	0	15	0	1,660
Total	\$39,166	\$0	\$0	\$0	\$0	\$0	\$553	\$0	\$39,720

Project Risk Assessment

N/A.

3X510 SOUNDER SOUTH EXPANDED SERVICE Managed by: DECM

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 2020: Decreased by \$4.0 million of projected budget surplus.

Budget year activities: Project closeout activities. Monitor and maintenance of fish culvert (4 year permit requirement).

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$314,378
2020 TIP:	\$205,568	2020 :	2019	2020 Cost Estimate:	\$400,040
2021 TIP:	\$201,567	2021 :	2020	2021 Cost Estimate:	\$400,040

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$200,544	\$36	\$36	\$313	\$36	\$0	\$164	\$438	\$201,567
Total	\$200,544	\$36	\$36	\$313	\$36	\$0	\$164	\$438	\$201,567

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,615	\$3	\$3	\$23	\$3	\$0	\$0	\$53	\$1,700
20-Prelim Engineering/Env Review	479	0	0	0	0	0	0	0	479
30-Final Design+Specifications	757	33	33	31	33	0	14	0	900
35-Third Party	93	0	0	0	0	0	0	117	210
40-Row Acquisition+Permits	185,192	0	0	0	0	0	0	93	185,285
50-Construction	12,408	0	0	260	0	0	0	175	12,843
55-Construction Services	0	0	0	0	0	0	150	0	150
Total	\$200,544	\$36	\$36	\$313	\$36	\$0	\$164	\$438	\$201,567

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 2020: None.

Budget year activities: Anticipate to make 40% milestone payment for 3 cab cars and 8 coaches in 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$41,765
2020 TIP:	\$67,200	2020 :	2041	2020 Cost Estimate:	\$52,268
2021 TIP:	\$110,284	2021 :	2041	2021 Cost Estimate:	\$18,271

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$53,407	\$18,271	\$24,111	\$14,495	\$0	\$0	\$0	\$0	\$110,284
Total	\$53,407	\$18,271	\$24,111	\$14,495	\$0	\$0	\$0	\$0	\$110,284

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$23	\$12	\$12	\$12	\$0	\$0	\$0	\$0	\$59
30-Final Design+Specifications	58	371	171	2,074	0	0	0	0	2,675
70-Vehicles	53,325	17,888	23,928	12,409	0	0	0	0	107,549
Total	\$53,407	\$18,271	\$24,111	\$14,495	\$0	\$0	\$0	\$0	\$110,284

Project Risk Assessment

Potential risk at this stage would be a delay or setback to the Bombardier manufacturing and delivery schedule.

2021 Cashflow by Budget Approval

(in thousands)

System Expansion
REGIONAL EXPRESS

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
500005	Bus Base South	1,246	50	4,512	0	0	0	0	0	5,808
500086	Bus on Shoulder	775	25	963	1,058	1,058	0	0	0	3,878
500110	RapidRide C and D	587	4,025	19,690	22,675	18,023	0	0	0	65,000
500111	Pacific Ave SR 7 Bus Rapid Transit	3,745	10,050	25,106	21,599	0	0	0	0	60,500
500117	North Sammamish Park-and-Ride	306	50	805	450	382	71	0	0	2,065
	Subtotal	6,659	14,200	51,076	45,781	19,463	71	0	0	137,251
Baseline										
5X387	I-90 Two-Way Transit & HOV Operations, Stage 3	199,620	1,080	1,055	1,055	1,545	0	0	3,293	207,648
	Subtotal	199,620	1,080	1,055	1,055	1,545	0	0	3,293	207,648
Program										
700720	ST Express Fleet Expansion	30,822	0	0	15,935	0	0	0	0	46,757
	Subtotal	30,822	0	0	15,935	0	0	0	0	46,757
	Total	\$237,102	\$15,280	\$52,131	\$62,771	\$21,008	\$71	\$0	\$3,293	\$391,656

2021 Cashflow by Subarea

(in thousands)

System Expansion REGIONAL EXPRESS

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	4,342	18	1,138	2,355	363	0	0	0	8,214
2 - North King	587	4,025	19,690	22,675	18,023	0	0	0	65,000
3 - South King	3,770	14	854	2,100	363	0	0	0	7,100
4 - East King	222,821	1,153	3,958	13,042	1,927	71	0	3,293	246,266
5 - Pierce	5,582	10,070	26,491	22,600	332	0	0	0	65,075
Total	\$237,102	\$15,280	\$52,131	\$62,771	\$21,008	\$71	\$0	\$3,293	\$391,656

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	3,439	255	944	798	443	71	0	116	6,065
20-Prelim Engineering/Env Review	2,847	50	5,745	1,480	1,490	0	0		11,612
30-Final Design+Specifications	18,411	25	25	50	25	0	0	981	19,517
35-Third Party	4,091	13,950	44,170	43,272	17,550	0	0	0	123,032
40-Row Acquisition+Permits	3	0	248	25	0	0	0	0	276
50-Construction	177,489	1,000	1,000	1,212	1,500	0	0	2,196	184,397
70-Vehicles	30,822	0	0	15,935	0	0	0	0	46,757
Total	\$237,102	\$15,280	\$52,131	\$62,771	\$21,008	\$71	\$0	\$3,293	\$391,656

500005 ST EXPRESS BUS BASE 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 2020: None.

Budget year activities: Project on hold. Pending realignment decision.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$246,551
2020 TIP:	\$5,808	2020 :	2022	2020 Cost Estimate:	\$238,121
2021 TIP:	\$5,808	2021 :	2022	2021 Cost Estimate:	\$238,121

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$223	\$9	\$808	\$0	\$0	\$0	\$0	\$0	\$1,040
South King	145	6	523	0	0	0	0	0	674
East King	580	23	2,098	0	0	0	0	0	2,701
Pierce	299	12	1,083	0	0	0	0	0	1,394
Total	\$1,246	\$50	\$4,512	\$0	\$0	\$0	\$0	\$0	\$5,808

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$438	\$25	\$381	\$0	\$0	\$0	\$0	\$0	\$844
20-Prelim Engineering/Env Review	806	25	3,932	0	0	0	0	0	4,763
40-Row Acquisition+Permits	3	0	198	0	0	0	0	0	201
Total	\$1,246	\$50	\$4,512	\$0	\$0	\$0	\$0	\$0	\$5,808

Project Risk Assessment

There is risk with the uncertainties in siting, design, environmental, third party and jurisdictional requirements that could influence the budget and schedule.

500086 BUS ON SHOULDER PROJECT 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 2020: None.

Budget year activities: Project on hold, pending realignment decision.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$122,945
2020 TIP:	\$3,878	2020 :	2023	2020 Cost Estimate:	\$122,945
2021 TIP:	\$3,878	2021 :	2023	2021 Cost Estimate:	\$122,945

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$266	\$9	\$330	\$363	\$363	\$0	\$0	\$0	\$1,330
South King	266	9	330	363	363	0	0	0	1,330
Pierce	243	8	302	332	332	0	0	0	1,218
Total	\$775	\$25	\$963	\$1,058	\$1,058	\$0	\$0	\$0	\$3,878

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$144	\$25	\$91	\$196	\$0	\$0	\$0	\$0	\$456
20-Prelim Engineering/Env Review	0	0	838	575	1,033	0	0	0	2,445
30-Final Design+Specifications	0	0	25	50	25	0	0	0	100
35-Third Party	362	0	10	0	0	0	0	0	372
40-Row Acquisition+Permits	0	0	0	25	0	0	0	0	25
50-Construction	268	0	0	212	0	0	0	0	480
Total	\$775	\$25	\$963	\$1,058	\$1,058	\$0	\$0	\$0	\$3,878

Project Risk Assessment

Likely insufficient eligible projects to spend available funding.

500110 RAPIDRIDE C and D Managed by: PEPD

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 2020: None.

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 and completed RapidRide C and D improvements.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$78,347
2020 TIP:	\$65,000	2020 :	2024	2020 Cost Estimate:	\$77,481
2021 TIP:	\$65,000	2021 :	2024	2021 Cost Estimate:	\$77,481

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$587	\$4,025	\$19,690	\$22,675	\$18,023	\$0	\$0	\$0	\$65,000
Total	\$587	\$4,025	\$19,690	\$22,675	\$18,023	\$0	\$0	\$0	\$65,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$102	\$50	\$100	\$100	\$398	\$0	\$0	\$0	\$750
20-Prelim Engineering/Env Review	485	25	590	575	75	0	0	0	1,750
35-Third Party	0	3,950	19,000	22,000	17,550	0	0	0	62,500
Total	\$587	\$4,025	\$19,690	\$22,675	\$18,023	\$0	\$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.

500111 **PACIFIC AVE SR 7 BUS CORRIDOR** **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 2020: None.

Budget year activities: Continue third party financial participation of project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$71,630
2020 TIP:	\$60,500	2020 :	2023	2020 Cost Estimate:	\$69,815
2021 TIP:	\$60,500	2021 :	2023	2021 Cost Estimate:	\$69,815

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$3,745	\$10,050	\$25,106	\$21,599	\$0	\$0	\$0	\$0	\$60,500
Total	\$3,745	\$10,050	\$25,106	\$21,599	\$0	\$0	\$0	\$0	\$60,500

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$17	\$50	\$106	\$327	\$0	\$0	\$0	\$0	\$500
35-Third Party	3,728	10,000	25,000	21,272	0	0	0	0	60,000
Total	\$3,745	\$10,050	\$25,106	\$21,599	\$0	\$0	\$0	\$0	\$60,500

Project Risk Assessment

Slow down due to COVID-19 related delays mainly impacting FTA environmental review schedules and tribes have closed.

