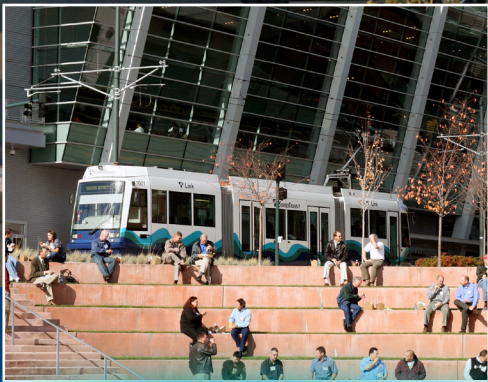


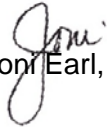
2011

Adopted 2011 Budget



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January 2011

To: Sound Transit Board of Directors
From:  Joni Earl, Chief Executive Officer
SUBJECT: Adopted 2011 Budget and Program Realignment

The Adopted 2011 Budget puts Sound Transit on a path to continue implementing the voter-approved regional transit system plan with severely constrained revenues as a result of the prolonged recession. This is a Budget with mixed news, but one that I believe guides the important work of our Agency during these challenging times.

The Agency's updated revenue forecast predicts a \$3.9 billion decline in tax revenue, which is 25 percent lower than the 15-year financial forecast for the 2008 voter-approved plan. As a result, it is no longer possible to complete the entire scope of the ST2 program within the original time period.

In 2010, staff comprehensively reviewed the Agency's capital and operating plans to realign our program with projected revenues. The results of this review were presented to the Sound Transit Board through the fall of 2010. The Board's decisions are reflected in the Adopted 2011 Budget. The good news is that Sound Transit still has substantial resources to implement the ST2 Plan and to complete Sound Move.

Within this context, the Adopted 2011 Budget is much more than a one-year story. The \$1.1 billion Adopted 2011 Budget includes \$186.9 million for delivering our multi-modal transit services; \$742.9 million for capital project delivery; and \$162.4 million for agency administration, debt service, and systemwide expenses. This Adopted 2011 Budget is actually 18.6 percent higher than the Adopted 2010 Budget. At first blush, it may seem counter intuitive to have a substantial increase above the Adopted 2010 Budget while proposing a realignment of the ST2 Plan. However, while we must focus on the larger long-term challenges now, we also need to continue adding staff and consultant services to deliver the highest priority projects and services that are affordable within the subarea financial plans.

The realignment reflected in the Adopted 2011 Budget is the starting point for the Board's deliberations on how to best achieve the stated goals of the ST2 Plan within the new revenue forecast.

In crafting this Budget, we applied lessons learned from past challenges, closely examined our underlying assumptions, and focused on the Agency's core mission. We used the toolkit provided in the ST2 Plan Financial Policies (ST2 Plan, Appendix B) which states the Board "shall take one or more of the following actions:

- Correct the shortfall through use of such subarea's uncommitted funds and/or bonding capacity which is 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 plans; and/or
- Seek legislative authorization and voter approval for additional resources."

Consistent with these policies, the Adopted 2011 Budget reflects an initial review to start the process of realignment of the overall program. We gave priority to projects and services that:

- Best achieve the stated goals of the voter-approved regional transit plans;
- Are necessary to maintain the existing system in a state of good repair; and
- Are already under or near construction.

We also identified projects and services for delay, deferral (suspension), or reductions based on the following:

- Lowest projected ridership;
- Lowest utility in achieving the stated goals of the voter-approved plans, including undefined discretionary programs not critical to build-out the capital infrastructure or daily operation of the regional high capacity system;
- Reserves or contingencies for projects near completion that are no longer necessary; and
- Projects contingent on funding or commitments from other partners where funding is not currently included in any partner plans.

The good news is that even with the program realignment, the Adopted 2011 Budget moves ahead with the substantial majority of current Sound Move and ST2 projects and services, building upon our significant achievements during 2010.

2010 Achievements set the stage for 2011

Sound Transit had a very productive year in 2010. Our trains and buses carried about 23 million passengers, the most ever for Sound Transit, including about seven million riders on Central Link light rail. Our ST Express riders discovered more options as we added service from the ST2 Plan, including the new Route 542 from the Redmond Transit Center through the SR 520 corridor to Seattle.

The region is closely watching our construction and expansion plans for Link light rail. The University Link construction project made great progress in 2010. We successfully completed the complex undercrossing of I-5, and began major construction activities to prepare both the Capitol Hill and University of Washington stations for tunnel construction in 2011. The 27 new light rail vehicles for U-Link began arriving, and final assembly will occur in Mukilteo. In addition, we started final design on the North Link extension from the University of Washington to Northgate.

Last spring and summer, the Sound Transit Board considered a number of alignment alternatives for the East Link light rail project, identified a modified preferred route, and authorized additional preliminary engineering on that route. In addition, the City of Bellevue and Sound Transit signed a term sheet outlining paths for a possible tunnel route under downtown Bellevue.

The Sounder commuter rail program advanced during 2010. Work began on the permanent site of the Edmonds Sounder station. Construction started on the D Street to M Street Project in Tacoma, which opens the way for Sounder commuter trains to serve South Tacoma and Lakewood in 2012. We and the BNSF Railway Company agreed to add four more round-trips to the Sounder commuter rail south line between Lakewood and Seattle as provided in the ST2 Plan. We also added parking at the Puyallup Fair Red Lot for Puyallup Sounder riders.

This list is only part of the work undertaken in 2010 as we continued building and operating the regional transit system envisioned in Sound Move and ST2.

Highlights of 2011

Despite the economic challenges, Puget Sound residents and businesses will see great progress in 2011. We expect to carry about 25 million passengers on our trains and buses, an increase of about two million above 2010.

The most significant near-term system expansion decisions for the Sound Transit Board will be selecting the final alignment for the East Link light rail project and deciding whether to approve the project after considering the East Link Final Environmental Impact Statement. Assuming that the Board approves the project, and following completion of the federal administrative process, engineering and design work will move forward during 2011.

The tunnel boring machines have arrived and will begin digging the U-Link extension from the University of Washington station site to Capitol Hill and from the Capitol Hill station site to the Pine Street stub tunnel. Final assembly of our 27 light rail vehicles will continue as we prepare for the start of service in 2016.

The Adopted 2011 Budget funds continued final design activities for the North Link project and accelerates South Link from the Airport station to South 200th in order to begin passenger service in 2016 when U-Link opens. The South 200th Station will provide much easier access to Central Link for riders south of the Airport.

The North Corridor High Capacity Transit Alternatives Analysis for extension of the regional system to Lynnwood will be completed and the Board will decide whether to start the NEPA process. In addition, the Adopted 2011 Budget identifies the need to study options for extending high capacity transit south of South 200th in light of the challenging financial forecast, especially in the South King County subarea.

We will open the Kirkland Transit Center and the Mountlake Terrace Freeway Station for service, and continue advance work on the permanent Tukwila Sounder Station.

We will purchase 25 new ST express buses to replace buses that began service in 1999. It's hard to believe that Sound Transit has been serving the region with express bus service for 11 years!

Again, these are just some of the highlights of the work that will be advancing in our region on behalf of the taxpayers that fund our system.

Summary

Over the course of Sound Transit's 14-year existence, we have faced a number of challenges. I remain confident that with the Board of Director's continued strong leadership and oversight, and with our talented staff, we will emerge from the current financial recession with a robust regional transit system through delivery of the critical mobility projects and services needed throughout the region approved by our voters.

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AGENCY OVERVIEW

The Central Puget Sound Regional Transit Authority (“Sound Transit”) was created by state legislature (RCW 81.112.030) to build a mass transit system that connects major regional employment and housing centers in King, Pierce, and Snohomish counties. Sound Transit’s mission is to build and operate an integrated regional high-capacity transportation system serving the three-county Sound Transit district. The services provided include commuter rail, light rail, regional bus services, transit stations, park-and-ride lots, and other capital facilities.

Voter-Authorized Transit Programs

Sound Transit is implementing the voter-authorized Sound Move and Sound Transit 2 regional plans in partnership with public agencies, local jurisdictions, private sector and community organizations, and the citizens of the Sound Transit District.

Sound Move

In 1996, voters in the central Puget Sound region voted to approve implementation of the Sound Move plan to build a high-capacity public transit system. Since 1996, Sound Transit has implemented the Sound Move plan, building and operating 75 miles of Sounder commuter rail, 20 ST Express bus routes, and 17 miles of Link light rail. The Agency is completing other elements of the Sound Move plan, most notably University Link (extending light rail from downtown Seattle to the University of Washington) and extending Sounder commuter rail from Tacoma to Lakewood.

Sound Transit 2

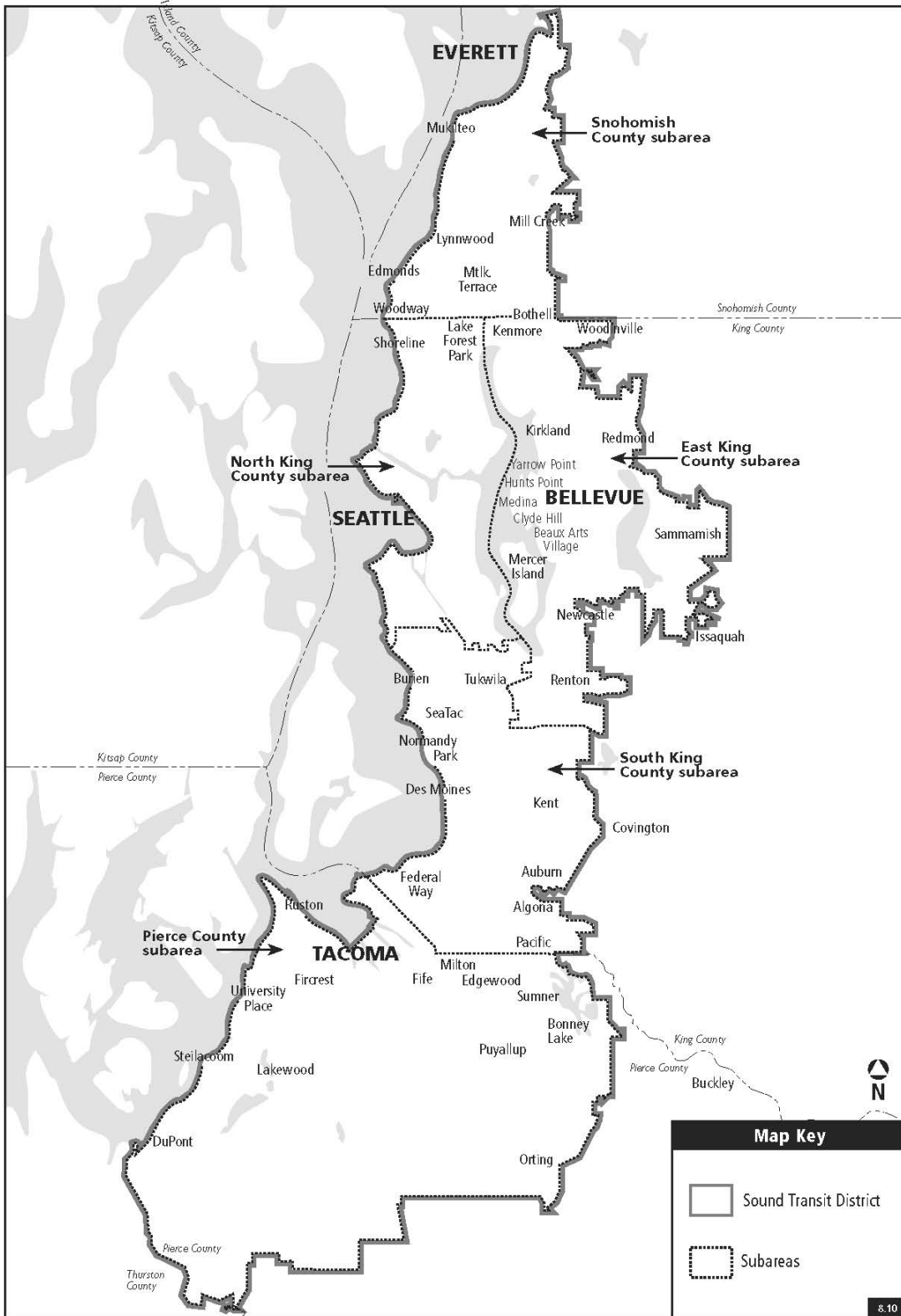
On November 4, 2008, voters of the central Puget Sound region approved Sound Transit 2 (ST2), a mass transit expansion proposal. ST2 will add 36 miles of light rail to the system, expand express bus service by 17 percent starting in 2009, and increase commuter rail service. The plan also includes improved access to transit through local bus feeder service, expanded bike facilities, and better pedestrian access. Additional parking will be added in some locations. Sound Transit will work with local communities to determine the best solutions for each community.

New services will be phased in over several years. The first of the new services began in 2009 with increased ST Express bus service. All ST2 projects are currently scheduled to be completed by 2023, but the significant decline in Agency revenues as a result of the recession may cause completion of some elements of the plan to extend beyond 2023.

Sound Transit District

Sound Transit District’s boundary lines, shown on the accompanying map, generally follow the urban growth boundaries created by each county in accordance with Washington State’s Growth Management Act.

Sound Transit District



Sound Transit Board of Directors

Regional transit authorities are required by state legislation to be governed by a Board of Directors made up of local elected officials and the Secretary of the Washington State Department of Transportation (WSDOT). As Sound Transit's governing body, the Board of Directors establishes policy, provides direction and oversight, and approves budgets and major contracts.

Sound Transit's 18-member Board is made up of 17 local elected officials and the WSDOT Secretary. Elected officials include mayors, county executives, city and county councilmembers, with representation of one Board member per 145,000 county residents. Board members are appointed by their respective county executive and confirmed by their county council. By state law, appointments must include an elected city official representing the largest city in the participating county and proportional representation from other cities and unincorporated areas. To help assure coordination between local and regional transit plans, half the appointments in each county must be officials who serve on the local transit agency board.

The current Sound Transit Board includes three members from Snohomish County, ten from King County, four from Pierce County, and the WSDOT secretary. Sound Transit Board members elect the Board officers, including a chair and two vice chairs, every two years. The chair presides over all Board meetings and is also a voting member.

Committees of the Board

In 2010, the Board of Directors restructured its committees in response to the Agency's increasing role as a transit operator and the scale and complexity of the ST2 program. The committees assist in reviewing Board motions, resolutions, and staff recommendations; each focuses on a different area of Agency business.

Executive Committee

The Executive Committee is responsible for actions such as reviewing the Board rules, operating procedures, and governance structure; reviewing agencywide policies and providing recommendations to the Board; reviewing and monitoring the legislative program; considering public and government relations and communications strategies; reviewing the overall Agency Budget upon recommendations of other committees; reviewing and monitoring the Agency's financial plan; reviewing proposed bond issues; and evaluating the performance of the Chief Executive Officer. The Executive Committee does not have final approval authority; however, existing Board policies allow it to act in lieu of the Board.

2011 BOARD OF DIRECTORS

CHAIR

Aaron Reardon

Snohomish County Executive

VICE CHAIRS

Fred Butler

Issaquah Deputy Council President

Claudia Thomas

Lakewood Councilmember

BOARD MEMBERS

Claudia Balducci

Bellevue Councilmember

Richard Conlin

Seattle Council President

Dow Constantine

King County Executive

Dave Enslow

Sumner Mayor

Jake Fey

Tacoma Deputy Mayor

Paula J. Hammond, P.E.

Washington State Secretary of Transportation

John Marchione

Redmond Mayor

Joe Marine

Mukilteo Mayor

Pat McCarthy

Pierce County Executive

Joe McDermott

King County Councilmember

Mike McGinn

Seattle Mayor

Julia Patterson

King County Councilmember

Larry Phillips

King County Councilmember

Paul Roberts

Everett Council President

Peter von Reichbauer

King County Councilmember

Capital Committee

The Capital Committee is responsible for actions such as reviewing and monitoring stages of all capital projects consistent with the Transit Improvement Plan; providing oversight, strategic direction, and recommendations to the Board on approvals of capital project budgets required by the Phase Gate process; reviewing and providing recommendations to the Executive Committee and/or the Board on new and existing capital-related policies; reviewing scope, schedule, budget, risks, construction activities, and claims; and reviewing proposed annual capital projects budgets and providing recommendations to the Executive Committee and/or Board. The Board delegates final approval authority to the Capital Committee for capital program transactions above the Chief Executive Officer's level of authority and under \$5 million.

Operations and Administration Committee

The Operations and Administrative Committee is responsible for actions such as reviewing and monitoring operating plans, transit services and customer-facing programs; providing oversight, strategic direction, and recommendations to the Board on fleet and facility plans; approving the annual Service Implementation Plan; reviewing operating impacts of facility and corridor capital projects; reviewing proposed annual transit operations and staff budgets and providing recommendations to the Executive Committee and/or Board; and reviewing and providing recommendations to the Executive Committee and/or the Board on new and existing operations and administration policies. The Board delegates final approval authority to the Operations and Administration Committee for operating and administration transactions above the Chief Executive Officer's level of authority and under \$5 million.

Audit and Reporting Committee

The Audit and Reporting Committee is responsible for actions such as review of quarterly and annual financial reports; review of external and internal auditors' planned scope, audit approach, results and recommendations, and monitoring of management implementation of audit recommendations; review and approval of performance audits to be conducted by the Internal Audit Division; and consideration of the Agency's systems of internal control.

Board Meetings

The Board and its committees conduct work in open, regularly scheduled meetings. The meetings are structured in a way to allow for public comment. Meeting agendas and related materials are available in advance of the meetings.

Additional information on the Sound Transit Board – including its structure, meeting schedules and locations, standing committees, and actions – can be accessed at the Sound Transit website at www.soundtransit.org.

Citizen Oversight Panel

The 15-member independent Citizen Oversight Panel (COP) is comprised of volunteers appointed by the Sound Transit Board. Their mandate is to monitor and report on the Agency's performance in delivering on Sound Move and Sound Transit 2 commitments made in the following areas:

- Adherence to public commitments
- Open and timely involvement of citizens
- Project alternatives evaluation process
- Capital and operating budgets and finance plans
- Management of the regional fund
- Equity in subarea budgets and reporting
- Adherence to schedules and budgets
- Review of annual performance audits

Panel Members

Panel members are appointed by the Sound Transit Board to serve four-year terms. The members represent a variety of interests, professional expertise and experience. At least two members are appointed from each of the five geographic subareas of the Sound Transit District. The first panel was appointed in February 1997.

COP Reports

The panel reports its findings and suggestions for improvement to the Sound Transit Board. Working on behalf of the region's citizens, the COP's vigilance, continuous feedback, and constructive suggestions help ensure the successful implementation of transportation improvement in the region.

Performance reports, meeting schedules, and the list of current panel members are available on the Agency's website at www.soundtransit.org.

2011 CITIZEN OVERSIGHT PANEL

Chair

Paul J. Wiesner, MD

Vice Chair

Stuart L. Scheuerman

Members

Josh Benaloh

Richard U. Chapin*

Aubrey Davis

Chris Elwell

Robert Miguel Goldstein

Miriam Helgeland*

Philip Lovell**

Karen Miller*

Michael W. Murphy

David A. Russell, Ph.D.

Bruce W. Seiber

Virendra (Vic) K. Sood

JD Wessling

Howard Wirch**

* Term expires March 2011

** Appointed March 2011

Organization Structure

In 2009/2010, Sound Transit restructured the organization to respond to its increasing role as a transit operator and commencement of the ST2 capital expansion program. The following three departments are functionally aligned with project development, design and construction, and operations of the Sound Transit regional system

Planning, Environment, and Project Development (PEPD) Department

PEPD is responsible for system planning, project-level planning, and environmental affairs. System planning includes stewardship of the Sound Transit long-range plan and phase-level investment planning, specifically development of ST2 and follow-on plans to be decided by voters. Project-level planning encompasses the first phase of project development. Activities in this phase typically include alternatives analysis, conceptual and preliminary engineering, and environmental planning pursuant to state and national environmental policy statutes. These activities inform Board policy decisions to define project scope, schedule, and budget.

Once project development is complete and project scopes are defined, lead project management responsibility shifts to Design, Engineering, and Construction Management (DECM) to oversee design and construction. Staff from Operations and DECM are part of the project team during the project development phase. Cross-departmental collaboration ensures operating requirements are included in design specifications and that construction and operation concerns are addressed early on. It also ensures a smooth transition of primary project responsibility from PEPD to DECM.

In addition to environmental planning as described above, environmental affairs oversees environmental compliance at in-service facilities and construction sites and implementation of the Agency Sustainability Program. Finally, PEPD includes the Agency's transit-oriented development, research, policy, and business development programs.

Design, Engineering, and Construction Management (DECM) Department

DECM is principally responsible for final design and construction of all major capital investments. From inception to completion of each capital project, DECM provides project engineering; project and construction management; project control (cost estimating, scheduling, cost control and reporting); community outreach; and real property management (property appraisal, acquisition, management, and disposition). DECM's engagement during the planning phase (as projects progress from conceptual to preliminary engineering) helps ensure sound and cost effective engineering and constructability, including risk management, through continuity of technical personnel.

DECM is structured into three major divisions that supply professional and technical resources throughout the design and construction phases of each project: Design and Engineering, Project and Construction Management, and Business Services. Once construction is nearing completion, DECM is responsible to commission and test all equipment and systems and transition assets to the Operations Department. After transition, DECM continues to provide technical support.

Operations Department

The Operations Department is responsible for service delivery in all modes; maintenance of parking, customer, and administrative facilities; and procurement of vehicles and other

equipment. Operations provides input to PEPD and DECM with respect to design of functional and sustainable facilities. They work closely with DECM to ensure the appropriate operating and maintenance contracts are in place prior to the start of revenue service. Operations directly manages Tacoma Link light rail and oversees third party management contracts for Central Link light rail, Sounder commuter rail, and ST Express bus operations as well as vehicle and facilities maintenance. A key role of the Operations Department is to conduct service planning and provide customer service and information.

All other Agency Departments support the successful delivery and operation of the regional transit system.

Communications and External Affairs (CEA) Department

This Department includes five divisions focused on marketing, media, customer outreach, Board support, and government and community relations. CEA's work is as diverse as its many stakeholders. Its impacts range from service awareness, public education, and increased ridership to higher levels of political support and funding and enhanced customer satisfaction.

CEA is also responsible for record management and dissemination of public information through the media and the Agency's website.

Executive Department

This Department includes the Office of the Chief Executive Officer (CEO) and a number of divisions that report directly to the CEO or Deputy CEO.

The Diversity Program develops strategies and policies and provides oversight and support for Sound Transit's Small Business and Disadvantaged Business Enterprise Programs. The purpose of the programs is to ensure that small, minority and women-owned, and disadvantaged business firms experience equitable access to contracting opportunities with Sound Transit. This division is also the point-of-contact with the Federal Transit Administration (FTA) to ensure compliance with FTA Small Business and Disadvantaged Business Enterprise regulations.

Human Resources provides the full range of human resource services including affirmative action/Equal Employment Opportunity reporting, recruitment, compensation, job classification, benefits administration, labor and employee relations, and training and employee development.

Internal Audit conducts independent audits to identify process improvement opportunities and to confirm the adequacy of internal controls. The Division also conducts performance audits consistent with Sound Transit's Financial Policies. Findings and recommendations are reported to the Board's Audit Committee and the CEO.

Procurement and Contracts manages purchasing and contracting for the entire Agency. They are active in development of requests for proposals; contract development negotiations, award, and administration, including change orders and contract closeout; and vendor performance monitoring, payments, and dispute resolution.

Safety and Quality Assurance oversees safety at construction sites and service facilities through communication and training of employees and third-parties and through establishment, audit, and enforcement of requirements, procedures, and workplace safety rules. They audit and monitor the quality of design, construction performance, and service delivery.

Security is responsible for public and employee safety and security in revenue vehicles, operating facilities, and on construction sites. The division establishes Agency security procedures and manages the contracts with a private security firm and the King County Sheriff's Department.

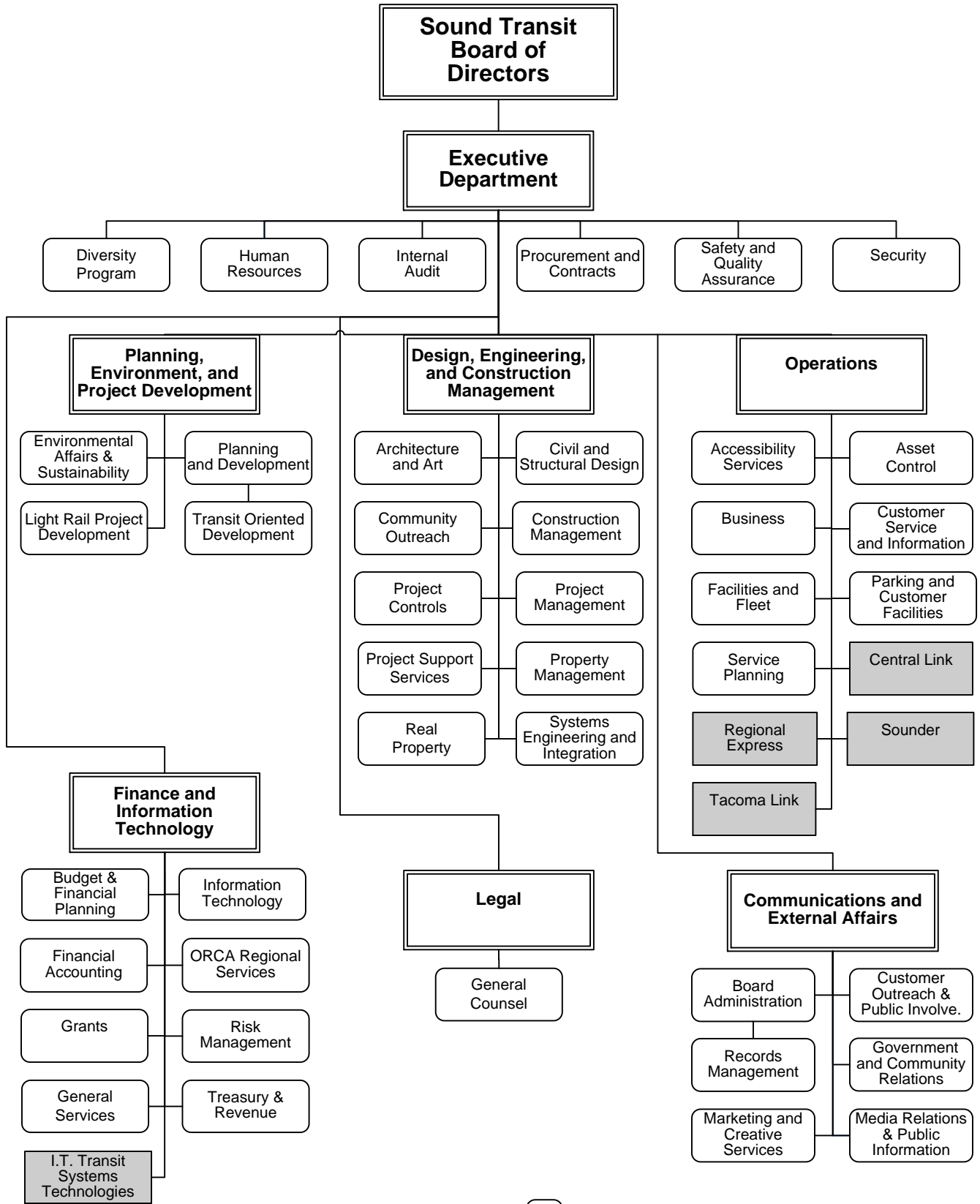
Finance and Information Technology (FIT) Department

FIT is responsible for all matters financial including financial planning, budgeting, accounting, treasury, grant applications, revenue collection, and risk management. Information technology staff support an enterprise resource planning (ERP) system; office productivity and project estimating and management software; and the regional fare collection system (ORCA).

Legal Department

The Legal Department provides legal support across the Agency. They provide analysis and advice on a wide variety of legal subjects including real estate, labor and employment, municipal, environmental, construction, land use/permitting, litigation, railroad, contracts/procurement, and interagency issues. The Legal Department monitors changes in law and regulations on behalf of the Agency and responds to public disclosure requests. All litigation is handled by the Department with the assistance of outside counsel as necessary.

SOUND TRANSIT ORGANIZATION CHART



○ = Staff costs included in Agency Administration section of Budget
 ■ = Staff costs included in Service Delivery section of Budget

Strategic Priorities and Performance Outcomes

Since 2005, Sound Transit has been using performance scorecards to set strategic priorities, initiatives, and performance outcomes. Guided by the Vision, Mission, and Values, the strategic priorities are established by the executive leadership team. Departments translate Agency priorities into their own specific initiatives and performance outcomes and provide status on a quarterly basis.

In 2010, all departments and executive divisions developed three-year business plans for the first time. The plans identify opportunities and risks, define initiatives to address each, and specify the resources and inter-departmental support necessary to succeed. The plans have further enabled the Agency to align resource utilization with strategic priorities and strengthen collaboration within and across departments. The business plans are a critical step in building a more strategic and efficient budget.

This integrated system establishes accountability for performance outcomes, increases focus on strategic priorities, and specifies rigorous governance of Agency resources.

Vision

Easy connections...

to more places...

for more people.

Mission

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

Values

As employees of Sound Transit, we will exemplify these values in our work as we achieve our vision of a regional transit system:

- ✓ Accountability
- ✓ Excellence
- ✓ Inclusiveness
- ✓ Innovation
- ✓ Integrity
- ✓ Public Trust
- ✓ Respect
- ✓ Transparency



2011 SCORECARD AGENCY

MISSION STATEMENT

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

THEME	GOAL STATEMENT	2011 STRATEGIC PRIORITIES	PERFORMANCE OUTCOMES
<p>PROJECT DEVELOPMENT AND DELIVERY</p>	<p>Implement voter approved Sound Transit programs safely, on time and within budget</p>	<p>Establish and maintain effective schedules, project scopes and work programs to advance capital project development.</p> <ul style="list-style-type: none"> ▪ Gain early knowledge of capital projects by accelerating design when possible ▪ Manage to low end of cost estimates ▪ Optimize project phasing to save dollars ▪ Save operating dollars in project development & implementation <p>Design and construct capital programs cost effectively and on-time.</p> <ul style="list-style-type: none"> ▪ Improve design quality and completeness through early definition and control of scope and mitigation by early engagement with partners and better alignment of ST, design firms and third party inputs ▪ Utilize state-of-the-art procurement and contracting processes & procedures <p>Increase organizational focus on effective Transit Oriented Development (TOD).</p> <p>Insure small business/DBE goals for contracts are established and met</p> <p>Insure public and worker safety on construction projects</p> <ul style="list-style-type: none"> ▪ Monitor contractor compliance with job site safety plans diligently 	<ul style="list-style-type: none"> ▪ Meet 100% of 2011 agency project milestones, including: <ul style="list-style-type: none"> - North Corridor HCT (High-Capacity Transit); Complete Alternative Analysis - East Link: Finish EIS (Environmental Impact Statement) - South Corridor: Meet South Corridor workplan milestones - O&M Facilities: Complete planning & site studies ▪ Construction contracts completed on or below budget; contingency expenditures not to exceed project progress. (Contingency Index greater 1.0 or greater) ▪ Construction contracts will be kept on or ahead of schedule (Schedule Performance Index (SPI) index of 0.95 or greater) ▪ Recordable Injury Rate (RIR)) lower than the national average on Sound Transit projects

2011 SCORECARD AGENCY

THEME	GOAL STATEMENT	2011 STRATEGIC PRIORITIES	PERFORMANCE OUTCOMES
<p>SERVICE DELIVERY</p> <p>Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services</p>	<p>Provide quality service to every customer, every day</p> <ul style="list-style-type: none"> ▪ Achieve improvements in operating performance measures ▪ Assure timely customer communications during normal service hours and during disruptions/emergencies; develop customer communications program <p>Increase ridership by retaining current customers and capturing more "choice" transit riders</p> <ul style="list-style-type: none"> ▪ Implement new ST2 Express bus service improvements ▪ Improve overall customer satisfaction ratings across all service modes ▪ Complete improved customer service features on ST web ▪ Develop and institute ongoing research program focused on "choice" riders ▪ Develop staff team focused on ridership development opportunities and challenges <p>Improve cost efficiency of ST service delivery operations</p> <ul style="list-style-type: none"> ▪ Work with contract operators to achieve efficiencies and economies in service delivery ▪ Pursue implementation of 2009 Transit Operations Task Force recommendations <p>Enhance safety and security of ST services & facilities</p> <ul style="list-style-type: none"> ▪ Ensure emergency management plan is in place to be able to recover from disasters <p>Improve integration of the regional transit system by enhancing service planning and scheduling with other transit agencies</p> <ul style="list-style-type: none"> ▪ Work with regional partners to continue coordinated service planning and scheduling, and fare structure coordination 	<ul style="list-style-type: none"> ▪ Achieve system wide ridership at or above 25 million* projected for 2011 ▪ Meet or exceed all service on time performance and preventable accident objectives for 2011, including: <ul style="list-style-type: none"> - On-time performance: <ul style="list-style-type: none"> - ST Express: ≥85% - Sounder: ≥95% - Tacoma Link: ≥98.5% - Central Link: ≥90% (Headway Management) - Preventable accidents per revenue mile: <ul style="list-style-type: none"> - ST Express: ≤0.8 per 100,000 miles - Tacoma Link: ≤1.66 per 50,000 miles - Sounder: ≤1 per 100,000 miles - Central Link: ≤0.3 per 50,000 miles - Customer complaints per 100,000 boardings: <ul style="list-style-type: none"> - ST Express : <15 - Sounder: <15 - Tacoma Link: <15 - Central Link: <15 ▪ 95% of facilities inspected per scheduled work plan maintained by the Facilities Division ▪ June 2011 fare structure changes implemented ▪ Decrease number of security-related incidents by establishing a baseline of incidents per 100,000 passengers by service mode ▪ Integrated regional trip planner implemented 	

* In January, the continuing economic problems in the Puget Sound area caused the Agency to lower ridership targets for 2011. The targets shown above are lower than those that were included in the Adopted 2011 Budget.



2011 SCORECARD AGENCY

THEME	GOAL STATEMENT	2011 STRATEGIC PRIORITIES	PERFORMANCE OUTCOMES
<p>STEWARDSHIP OF RESOURCES</p>	<p>Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments</p>	<p>Implement strategies to help address the 25% tax revenue shortfall from original ST2 estimates.</p> <ul style="list-style-type: none"> ▪ Implement board approved program realignment. <p>Maintain Agency assets in a cost-effective, sustainable manner through continued implementation of asset management initiative</p> <ul style="list-style-type: none"> ▪ Implement Asset Management System to protect the Agency's assets <p>Implement Agency's sustainability program effectively, making it an integral part of the organization's culture</p> <ul style="list-style-type: none"> ▪ Maintain ISO 14001 designation ▪ Implement agency Sustainability Strategic Plan 	<ul style="list-style-type: none"> ▪ 100% unqualified financial audit opinion with no reportable conditions ▪ Condition assessment of "3.5" or better on 95% of agency assets ▪ Achieve agency 2011 fare box recovery targets: <ul style="list-style-type: none"> - ST Express: 24% - Sounder: 23% - Central Link: 27% ▪ 100% of Environmental Sustainability Management System targets met ▪ ISO designation renewed



2011 SCORECARD AGENCY

THEME	GOAL STATEMENT	2011 STRATEGIC PRIORITIES	PERFORMANCE OUTCOMES
ORGANIZATIONAL VIBRANCY	<p>Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission</p>	<p>Recruit, retain and motivate highly qualified staff</p> <ul style="list-style-type: none"> ▪ Improve completeness and clarity of human resource policies and procedures ▪ Maintain an updated comprehensive employee orientation program ▪ Create opportunities for employee feedback and engagement ▪ Implement annual workforce awareness training <p>Develop strong leaders and workforce necessary to fulfill ST mission by encouraging education, development and knowledge sharing</p> <ul style="list-style-type: none"> ▪ Enhance staff performance evaluation process through training of managers, on-time evaluations and complete individual development plans 	<ul style="list-style-type: none"> ▪ At least 28% of ST jobs posted will be filled through internal promotions ▪ All performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ All employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training / professional development. 50% of managers/ supervisors will receive 32 hours of leadership / management training



2011 SCORECARD AGENCY

THEME	GOAL STATEMENT	2011 STRATEGIC PRIORITIES	PERFORMANCE OUTCOMES
OPEN & TRANSPARENT COMMUNICATION	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders</p>	<p>Strengthen the ST brand by enhancing the relationship with current riders</p> <ul style="list-style-type: none"> ▪ Complete improved trip planner and other customer service features on ST Website ▪ Work with transit partners to improve and increase communication during service disruptions ▪ Provide earlier and more complete information regarding fare, schedule and route changes <p>Strengthen the ST brand by enhancing the relationship with voters, elected officials and other stakeholders</p> <ul style="list-style-type: none"> ▪ Help ST board members be more informed and effective regarding key transportation issues 	<ul style="list-style-type: none"> ▪ Institute five corridor outreach teams focused on community education of ST plans and projects ▪ Complete Customer Relationship Management program ▪ Complete Correspondence Management Program

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BUDGET OVERVIEW

2011 Budget Highlights

Sound Transit's Adopted 2011 Budget supports expansion of the regional transit system as set out in Sound Move and ST2. Given significantly lower revenue forecasts, the Adopted 2011 Budget reflects realigned capital and operating programs to ensure affordability. Under the Adopted 2011 Budget, Sound Transit sustains the work underway to extend light rail lines, begins work on some additional transit projects, and continues providing rail and express bus service tailored to meet demand for riders in the Central Puget Sound region.