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Project on hold pending realignment decisions.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$24,306
2020 TIP:	\$2,065	2020 :	2024	2020 Cost Estimate:	\$24,242
2021 TIP:	\$2,065	2021 :	2024	2021 Cost Estimate:	\$24,242

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$306	\$50	\$805	\$450	\$382	\$71	\$0	\$0	\$2,065
Total	\$306	\$50	\$805	\$450	\$382	\$71	\$0	\$0	\$2,065

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$299	\$50	\$210	\$120	\$0	\$71	\$0	\$0	\$750
20-Prelim Engineering/Env Review	7	0	385	330	382	0	0	0	1,105
35-Third Party	0	0	160	0	0	0	0	0	160
40-Row Acquisition+Permits	0	0	50	0	0	0	0	0	50
Total	\$306	\$50	\$805	\$450	\$382	\$71	\$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 2020: Decrease by \$18 million in projected budget surplus.

Budget year activities: Continue the administrative closeout process.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$225,648	Baseline:	2020	Voter-Approved Cost Estimate:	\$109,222
2020 TIP:	\$225,648	2020 :	2019	2020 Cost Estimate:	\$225,648
2021 TIP:	\$207,648	2021 :	2019	2021 Cost Estimate:	\$225,648

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$199,620	\$1,080	\$1,055	\$1,055	\$1,545	\$0	\$0	\$3,293	\$207,648
Total	\$199,620	\$1,080	\$1,055	\$1,055	\$1,545	\$0	\$0	\$3,293	\$207,648

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,439	\$55	\$55	\$55	\$45	\$0	\$0	\$116	\$2,765
20-Prelim Engineering/Env Review	1,549	0	0	0	0	0	0	0	1,549
30-Final Design+Specifications	18,411	25	0	0	0	0	0	981	19,417
50-Construction	177,221	1,000	1,000	1,000	1,500	0	0	2,196	183,917
Total	\$199,620	\$1,080	\$1,055	\$1,055	\$1,545	\$0	\$0	\$3,293	\$207,648

Project Risk Assessment

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

700720 ST EXPRESS FLEET EXPANSION Managed by: Operations

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

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$46,510
2020 TIP:	\$46,757	2020 :	2041	2020 Cost Estimate:	\$65,681
2021 TIP:	\$46,757	2021 :	2041	2021 Cost Estimate:	\$65,681

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$3,853	\$0	\$0	\$1,992	\$0	\$0	\$0	\$0	\$5,845
South King	3,360	0	0	1,737	0	0	0	0	5,096
East King	22,315	0	0	11,537	0	0	0	0	33,852
Pierce	1,295	0	0	669	0	0	0	0	1,964
Total	\$30,822	\$0	\$0	\$15,935	\$0	\$0	\$0	\$0	\$46,757

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$30,822	\$0	\$0	\$15,935	\$0	\$0	\$0	\$0	\$46,757
Total	\$30,822	\$0	\$0	\$15,935	\$0	\$0	\$0	\$0	\$46,757

Project Risk Assessment

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

2021 Cashflow by Budget Approval
(in thousands)

System Expansion
STRIDE

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering									
500050 I-405 Bus Rapid Transit	80,218	59,069	69,432	43,702	13,920	2,000	0	0	268,340
500051 SR 522/NE 145th St BRT	33,808	75,410	27,351	12,001	0	0	0	0	148,570
500052 Bus Rapid Transit Maintenance Base	37,512	7,226	2,804	1,134	0	0	0	0	48,676
Subtotal	151,538	141,704	99,587	56,837	13,920	2,000	0	0	465,586
Total	\$151,538	\$141,704	\$99,587	\$56,837	\$13,920	\$2,000	\$0	\$0	\$465,586

2021 Cashflow by Subarea

(in thousands)

System Expansion
STRIDE

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	3,885	2,188	2,384	1,480	459	66	0	0	10,462
2 - North King	19,203	42,833	15,535	6,816	0	0	0	0	84,388
3 - South King	24,252	13,657	14,881	9,236	2,868	412	0	0	65,305
4 - East King	104,198	83,027	66,787	39,304	10,593	1,522	0	0	305,431
Total	\$151,538	\$141,704	\$99,587	\$56,837	\$13,920	\$2,000	\$0	\$0	\$465,586

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	13,911	6,667	2,771	1,172	0	0	0	0	24,521
20-Prelim Engineering/Env Review	35,398	18,768	14,877	400	0	0	0	0	69,443
30-Final Design+Specifications	1	16,200	19,662	295	0	0	0	0	36,157
35-Third Party	1,016	3,303	11,235	2,500	0	0	0	0	18,054
40-Row Acquisition+Permits	61,214	55,550	12,659	609	0	0	0	0	130,031
50-Construction	39,998	40,865	38,096	51,861	13,920	2,000	0	0	186,740
55-Construction Services	0	352	288	0	0	0	0	0	640
Total	\$151,538	\$141,704	\$99,587	\$56,837	\$13,920	\$2,000	\$0	\$0	\$465,586

500050 I-405 Bus Rapid Transit Managed by: PEPD

Plan, design, and launch a Bus Rapid Transit (BRT) system from the Lynnwood Transit Center to the Burien Transit Center via I-5, I-405, and SR 518, to include new and upgraded transit centers, flyer stops, new park-and-ride capacity, and access improvements to the stations.

Increase by \$44.2 million for commencement of final design and funding agreement with WSDOT for designated improvements.

Advance to preliminary engineering phase 3 and make progress on DBPM contract. Execute GEC contract for Final Design and system wide. Continue construction at NE 44th Street Interchange.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,047,135
2020 TIP:	\$226,118	2020 :	2024	2020 Cost Estimate:	\$1,042,270
2021 TIP:	\$268,340	2021 :	2024	2021 Cost Estimate:	\$1,042,270

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$2,647	\$1,949	\$2,291	\$1,442	\$459	\$66	\$0	\$0	\$8,855
South King	16,525	12,168	14,303	9,003	2,868	412	0	0	55,278
East King	61,046	44,951	52,838	33,257	10,593	1,522	0	0	204,207
Total	\$80,218	\$59,069	\$69,432	\$43,702	\$13,920	\$2,000	\$0	\$0	\$268,340

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$7,248	\$2,888	\$329	\$582	\$0	\$0	\$0	\$0	\$11,046
20-Prelim Engineering/Env Review	21,896	14,849	13,481	0	0	0	0	0	50,226
30-Final Design+Specifications	0	6,200	10,162	0	0	0	0	0	16,362
35-Third Party	551	880	19	0	0	0	0	0	1,450
40-Row Acquisition+Permits	26,123	2,720	7,320	0	0	0	0	0	36,163
50-Construction	24,400	31,504	38,096	43,120	13,920	2,000	0	0	153,040
55-Construction Services	0	28	25	0	0	0	0	0	53
Total	\$80,218	\$59,069	\$69,432	\$43,702	\$13,920	\$2,000	\$0	\$0	\$268,340

Project Risk Assessment

Completion of WSDOT's I-405 Renton to Bellevue Widening and Express Toll Lanes impact. Cost of the NE 85th BRT Stations. Coordination with WSDOT North End I-405 Express Toll Lanes schedule.

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 2020: Increased by \$79.16 million to commence final design, execute Shoreline agreement to fund construction and commence right-of-way acquisition.

Budget year activities: Complete preliminary engineering, commence final design, complete Bothell Stage 3 construction, execute City of Shoreline agreement to fund construction of a roundabout and commence ROW acquisition.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$488,241
2020 TIP:	\$69,415	2020 :	2025	2020 Cost Estimate:	\$486,253
2021 TIP:	\$148,570	2021 :	2025	2021 Cost Estimate:	\$486,253

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$19,203	\$42,833	\$15,535	\$6,816	\$0	\$0	\$0	\$0	\$84,388
East King	14,605	32,577	11,816	5,184	0	0	0	0	64,182
Total	\$33,808	\$75,410	\$27,351	\$12,001	\$0	\$0	\$0	\$0	\$148,570

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$5,216	\$2,738	\$1,032	\$65	\$0	\$0	\$0	\$0	\$9,051
20-Prelim Engineering/Env Review	12,310	3,164	1,038	400	0	0	0	0	16,912
30-Final Design+Specifications	1	10,000	9,500	295	0	0	0	0	19,795
35-Third Party	464	2,323	11,157	2,500	0	0	0	0	16,444
40-Row Acquisition+Permits	220	47,500	4,361	0	0	0	0	0	52,081
50-Construction	15,598	9,361	0	8,741	0	0	0	0	33,700
55-Construction Services	0	324	263	0	0	0	0	0	587
Total	\$33,808	\$75,410	\$27,351	\$12,001	\$0	\$0	\$0	\$0	\$148,570

Project Risk Assessment

Early deliverable project that involves close coordination with multiple project partners. The timeline for property acquisition. Early concurrence on project components is a key effort in the project development though on going coordination with the Project Interagency Coordination Group, City Managers Group and Elected Leadership Group. Coordination of ST3 refined project and WSDOT and City of Shoreline plans for NE 145th complex jurisdictional situation and 3rd partner expectation for ST capital investment. Working with Agencies having jurisdictions to modify the project footprint throughout the corridor to minimize potential property impacts.

500070 Bus Rapid Transit Maintenance Base Managed by: PEPD

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 2020: None.

Budget year activities: Continue project development. Award of DBPM or DB contract. Perform CCR prohibited use language amendment.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$198,028
2020 TIP:	\$48,676	2020 :	2023	2020 Cost Estimate:	\$197,354
2021 TIP:	\$48,676	2021 :	2023	2021 Cost Estimate:	\$197,354

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,238	\$238	\$93	\$37	\$0	\$0	\$0	\$0	\$1,606
South King	7,728	1,488	578	234	0	0	0	0	10,027
East King	28,547	5,499	2,134	863	0	0	0	0	37,042
Total	\$37,512	\$7,226	\$2,804	\$1,134	\$0	\$0	\$0	\$0	\$48,676

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,447	\$1,041	\$1,410	\$526	\$0	\$0	\$0	\$0	\$4,424
20-Prelim Engineering/Env Review	1,192	755	358	0	0	0	0	0	2,305
35-Third Party	2	100	58	0	0	0	0	0	160
40-Row Acquisition+Permits	34,871	5,330	978	609	0	0	0	0	41,787
Total	\$37,512	\$7,226	\$2,804	\$1,134	\$0	\$0	\$0	\$0	\$48,676

Project Risk Assessment

- Appeal of SEPA Checklist.
- City of Bothell expectations for development potential at Bus Base North
- Potential schedule delay as DBPM/DB contract award has been placed on hold pending realignment decision.

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

OTHER

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
600038	Next Generation ORCA	5,002	18,304	3,140	5,076	0	0	0	0	31,523
600143	Environmental Remediation	120	500	380	0	0	0	0	0	1,000
	Subtotal	5,122	18,804	3,520	5,076	0	0	0	0	32,523
Operating										
600668	STart Operations & Maintenance	1,786	416	444	470	502	531	563	14,634	19,344
	Subtotal	1,786	416	444	470	502	531	563	14,634	19,344
Program										
5X410	Research & Technology	11,632	795	989	0	0	0	0	6,404	19,820
600016	Fare Administration	2,694	1,514	1,188	545	0	0	0	0	5,941
600039	Research and Business Development Program	131	546	465	0	0	0	0	0	1,143
600073	Transit System Access Program	2,157	10,498	10,550	7,900	8,050	2,750	450	99,784	142,139
600076	Innovation and Technology Program	4,061	4,798	2,369	0	0	0	0	95,376	106,604
600132	Efficiency & Sustainability	6	1,270	1,068	1,068	1,067	1,050	1,050	18,421	25,000
6X668	STart	27,828	3,427	7,089	7,183	6,448	3,342	2,255	103,948	161,521
804100	Transit Oriented Development Property Disposition	7,544	1,923	1,613	536	0	0	0	0	11,615
804302	Transit Oriented Development Planning Program	1,053	585	466	2,073	2,075	7,103	16,817	0	30,171
809100	ST3 Planning	27,220	2,573	917	748	0	0	10,067	0	41,525
	Subtotal	84,327	27,929	26,714	20,052	17,640	14,245	30,639	323,932	545,479
	Total	\$91,235	\$47,149	\$30,678	\$25,598	\$18,141	\$14,776	\$31,202	\$338,566	\$597,346

2021 Cashflow by Subarea

(in thousands)

System Expansion

OTHER

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	7,119	2,967	3,811	3,308	3,179	1,424	726	46,733	69,267
2 - North King	17,045	5,684	6,379	4,428	3,710	1,720	941	55,792	95,700
3 - South King	2,706	2,395	2,688	2,168	2,144	847	306	29,064	42,318
4 - East King	6,893	2,938	3,754	3,250	3,126	1,395	705	45,831	67,893
5 - Pierce	5,673	2,780	3,443	2,934	2,840	1,235	589	40,946	60,441
6 - Systemwide	51,799	30,385	10,602	9,510	3,142	8,153	27,934	120,200	261,726
Total	\$91,235	\$47,149	\$30,678	\$25,598	\$18,141	\$14,776	\$31,202	\$338,566	\$597,346

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	8,358	6,258	1,827	3,072	2,079	7,103	16,817	706	46,221
02-Operation+Maintenance-Agency	1,786	416	444	470	502	531	563	14,634	19,344
10-Agency Administration	13,848	3,440	3,334	1,133	1,148	865	1,605	28,507	53,880
20-Prelim Engineering/Env Review	24,890	4,822	2,377	428	330	325	8,260	95,031	136,463
26-Research+Technology	12,939	16,939	3,782	1,723	0	0	0	1,752	37,135
30-Final Design+Specifications	0	125	130	130	130	125	125	3,003	3,768
35-Third Party	222	10,723	10,525	8,000	7,500	2,500	1,602	82,263	123,335
40-Row Acquisition+Permits	3,969	0	318	0	0	0	0	0	4,287
50-Construction	554	1,699	1,568	4,189	750	750	750	15,954	26,214
61-Art	24,668	2,727	6,374	6,453	5,703	2,578	1,480	96,717	146,699
Total	\$91,235	\$47,149	\$30,678	\$25,598	\$18,141	\$14,776	\$31,202	\$338,566	\$597,346

5X410 RESEARCH & TECHNOLOGY Managed by: ITS

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 2020: None.

Budget year activities: Complete identification of 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$19,820	2020 :	2023	2020 Cost Estimate:	N/A
2021 TIP:	\$19,820	2021 :	2023	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$11,632	\$795	\$989	\$0	\$0	\$0	\$0	\$6,404	\$19,820
Total	\$11,632	\$795	\$989	\$0	\$0	\$0	\$0	\$6,404	\$19,820

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,772	\$480	\$0	\$0	\$0	\$0	\$0	\$4,592	\$6,844
20-Prelim Engineering/Env Review	2,040	270	0	0	0	0	0	60	2,370
26-Research+Technology	7,820	45	989	0	0	0	0	1,752	10,606
Total	\$11,632	\$795	\$989	\$0	\$0	\$0	\$0	\$6,404	\$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). Additional elements of the program include monitoring fare revenues and tracking performance, and establishing pricing for cash fares, retail passes, and business accounts: Manage the fare change process: Administer the Sound Transit Fare Policy; and maintain the fare elasticity and revenue projection models.

Changes to authorized project allocation since 2020: None.

Budget year activities: Management of fares program including, implementation of fare changes, expanding outreach of the ORCA LIFT & Subsidized Annual Pass pilot, administration of Subsidized Annual Pass pilot, Sound Transit specific promotions of ORCA Next Gen system enhancements, equipment replacement and mobile ticketing.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$5,941	2020 :	2026	2020 Cost Estimate:	N/A
2021 TIP:	\$5,356	2021 :	2026	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$2,694	\$1,514	\$1,188	\$545	\$0	\$0	\$0	\$0	\$5,941
Total	\$2,694	\$1,514	\$1,188	\$545	\$0	\$0	\$0	\$0	\$5,941

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$1,986	\$1,514	\$688	\$459	\$0	\$0	\$0	\$0	\$4,647
26-Research+Technology	708	0	500	86	0	0	0	0	1,294
Total	\$2,694	\$1,514	\$1,188	\$545	\$0	\$0	\$0	\$0	\$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 ORCA NEXT GENERATION 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 2020: None.

Budget year activities: Finalize functional development of the system and completion of system integration testing. Finalize Phase 2 design of the DARE data warehouse. Transition activities from Legacy to next generation ORCA, including the delivery and installation of new fare collection equipment.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$37,464	2020 :	2023	2020 Cost Estimate:	N/A
2021 TIP:	\$32,108	2021 :	2023	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$5,002	\$18,304	\$3,140	\$5,076	\$0	\$0	\$0	\$0	\$31,523
Total	\$5,002	\$18,304	\$3,140	\$5,076	\$0	\$0	\$0	\$0	\$31,523

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$514	\$682	\$707	\$0	\$0	\$0	\$0	\$0	\$1,902
26-Research+Technology	4,411	16,894	2,292	1,637	0	0	0	0	25,235
50-Construction	77	729	141	3,439	0	0	0	0	4,386
Total	\$5,002	\$18,304	\$3,140	\$5,076	\$0	\$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.

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 2020: 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,143	2020 :	2023	2020 Cost Estimate:	N/A
2021 TIP:	\$1,143	2021 :	2023	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$131	\$546	\$465	\$0	\$0	\$0	\$0	\$0	\$1,143
Total	\$131	\$546	\$465	\$0	\$0	\$0	\$0	\$0	\$1,143

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$61	\$225	\$293	\$0	\$0	\$0	\$0	\$0	\$580
20-Prelim Engineering/Env Review	70	321	172	0	0	0	0	0	563
Total	\$131	\$546	\$465	\$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 2020: 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. Continue distribution of 2020 awards.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$114,389
2020 TIP:	\$142,139	2020 :	2041	2020 Cost Estimate:	\$114,389
2021 TIP:	\$142,139	2021 :	2041	2021 Cost Estimate:	\$114,389

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$431	\$2,100	\$2,110	\$1,580	\$1,610	\$550	\$90	\$19,957	\$28,428
North King	431	2,100	2,110	1,580	1,610	550	90	19,957	28,428
South King	431	2,100	2,110	1,580	1,610	550	90	19,957	28,428
East King	431	2,100	2,110	1,580	1,610	550	90	19,957	28,428
Pierce	431	2,100	2,110	1,580	1,610	550	90	19,957	28,428
Total	\$2,157	\$10,498	\$10,550	\$7,900	\$8,050	\$2,750	\$450	\$99,784	\$142,139

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$895	\$0	\$0	\$0	\$0	\$0	\$0	\$681	\$1,576
10-Agency Administration	891	300	450	300	300	0	200	5,983	8,424
20-Prelim Engineering/Env Review	149	198	100	100	250	250	250	5,103	6,400
35-Third Party	222	10,000	10,000	7,500	7,500	2,500	0	82,263	119,985
50-Construction	0	0	0	0	0	0	0	5,754	5,754
Total	\$2,157	\$10,498	\$10,550	\$7,900	\$8,050	\$2,750	\$450	\$99,784	\$142,139

Project Risk Assessment

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

600076 INNOVATION & TECHNOLOGY PROGRAM Managed by: EXE

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 2020: None.

Budget year activities: Manage internal innovation grant program. Execute data analysis consulting services, short-term ridership forecasting and other technology projects.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$85,791
2020 TIP:	\$106,604	2020 :	2041	2020 Cost Estimate:	\$85,791
2021 TIP:	\$106,604	2021 :	2041	2021 Cost Estimate:	\$85,791

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$4,061	\$4,798	\$2,369	\$0	\$0	\$0	\$0	\$95,376	\$106,604
Total	\$4,061	\$4,798	\$2,369	\$0	\$0	\$0	\$0	\$95,376	\$106,604

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$4,061	\$2,700	\$0	\$0	\$0	\$0	\$0	\$0	\$6,761
10-Agency Administration	0	390	1,049	0	0	0	0	7,538	8,977
20-Prelim Engineering/Env Review	0	1,708	1,320	0	0	0	0	87,838	90,866
Total	\$4,061	\$4,798	\$2,369	\$0	\$0	\$0	\$0	\$95,376	\$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.