The Adopted 2011 Budget is \$1.1 billion: \$186.9 million for Service Delivery, \$742.9 million for Project Delivery, and \$162.4 million for Agency Administration that includes debt service. This total is \$171.2 million, or 18.6%, higher than the Adopted 2010 Budget reflecting the Agency's continued ramp up for the system build out:

- **Project Delivery:** \$742.9 million for capital outlays and operating expenses to continue build out of the regional transit system. These outlays support Sound Move and ST2 capital projects. Construction projects include University Link and Sounder Tacoma – Lakewood commuter rail. Design projects include ST2 commuter rail and light rail capital projects including UW – Northgate Link light rail, East Link light rail, and extension of light rail to South 200th in South King County.
- **Service Delivery:** \$186.9 million for continued operation of regional transit services. Operating costs include payments to third-party operators for light rail, commuter rail, and express bus services as well as Sound Transit's direct costs for providing these services. The Adopted 2011 Budget includes an ST Express Bus service increase of approximately 17,000 hours (2.5%) and funds continued existing service levels for Sounder commuter rail and Link light rail.
- **Agency Administration:** \$162.4 million for administrative expenses including debt service, capital replacement, and agency staff operating costs. Staff costs include salary, benefits, professional services, material and supplies and other miscellaneous costs. The \$78.2 million budget for Agency staff represents a 13.3% increase over the Adopted 2010 Budget. This change reflects a 14.4% increase in staffing required to manage the planned increase in activity to advance the Sound Move and realigned ST2 programs.

The Adopted 2011 Budget projects \$844.0 million in local taxes revenues, federal grants, farebox, and other revenues. Revenues are projected to be 5.8 percent higher than the Adopted 2010 Budget, primarily due to increases in grant drawdowns, local and state contributions, and farebox revenues.

Responding to the Recession

The focus of the Adopted 2011 Budget is implementation of the voter-approved transit projects and services in the face of constrained revenues. Sound Transit, like many government agencies, is facing significant budget challenges as a result of the current recession. The Agency's updated revenue forecast predicts a decline in tax revenues from 2009 through 2023 of \$3.9 billion (25%) compared to the Agency's July 2008 forecast on which the ST2 plan was based.

Program Realignment

As a result of the forecasted 25% lower revenue forecast, the Agency will no longer be able to complete the entire ST2 program within the original 15-year time period. In response to the severe reduction in projected revenues, the Sound Transit CEO directed staff to undertake a comprehensive review of the Agency's capital and operating plans to realign them with projected revenues. The results of this review were presented to the Board through the fall of 2010. The Adopted 2011 Budget reflects the Sound Transit Board's decisions on how to implement the ST2 Plan with fewer resources.

Sound Transit still has substantial resources to implement the ST2 plan. The Adopted 2011 Budget includes prioritized expenditures in order to meet capital and operating program goals within available resources. These recommendations included continuing progress on most projects; reducing the pace of service growth; and deferring, rephasing, and/or rescoping other projects on a prioritized basis.

The Agency's financial policies (ST2 Plan, Appendix B) provide that if actual or projected expenditures exceed a subarea's revenues by more than five percent, the Board "shall take one or more of the following actions:

- Correct the shortfall through use of such subarea's uncommitted funds and/or bonding capacity which is 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."

Consistent with these financial policies, the Adopted 2011 Budget reflects Board decisions that realign the overall program to match projected revenues. The Adopted 2011 Budget gives priority to projects and services that:

- Best achieve the stated goals of the voter-approved Sound Move and ST2 regional transit plans;
- Are necessary to maintain the existing system in a state of good repair; and
- Are already under or near construction.

Projects or services that were recommended for delay, deferral, or reduction are generally those elements which were:

- Lower in ridership;
- Undefined discretionary programs not critical to build-out of the capital infrastructure or daily operation of the regional high capacity system;
- Reserves or contingencies for projects near completion that were no longer necessary; and
- Projects contingent on funding from other partners where funding is not currently included in the partner plans.

Based on these priorities and a detailed review of project scopes, schedules, and financial resources, the Adopted 2011 Budget is moving ahead with the substantial majority of current Sound Move and ST2 projects.

Capital Program Adjustments

North Corridor

The North Corridor encompassing North King County and Snohomish County has the highest transit ridership in the Sound Transit district. The North King and Snohomish subareas are forecasted to experience a 16% and 28% revenue reduction, respectively, as a result of the recession. The Adopted 2011 Budget maintains full funding for all the capital investments currently under advanced development, including:

- University Link construction;
- North Link – UW to Northgate final design;
- North Corridor HCT – Northgate to Lynnwood High Capacity Transit alternatives analysis & PE/Environmental;
- Mountlake Terrace Freeway station construction;
- Edmonds Permanent Station construction;
- Mukilteo Station improvements; and
- First Hill Street Car engineering and design.

In addition, the Adopted 2011 Budget reviews the following projects for possible savings and/or efficiencies that could help align the program with revenues:

- Souder yard & shop projects;
- Light rail operations & maintenance facilities;
- Bus operations & maintenance facilities; and
- Light rail, commuter rail, and bus fleet procurements.

In order to align the program with available resources in this corridor, the Adopted 2011 Budget:

- Suspends further funding of Edmonds Station beyond the permanent station under construction;
- Moves the revenue service date for the UW to Northgate segment from 2020 to 2021 due to design and construction challenges (final schedule will be baselined at 60% of design); and
- Deletes program reserves for projects at or near completion.

Finally, delivery dates for the High Capacity Transit project north of Northgate will be continually evaluated as revenue and cost uncertainties are resolved.

East Corridor

The East Corridor is the second highest transit ridership corridor in the Sound Transit district. The corridor encompasses the East King County subarea, which is forecasted to experience a 26% revenue reduction as a result of the recession. The Adopted 2011 Budget maintains full funding for many of the capital investments currently under development, including:

- East Link environmental engineering and design; and
- I-90 Two-Way HOV design & construction.

In addition, the Adopted 2011 Budget directs staff to review the following projects for possible additional savings and/or efficiencies that could help align the program with revenues:

- Light rail operations & maintenance facilities;
- Bus operations & maintenance facilities; and
- Light rail and bus fleet procurements.

In order to align the program with available resources in this corridor, the Adopted 2011 Budget also suspends the following:

- Potential passenger rail partnership funding on the Eastside Rail Corridor;
- Overlake – Redmond preliminary engineering;
- Bothell Transit Center partnership funds; and
- Renton HOV access project due to funding shortfall on related third party projects.

Finally, delivery dates for East Link light rail service will need to be continually evaluated as revenue and cost uncertainties are resolved.

South Corridor

The South Corridor encompasses the South King County and Pierce County subareas. The South King and Pierce county subareas are forecasted to experience a 31% and 26% revenue reduction, respectively, as a result of the recession. The Adopted 2011 Budget recommends funding certain capital investments and service expansion currently under development, including:

- Sounder Tacoma-to-Lakewood construction;
- Tacoma Link Extension alternatives analysis;
- Sounder commuter rail service extension from Lakewood to Tacoma;
- Airport – South 200th Link extension additional engineering;
- South 200th – South 272nd Link alternatives analysis;
- Burien Transit Center parking expansion preliminary engineering;
- ST2 Sounder additional round-trips; purchase of additional easements; and
- Tukwila Sounder Station construction.

In addition, the Adopted 2011 Budget directs staff to review the following projects for possible additional savings and/or efficiencies that could help align the program with revenues:

- Sounder yard and shop projects;
- Light rail operations and maintenance facilities;
- Bus operations and maintenance facilities;
- Sounder Reservation Junction double-tracking;
- Sounder station improvements in Pierce County; and
- Bus, light rail, and commuter rail fleet procurement.

In order to align the program with available resources in this corridor, the Adopted 2011 Budget also suspends the following:

- Link light rail extensions south of South 200th for funding beyond initial engineering studies;
- South 272nd to the Tacoma Dome funding for preliminary engineering and right-of-way acquisition;
- Sounder station improvements in South King County;
- Sounder platform extensions in Pierce and South King Counties.

Project and program reserves for projects at or near completion will be deleted. In addition, delivery dates for light rail service to South 200th need to be continually evaluated as revenue and cost uncertainties are resolved.

The Board also directed agency staff to execute a work plan to evaluate the south corridor and to develop a program development plan. This plan will review project cost,

ridership and financial information to assess and prioritize, according to mobility benefits, all the south corridor investments included in the ST2 plan.

Systemwide

The program realignment reduced systemwide costs (agency administration, fare integration, insurance, research and technology, ST3 planning, and system access program) by \$200 million. The System Access Program was suspended as part of the systemwide reduction.

Service Reductions

The initial program review evaluated the Agency's transit services to identify potential operational efficiencies. Consistent with Board-approved service guidelines, the Adopted 2011 Budget and the 2011 Service Implementation Plan (SIP) contain reductions and changes as well as efficiencies in bus, commuter rail, and light rail services to achieve cost savings. To achieve cost reductions, the Adopted 2011 Budget and 2011 SIP set out the following service changes in ST Express bus and Sounder commuter rail.

ST Express Bus

- Reduce service for five existing ST Express bus routes with a 2011 savings of \$2.4 million;
- Eliminate and/or restructure three other existing bus routes with a 2011 savings of \$1.1 million;
- Implement scheduling and operating efficiency changes to eight other ST Express bus routes with a 2011 savings of \$2.5 million; and
- Defer initiation of the final 22,000 of 100,000 new service hours included in ST2 with a 2011 savings of \$2.8 million.

Sounder Commuter Rail

- Delay initiation of service for the four new ST2 Sounder round trips from Seattle to Lakewood by one year.

How to Read the Adopted 2011 Budget

Sound Transit's Adopted 2011 Budget is organized by its three primary program areas: Service Delivery, Project Delivery, and Agency Administration. A separate section is devoted to each program area containing details of proposed initiatives, changes to programs and staffing, and corresponding capital expenditures and operating expenses for 2011.

Agency Overview

Provides background information on Sound Transit: voter-authorized transit plans, geographic service area, governance and management structures, and strategic priorities.

Budget Overview

Provides an overview of the external influences on operations and capital programs, management's strategic response, expected revenues, and budgeted capital expenditures, and operating expenses for the coming year. Explanations of the various sources and uses of funds are described and budget summaries are provided.

Service Delivery

Provides detailed annual budgets for the operation of Central Link light rail, Sounder commuter rail, Regional Express bus, and Tacoma Link light rail. A service description, operations overview, and performance statistics are provided for each mode.

Project Delivery

Provides a capital program description and budget summary for Link light rail, Sounder commuter rail, and Regional Express bus projects. Service Delivery capital projects and Other Agency projects are also included in this section of the budget document. Additional project details, including historical costs, six-year cash flows, and lifetime budgets are provided in the Transit Improvement Plan.

Agency Administration

Provides details and analysis of the staff operating budget and staffing plan. Department organization charts and performance scorecards are also included in this section. In addition, this section contains non-staff budgets that are part of agency administration: administrative capital, reserves for capital replacement, emergency loss fund, debt service, non-operating expenses, and ORCA regional services.

Appendices

Provides detailed staffing plans; information on subarea allocations and reporting; the annual budget resolution, a list of charts, maps, and tables; and a glossary of terms found in this document. The adopted budget document also contains a reconciliation of the adopted capital budget to the proposed capital budget.

Budget Summary

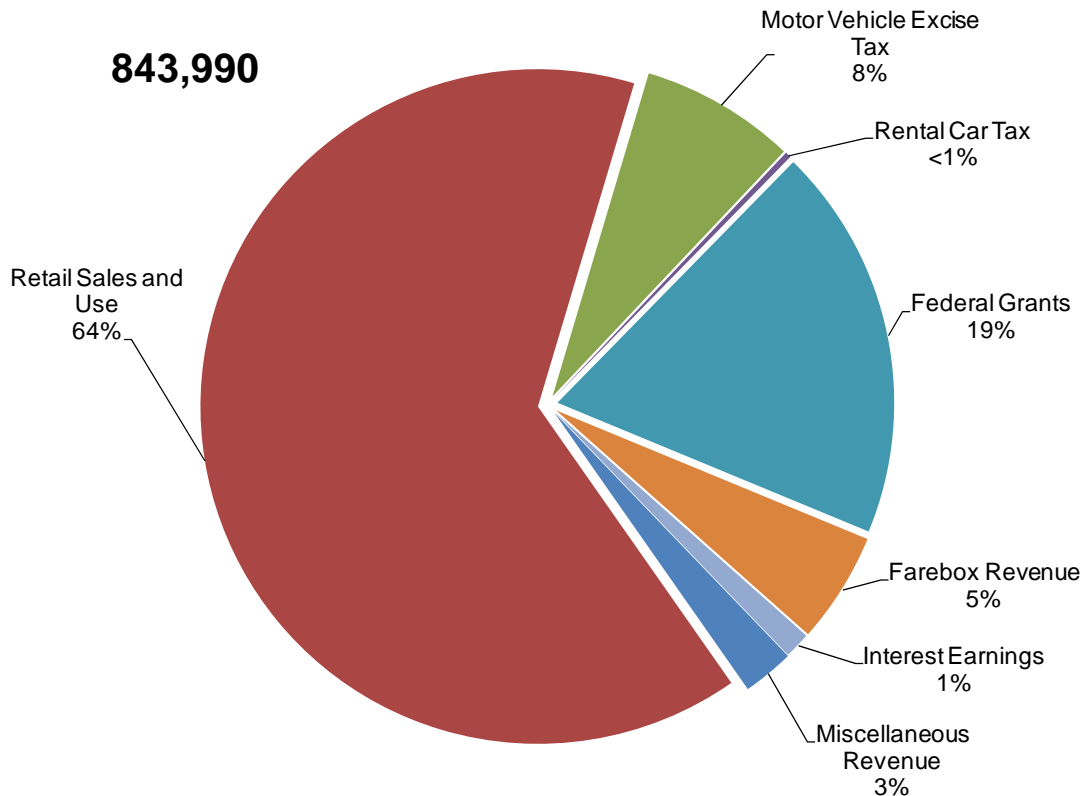
The Adopted 2011 Budget contains the Agency's annual budget for revenue and financing, administrative expenses, transit operations, and capital and other projects. Sound Transit's budget and fiscal year runs from January to December.

Revenues and Financing Sources

Sound Transit's funding for operations and capital programs comes from local retail sales and use tax, motor vehicle excise tax (MVET), rental car tax, federal grants, farebox revenue, interest income on cash balances, bond issues, and miscellaneous revenues such as advertising on its vehicles and property rental. The sales and use tax and MVET revenue budgets are calculated using tax base estimates provided by an independent forecaster. Overall revenues for 2011 are projected to be 5.8 percent higher than the 2010 Budget. This is mainly attributable to an increase in federal grant drawdowns, local and state contributions, and farebox revenues, combined with a modest increase in sales tax revenues. Although revenues are expected to increase in 2011, the long-term revenue forecast is down significantly compared with expectations when the ST2 plan was created; by 25% or about \$3.9 billion lower over the 15-year plan horizon.

Revenues and Financing Sources

(\$000s)



Revenue and Financing Summary

(\$000s)

	2009 Actuals	Adopted 2010 Budget	2010 Actuals	Adopted 2011 Budget
Retail Sales and Use Tax	440,929	534,394	504,101	542,985
Motor Vehicle Excise Tax	67,290	64,071	65,788	62,832
Rental Car Tax	2,869	2,628	2,409	2,352
Federal Grants	153,283	145,689	151,958	159,550
Farebox Revenue	29,048	38,168	37,589	44,959
Interest Earnings	12,360	10,702	14,122	10,528
Miscellaneous Revenue ¹	26,793	2,018	21,844	20,783
Bond Proceeds	374,238	-	-	-
TOTAL REVENUES & OTHER FINANCING SOURCES	\$1,106,810	\$797,671	\$797,811	\$843,990

(1) Includes contributions from local jurisdictions, advertising revenues, and rental income from Sound Transit properties.

Retail Sales and Use Tax

Sound Transit collects 9/10 of one percent Retail Sales and Use Tax on transactions which take place in the Sound Transit District. The Retail Sales and Use Tax is imposed on the sale of most goods and the consumption of certain services. The Use Tax is levied on items purchased out of state but used in state and on other items for which Sales Tax has not been paid. The tax is collected by the state Department of Revenue and remitted to Sound Transit through the Office of the State Treasurer.

Motor Vehicle Excise Tax

Sound Transit collects 3/10 of one percent Motor Vehicle Excise Tax. The Motor Vehicle Excise Tax is a tax levied on the value of motor vehicles and collected at the time of vehicle licensing. The tax is collected by the state Department of Licensing and remitted to Sound Transit through the Office of the State Treasurer.

Rental Car Tax

Sound Transit collects 8/10 of one percent Rental Car Tax, levied on the rental value of vehicles. The tax is collected by businesses and remitted to the state Department of Revenue. The Department of Revenue disburses the proceeds to Sound Transit through the Office of the State Treasurer.

Federal Grants

The federal government is an important partner with Sound Transit in funding the build-out of the regional high-capacity transit system. From 1997 to 2023, Sound Transit is projecting \$3.2 billion in grant awards for Sound Move and ST2 projects, including three Full Funding Grant Agreements (FFGAs); \$500 million for the Initial Segment/Airport

Link, \$813 million for the University Link and \$600 million for a project to be decided in the ST2 plan.

Grant drawdowns represent actual grant funds received from grant awards based on eligible expenditures occurring in the program. Generally, there is a time lag between the grant awards and the grant drawdowns, so the annual grant award estimate will not match the grant drawdown estimate. In 2011, the budget for federal grant drawdowns is \$160 million.

Farebox Revenue

Farebox revenues include fare revenues from ST Express bus service, Central Link light rail service, and Sounder commuter rail service. Fare increases for ST Express bus and Central Link light rail were approved by the Board in April 2010. A two-phase increase for ST Express bus took effect in June 2010, with a follow-on increase in June 2011. For Central Link light rail, the Board approved a fare increase beginning in June 2011.

The 2011 fare revenue forecast assumes an average fare per boarding of \$3.05 for Sounder commuter rail, \$1.73 for ST Express bus, and \$1.30 for Central Link light rail. Factors influencing the average fare per boarding include the base fare, the average number of zones traveled or distance traveled, the amount of institutional passes purchased, and the amount of fare evasion.

Interest Earnings

All surplus cash is invested in accordance with Washington State statute and an investment policy approved by Sound Transit's Board of Directors. A portion of the cash balances is deposited in state and county investment pools to provide liquidity, with the remainder invested in high quality securities with staggered maturity dates. The interest budget is based upon estimated cash balances as projected by a cash flow model and interest rate forecasts provided by external sources. The duration of investments is determined by benchmarks established for each portfolio.

Miscellaneous Revenue

The Agency expects to receive a variety of miscellaneous revenues. Primarily, these revenues include advertising on our rail and bus fleet along with rental income from Sound Transit properties. The Agency will also receive some other miscellaneous payments and contributions from government or private parties. In the budget, these revenues are reported on a consolidated basis for the Agency.

Bond Proceeds

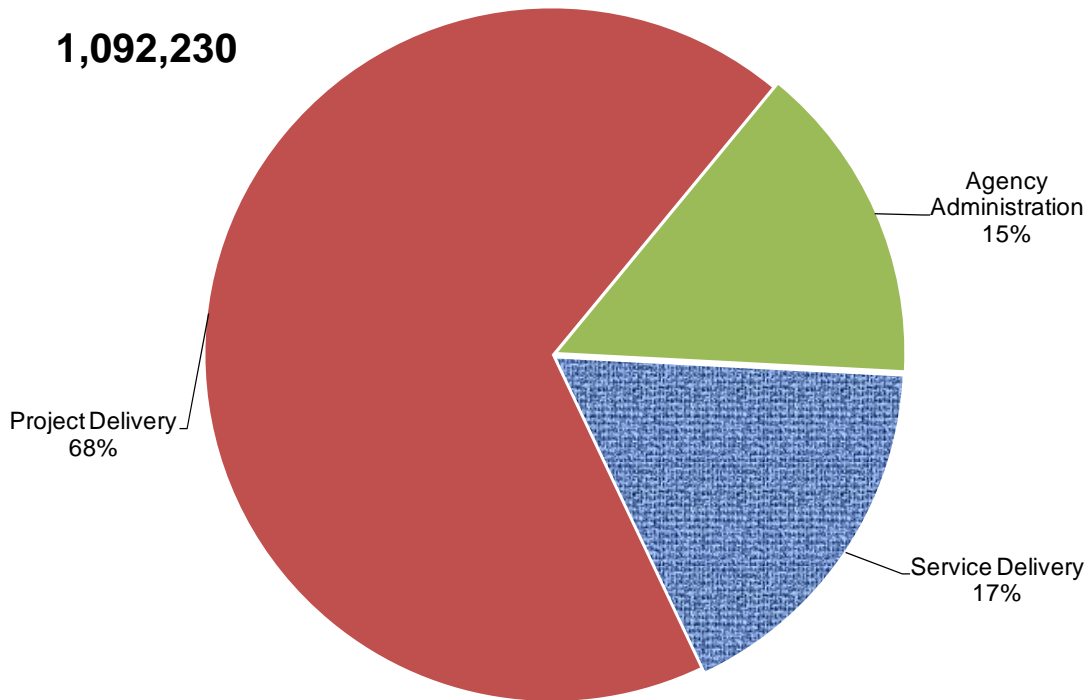
Proceeds from bond issues are used to fund capital projects. The forecast for timing and amount of bond issuances in the coming year is typically not included in the annual budget. A budget amendment is normally prepared along with the debt issuance authorization. The bond issuance process takes months of planning and the pricing date and amount can be changed at the last minute due to market conditions. Sound Transit's bond ratings are among the highest in the country for transit agencies which enables the Agency to borrow at favorable rates.

Operating Expenses and Capital Outlays

Sound Transit's Adopted 2011 Budget is organized by its three primary program areas: Service Delivery, Project Delivery, and Agency Administration. Each of these components has a separate section in the budget document. The majority of the annual budget is dedicated to delivering projects in Sound Transit's multi-year capital program.

Operating Expenses and Capital Outlays

(\$000s)



	(\$000s)
Service Delivery	186,949
Project Delivery	742,920
Agency Administration	162,361
Total	1,092,230

Budget Overview

(\$000s)

	2011 Operating Budget	2011 Capital Budget	2011 Reserves	2011 Total Budget
Service Delivery				
Tacoma link light rail	4,076	-	-	4,076
Central link light rail	51,531	-	-	51,531
Sounder commuter rail	32,848	-	-	32,848
ST Express bus	97,094	-	-	97,094
Contingency	1,400	-	-	1,400
Subtotal	186,949	-	-	186,949
Project Delivery				
Link light rail	-	543,326	-	543,326
Sounder commuter rail	-	111,498	-	111,498
Regional Express bus	-	39,658	-	39,658
Service Delivery Capital	-	42,191	-	42,191
Other Agency projects	1,803	4,444	-	6,247
Subtotal	1,803	741,117	-	742,920
Agency Administration				
Total Staff Operating Costs	78,205	-	-	78,205
Less Direct Charges to Project Delivery	(23,534)	-	-	(23,534)
Less Allocations to Service Delivery	(11,447)	-	-	(11,447)
Less Allocations to Project Delivery	(19,822)	-	-	(19,822)
Net Staff Operating Costs	23,401	-	-	23,401
<u>Non-Staff Budgets</u>				
Administrative Capital	-	7,553	-	7,553
Debt Service	59,800	16,099	-	75,899
ORCA / Regional Expenses	897	-	-	897
ORCA Reimbursement	(897)	-	-	(897)
Net Non-Operating Expenses	5,890	-	-	5,890
<u>Reserves</u>				
Capital Replacement	-	-	39,690	39,690
Emergency/Loss	-	-	9,928	9,928
Subtotal	89,091	23,652	49,618	162,361
<hr/>				
Grand Total	277,842	764,769	49,618	1,092,230

Service Delivery

The Service Delivery budget includes costs to operate and maintain the Agency's light rail, commuter rail, and express bus services for the next fiscal year. In prior years, Accessible Services was presented as a separate operating mode. However, since the program facilitates access to all operating modes rather than providing service directly, this program's cost is now included in the Operations Department's staff budget.

Costs for Service Delivery staff, comprised of Operations and Finance and Information Technology employees, are direct charged to the Service Delivery budget. Costs for all other ST employees are included in the staff operating budget in the Agency Administration section of the budget.

Project Delivery

The Project Delivery budget includes capital outlays for light rail, commuter rail, and express bus system expansion programs, service delivery capital upgrades and replacement of operating fleet and facilities, and other agency projects that may include both capital and operating components.

Agency Administration

The Agency Administration budget includes the staff operating budget as well as non-staff budgets. The staff operating budget pertains to all Agency employees, with the exception of Service Delivery and ORCA Regional Operations staff. Non-staff budgets include debt service, net non-operating expenses, administrative capital, and reserves for capital replacement and emergency/uninsured losses.

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SERVICE DELIVERY

The Service Delivery budget includes the expenses to operate and maintain the regional transit system. Operating costs include the payments to third-party operators for light rail, commuter rail, and express bus services, as well as Sound Transit's direct costs for providing those services. Summary cash flows for the next six years are provided in the 2011 Transit Improvement Plan and route-level service information is provided in the 2011 Service Implementation Plan (SIP).

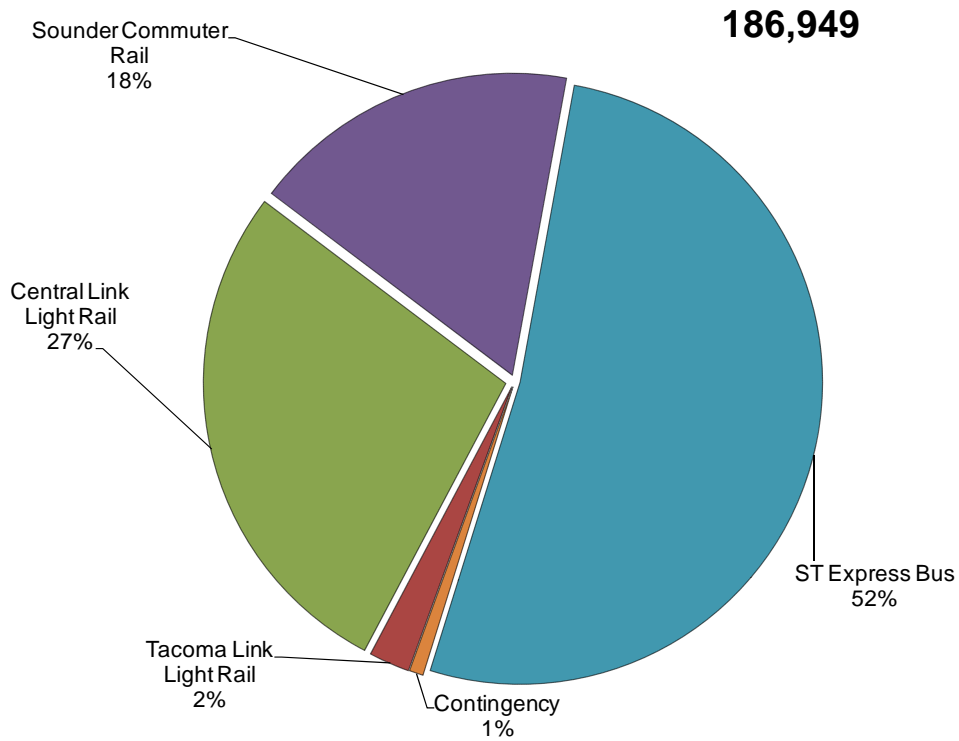
Service Delivery Budget

The Sound Transit 2 (ST2) plan included an increase in ST Express bus service of 100,000 total hours. The 2010 SIP was developed with the assumption that Sound Transit (ST) would have completed the ST2 service additions. However, with the regional economic downturn impacting Agency revenues and ridership, deferring some increases and implementing service efficiencies and service reductions is necessary. With the proposed net addition of approximately 17,000 hours, or 2.5 percent, in 2011, ST will have implemented a total of 78,000 of the planned ST2 increase. The 2011 SIP includes both Sound Move and ST2 service additions expected to be the most productive and efficient going forward. Complete details of the 2011 service plan are included in the 2011 SIP.

Compared to 2010 budgeted services, there are no expansions planned for 2011 for Sounder commuter rail or Link light rail in 2011.

Service Delivery Budget Summary

(\$000s)



	(\$000s)
Tacoma Link Light Rail	4,076
Central Link Light Rail	51,531
Sounder Commuter Rail	32,848
ST Express Bus	97,094
Contingency	1,400
Total	186,949

Service Delivery Budget Summary

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries & Benefits				
Salaries	2,010	2,665	2,618	2,842
Benefits	1,118	1,639	1,453	1,635
Subtotal	3,128	4,304	4,070	4,477
Services				
Marketing and Rider Information	1,166	1,606	1,237	1,373
Ticket Vending Machines	833	1,466	1,443	2,772
Maintenance of Vehicles	9,110	10,819	7,977	8,482
Facilities Maintenance	2,086	2,569	2,869	2,920
Downtown Seattle Transit Tunnel	6,452	9,030	9,325	9,368
Maintenance of Way	556	388	209	360
Security and Safety	7,576	11,532	10,823	12,171
Miscellaneous Services	486	855	366	925
Accessible Services Program Operations	483	497	379	-
Subtotal	28,747	38,762	34,629	38,370
Materials & Supplies	6,222	7,485	7,107	5,900
Purchased Transportation Services	89,518	114,334	109,873	112,971
Paratransit	601	1,505	1,788	1,736
Miscellaneous Expenses	720	633	931	764
Lease and Rentals	503	1,104	706	861
Other Expenses				
Utilities	1,903	3,476	2,557	2,732
Insurance	1,814	3,721	2,654	4,469
Taxes	1,389	1,496	1,523	1,820
Subtotal	5,105	8,693	6,734	9,022
Transfer of agency admin.	8,501	11,663	11,322	11,447
Fully Allocated Service Delivery	143,046	188,484	177,161	185,549
Contingency		1,400		1,400
TOTAL	143,046	189,885	177,161	186,949

*Adopted 2011 Service Delivery Budget does not include Accessible Services. It is moved to the Operations Staff Budget.
2010 Actuals included Accessible Services.

Service Delivery Budget Change Summary

<i>In \$000s</i>	2010 Budget	2011 Adopted	\$ Change	% Change
Salaries & Benefits				
Salaries	2,665	2,842	177	6.23%
Benefits	1,639	1,635	(4)	-0.27%
Subtotal	4,304	4,477	173	3.86%
Services				
Marketing and Rider Information	1,606	1,373	(232)	-16.93%
Ticket Vending Machines	1,466	2,772	1,306	47.13%
Maintenance of Vehicles	10,819	8,482	(2,337)	-27.56%
Facilities Maintenance	2,569	2,920	351	12.02%
Downtown Seattle Transit Tunnel	9,030	9,368	338	3.60%
Maintenance of Way	388	360	(28)	-7.89%
Security and Safety	11,532	12,171	638	5.25%
Miscellaneous Services	855	925	70	7.55%
Accessible Services Program Operations	497	-	-	-
Subtotal	38,762	38,370	(392)	-1.02%
Materials & Supplies	7,485	5,900	(1,584)	-26.85%
Purchased Transportation Services	114,334	112,971	(1,363)	-1.21%
Paratransit	1,505	1,736	231	13.30%
Miscellaneous Expenses	633	764	131	17.16%
Lease and Rentals	1,104	861	(243)	-28.28%
Other Expenses				
Utilities	3,476	2,732	(744)	-27.23%
Insurance	3,721	4,469	749	16.75%
Taxes	1,496	1,820	324	17.79%
Subtotal	8,693	9,022	328	3.64%
Transfer of agency admin.	11,663	11,447	(216)	-1.88%
Fully Allocated Service Delivery	188,484	185,549	(2,935)	-1.58%
Contingency	1,400	1,400	-	0.00%
TOTAL	189,885	186,949	(2,936)	-1.57%

*Adopted 2011 Service delivery Budget does not include Accessible Services. It is moved to the Operations Staff Budget.

Service Delivery Budget Analysis

Adopted 2010 Budget Compared to Adopted 2011 Budget

Service levels will increase in 2011; however, the overall Service Delivery Budget is projected to decrease by 1.6 percent. The decrease will be achieved through a reduction in planned discretionary maintenance, a shift in the amount of ST Express service provided by lower cost partners, and a balance of changes in service levels.

There are a number of programs that are managed systemwide but charged to the individual modes. Those programs include:

Security and Safety

Overall, security costs for transit services are projected to increase by 5.3 percent. This reflects scheduled wage increases for both private security and contracted police services, and a slight increase in fare enforcement at ST Express facilities. Security costs are allocated to all four modes on the basis of the proposed security staff deployment plan.

Transit Systems

Transit Systems staff maintain both the ticket vending machines (TVMs) and other technology on passenger vehicles and at Sound Transit facilities. The Service Delivery budget includes funding for new TVMs to be installed at Federal Way and Bellevue Transit Centers. One FTE and additional maintenance costs are required to support the increase in TVMs. The TVMs line in the budget includes \$1.1 million for regionally shared ORCA operating costs, which were previously reported as part of the Fare Integration project budget in the Agency Administration section. Transit Systems costs are allocated to modes based on the number of TVMs installed for each mode.

Insurance

Insurance costs are projected to increase by 16.8 percent in 2011. The Rail Operations Insurance Program (ROIP) is developed on the basis of ridership projected for all rail modes including Sounder, Central Link, and Tacoma Link. As Central Link ridership has grown, the amount of the ROIP has increased proportionately. Insurance costs are allocated to the rail modes on the basis of forecasted ridership and risk profile. For ST Express bus service, insurance costs are paid directly by the service providers and included in the purchased transportation rate.

The remainder of the changes to the individual transit modes are described in more detail in each modal section.

Adopted 2010 Budget Compared to Adopted 2011 Budget

(\$000s)

Mode	Adopted 2010 Budget	Adopted 2011 Budget	Change	% Change
Tacoma Link	\$ 4,193	\$ 4,076	\$ (117)	(2.8%)
Central Link	48,170	51,531	3,361	7.0%
Sounder	36,127	32,848	(3,279)	(9.1%)
ST Express	99,100	97,094	(2,006)	(2.0%)
Subtotal	187,590	185,549	(2,041)	(1.1%)
Contingency	1,400	1,400	-	0.0%
Total	188,990	186,949	(2,041)	(1.1%)

Analysis by Mode – Adopted 2010 Budget to Adopted 2011 Budget

The Tacoma Link light rail budget is 2.8 percent lower in 2011 due primarily to the reduction in insurance costs as a result of allocation changes.

The Central Link light rail budget is 7 percent higher in 2011. Cost increases are related primarily to changes in allocations of security, insurance, and ticket vending machine costs as described above. In addition, purchased transportation services costs for operations and maintenance of the light rail system provided by King County Metro has increased.

The Sounder commuter rail budget is 9.1 percent lower in 2011 due primarily to lower levels of discretionary maintenance planned, a more favorable vehicle maintenance contract, and lower projected fuel prices than what was budgeted in 2010.

The ST Express budget is 2.0 percent lower in 2011 due to a shift of some routes to lower cost operators, new scheduling efficiencies built into the service plan, as well as a lower assumption for fuel prices in 2011 compared to the 2011 budget.

Analysis by Cost per Revenue Vehicle Hour

A key driver of operating costs is the quantity of service provided. The chart below shows annual service delivery budgets on a Cost per Revenue Vehicle Hour basis. The cost per revenue vehicle hour represents the hours that the vehicle is in revenue service, including layover time, but excluding deadhead and training time.

Cost per Revenue Vehicle Hour Summary

Mode	2009 Actuals	2010 Adopted Budget	2010 Actuals	2011 Adopted Budget
Tacoma Link Light Rail	\$ 430.12	\$ 439.85	\$ 347.68	\$ 423.80
Central Link Light Rail	\$ 311.76	\$ 337.45	\$ 330.61	\$ 360.08
Sounder Commuter Rail	\$ 970.73	\$ 932.46	\$ 845.74	\$ 839.72
ST Express Bus*	\$ 127.17	\$ 142.42	\$ 133.98	\$ 136.14

* - ST Express costs based on cost per platform hour, the driver of costs in the operating service agreements w ith King County Metro, Pierce Transit and Community Transit.