600132 **EFFICIENCY & SUSTAINABILITY** **Managed by: PEPD**

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 2020: 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. Lighting upgrades (switching to LED bulbs at designated stations) was delayed from 2020 to 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$25,000	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$25,000	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$6	\$1,270	\$1,068	\$1,068	\$1,067	\$1,050	\$1,050	\$18,421	\$25,000
Total	\$6	\$1,270	\$1,068	\$1,068	\$1,067	\$1,050	\$1,050	\$18,421	\$25,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$6	\$9	\$5	\$5	\$4	\$0	\$0	\$25	\$54
10-Agency Administration	0	91	103	103	103	100	100	3,163	3,763
20-Prelim Engineering/Env Review	0	75	80	80	80	75	75	2,030	2,495
30-Final Design+Specifications	0	125	130	130	130	125	125	3,003	3,768
50-Construction	0	970	750	750	750	750	750	10,200	14,920
Total	\$6	\$1,270	\$1,068	\$1,068	\$1,067	\$1,050	\$1,050	\$18,421	\$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 2020: Increased by \$500 thousand to address identified remediation requirements of 10 Sound Transit owned properties.

Budget year activities: Identification of data gaps, identification of path toward regulatory closure, 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$500	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$1,000	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$120	\$500	\$380	\$0	\$0	\$0	\$0	\$0	\$1,000
Total	\$120	\$500	\$380	\$0	\$0	\$0	\$0	\$0	\$1,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$120	\$50	\$50	\$0	\$0	\$0	\$0	\$0	\$220
20-Prelim Engineering/Env Review	0	450	330	0	0	0	0	0	780
Total	\$120	\$500	\$380	\$0	\$0	\$0	\$0	\$0	\$1,000

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 2020: None.

Budget year activities: Redesign, repaint and restoration works planned system wide. Deep cleaning of DSST artwork and regular annual cleaning. LED light upgrades.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$19,344	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$19,344	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$403	\$94	\$100	\$106	\$113	\$120	\$127	\$3,304	\$4,368
North King	540	126	134	142	152	160	170	4,422	5,846
South King	137	32	34	36	39	41	43	1,124	1,486
East King	390	91	97	102	109	116	123	3,193	4,221
Pierce	316	74	78	83	89	94	100	2,590	3,424
Total	\$1,786	\$416	\$444	\$470	\$502	\$531	\$563	\$14,634	\$19,344

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
02-Operation+Maintenance-Agency	\$1,786	\$416	\$444	\$470	\$502	\$531	\$563	\$14,634	\$19,344
Total	\$1,786	\$416	\$444	\$470	\$502	\$531	\$563	\$14,634	\$19,344

Project Risk Assessment	
N/A.	

6X668 **ST ART** **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 2020: Increase by \$320 thousand for Tacoma Trestle Mitigation Artwork at Tacoma Dome Station (Sounder).

Budget year activities: Continue fabrication and installation of art projects for East Link and Northgate Link extensions. Begin fabrication and installation for Lynnwood Link and Federal Way Link temporary artwork. Artwork design for Federal Way Link, Downtown Redmond Link, and Sumner Station garage. Begin artwork planning for Puyallup, Auburn, and Kent parking garages. Begin design for BRT shelter at intersection of I-405 and SR522 corridors. Feasibility study for implementing music into ST facilities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$161,201	2020 :	2041	2020 Cost Estimate:	\$159,912
2021 TIP:	\$161,521	2021 :	2041	2021 Cost Estimate:	\$160,232

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$6,284	\$774	\$1,601	\$1,622	\$1,456	\$755	\$509	\$23,472	\$36,471
North King	8,410	1,036	2,142	2,171	1,949	1,010	681	31,413	48,812
South King	2,137	263	544	552	495	257	173	7,983	12,405
East King	6,072	748	1,547	1,567	1,407	729	492	22,682	35,244
Pierce	4,926	607	1,255	1,271	1,141	592	399	18,399	28,589
Total	\$27,828	\$3,427	\$7,089	\$7,183	\$6,448	\$3,342	\$2,255	\$103,948	\$161,521

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$3,161	\$700	\$715	\$730	\$745	\$765	\$775	\$7,232	\$14,822
61-Art	24,668	2,727	6,374	6,453	5,703	2,578	1,480	96,717	146,699
Total	\$27,828	\$3,427	\$7,089	\$7,183	\$6,448	\$3,342	\$2,255	\$103,948	\$161,521

Project Risk Assessment

N/A.

804100 **TOD PROPERTY DISPOSITION** **Managed by: PEPD**

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 2020: None.

Budget year activities: Continue on with planned work for Federal Way Transit Center, Operations Maintenance Facility East, Surrey Downs, and balance of strategic plan/property portfolio efforts.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$7,544	\$1,923	\$1,613	\$536	\$0	\$0	\$0	\$0	\$11,615
Total	\$7,544	\$1,923	\$1,613	\$536	\$0	\$0	\$0	\$0	\$11,615

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$237	\$1,400	\$619	\$536	\$0	\$0	\$0	\$0	\$2,792
10-Agency Administration	2,866	523	0	0	0	0	0	0	3,389
40-Row Acquisition+Permits	3,962	0	318	0	0	0	0	0	4,280
50-Construction	477	0	676	0	0	0	0	0	1,154
Total	\$7,544	\$1,923	\$1,613	\$536	\$0	\$0	\$0	\$0	\$11,615

Project Risk Assessment	
N/A.	

804302 **TOD PLANNING PROGRAM CAPITAL** **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 2020: None.

Budget year activities: Support Transit Oriented Development (TOD) planning and pre-development activities by developing station area guidelines document and revolving loan fund business plan.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$24,968
2020 TIP:	\$30,171	2020 :	2041	2020 Cost Estimate:	\$24,968
2021 TIP:	\$30,171	2021 :	2041	2021 Cost Estimate:	\$24,968

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$1,053	\$585	\$466	\$2,073	\$2,075	\$7,103	\$16,817	\$0	\$30,171
Total	\$1,053	\$585	\$466	\$2,073	\$2,075	\$7,103	\$16,817	\$0	\$30,171

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$1,053	\$585	\$466	\$2,073	\$2,075	\$7,103	\$16,817	\$0	\$30,171
Total	\$1,053	\$585	\$466	\$2,073	\$2,075	\$7,103	\$16,817	\$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 2020: None.

Budget year activities: Support MOW North Development, capital program realignment outreach, capital program realignment forecasting needs, and additional effort by Steer to support operations planning for capital program realignment

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$60,341
2020 TIP:	\$41,527	2020 :	2024	2020 Cost Estimate:	\$34,985
2021 TIP:	\$41,525	2021 :	2024	2021 Cost Estimate:	\$34,985

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$27,220	\$2,573	\$917	\$748	\$0	\$0	\$10,067	\$0	\$41,525
Total	\$27,220	\$2,573	\$917	\$748	\$0	\$0	\$10,067	\$0	\$41,525

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$4,582	\$50	\$17	\$0	\$0	\$0	\$530	\$0	\$5,178
20-Prelim Engineering/Env Review	22,631	1,800	375	248	0	0	7,935	0	32,989
35-Third Party	0	723	525	500	0	0	1,602	0	3,350
40-Row Acquisition+Permits	7	0	0	0	0	0	0	0	7
Total	\$27,220	\$2,573	\$917	\$748	\$0	\$0	\$10,067	\$0	\$41,525

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.

2021 Cashflow by Budget Approval

(in thousands)

Enhancement

ALL MODES

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering									
300038	SOUNDER AT GRADE	0	460	460	780	0	0	0	1,700
400033	LINK AT GRADE	0	484	2,717	1,705	0	0	0	4,906
400044	LINK OP SYST ENHANCEMENT UPGRADE	58	0	0	0	0	0	0	58
600084	DIGITAL PASSENGER INFO SYSTEM	5,353	9,051	6,447	11,514	12,278	4,933	0	49,576
600085	SODO MLK HAZARD MITIGATION	508	444	486	0	0	0	1,698	3,136
600145	DESIGN CRITERIA MANUAL UPDATE	162	16	123	0	0	0	0	300
600146	DESIGN & ENGINEERING STANDARDS UPDATE	0	1,600	0	0	0	0	0	1,600
800111	FARE PAID ZONE	0	1,380	1,014	946	0	0	0	3,340
800112	LINK LINE RENAMING	0	584	450	134	0	0	0	1,168
864169	STATION CODES	0	2,800	2,500	0	0	0	0	5,300
	Subtotal	6,081	16,819	14,197	15,078	12,278	4,933	0	71,084
Baseline									
300011	POSITIVE TRAIN CONTROL	43,137	50	0	0	0	0	4,163	47,350
	Subtotal	43,137	50	0	0	0	0	4,163	47,350
Operating									
700665	VIDEO MANAGEMENT SYSTEM UPGRADE	879	13	988	0	0	0	0	1,880
700685	EVERETT STATION SECURITY IMPROVEMENT	280	0	9	0	0	0	0	289
700686	SECURITY RADIO SYSTEM	394	688	171	0	0	0	0	1,253
700687	SOC VIDEO MONITORING IMPROVEMENT	213	0	28	0	0	0	0	241
700766	OPS ENHANCEMENT PORTFOLIO	41,744	12,309	25,577	3,971	993	255	0	84,849
	Subtotal	43,510	13,009	26,773	3,971	993	255	0	88,513
Program									
400122	ESCALATOR MODERNIZATION PROGRAM	2,740	220	10,555	10,955	9,024	4,206	3,881	45,227
4X340	NOISE ABATEMENT	9,723	800	699	669	562	547	0	13,000
600080	BIKE PARKING PROGRAM	887	1,450	1,493	1,950	3,923	0	0	9,703
600133	PARKING MANAGEMENT PROGRAM	186	1,165	2,250	2,450	2,750	2,665	1,000	13,692
700793	SIGNAGE IMPROVEMENTS	601	522	352	218	10	10	10	1,856
	Subtotal	14,137	4,157	15,349	16,242	16,269	7,428	4,891	83,479
	Total	\$106,865	\$34,035	\$56,319	\$35,291	\$29,540	\$12,616	\$4,891	\$290,425

2021 Cashflow by Subarea

(in thousands)

Enhancement
ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	6,417	1,192	1,959	327	0	0	0	296	10,191
2 - North King	31,646	9,610	25,206	16,653	14,879	7,249	4,885	6,636	116,764
3 - South King	12,803	6,356	10,983	3,132	1,078	179	5	251	34,786
4 - East King	5,645	2,312	3,744	640	1,287	0	0	0	13,629
5 - Pierce	41,638	1,334	2,938	237	18	256	0	3,685	50,105
6 - Systemwide	8,716	13,231	11,488	14,303	12,278	4,933	0	0	64,950
Total	\$106,865	\$34,035	\$56,319	\$35,291	\$29,540	\$12,616	\$4,891	\$10,868	\$290,425

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	3,006	4,329	2,000	2,698	3,564	255	0	0	15,853
10-Agency Administration	5,870	5,134	6,177	2,441	2,780	1,790	1,111	1,988	27,293
20-Prelim Engineering/Env Review	889	1,205	4,461	3,240	1,621	1,365	0	0	12,781
30-Final Design+Specifications	2,667	3,282	2,427	1,645	1,248	718	147	829	12,963
35-Third Party	12,374	75	2,230	200	200	0	0	0	15,079
40-Row Acquisition+Permits	75	0	0	0	0	0	0	0	75
50-Construction	74,352	18,972	37,061	23,943	19,039	7,937	3,200	6,185	190,691
55-Construction Services	4,317	705	1,863	1,125	1,087	550	432	1,847	11,926
70-Vehicles	3,145	332	100	0	0	0	0	0	3,577
80-System Testing+Startup	170	0	0	0	0	0	0	18	188
Total	\$106,865	\$34,035	\$56,319	\$35,291	\$29,540	\$12,616	\$4,891	\$10,868	\$290,425

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.

Changes to authorized project allocation since 2020: Decreased by \$5.7 million in projected surplus budget.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$53,054	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$53,054	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$47,350	2021 :	2020	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$3,063	\$4	\$0	\$0	\$0	\$0	\$0	\$296	\$3,362
South King	1,898	2	0	0	0	0	0	183	2,083
Pierce	38,176	44	0	0	0	0	0	3,684	41,905
Total	\$43,137	\$50	\$0	\$0	\$0	\$0	\$0	\$4,163	\$47,350

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,954	\$50	\$0	\$0	\$0	\$0	\$0	\$226	\$2,230
30-Final Design+Specifications	226	0	0	0	0	0	0	0	226
35-Third Party	3,900	0	0	0	0	0	0	0	3,900
50-Construction	35,904	0	0	0	0	0	0	2,348	38,252
55-Construction Services	984	0	0	0	0	0	0	1,570	2,554
80-System Testing+Startup	170	0	0	0	0	0	0	18	188
Total	\$43,137	\$50	\$0	\$0	\$0	\$0	\$0	\$4,163	\$47,350

Project Risk Assessment
N/A.

Scope: Perform diagnostic analyses of Sounder station at-grade vehicle/pedestrian crossings of railroad and evaluations of at-grade crossings, evaluating hazards determining necessary upgrades to improve customer and public safety.

Changes to authorized project allocation since 2020: New project of \$1.7 million for Sounder crossing study.

Budget year activities: Conduct diagnostic analyses and conceptual engineering of improvements for identified at-grade crossings with complex configuration or safety issues.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,700
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$1,700	2021 :	2021	2021 Cost Estimate:	\$1,700

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$0	\$192	\$192	\$326	\$0	\$0	\$0	\$0	\$711
South King	0	139	139	236	0	0	0	0	513
Pierce	0	129	129	218	0	0	0	0	476
Total	\$0	\$460	\$460	\$780	\$0	\$0	\$0	\$0	\$1,700

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$0	\$460	\$460	\$780	\$0	\$0	\$0	\$0	\$1,700
Total	\$0	\$460	\$460	\$780	\$0	\$0	\$0	\$0	\$1,700

Project Risk Assessment

N/A.

400033

LINK AT GRADE

Managed by: DECM

Scope: Review, analyze, design and implement enhancements to existing Link at-grade stations to bring pedestrian crossings up to the established mitigation standards.

Changes to authorized project allocation since 2020: New project of \$4.9 million for study and construction.

Budget year activities: Review at grade crossing and research and design mitigation treatments to align with current standards.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$4,906
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$4,906	2021 :	2023	2021 Cost Estimate:	\$4,906

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$0	\$484	\$2,717	\$1,705	\$0	\$0	\$0	\$0	\$4,906
Total	\$0	\$484	\$2,717	\$1,705	\$0	\$0	\$0	\$0	\$4,906

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$158	\$47	\$28	\$0	\$0	\$0	\$0	\$233
20-Prelim Engineering/Env Review	0	326	2,670	1,677	0	0	0	0	4,673
Total	\$0	\$484	\$2,717	\$1,705	\$0	\$0	\$0	\$0	\$4,906

Project Risk Assessment

Project pending identification and impact of project risk.

400044 LINK OPERATING SYSTEM ENHANCEMENT UPGRADE 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 2020: Decreased by \$7 thousand to defund project.

Budget year activities: Project defunded.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$65	2020 :	2019	2020 Cost Estimate:	N/A
2021 TIP:	\$58	2021 :	2019	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$36	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36
South King	22	0	0	0	0	0	0	0	22
Total	\$58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58
Total	\$58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58

Project Risk Assessment	
N/A.	

Scope: Design and implement modernization of escalators at University of Washington Station and upgrade emergency egress stairwells at University of Washington Station, Capitol Hill Station as well as all stations within the Downtown Seattle Transit Tunnel (DSTT).

Changes to authorized project allocation since 2020: None.

Budget year activities: This project is pending further decision to proceed as the Agency consolidate and assess vertical conveyances needs for the entire system.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$45,227	2020 :	2026	2020 Cost Estimate:	N/A
2021 TIP:	\$45,227	2021 :	2026	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$2,740	\$220	\$10,555	\$10,955	\$9,024	\$4,206	\$3,881	\$3,647	\$45,227
Total	\$2,740	\$220	\$10,555	\$10,955	\$9,024	\$4,206	\$3,881	\$3,647	\$45,227

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$626	\$10	\$805	\$805	\$804	\$201	\$101	\$218	\$3,569
30-Final Design+Specifications	263	0	800	800	600	200	147	453	3,263
50-Construction	1,660	210	7,950	8,350	6,620	3,255	3,200	2,725	33,970
55-Construction Services	192	0	1,000	1,000	1,000	550	432	251	4,425
Total	\$2,740	\$220	\$10,555	\$10,955	\$9,024	\$4,206	\$3,881	\$3,647	\$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.

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

Changes to authorized project allocation since 2020: 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. Includes specialized software and updates to that software each year.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$13,000	2020 :	2024	2020 Cost Estimate:	N/A
2021 TIP:	\$13,000	2021 :	2024	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$6,639	\$546	\$477	\$457	\$384	\$373	\$0	\$0	\$8,876
South King	3,084	254	222	212	178	173	0	0	4,124
Total	\$9,723	\$800	\$699	\$669	\$562	\$547	\$0	\$0	\$13,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,087	\$50	\$49	\$44	\$41	\$29	\$0	\$0	\$1,300
30-Final Design+Specifications	653	750	650	625	521	518	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
Total	\$9,723	\$800	\$699	\$669	\$562	\$547	\$0	\$0	\$13,000

Project Risk Assessment

Delays in field trial completion resulting in prolonged test trial period; Delays in implementing newer wheel shapes in ST2 Original Equipment Manufacturer (OEM) vehicles.

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 2020: 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$9,700	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$9,703	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$596	\$974	\$1,003	\$1,310	\$2,636	\$0	\$0	\$0	\$6,520
East King	291	476	490	640	1,287	0	0	0	3,184
Total	\$887	\$1,450	\$1,493	\$1,950	\$3,923	\$0	\$0	\$0	\$9,703

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$882	\$1,250	\$1,250	\$1,750	\$3,497	\$0	\$0	\$0	\$8,629
10-Agency Administration	5	200	243	200	426	0	0	0	1,074
Total	\$887	\$1,450	\$1,493	\$1,950	\$3,923	\$0	\$0	\$0	\$9,703

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

DIGITAL PASSENGER INFORMATION 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 2020: None.

Budget year activities: Conduct factory and integration testing and begin field implementation for Link and Sounder stations and Sounder onboard systems.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$49,576	2020 :	2025	2020 Cost Estimate:	N/A
2021 TIP:	\$49,576	2021 :	2025	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$5,353	\$9,051	\$6,447	\$11,514	\$12,278	\$4,933	\$0	\$0	\$49,576
Total	\$5,353	\$9,051	\$6,447	\$11,514	\$12,278	\$4,933	\$0	\$0	\$49,576

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$1,776	\$987	\$150	\$150	\$50	\$0	\$0	\$0	\$3,113
10-Agency Administration	0	551	551	551	551	551	0	0	2,754
50-Construction	3,577	7,513	5,746	10,813	11,677	4,383	0	0	43,709
Total	\$5,353	\$9,051	\$6,447	\$11,514	\$12,278	\$4,933	\$0	\$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

Changes to authorized project allocation since 2020: None.

Budget year activities: Address illegal left turns along Martin Luther King (MLK), upgrade pedestrian warning signs, install second train warning devices at busway 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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$3,136	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$3,136	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$508	\$444	\$486	\$0	\$0	\$0	\$0	\$1,698	\$3,136
Total	\$508	\$444	\$486	\$0	\$0	\$0	\$0	\$1,698	\$3,136

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$178	\$20	\$18	\$0	\$0	\$0	\$0	\$285	\$500
30-Final Design+Specifications	0	0	0	0	0	0	0	331	331
50-Construction	331	424	468	0	0	0	0	1,057	2,280
55-Construction Services	0	0	0	0	0	0	0	25	25
Total	\$508	\$444	\$486	\$0	\$0	\$0	\$0	\$1,698	\$3,136

Project Risk Assessment

Continue to address pedestrian safety upgrades at intersections.

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 2020: None.