Tacoma Link cost per revenue vehicle hour is projected to decrease by 3.6 percent compared to the Adopted 2010 Budget. The decrease is due primarily to changes in allocations of shared agency costs for security, insurance and agency allocations.

Central Link cost per revenue vehicle hour is projected to be higher by 6.7 percent compared to the Adopted 2010 Budget. Purchased transportation costs are expected to increase to reflect a proposed increase in staffing levels for King County Metro, primarily in the areas of vehicle, facility, and station maintenance. In addition, allocated costs for agency-wide functions such as security and insurance are forecast to be higher, reflecting the current allocation rules.

Sounder cost per revenue vehicle hour is projected to decrease by 9.9 percent compared to the Adopted 2010 Budget. Fuel costs are forecast to be \$2.50 per gallon in 2011, a reduction from the 2010 budgeted amount of \$2.85. In addition, 2011 will be the first full year of the new vehicle maintenance agreement with Amtrak; this agreement was renegotiated at a lower cost.

ST Express cost per revenue vehicle hour is projected to decrease by 4.4 percent compared to the Adopted 2010 Budget. Savings related to lower fuel prices are projected to be offset by increases in salaries and benefits for both ST staff and staff at the service partners, as well as other maintenance costs as the ST Express fleet continues to age. In addition, service efficiencies specified in the 2011 SIP are expected to lower the cost per vehicle hour.

Service Delivery Budget by Mode

Tacoma Link Light Rail

Service Description

Tacoma Link service, a 1.6-mile light rail passenger system that runs through the heart of downtown Tacoma, began in August 2003. From the Tacoma Dome Station on South 25th Street to the Theater District on Commerce Street, there are five unique stations complete with artwork that reflect the history and community of Tacoma. Two trains operate Monday through Friday with one train beginning at 5:20 a.m. and a second train added at 7:00 a.m. A two-train operation continues until 8:10 p.m. when one train is removed and the remaining train continues to operate until 10:20 p.m. On Saturday two trains provide service from 8:00 a.m. to 10:00 p.m. and on Sunday Tacoma Link runs a one-train operation from 10:00 a.m. to 6:00 p.m. A third train is available as a spare when maintenance is required. All vehicles, services, and facilities are Americans with Disabilities Act (ADA) compliant.

In 2011, average weekday ridership is projected to exceed the Sound Move projection of 2,000 passengers per weekday. Ridership now averages about 2,950 per weekday. In 2011, more than 9,500 service hours will be delivered. The 2011 target for ridership is 900,000 total boardings and 2,800 per weekday. Additional service and performance data is provided in Performance Statistics at the end of this section.

Operations Overview

Sound Transit operates Tacoma Link light rail out of the Operations and Maintenance (O&M) facility in Tacoma. The staffing plan currently consists of 18 employees, including one manager, one assistant manager, four operations supervisors, one maintenance supervisor, seven full-time light rail vehicle operators, three system technicians, and one support staff.

The fleet consists of three single-car trains. Staff performs routine maintenance work 12 hours per day, 6 days per week out of the maintenance workshops located at the Tacoma facility. Maintenance for track work, signals, landscaping, and janitorial work is primarily contracted out.

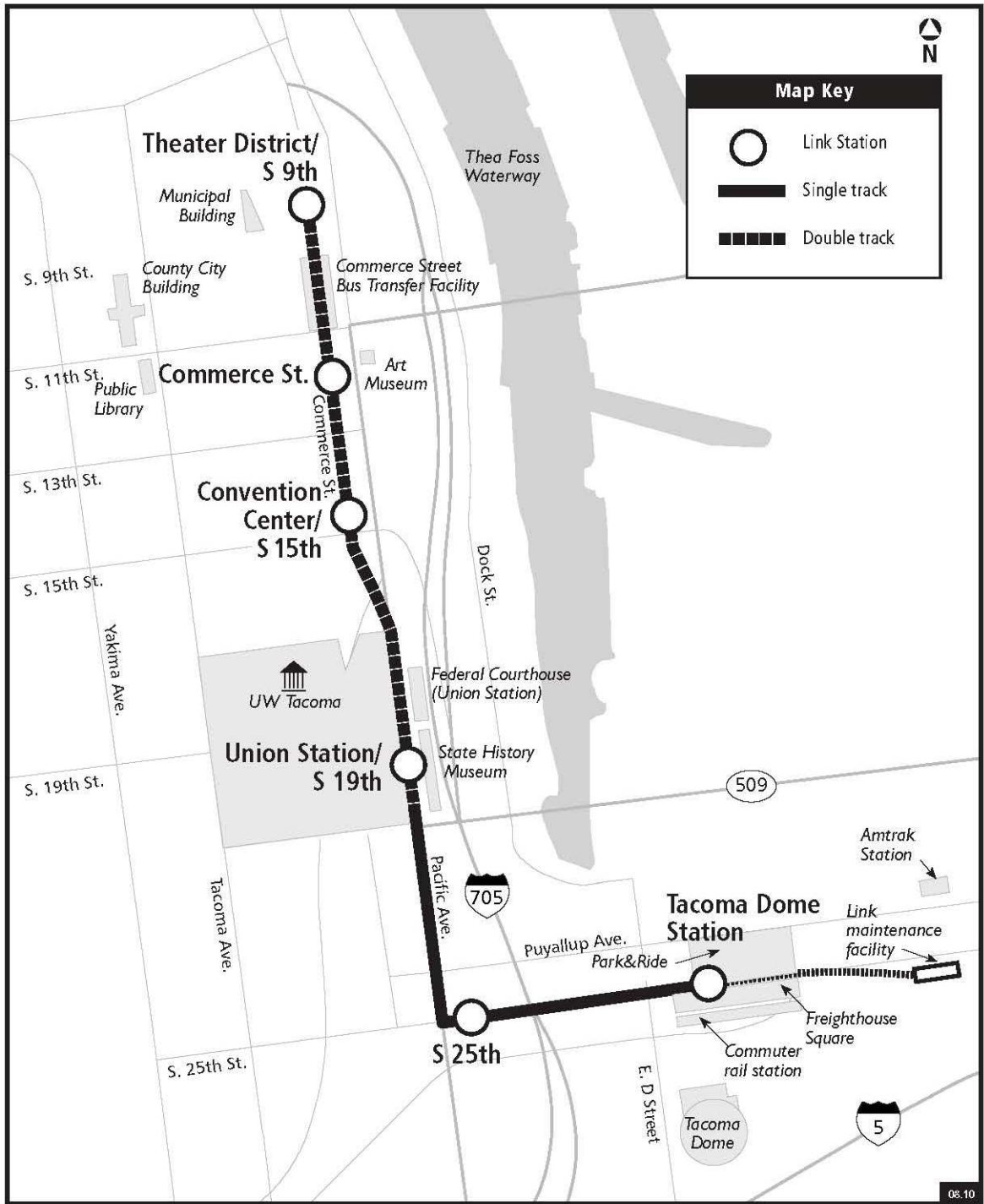
Budget

The Adopted 2011 Tacoma Link budget shows a decrease from \$4.19 million in 2010 to \$4.08 million in 2011 (excluding depreciation). The primary driver for cost reduction in the Adopted 2011 Budget is a decrease in insurance costs. For 2011, insurance costs are allocated on the basis of total ridership and, with the inclusion of Central Link to the rail operations insurance program, the relative proportion of ridership associated with Tacoma Link has fallen.

Tacoma Link Light Rail Budget

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries & Benefits				
Salaries	1,015	1,013	1,041	1,085
Benefits	636	644	649	654
Subtotal	1,651	1,657	1,690	1,739
Services				
Marketing and Rider Information	27	59	35	36
Maintenance of Way	176	138	16	105
Maintenance of Vehicles	15	58	20	58
Facilities Maintenance	185	180	211	197
Security and Safety	455	351	243	420
Miscellaneous Services	27	39	41	49
Subtotal	883	826	565	866
Materials & Supplies	305	233	146	229
Purchased Transportation Services	32	5	-	5
Miscellaneous Expenses	3	12	10	25
Lease and Rentals	4	6	7	9
Other Expenses				
Utilities	111	152	119	133
Insurance	(3)	430	182	272
Taxes	1	1	1	1
Subtotal	110	583	302	406
Transfer of agency admin.	627	871	660	797
Fully Allocated Transit Operations	3,616	4,193	3,381	4,076
Contingency	-	-	-	-
TOTAL	3,616	4,193	3,381	4,076

Tacoma Link Light Rail Service Route



Performance Statistics

The service plan for 2011 is essentially unchanged from 2010. However, the recent economic downturn has adversely impacted Tacoma Link ridership and performance measures. Boardings per trip, mile, and hour have declined compared to the 2010 Budget. Total boardings are expected to be slightly higher in 2011.

Tacoma Link Light Rail Performance Statistics

Tacoma Link Light Rail Transit Operations - Performance Statistics

	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted Budget	% Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	8,602	9,523	9,724	9,617	-1.1%
Revenue Vehicle Miles Operated	89,427	92,195	90,168	88,835	-1.5%
Trips Operated	56,842	57,379	58,413	58,648	0.4%
Service Consumed					
Total Boardings	888,836	854,687	871,793	900,000	3.2%
Average Weekday Boardings	3,084	2,851	2,944	2,525	-14.2%
PERFORMANCE MEASURES					
Total Boardings/Service Hour	103	90	90	94	4.4%
Total Boardings/Trip	16	15	15	15	2.8%
Percentage of Scheduled Trips Operated	99.7%	98.5%	99.8%	98.5%	-1.3%
Cost/Revenue Vehicle Hour	\$ 420.34	\$ 439.85	\$ 347.68	\$ 423.80	21.9%
Cost/Revenue Vehicle Mile	\$ 40.43	\$ 45.47	\$ 37.50	\$ 45.88	22.4%
Cost/Boarding	\$ 4.07	\$ 4.91	\$ 3.88	\$ 4.53	16.8%
On-time Performance ⁽²⁾	99.8%	98.5%	99.8%	98.5%	
Complaints per 100,000 boardings	0.6	50.0	0.5	15.0	
Preventable Accidents per 30,000 service miles ⁽³⁾	0	<1	0	<1	
Operating costs (less depreciation and contingency)	\$3,615,782	\$4,192,551	\$ 3,380,854	\$ 4,075,732	20.6%

Notes

- (1) Service is reported as service hours or miles operated. Revenue hours or miles are not reported as Tacoma Link collects no fares for regular service at this time.
- (2) Standard is greater than or equal to 98.5%. A train is late if it (a) departs a terminal station more than one minute late or, (b) arrives at a terminal station three or more minutes late and is unable to make it's departure time.
- (3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Tacoma Link, the standard is less than or equal to 1.0 per 30,000 service miles. This standard was lowered from one preventable accident per 100,000 service miles to better reflect standard industry practices for light rail.

Central Link Light Rail

Service Description

Light rail service on the Initial Segment of Central Link began in July 2009. Link light rail service to Sea-Tac Airport began in December 2009. Trains leave approximately every 7 to 8 minutes during peak periods, and every 10 to 15 minutes during midday and evening hours. The ride between Tukwila and downtown Seattle is approximately 30 minutes. By 2020, Central Link is projected to carry more than 42,500 passengers each day. Central Link completed its first full year of operations in 2010.

Operations Overview

Sound Transit operates Central Link light rail out of the Link Operations and Maintenance Facility (OMF) in the SODO District of Seattle. Operations and maintenance of the system are contracted to King County Metro. King County employs 172 staff including control center personnel, service supervisors, maintenance of way personnel, maintenance technicians, and facilities custodians as well as 56 operators. For 2011, Sound Transit proposes an increase of ten King County Metro staff, primarily in the areas of vehicle maintenance and facility and station maintenance.

Sound Transit Central Link operations staff consists of two managers, three superintendents, and an administrative specialist. This includes a new transportation superintendant position. Central Link is also supported by 7.5 FTEs from the Transit Systems Division, including one new transit systems analyst.

The fleet consists of 35 single-car vehicles. An additional 27 vehicles have been ordered to prepare for University Link service in 2016. These vehicles will be delivered and enter the testing and acceptance phase in 2011.

Budget

The budget for Central Link light rail increased to \$51.5 million, compared to \$48.2 million in 2010, an increase of \$3.4 million. The adopted budget for purchased transportation services includes the funds necessary to add ten full-time employees to the King County Metro staff. Insurance costs will rise along with ridership. The adopted budget also includes funding for paratransit expenses related to the Link corridor. These costs are expected to increase in 2011 due to increased usage of paratransit services. Materials and supplies and utilities costs are both expected to decrease significantly, reflecting actual experience gained during the first full year of operation.

Central Link Light Rail Budget

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries & Benefits				
Salaries	201	772	763	929
Benefits	77	468	383	514
Subtotal	278	1,239	1,146	1,444
Services				
Marketing and Rider Information	85	140	177	105
Ticket Vending Machines	203	937	846	1,366
Facilities Maintenance	47	269	707	483
Downtown Seattle Transit Tunnel	2,121	5,192	5,493	5,392
Security and Safety	2,872	6,441	7,480	7,921
Miscellaneous Services	112	579	167	765
Subtotal	5,439	13,558	14,870	16,032
Materials & Supplies	316	1,395	731	978
Purchased Transportation Services	10,941	23,128	22,288	22,488
Paratransit	601	1,505	1,788	1,736
Miscellaneous Expenses	18	200	224	252
Lease and Rentals	141	441	386	371
Other Expenses				
Utilities	868	2,590	1,526	1,748
Insurance	314	1,500	1,754	2,949
Taxes	34	206	203	264
Subtotal	1,216	4,296	3,484	4,960
Transfer of agency admin.	1,249	2,406	2,618	3,270
Fully Allocated Transit Operations	20,201	48,170	47,536	51,531
Contingency	-	-	-	-
TOTAL	20,201	48,170	47,536	51,531

Central Link Light Rail Service Route



Performance Statistics

Central Link is in its first full year of operations and still within the two-year adaptation period. Most of the productivity statistics will show large percentage increases as compared to the more mature bus and commuter rail operations until operations processes stabilize. On a budget-to-budget basis, there is no change in service levels planned. The difference between Adopted 2011 and 2010 Actual service levels are due to instances when service was not delivered as scheduled because of service interruptions caused by accidents or systemwide maintenance work on the track and signal systems.

Central Link Light Rail Performance Statistics

Central Link Light Rail Transit Operations - Performance Statistics

	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted Budget	% Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	58,527	138,288	138,372	138,288	-0.1%
Revenue Vehicle Miles Operated ⁽¹⁾	1,113,176	2,824,763	2,602,138	2,824,763	8.6%
Trips Operated	41,796	87,847	90,760	92,527	1.9%
Service Consumed					
Total Boardings	2,501,211	8,100,000	6,989,504	10,346,169	48.0%
Average Weekday Boardings	15,547	26,600	21,047	31,759	50.9%
PERFORMANCE MEASURES					
Total Boardings/Service Hour	43	59	51	75	48.1%
Total Boardings/Trip	60	92	77	112	45.2%
Cost/Revenue Vehicle Hour	\$ 334.89	\$ 337.45	\$ 330.61	\$ 360.08	8.9%
Cost/Revenue Vehicle Mile	\$ 17.61	\$ 16.52	\$ 17.58	\$ 17.63	0.3%
Cost/Boarding	\$ 7.84	\$ 5.76	\$ 6.55	\$ 4.81	-26.5%
Percentage of Scheduled Trips Operated	98.5%	98.5%	98.5%	98.5%	N/A
On-time Performance ⁽²⁾	98.5%	98.5%	98.5%	98.5%	N/A
Complaints per 100,000 Boardings	13.5	50.0	8.3	15.0	N/A
Preventable Accidents per 30,000 service miles ⁽³⁾	0	<1	0	<1	N/A
Operating costs (less depreciation and contingency)⁽⁴⁾	\$ 19,599,901	\$ 46,664,771	\$ 45,747,587	\$ 49,794,514	8.8%

Notes

- (1) Hours of operation assumed to be from 5:00 AM to 1:00 AM with 7-1/2 minute headways during peak rush hour times up to 15 minute headways during the early morning/late evening hours. 2009 statistics are based on six months of operations.
- (2) Standard is greater than or equal to 98.5%. A train is late if it (a) departs a terminal station more than one minute late or, (b) arrives at a terminal station three or more minutes late and is unable to make its departure time.
- (3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Central Link, the standard is less than or equal to 1.0 per 30,000 service miles.
- (4) For cost metrics, paratransit costs are not included in Link operating costs as they are a separate mode for NTD purposes.

Souder Commuter Rail

Service Description

Souder South line commuter service, which began in 2000, is now fully built out in accordance with the Sound Move program with nine daily round trips between Seattle and Tacoma. Service on the Souder North line, which began in 2003, is also fully built out with four round trips between Everett and Seattle.

With the completion of track and signal improvements between Tacoma and Lakewood, currently schedule to be completed in 2012, service on the Souder South line will extend from Seattle to Lakewood.

South line ridership averages about 8,300 boardings per day and North line ridership averages about 1,100 boardings per day. No new service will be added in 2011 so the 39,000 vehicle hours to be delivered will be similar to 2010 service. The 2011 target for ridership is 2.5 million boardings. Additional service and performance measure data is provided in Performance Statistics at the end of this section.

Operations Overview

Sound Transit operates Souder Commuter Rail through a service contract with Burlington Northern Santa Fe Railway (BNSF), the owner of the Souder route right-of-way between Everett and Tacoma. There are 26 daily trips.

Souder operations staff consists of one manager, three superintendents, and an administrative coordinator. This includes a new right-of-way maintenance superintendent position. Souder also is supported by 2.2 FTE's from the Transit Systems Division.

The Souder fleet consists of 11 locomotives, 40 coaches, and 18 cab cars (which function like passenger coaches but are also equipped with an engineer's cab for controlling the train in the reverse direction "push" mode). All vehicles are maintained by Amtrak at their Holgate Yard in Seattle during the day, with overnight storage for the four North line train sets in Everett and the five South line train sets in Tacoma. Souder also benefits from numerous other supporting contracts, such as services for security, station agents, and facilities maintenance.

Budget

The Adopted 2011 Budget decreased from \$36.1 million in 2010 to \$32.8 million in 2011.

Staff costs for Souder related to Transit Systems are lower in 2010 since Central Link, Tacoma Link, and ST Express bear a portion of the full year costs. The Adopted 2011 Budget funds a new Souder Operations Maintenance of Way Superintendent. This position will manage the Sound Transit-owned railway between Tacoma and Lakewood. This will be the first segment of railroad that Sound Transit owns and operates.

The Adopted 2011 Budget reflects the results of negotiations with Amtrak for a new maintenance agreement. The agreement limits the growth in equipment maintenance costs to approximately \$1 million per year. Cost savings in the new contract will likely be offset by locomotive overhaul program costs and seat reupholstery projects. Fare collection costs in 2011 will increase due to charges of about \$110 thousand for ORCA

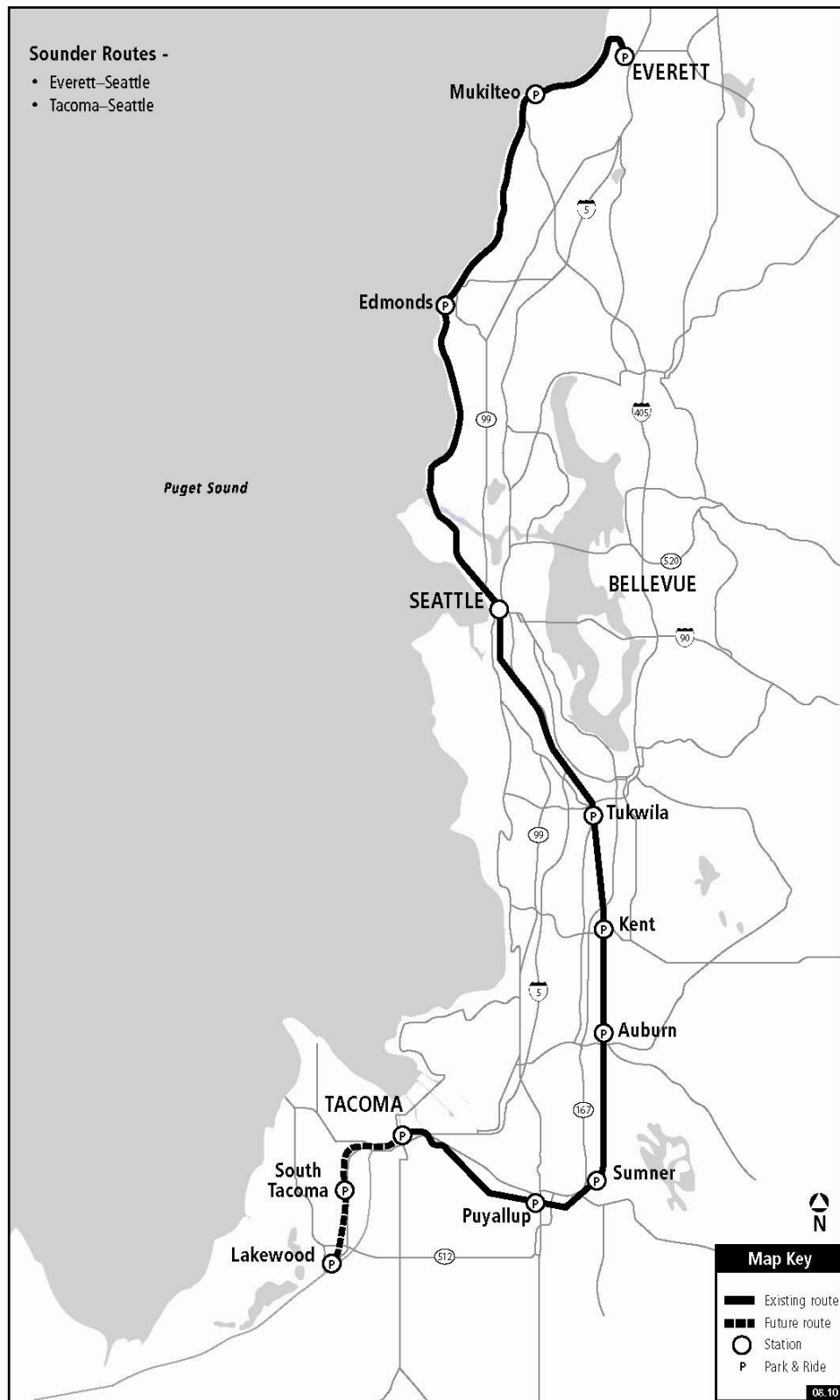
card operations which were previously budgeted in the Fare Integration project budget. Maintenance of new Automatic Passenger Counters on Sounder coaches is expected to cost approximately \$95 thousand per year.

Another driver of budget decreases is the 12 percent decrease in fuel prices projected for 2011 compared with 2010. Fuel prices have remained at lower levels than had been budgeted in prior years. Reduced fuel consumption is expected from the wayside power projects at the Sounder layover facilities and the automatic engine start-stop units. Insurance budgets are lower because more of the rail operations insurance program is now borne by Central Link. Insurance costs are allocated on the basis of ridership and Central Link service is expected to grow significantly as a proportion of overall rail ridership.

Sounder Commuter Rail Budget

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries & Benefits				
Salaries	546	539	513	605
Benefits	308	323	266	346
	854	862	778	951
Services				
Marketing and Rider Information	856	968	817	878
Ticket Vending Machines	630	529	591	747
Maintenance of Vehicles	9,050	10,586	7,838	8,299
Facilities Maintenance	799	813	722	843
Maintenance of Way	381	250	194	255
Security and Safety	3,027	2,830	2,263	2,996
Miscellaneous Services	132	141	147	65
Subtotal	14,875	16,118	12,573	14,083
Materials & Supplies	5,546	5,266	6,058	4,561
Purchased Transportation Services	6,915	7,317	7,535	7,222
Miscellaneous Expenses	355	198	283	278
Lease and Rentals	241	535	185	355
Other Expenses				
Utilities	521	391	503	417
Insurance	1,472	1,766	679	1,223
Taxes	1,036	933	829	1,071
Subtotal	3,029	3,091	2,011	2,711
Transfer of agency admin.	2,432	2,741	3,154	2,687
Fully Allocated Transit Operations	34,247	36,127	32,576	32,848
Contingency	-	-	-	-
TOTAL	34,247	36,127	32,576	32,848

Sounder Commuter Rail Service Route



Performance Statistics

The service plan for 2011 is unchanged from 2010 in the budget-to-budget comparisons. The budget is built based on the service plan, which has not changed for 2011. However, during 2010, a number of scheduled trips were not operated, due primarily to landslides in the North and flooding in the South. As with other modes, the recent economic downturn has adversely impacted Sounder ridership and performance. Boardings per trip, mile, and hour have declined compared to the 2010 Budget. Total boardings are expected to remain essentially flat in 2011 compared to the actual 2010 figure.

Sounder Commuter Rail Performance Statistics

Sounder Commuter Rail Transit Operations - Performance Statistics

	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted Budget	% Change
SUMMARY DATA					
Service Provided⁽¹⁾					
Revenue Vehicle Hours Operated	35,638	38,744	38,518	39,118	1.6%
Revenue Vehicle Miles Operated	1,384,868	1,513,543	1,506,922	1,525,609	1.2%
Trips Operated	6,529	6,814	6,820	6,782	-0.6%
Service Consumed					
Total Boardings	2,492,362	2,747,540	2,364,290	2,479,129	4.9%
Average Weekday Boardings	9,299	10,215	8,771	9,185	4.7%
PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	70	71	61	63	3.2%
Total Boardings/Trip	382	403	347	366	5.4%
Cost/Revenue Vehicle Hour	\$ 960.96	\$ 932.46	\$ 845.74	\$ 839.72	-0.7%
Cost/Revenue Vehicle Mile	\$ 24.73	\$ 23.87	\$ 21.62	\$ 21.53	-0.4%
Cost/Boarding	\$ 13.74	\$ 13.15	\$ 13.78	\$ 13.25	-3.8%
Percentage of Scheduled Trips Operated	99.6%	99.5%	99.6%	99.5%	-0.1%
On-time Performance ⁽²⁾	97%	>95%	97%	>95%	
Complaints per 100,000 Boardings	12.7	50.0	10.4	15.0	
Preventable Accidents per 1,000,000 total miles ⁽⁴⁾	0	<1	0	<1	
Operating costs (less depreciation and contingency)	\$34,246,563	\$36,127,343	\$32,576,350	\$ 32,848,051	0.8%

Notes

- (1) Service as of July 2010 is nine round trips on the South line and four round trips on the North line.
- (2) Standard is 95%, defined as having the average of all trains in a month arriving at terminus within seven minutes of schedule at least 19 out of 20 trips.
- (3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Sounder, the standard is less than or equal to 1.0 per 1,000,000 total miles.

ST Express Bus

Service Description

The ST Express bus system operates fast, frequent, two-way service connecting the major urban centers of Snohomish, King, and Pierce counties.

Approximately 713,000 service hours will be delivered in 2011, about a 2.5 percent net increase over actual service levels for 2010. The 2011 service hours included in the budget assumes both a previously planned increase of about 8.5% annual platform hours as well as service reductions and deferrals of approximately 6.0% of the total provided, based on low productivity.

Weekday ridership in 2010 averaged about 44,000 passenger boardings. The target for 2011 total ridership is about 13.8 million boardings, which reflects nearly 49,098 boardings per weekday. Additional service and performance data is provided at the end of this section.

Operations Overview

Operation of ST Express bus service is provided via contracts with Community Transit, King County Metro Transit, and Pierce Transit. Sound Transit provides 280 buses to support this service.

ST Express operations staff consists of one manager, one superintendent, and an analyst. ST Express also is supported by 1.3 FTEs from the Transit Systems Division.

Budget

The budget decreased from \$99.1 million in 2010 to \$97.1 million in the Adopted 2011 Budget, a decrease of approximately \$2.0 million. Purchased transportation, the largest single element of the ST Express bus budget, is expected to decrease by \$0.5 million. Lower diesel price forecasts of \$2.50 per gallon compared to \$2.85 in 2010 are expected to more than offset increases in service and higher wages and benefit expenses for both ST staff as well as staff at our partner agencies. In addition, an increased percentage of service operated by lower cost operators in 2011 will result in lower total costs and costs per vehicle hour.

There are no changes in staffing included in the Adopted 2011 Budget.

One new element in the Adopted 2011 Budget for ST Express is the Transit Systems Division. Sound Transit will install TVMs at two ST Express facilities in 2011 – Bellevue Transit Center and Federal Way Transit Center. These machines will be maintained by in-house ST staff, supplemented with third party contracts for proprietary maintenance work. Transit System Division costs are allocated to all four operating modes in proportion to the number of TVMs that are deployed.

Other major changes to the ST Express bus budget include a reduction of \$1.1 million related to Security costs. Security costs have been reallocated to the modes on the basis of current staffing deployment patterns, resulting in a budget reduction for ST Express. Materials and supplies budgets were reduced by \$454 thousand, reflecting fewer planned discretionary maintenance programs. Utilities budgets have been increased to reflect current spending patterns. A number of new stations have been added to ST Express over the past few years; these costs are now incorporated in the current budget assumptions.

Adopted Service Reductions

For the Adopted 2011 Budget and 2011 Service Implementation Plan processes, each service provided by Sound Transit has undergone a thorough review to identify operating expense reductions. ST Express currently represents the Agency's predominant service mode with about 56 percent of all passengers and 52 percent of total operating and maintenance costs. In addition, the service is funded by four of Sound Transit's five subareas: Snohomish County, South King County, East King County and Pierce County.

Cost reduction initiatives were developed for ST Express that focused on several approaches: schedule efficiencies, transitioning to lower-cost operators where possible, service deferrals, and reductions based on Board-approved service productivity standards. With the recent slowdown in ST Express ridership growth, some of the planned ST2 service enhancements are no longer needed and significant economies can be realized by reducing unproductive service. The estimated new savings from all these recommendations is approximately \$7.6 million for the first full year of operation, after allowing for reductions in fare revenue. A minimum of \$10.5 million in one time capital savings will also be realized by deferring the purchase of 21 new buses and eliminating the need for some maintenance facility expansion projects.

Based on an analysis of the most recent ridership data and the seat capacity available on existing services, staff identified three routes where ST2-funded service improvements could be deferred: planned peak period service increases on Route 513 Everett – Seattle and Route 554 Issaquah – Seattle, and the extension of Route 566 Auburn – Overlake from Overlake Transit Center to downtown Redmond. These improvements were previously approved by the Board as part of the 2010 SIP; under the 2011 SIP they will be deferred. Given current ridership levels, the increases are not needed at this time. Other ST2 enhancements will be implemented in February 2011 as originally planned, including peak period service increases on Route 511 Lynnwood – Seattle, Route 522 Woodinville – Seattle, and Route 532 Everett – Bellevue.

Using Sound Transit's "Service Standards and Performance Measures" as guidelines, staff identified existing ST Express routes with "marginal" or "unsatisfactory" productivity and developed proposals to reduce service levels or restructure these routes to achieve operating savings. While this was a difficult process, staff made every effort to develop changes that impact the fewest number of riders while achieving meaningful savings. In most cases, other transit service alternatives are available to riders, although some trips may take longer and require transfers between routes. Service reductions, which were approved by the Board in November 2010, would take place in June 2011.

The following table summarizes the service reductions and deferrals included in the 2011 SIP. The table also includes schedule efficiencies that are being implemented administratively and the transfer of the operation of Routes 566 and 577 from King County Metro to Pierce County Transit.

Reconciliation of ST Express Service Plan

<i>Annual Platform Hours</i>	2009 Actual	2010 Budget	2011 Baseline Service Plan	2011 Service Efficiencies	2011 Service Reductions ¹	2011 ST2 Deferrals ²	Total 2011 Budget
ST Express	676,520	695,828	755,100	(6,100)	(17,954)	(17,853)	713,193

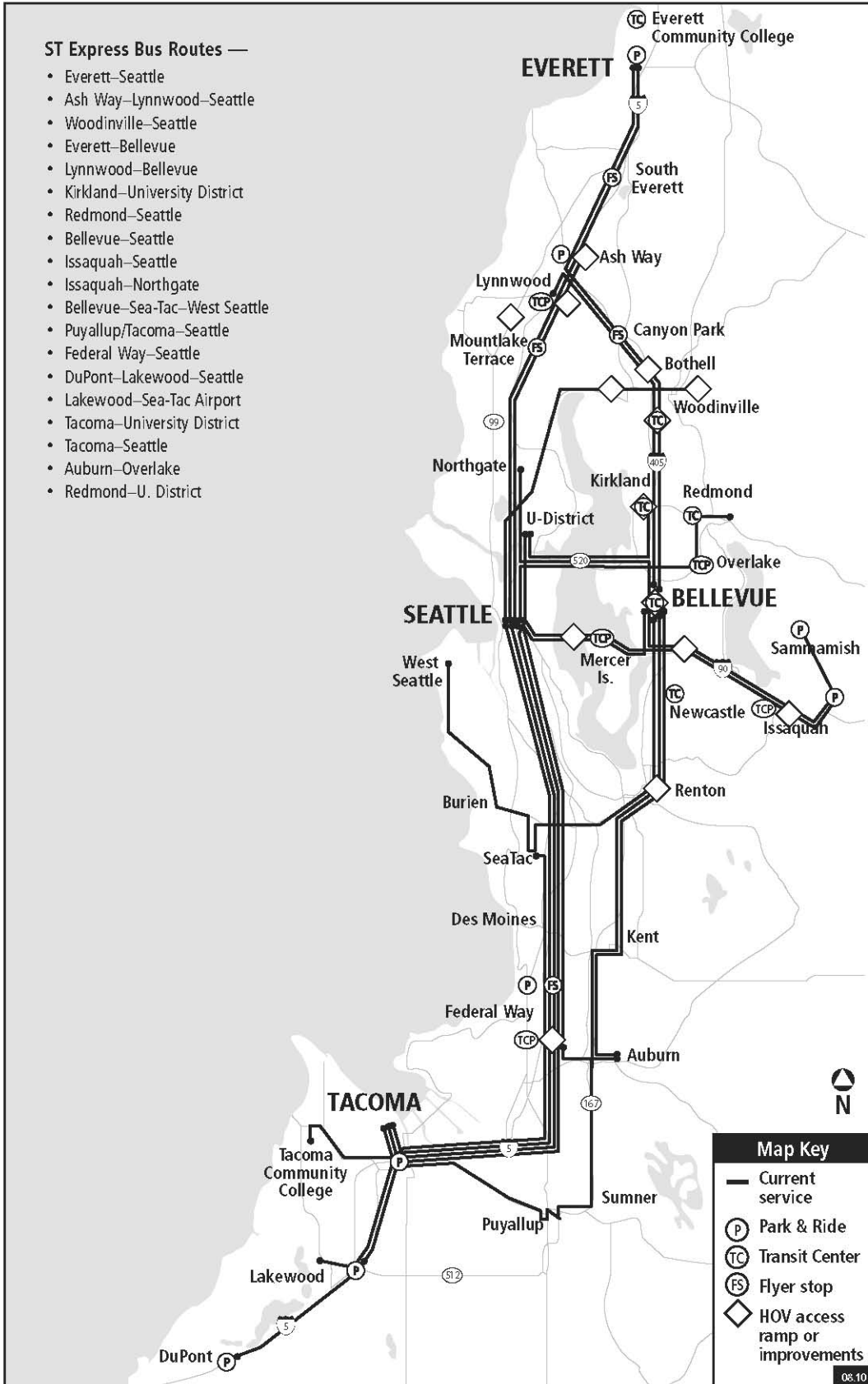
1 Service Reduction will go into effect at different times of the year. The 2012 budget will include a fully annualized number of platform hours saved.

2 ST Express Service Deferrals represent the 2011 estimated hours reduced from the baseline ST2 service plan. The total Annualized service reduction is approximately 22,000 hours.

ST Express Bus Budget

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries & Benefits				
Salaries	105	216	170	223
Benefits	21	123	75	120
Subtotal	126	339	244	343
Services				
Marketing and Rider Information	198	439	209	354
Ticket Vending Machines	-	-	6	659
Maintenance of Vehicles	45	175	119	125
Facilities Maintenance	1,055	1,307	1,229	1,396
Downtown Seattle Transit Tunnel	4,331	3,838	3,832	3,975
Security and Safety	1,222	1,910	837	833
Miscellaneous Services	215	95	10	46
Subtotal	7,067	7,764	6,242	7,389
Materials & Supplies	53	587	168	132
Purchased Transportation Services	71,630	83,884	80,050	83,256
Miscellaneous Expenses	339	210	404	211
Lease and Rentals	118	123	129	126
Other Expenses				
Utilities	401	343	407	435
Insurance	31	24	39	25
Taxes	317	355	490	484
Subtotal	749	723	937	944
Transfer of agency admin.	4,080	5,471	4,765	4,693
Fully Allocated Transit Operations	84,161	99,100	92,938	97,094
Contingency	-	-	-	-
TOTAL	84,161	99,100	92,938	97,094

ST Express Bus Service Route



Performance Statistics

ST Express performance has not been as adversely impacted as the other modes. For 2011, the budget projects a slight increase in ridership productivity due to service plan operating efficiencies to be implemented.