Budget year activities: Issue and commence activity on two new contracts; Commence procurement process for selection of vendor for data collection and renew or replace the monthly permitting services contract which expires in August 2021. Permitting services contract could include construction activities to address any infrastructure and software needs.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$13,692	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$13,692	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$186	\$1,165	\$2,250	\$2,450	\$2,750	\$2,665	\$1,000	\$1,227	\$13,692
Total	\$186	\$1,165	\$2,250	\$2,450	\$2,750	\$2,665	\$1,000	\$1,227	\$13,692

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$186	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$186
10-Agency Administration	0	350	500	500	750	1,000	1,000	1,227	5,327
20-Prelim Engineering/Env Review	0	715	1,500	1,500	1,500	1,365	0	0	6,580
35-Third Party	0	0	0	200	200	0	0	0	400
50-Construction	0	100	250	250	300	300	0	0	1,200
Total	\$186	\$1,165	\$2,250	\$2,450	\$2,750	\$2,665	\$1,000	\$1,227	\$13,692

Project Risk Assessment
N/A.

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 2020: None.

Budget year activities: Update Sounder specific criteriums into manual. Update Engineering Procedure EP-03.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$300	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$300	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$162	\$16	\$123	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$162	\$16	\$123	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$162	\$16	\$123	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$162	\$16	\$123	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment
N/A.

600146

DESIGN & ENGINEERING STANDARDS UPDATE

Managed by: DECM

Scope: Coordinate, review and update multiple standard documents including the Design Criteria Manual (DCM), Station Design Guidelines Manual, Engineering Procedures (EPs), Standard Specifications, Standard Plans, Quality procedures and many other documents in support of defining the look, quality and performance to ensure safe and efficient operations for all modes.

Changes to authorized project allocation since 2020: New project of \$1.6 million for standards update.

Budget year activities: Identify and contract with consultants as subject matter experts to support the update of the various documentation.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,500
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$1,600	2021 :	2021	2021 Cost Estimate:	\$1,500

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600
Total	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600
Total	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600

Project Risk Assessment	
N/A.	

700665

VIDEO MANAGEMENT SYSTEM UPGRADE

Managed by: SFT

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 2020: None.

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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,880	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$1,880	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$879	\$13	\$988	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$879	\$13	\$988	\$0	\$0	\$0	\$0	\$0	\$1,880

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$879	\$13	\$988	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$879	\$13	\$988	\$0	\$0	\$0	\$0	\$0	\$1,880

Project Risk Assessment

N/A.

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 2020: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$289	2020 :	2019	2020 Cost Estimate:	N/A
2021 TIP:	\$289	2021 :	2020	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	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	2021	2022	2023	2024	2025	2026	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: SFT

Scope: Procure, upgrade and enhance Sound Transit 's security radio systems and equipment for expansion of security services.

Changes to authorized project allocation since 2020: None.

Budget year activities: Complete installation of equipment.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,253	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$1,253	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$394	\$688	\$171	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$394	\$688	\$171	\$0	\$0	\$0	\$0	\$0	\$1,253

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$394	\$688	\$171	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$394	\$688	\$171	\$0	\$0	\$0	\$0	\$0	\$1,253

Project Risk Assessment

Some risk exists given the need for compatibility to our systems affecting schedule. The Federal Homeland Security Grant of \$662,238 has extended one year from August 2020.

700687

SOC VIDEO MONITORING IMPROVEMENT

Managed by: SFT

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 2020: None.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$241	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$241	2021 :	2020	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$213	\$0	\$28	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$213	\$0	\$28	\$0	\$0	\$0	\$0	\$0	\$241

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$213	\$0	\$28	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$213	\$0	\$28	\$0	\$0	\$0	\$0	\$0	\$241

Project Risk Assessment

N/A.

Scope: This portfolio summarizes all enhancement projects managed by Operations department.

Changes to authorized project allocation since 2020: Increased by \$6.9 million largely for new projects of \$5.7 million, and \$1.2 million for transfers and increase funding of existing projects.

Budget year activities: Proceed as planned per project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$77,382	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$84,849	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	3,073	995	1,756	0	0	0	0	0	5,824
North King	20,654	3,920	8,444	1,294	81	0	0	0	34,393
South King	7,490	4,400	9,315	2,521	894	0	0	0	24,620
East King	5,353	1,836	3,254	0	0	0	0	0	10,444
Pierce	3,458	1,158	2,807	18	18	255	0	0	7,714
Systemwide	1,715	0	0	139	0	0	0	0	1,854
Total	\$41,744	\$12,309	\$25,577	\$3,971	\$993	\$255	\$0	\$0	\$84,849

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$0	\$17	\$17	\$18	\$18	\$255	\$0	\$0	\$325
10-Agency Administration	1,846	614	1,252	236	199	0	0	0	4,147
20-Prelim Engineering/Env Review	889	164	290	63	121	0	0	0	1,528
30-Final Design+Specifications	1,287	1,594	925	168	126	0	0	0	4,101
35-Third Party	8,474	75	2,230	0	0	0	0	0	10,779
40-Row Acquisition+Permits	59	0	0	0	0	0	0	0	59
50-Construction	24,988	8,807	19,898	3,362	442	0	0	0	57,498
55-Construction Services	1,054	705	863	125	87	0	0	0	2,834
70-Vehicles	3,145	332	100	0	0	0	0	0	3,577
Total	\$41,744	\$12,309	\$25,577	\$3,971	\$993	\$255	\$0	\$0	\$84,849

Project Risk Assessment

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

700793

SIGNAGE IMPROVEMENTS

Managed by: EXE

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 2020: Increased by \$563 thousand for additional activities to expand exit signage updates system-wide.

Budget year activities: Signage improvements at SeaTac Airport station; Real Time Link signage updates; Update Sounder customer panels; Reface exit signage at ULink & Central Link; Expand exit signage updates system-wide

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,293	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$1,856	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$2	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$6
North King	287	249	168	104	5	5	5	64	887
South King	308	268	180	112	5	5	5	68	952
East King	0	0	0	0	0	0	0	0	1
Pierce	3	3	2	1	0	0	0	1	10
Total	\$601	\$522	\$352	\$218	\$10	\$10	\$10	\$133	\$1,856

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$116	\$10	\$10	\$10	\$10	\$10	\$10	\$33	\$209
30-Final Design+Specifications	238	9	0	0	0	0	0	45	292
50-Construction	248	503	342	208	0	0	0	55	1,355
Total	\$601	\$522	\$352	\$218	\$10	\$10	\$10	\$133	\$1,856

Project Risk Assessment

Coordination with government entities and jurisdictions to ensure consistency and continuity of their signage requirements.

800111

FARE PAID ZONE

Managed by: EXE

Scope: Design and construct Fare Paid Zones at all Link stations. Provide for a clear division of paid and unpaid station areas at 16 active stations supporting more consistent passenger experience and fare enforcement.

Changes to authorized project allocation since 2020: New project of \$3.3 million for design and construction of Fare Paid Zones at all Link Stations.

Budget year activities: Commence final design and begin construction at some DSTT station locations.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$3,340
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$3,340	2021 :	2022	2021 Cost Estimate:	\$3,340

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$0	\$1,380	\$1,014	\$946	\$0	\$0	\$0	\$0	\$3,340
Total	\$0	\$1,380	\$1,014	\$946	\$0	\$0	\$0	\$0	\$3,340

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$137	\$137	\$68	\$0	\$0	\$0	\$0	\$342
30-Final Design+Specifications	0	928	52	52	0	0	0	0	1,032
50-Construction	0	315	826	826	0	0	0	0	1,966
Total	\$0	\$1,380	\$1,014	\$946	\$0	\$0	\$0	\$0	\$3,340

Project Risk Assessment

Project risks include defining where existing data and power lines are located and how to get them to the proposed new Orca reader locations. Risks can be addressed through the final design process.

Scope: Implement revised Line Naming strategy and process throughout agency assets (Link, Sounder, Tacoma Link), allowing the Agency to provide a consistent customer experience across our system.

Changes to authorized project allocation since 2020: New project of \$1.2 million for line remaining.

Budget year activities: Work necessary for a complete deployment with commencement of revenue service of the Northgate Link Extension such as ticketing applications and other IT applications, LRV signage updates to ST2 vehicles, and other signage updates.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,168
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$1,168	2021 :	2023	2021 Cost Estimate:	\$1,168

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$0	\$361	\$278	\$83	\$0	\$0	\$0	\$0	\$722
South King	0	223	172	51	0	0	0	0	446
Total	\$0	\$584	\$450	\$134	\$0	\$0	\$0	\$0	\$1,168

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$184	\$66	\$0	\$0	\$0	\$0	\$0	\$250
50-Construction	0	400	384	134	0	0	0	0	918
Total	\$0	\$584	\$450	\$134	\$0	\$0	\$0	\$0	\$1,168

Project Risk Assessment

Coordination with the existing and the new segments commencing revenue service during the implementation period.

864169	STATION CODES	Managed by: DECM
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Scope: Revise and reprogram within existing back office systems a renaming Link Stations that provides and supports Agency Strategic Priorities resulting in a consistent, efficient and affordable framework for back-of-house station codes for Link Operations, First Responders and Asset

Changes to authorized project allocation since 2020: New project of \$5.3 million for reprogramming station codes.

Budget year activities: Develop detail scope, estimating and pricing of items required for the project. Implementation of selected items to coordinate with other updates.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$5,300
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$5,300	2021 :	2022	2021 Cost Estimate:	\$5,300

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$0	\$1,730	\$1,545	\$0	\$0	\$0	\$0	\$0	\$3,275
South King	0	1,070	955	0	0	0	0	0	2,025
Total	\$0	\$2,800	\$2,500	\$0	\$0	\$0	\$0	\$0	\$5,300

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$2,800	\$2,500	\$0	\$0	\$0	\$0	\$0	\$5,300
Total	\$0	\$2,800	\$2,500	\$0	\$0	\$0	\$0	\$0	\$5,300

Project Risk Assessment
N/A.