ST Express Bus Performance Statistics

ST Express Transit Operations - Performance Statistics

	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted Budget	% Change
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	536,200	570,000	550,199	584,000	6.1%
Revenue Vehicle Miles Operated	10,836,036	11,604,598	11,393,320	11,884,380	4.3%
Trips Operated	448,606	444,840	445,839	455,409	2.1%
Platform Hours ⁽²⁾	676,485	695,828	693,682	713,193	2.8%
Service Consumed					
Total Boardings	12,896,712	13,729,319	12,494,546	13,843,788	10.8%
Average Weekday Boardings	44,155	46,633	42,519	49,098	15.5%
PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	24.1	24.1	22.7	23.7	4.4%
Total Boardings/Trip	28.7	30.9	28.0	30.4	8.5%
Cost/Revenue Hour	\$ 156.96	\$ 173.86	\$ 168.92	\$ 166.26	-1.6%
Cost/Platform Hour	\$ 124.41	\$ 142.42	\$ 133.98	\$ 136.14	1.6%
Cost/Boarding	\$ 6.53	\$ 7.22	\$ 7.44	\$ 7.01	-5.7%
Percentage of Scheduled Trips Operated	99.52%	99.80%	99.52%	99.80%	0.3%
On-time Performance ⁽³⁾	94%	>90%	94%	>90%	
Complaints per 100,000 Boardings	19.4	50.0	15.0	15.0	
Preventable Accidents per 100,000 revenue miles ⁽⁴⁾	0.9	< 0.80	0.7	< 0.80	
Operating costs (less depreciation and contingency)⁽⁵⁾	\$84,160,932	\$ 99,099,707	\$ 92,938,710	\$ 97,094,448	4.5%

Notes

- (1) Revenue hours: The aggregation of time during which service is available to carry passengers.
- (2) Platform hours: The aggregation of time during which a transit vehicle leaves the operating base, is available for service and returns to the operating base, including layover and deadhead time.
- (3) Per the performance standards set in the service agreements with the transit partners, the standard is 90% or higher, defined as no later than 10 minutes of scheduled departure time.
- (4) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. Per the service agreements, the standard is less than or equal to 0.8 or 1.0 per 100,000 revenue miles during tunnel closure.
- (5) Estimated operating costs for ST Express Bus are subject to change, based on the annual cost reconciliation process as specified in the service agreements with Sound Transit's operating partners.

Service Delivery Staffing Plan

Service Delivery staff work directly to deliver the Agency's transit operations. Within Sound Transit they are located in the Operations Department (Tacoma Link, Central Link, Sounder, and ST Express Divisions) and in the Finance and Information Technology Department (Transit Systems Division). Transit Systems staff provide technical support for TVMs and other technology.

Service Delivery Staffing Plan by Department

Service Delivery	Filled At End of December 2010	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Operations						
Accessible Services	2.00	2.00	2.00	(2.00)	-	-
Central Link	4.00	5.00	5.00	-	1.00	6.00
Regional Express	2.00	3.00	3.00	-	-	3.00
Sounder	4.00	4.00	4.00	-	1.00	5.00
Tacoma Light Rail	15.00	18.00	18.00	-	-	18.00
Finance and IT Department						
Transit Systems	9.00	10.00	10.00	-	1.00	11.00
Service Delivery Total	36.00	42.00	42.00	(2.00)	3.00	43.00

Operations Department staff are charged directly to the mode they support. Transit Systems staff are charged to the Service Delivery modal budgets on the basis of the number of TVMs deployed for each mode.

Service Delivery Staffing Plan by Mode

Service Delivery	Filled At End of December 2010	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Accessible Services	2.00	2.00	2.00	(2.00)	-	-
Central Link	10.10	11.50	11.50	-	2.00	13.50
ST Express	3.10	4.30	4.30	-	-	4.30
Sounder	5.80	6.20	6.20	-	1.00	7.20
Tacoma Light Rail	15.00	18.00	18.00	-	-	18.00
Service Delivery	36.00	42.00	42.00	(2.00)	3.00	43.00

An increase of three FTEs for the Service Delivery staff include a Transportation Superintendent in the Central Link operations budget, a Right-of-Way Maintenance Superintendent position in the Sounder operations budget, and one FTE in the Transit Systems group to support Central Link. In 2011, the two FTEs assigned to Accessible Services are included in the Operations Department staffing plan and staff operating budget which is displayed in the Agency Administration section of the Budget.

Service Delivery Staffing Plan detail is available in Appendix A.

PROJECT DELIVERY

The Project Delivery section of the budget provides the capital outlays for the 2011 fiscal year for Link light rail, Sounder commuter rail, Regional Express bus, and Service Delivery programs. In addition, operating expenses and capital expenditures for Other Agency Projects that are not mode specific are included in this section. More detailed descriptions of these programs, including lifetime budgets and cash flows, can be found in the 2011 Transit Improvement Plan (TIP).

Project Delivery Budget

Sound Transit capital projects provide for the planning, acquisition, construction, and reconstruction of initial fixtures and equipment; renovation, rehabilitation, and replacement of facilities; and any related costs for land acquisitions, land improvements, feasibility studies, design, and environmental studies.

For Sound Move capital projects through FY 2009, the Sound Transit Board endorsed a capital budget which detailed the projected capital outlays by project, by year, and by phase for the lifetime of all projects. Each year with the adoption of the annual budget, the Board approves the expenditure of capital funds by mode (Sounder commuter rail, Regional Express bus, and Link light rail) for the coming fiscal year.

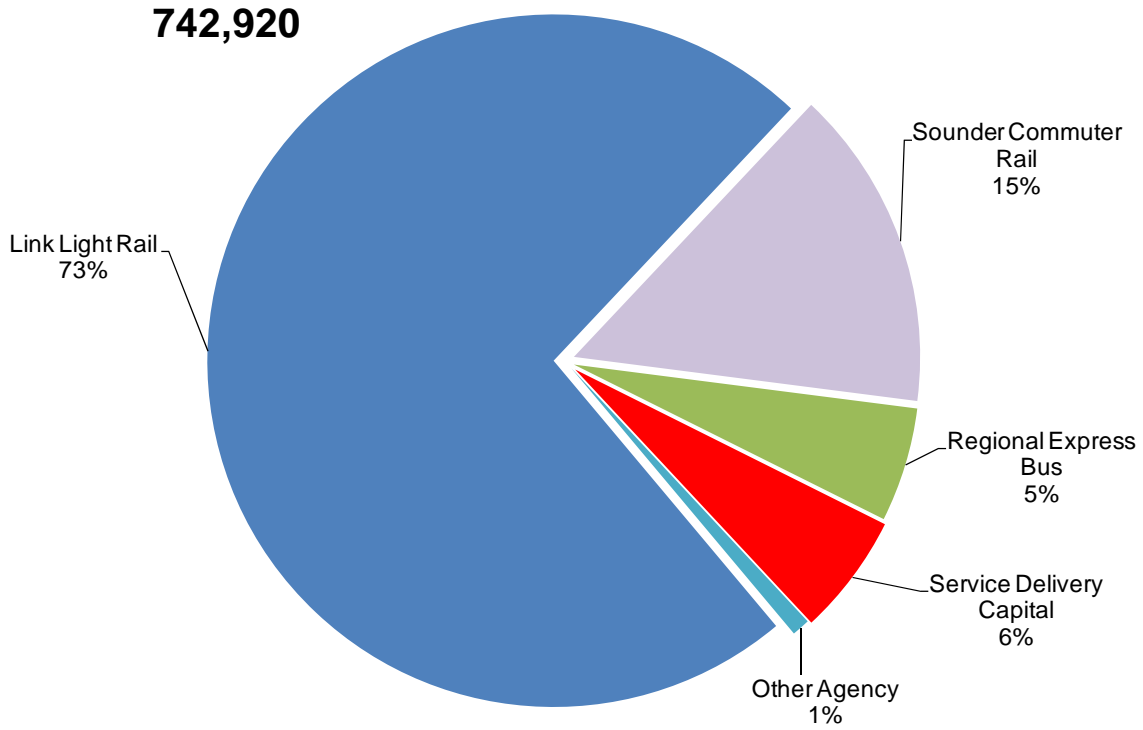
In FY 2010, the Agency shifted to a new capital budgeting process for Sound Transit 2 (ST2) projects which allows for tighter Board oversight and control. Under this process, the Board does not endorse, nor does the Transit Improvement Plan contain, lifetime budgets for all ST2 projects. Rather, during the course of the year, as capital projects reach key milestones (as defined by the Phase Gate process), the Board will approve additional budget authority to complete the next phase of the project. Typical budget requests include budget to complete preliminary engineering, budget to complete final design and right-of-way acquisition, and budget to complete the project. Once a baseline scope for the project is set, staff requests Board approval of a baseline budget and schedule to complete the baseline scope. The baseline budget is the authorization for the full lifetime budget by phase. Throughout this process, the TIP will maintain reporting on the original and updated ST2 cost estimate for each project to provide transparency to the Board and public.

The Adopted 2011 Budget provides the authorized expenditure levels and associated activities for each project for that year. The 2011 Transit Improvement Plan contains the current lifetime budget for active phases for projects. The TIP also contains a more detailed program description for both Sound Move and ST2 capital programs.

The Adopted 2011 Project Delivery Budget in this section describes the capital and operating project outlays for fiscal year 2011.

Project Delivery Summary

(\$000s)



	(\$000s)
Link Light Rail	543,326
Sounder Commuter Rail	111,498
Regional Express Bus	39,658
Service Delivery Capital	42,191
Other Agency	6,247
Total	742,920

Project Delivery Budget by Program

Link Light Rail

Program Description

Puget Sound voters support the development and expansion of light rail. In 1996, voters approved Sound Move which led to the design and construction of Central Link light rail connecting Seattle to Tukwila, Airport Link light rail connecting Tukwila to Sea-Tac International Airport, Tacoma Link connecting the Tacoma Dome to downtown Tacoma, and University Link connecting downtown Seattle to the University of Washington. Tacoma Link opened for service in 2003; Central Link and Airport Link opened for service in 2009. University Link is currently under construction and is scheduled to open for service in 2016.

In 2008, voters approved ST2 which includes a number of transit-oriented infrastructure improvements including extension of light rail from the University of Washington to Northgate (North Link), from downtown Seattle to the eastside (East Link), and from Sea-Tac Airport to South 200th in SeaTac (South Link). ST2 also includes projects for extending light rail north to Lynnwood and south to Redondo/Star Lake, preliminary engineering and potential right-of-way purchase from Redondo/Star Lake to the Tacoma Dome, development of a street car connector from Seattle's Capitol Hill to the Seattle International District/Chinatown Station (First Hill Street Car), and partial funding for expansion of Tacoma Link. Northern and southern light rail expansion potential is being evaluated through high-capacity transit (HCT) studies and, similarly, potential alternatives for expansion of Tacoma Link will be identified in alternatives analyses studies. The First Hill Street car is being designed and constructed in partnership with the city of Seattle.

Budget Elements

Capital budgets have been established for each of the following major light rail elements:

Initial Segment

The Initial Segment project extends from the Tukwila International Boulevard Station in Tukwila and moves through Tukwila and the Rainier Valley on elevated and at-grade tracks. The light rail track then passes through Beacon Hill in a tunnel and emerges south of downtown Seattle. It then continues north alongside the E-3 Busway and into the Downtown Seattle Transit Tunnel (DSTT) to Westlake Station. A stub tunnel (PSST) extends under Pine Street to facilitate the changing of train direction. Buses and rail operate jointly in the DSTT.

The Initial Segment opened for service on July 18, 2009. Funding for follow-on work items including noise mitigation efforts, tunnel voids remediation, and resolution of outstanding contract closeout issues is included in the Adopted 2011 Budget.

Airport Link

The Airport Link project connects the Tukwila International Boulevard Station on elevated and at-grade tracks to a light rail station at the main terminal parking garage at Sea-Tac International Airport.

Airport Link opened for service on December 19, 2009. Funding for follow-on work items and resolution of outstanding contract closeout issues is included in the Adopted 2011 Budget.

Central Link Switch Heaters

The Central Link Switch Heaters project includes the design and installation of switch heaters at the Central Link Operations and Maintenance Facility Yard, yard entrance, and SeaTac/Airport Station crossover switches.

The Adopted 2011 Budget includes funding to complete this project.

DSTT South Access Security

The DSTT South Access Security project includes the design and construction of barriers and other deterrents, modification of train detection circuits, and channelization of traffic to prevent unauthorized vehicles from gaining access to the south entrance of the DSTT.

The Adopted 2011 Budget includes funding to complete this project.

South Link – Airport to South 200th Street

The South Link – Airport to South 200th Street project will extend from the Airport Station along an elevated guideway to an elevated station and park-and-ride facility at South 200th Street.

This project was initiated several years ago. Environmental documentation and preliminary engineering were completed and a Record of Decision (ROD) was also issued for the project. Due to funding limitations, the project was put on hold prior to advancing to final design; funding for completion of the project was included in ST2 with a scheduled service launch in 2020. The Agency is evaluating accelerating the completion of the project to 2016 to take advantage of possible right-of-way acquisition and construction cost savings resulting from current economic conditions and to capitalize on established relationships with the Port of Seattle and the city of SeaTac. To facilitate early completion and because of the similarities of this extension to Airport Link, Sound Transit is evaluating completing this project as a design/build project (one contractor retained to finalize the design and construct the project). Additional engineering is necessary to evaluate the feasibility of delivery of this project as a design-build project.

The Adopted 2011 Budget includes funding for the refinement of the preliminary engineering, limited right-of-way acquisition costs, and development of a design-build project approach.

South Corridor HCT – South 200th Street to South 272nd Street

ST2 identified funding for the extension of light rail 4.8 miles from South 200th Street Station south to South 272nd Street in Federal Way with stations at Kent Des Moines Road and South 272nd. Estimated completion dates were 2020 and 2023, respectively. The South Corridor HCT project includes funding to evaluate routes and station locations to provide the Sound Transit Board with information to make decisions on future expansion in the south corridor.

The Adopted 2011 Budget includes funding for an economic study of South King County to support the Board's decisions with regard to this subarea.

University Link

The University Link project is a 3.15-mile extension of Central Link from Pine Street in downtown Seattle to the University of Washington (UW). This segment is located entirely underground with tunnels traveling from Pine Street, under the I-5 freeway to an underground station at Capitol Hill, continuing north beneath State Route (SR) 520 and the Lake Washington Ship Canal to an underground station near Husky Stadium.

University Link started construction in early 2009 and is expected to open for revenue service in 2016.

The Adopted 2011 Budget includes funding for continued construction of all elements of the extension.

North Link – UW Station to Northgate

The North Link – UW Station to Northgate project is a 4.3-mile extension of light rail via tunnels from the UW Station north under campus to underground stations at NE 45th Street (Brooklyn Station) and at NE 65th Street (Roosevelt Station). The extension continues north via retained cut and elevated guideways to an elevated station at Northgate.

Preliminary engineering and the Final FEIS for this project were completed in early 2006; a ROD was issued by the FTA in June 2006. However, until the passage of ST2, funding was unavailable for final design and construction.

The Adopted 2011 Budget includes funding for advancing final design and the acquisition of right-of-way.

North Corridor Transit Project – Northgate to Lynnwood

ST2 identified funding for the extension of light rail 8.2 miles from Northgate in the city of Seattle north to Lynnwood in Snohomish County. The North Corridor Transit project includes alternatives analysis, conceptual engineering, development of an environmental impact statement, and preliminary engineering to support the northern extension.

The Adopted 2011 Budget includes funding for completion of the alternatives analysis and initiating preliminary engineering and environmental documentation.

East Link

East Link is the expansion of light rail to East King County via I-90 from downtown Seattle to the Overlake Transit Center area of Redmond. The project includes nine new stations and is scheduled to be open to Bellevue by 2020 and to the Overlake Transit Center by 2021.

The Adopted 2011 Budget includes funding for completion of the preliminary engineering, environmental documentation, limited right-of-way acquisition, and initiation of final design.

Tacoma Link Expansion Alternative Analysis

Tacoma Link opened on August 22, 2003. It connects downtown Tacoma with a regional transit center at the Tacoma Dome Station where riders can transfer to Sounder commuter rail, ST Express buses, or local Pierce Transit buses. Five stations serve major city destinations including the theater district, history museum, University of Washington branch campus, and the commercial core.

Sound Transit in partnership with the city of Tacoma and Pierce Transit, is studying the potential to expand Tacoma Link in the context of city and Pierce Transit service and capital plans. The study will be completed in accordance with FTA guidelines for conducting alternatives analysis to maintain eligibility for future Small Starts consideration for any system expansion identified through the analysis.

The Adopted 2011 Budget includes funding to initiate the alternatives analysis.

First Hill Streetcar

Sound Transit, in partnership with the City of Seattle, is funding planning, design, and construction of the First Hill Link Connector. The streetcar connector will extend from Capitol Hill to the International District/Chinatown Station in downtown Seattle.

The City of Seattle is the lead for this project; Sound Transit's financial contribution to the project is capped. The Adopted 2011 Budget includes funding for Sound Transit's contribution toward advancing system planning and design.

Link Light Rail Maintenance and Storage

In an effort to evaluate and ultimately improve Link light rail operational and maintenance cost efficiencies, ST2 identified funding for reviewing and evaluating current and future light rail storage and maintenance requirements and for development, design, and construction of future light rail operations and maintenance facilities to support proposed system expansion.

The Adopted 2011 Budget includes funding to conduct a systemwide light rail operational and fleet planning analysis to test scenarios for locating a light rail vehicle storage and maintenance facility.

Link Project Budgets

(\$000s)

Number	Project Name	Adopted 2011 Budget
007	First Hill Streetcar	27,846
008	Tacoma Link Alternatives Analysis	971
009	Link Light Rail Maintenance and Storage	203
100	North Link – UW Station to Northgate	84,637
115	North Corridor HCT – Northgate to Lynnwood	10,108
200	University Link – Pine Street Stub Tunnel to UW Station	303,716
300	Initial Segment	47,776
310	Central Link Switch Heaters	239
320	DSTT South Access Security	720
400	Airport Link – 154 th Street to 176 th Street	2,742
420	South Link – Airport to 200 th Street	11,338
445	South Corridor HCT – South 200 th Street to South 272 nd Street	436
600	East Link	52,593
Link Project Total		543,326

Souder Commuter Rail

Program Description

The Souder commuter rail program includes planning, right-of-way acquisition, design, and construction of the infrastructure to support a regional commuter rail system. When completed, the system will have peak-hour passenger train service to 12 stations along an 83-mile corridor between Everett in Snohomish County and Lakewood in Pierce County. The Souder capital projects are grouped in three segments: Everett – Seattle, Seattle – Tacoma, and Tacoma – Lakewood. Burlington Northern Santa Fe Railroad (BNSF) owns the right-of-way between Everett and Tacoma. Sound Transit owns about 7 miles of right-of-way at the south end of the corridor in Lakewood and Tacoma and is acquiring about 1.2 miles of right-of-way to close the gap between the northern end of this right-of-way and the Tacoma Dome Station in Tacoma.

With the voter approval of ST2, service enhancements and systemwide program elements, including station access improvements and a Souder Yard and Shop facility are also being planned.

Budget Elements

Eastside Rail Partnership

ST2 identified funding for a capped financial contribution by Sound Transit to a partnership that would operate passenger rail service on the former eastside BNSF corridor.

The Adopted 2011 Budget includes limited funding for analysis of issues that may arise related to the use of the former eastside corridor

Station Access and Demand Study

A Souder Station Access and Demand Study is being completed to develop a comprehensive program of access improvements to Souder Stations.

The Adopted 2011 Budget includes funding for ridership and traffic analyses, completion of an environmental scan, a transit-oriented and joint development study, conceptual engineering, and outreach for eight Souder stations.

Souder Yard and Shop Facilities

The ST2 plan includes funding to evaluate commuter rail vehicle storage and maintenance requirements and strategies. The intention is to identify operations and maintenance cost efficiencies and ultimately to site, design, and construct additional operations and maintenance facilities.

The Adopted 2011 Budget includes funding for planning and analysis, environmental clearance, and preliminary engineering for yard and shop facilities needed to support existing service as well as expanded levels of service anticipated by ST2.

Permitting and Environmental Mitigation

Under agreement with BNSF, Sound Transit is responsible for all environmental permitting and mitigation required for track and signal improvements between Everett and Seattle.

The Adopted 2011 Budget includes funding for on-going final design, construction, monitoring, and maintenance of required mitigation measures.

Willow Creek Environmental Mitigation

Sound Transit contracted with BNSF to design and construct a bridge to allow Willow Creek to pass under the railroad track that was daylighted through construction of track and signal improvements. The undercrossing was an environmental mitigation requirement.

The Adopted 2011 Budget includes funding for final design and construction.

M Street to Lakewood Track and Signal

Sound Transit is reconstructing approximately seven miles of existing track between M Street in Tacoma and Lakewood.

Railway construction was completed in December 2010; funding in 2011 has been provided for design and construction of the centralized traffic control system for the corridor and for project closeout.

D Street to M Street Track and Signal

Sound Transit is constructing a 1.2-mile rail connection between the Tacoma Dome Station and M Street in Tacoma to connect to the Sound Transit tracks to the south to allow extension of commuter rail service to Lakewood in 2012.

The Adopted 2011 Budget includes funding for track construction that was initiated in 2010.

Layover

Sound Transit has completed Layover facilities for overnight train layover at Everett Station, King Street Station in Seattle, and L Street in Tacoma.

The Adopted 2011 Budget includes funding for designing and constructing a layover facility in Lakewood.

Mukilteo Station South Platform

Funding for the construction of the South Platform and associated connections to the North Platform was included in the 2010 Budget. However, the transfer of property necessary for the South Platform from the US Air Force has been delayed. Subsequently construction has also been delayed. Recent communication indicates the property transfer may be completed in 2011.

The Adopted 2011 Budget carries forward the 2010 budget recognizing there is still substantial schedule risk.

Edmonds Station

Edmonds is currently served by a temporary station adjacent to the Amtrak station. Working with BNSF Railway and the city of Edmonds, Sound Transit completed the

design for the permanent station at this location. In 2010, Sound Transit broke ground on a new east platform with larger passenger loading area, parking area improvements, and a transit center for buses.

The Adopted 2011 Budget includes funding for construction of these improvements.

Tukwila Station

Tukwila is currently served by a temporary station. Design is nearing completion on the permanent station; funding for station construction was identified in ST2. Station elements include two platforms canopies and surface parking.

The Adopted 2011 Budget includes funding for the completion of design and advancing to construction.

ST2 Sounder South Expanded Service

In prior budget years, this project was presented as two projects: ST2 Seattle to Auburn Track and Signal and ST2 Auburn to Tacoma Track and Signal. The projects were combined into one project in 2010.

This project includes the easements, track and signal improvements, and environmental permitting and mitigation for four additional daily commuter rail service round trips between Seattle and Tacoma.

The Adopted 2011 Budget includes funding for easements as agreed to with BNSF and environmental activities in support of the four new easements.

Positive Train Control

The Positive Train Control (PTC) project is an integrated command, control, communications, and information system for controlling train movements with safety, security, precision, and efficiency. This project includes wayside upgrades to the signal systems owned by ST along the Tacoma to Lakewood corridor. Upgrades to rolling stock and wayside upgrades to the signal systems owned by the BNSF along the Everett to Tacoma corridor fall within the scope of a separate project shown in the Service Delivery section of this book.

The Adopted 2011 Budget includes funding for preliminary engineering and permitting efforts.

Souder Project Budgets
(\$000s)

Number	Project Name	Adopted 2011 Budget
001	Station Access & Demand Study	568
002	Eastside Rail Partnership	50
004	Souder Yard & Shop Facility	1,296
011	Positive Train Control – Tacoma to Lakewood	290
101	Willow Creek Environmental Mitigation	82
130	M Street – Lakewood Track & Signal	5,626
131	Permitting/Environmental Mitigation	1,494
135	D Street – M Street Track & Signal	38,577
140	Layover	1,967
206	Mukilteo Station, South Platform	2,136
209	Edmonds Station	5,640
236	Tukwila Station	7,885
510	Souder South Expanded Service	45,888
Souder Total		111,498

Regional Express

Program Description

The Regional Express program includes Community Connections and HOV Access projects. To maximize public access between regional and local transit systems, Sound Transit has completed a variety of Community Connection facilities, including transit centers, park-and-ride lots, and transit access improvements. These facilities improve access to the regional transit system and connections to local transit services.

The HOV Access projects are being implemented through a partnership between Sound Transit and the Washington State Department of Transportation (WSDOT). Sound Transit is funding direct access ramps and freeway transit stations within WSDOT rights-of-way to make it easier for transit customers, vanpools, and carpools to access the HOV lanes on some of the region's most congested freeways.

Three additional projects were identified in ST2: the Burien Transit Center Parking Expansion, Bothell Transit Center Parking Expansion, and the ST Express Bus Base. The ST Express Bus Base project scope included construction of a new maintenance and operations facility with capacity to accommodate up to 300 buses. The Bothell Transit Center and Parking Garage project was to include a capped contribution to the city of Bothell for a future parking garage and transit center in Bothell. However, the recommended program realignment, due to economic recession, suspends funding for the Bothell Transit Center and Parking Garage project.

Budget Elements

All Regional Express Sound Move projects for the Pierce and South King County subareas have been completed; Sound Move Regional Express projects remain to be completed in the Snohomish and East King County subareas. In Snohomish County, Mountlake Terrace Freeway Station, currently in construction, remains to be completed. In East King County, the focus is on completing the design of the remaining program elements and advancing remaining projects into construction. The project not yet under construction is the I-90 Two-Way Transit and HOV Operations (Stage 3) project. The Kirkland Transit Center and I-90 Two-Way Transit and HOV Operations (Stage 2) projects are currently in construction: Kirkland Transit Center was completed in January 2011; I-90 Two-Way Transit and HOV Operations (Stage 2) is scheduled for completion in 2012. The remaining East King County projects are being led by others with capped contributions from Sound Transit.

Specific budget elements include the following:

Partnership Projects

A number of Regional Express Sound Move projects were HOV access improvements or flyer stations/park-and-ride facilities within WSDOT rights-of-way. For these projects there is a five-year plant establishment period for landscaping installed during construction. In addition, some facilities required mitigation for wetland losses resulting from construction. Permit requirements associated with wetland mitigation also require monitoring and maintenance of wetland establishment.

The Adopted 2011 Budget includes funding for landscape and/or wetland monitoring and maintenance for the following completed projects:

- Ash Way Transit Access/164th SW
- South Everett Freeway Station/112th SE
- Federal Way HOV Access/South 317th
- Totem Lake Freeway Station/NE 128th
- Canyon Park Freeway Station/I-405
- I-90 Two Way Transit and HOV Operations (Stage 1)
- Issaquah Transit Center

ST Express Bus Base

In an effort to evaluate and ultimately improve ST Express Bus operational and maintenance cost efficiencies, ST2 identified funding for planning, design, and construction of maintenance and operations capacity.

The Adopted 2011 Budget includes funding for preliminary engineering (30% design) and environmental determination. Early scoping may reveal the need for two or more facilities.

Burien Transit Center Parking Expansion

The Burien Transit Center Parking Expansion project provides capped funding to support the expansion of transit commuter parking for the joint city of Burien and King County Transit Oriented Development at the Burien Transit Center. An interlocal agreement was approved by the Sound Transit Board and the King County Council in 2010.

The Adopted 2011 Budget includes the full value of Sound Transit's financial contribution.

85th Corridor Kirkland

Sound Transit is providing a capped financial contribution to the city of Kirkland for street widening, traffic signals, sidewalk improvements, and bus shelters to enhance connections to and reliability of transit.

The Adopted 2011 Budget includes capped contribution for remaining right-of-way acquisition and initiation of construction.

Issaquah Transit Center

The Issaquah Transit Center was completed and opened for service in 2008. Wetland mitigation was completed during construction efforts. The Adopted 2011 Budget includes funding for mitigation monitoring and maintenance. In addition, following completion of construction, Sound Transit agreed to a capped financial contribution to the city of Issaquah for a non-motorized vehicle overcrossing of I-90 on SR900 connecting the transit center to the city's network of bicycle trails. The overcrossing is currently under construction.

The Adopted 2011 Budget includes remaining funding for the financial contribution.

Mercer Island Park-and-Ride

The Mercer Island Park-and-Ride was completed and opened for service in 2008. Since opening for service, Sound Transit has identified the need for improvements to the facility's storm water drainage system.

The Adopted 2011 Budget includes funding for design and construction of facility drainage improvements.

Kirkland Transit Center/3rd

The Kirkland Transit Center is currently under construction.

The Adopted 2011 Budget includes funding for construction contract closeout.

Renton HOV Access/North 8th

Sound Move identified an HOV interchange project on I-405 for HOV direct access to and from North 8th Street and a "T" interchange to the center of North 8th Street. Preliminary design of the project has been completed. Final design and construction of this project can only move forward as part of the WSDOT I-405 Widening Project.

In light of the financial impacts of the economic recession and because funding for the WSDOT project has not been identified, the Adopted 2011 Budget suspends the Agency's financial commitment to completion of project design and construction.

Rainier Avenue

This project will add Business and Transit Access (BAT) Lanes, sidewalk, and medians on Hardie Avenue between Rainier Avenue and Sunset Boulevard. This project is being led by the city of Renton; Sound Transit is making a capped financial contribution to the project.

The Adopted 2011 Budget includes funding for the initial stages of construction.

Strander Boulevard

The project extends Strander Boulevard to a five-lane arterial between the East Valley Highway and the West Valley Highway. This project is being led by the city of Renton; Sound Transit's is making a financial contribution to the project. Design elements of this project have not been advanced and construction is not anticipated until 2013.

The Adopted 2011 Budget does not include any project costs.

Federal Way Transit Center South 317th

The Federal Way Transit Center was completed and opened for service in 2006. Contractor claims associated with this project required that the project remain open and funded to address potential claims. Claims against Sound Transit were successfully resolved in 2010.

The Adopted 2011 Budget includes funding for resolution of a counterclaim filed by Sound Transit against the contractor.

Mountlake Terrace

This project includes an in-line bus platform in the median of I-5 near 236th Street SW and a pedestrian connection to the Mountlake Terrace Park and Ride.

The Adopted 2011 Budget includes funding through construction which is due to be completed in 2011.

SR522 HOV Enhancements/Bothell

This project includes the construction of a north transit by-pass lane, south transit lane/right turn lane, signal improvements, an additional left turn lane, and sidewalks along SR522 near 96th Avenue in Bothell. The project is being led by the city of Bothell; Sound Transit is making a capped financial contribution to the project.

The Adopted 2011 Budget includes funding for construction.

I-90 Two-Way Transit & HOV Operations (Stage 2)

This project is currently under construction and provides HOV and transit operations capacity on eastbound I-90 between 80th Avenue SE on Mercer Island to Bellevue Way. Construction is anticipated to be completed by 2012.

The Adopted 2011 Budget includes funding for construction.

I-90 Two-Way Transit & HOV Operations (Stage 3)

This project provides 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. The project is currently in design.

The Adopted 2011 Budget includes funding to advance design.

Regional Express Project Budgets
(\$000s)

Number	Project Name	Adopted 2011 Budget
005	ST Express Bus Base	2,067
006	Burien Transit Center Parking Expansion	15,174
105	Ash Way Transit Access/164 th SW	90
125	Federal Way HOV Access/South 317 th	78
140	Totem Lake Freeway Station/NE 128 th	77
141	85 th Corridor, Kirkland	1,082
142	Kirkland Transit Center/3 rd	945
151	Rainier Avenue Arterial Improvements	2,299
312	Mountlake Terrace Freeway Station/236 th SW	2,550
319	South Everett Freeway Station/112 th SE	76
321	Federal Way Transit Center/South 317 th	1,418
324	Canyon Park Freeway Station	11
326	Issaquah Transit Center/SR900	216
354	Mercer Island Park-and-Ride/North Mercer Way	121
382	I-90 Two-Way Transit & HOV Opr. Stage 1	32
385	SR522 HOV Enhancements/Bothell	3,018
386	I-90 Two-Way Transit & HOV Opr. Stage 2	9,031
387	I-90 Two-Way Transit & HOV Opr. Stage 3	1,374
Regional Express Total		39,658

Service Delivery Capital

Program Description

The Service Delivery capital budget includes the capital purchases for fleet vehicles and capital projects associated with assets already placed into service. These infrastructure improvement and acquisition projects include: Bus Acquisition and Replacement, Bus Maintenance Facilities, Sounder Vehicle procurement and major overhaul, Mobile Communications, Parking Enhancements, Security Projects, and Other Capital Projects.

Budget Elements

Ticket Vending Machines

The ticket vending machines (TVMs) are dispersed across the system on the basis of projected ridership. TVMs sell tickets and passes via an interactive touch screen or through the use of a keypad and, where possible, are located near the mini-high platforms for the convenience of persons with disabilities.

The Adopted 2011 Budget includes funding for the installation of TVMs and ORCA readers for the Federal Way Transit Center and Bellevue Transit Center.

Passenger Information System/CCTV

Sounder is expanding its station communications and all CCTV and Passenger Information Systems to future stations. The system includes communications between stations and Union Station for a number of CCTV cameras, audible rail announcement capabilities, variable message signs, customer emergency stations, and onboard automated vehicle location.

The Adopted 2011 Budget includes design and installation at Edmonds, Mukilteo, and Everett stations.

Bus Maintenance Facility

The bus maintenance facility budget contains funds for expansion of ST's fleet maintenance capacity. This funding allocation was provided through Sound Move to provide the ability for ST to either pay for its own maintenance capacity or to contribute to projects being managed by service providers. This program is distinct from the funding provided through ST2 to provide the necessary funds for ST to build one or more of its own maintenance facilities. The budget for ST2 bus base expansion is carried in the Regional Express capital budget section.

The Adopted 2011 Budget includes funding for the completion of an expansion at Community Transit's Kasch Park Operating Base, as well as some modifications at Pierce Transit to accommodate service expansion.

ST Express Fleet Replacement Program

FTA guidelines are for buses to be replaced no earlier than either 12 years or 500,000 miles. Due to the unique services characteristics of the ST Express fleet, ST buses typically will have 500,000 miles on them at an age of ten years. Replacement decisions are informed by specific fleet performance in consultation with our operating partner agencies.

The Adopted 2011 Budget includes funding for 25 buses to replace those buses which went into service in 1999 as part of the first wave of Sound Transit service.

Small Works Program

This project creates a funding source for small capital replacement projects that have an estimated total cost of less than \$100,000. Once the project cost exceeds \$100,000, it must be specifically identified as a separate project in the capital plan.

The Adopted 2011 Budget includes funding for various small projects with a lifetime value of less than \$100,000. These projects are developed to address specific needs at new facilities or to replace major components at existing facilities.

Security Enhancements

Sound Transit seeks to upgrade to its current standard of networked video recorders with six times the amount of video storage with high quality digital video capabilities. In addition, current security cameras will be upgraded to allow such features as video analytics, high definition viewing, and streamlined video administration and video sharing capacity.

The Adopted 2011 Budget will include installation of software at the central monitoring facility that will allow viewing through a single interface.

ST Express Mobile Communications

As part of the operation of the Sound Move ST Express bus fleet, mobile communications are necessary to ensure driver and passenger safety, to enhance the customer service information, and to improve information available to the service planning function. The existing mobile communications systems are aging and in need of upgrades. In addition, this investment allows the ST Express bus fleet to be compatible with partner communication systems.

The Adopted 2011 Budget includes funding for the remaining mobile communications systems investments on the Sound Transit fleet operated by King County Metro and Community Transit.

Parking Enhancements

The Regional Mobility Grant funds will be used to purchase additional parking in the Auburn Station garage. ST will become the owner of approximately 85 existing parking spaces in the garage that are currently owned by the city of Auburn and leased by ST, thus making these spaces permanently available to the station's transit users.

The Adopted 2011 Budget includes funding for the purchase of additional parking spaces in the Auburn Station garage.

Sound Transit Police Office

Build out space at the Link Operations and Maintenance facility to provide parking, meeting space, and dispatch offices for the Sound Transit Police Department.

The Adopted 2011 Budget includes funding for the project closeout activities for this project which was physically completed in 2010.

Bike Locker Program

This project will install new bicycle parking at various Sounder commuter rail, Regional Express bus, and Link light rail stations. In addition, the project will provide funding for the design and construction of a bicycle plaza at a Sound Transit property adjacent to the Columbia City Light Rail Station. King County will secure bicycle parking spaces at the five light rail and commuter rail stations (Tukwila Station, Kent Station, Auburn Station, Columbia City Station, Othello Station, and Rainier Beach Station). Pierce County will expand secured bicycle parking at the Puyallup and Sumner stations. The project will also add benches, lighting, signage, and other pedestrian and bicycle amenities to the commuter rail stations.

The Adopted 2011 Budget includes funding for the construction of bicycle parking lots and installation of bike lockers at various Sounder and Central Link stations.

Sounder ST2 Fleet Expansion

The ST2 program included funding for fleet expansion to add additional trips between Seattle and Lakewood. The scope of these fleet additions include 3 locomotives and up to 17 coaches and cab cars. The number of coaches and cab cars that will be procured will be refined based on ridership trends and forecasts.

The Adopted 2011 Budget includes funding to support the locomotive procurement that will be taken to the Board in the fourth quarter of 2010. Expenditures will include design specification and production oversight as well as progress payments on the production of the locomotives.

Tacoma Link Auxiliary Power Supply

On hand replacement parts are running out and a long-term solution is needed to ensure reliability of the Tacoma Link Service. Replacement of the current auxiliary inverter system is required.

The Adopted 2011 Budget includes funding for the procurement and installation of a new auxiliary power supply system.

Tacoma Link Announcement & Sign System

This system is necessary due to the age and technology associated with the existing parts and support that are becoming more and more limited. The Personal Computer Memory Card International Association (PCMCIA)/Universal Serial Bus (USB) device that will allow Tacoma Link to use the existing equipment is no longer available.

The Adopted 2011 Budget includes funding for the procurement and installation of a new announcement and sign system.

Souder Positive Train Control

The Positive Train Control (PTC) project is an integrated command, control, communications, and information system for controlling train movements with safety, security, precision, and efficiency. This project includes upgrades to rolling stock and wayside to the signal systems owned by the BNSF along the Everett-to-Tacoma corridor.

The Adopted 2011 Budget includes funding for installation of PTC.

Link OMF Lay Down Area Improvements

Original designs for the Link OMF (Operations and Maintenance Facility) included plans for a lay down area which allows for exterior storage of equipment that would be used for operations and maintenance of the system. This project would take space that is currently occupied by construction trailers and resurface and provide a canopy for minimal protection from the elements.

The Adopted 2011 Budget includes for site preparation and development at the Link – Operations and Maintenance Facility to prepare a lay down area at the OMF.

Network Phones – Link Control Center

The current EmVista system in the Link Control Center is not compatible with the Agency Cisco phone system. The current system also provides interference on the King County radio communications, rendering EmVista inadequate.

This project will replace the EmVista system with Cisco phone system.

Link LRV (light rail vehicle) Wash Bay Doors

The Central Link OMF light rail vehicle wash bay is currently open to the elements. During winter this creates the possibility for freezing surfaces causing a safety hazard. Doors would also enhance worker comfort.

The Adopted 2011 Budget includes installation of LRV wash bay doors.

Radio Upgrade

The existing radio technology used on Link does not allow for seamless communications between the Link Control Center and non-Link staff who support the Downtown Seattle Transit Tunnel and joint bus/rail operations, such as Service Quality and Power and Facilities. The existing EmVista program will not be able to adapt to new technologies being implemented by King County during 2010 and 2011.

The Adopted 2011 Budget includes funding for procurement and installation of the upgraded radio system.

Auburn Station – Post Tension Cable Repair

The post tension cables are the reinforcement holding the structural slabs at the garage together. This project is created to remediate the presence of water on the post-tension cables at the Auburn Garage. Removal of failed grout pockets and replacement of the grease filled caps are necessary to extend the life of the support infrastructure.

The Adopted 2011 Budget includes funding for preliminary engineering and design, as well as construction of the improvements to the post tension cable system.

Federal Way – Post Tension Cable Repair

The post tension cables are the reinforcement holding the structural slabs at the garage together. This project is created to remediate the presence of water on the post-tension cables at the Federal Way Transit Center. Removal of failed grout pockets and replacement of the grease filled caps are necessary to extend the life of the support infrastructure.

The Adopted 2011 Budget includes for preliminary engineering and design, as well as construction of the improvements to the post tension cable system.

Service Delivery Capital Project Budgets
(\$000s)

Number	Project Name	Adopted 2011 Budget
212	Ticket Vending Machines	406
216	Passenger Information System/CCTV	850
261	Bus Maintenance Facility	1,671
701	ST Express Fleet Replacement Program	22,705
740	Small Works Program	773
743	Security Enhancements	792
745	ST Express Mobile Communications Program	4,414
746	Parking Enhancements	552
748	Sound Transit Police Office	56
753	Bike Locker Program	816
755	Sounder ST2 Fleet Expansion	100
757	Tacoma Link Auxillary Power Supply Replacement	424
758	Tacoma Link Announcement & Sign System	371
759	Sounder Positive Train Control	5,959
760	Link OMF Lay Down Area Improvements	250
761	Network Phones at the Link Control Center	200
762	Link LRV Wash Bay Doors	200
763	Radio Upgrade	600
765	Auburn Station: Post Tension Cable Repair	525
768	Federal Way: Post Tension Cable Repair	525
Service Delivery Total		42,191

Other Agency Projects

Program Description

Other Agency Projects are not part of a specific mode or capital program, but are critical to the Agency's advancement. These projects include Fare Administration, Research and Technology, the Sound Transit Art Program (STart), and Transit Oriented Development of surplus land around transit facilities all representing key components of the Agency's continued success.

Budget Elements

Fare Administration

The Fare Administration program manages fares and pricing for Sound Transit. The program also supports initiatives for earned revenue generation from other priced services such as parking and concessions. In addition, the program includes funds for upgrades to the ORCA system.

In 2011, activities include market development, fare policy and pricing analysis, manual ridership counts to certify the automatic passenger counters, and onboard customer surveys.

Fare Integration

The Fare Integration program developed a uniform, single-ticket fare system and integrated fare policy for seven of the region's public transit agencies. This new electronic fare system allows riders and employers providing transit benefits to reload passes and stored value onto reusable fare cards, eliminating the need for monthly paper pass purchases. The smart card system benefits transit agencies by speeding boardings and automatically tracking and distributing fare revenue among participants.

In 2011, the regional system is expected to reach its Final System Acceptance milestone.

Research and Technology

The purpose of this program is to provide research, funding, and the implementation of new systems to support bus rapid transit type technology applications, improve visual and enroute passenger information systems, and increase security technologies among Sound Transit facilities and services. The ST2 program included additional budget to extend this program.

In 2011, activities will focus on ORCA data analysis and reporting, development of a multi-modal trip planner, regional real-time vehicle location, regional mobile application development, Sounder onboard WiFi and communications upgrade, and cell phone tunnel coverage.

STart

In 1998, the Sound Transit Board endorsed a public art program with funding for artists, community members, and project staff to develop and maintain art installations at transit facilities. The art reflects the community served and contributes to a positive experience for customers.

In 2010, the Board adopted the STart Program budget for ST2 which added \$35.8M to the lifetime budget. The Board subsequently adopted a budget amendment transferring \$300K from the D-M St Track & Signal project to integrate artwork into this project.

In 2011 the public art program will:

- Oversee fabrication and installation for artwork at Tukwila Sounder Station and Edmonds Station and complete final coordination and closeout of the Kirkland Transit Center and Mountlake Terrace Freeway Station.
- Conduct paint tests for mural works for the Capitol Hill Station.
- Continue to monitor fabrication progress of artworks for the University Link program.
- Commission artists and oversee design development for the D Street to M Street Track Improvement Project.
- Continue design development for the South 200th light rail station.
- Manage temporary artwork installations for the Capitol Hill construction wall and other ST sites as requested.
- Develop commissions for the South Everett and Ash Way Transit Centers.
- Develop remaining commission opportunities within the Sound Move package for future implementation.
- Repaint sculptures at Kent Station, Overlake Transit Center, and Sunset Interchange; repair mosaic work at Kent Station; conduct preventative maintenance and cleaning of artworks throughout the system; and survey condition of art collection to schedule future maintenance.
- Develop a master plan for artwork integration for the overall ST2 system.
- Begin artwork design for Brooklyn, Roosevelt, and Northgate Stations for North Link.
- Commission two lead artists and oversee development of artwork integration opportunities for the East Link program.

Transit Oriented Development

The Sound Transit Board established the Transit Oriented Development (TOD) program in 1997. Its mission is to create transit supported development and communities at Sound Transit facilities and station areas by working with local jurisdictions, property owners, and developers.

In 2011, the operating budget for TOD is focused on 100% design work for Capitol Hill Nagel Place Extension and land use. In addition, due diligence will be conducted on surplus property at the Beacon Hill and Mount Baker Stations.

Other Agency Projects Budgets

(\$000s)

Project Name	Adopted 2011 Budget
<i>Operating</i>	
Fare Administration	1,236
Research & Technology	240
S <i>Tart</i>	92
Transit Oriented Development	235
<i>Capital</i>	
Fare Integration	2,648
Research & Technology	786
S <i>Tart</i>	1,010
Other Agency Projects Total	6,247

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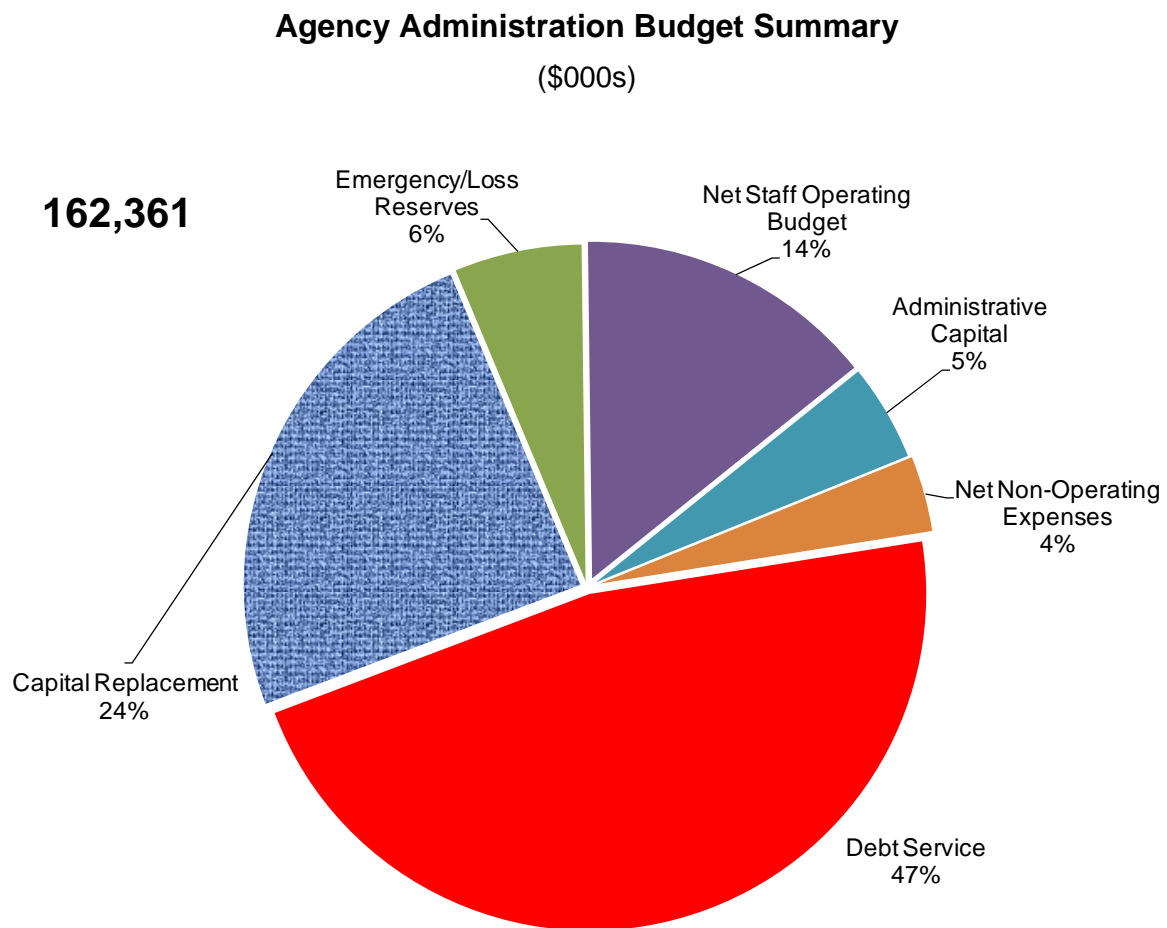
AGENCY ADMINISTRATION

Agency Administration Budget

The Agency Administration section includes staff operating budgets (expenditures for salary and benefits and related agency costs) for all departments except for Service Delivery and ORCA Regional Operations staff. Service delivery staff costs are included in the Service Delivery budget. ORCA Regional Operations staff provides fully reimbursed services, an explanation of these costs is provided later in this section.

Agency Administration also includes several non-staff budgets, including administrative capital, debt service, net non-operating expenses, ORCA Regional Operations, reserves for capital replacement, and an emergency/loss fund. Details on these budgets are provided at the end of this section.

Department organization charts and scorecards outlining 2011 initiatives and performance outcomes supplement the staff operating budgets included in this section.



Agency Administration Budget Summary

(\$000s)

	Adopted 2011 Budget
Staff Operating Costs	
Total Staff Operating Costs ¹	78,205
Less Direct Charges to Project Delivery	(23,534)
Less Allocations to Service Delivery	(11,447)
Less Allocations to Project Delivery	(19,822)
Net Staff Operating Costs	23,401
Non-Staff Budgets ²	
Operating	
Debt Service - Operating	59,800
Net Non-Operating Expenses	5,890
ORCA / Regional Expenses	897
ORCA Reimbursement	(897)
Capital	
Administrative Capital	7,553
Debt Service - Capital	16,099
Reserves ³	
Capital Replacement	39,690
Emergency/Loss	9,928
Total Non-Staff Budgets	138,960
Total Agency Administration	162,361

- 1 From 2011, total staff operating costs will not include depreciation for administrative assets.
- 2 From 2011, Planning & Development, Research & Technology, STart, and TOD will be part of Project Delivery.
- 3 From 2011, Agency Administration Non-Staff budgets include reserves for Capital Replacement and an Emergency/Loss fund.

Staff Operating Budget

The staff operating budget includes all Agency employees, with the exception of Service Delivery and ORCA Regional Operations staff. Operations Department and Finance and Information Technology Department staff that work directly in support of Service Delivery (bus, commuter rail, and light rail modes) are accounted for in the Service Delivery budget (see page 29). Finance and Information Technology Department staff that work directly in ORCA Regional Services are accounted for in a budget for regional services that is fully reimbursed by participating transit agencies (see page 143).

Staff operating budget includes salaries and benefits, training and travel, communications, materials and supplies, utilities, insurance, leases and rentals, temporary or consulting support, and other miscellaneous expenses.

From the total staff operating budget, costs associated with staff that directly charge to projects are deducted. After direct charges are deducted, the remaining staff operating budget is partially allocated to Service Delivery and Project Delivery based on utilization of agency administrative resources. The remainder is the net staff operating budget.

Agency Staff Operating Budget Summary

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	27,185	30,571	30,228	35,945
Benefits	14,423	18,240	17,065	20,389
Subtotal	41,608	48,812	47,293	56,333
Services				
Accounting/Auditing	394	610	408	865
Advertising/Marketing	477	476	286	649
Consultant/Management	3,497	4,417	3,637	4,534
Inter-local Agreements	766	999	697	897
Legal	377	490	206	565
Maintenance	348	258	194	418
Other Services	2,284	1,342	828	1,710
Printing/Binding	383	474	321	454
Services	-	-	-	155
Software & Hardware Maintenance	970	1,720	1,154	1,644
Subtotal	9,496	10,787	7,729	11,891
Materials and Supplies				
Office Supplies	322	313	199	255
Other Materials & Supplies	424	404	376	563
Postage	31	48	15	42
Small Equipment/Furniture	267	406	352	603
Subtotal	1,043	1,171	942	1,463
Miscellaneous Expenses				
Books & Subscriptions	94	118	125	117
Contingency	10	150	-	250
Dues & Memberships	251	316	241	344
Other Misc. Expenses	1,307	1,414	1,190	1,712
Training	121	253	174	232
Travel & Meetings	160	424	237	388
Subtotal	1,941	2,676	1,966	3,043
Leases and Rentals				
Admin Facilities Rental	1,626	1,986	2,537	2,544
Leased Furniture & Equip	158	151	148	123
Leased Vehicles/Parking	290	308	332	300
Meeting Space	-	17	12	53
Subtotal	2,074	2,462	3,030	3,019
Other Expenses				
Utilities	583	611	485	660
Insurance	1,866	2,440	2,082	2,334
Taxes	32	14	2	11
Interest Expense	5	27	3	5
Subtotal	2,486	3,092	2,572	3,010
TOTAL STAFF OPERATING*	58,649	69,000	63,532	78,758

*Does Not include Service Delivery and ORCA Regional Staff costs

Agency Staff Operating Change Summary

<i>In \$000s</i>	2010 Budget	2011 Adopted	\$ Change	% Change
Salaries and Benefits				
Salaries	30,571	35,945	5,373	18%
Benefits	18,240	20,389	2,148	12%
Subtotal	48,812	56,333	7,522	15%
Services				
Accounting/Auditing	610	865	255	42%
Advertising/Marketing	476	649	173	36%
Consultant/Management	4,417	4,534	117	3%
Inter-local Agreements	999	897	(102)	-10%
Legal	490	565	75	15%
Maintenance	258	418	160	62%
Other Services	1,342	1,710	369	27%
Printing/Binding	474	454	(20)	-4%
Services	-	155	155	-%
Software & Hardware Maintenance	1,720	1,644	(76)	-4%
Subtotal	10,787	11,891	1,104	10%
Materials and Supplies				
Office Supplies	313	255	(59)	-19%
Other Materials & Supplies	404	563	159	39%
Postage	48	42	(7)	-14%
Small Equipment/Furniture	406	603	198	49%
Subtotal	1,171	1,463	291	25%
Miscellaneous Expenses				
Books & Subscriptions	118	117	(1)	-1%
Contingency	150	250	100	67%
Dues & Memberships	316	344	28	9%
Other Misc. Expenses	1,414	1,712	298	21%
Training	253	232	(21)	-8%
Travel & Meetings	424	388	(36)	-8%
Subtotal	2,676	3,043	367	14%
Leases and Rentals				
Admin Facilities Rental	1,986	2,544	558	28%
Leased Furniture & Equip	151	123	(28)	-19%
Leased Vehicles/Parking	308	300	(9)	-3%
Meeting Space	17	53	36	213%
Subtotal	2,462	3,019	557	23%
Other Expenses				
Utilities	611	660	49	8%
Insurance	2,440	2,334	(106)	-4%
Taxes	14	11	(3)	-24%
Interest Expense	27	5	(22)	-82%
Subtotal	3,092	3,010	(82)	-3%
TOTAL STAFF OPERATING*	69,000	78,758	9,759	14%

*Does Not include Service Delivery and ORCA Regional Staff costs

Staffing Plan

The staffing plan for Agency Administration is summarized in this section with more detail provided in Appendix A. Also included is an Agency Administration staffing summary table that identifies, by department, the number of FTEs that are direct charged to projects.

The Board's budget policy vests authority to the CEO to add, move, or delete positions while maintaining authority over Agency staff expenditures through its authorization of the budget amount.

The Agency maintains a long-term staffing plan which allows Agency management to confirm that staffing levels fall within the Agency's financial resources.

Agency Administration Staffing Plan Summary

Agency Administration	Filled At End of December 2010	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Executive	61.00	67.00	67.00	3.00	10.00	80.00
Finance and Information Technology	81.75	88.75	88.75	(3.50)	5.00	90.25
Legal	12.00	15.00	14.00	-	1.00	15.00
Design, Engineering & Construction Management	140.00	149.00	149.00	-	37.00	186.00
Communications & External Affairs	33.75	34.75	34.75	1.00	3.00	38.75
Operations	46.60	51.60	51.60	1.40	4.00	57.00
Planning, Environment & Project Development	38.00	39.00	40.00	-	2.00	42.00
Agency Administration Total	413.10	445.10	445.10	1.90	62.00	509.00

Direct and Non-Direct Charge Staffing Plan Summary

Agency Administration	Direct Charge Project Delivery Staffing	Non-Direct Charge Agency Admin Staffing	2011 Agency Admin Staffing
Executive	-	80.00	80.00
Finance and Information Technology	-	90.25	90.25
Legal	-	15.00	15.00
Design, Engineering & Construction Management	181.00	5.00	186.00
Communications & External Affairs	-	38.75	38.75
Operations Department	-	57.00	57.00
Planning, Environment & Project Development	19.00	23.00	42.00
Agency Administration Total	200.00	309.00	509.00

Staff Budget Analysis

The following tables show staff budget changes from the prior year by department and expense category.

Staff Budget Changes by Department

(\$000s)

Department	Adopted 2010 Budget	Adopted 2011 Budget	\$ Change	% Change
Capital Projects ¹	2,965	-	(2,965)	-
Central Costs ²	2,193	2,727	534	24
Communications and External Affairs	6,396	7,555	1,159	18
Design Engineering & Construction Mgmt ¹	-	21,544	21,544	-
Executive	9,530	11,338	1,808	19
Finance and Information Technology	18,330	18,019	(311)	-2
Legal	2,519	2,744	225	9
Link Light Rail ¹	14,719	-	(14,719)	-
Operations	6,680	8,099	1,419	21
Planning, Environment & Project Dev	5,667	6,179	512	9
Total Staff Operating Budget	69,000	78,205	9,205	13
Less Direct Charges to Project delivery ³	-	(23,534)	(23,534)	-
Less Allocations to Service Delivery	(11,225)	(11,447)	(222)	2
Less Allocations to Project Delivery ³	(36,354)	(19,822)	16,532	(45)
Net Staff Operating Budget	21,421	23,401	1,980	9

- (1) Capital Projects and Link Light Rail Departments merged in 2010 to form the new Design, Engineering & Construction Management Department.
- (2) Central Costs are primarily administrative facilities rent and applies to the Agency as a whole and no department in particular. In 2011, depreciation on administrative assets will not be included in Central Costs as it is a non-cash expense.
- (3) For the Adopted 2010 Budget, allocations to Project Delivery also included direct charges to Project Delivery, so comparisons to Adopted 2011 Budget are not consistent.

Staff Budget Changes by Expense Category

(\$000s)

Category	Adopted 2010 Budget	Adopted 2011 Budget	\$ Change	% Change
Salaries & Benefits	48,812	55,985	7,173	15
Services	10,787	11,691	904	8
Materials & Supplies	1,171	1,462	291	25
Miscellaneous Expenses	2,676	3,039	363	14
Leases & Rentals	2,462	3,019	557	23
Other Expenses	3,092	3,009	(83)	(3)
Total Staff Operating Budget ¹	69,000	78,205	9,205	13
Less Direct Charges to Project delivery ²	-	(23,534)	(23,534)	-
Less Allocations to Service Delivery	(11,225)	(11,447)	(222)	2
Less Allocations to Project Delivery ²	(36,354)	(19,822)	16,532	(45)
Net Staff Operating Budget	21,421	23,401	1,980	9

- (1) From 2011, the Total Staff Operating Budget will not include depreciation for administrative assets. The Adopted 2010 Budget for Total Staff Operating costs in the above table also excludes depreciation for comparison with the Adopted 2011 Budget.
- (2) For the Adopted 2010 Budget, allocations to Project Delivery also included direct charges to Project Delivery, so comparisons to Adopted 2011 Budget are not consistent.

Adopted 2011 Staff Budget Compared to Adopted 2010 Staff Budget

The Adopted 2011 Total Staff Operating Budget of \$78.2 million represents a \$9.2 million or 13 percent increase to the Adopted 2010 Budget. The Adopted 2011 Budget is based on a staffing plan of 509.0 FTEs, which includes 62.0 new FTEs or a 14 percent increase to the current staffing plan. This budget increase can be attributed to:

Delivery of the Capital Program

To date, the Agency has substantially transitioned light rail capital staff from work on the Initial Segment to University Link and North Link. In 2011, the Agency will see increased preliminary engineering and final design activity on North Link (from the UW station to Northgate), East Link, and the North Corridor HCT projects, in addition to expanding construction activity on University Link.

An additional 45 FTEs and \$4.0 million of the staff budget increase are in support of this ramp-up in capital. This increase will fund added positions in Design, Engineering, and Construction Management; Executive (construction safety positions, quality assurance, and procurement positions); additional support in Legal; and one additional project manager in PEPD. Also included is funding to study noise mitigation inventory and options development.

Delivery of Services

In 2011, a full year of service added during 2010 is reflected in the Adopted 2011 Budget. In addition, staff has identified areas where additional support would enhance efficiency.

An additional 8 FTEs and \$1.7 million of the staff budget increase support Agency operations. Those positions directly involved in transit operations are presented in the Service Delivery section of the Adopted 2011 Budget. This Budget includes the following support positions: one in operational security; four related to customer service; three in Communications and External Affairs; one in the Operations Department, fleet and facilities planning, and service planning in the Operations department. This also funds consulting services to provide analysis of Tacoma Link rider demographics and evaluation of tradeoffs between parking fees and Link fares.

Support of the Larger Organization

Additional resources will be needed in selected support areas of the organization as the Agency implements the ST2 work program. An additional 10 FTEs and \$1.5 million of the staff budget increase staff in human resources, records management, asset management, business information reporting, goods and services procurement, IT systems, non-revenue fleet management, and environmental compliance.

Changes to Base Costs

Beyond these changes, the Budget includes an increase of \$2.0 million in annualized costs for new positions and other costs that were approved as part of the 2010 Budget, and phased in during the 2010 budget year.

Staff Budget Changes in Base versus Changes in Activities

(\$000s)

Adopted 2010 Staff Operating Budget			69,000
Changes	\$ Change	% Change	
Delivery of the Capital Program	3,985	6	
Delivery of Services	1,729	2	
Support of the Larger Organization	1,467	2	
Changes to Base Costs	2,024	3	
Total Change			9,205
Adopted 2011 Staff Operating Budget			78,205

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Executive Department



Executive

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	4,456	4,600	4,725	5,841
Benefits	2,330	2,633	2,611	3,228
Subtotal	6,786	7,233	7,336	9,069
Services				
Accounting/Auditing	0	0	0	400
Advertising/Marketing	0	8	0	5
Consultant/Management	509	918	501	621
Inter-local Agreements	5	0	0	0
Maintenance	0	2	0	2
Other Services	636	546	306	616
Printing/Binding	14	31	5	31
Software & Hardware Maintenance	1	0	1	1
Subtotal	1,165	1,505	813	1,676
Materials and Supplies				
Office Supplies	31	22	26	26
Other Materials & Supplies	114	95	79	178
Postage	0	5	0	1
Small Equipment/Furniture	40	50	20	50
Subtotal	185	172	126	255
Miscellaneous Expenses				
Books & Subscriptions	7	24	22	18
Contingency	10	150	0	250
Dues & Memberships	35	52	49	52
Other Misc. Expenses	108	232	146	347
Training	22	46	42	58
Travel & Meetings	46	88	67	93
Subtotal	228	593	326	817
Leases and Rentals				
Admin Facilities Rental	0	0	0	0
Leased Furniture & Equip	1	1	1	0
Leased Vehicles/Parking	0	0	0	0
Meeting Space	0	8	8	48
Subtotal	1	9	9	48
Other Expenses				
Utilities	71	18	39	28
Taxes	0	0	0	0
Subtotal	71	18	39	28
TOTAL	8,436	9,530	8,650	11,892



**2011 SCORECARD
DIVERSITY PROGRAM OFFICE**

MISSION STATEMENT

To influence stakeholders so that Sound Transit improves mobility for Central Puget Sound in ways that include the diverse people of the region.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Ensure that optimal Small Business and Disadvantaged Business Enterprise (SB/DBE) goals are established on all eligible contracts, and that contractor Small Business and DBE commitments are achieved 2. Complete an objective analysis of the effectiveness and value of the Project Labor Agreement (PLA) 3. Ensure all Title VI and DBE requirements are updated, implemented, and in compliance with the Code of Federal Regulations 49, Part 26 	<ul style="list-style-type: none"> ▪ Small Business and Disadvantaged Business Enterprise (SB/DBE) goals are established on all applicable Sound Transit contracts and contractors meet or exceed their Small Business and DBE commitments ▪ ST Executive Leadership Team is provided an analysis of the pros and cons and "Lessons Learned" relating to the PLA by 2nd Quarter 2011 ▪ Title VI/DBE program submittals are prepared, updated, and implemented, consistent with the provisions of the Code of Federal Regulations 49, Part 26, and are subsequently submitted to and approved by the FTA
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Consistently integrate into our presentations to external stakeholders the message that they are vested in state-of-the-art transportation system that Sound Transit is delivering through the strategic inclusion of all the diverse people of the Puget Sound region, via Small and DBE firms 	<ul style="list-style-type: none"> ▪ A comprehensive communications strategy is developed and implemented by 2nd Quarter 2011 that incorporates the delivery of a consistent message of "ownership" to external stakeholders



**2011 SCORECARD
DIVERSITY PROGRAM OFFICE**

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">STEWARDSHIP OF RESOURCES</p>	<p>Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments</p>	<ol style="list-style-type: none"> 1. Train DPO team members in quality process management that will enable them to streamline their work activities and make optimal use of resources 2. Maintain department/division spending within approved 2011 staff/operating budget 3. Confirm that Small Business and Disadvantaged Business Enterprise goals are established on department/division procurements whenever practicable and ensure that those goals are achieved 	<ul style="list-style-type: none"> ▪ Efficiency of each Diversity Program Office team member will be strengthened by 1st Quarter 2011, enabling greater productivity relative to resources available ▪ DPO will meet its budget commitment to the Agency ▪ Whenever practicable, Small Business & Disadvantaged Business Enterprises goals are established on department /division procurements and those goals are met or exceeded
<p style="text-align: center;">ORGANIZATIONAL VIBRANCY</p>	<p>Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission</p>	<ol style="list-style-type: none"> 1. Document DPO methods and procedures, thereby enabling consistency of administration and accountability for performance 2. Promote professional development through training, growth opportunities, and challenging work assignments 3. Develop a recognition program for internal stakeholders citing their demonstrated commitment to Small Business/ DBE utilization 4. Sponsor a training initiative that fosters understanding of the concept and practical application of "inclusion" 	<ul style="list-style-type: none"> ▪ An Operations Manual is developed that documents the critical DPO methods and procedures ▪ Quarterly recognition of commitment is accorded ▪ Senior Management Team has received "Inclusion" training by the 2nd Quarter 2011 ▪ At least 28% of ST jobs posted will be filled through internal promotions ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training / professional development. 50% of managers/ supervisors will receive 32 hours of leadership / management training



**2011 SCORECARD
DIVERSITY PROGRAM OFFICE**

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">OPEN & TRANSPARENT COMMUNICATION</p>	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders</p>	<ol style="list-style-type: none"> 1. Develop a comprehensive communications strategy to promote, recognize publicize, and consistently disseminate to stakeholders comprehensive information about the utilization of Small Business and DBE firms relative to Sound Transit procurement contracts 2. Strengthen stakeholder relationships through "high value – high touch" communications 	<ul style="list-style-type: none"> ▪ A communications plan is implemented to provide consistent communications to internal and external stakeholders about the activities and achievements within the Agency's SB/DBE Programs. ▪ Enhanced public perception of "how good we are!"



2011 SCORECARD HUMAN RESOURCES

MISSION STATEMENT

We exist to provide quality innovative HR services, as a strategic partner to ensure organization effectiveness. Believing employees are our most valuable asset, we strive to uphold the integrity of Sound Transit's mission and values.

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Partner with departments to identify staffing needs and timelines to ensure that positions are filled as scheduled 2. Ensure that compensation and benefits plans are competitive to attract and retain existing employees needed to complete projects 3. Ensure that employee relations processes and HR policies are up to date and support the managers and employees in completing the voter approved programs and projects 	<ul style="list-style-type: none"> ▪ Positions filled within industry standard for a selection & hiring process ▪ 20 or more positions filled per quarter ▪ New benefit plans in place January 2012 ▪ Classification and Compensation reviews on a case by case basis and reported quarterly ▪ Policy review conducted and communicated to employees
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Continue to enhance HR processes and service delivery practices 2. Evaluate Best Practices related to key HR functions 	<ul style="list-style-type: none"> ▪ Continue HR Process improvement and automation initiatives using E-1 data to ensure accuracy of performance management employee data ▪ Identify recommendations and implement Best Practice for NeoGov records maintenance by 1st Quarter 2011
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human, and environmental resources and accountability for commitments	<ol style="list-style-type: none"> 1. Ensure that HR transactions are within guidelines and handled appropriately 2. Prepare and submit all legally required documents and reports are filed in a timely manner 3. Update Affirmative Action Plan statistics on an annual basis 4. Monitor budget/spending on a quarterly basis 	<ul style="list-style-type: none"> ▪ Zero audit findings ▪ 100% of required reports OSHA, Vets 100, etc. filed on time ▪ Zero Equal Employment Opportunity or internal complaints ▪ All Quarterly Affirmative Action / Employment Opportunity reports submitted to executive leadership team ▪ Department/division spending maintained within the approved 2010 staff/operating budget



2011 SCORECARD HUMAN RESOURCES

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission	<ol style="list-style-type: none"> 1. Ensure that internal policies and procedures are up to date and clearly understood 2. Recruiting staff committed to ensuring that diverse applicant pools are available for hiring manager 3. Provide management and employee training and development opportunities by continuing the Leadership Excellence Program for upper management, the Manager Excellence Program for mid management and their teams, the Project Management training, and the Individual Contributor Programs for employees at all levels 4. Continue to evaluate and improve the employee On-Boarding Program 5. Motivate and retain ST employees 	<ul style="list-style-type: none"> ▪ Current HR Policies updated and new initiatives considered ▪ ST employee profile reflects the diversity of the Puget Sound Region as determined by Affirmative Action Plan availability rates ▪ On-boarding process improvements for new employees ▪ 50% of managers/supervisors will receive 32 hours of leadership/ management training ▪ 80% of employees receive at least 16 hours of training / professional development ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ ST's Performance Management Program re-vamped ▪ At least 28% of ST jobs posted will be filled through internal promotions ▪ New employees receive a consistent overall orientation to the Agency ▪ Benefit and compensation plans reviewed for upgrades and additions ▪ ST Succession Planning initiative developed and implemented ▪ Employee Turnover: 12%
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation, and improve service by providing consistent and effective communications to all stakeholders.	<ol style="list-style-type: none"> 1. Develop communications strategy to effectively communicate Human Resources priorities, policies, and changes that impact employees at all level 	<ul style="list-style-type: none"> ▪ Draft communications plan prepared and implemented to provide consistent communications to employees ▪ Employee survey conducted to obtain raw data regarding opportunities and improvement areas



2011 SCORECARD INTERNAL AUDIT

MISSION STATEMENT

Provide assurance regarding the adequacy of internal controls to the Board of Directors and management through independent and objective audit and advisory services.

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget		
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services		
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments	<ol style="list-style-type: none"> Complete audit program focusing on identifying potential improvements to efficiency or effectiveness Develop Fraud, Waste and Abuse Hotline/reporting tool by March 30, 2011 	<ul style="list-style-type: none"> Annual work plan Develop by December 15. Management satisfaction survey results demonstrate Internal Audit Division is valued by management At least 90 percent of audit plan completed Minimum of one Third Party Contractor audit completed annually Minimum of one performance audit completed every other year, as determined by State Auditor's work plan Annual Division Self-Evaluation conducted in accordance with professional standards
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission		
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders	<ol style="list-style-type: none"> Prepare quarterly and annual internal audit reports to the Audit Reporting Committee 	<ul style="list-style-type: none"> Annual report prepared by January 31 Management satisfaction survey results demonstrate Internal Audit Division is valued by management.