2021 Cashflow by Budget Approval

(in thousands)

State of Good Repair

ALL MODES

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
870115	HUB INTRANET REPLACE	0	410	0	0	0	0	0	0	410
	Subtotal	0	410	0	0	0	0	0	0	410
Operating										
400046	CONVENTION PLACE SYSTEM RETROFIT	1,118	667	1,847	0	0	0	0	100	3,732
700645	ISSAQUAH LAKEWOOD CCTV UPGRADE	80	10	333	0	0	0	0	0	423
700769	LRV OVERHAUL	2,042	0	0	0	0	0	0	2,958	5,000
700831	OPERATIONS SOGR PORTFOLIO	238,008	30,655	65,987	53,155	27,098	23,399	897	7,939	447,137
	Subtotal	241,248	31,332	68,167	53,155	27,098	23,399	897	10,997	456,292
Program										
870100	IT TECH INFRASTRUCTURE	5,897	4,694	764	927	2,687	2,525	1,135	28,213	46,843
	Subtotal	5,897	4,694	764	927	2,687	2,525	1,135	28,213	46,843
	Total	\$247,145	\$36,437	\$68,931	\$54,082	\$29,786	\$25,924	\$2,032	\$39,210	\$503,545

2021 Cashflow by Subarea

(in thousands)

State of Good Repair

ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	36,991	728	3,328	3,450	170	152	108	1,169	46,095
2 - North King	17,209	13,362	12,709	6,004	2,169	2,049	939	22,979	77,420
3 - South King	42,002	7,567	16,825	4,157	910	838	429	10,194	82,922
4 - East King	82,279	333	839	6,292	216	213	128	147	90,448
5 - Pierce	63,218	2,060	9,467	4,695	469	436	288	2,049	82,683
6 - Systemwide	5,446	12,386	25,764	29,483	25,852	22,236	140	2,671	123,977
Total	\$247,145	\$36,437	\$68,931	\$54,082	\$29,786	\$25,924	\$2,032	\$39,210	\$503,545

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	11,840	16,201	28,437	11,629	12,597	17,041	0	311	98,056
09-Admin Capital	5,714	1,985	296	552	730	629	555	606	11,066
10-Agency Administration	2,280	601	2,407	1,049	1,392	810	452	7,727	16,718
20-Prelim Engineering/Env Review	214	95	0	0	0	0	0	0	309
30-Final Design+Specifications	2,360	2,047	8,417	148	0	0	0	0	12,971
40-Row Acquisition+Permits	4	(4)	0	0	0	0	0	0	0
50-Construction	36,538	12,864	23,349	20,479	10,067	2,610	1,025	27,808	134,740
55-Construction Services	0	68	284	55	0	0	0	50	457
70-Vehicles	188,193	2,080	3,865	20,171	5,000	4,834	0	2,708	226,851
80-System Testing+Startup	0	500	1,877	0	0	0	0	0	2,377
Total	\$247,145	\$36,437	\$68,931	\$54,082	\$29,786	\$25,924	\$2,032	\$39,210	\$503,545

400046

CONVENTION PLACE SYSTEM 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 2020: None.

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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$3,732	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$3,732	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,118	\$667	\$1,847	\$0	\$0	\$0	\$0	\$100	\$3,732
Total	\$1,118	\$667	\$1,847	\$0	\$0	\$0	\$0	\$100	\$3,732

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$210	\$50	\$297	\$0	\$0	\$0	\$0	\$50	\$606
30-Final Design+Specifications	37	0	0	0	0	0	0	0	37
50-Construction	871	567	1,319	0	0	0	0	0	2,757
55-Construction Services	0	50	232	0	0	0	0	50	332
Total	\$1,118	\$667	\$1,847	\$0	\$0	\$0	\$0	\$100	\$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.

700645

ISSAQUAH LAKEWOOD CCTV UPGRADE

Managed by: SFT

Scope: Replace existing end of life security cameras with current standard cameras at two large transit centers. Cameras are critical as these stations are not regularly staffed.

Changes to authorized project allocation since 2020: Increased by \$423 thousand to separate project from Station Midlife Maintenance project (700771) as a project managed by the Safety division.

Budget year activities: Project is complete.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$0	2020 :	2020	2020 Cost Estimate:	N/A
2021 TIP:	\$423	2021 :	2020	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$40	\$5	\$166	\$0	\$0	\$0	\$0	\$0	\$212
Pierce	40	5	166	0	0	0	0	0	212
Total	\$80	\$10	\$333	\$0	\$0	\$0	\$0	\$0	\$423

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$80	\$10	\$333	\$0	\$0	\$0	\$0	\$0	\$423
Total	\$80	\$10	\$333	\$0	\$0	\$0	\$0	\$0	\$423

Project Risk Assessment

N/A.

700769

LRV OVERHAUL

Managed by: DECM

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. This work is considered warranty work to be reimbursed by the manufacturer. Acceptance of repairs performed are being testing and under reliability review.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$5,000	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$5,000	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,366	\$0	\$0	\$0	\$0	\$0	\$0	\$1,979	\$3,345
South King	676	0	0	0	0	0	0	979	1,655
Total	\$2,042	\$0	\$0	\$0	\$0	\$0	\$0	\$2,958	\$5,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$250
70-Vehicles	2,042	0	0	0	0	0	0	2,708	4,750
Total	\$2,042	\$0	\$0	\$0	\$0	\$0	\$0	\$2,958	\$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.

Scope: This portfolio summarizes all SOGR projects managed by Operations department.

Changes to authorized project allocation since 2020: Increased by \$23.7 million largely for new projects of \$16.1 million, and \$7.6 million for transfers and increase in funding for existing projects.

Budget year activities: Proceed as planned per project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$423,824	2020 :	2024	2020 Cost Estimate:	N/A
2021 TIP:	\$447,137	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	36,991	728	3,328	3,450	170	152	108	1,169	46,095
North King	10,357	9,218	10,295	5,318	178	178	98	0	35,642
South King	39,798	6,350	16,627	3,917	213	183	135	1,902	69,125
East King	82,239	328	672	6,292	216	213	128	147	90,236
Pierce	63,178	2,055	9,301	4,695	469	436	288	2,049	82,471
Systemwide	5,446	11,976	25,764	29,483	25,852	22,236	140	2,671	123,567
Total	\$238,008	\$30,655	\$65,987	\$53,155	\$27,098	\$23,399	\$897	\$7,939	\$447,137

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	11,840	14,901	28,437	11,629	12,597	17,041	0	311	96,756
10-Agency Administration	1,888	(59)	1,742	773	582	0	100	109	5,136
20-Prelim Engineering/Env Review	214	95	0	0	0	0	0	0	309
30-Final Design+Specifications	2,324	1,637	8,417	148	0	0	0	0	12,525
40-Row Acquisition+Permits	4	(4)	0	0	0	0	0	0	0
50-Construction	35,586	11,488	21,597	20,379	8,920	1,524	797	7,518	107,809
55-Construction Services	0	18	52	55	0	0	0	0	125
70-Vehicles	186,151	2,080	3,865	20,171	5,000	4,834	0	0	222,101
80-System Testing+Startup	0	500	1,877	0	0	0	0	0	2,377
Total	\$238,008	\$30,655	\$65,987	\$53,155	\$27,098	\$23,399	\$897	\$7,939	\$447,137

Project Risk Assessment

Program risks are minimal, however, the volume of small works eligible projects and the limits of internal resources could impact the delivery of program requests. Given recent spending, age and growth of the Agency asset base, the out years (2023-2041) will require additional financial resources to meet the demand of small works qualified projects.

870100

IT TECH 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 2020: None.

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 (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$46,843	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$46,843	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$4,368	\$3,477	\$566	\$687	\$1,991	\$1,871	\$841	\$20,900	\$34,701
South King	1,528	1,217	198	240	697	654	294	7,313	12,142
Total	\$5,897	\$4,694	\$764	\$927	\$2,687	\$2,525	\$1,135	\$28,213	\$46,843

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$0	\$1,300	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300
09-Admin Capital	5,714	1,985	296	552	730	629	555	606	11,066
10-Agency Administration	183	610	368	275	810	810	352	7,318	10,726
50-Construction	0	799	100	100	1,147	1,086	228	20,290	23,751
Total	\$5,897	\$4,694	\$764	\$927	\$2,687	\$2,525	\$1,135	\$28,213	\$46,843

Project Risk Assessment

Potential for risk of increased cost as system expands and integration and support require more resources to meet system compliance standards.

Scope: Design, program and install replacement to the existing Sound Transit Intranet.

Changes to authorized project allocation since 2020: New project of \$410 thousand for intranet replacement.

Budget year activities: Replace the current ST Hub.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$410
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$410	2021 :	2021	2021 Cost Estimate:	\$410

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$0	\$410	\$0	\$0	\$0	\$0	\$0	\$0	\$410
Total	\$0	\$410	\$0	\$0	\$0	\$0	\$0	\$0	\$410

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
30-Final Design+Specifications	\$0	\$410	\$0	\$0	\$0	\$0	\$0	\$0	\$410
Total	\$0	\$410	\$0	\$0	\$0	\$0	\$0	\$0	\$410

Project Risk Assessment
N/A.