2011 SCORECARD PROCUREMENT AND CONTRACTS DIVISION

MISSION STATEMENT

Making a difference through exceptional procurement services.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Provide timely and proper contract action to facilitate project delivery goals 2. Determine contracting strategy that best meets the needs of community, project, and ST 3. Exercise control over Change Orders to: <ul style="list-style-type: none"> ▪ Control scope creep by contract compliance monitoring ▪ Control cost thru cost analysis and negotiations 4. Timely closeout of contracts 	<ul style="list-style-type: none"> ▪ 75% of Micro and Small Purchase PO's (below \$100k) issued within 30 days of receipt of requisition ▪ 75% of formal contracts (over \$100k) executed within 180 days of receipt of requisition ▪ 75% of change orders issued within 60 days of receipt of Request for Change ▪ Achieve 10% cost savings in contract award and change orders ▪ 75% of contract closeout processed within 90 days from date of final acceptance
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Continuous process improvement to respond to customer goals and expectations while providing exceptional customer service 2. Take a leadership role in local business/contracting community 3. Partner with Diversity to support Small Business and DBE participation 	<ul style="list-style-type: none"> ▪ Quarterly customer outreach sessions with internal customers to provide training or address concerns and questions ▪ Participation in five local business/Small Business/DBE contracting outreach events to promote participation in ST business ▪ Construction general conditions standardized by 3rd Quarter 2011 ▪ Close-out procedures developed for construction projects and implement training for ST PM's, by 4th Quarter 2011



2011 SCORECARD PROCUREMENT AND CONTRACTS DIVISION

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human, and environmental resources and accountability for commitments	<ol style="list-style-type: none"> 1. Assist departments with contract administration to ensure vendor performance 2. Practice cradle-to-grave contract administration with major procurements 3. Executed contracts are held in compliance with State and Federal regulations 4. Division practices are in compliance with and in support of ST ESMS goals and measures for procurement and contracting 5. Plan and budget division activities to ensure fiscal conservativeness 	<ul style="list-style-type: none"> ▪ Each professional staff will participate in minimum of 2 cradle-to-grave procurement and contract administration ▪ 100% of applicable contracts undergo internal review, where required ▪ Negligible audit findings ▪ 2011 ST sustainability targets as they relate to Procurement and Contracts met ▪ Division spending within the approved 2011 budget
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission	<ol style="list-style-type: none"> 1. Ensure professional development through training, growth opportunities, and challenging work 2. Manage, recognize, measure, and compensate performance that focuses on the mission, goals, and initiatives 3. Build and develop valued teams with ownership of agency goals 	<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training/professional development. 50% of managers/supervisors receive 32 hours of leadership/management training (through 2010) ▪ 100% of performance reviews are completed and submitted to HR within 30 days of anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions ▪ Minimum of 50% of Procurement and Contracts Division staff are professionally certified
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation, and improve service by providing consistent and effective communications to all stakeholders	<ol style="list-style-type: none"> 1. Professional approach and follow through in all manner of communications 2. Provide meaningful, transparent, and timely debriefings to unsuccessful proposers 3. Ensure full and open competition and reduce Sole Source procurements 	<ul style="list-style-type: none"> ▪ Contracts helpdesk and E-bid assistance requests responded to within 1-business day ▪ Procurement and Contracts Division roles and responsibilities defined and presented to ST Managers and/or Executive Leadership Team ▪ Vendor debriefings conducted within 30 days after contract award ▪ Sole Source contracts limited to an average of 0.25% of monthly contract award value



2011 SCORECARD SAFETY & QUALITY ASSURANCE

MISSION STATEMENT

To provide quantifiable, effective, responsible stewardship of ST resources to foster a safe and secure environment that can leverage our strengths and establish beneficial partnerships that create compliant and quality services based on professional knowledge and experience.

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Uniformly communicate Safety & Quality Management goals to consultants, contractors and outside government agencies 2. Integrate Safety and Quality Management programs into the project management processes for design & construction to develop a Safety Culture and to strive for better than average quality 3. Manage reviews of Safety & QA with final signoff on acceptance 4. Monitor performance of Design and Construction Processes 	<ul style="list-style-type: none"> ▪ Consistency achieved through centralized review process and weekly reporting to Executive Management ▪ Submittals approved in 2 re-submittals or less ▪ Submittal responses delivered on-time ▪ Audit findings responded to within 30 days
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Increase worksite safety awareness 2. Conduct audits & surveillances to assess the performance and service delivery of the agency 	<ul style="list-style-type: none"> ▪ Timely response and closeout of comments and issues with regulatory authorities with a tracking log ▪ Timeliness of audit finding corrective plans received by due date ▪ Audits performed as planned based on project schedule
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments	<ol style="list-style-type: none"> 1. Provide comprehensive Personal Protective Equipment (PPE) plan 2. Complete Job Hazard Analysis for all ST positions 3. Perform design and submittal reviews to report compliance of design and construction 	<ul style="list-style-type: none"> ▪ All field personnel properly equipped with PPE ▪ Lost time for ST employees less than previous period ▪ Follow-up & resolution of design review comments prior to next milestone



2011 SCORECARD SAFETY & QUALITY ASSURANCE

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission	<ol style="list-style-type: none"> 1. Provide training to supervisors/managers on employee development and performance planning 2. Provide a safe work environment 3. Conduct Employee Survey to Assist in Determining Opportunities for Improvement 4. Develop an Action Plan Based on Employee Input 	<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training / professional development. 50% of managers/ supervisors will receive 32 hours of leadership/ management training (through 2010) ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders	<ol style="list-style-type: none"> 1. Uniformly communicate Safety & Quality Management goals to consultants, contractors, stakeholders, and outside government agencies 2. Increase community and worksite safety awareness 	<ul style="list-style-type: none"> ▪ Enhanced and improved service and communication will be consistently provided to all stakeholders through scheduled safety and quality training



2011 SCORECARD SECURITY

MISSION STATEMENT

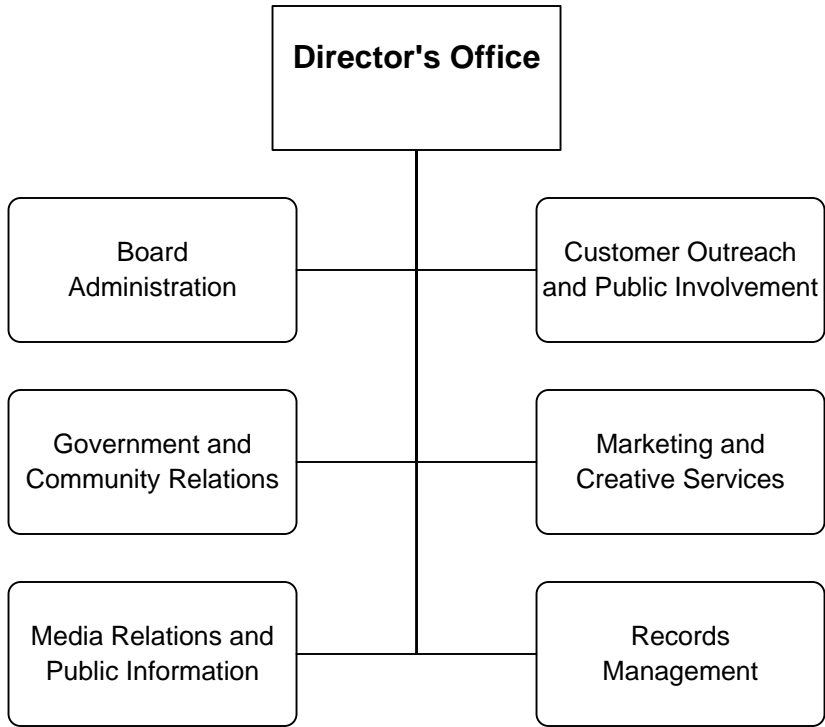
The Sound Transit Security Division is dedicated to maintaining a safe, secure, and comfortable environment for the public and employees through the use of innovative technology, proactive analysis and reasoned response.

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> Adhere to effective project management techniques through control of scheduling, scope-of-work, and design 	<ul style="list-style-type: none"> Design and carry out projects on-time and within budget 100% of project designs meet established security criteria and quality checks before moving to the next phase 80% of security design reviews completed on or before DECM deadlines 80% of DECM inquiries responded to within one business day
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> Create and maintain a secure environment for customers and employees Provide responsive customer service; reduce the incidence and/or perception of crime on ST service or in ST facilities Increase fare collection rate for ST through effective fare enforcement 	<ul style="list-style-type: none"> Meet or exceed 2009 customer service rating Maintain fare evasion rate \leq 2.5% Decrease number of security-related incidents by establishing a baseline of incidents per 100,000 passengers by service mode 100% of planned threat and vulnerability assessments completed
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments	<ol style="list-style-type: none"> Seek new, non-tax based sources of revenue Utilize products and partners who adhere to the practices of environmental sustainability Find ways to decrease consumption of resources 	<ul style="list-style-type: none"> Pursue all available source of funding including grants and partnerships Use product suppliers and vendors who use environmentally sustainable practices and materials Manage Securitas Contract within approved annual budget

2011 SCORECARD SECURITY

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">ORGANIZATIONAL VIBRANCY</p>	<p>Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission</p>	<ol style="list-style-type: none"> 1. Recruit, retain and motivate highly qualified, talented people both at ST and our contract partners 	<ul style="list-style-type: none"> ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 100% of employees receive at least 16 hours of training / professional development. 100% of managers / supervisors will receive 32 hours of leadership / management training
<p style="text-align: center;">OPEN & TRANSPARENT COMMUNICATION</p>	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders</p>	<ol style="list-style-type: none"> 1. Enhance relationship with ridership and the public 2. Improve communication with customers and transit partners, especially during service disruptions 3. Increase market share by providing safe environment 4. Improve internal communications 	<ul style="list-style-type: none"> ▪ Improve customer feedback procedures to ensure consistent and accurate response ▪ Develop internal and external web resources ▪ Improve communication plans

**Communication and
External Affairs**



Communications and External Affairs

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	2,316	2,244	2,339	2,510
Benefits	1,303	1,447	1,410	1,544
Subtotal	3,618	3,692	3,749	4,054
Services				
Advertising/Marketing	370	351	222	481
Consultant/Management	859	375	811	928
Inter-local Agreements	5	199	189	197
Maintenance	51	33	18	38
Other Services	234	145	76	85
Printing/Binding	49	80	36	95
Subtotal	1,568	1,183	1,352	1,823
Materials and Supplies				
Office Supplies	44	16	19	23
Other Materials & Supplies	14	27	6	25
Postage	0	2	0	1
Small Equipment/Furniture	11	16	4	36
Subtotal	69	60	29	85
Miscellaneous Expenses				
Books & Subscriptions	3	2	2	7
Dues & Memberships	8	210	156	224
Other Misc. Expenses	1,011	1,152	993	1,264
Training	10	19	3	12
Travel & Meetings	39	60	42	59
Subtotal	1,071	1,442	1,196	1,566
Leases and Rentals				
Leased Furniture & Equip	2	0	0	7
Leased Vehicles/Parking	0	0	0	0
Meeting Space	0	0	4	2
Subtotal	2	0	4	8
Other Expenses				
Utilities	17	19	18	19
Subtotal	17	19	18	19
TOTAL	6,345	6,396	6,348	7,555



2011 SCORECARD COMMUNICATIONS AND EXTERNAL AFFAIRS

MISSION STATEMENT

Strengthen the Sound Transit brand by improving the relationship with people who use our services; convincing more people to begin using our services; and, better educating the public and elected officials about the benefits of Sound Transit.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Help secure federal funding assumptions in the ST Finance Plan 2. Explore state policy changes in support of ST2 implementation and develop legislation to achieve those policy changes 3. Support timely development and adoption of third party agreements 4. Consistent support of organizations and associations involved in improving transit policy, education and funding 	<ul style="list-style-type: none"> ▪ Prioritized Congressional appropriations requests submitted and House, Senate, and final conference funding encouraged for each ▪ Third party letters of support for ST grant applications generated. ▪ State legislative agenda developed and delivered ▪ Third party agreements needed in 2011 identified and awareness and support for them with jurisdictions and stakeholders built ▪ Focused engagement with stakeholders (federal, state, regional, and local) to ensure supportive policy decisions and improve visibility of agency
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Develop, monitor and implement a research plan to measure and monitor market share and identify motivating and persuasive strategies and messages 2. Develop and implement annual advertising campaign to build ridership 3. Work with Operations and partner agencies to develop appropriate internal systems for coordination related operational disruptions, enabling accurate information to be delivered to passengers, staff, media, and Board members 4. Improve brand image with customers and potential customers by demonstrating service 	<ul style="list-style-type: none"> ▪ Four research projects executed annually with particular emphasis on ridership development/service delivery, alongside focus on other agency priorities including project development and delivery, stewardship of resources and open and transparent communications ▪ Three percent increase in market share of "choice" customers using Sound Transit in its three-county service area in 2011 ▪ Three percent increase in market share among identified user groups, e.g., ORCA card holders, Regional Reduced Fare Permit (RRFP) holders, and the like ▪ Three percent increase in awareness of Sound Transit services and facilities in 2011 ▪ Input and support provided to Operations for maintaining effective communications with the public ▪ Mobile outreach capacity developed that allows agency staff to travel to sites (e.g., senior centers, community centers, libraries) across the region offering transit information, education and resources. Use 2011 to establish baseline for number of days, number of contacts per year, fare sales, and RRFP issuances



2011 COMMUNICATIONS AND EXTERNAL AFFAIRS SCORECARD

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human, and environmental resources and accountability for commitments.	<ol style="list-style-type: none"> 1. Conduct outreach to news media, jurisdictions and partners to underscore ST financial constraints, agency responses and the need for scope control and management 2. Promote media and blog coverage of agency projects and services and respond to media and stakeholder requests and breaking issues on a timely basis 3. Respond to the deteriorating ability to reach stakeholders through traditional mass media channels by increasing focus on blogs and non-traditional media and one-on-one meetings and personal engagement 4. Expanding Speaker's Bureau impact and develop a ST tours program 	<ul style="list-style-type: none"> ▪ Messages disseminated as requested by Board members, media, staff, and external stakeholders on agency responses to recession-related fiscal impacts ▪ Speakers Bureau activity maintained or increased ▪ Participation in a new program to manage staff- and self-led tours of Central Link initiated, promoted, and tracked
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission	<ol style="list-style-type: none"> 1. Conduct quarterly audits to ensure the department is meeting or exceeding agency performance outcomes 	<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training/professional development. 50% of managers/supervisors receive 32 hours of leadership/management training (through 2010) ▪ 100% of performance reviews are completed and submitted to HR within 30 days of anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions

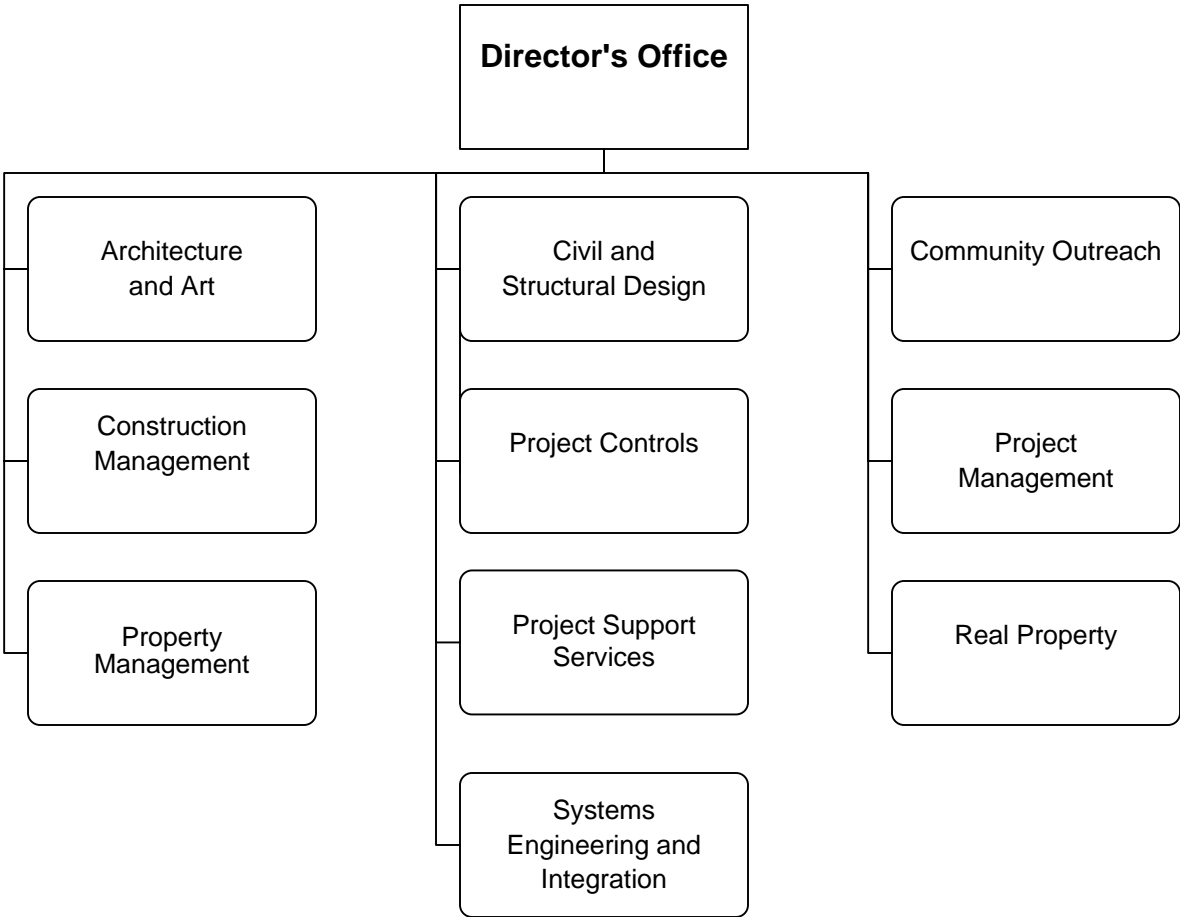


2011 COMMUNICATIONS AND EXTERNAL AFFAIRS SCORECARD

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation, and improve service by providing consistent and effective communications to all stakeholders	<ol style="list-style-type: none"> 1. Continue phased implementation of Web site improvements and conduct online surveys to measure approval rating of the site 2. Continue implementation of an agency social media program and monitor social media sites for positive or negative trends related to ST services 3. Conduct a communications audit to eliminate ineffective communications tools and add new ones where necessary 4. Continue outreach to key audiences including stakeholders, elected officials, and news media, with timely information about agency services, projects, and plans 5. Demystify transit use by involving youth in a three-year K-12 initiative 6. Overcome fragmented media environment by communicating, educating, and providing resources at a grass roots level to specific user bases and under-informed customers 7. Serve as a communications resource to Board members on an individual basis 8. Continue to support the Board's legislative processes and ensure open access to its proceedings and records 	<ul style="list-style-type: none"> ▪ Five percent increase in approval rating of Sound Transit's Web site in 2011 ▪ Increased mentions of Sound Transit services on social media sites ▪ Revised portfolio of communications tools ▪ Procurements supporting the K-12 initiative; secure and act on deliverables related to planning and implementation executed ▪ Number of proactive pitches to news media and bloggers maintain or increased ▪ Agency presence at community fairs and festivals established across the region; 2011 to establish baseline for festival days per year ▪ Four – five customer outreach-oriented events held, in addition to agency's usual slate of events ▪ Board members provided with information to communicate with their own constituents about ST in their areas – what ST has done, what ST is doing, and what ST plans to do in the future ▪ Section of the Board Resource Book devoted to information that is specific to each Board member's area ▪ Board decision-making materials fully developed and made available with adequate time before Committee and Board meetings ▪ Eight-five percent of target audience reached (adults 25 – 54 within three-county service area) with ST advertising ▪ Focused engagement with stakeholders (federal, state, regional, local) to ensure supportive policy and funding decisions and increased visibility of the Agency

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**Design, Engineering,
and Construction
Management**



Design, Engineering & Construction Management

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	9,975	10,701	10,435	13,377
Benefits	5,189	6,333	5,899	7,475
Subtotal	15,164	17,034	16,334	20,853
Services				
Accounting/Auditing	0	0	0	0
Advertising/Marketing	0	2	0	0
Consultant/Management	56	122	49	145
Maintenance	110	0	0	0
Other Services	80	60	73	86
Printing/Binding	4	14	4	8
Software & Hardware Maintenance	0	3	0	0
Subtotal	251	202	126	238
Materials and Supplies				
Office Supplies	28	51	17	37
Other Materials & Supplies	9	35	10	34
Postage	0	1	0	1
Small Equipment/Furniture	13	49	28	37
Subtotal	50	136	55	110
Miscellaneous Expenses				
Books & Subscriptions	13	19	14	19
Dues & Memberships	14	19	14	24
Other Misc. Expenses	12	6	13	3
Training	16	82	32	63
Travel & Meetings	37	115	52	111
Subtotal	92	240	125	219
Leases and Rentals				
Admin Facilities Rental	0	0	0	20
Meeting Space	0	6	0	3
Subtotal	0	6	0	23
Other Expenses				
Utilities	48	67	46	101
Subtotal	48	67	46	101
TOTAL	15,606	17,685	16,687	21,544



2011 SCORECARD
DESIGN, ENGINEERING & CONSTRUCTION MANAGEMENT

MISSION STATEMENT

Design, construct and support light rail, commuter rail and regional express systems and facilities to improve mobility for Central Puget Sound.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p>PROJECT DEVELOPMENT AND DELIVERY</p>	<p>Implement voter approved Sound Transit programs safely, on time and within budget</p>	<ol style="list-style-type: none"> 1. Foster a safe working environment 2. Construct projects in a safe and efficient manner 3. Design and construct projects per approved design criteria and construction plans and specifications 4. Manage schedule effectively 5. Maintain project float throughout the life of the project 6. Manage budget effectively 7. Achieve forecasted expenditure level 8. Manage project contingency over the life of the project 9. Complete risk assessment of major projects and assign adequate contingency to mitigate registered risks 10. Explore and evaluate alternative construction contracting strategies as a means of improving cost effectiveness and shortening delivery times 11. Provide engineering, outreach, real estate and project controls support for corridor planning efforts 	<ul style="list-style-type: none"> ▪ All staff complete appropriate safety training for job function ▪ The injury rate on Sound Transit projects should be lower than the Recordable Injury Rate (RIR) national average ▪ 100% of project designs meet established criteria and quality checks before advancing to the next phase ▪ Total value of all change orders classified as design errors and omission is less than 5% of the contract value ▪ Construction contracts will be kept on or ahead of schedule (Schedule Performance Index [SPI] index of 0.95 or greater) ▪ Maintain positive schedule float throughout the life of the project ▪ Cost Performance Index (CPI) for major contracts should be 0.9 or greater ▪ The annual project expenditures incurred to date should be within +/- 10% of the budgeted amounts ▪ Construction contracts will be completed on or below budget by not allowing contingency expenditures to exceed project progress (contingency Index greater 1.0 or greater) ▪ Risk register for major projects to be updated quarterly to assure adequate contingency for remaining risk ▪ Implement alternative contracting strategies on U-Link and South Link as appropriate ▪ Functional, interdepartmental, matrixed project organizations



**2011 SCORECARD
DESIGN, ENGINEERING & CONSTRUCTION MANAGEMENT**

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> Design and construct customer friendly transit improvements Provide engineering support for facility and system repairs, major maintenance efforts and Operations capital programs 	<ul style="list-style-type: none"> After the opening of the Link system, survey users to determine satisfaction Design and construct facility and system projects within approved scope
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments	<ol style="list-style-type: none"> Maintain project staffing levels (internal and consultant) necessary to complete projects on-time and within budget Establish and monitor sustainability targets for major projects In developing design criteria and construction specifications, consider life-cycle costs of facility/system amenities Develop, implement and maintain a successful STart program 	<ul style="list-style-type: none"> Monitor and report on staff utilization relative to the Agency Staffing plan; maintain staff/consultant hours expended within 95-100% of planned hours Standardize design criteria where possible for systems and facilities to improve cost effectiveness Each major project should meet at least 85% of their annual sustainability targets Ensure Staff operating budget is not overspent Board approval of STart funding strategy for ST2
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward our common mission	<ol style="list-style-type: none"> Ensure professional development through training, growth opportunities and challenging work Manage, recognize, measure and compensate performance that results in successful execution of the Agency mission and goals Build and develop high-performance, matrixed work teams for successful project execution 	<ul style="list-style-type: none"> 100% of employees have a professional development plan that includes opportunities for career development 80% of employees receive at least 16 hours of training / professional development 50% of managers/supervisors will receive 32 hours of leadership/ management training (through 2011) 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date Project management plans define project organizations reflective of project requirements that integrate interdepartmental resources as appropriate

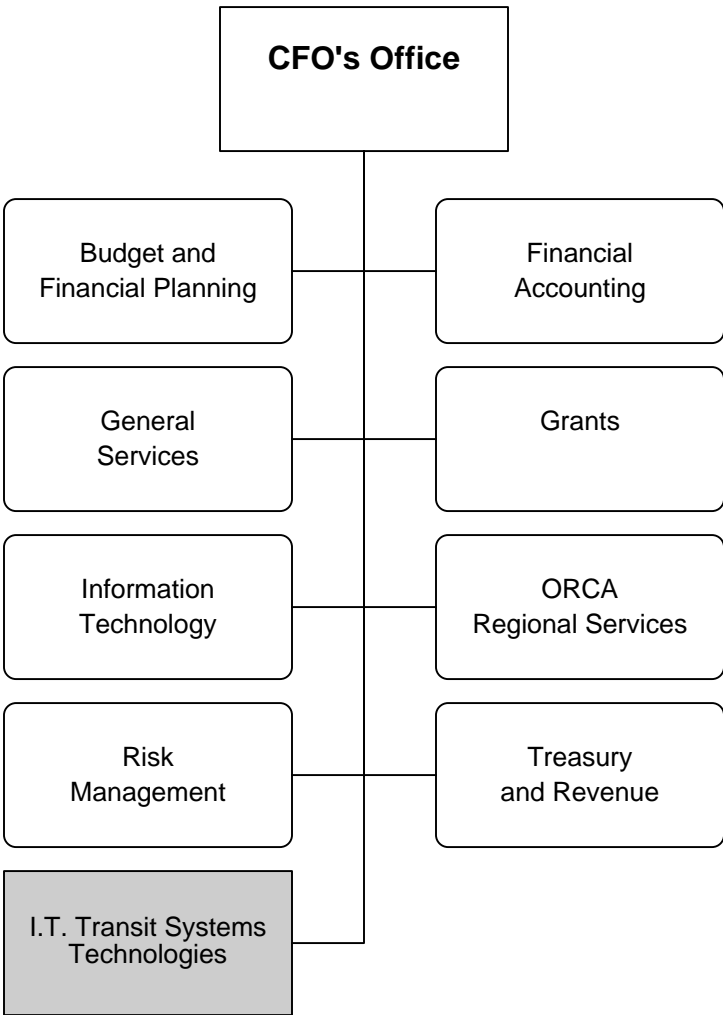


2011 SCORECARD
DESIGN, ENGINEERING & CONSTRUCTION MANAGEMENT

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">OPEN & TRANSPARENT COMMUNICATION</p>	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders.</p>	<ol style="list-style-type: none"> 1. Proactively engage project stakeholders and community interests during all project phases 	<ul style="list-style-type: none"> ▪ Outreach plans developed and implemented for each major project ▪ Timely responses to inquiries and regular briefings of the Board of Directors, Board Committees and interested stakeholders including the FTA and PMOC ▪ Produce and distribute monthly progress report ▪ Maintain records management system to facilitate response to public disclosure requests

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Finance and Information Technology



= Staff costs included in Agency Administration section of Budget
 = Staff costs included in Service Delivery section of Budget

Finance and Information Technology

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	5,003	5,658	5,650	6,027
Benefits	2,844	3,515	3,278	3,554
Subtotal	7,847	9,172	8,928	9,581
Services				
Accounting/Auditing	394	610	408	465
Advertising/Marketing	0	0	0	0
Consultant/Management	1,709	1,809	1,841	1,555
Inter-local Agreements	555	800	507	700
Legal	45	150	0	50
Maintenance	2	1	0	1
Other Services	606	202	194	241
Printing/Binding	292	305	202	282
Software & Hardware Maintenance	970	1,717	1,151	1,643
Subtotal	4,572	5,595	4,302	4,936
Materials and Supplies				
Office Supplies	195	203	121	146
Other Materials & Supplies	13	34	30	27
Postage	30	34	15	36
Small Equipment/Furniture	132	223	261	396
Subtotal	370	494	428	604
Miscellaneous Expenses				
Books & Subscriptions	36	37	45	36
Dues & Memberships	5	16	8	16
Other Misc. Expenses	8	13	7	10
Training	42	50	59	54
Travel & Meetings	10	71	38	57
Subtotal	101	188	158	173
Leases and Rentals				
Leased Furniture & Equip	153	145	116	110
Meeting Space	0	0	0	0
Subtotal	153	145	116	110
Other Expenses				
Utilities	255	270	161	275
Insurance	1,866	2,440	2,083	2,334
Interest Expense	5	27	1	5
Subtotal	2,127	2,737	2,244	2,615
TOTAL	15,171	18,330	16,175	18,019



2011 SCORECARD

FINANCE AND INFORMATION TECHNOLOGY

MISSION STATEMENT

Support Sound Transit's mission to build and operate the regional transit system for the Central Puget Sound by providing high quality, efficient financial, technological, and risk management services.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	<p>Implement voter approved Sound Transit programs safely, on time and within budget by:</p> <ul style="list-style-type: none"> • Providing accurate financial and management data for capital projects • Providing accurate, up-to-date capital budget systems and controls • Maximizing project funding • Developing and maintaining risk management programs for all ST capital projects 	<ol style="list-style-type: none"> 1. Seek new grant sources beyond financial plan assumptions 2. Define new budget systems and architecture and establish schedule for implementation. 	<ul style="list-style-type: none"> ▪ Reconciliation of capital outlay reports within 10 working days of month-end ▪ 90% of vendors payments made within established time frames ▪ 95% of agency revenue forecast met ▪ 100% of agency projects in compliance with established phase gate policy
SERVICE DELIVERY	<p>Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services by:</p> <ul style="list-style-type: none"> • Providing accurate financial data and management systems for operations • Providing accurate, up-to-date operating budget systems and controls • Maintaining property and liability risk programs • Effectively managing ORCA and fare collection systems 	<ol style="list-style-type: none"> 1. Implement all payment compliance audits findings (PCI) 2. Standardize IT equipment to reduce costs and improve operational efficiency. 3. Complete long-term financial cost model for each operational mode 4. Install 10 new ORCA readers in DSTT and an additional regional TVM 5. Increase avg. fare per boarding by fully utilizing ORCA data and streamlining business account pricing 	<ul style="list-style-type: none"> ▪ NTD reporting complete by April 30th ▪ 100% of annual insurance renewals 30-60 days prior to policy expiration date ▪ 99.9% uptime for critical IT and fare collection systems ▪ ORCA payment card compliance (PCI) maintained ▪ ORCA reports and invoices delivered within established timeframes

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">STEWARDSHIP OF RESOURCES</p>	<p>Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments by:</p> <ul style="list-style-type: none"> • Provide reporting of financial information that meets federal, state, and legal requirements • Maintain robust internal control environment • Develop strategy to address agency's 25% revenue shortfall • Develop and maintain agency asset management program 	<ol style="list-style-type: none"> 1. Adopted framework for public-private partnership (P3) 2. Identify cost savings in Proposed 2012 budget vs. prior year 3. Develop approach for Risk Fund to lower long-term insurance costs 4. Select enterprise asset management system and begin implantation of first module. 5. Hire agency records manager, move email to hosted solution and implement U-Link records center 6. Successful conclude FTA FMOC review and closeout of Initial Segment FFGA 7. Implement payment process "kaizen" 8. Improve disaster recovery by enabling secondary data center at 5th and Jackson 9. Define TCO framework & complete 4 analyses 10. Implement agree recommendation from IT performance audit 	<ul style="list-style-type: none"> ▪ 100% unqualified financial audit opinions with no reportable conditions ▪ 100% of agency projects and assets insured or have implement risk transfer mechanism ▪ Zero IT security breaches ▪ Financial Plan developed by October 30 ▪ 100% of month-end closes within established timeframes ▪ Investment returns at or above benchmarks and budgets ▪ Ten lessons learned processed ▪ Annual "small and attractives" inventory completed
<p style="text-align: center;">ORGANIZATIONAL VIBRANCY</p>	<p>Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission by</p>	<ol style="list-style-type: none"> 1. 100% of employees have professional development plan that includes opportunities for career development 2. 80% of employees receive at least 16 hours of training/professional development per year 3. 100% of performance reviews are completed within 30 days of anniversary 	<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training / professional development. 50% of managers/ supervisors will receive 32 hours of leadership/ management training (through 2010) ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions

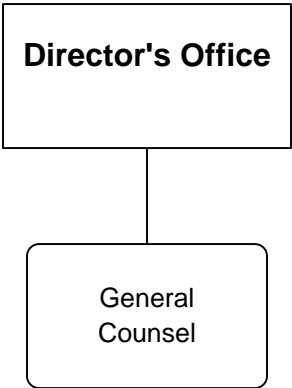
2011 SCORECARD
FINANCE AND INFORMATION TECHNOLOGY



THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p style="text-align: center;">OPEN & TRANSPARENT COMMUNICATION</p>	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders</p>	<ol style="list-style-type: none"> 1. Implement new soundtransit.org new site and new regional trip planner 	<ul style="list-style-type: none"> ▪ Update of agency web-site and trip planner completed ▪ Audited financial statements published by July 1 ▪ Annual Report produced by August 1 ▪ Debt material event and continuous disclosures filed within established timeframes

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Legal



Legal

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	1,101	1,371	1,237	1,437
Benefits	538	735	610	724
Subtotal	1,639	2,106	1,847	2,161
Services				
Advertising/Marketing	0	0	0	0
Consultant/Management	0	0	1	0
Legal	326	340	174	515
Other Services	46	1	48	1
Printing/Binding	0	1	0	0
Subtotal	372	341	223	516
Materials and Supplies				
Office Supplies	2	4	2	3
Other Materials & Supplies	2	6	0	3
Postage	0	0	0	0
Small Equipment/Furniture	2	4	0	2
Subtotal	5	14	3	7
Miscellaneous Expenses				
Books & Subscriptions	24	26	33	32
Dues & Memberships	4	6	6	6
Other Misc. Expenses	0	1	0	0
Training	7	8	8	12
Travel & Meetings	3	12	3	6
Subtotal	38	53	50	56
Leases and Rentals				
Meeting Space	0	0	0	0
Subtotal	0	0	0	0
Other Expenses				
Utilities	2	6	3	4
Subtotal	2	6	3	4
TOTAL	2,056	2,519	2,126	2,744

MISSION STATEMENT

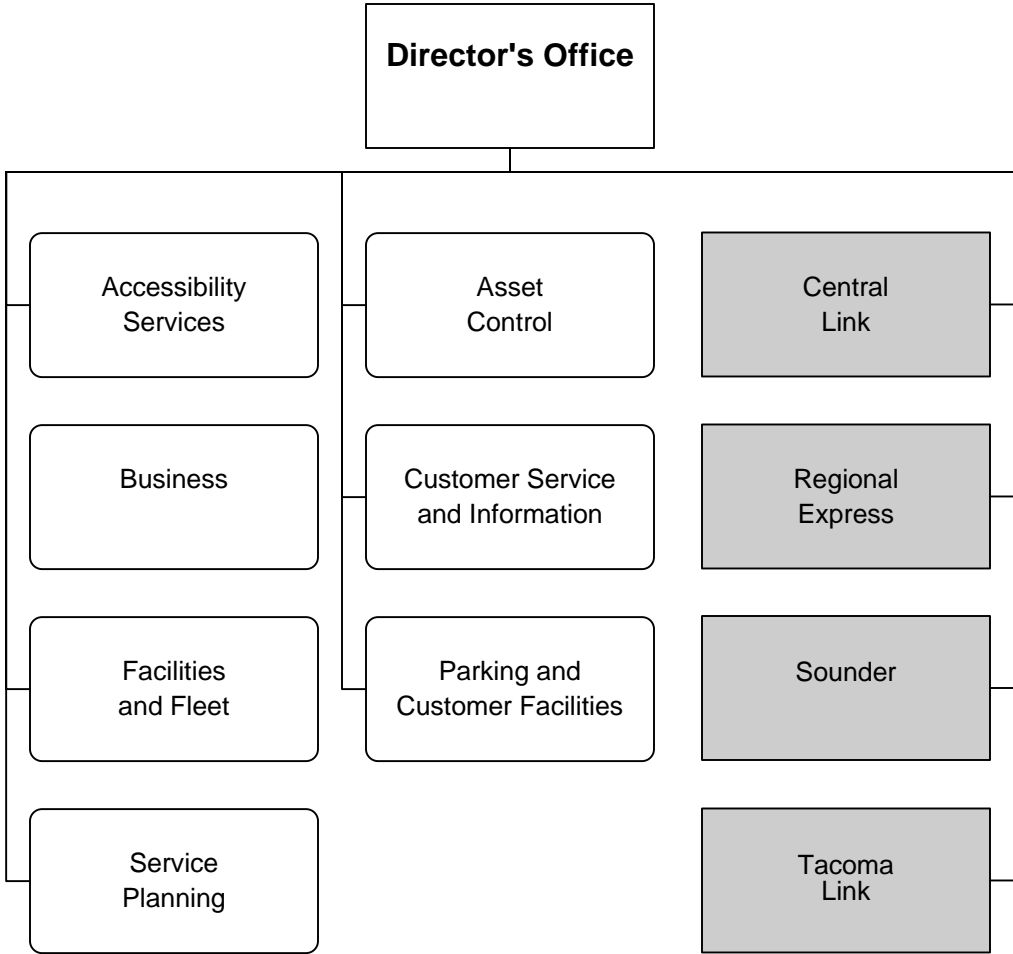
Support Sound Transit's mission to build and operate the regional transit system for the Central Puget Sound by providing high quality legal representation in order to minimize legal risk and keep the agency in the strongest legal position possible.



THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> Provide timely legal advice to avoid project delays. 	<ul style="list-style-type: none"> ▪ 90% of requests for legal services completed by date agreed by attorney and client ▪ 100% of appeals successfully defended ▪ 100% of all court-imposed deadlines met ▪ All client requests acknowledged by an attorney within 48 hours
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> Provide high quality legal representation to support ST operations Attorneys meet with all division managers at least once during the year to discuss the division's general legal needs 	<ul style="list-style-type: none"> ▪ No errors in legal analysis ▪ 100% of law/regulatory changes that affect clients' activities communicated to clients at least 30 days before effective date through education and training sessions or documents on recurring legal issues provided ▪ Conduct at least 17 meetings per quarter
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human, and environmental resources and accountability for commitments	<ol style="list-style-type: none"> Bring more work in-house Implement electronic tools for e-mail and other agency ESI Maintain monthly report tracking, legal memoranda, briefs, and legal instruments archived in library database All energy-consuming devices such as computers, office lights, and desk lamps are turned off unless otherwise directed by IT 	<ul style="list-style-type: none"> ▪ Department spending maintained within the approved 2011 staff/operating budget ▪ One additional attorney hired in 2011

2011 SCORECARD LEGAL

THEME	GOAL STATEMENT	DIVISION INITIATIVES	PERFORMANCE OUTCOMES
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission	<ol style="list-style-type: none"> 1. Provide professional growth opportunities for Legal Department employees 2. Quarterly all attorneys will record their time for one week 	<ul style="list-style-type: none"> ▪ 100% of employees have discussed a professional development plan with their manager that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training/professional development. 50% of managers/supervisors will receive 32 hours of leadership/management training (through 2010) ▪ 100% performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ All attorneys will remain in good standing with the Washington State Bar Association
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation, and improve service by providing consistent and effective communications to all stakeholders	<ol style="list-style-type: none"> 1. Support the agency's goal of transparency through an effective public records program 	<ul style="list-style-type: none"> ▪ 100% of public disclosure requests are responded to on time

Operations



 = Staff costs included in Agency Administration section of Budget
 = Staff costs included in Service Delivery section of Budget

Operations

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	2,423	3,028	2,993	3,496
Benefits	1,229	1,859	1,674	2,035
Subtotal	3,652	4,887	4,667	5,530
Services				
Advertising/Marketing	105	113	61	162
Consultant/Management	78	184	164	260
Inter-local Agreements	10	0	0	0
Legal	0	0	0	0
Maintenance	185	223	176	378
Other Services	582	288	144	571
Printing/Binding	23	35	74	30
Services	0	0	0	155
Subtotal	984	844	619	1,555
Materials and Supplies				
Office Supplies	13	11	11	14
Other Materials & Supplies	236	203	240	258
Postage	0	1	0	1
Small Equipment/Furniture	63	37	28	57
Subtotal	313	251	279	331
Miscellaneous Expenses				
Books & Subscriptions	9	8	7	4
Dues & Memberships	3	6	2	10
Other Misc. Expenses	36	10	21	53
Training	13	28	19	17
Travel & Meetings	12	41	22	33
Subtotal	73	92	69	116
Leases and Rentals				
Admin Facilities Rental	69	63	39	59
Leased Furniture & Equip	2	5	32	6
Leased Vehicles/Parking	286	308	321	288
Meeting Space	0	2	0	0
Subtotal	356	379	392	353
Other Expenses				
Utilities	177	213	206	203
Insurance	0	0	(1)	0
Taxes	32	14	2	11
Subtotal	209	227	207	214
TOTAL	5,587	6,680	6,234	8,099

MISSION STATEMENT

Ensure that the operation of transit services is performed safely, reliably and efficiently and that all necessary operational support systems and processes are identified, developed and implemented.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Continue to work with PEPD and DECM on system extension planning and design 2. Develop a capital improvement plan for agency facilities 3. Ensure operations and maintenance plans are developed for all capital projects 	<ul style="list-style-type: none"> ▪ 100% of design plans are reviewed, comments provided and issues identified within prescribed timeframe ▪ 100% of facilities in transition from construction have a completed maintenance plan prior to in-service date
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Develop the annual Service Implementation Plan. Retain and increase ridership on all modes 2. Provide high quality service that is responsive to customer needs, including the region's special needs population. Ensure service is safe, accessible, reliable, cost effective and efficient 3. Work with CEA on customer outreach efforts related to service changes and other "street teaming" opportunities 4. Collect, consolidate, and/or develop as needed preventative maintenance procedures for all equipment 	<ul style="list-style-type: none"> ▪ Achieve system wide ridership at or above 25 million* projected for 2011 ▪ Meet agency goals to meet ridership targets as follows: <ul style="list-style-type: none"> - ST Express bus: 12.9 million - Sounder commuter rail: 2.8 million - Tacoma Link: 0.9 million - Central Link: 8.3 million - Paratransit: 0.1 million <p>Meet or exceed all service on time performance and preventable accident objectives for 2011:</p> <ul style="list-style-type: none"> ▪ On-time performance: <ul style="list-style-type: none"> - ST Express: ≥85% - Sounder: ≥95% - Tacoma Link: ≥98.5% - Central Link: ≥90% (Headway Management) ▪ Preventable accidents per revenue mile: <ul style="list-style-type: none"> - ST Express: ≤0.8 per 100,000 miles - Tacoma Link: ≤1.66 per 50,000 miles - Sounder: ≤1 per 100,000 miles - Central Link: ≤0.3 per 50,000 miles ▪ Customer complaints per 100,000 boardings: <ul style="list-style-type: none"> - ST Express : <15 - Sounder: <15 - Tacoma Link: <15 - Central Link: <15

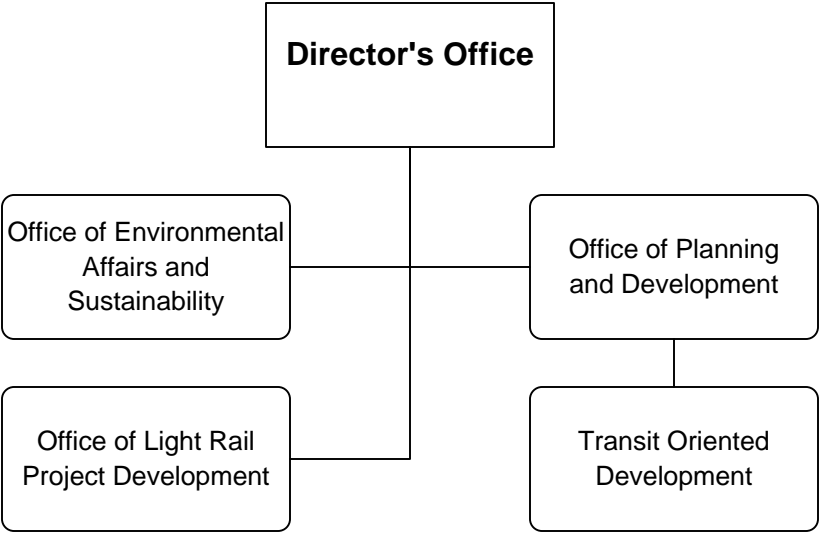
* In January, the continuing economic problems in the Puget Sound area caused the Agency to lower ridership targets for 2011. The targets shown above are lower than those that were included in the Adopted 2011 Budget.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
			<ul style="list-style-type: none"> ▪ Percent of scheduled trips operated: <ul style="list-style-type: none"> - ST Express : 99.8% - Sounder: 99.5% - Tacoma Link: 98.5% - Central Link: 98.5% ▪ Vehicle availability: <ul style="list-style-type: none"> - ST Express: ≥80% - Sounder: ≥82% - Tacoma Link: ≥66% - Central Link: ≥86% ▪ Sound Transit facilities are 100% maintained in accordance with specified maintenance standards and schedules ▪ Meet or exceed prior year customer service ratings by service mode (exclusive of customer feedback related to desire for more service) ▪ ST Express improvements implemented as planned ▪ June 2011 fare structure changes implemented
STEWARDSHIP OF RESOURCES	<p>Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments.</p>	<ol style="list-style-type: none"> 1. Efficiently and effectively use resources to control costs and manage service levels 2. Perform preventive maintenance to maximize the life cycle of facilities and equipment and minimize maintenance costs 	<ul style="list-style-type: none"> ▪ 100% of Environmental Sustainability Management System targets met ▪ Evaluate 100% of service annually according to the <i>Service Standards and Performance Measures</i> guidelines and recommend appropriate action ▪ For each mode, meet agency 2011 budget target for cost per boarding as follows: <ul style="list-style-type: none"> - ST Express: ≤\$7.02 - Sounder: ≤\$13.26 - Tacoma Link: ≤\$5.40 - Central Link: ≤\$4.82 ▪ For each mode, meet agency 2011 budget target for cost per hour as follows: <ul style="list-style-type: none"> - ST Express: ≤\$136 - Sounder: ≤\$841 - Tacoma Link: ≤\$425 - Central Link: ≤\$360

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
<p>ORGANIZATIONAL VIBRANCY</p>	<p>Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission</p>	<ol style="list-style-type: none"> 1. Ensure professional development through training, growth opportunities, and challenging work 2. Manage, recognize, measure, and compensate performance that focuses on the mission, goals and initiatives 3. Build and develop valued teams with ownership for overall agency goals. 	<ul style="list-style-type: none"> ▪ Achieve agency 2011 fare box recovery targets: <ul style="list-style-type: none"> - ST Express: 24% - Sounder: 23% - Central Link: 26% ▪ Maintenance of Stations and Facilities Services spending is at least 90% of budgeted levels ▪ 95% of facilities are inspected per the scheduled work plan maintained by the Facilities Division ▪ 95% of facilities maintenance work orders are completed within the prescribed time frame ▪ Maintain department/division spending within the approved 2011 staff/operating budget
<p>OPEN & TRANSPARENT COMMUNICATION</p>	<p>Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders</p>		<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of non-operating staff receiving at least 16 hours of training/professional development per year ▪ 50% of managers/supervisors will receive 32 hours of leadership/management training (through 2010) ▪ 100% of appraisals completed and submitted to HR within 30 days of anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions

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**Planning, Environment,
and Project
Development**



Planning, Environment & Project Development

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Salaries and Benefits				
Salaries	1,910	2,969	2,849	3,257
Benefits	991	1,718	1,583	1,830
Subtotal	2,901	4,687	4,433	5,086
Services				
Advertising/Marketing	0	2	0	1
Consultant/Management	234	737	200	825
Inter-local Agreements	191	0	0	0
Legal	7	0	31	0
Other Services	1	100	8	113
Printing/Binding	0	9	1	9
Subtotal	432	848	241	947
Materials and Supplies				
Office Supplies	2	8	3	5
Other Materials & Supplies	0	5	2	3
Postage	0	6	0	1
Small Equipment/Furniture	5	26	8	21
Subtotal	8	45	12	31
Miscellaneous Expenses				
Books & Subscriptions	1	2	1	2
Dues & Memberships	183	8	6	13
Other Misc. Expenses	1	0	0	26
Training	11	21	11	15
Travel & Meetings	12	37	13	30
Subtotal	208	68	31	86
Leases and Rentals				
Meeting Space	0	0	0	0
Subtotal	0	0	0	0
Other Expenses				
Utilities	13	19	12	29
Subtotal	13	19	12	29
TOTAL	3,562	5,667	4,728	6,179

MISSION STATEMENT

PEPD plans, develops, and designs regional transit projects and systems in a fiscally responsible and environmentally sustainable manner to foster liveable, transit-supportive communities.

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
PROJECT DEVELOPMENT AND DELIVERY	Implement voter approved Sound Transit programs safely, on time and within budget	<ol style="list-style-type: none"> 1. Complete environmental review, permitting, and associated processes necessary to implement projects 2. Ensure construction activities comply with environmental requirements 3. Conduct project development activities for implementation of ST2 light rail projects per project milestones 4. Deliver voter approved ST2 non-light rail programs and projects efficiently, effectively and in a simplified manner 	<ul style="list-style-type: none"> ▪ Necessary environmental clearances obtained for all projects ▪ No permit violations during construction that impact the environment ▪ Complete East Link Preliminary Engineering – 2nd Quarter ▪ Complete East Link Final EIS – 2nd Quarter ▪ Board selects preferred East Link Alignment – 3rd Quarter ▪ Identify North Corridor HCT DEIS alternatives – 4th Quarter ▪ Receive Board approval for the North Corridor HCT Project Phase 2 contract with NCTP – 4th Quarter ▪ Hire South Corridor Development Manager – 3rd Quarter ▪ Complete light rail operational analysis and maintenance and storage project – 2nd Quarter ▪ Align environmental work and early project design activity for Sounder O&M facility with agency financial priorities ▪ Complete ST Express Operating & Maintenance Facility site screening and publish draft environmental document



**2011 SCORECARD
PLANNING, ENVIRONMENT AND PROJECT DEVELOPMENT**

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
SERVICE DELIVERY	Provide safe, reliable, cost effective service to customers while increasing ridership across all ST services	<ol style="list-style-type: none"> 1. Ensure facilities are operated and maintained consistent with applicable environmental requirements. 2. Work to ensure adequate transit priority and pedestrian/bike facilities are included in the SR 520 3. Advance concepts and implementation of sustainable communities through the TOD program 	<ul style="list-style-type: none"> ▪ Conduct Tacoma Link Alternatives Analysis with emphasis on system performance and identification of adequate funding sources ▪ Complete Sounder station access & demand analysis with recommendations on capital saving measures to shift station access to non-SOV based modes
			<ul style="list-style-type: none"> ▪ Conduct environmental compliance audit of six facilities to determine effectiveness of facility compliance plans. ▪ Selected alternative that improves connectivity to and between transit modes as well as improved travel time and reliability for transit. ▪ Incorporate federal sustainable communities principles into transit oriented development (TOD) projects ▪ Complete negotiations of Capitol Hill development plan with the City of Seattle ▪ Release Capitol Hill TOD RFP ▪ Negotiate award of Columbia City TOD contract



2011 SCORECARD PLANNING, ENVIRONMENT AND PROJECT DEVELOPMENT

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE OUTCOMES
STEWARDSHIP OF RESOURCES	Maintain public trust through sustainable use of financial, human and environmental resources and accountability for commitments	<ol style="list-style-type: none"> 1. Ensure ST2 projects are implemented consistent with Sustainability Initiative 2. Manage work to approved budgets and contract authority 3. Manage fare revenue to meet financial plan projections 4. Develop concepts to improve agency revenue profile 	<ul style="list-style-type: none"> ▪ Complete 2011 Agency sustainability targets assigned to PEPD ▪ Reduce the Agency's GHG emissions per The Climate Registry reporting protocol ▪ Maintain department/division spending within the approved 2010 staff/operating budget ▪ Manage PE/environmental contracts to maintain a cost performance index of greater than 1.0 ▪ Monitor transit fares for all modes and recommend corrective actions if revenue trends below projections ▪ Implement fare collection system, including pricing, for Tacoma Link ▪ Recommend alternative revenue generation options available through such ideas as concession and/or vending contracting
ORGANIZATIONAL VIBRANCY	Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission		<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development ▪ 80% of employees receive at least 16 hours of training / professional development. 50% of managers/ supervisors will receive 32 hours of leadership/ management training (through 2010) ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date ▪ At least 28% of ST jobs posted will be filled through internal promotions
OPEN & TRANSPARENT COMMUNICATION	Increase transparency, enhance cooperation and improve service by providing consistent and effective communications to all stakeholders		

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**Central
Costs**

Central Costs

<i>In \$000s</i>	2009 Actuals	2010 Budget	2010 Actuals	2011 Adopted
Services				
Advertising/Marketing	2	0	2	0
Consultant/Management	52	270	70	200
Inter-local Agreements	0	0	0	0
Maintenance	0	0	0	0
Other Services	98	0	(21)	0
Software & Hardware Maintenance	0	0	2	0
Subtotal	152	270	53	200
Materials and Supplies				
Office Supplies	8	0	0	0
Other Materials & Supplies	36	0	8	35
Small Equipment/Furniture	0	0	2	5
Subtotal	44	0	11	40
Miscellaneous Expenses				
Dues & Memberships	0	0	0	0
Other Misc. Expenses	130	0	10	10
Travel & Meetings	0	0	0	0
Subtotal	130	0	10	10
Leases and Rentals				
Admin Facilities Rental	1,557	1,923	2,498	2,466
Leased Vehicles/Parking	4	0	11	12
Subtotal	1,561	1,923	2,509	2,477
Other Expenses				
Utilities	0	0	0	0
Taxes	0	0	0	0
Interest Expense	0	0	2	0
Subtotal	0	0	2	0
TOTAL	1,887	2,193	2,585	2,727

Non-Staff Budgets

Program Description

Sound Transit also maintains separate budgets for programs that are not service or project related. These include debt service, net non-operating expenses, ORCA Regional Services, administrative capital, and reserves for capital replacement and an emergency/loss fund.

The table below summarizes these non-staff budgets, followed by a description for each budget.

Non-Staff Budgets Summary

(\$000s)

Budget	2011 Adopted Budget
<i>Operating</i>	
Debt Service	59,800
Net Non-Operating Expenses	5,890
ORCA/Regional Expenses	897
ORCA/Reimbursement	(897)
<i>Capital</i>	
Administrative Capital	7,553
Debt Service	16,099
<i>Reserves</i>	
Capital Replacement	39,690
Emergency/Loss	9,928
Non-Staff Budgets Total	138,960

Operating

Debt Service

As of December 31, 2010, Sound Transit has \$1,542 million of long-term bonds outstanding, the proceeds of which are being used to finance construction of capital projects. In December 1998, Sound Transit issued its first series of bonds in the amount of \$350 million, with maturity dates from 2006 to 2028. In March 2005, after the Board approved Resolution No. R2005-07 providing for the issuance of new bonds, \$423 million in bonds was issued with maturity dates on the 2005 issue of bonds ranging from 2011 to 2030. In 2009, \$25 million of the bonds due to mature in 2015 and 2016 was refunded. In December 2007, after the Board approved Resolution No. R2007-22 providing for the issuance of new bonds, \$450 million in bonds was issued with maturity dates on the 2007 issue of bonds ranging from 2008 to 2036. In 2009, \$25 million of the 2007 bonds was refunded. In September 2009, after the Board approved Resolutions No. R2009-15 and No. R2009-16 providing for the issuance of new bonds, \$400 million in bonds was issued with maturity dates ranging from 2015 to 2039.

Debt service can be capitalized to the extent that the underlying debt funds construction in progress. Otherwise, debt service is recognized as an expense. For 2011, total project debt service is budgeted at \$75.9 million, of which \$59.8 million is estimated to be a non-capitalized expense.

Non-Operating Expenses

In accordance with generally accepted accounting principles (GAAP), certain costs cannot be capitalized to projects but are expensed.

These costs are captured in three non-operating expense categories.

Non-Operating Property Expenses

Non-operating property expenses include land purchased for use in projects held in inventory and surplus lands. Expenses in this category are for operations and maintenance including property taxes, security, landscaping, cleaning, and other management services related to keeping the Agency's properties in good condition. Costs for preparing surplus property for sale such as surveys, title, and other costs must be expensed.

In 2011, non-operating property expenses are budgeted at \$1.1 million.

Non-Operating Project Expenses

This category includes project expenditures that, in accordance with GAAP, are not eligible to be capitalized. These include insurance claim costs and premiums related to operations, taxes, operating leases and rental depreciation, and amortization. Maintenance of facilities which are completed, but not yet in service, must be expensed. Excess administration costs due to schedule extensions cannot be capitalized to the project. Costs related to project elements not included in the final project build-out must also be expensed.

In 2011, non-operating project expenses are budgeted at \$4.8 million.

Donations and Other Non-Cash Expenses

These non-operating expenses are non-cash expenses and are described in the Non-Cash Expenses section below.

Net non-operating expenses

Net non-operating expenses include non-operating property and project expenses but exclude donations and other non-cash expenses.

In 2011, net non-operating expenses are budgeted at \$5.9 million.

ORCA (One Regional Card for All)

The ORCA smart card enables accurate fare collection and distribution to all participating transit agencies in the region. The new technology allows for daily reconciliation of inter-jurisdictional revenues, provides time savings for riders and employees, and more accurate ridership data for funding and service planning. ORCA is managed by a joint board of directors with representation from all participating transit agencies.

Sound Transit provides 2 employees that directly support the joint board and the equivalent of 1.25 employees that respond to ORCA email inquiries. These costs are borne by Sound Transit and are included in the Administrative staff budget.

An additional 3.75 FTEs provide regional services managed by Sound Transit including program administration, fiscal agent, IT and financial services, a telephone call routing, as well as legal, marketing, and other services. This 1.5 FTE increase includes one knowledge base administrator and a half time IT business analyst that provides technical support. These services are fully reimbursed by the participating agencies.

In 2011, the total ORCA services provided by Sound Transit on behalf of the region are budgeted at \$897 thousand which are fully reimbursed. Sound Transit's portion of ORCA regional costs for 2011 of \$1.1 million is included in the Service Delivery budget.

Capital

Administrative Capital

All equipment or other items purchased to support Agency Administration activities that exceed \$5,000 are capitalized and depreciated in accordance with generally accepted accounting principles. These items include office furniture, non-revenue fleet automobiles, computer hardware and software, and other specialized equipment.

The Adopted 2011 Budget includes approximately \$7.5 million in administrative capital – \$6.1 million is information technology systems with the remainder budgeted for non-revenue fleet, office equipment, and repairs to Union Station.

Debt Service

See description under Operating section above.

Reserves

Capital Replacement

This budget provides for a sinking fund contribution to a capital replacement reserve to replace agency capital assets as they wear out and need replacement. These amounts are derived from the Agency's long-term financial plan which generates a capital replacement schedule for all agency assets based on their costs and useful lives. Capital Replacement Budget and Actuals reflect the respective amounts that are invested by the Agency in long-term investments and restricted to use in the future replacement of the Agency's capital assets.

The Adopted 2011 Budget includes \$39.7 million as a contribution to the agency's capital replacement fund.

Emergency/Loss Reserve

In the 2002 Budget, the Board created an emergency fund that would serve to provide coverage in the event of an uninsured loss. While the Agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles) which the Agency would have to cover in the event of an insurable loss. In such instances, the Board, on a case-by-case basis, could authorize use of the emergency fund.

The Adopted 2011 Budget provides for an increase to the fund of \$9.9 million as part of a strategy to build the fund to \$38 million by 2023.

Non-Cash Expenses

Non-cash expenses include depreciation and amortization of assets as well as donations and other non-cash expenses as described below. This year the Budget excludes all non-cash expenses.

Depreciation and Amortization

In 2010, depreciation and amortization of administrative assets was included in the staff operating budget, and depreciation and amortization of Service Delivery assets was included in the Service Delivery Budget.

In 2011, depreciation and amortization of Service Delivery assets is estimated at \$117.6 million and depreciation of administrative assets is estimated at \$1.9 million.

Donations and Other Non-Cash Expenses

Certain projects being built in the Sound Transit capital program are intended to belong to other governmental agencies when completed. Examples of these projects include HOV ramps being built in the WSDOT right-of-way and other projects in which Sound Transit is a partial funding partner. Authorization to expend Sound Transit funds to design and build these projects occurs in the capital program. As these projects are completed and put into service, Sound Transit records a donation equivalent to the cost of the project as an expense in the year that the transfer occurs. Also included in this category are project costs that are being written off and depreciation related to non-operating Agency assets.

In 2011, donations and other non-cash expenses are estimated to be \$44.4 million.

Non-Cash Expenses (\$000s)

<i>Non-Cash Expenses</i>	
Depreciation - Service Delivery	117,600
Depreciation - Administrative Assets	1,884
Donations & Other Non-Cash Expenses	44,425
<i>Total Non-Cash Expenses</i>	163,909

APPENDIX A

SOUND TRANSIT STAFFING PLAN SUMMARY AND DETAIL

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In 2010, ST implemented a new compensation and classification system to prepare Human Resource systems to handle increased staffing requirements to implement ST2. As a result, the following tables show greater activity due to title changes.

Service Delivery 2011 Staffing Plan
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	Filled At End of December 2010	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan	Change to Current
Service Delivery							
Accessible Services	2.00	2.00	2.00	(2.00)	-	-	(2.00)
Central Link	4.00	5.00	5.00	-	1.00	6.00	1.00
ST Express	2.00	3.00	3.00	-	-	3.00	-
Sonder	4.00	4.00	4.00	-	1.00	5.00	1.00
Tacoma Light Rail	15.00	18.00	18.00	-	-	18.00	-
Transit Systems	9.00	10.00	10.00	-	1.00	11.00	1.00
Service Delivery Total	36.00	42.00	42.00	(2.00)	3.00	43.00	1.00

Service Delivery 2011 Staffing Plan

	2010 Staffing			Current Staffing			2011 Staffing
	Plan	Transfer	New	Plan	Transfer	New	Plan
Service Delivery							
Accessible Services							
Accessibility Coordinator	-	1.00		1.00	(1.00)		-
Accessibility Manager	-	1.00		1.00	(1.00)		-
Project Assistant	1.00	(1.00)		-			-
Project Manager	1.00	(1.00)		-			-
Accessible Services Total	2.00	-	-	2.00	(2.00)	-	-
Central Link							
Administrative Assistant	1.00	(1.00)		-			-
Central Link Maintenance Manager		1.00		1.00			1.00
Central Link Transportation Manager		1.00		1.00			1.00
Central Link Maintenance Superintendent		1.00		1.00			1.00
Central Link Transportation Superintendent		1.00		1.00		1.00	2.00
Program Manager	2.00	(2.00)		-			-
Project Manager	2.00	(2.00)		-			-
Senior Administrative Specialist		1.00		1.00			1.00
Central Link Total	5.00	-	-	5.00	-	1.00	6.00
ST Express							
Bus Operations Superintendent		1.00		1.00			1.00
Bus Operations Analyst		1.00		1.00			1.00
Bus Operations Manager		1.00		1.00			1.00
Bus Operations Program Manager	1.00	(1.00)		-			-
Project Development Coordinator	1.00	(1.00)		-			-
Project Manager	1.00	(1.00)		-			-
ST Express Total	3.00	-	-	3.00	-	-	3.00
Sounder							
Commuter Rail Coordinator		1.00		1.00			1.00
Commuter Rail Mechanical Superintendent		1.00		1.00			1.00
Commuter Rail Operations Manager		1.00		1.00			1.00
Commuter Rail Transportation Superintendent		1.00		1.00			1.00
Mechanical Compliance Officer	1.00	(1.00)		-			-
Program Manager	1.00	(1.00)		-			-
Project Assistant	1.00	(1.00)		-			-
Project Manager	1.00	(1.00)		-			-
Superintendent - ROW Maintenance				-		1.00	1.00
Sounder Total	4.00	-	-	4.00	-	1.00	5.00
Tacoma Link							
Assistant Operations & Maintenance Manager	1.00	(1.00)		-			-
Light Rail Vehicle Operator	7.00			7.00			7.00
Maintenance Supervisor		1.00		1.00			1.00
Operations & Maintenance Manager	1.00	(1.00)		-			-
Operations & Maintenance Supervisor	5.00	(1.00)		4.00			4.00
Operations & Maintenance Technician		3.00		3.00			3.00
Project Administration Specialist		1.00		1.00			1.00
Project Assistant	1.00	(1.00)		-			-
Systems Maintenance Technician	3.00	(3.00)		-			-
Tacoma Link Light Rail Assistant Operations Manager		1.00		1.00			1.00
Tacoma Link Light Rail Operations Manager		1.00		1.00			1.00
Tacoma Link Total	18.00	-	-	18.00	-	-	18.00
Transit Systems							
Senior System Analyst				-		1.00	1.00
Senior Project Manager	1.00	(1.00)		-			-
Senior Systems Engineer	1.00			1.00			1.00
Transit Systems Electronic Supervisor	2.00			2.00			2.00
Transit Systems Electronic Technician	5.00			5.00			5.00
Transit Systems Engineer	1.00	1.00		2.00			2.00
Transit Systems Total	10.00	-	-	10.00	-	1.00	11.00
Service Delivery Total	42.00	-	-	42.00	(2.00)	3.00	43.00

Agency Administration 2011 Staffing Plan

	Filled At End of December 2010	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan	Change to Current
Agency Administration							
Executive							
CEO's Office	4.00	4.00	4.00	-	-	4.00	-
Procurement & Contracts	23.00	26.00	26.00	-	3.00	29.00	3.00
Diversity Program	8.00	8.00	8.00	-	-	8.00	-
Human Resources	6.00	9.00	9.00	-	2.00	11.00	2.00
Internal Audit	-	-	-	3.00	-	3.00	3.00
Quality Assurance	6.00	6.00	6.00	-	2.00	8.00	2.00
Safety	10.00	10.00	10.00	-	2.00	12.00	2.00
Safety & Quality Assurance Director Office	2.00	2.00	2.00	-	-	2.00	-
Security	2.00	2.00	2.00	-	1.00	3.00	1.00
Executive Total	61.00	67.00	67.00	3.00	10.00	80.00	13.00
Finance and Information Technology							
CFO's Office	3.00	3.00	3.00	(1.00)	1.00	3.00	-
Finance and Budget	11.00	12.00	12.00	-	-	12.00	-
Financial Accounting	22.00	23.00	23.00	(2.00)	1.00	22.00	(1.00)
Grants Division	2.00	2.00	2.00	-	-	2.00	-
Gsc/Warehouse	2.00	2.00	2.00	-	-	2.00	-
Information Technology	31.00	36.00	36.00	(0.50)	3.00	38.50	2.50
ORCA Regional Services	2.00	2.00	2.00	-	-	2.00	-
Risk Management	4.00	4.00	4.00	-	-	4.00	-
Treasury & Revenue	4.75	4.75	4.75	-	-	4.75	-
Finance and Information Technology Total	81.75	88.75	88.75	(3.50)	5.00	90.25	1.50
Legal							
General Counsel	12.00	15.00	14.00	-	1.00	15.00	1.00
Legal Total	12.00	15.00	14.00	-	1.00	15.00	1.00
Design, Engineering & Construction Management							
DECM Director's Office	11.00	11.00	11.00	-	4.00	15.00	4.00
Project Support Services	7.00	7.00	7.00	-	1.00	8.00	1.00
Civil & Structural Design	19.00	20.00	19.00	-	15.00	34.00	15.00
Systems Engineering & Integration	13.00	16.00	16.00	-	3.00	19.00	3.00
Project Controls	30.00	31.00	31.00	-	4.00	35.00	4.00
Construction Management	15.00	18.00	18.00	(1.00)	5.00	22.00	4.00
Community Outreach	15.00	15.00	15.00	-	1.00	16.00	1.00
Property Management	4.00	5.00	5.00	-	-	5.00	-
Project Management	11.00	11.00	11.00	1.00	-	12.00	1.00
Architecture & Art	6.00	6.00	6.00	-	3.00	9.00	3.00
Real Property	9.00	9.00	10.00	-	1.00	11.00	1.00
Design, Engineering & Construction Management Total	140.00	149.00	149.00	-	37.00	186.00	37.00
Communications & External Affairs							
Board Administration	5.00	5.00	5.00	-	1.00	6.00	1.00
CEA Director's Office	2.00	2.00	2.00	-	-	2.00	-
Creative Services	7.00	7.00	7.00	(7.00)	-	-	(7.00)
Customer Outreach	-	-	-	3.00	2.00	5.00	5.00
Government Relations	5.00	5.00	5.00	-	-	5.00	-
Marketing & Creative Services	9.75	10.75	10.75	4.00	-	14.75	4.00
Media Relations and Public Information	5.00	5.00	5.00	1.00	-	6.00	1.00
Communications & External Affairs Total	33.75	34.75	34.75	1.00	3.00	38.75	4.00
Operations Department							
Asset Planning & Programming	1.00	7.00	3.00	1.00	-	4.00	1.00
Customer Facilities & Accessible Services	2.00	3.00	2.00	5.00	(1.00)	6.00	4.00
Customer Service and Information	11.60	11.60	11.60	(2.60)	1.00	10.00	(1.60)
Director's Office	9.00	10.00	9.00	-	-	9.00	-
Facilities and Fleet	15.00	11.00	17.00	(2.00)	3.00	18.00	1.00
Operations Support Services	5.00	6.00	6.00	-	-	6.00	-
Scheduling And Planning	3.00	3.00	3.00	-	1.00	4.00	1.00
Operations Department Total	46.60	51.60	51.60	1.40	4.00	57.00	5.40
Planning, Environment & Project Development							
Environmental Affairs & Sustainability	14.00	13.00	14.00	-	1.00	15.00	1.00
Office of Planning and Development	11.00	12.00	12.00	(1.00)	-	11.00	(1.00)
PEPD Executive Director's Office	2.00	2.00	2.00	-	-	2.00	-
Project Development	10.00	11.00	11.00	-	1.00	12.00	1.00
Transit Oriented Development	1.00	1.00	1.00	1.00	-	2.00	1.00
Planning, Environment & Project Development Total	38.00	39.00	40.00	-	2.00	42.00	2.00
Agency Administration Total	413.10	445.10	445.10	1.90	62.00	509.00	63.90

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Agency Administration					
Executive					
CEO's Office					
Chief Executive Officer	1.00	1.00			1.00
Deputy Chief Executive Officer	1.00	1.00			1.00
Deputy Director Executive Administration	1.00	-			-
Executive Assistant	1.00	-			-
Executive Program Advisor	-	1.00			1.00
Senior Executive Assistant	-	1.00			1.00
CEO's Office Total	4.00	4.00	-	-	4.00
Diversity Program					
Diversity Program Director	-	1.00			1.00
Diversity Program Manager	1.00	-			-
Diversity Program Specialist	2.00	2.00			2.00
Diversity Technical Advisor	1.00	1.00			1.00
Labor Agreement Specialist	2.00	2.00			2.00
Lead Diversity Program Specialist	1.00	1.00			1.00
Project Assistant	1.00	-			-
Senior Administrative Specialist	-	1.00			1.00
Diversity Program Total	8.00	8.00	-	-	8.00
Human Resources					
Administrative Assistant	2.00	-			-
Human Resources Administrative Specialist	-	1.00		1.00	2.00
Human Resources Coordinator	2.00	-			-
Human Resources Director	-	1.00			1.00
Human Resources Generalist	2.00	2.00		1.00	3.00
Human Resources Officer	1.00	-			-
Human Resources Specialist	-	2.00			2.00
Senior Administrative Specialist	-	1.00			1.00
Senior Human Resources Generalist	2.00	2.00			2.00
Human Resources Total	9.00	9.00	-	2.00	11.00
Internal Audit					
Internal Audit Director	-	-	1.00		1.00
Internal Auditor	-	-	1.00		1.00
Senior Internal Auditor	-	-	1.00		1.00
Internal Audit Total	-	-	3.00	-	3.00
Procurement & Contracts					
Administrative Assistant	2.00	-			-
Administrative Specialist	-	2.00			2.00
Construction Contracts Manager	-	1.00			1.00
Construction Contracts Specialist	-	2.00		2.00	4.00
Contracts Administrator	6.00	-			-
Contracts Assistant	4.00	-			-
Contracts Manager	-	1.00			1.00
Contracts Officer	1.00	-			-
Contracts Specialist	-	1.00			1.00
Contracts Systems Supervisor	-	1.00			1.00
Lead Contracts Administrator	2.00	-			-
Procurement & Contracts Director	-	1.00			1.00
Procurement/Contracts Assistant	-	3.00			3.00
Procurement/Contracts Coordinator	-	1.00			1.00
Project Coordinator	1.00	-			-
Senior Buyer/Planner	-	1.00			1.00
Senior Construction Contracts Specialist	-	6.00			6.00
Senior Contracts Administrator	10.00	-			-
Senior Contracts Specialist	-	6.00		1.00	7.00
Procurement & Contracts Total	26.00	26.00	-	3.00	29.00
Quality Assurance					
Agency QA/QC Manager	-	1.00			1.00
Lead Assessor	1.00	-			-
Project Administration Specialist	-	1.00			1.00