2021 Cashflow by Budget Approval

(in thousands)

Administrative

ALL MODES

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Program										
0X002	AGENCY ADMIN OPERATING	631,131	114,528	126,679	130,562	131,319	128,641	145,595	0	1,408,454
600025	ENVIRONMENTAL MITIGATION & MONITORING	753	130	166	153	133	141	0	0	1,476
700767	ADMINISTRATIVE POOL VEHICLES	495	415	97	0	0	0	0	0	1,006
700824	ADMINISTRATIVE FACILITIES	1,078	2,551	2,493	0	0	0	0	0	6,123
802000	ADMINISTRATIVE CAPTIAL	10,491	323	1,981	3,964	3,355	3,664	2,167	21,643	47,588
802003	REPLACEMENT ADMIN POOL VEHICLE	809	65	300	300	188	0	0	0	1,663
803800	INFORMATION TECH PROGRAM	33,195	6,651	5,980	3,708	4,695	5,496	5,078	48,733	113,536
864140	ADMINISTRATIVE SERVICES	4,755	239	910	0	0	0	0	0	5,904
Subtotal		682,707	124,902	138,606	138,686	139,690	137,942	152,839	70,377	1,585,749
Total		\$682,707	\$124,902	\$138,606	\$138,686	\$139,690	\$137,942	\$152,839	\$70,377	\$1,585,749

2021 Cashflow by Subarea

(in thousands)

Administrative
ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	132	23	29	27	23	25	0	0	258
3 - South King	466	81	103	95	82	87	0	0	915
4 - East King	44	8	10	9	8	8	0	0	86
5 - Pierce	111	19	24	22	20	21	0	0	217
6 - Systemwide	681,954	124,772	138,440	138,533	139,557	137,801	152,839	70,377	1,584,273
Total	\$682,707	\$124,902	\$138,606	\$138,686	\$139,690	\$137,942	\$152,839	\$70,377	\$1,585,749

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	2,622	900	159	486	397	348	247	1,178	6,337
09-Admin Capital	43,883	6,492	10,392	7,329	7,786	8,953	6,997	69,199	161,030
10-Agency Administration	634,899	117,030	127,659	130,572	131,319	128,641	145,595	0	1,415,713
70-Vehicles	1,304	480	397	300	188	0	0	0	2,669
Total	\$682,707	\$124,902	\$138,606	\$138,686	\$139,690	\$137,942	\$152,839	\$70,377	\$1,585,749

0X002 **AGENCY ADMIN OPERATING** **Managed by: FIN**

Scope: Funds administrative overhead expenses that are charged to capital 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 (G&A) or fare and regional planning (FRP) 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 2020: Increased by \$90 million for anticipated agency administrative operating costs up to 2026.

Budget year activities: Fund administrative overhead.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$791,918
2020 TIP:	\$1,316,365	2020 :	2025	2020 Cost Estimate:	\$1,139,488
2021 TIP:	\$1,408,454	2021 :	2026	2021 Cost Estimate:	\$1,317,759

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$631,131	\$114,528	\$126,679	\$130,562	\$131,319	\$128,641	\$145,595	\$0	\$1,408,454
Total	\$631,131	\$114,528	\$126,679	\$130,562	\$131,319	\$128,641	\$145,595	\$0	\$1,408,454

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$631,131	\$114,528	\$126,679	\$130,562	\$131,319	\$128,641	\$145,595	\$0	\$1,408,454
Total	\$631,131	\$114,528	\$126,679	\$130,562	\$131,319	\$128,641	\$145,595	\$0	\$1,408,454

Project Risk Assessment
N/A.

600025 ENVIRONMENTAL MITIGATION & MONITORING 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 2020: Increased by \$5 thousand for environmental monitoring of Tacoma Trestle.

Budget year activities: Monitor and maintain environmental mitigation maintenance activities at Tacoma Trestle, Tukwila, and McKinley Park transit centers. Mitigation of additional areas include LRT, Mercer Island, Ash Way, Issaquah and Eastlink. Capital budgets moved to Phase 1 (new accounts) to establish Expense accounts for Labor during Re-balance for 2021.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,471	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$1,476	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$132	\$23	\$29	\$27	\$23	\$25	\$0	\$0	\$258
South King	466	81	103	95	82	87	0	0	915
East King	44	8	10	9	8	8	0	0	86
Pierce	111	19	24	22	20	21	0	0	217
Total	\$753	\$130	\$166	\$153	\$133	\$141	\$0	\$0	\$1,476

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$753	\$100	\$159	\$143	\$133	\$141	\$0	\$0	\$1,428
10-Agency Administration	0	30	7	10	0	0	0	0	48
Total	\$753	\$130	\$166	\$153	\$133	\$141	\$0	\$0	\$1,476

Project Risk Assessment
N/A.

700767

ADMINISTRATIVE POOL VEHICLES

Managed by: EXE

Scope: Project will purchase new vehicles utilized by Sound Transit staff.

Changes to authorized project allocation since 2020: New project of \$1.0 million to procure new vehicles utilized by Sound Transit staff, which was previously funded by Administrative Capital 802000 project.

Budget year activities: Procure 4 trucks, 5 vans, and a SUV.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$0	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$1,006	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$495	\$415	\$97	\$0	\$0	\$0	\$0	\$0	\$1,006
Total	\$495	\$415	\$97	\$0	\$0	\$0	\$0	\$0	\$1,006

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$495	\$415	\$97	\$0	\$0	\$0	\$0	\$0	\$1,006
Total	\$495	\$415	\$97	\$0	\$0	\$0	\$0	\$0	\$1,006

Project Risk Assessment

N/A.

700824	ADMINISTRATIVE FACILITIES	Managed by: Operations
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Scope: Funds capital expenditures for Sound Transit owned administrative facilities.

Changes to authorized project allocation since 2020: New project of \$6.2 million for Sound Transit owned administrative building improvements, which was previously funded by Administrative Capital 802000 project. \$84.8 thousand transferred to Admin Services Program (864140) for IT Training Lab.

Budget year activities: Complete E-Vehicle infrastructure. Continue replacement of 96 variable air exchangers and three HVAC compressors. Begin replacement of electrical fire detection system at Union Station. Construct a Great Hall storage location for facilities and a larger computer training tab in the campus.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2020 TIP: \$0	2020 : N/A	2020 Cost Estimate: N/A
2021 TIP: \$6,123	2021 : 2041	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$1,078	\$2,551	\$2,493	\$0	\$0	\$0	\$0	\$0	\$6,123
Total	\$1,078	\$2,551	\$2,493	\$0	\$0	\$0	\$0	\$0	\$6,123

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
09-Admin Capital	\$1,061	\$2,489	\$2,473	\$0	\$0	\$0	\$0	\$0	\$6,024
10-Agency Administration	17	62	20	0	0	0	0	0	99
Total	\$1,078	\$2,551	\$2,493	\$0	\$0	\$0	\$0	\$0	\$6,123

Project Risk Assessment
N/A.

802000 ADMINISTRATIVE CAPITAL Managed by: FIN

Scope: Funds capital expenditures for administrative assets that support agency staff, including leased and owned administrative facilities, office equipment, non revenue admin pool vehicles, space planning, and furnishings.

Changes to authorized project allocation since 2020: Decreased by \$14.7 million in total to establish the following programs managed by Admin Services Office; \$2.7 million for the Administrative Pool Vehicle program, \$5.8 million for Admin Services program, and \$6.2 million for the Admin Facilities program managed by Operations.

Budget year activities: Purchase of Genie Lift was delayed into 2021 Q1. Begin Union Station's card access project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$62,284	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$47,588	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$10,491	\$323	\$1,981	\$3,964	\$3,355	\$3,664	\$2,167	\$21,643	\$47,588
Total	\$10,491	\$323	\$1,981	\$3,964	\$3,355	\$3,664	\$2,167	\$21,643	\$47,588

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
09-Admin Capital	\$10,491	\$323	\$1,981	\$3,964	\$3,355	\$3,664	\$2,167	\$21,643	\$47,588
Total	\$10,491	\$323	\$1,981	\$3,964	\$3,355	\$3,664	\$2,167	\$21,643	\$47,588

Project Risk Assessment

The accumulation of changes over time, to staffing, space, and growth of administrative facilities could outpace the funding of this project.

802003

REPLACEMENT ADMIN POOL VEHICLE

Managed by: EXE

Scope: Project will purchase replacement vehicles utilized by Sound Transit staff.

Changes to authorized project allocation since 2020: New project of \$1.7 million for replacement of admin pool vehicles, which was previously funded by Administrative Capital 802000 project.

Budget year activities: Replacement of one electric sedan and one SUV.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$0	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$1,663	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$809	\$65	\$300	\$300	\$188	\$0	\$0	\$0	\$1,663
Total	\$809	\$65	\$300	\$300	\$188	\$0	\$0	\$0	\$1,663

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$809	\$65	\$300	\$300	\$188	\$0	\$0	\$0	\$1,663
Total	\$809	\$65	\$300	\$300	\$188	\$0	\$0	\$0	\$1,663

Project Risk Assessment

N/A.

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 2020: None.

Budget year activities: Commence Financial Transformation Program, E1 Upgrade 2021, CCMS 2020 Enhancements, HR Service Delivery/File Management, Architecture Tool. Continue SharePoint/Office 360 Upgrade, Implement Right of Way tracking software, Operating Performance Reporting and Information Security software and other strategic projects as identified.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$113,536	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$113,536	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$33,195	\$6,651	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$48,733	\$113,536
Total	\$33,195	\$6,651	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$48,733	\$113,536

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$1,869	\$800	\$0	\$343	\$264	\$207	\$247	\$1,178	\$4,909
09-Admin Capital	27,578	3,441	5,028	3,365	4,431	5,289	4,831	47,556	101,517
10-Agency Administration	3,748	2,410	953	0	0	0	0	0	7,110
Total	\$33,195	\$6,651	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$48,733	\$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.

864140	ADMINISTRATIVE SERVICES	Managed by: EXE
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Scope: Funds capital expenditures for administrative assets that support agency staff, including leased administrative facilities improvements, office equipment, space planning, and furnishings. Excludes expenditures pertaining to ST owned administrative building improvements.

Changes to authorized project allocation since 2020: New project of \$5.8 million for administrative services, which was previously funded by Administrative Capital 802000 project.

Budget year activities: Continue installing sit/stand desks within the core-campus.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2020 TIP: \$0	2020 : N/A	2020 Cost Estimate: N/A
2021 TIP: \$5,904	2021 : 2041	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$4,755	\$239	\$910	\$0	\$0	\$0	\$0	\$0	\$5,904
Total	\$4,755	\$239	\$910	\$0	\$0	\$0	\$0	\$0	\$5,904

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
09-Admin Capital	\$4,752	\$239	\$910	\$0	\$0	\$0	\$0	\$0	\$5,901
10-Agency Administration	3	0	0	0	0	0	0	0	3
Total	\$4,755	\$239	\$910	\$0	\$0	\$0	\$0	\$0	\$5,904

Project Risk Assessment

N/A.





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Sound Transit plans, builds and operates regional transit systems and services to improve mobility for Central Puget Sound.