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Project Assistant	1.00	-			-
Quality Assurance Engineer	-	3.00		2.00	5.00
Quality Assurance Manager	1.00	-			-
Quality Assurance Specialist	3.00	-			-
Senior Quality Assurance Assessor	-	1.00			1.00
Quality Assurance Total	6.00	6.00	-	2.00	8.00
Safety					
Chief Safety Officer	1.00	1.00			1.00
Community Outreach Specialist	1.00	1.00			1.00
Construction Safety Manager	1.00	1.00			1.00
Construction Safety Specialist	1.00	1.00		2.00	3.00
Health & Safety Specialist	-	1.00			1.00
Project Administration Specialist	-	1.00			1.00
Project Assistant	1.00	-			-
Rail Passenger Safety Manager	-	1.00			1.00
Rail Safety Manager	1.00	-			-
Safety Specialist	1.00	-			-
Senior Health & Safety Specialist	-	1.00			1.00
Senior Safety Specialist	1.00	-			-
Senior System Safety & Assurance Specialist	-	1.00			1.00
System Safety & Assurance Specialist	-	1.00			1.00
System Safety & QA Specialist	1.00	-			-
Systems Assurance Specialist	1.00	-			-
Safety Total	10.00	10.00	-	2.00	12.00
Safety & Quality Assurance Director Office					
Administrative Specialist	1.00	-			-
Chief Safety, Security and QA Manager	1.00	-			-
Director of Safety & Quality Assurance	-	1.00			1.00
Senior Administrative Specialist	-	1.00			1.00
Safety & Quality Assurance Director Office Total	2.00	2.00	-	-	2.00
Security					
Chief Security Officer	1.00	1.00			1.00
Operational Security Specialist	-	-		1.00	1.00
Project Administration Specialist	-	1.00			1.00
Project Assistant	1.00	-			-
Security Total	2.00	2.00	-	1.00	3.00
Executive Total	67.00	67.00	3.00	10.00	80.00
Finance and Information Technology					
CFO's Office					
Administrative Specialist	1.00	1.00	(1.00)		-
Executive Assistant	-	1.00			1.00
Executive Director of Finance and IT	1.00	1.00			1.00
Project Assistant	1.00	-			-
Records Manager	-	-		1.00	1.00
CFO's Office Total	3.00	3.00	(1.00)	1.00	3.00
Finance & Budget					
Budget Supervisor	-	1.00	1.00		2.00
Director of Budget & Financial Planning	1.00	1.00			1.00
Finance & Budget Coordinator	-	1.00			1.00
Project Coordinator	1.00	-			-
Project Manager	1.00	-			-
Senior Finance Analyst	6.00	-			-
Senior Finance Planner/Analyst	1.00	-			-
Senior Financial Budget/Analyst	-	7.00	(1.00)		6.00
Senior Financial Planner	1.00	2.00			2.00
Transportation Finance Planner	1.00	-			-
Finance & Budget Total	12.00	12.00	-	-	12.00
Financial Accounting					
Accountant	6.00	4.00			4.00
Accountant - Asset Management	-	-		1.00	1.00
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Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Accounting Assistant	3.00	-			-
Accounting Supervisor	-	2.00			2.00
Accounts Payable Lead	1.00	-			-
Accounts Payable Specialist	-	3.00			3.00
Accounts Payable Supervisor	-	1.00			1.00
Administrative Analyst	1.00	1.00			1.00
Assistant Controller	1.00	1.00			1.00
Business Analyst	-	1.00			1.00
Business Process Administrator	-	1.00			1.00
Business Reporting Analyst	1.00	-			-
Controller	1.00	1.00			1.00
External Reporting & Compliance Manager	1.00	-			-
Internal Auditor	-	1.00	(1.00)		-
Lead Accountant	1.00	-			-
Payroll Assistant	-	1.00			1.00
Payroll Coordinator	1.00	1.00			1.00
Senior Accountant	3.00	3.00			3.00
Senior Administrative Specialist	-	-	1.00		1.00
Senior Financial Compliance Analyst	1.00	-			-
Senior Internal Auditor	2.00	2.00	(2.00)		-
Financial Accounting Total	23.00	23.00	(2.00)	1.00	22.00
Grants Division					
Grants Administrator	1.00	1.00			1.00
Grants Manager	1.00	1.00			1.00
Grants Division Total	2.00	2.00	-	-	2.00
Gsc/Warehouse					
General Services Center Assistant	1.00	1.00			1.00
General Services Center Coordinator	1.00	1.00			1.00
Gsc/Warehouse Total	2.00	2.00	-	-	2.00
Information Technology					
Business Systems Analyst	2.00	-			-
Chief Information Officer	1.00	1.00			1.00
Database Administrator	1.00	1.00			1.00
Deputy Chief Information Officer	1.00	1.00			1.00
Desktop Specialist	1.00	-			-
Enterprise Applications Administrator	1.00	-			-
Enterprise Systems Administrator	1.00	-			-
GIS Analyst	1.00	1.00			1.00
GIS Specialist	1.00	1.00			1.00
Helpdesk Support Technician	1.00	2.00			2.00
IT Client Services Supervisor	1.00	-			-
IT Manager	-	1.00	1.00		2.00
IT Project Analyst	2.00	1.00			1.00
IT Project Manager	1.00	2.00			2.00
IT Purchasing Coordinator	-	1.00			1.00
IT Services Desk Manager	-	1.00			1.00
IT Services Manager	1.00	-			-
IT Supervisor	-	2.00			2.00
IT Support Specialist	-	2.00			2.00
IT System Administrator	-	2.00			2.00
IT System Engineer	-	1.00			1.00
IT Systems Analyst	-	-		1.00	1.00
Network Engineer	1.00	1.00			1.00
Project Coordinator	1.00	-			-
Report & Systems Developer	2.00	-			-
Report Developer	-	1.00			1.00
Senior Business Systems Analyst	3.00	-			-
Senior Client Systems Architect	-	1.00			1.00
Senior Database Administrator	1.00	1.00			1.00
Senior Desktop Specialist	2.00	-			-
Senior Integration Engineer	1.00	-			-

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Senior IT Project Manager	1.00	1.00			1.00
Senior IT Support Specialist	-	2.00			2.00
Senior IT Systems Analyst	-	3.00	(0.50)	2.00	4.50
Senior IT Systems Engineer	-	1.00			1.00
Senior Network Engineer	1.00	1.00	1.00		2.00
Senior Project Manager		1.00	(1.00)		-
Senior Systems Integration Analyst	1.00	-			-
Server Administrator	1.00	-			-
Server Engineer	2.00	-			-
Service Desk Technician	1.00	-			-
Systems Developer	-	1.00			1.00
Telecommunications Specialist	1.00	1.00	(1.00)		-
Web Developer	1.00	1.00			1.00
Information Technology Total	36.00	36.00	(0.50)	3.00	38.50
ORCA Regional Services					
ORCA Regional Program Administrator	-	1.00			1.00
ORCA Regional Program Specialist	-	1.00			1.00
Program Administrator	1.00	-			-
Project Coordinator	1.00	-			-
ORCA Regional Services Total	2.00	2.00	-	-	2.00
Risk Management					
Claims Coordinator	1.00	1.00			1.00
Risk & Claims Analyst	1.00	1.00			1.00
Risk & Insurance Specialist	1.00	1.00			1.00
Risk Manager	1.00	1.00			1.00
Risk Management Total	4.00	4.00	-	-	4.00
Treasury & Revenue					
Accountant	0.75	-			-
Assistant Treasurer	1.00	-			-
Cash Accountant	1.00	1.75			1.75
Cash/Investment Administrator	-	1.00			1.00
ORCA Site Administrator	-	1.00			1.00
ORCA Site Manager	1.00	-			-
Treasurer	1.00	1.00			1.00
Treasury & Revenue Total	4.75	4.75	-	-	4.75
Finance & Information Technology Total	88.75	88.75	(3.50)	5.00	90.25
Legal					
General Counsel					
Administrative Specialist	-	1.00			1.00
Business Manager	1.00	-			-
Business Manager/Public Record Officer	-	1.00			1.00
Deputy General Counsel	1.00	1.00			1.00
General Counsel	1.00	1.00			1.00
Legal Counsel	7.00	1.00	(1.00)		-
Legal Secretary	1.00	1.00			1.00
Project Administration Specialist		1.00			1.00
Project Assistant	2.00	-			-
Project Coordinator	2.00	1.00			1.00
Senior Legal Counsel	-	6.00	1.00	1.00	8.00
General Counsel Total	15.00	14.00	-	1.00	15.00
Legal Total	15.00	14.00	-	1.00	15.00
Design, Engineering & Construction Management					
Architecture & Art					
Architect	2.00	2.00		3.00	5.00
Architecture & Art Manager	1.00	1.00			1.00
Public Art Program Administrator	1.00	1.00			1.00
Public Art Program Coordinator	1.00	1.00			1.00
Senior Architect	1.00	1.00			1.00
Architecture & Art Total	6.00	6.00	-	3.00	9.00

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Civil & Structural Design					
CAD Drafter Supervisor	1.00	1.00			1.00
Civil Engineer	4.00	4.00		2.00	6.00
Civil Engineering Manager	1.00	1.00			1.00
Director Civil & Structural Design	1.00	1.00			1.00
ROW Engineer		-		1.00	1.00
Senior Administrative Specialist	2.00	1.00			1.00
Senior CAD Drafter	2.00	2.00		2.00	4.00
Senior Civil Engineer	6.00	6.00		4.00	10.00
Senior Structural Engineer	1.00	1.00		2.00	3.00
Specification Writer	1.00	1.00			1.00
Structural Engineer	1.00	1.00		3.00	4.00
Utility Engineer	-	-		1.00	1.00
Civil & Structural Design Total	20.00	19.00	-	15.00	34.00
Community Outreach					
Community Outreach Assistant	-	-		1.00	1.00
Community Outreach Coordinator	6.00	6.00			6.00
Community Outreach Corridor Lead	3.00	3.00			3.00
Community Outreach Corridor Supervisor	1.00	1.00			1.00
Community Outreach Director	1.00	1.00			1.00
Community Outreach Specialist	3.00	3.00			3.00
Senior Administrative Specialist	1.00	1.00			1.00
Community Outreach Total	15.00	15.00	-	1.00	16.00
Construction Management					
Construction Management Director	1.00	1.00			1.00
Construction Manager - DECM	4.00	4.00		5.00	9.00
Construction Project Specialist	1.00	1.00			1.00
Deputy Construction Manager	3.00	3.00			3.00
Engineering Systems Inspector	1.00	1.00			1.00
Principal Construction Manager	1.00	1.00			1.00
Project Coordinator - DECM	2.00	2.00			2.00
Project Manager	3.00	3.00	(1.00)		2.00
Senior Civil Engineer	2.00	2.00			2.00
Construction Management Total	18.00	18.00	(1.00)	5.00	22.00
DECM Director's Office					
Chief of Staff		-		1.00	1.00
Deputy Executive Director - Business Services	1.00	1.00			1.00
Deputy Executive Director - Design & Engineering	1.00	1.00			1.00
Deputy Executive Director - Project & Construction Mgmt.	1.00	1.00			1.00
Executive Assistant	1.00	1.00			1.00
Executive Director - DECM	1.00	1.00			1.00
Executive Project Director	1.00	1.00		2.00	3.00
Project Coordinator - DECM	1.00	1.00			1.00
Project Director	1.00	1.00		1.00	2.00
Receptionist/Administrative Assistant	1.00	1.00			1.00
Senior Administrative Specialist	2.00	2.00			2.00
DECM Director's Office Total	11.00	11.00	-	4.00	15.00
Project Controls					
Configuration Coordinator	1.00	1.00			1.00
Cost Engineer	1.00	1.00			1.00
Courier	1.00	1.00			1.00
Document Control Coordinator	3.00	3.00		1.00	4.00
Project Control Assistant	2.00	2.00			2.00
Project Control Coordinator	3.00	3.00	(1.00)		2.00
Project Control Director	1.00	1.00			1.00
Project Control Manager, Configuration & Document Control	1.00	1.00			1.00
Project Control Manager, Cost Control & Reporting	1.00	1.00			1.00
Project Control Manager, Scheduling, Estimating, Risk	1.00	1.00			1.00
Project Control Specialist	5.00	5.00	1.00	2.00	8.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior Cost Engineer	2.00	2.00			2.00

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Senior Document Control Coordinator	2.00	2.00			2.00
Senior Project Control Specialist	4.00	4.00			4.00
Senior Project Risk Engineer	1.00	1.00			1.00
Senior Scheduling Engineer	1.00	1.00		1.00	2.00
Project Controls Total	31.00	31.00	-	4.00	35.00
Project Management					
Project Coordinator - DECM	2.00	2.00			2.00
Project Management Director	1.00	1.00			1.00
Project Manager	6.00	6.00	1.00		7.00
Senior Project Coordinator	2.00	2.00			2.00
Project Management Total	11.00	11.00	1.00	-	12.00
Project Support Services					
Assistant Permits Administrator	1.00	1.00			1.00
Permits Administrator	1.00	1.00			1.00
Permits Specialist		-		1.00	1.00
Project Manager - Business Services	3.00	3.00			3.00
Project Support Services Manager	1.00	1.00			1.00
Senior Project Coordinator	1.00	1.00			1.00
Project Support Services Total	7.00	7.00	-	1.00	8.00
Property Management					
Leasing Document Coordinator	1.00	1.00			1.00
Property Management Assistant	1.00	1.00			1.00
Property Management Assistant Manager	1.00	1.00			1.00
Property Management Manager	1.00	1.00			1.00
Senior Leasing Document Coordinator	1.00	1.00			1.00
Property Management Total	5.00	5.00	-	-	5.00
Real Property					
Real Property Director	1.00	1.00			1.00
Property Assistant	1.00	1.00			1.00
Property Coordinator	3.00	3.00			3.00
Property Records Research Technician	1.00	1.00			1.00
Senior Administrative Specialist	-	1.00			1.00
Senior Real Property Agent	3.00	3.00		1.00	4.00
Real Property Total	9.00	10.00	-	1.00	11.00
Systems Engineering & Integration					
Civil/Systems Integration Manager	1.00	1.00			1.00
Electrical Engineer	1.00	1.00			1.00
Mechanical Engineer		-		1.00	1.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior CAD Drafter	1.00	1.00			1.00
Senior Electrical Engineer		-		1.00	1.00
Senior Mechanical Engineer	1.00	1.00			1.00
Senior Systems Engineer	7.00	7.00	(1.00)	1.00	7.00
Systems Engineer	2.00	2.00	1.00		3.00
Systems Engineer & Integration Director	1.00	1.00			1.00
Systems Engineering Manager	1.00	1.00			1.00
Systems Engineering & Integration Total	16.00	16.00	-	3.00	19.00
Design, Engineering & Construction Management Total	149.00	149.00	-	37.00	186.00
Communications & External Affairs					
Board Administration					
Administrative Specialist	-	1.00			1.00
Board Administration Manager	1.00	1.00			1.00
Board Coordinator	2.00	2.00			2.00
Correspondence Management Coordinator	-	-		1.00	1.00
Project Assistant	1.00	-			-
Records Management Coordinator	1.00	1.00			1.00
Board Administration Total	5.00	5.00	-	1.00	6.00
CEA Director's Office					
Administrative Specialist	1.00	-			-
Chief Communications Officer	1.00	-			-

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Executive Assistant	-	1.00			1.00
Executive Director of Communications & External Affairs	-	1.00			1.00
CEA Director's Office Total	2.00	2.00	-	-	2.00
Creative Services					
Creative Services Manager	1.00	1.00	(1.00)		-
Senior Graphic Designer	4.00	4.00	(4.00)		-
Video Producer	1.00	1.00	(1.00)		-
Video Production Technician	1.00	1.00	(1.00)		-
Creative Services Total	7.00	7.00	(7.00)	-	-
Customer Outreach					
Customer Outreach Assistant	-	-		1.00	1.00
Customer Outreach Coordinator	-	-		1.00	1.00
Events Coordinator	-	-	1.00		1.00
Events Specialist	-	-	1.00		1.00
Customer Outreach Manager	-	-	1.00		1.00
Customer Outreach Total	-	-	3.00	2.00	5.00
Government Relations					
Government & Community Relations Director	-	1.00			1.00
Government & Community Relations Manager	1.00	-			-
Government & Community Relations Specialist	2.00	3.00			3.00
Government Relations Specialist	2.00	-			-
State Relations Specialist	-	1.00			1.00
Government Relations Total	5.00	5.00	-	-	5.00
Marketing & Creative Services					
Communications Specialist	4.00	4.00	(1.00)		3.00
Events Coordinator	1.00	1.00	(1.00)		-
Events Specialist	1.00	1.00	(1.00)		-
Graphic Designer	-	-	1.00		1.00
Marketing Coordinator	1.00	1.00			1.00
Marketing/Creative Services Manager	1.00	1.00			1.00
Marketing Specialist	2.00	2.00			2.00
Rider Information Specialist	-	-	1.00		1.00
Senior Graphic Designer	-	-	3.00		3.00
Video Producer	-	-	1.00		1.00
Video Production Technician	-	-	1.00		1.00
Web Producer	0.75	-			-
Web Site Specialist	-	0.75			0.75
Marketing & Creative Services Total	10.75	10.75	4.00	-	14.75
Media Relations and Public Information					
Government & Community Relations Specialist	1.00	-			-
Information Center Specialist	-	-	1.00		1.00
Media Relations & Public Information Manager	1.00	1.00			1.00
Project Coordinator	1.00	-			-
Public Information Coordinator	-	1.00			1.00
Public Information Specialist	2.00	3.00			3.00
Media Relations and Public Information Total	5.00	5.00	1.00	-	6.00
Communications & External Affairs Total	34.75	34.75	1.00	3.00	38.75
Operations Department					
Asset Planning & Programming					
Asset Planning & Programming Manager	-	1.00			1.00
Document Control Coordinator	-	2.00			2.00
Program Manager	1.00	-			-
Project Assistant	1.00	-			-
Project Coordinator	2.00	-			-
Project Development Coordinator	1.00	-			-
Space Planning/CADD Operator	-	-	1.00		1.00
Project Manager	1.00	-			-
Senior Facilities Specialist	1.00	-			-
Asset Planning & Programming Total	7.00	3.00	1.00	-	4.00
Customer Service					

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Administrative Assistant	2.00	-			-
Customer Service Coordinator	-	-			-
Customer Service Manager	1.00	1.00			1.00
Customer Service Representative	-	4.00			4.00
Customer Service Specialist	1.00	-			-
Customer Service Supervisor	-	1.00			1.00
Information Center Specialist	0.60	0.60	(0.60)		-
Project Assistant	4.00	-			-
Project Coordinator	3.00	-			-
Receptionist/Administrative Assistant	-	2.00			2.00
Rider Information Specialist	-	1.00	(1.00)		-
Senior Customer Service Representative	-	2.00	(1.00)	1.00	2.00
Customer Service Total	11.60	11.60	(2.60)	1.00	10.00
Operations Director's Office		-			
Administrative Analyst	-	1.00			1.00
Administrative Assistant	1.00	-			-
Administrative Specialist	1.00	-			-
Assistant Director	2.00	-			-
Deputy Director	2.00	-			-
Deputy Executive Director Transportation & Maintenance	-	1.00			1.00
Document Control Coordinator	1.00	-			-
Executive Assistant	-	1.00			1.00
Executive Director of Operations	-	1.00			1.00
Facilities & Asset Control Director	-	1.00			1.00
Light Rail Operations Director	-	1.00			1.00
Operations Director	1.00	-			-
Operations Support Services Director	-	1.00			1.00
Project Administration Specialist	-	1.00			1.00
Project Assistant	1.00	-			-
Project Coordinator	1.00	-			-
Senior Administrative Specialist	-	1.00			1.00
Operations Director's Office Total	10.00	9.00	-	-	9.00
Facilities and Fleet					
Facilities Assistant	-	1.00			1.00
Facilities Coordinator	-	2.00	(1.00)		1.00
Facilities Maintenance Manager	-	1.00			1.00
Facilities Manager	1.00	-			-
Facilities Project Manager	-	3.00			3.00
Facilities Specialist	4.00	4.00		1.00	5.00
Parking & Customer Facilities Manager	-	1.00			1.00
Project Coordinator	2.00	-			-
Project Manager	2.00	-			-
Senior Facilities Coordinator	-	1.00			1.00
Senior Facilities Specialist	2.00	3.00		1.00	4.00
	-	-		1.00	1.00
Space Planning/CADD Operator	-	1.00	(1.00)		-
Facilities and Fleet Total	11.00	17.00	(2.00)	3.00	18.00
Operations Business					
Business Systems Analyst	1.00	1.00			1.00
Operations Business Coordinator	-	4.00			4.00
Operations Business Manager	-	1.00			1.00
Program Manager	1.00	-			-
Project Control Coordinator	1.00	-			-
Project Development Coordinator	3.00	-			-
Operations Business Total	6.00	6.00	-	-	6.00
Customer Facilities & Accessible Services					
Accessibility Coordinator	-	-	1.00		1.00
Coordinator	-	-	1.00	(1.00)	-
Customer Facilities & Accessibility Services Manager	-	-	1.00		1.00
Facilities Coordinator	-	-	1.00		1.00
Parking & Customer Facilities Coordinator	-	2.00	1.00		3.00

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
Project Development Coordinator	2.00	-			-
Project Manager	1.00	-			-
Customer Facilities & Accessible Services Total	3.00	2.00	5.00	(1.00)	6.00
Service Planning					
Assistant Service Planner	-	1.00			1.00
Program Manager	1.00	-			-
Project Coordinator	1.00	-			-
Project Manager	1.00	-			-
Service Planner	-	1.00		1.00	2.00
Service Planning Manager	-	1.00			1.00
Service Planning Total	3.00	3.00	-	1.00	4.00
Operations Department Total	51.60	51.60	1.40	4.00	57.00
Planning, Environment & Project Development					
Environmental Affairs & Sustainability					
Associate Environmental Planner	-	1.00			1.00
Deputy Director of Environmental Affairs & Sustainability	-	1.00			1.00
Environmental Affairs & Sustainability Director	-	1.00			1.00
Environmental Affairs & Sustainability Officer	1.00	-			-
Environmental Analyst	2.00	1.00			1.00
Environmental Compliance Manager	1.00	1.00			1.00
Environmental Planner	2.00	2.00			2.00
Program Manager	1.00	-			-
Project Administration Specialist	-	1.00			1.00
Project Assistant	1.00	-			-
Senior Administrative Specialist	-	-		1.00	1.00
Senior Environmental Analyst	-	2.00			2.00
Senior Environmental Planner	4.00	3.00			3.00
Sustainability Manager	1.00	1.00			1.00
Environmental Affairs & Sustainability Total	13.00	14.00	-	1.00	15.00
Office of Planning and Development					
Administrative Specialist	1.00	-			-
Associate Planner	-	1.00			1.00
Business Account Representative	-	1.00			1.00
Planning & Development Director	-	1.00			1.00
Planning & Project Development Manager	-	1.00			1.00
Policy & Planning Officer	1.00	-			-
Program Manager	3.00	1.00	(1.00)		-
Project Assistant	1.00	-			-
Project Coordinator	1.00	-			-
Project Manager	2.00	-			-
Project Manager - Modeler	-	1.00			1.00
Research, Policy & Business Development Manager	-	1.00			1.00
Senior Administrative Specialist	-	1.00			1.00
Senior Planner	3.00	-			-
Senior Policy Planner	-	1.00			1.00
Senior Transportation Planner	-	3.00			3.00
Office of Planning and Development Total	12.00	12.00	(1.00)	-	11.00
PEPD Director's Office					
Administrative Specialist	1.00	-			-
Executive Assistant	-	1.00			1.00
Executive Director	1.00	-			-
Executive Director - Planning, Environment & Project Dev.	-	1.00			1.00
PEPD Director's Office Total	2.00	2.00	-	-	2.00
PEPD Link Development					
Light Rail Development Manager	3.00	3.00			3.00
Light Rail Project Development Director	1.00	1.00			1.00
Project Manager - Agreements	1.00	1.00			1.00
Project Manager - Light Rail Segment	4.00	4.00		1.00	5.00
Senior Administrative Specialist	1.00	1.00			1.00
Transportation Planner	1.00	1.00			1.00

Agency Administration Staffing By Department

	2010 Staffing Plan	Current Staffing Plan	Transfer	New	2011 Staffing Plan
PEPD Link Development Total	11.00	11.00	-	1.00	12.00
Transit Oriented Development					
Senior TOD Specialist		-	1.00		1.00
TOD Program Manager	1.00	-			-
Transit Oriented Development Manager		1.00			1.00
Transit Oriented Development Total	1.00	1.00	1.00	-	2.00
Planning, Environment & Project Development Total	39.00	40.00	-	2.00	42.00
Agency Administration Total	445.10	445.10	1.90	62.00	509.00

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APPENDIX B

RECONCILIATION OF ADOPTED CAPITAL BUDGET TO PROPOSED CAPITAL BUDGET

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RECONCILIATION OF ADOPTED CAPITAL BUDGET TO PROPOSED CAPITAL BUDGET

The Proposed 2011 Budget and Proposed 2011 Transit Improvement Plan (TIP) were submitted for Board review in September 2010. By Resolution No. R2010-24, the Board adopted the annual budget for the period January 1 through December 31, 2011. Consistent with budget policies, the resolution endorsed the capital plan contained in the Proposed Budget, and authorized Sound Transit to expend \$763.8 million in the capital program subject to changes identified in selected amendments.

Adjustments to the Capital Budget for Fiscal Year 2011

Project cashflow projections are developed during the month of July. In order to include the most current information in the adopted budget, assumptions leading to these projections were reviewed during October and November. If changed circumstances warranted, cashflow projections were updated prior to Board-adoption of the budget. These adjustments are identified in Capital Amendment 2 and in Attachment B-1 to the Proposed Budget.

After the close of fiscal year 2010, the Adopted 2011 Budget document was produced. Based on a comparison of the forecasted expenditures for 2010 contained in the proposed budget to actual expenditures, project budget cashflows are adjusted to reflect actual 2010 expenditures. These adjustments may result in offsetting adjustments to the 2011 fiscal year budget.

As a part of the Budget review process, Board committees reviewed the Proposed 2011 Budget and added amendments before the final approval of the Budget. These changes made by the Board as part of the review process are included in the following reconciliation.

As a result, there are two primary sources for changes from the Proposed to the Adopted Budget:

1. Budget amendments to the Proposed Budget which were adopted by the Board, and
2. Updated project cashflows to reflect actual 2010 capital outlays.

Consistent with budget policies and Resolution No. R2010-24, the following changes were made to the Proposed 2011 Capital Plan. In total, these changes increased the capital outlay budget for 2011 by \$0.96 million to a new total of \$764.8 million.

	(\$000)
Proposed Capital Budget for 2011	\$763,811
1. Budget amendments	661
2. Cashflow changes	296
Adopted Capital Budget for 2011 *	\$764,769

* Numbers may not sum due to rounding.

1. Changes to Capital Project Budgets Reflected in Amendments

Amendment #	Project Name or Description	2011 Change (\$000)	Comment
Executive # 1	Eastside Rail Partnership	(450)	Project budget reduced as part of the program realignment.
Capital # 2	University Link (#200)	(4,814)	Decrease to right of way for rescheduling of property acquisitions and reduction in real estate values resulting from the recent economic downturn, partly offset by increases for additional design services during construction (DSDC), Systems construction management, and third party work.
Capital # 2	Initial Segment (#300)	2,800	Ongoing follow-on construction work related to noise and environmental mitigation.
Capital # 2	DSTT South Access Security (#320)	320	Carry forward of unexpended 2010 funds for construction contract work that started later than planned.
Capital # 2	Administrative Capital (#001)	2,605	Carryforward of unexpended 2010 funds for ongoing projects that will be completed in 2011.
Capital # 3	South Everett Freeway Station	2	Captured savings from work that was deleted from the WSDOT task order.
Capital # 4	Ticket Vending Machines	(392)	To remove budget to fund TVMs for Tacoma Link concurrent with removing fare collection costs.
Capital # 5	STart Program	490	STart Program budget increased by \$490,000 to initiate work on ST2 Projects.
R2011-02	STart Program	100	To adjust for the Board adopted budget amendment R2011-02.
	Total	661	

2. Updated Project Cashflows Based on Actual Expenditures in 2010

Project cashflows within the Proposed 2011 Budget document included a forecast for 2010 expenditures. As part of developing the Adopted 2011 Budget document, the Proposed 2011 Budget annual project cashflows are updated to reflect actual capital outlays for the preceding year (2010). Normally, adjustments are made so as not to change the projected cashflow for fiscal year 2011 by project as shown in the Proposed 2011 Budget. However, in certain limited instances, as a result of incorporating actual 2010 outlays, the fiscal year 2011 projected cashflow had to be adjusted from that shown in the Proposed 2011 Budget. In all such cases no changes were made to the total lifetime budget. The effect of this change is an increase of \$0.3 million for non-material adjustments. The following projects' fiscal year 2011 projected cashflows were adjusted:

Project	Proposed 2011 (\$000)	Adopted 2011 (\$000)	Difference (\$000)	Comments
Regional Express Program				
Federal Way HOV Access	165	78	(87)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Mercer Island Park and Ride	150	121	(29)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
SR522 HOV Enhancements/Bothell	3,191	3,018	(173)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Burien Transit Center Parking Expansion	15,175	15,174	(0)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Souder				
M Street-Lakewood Track and Signal	7,785	5,626	(2,159)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Service Delivery				
Security Enhancements	878	792	(86)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Sound Transit Police Office	112	56	(56)	To adjust for costs incurred in 2010 that had been budgeted in 2011.
Other Agency Projects				
Fare Integration Capital	0	2,648	2,648	To adjust for partner reimbursements that had been budgeted in 2010 but will not occur until 2011.
Link Light Rail Program				
Central Link Switch Heaters	0	239	239	To adjust for final acceptance payment to the manufacturer budgeted for 2010 that will not occur until 2011.
Total	27,456	27,752	296	

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APPENDIX C

RESOLUTION NO. R2010-24

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RESOLUTION NO. R2010-24
Proposed 2011 Budget

MEETING:	DATE:	TYPE OF ACTION:	STAFF CONTACT:	PHONE:
Executive Committee	12/2/10	Recommendation to Board Final Action	Brian McCartan, Executive Director Finance & Information Technology Pete Rogness, Director, Budget and Financial Planning	206-398-5100
Board	12/16/10			206-398-5102

PROPOSED ACTION

Adopts the Proposed 2011 Budget.

KEY FEATURES

- The Proposed 2011 Budget requests funding authorization of \$1.09 billion; \$187.1 million for Service Delivery, \$744.6 million for Project Delivery, and \$160 million for Agency Administration (includes debt service).
- The Proposed 2011 Budget would be funded by an estimated \$844,228,708 in revenue.
- The Proposed 2011 Budget is fully affordable within the agency's existing revenue projections and financial policies.

PROJECT DESCRIPTION

The Sound Transit Board adopts Sound Transit's annual budget which contains the agency's budget for revenue and financing, administrative expenses, transit operations, and capital and other projects. Sound Transit annual budgets are organized by three primary program areas; Service Delivery, Project Delivery, and Agency Administration. Sound Transit's budget and fiscal year runs from January to December.

The Sound Transit Board endorses an annual Transit Improvement Plan (TIP) that provides projected capital and operating expenditures for the construction and operation of the Sound Transit regional high-capacity transit system. The TIP contains information on scope, budget, and risk as well as changes in budget and schedule for all active phases of both capital and operating programs. Also included in the TIP are summary-level six-year forecasts for Service Delivery expenses by mode that reflect detailed service plans in the annual Service Implementation Plans.

FISCAL INFORMATION

There is no action outside of the Board-adopted budget; there are no contingency funds required, no subarea impacts, or funding required from other parties other than what is already assumed in the financial plan. The Proposed 2011 Budget is fully affordable within the agency's existing revenue projections and financial policies.

Sound Transit's Proposed 2011 Budget requests funding authorization totaling \$1,091.5 million in operating expenditures and capital outlays. The agency's expenses and outlays will be funded by an estimated \$844,338,708 in revenue and other financing sources (on an accrual basis) and by an estimated positive cash position in January 2011 of \$812,065,000.

SMALL BUSINESS PARTICIPATION

Not applicable to this action.

EQUAL EMPLOYMENT WORKFORCE PROFILE

Not applicable to this action.

BACKGROUND

The resolution approves the following operating expenditures for 2011:

- \$185.7 million for transit operations for Tacoma Link, Central Link, Sounder and ST Express
- \$79.1 million for staff operations
- \$7.3 million for fare administration, public art, transit oriented development, ORCA, loss reserves, non-operating costs
- \$1.4 million for transit operations contingency
- \$75.9 million for payment of debt service on outstanding bonds
- \$157.7 million for depreciation and other non-cash expenses

In addition, the resolution authorizes the following capital outlays in 2011:

- \$114.1 million for Sounder
- \$544.8 million for Link
- \$39.9 million for ST Express projects
- \$42.7 million for service delivery capital
- \$4.2 million for the public art program, administrative capital, and research and technology

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

- \$39.7 million for the Capital Replacement Fund
- \$9.9 million for the Emergency/Loss Fund

The resolution also includes estimated revenues of:

- \$542.9 million from Retail Sales and Use Tax
- \$65.1 million from Motor Vehicle Excise and Rental Car Taxes
- \$159.5 million from federal grants
- \$45.3 million from farebox revenues
- \$10.5 million in interest earnings
- \$20.7 million in miscellaneous revenues

For 2011 budget management, staff will continue providing quarterly briefings to the Audit and Reporting Subcommittee on progress to date. Based on the outcome of these briefings, quarterly budget amendments will be prepared for Board adoption when appropriate.

ENVIRONMENTAL COMPLIANCE

Jl 11/29/10

PRIOR BOARD/COMMITTEE ACTIONS

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

Resolution No. R2002-08 – Adopted revised budget policies and superseded Resolution No. 98-4.

TIME CONSTRAINTS

A one-month delay would postpone adoption of the Proposed 2011 Budget into the 2011 fiscal year.

PUBLIC INVOLVEMENT

The Sound Transit Board reviewed the Proposed 2011 Budget in public session in September, October and November. In October and November, five open houses were held throughout the district to provide members of the public the opportunity to ask questions and provide comment about the proposed budget. On November 4, 2010 a public hearing was held where testimony was taken from interested members of the public.

LEGAL REVIEW

DB 11/29/10

RESOLUTION NO. R2010-24

A RESOLUTION of the Board of the Central Puget Sound Regional Transit Authority adopting an annual budget for the period from January 1 through December 31, 2011.

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 and November 4, 2008, 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 phase of the regional transit system plan that was approved by voters in 1996; and

WHEREAS, Sound Transit is preparing to implement the second phase of the regional transit system plan that was approved by voters in 2008; 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 has 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, by Resolution No. R2002-08 the Sound Transit Board adopted revised budget policies; and

WHEREAS, the chief executive officer submitted a Proposed 2011 Budget and amendments for Board consideration; and

WHEREAS, the 2011 Proposed Budget is consistent with and affordable under adopted Sound Transit financial policies as established by Resolution No. R2008-10 and is in compliance with the adopted budget policies; and

WHEREAS, in 2010 the Sound Transit Board designated the Capital Committee and the Operations and Administration Committee as permanent committees with specific responsibilities, including reviewing proposed annual budgets and providing recommendations to the Executive Committee; and

WHEREAS, the Capital Committee reviewed the proposed annual capital project budget and provided recommendations to the Executive Committee and the Operations and Administration Committee reviewed the proposed annual transit operations and staff budgets and provided recommendations to the Executive Committee; and

WHEREAS, the Executive Committee reviewed the overall Proposed 2011 Budget and the recommendations of both the Capital and the Operations and Administration Committees, amended the Proposed 2011 Budget to incorporate those and other recommendations, and recommended Board adoption of the Proposed 2011 Budget; and

WHEREAS a public hearing was held on November 4, 2010 to consider public comment on the proposed budget; and

WHEREAS, a two-thirds affirmative vote of the entire membership of the Sound Transit Board is required to adopt the 2011 Budget.

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

Section 1a – Debt Service. Sound Transit is authorized to incur \$75,899,133 for payment of debt service on outstanding bonds, or such amounts as are contained in amendments to the Proposed Budget as adopted by the Board.

Section 1b – Operating Expenses. Sound Transit is authorized to incur \$79,105,211 in staff operating expenses; \$1,236,000 for Fare Administration operating expenses; \$240,000 for the Research and Technology project expenses; \$235,000 for Transit Oriented Development expenses; \$5,889,500 for non-operating costs; \$904,380 for payment of regional ORCA costs (which will be fully reimbursed); \$92,000 for STart expenses; and \$157,739,035 for depreciation and other non-cash expenses or such amounts as are contained in amendments to the Proposed Budget as adopted by the Board.

In addition, Sound Transit is authorized to incur \$97,113,406 for ST Express service delivery expenses; \$4,230,205 for Tacoma Link operations expenses; \$51,500,877 for Central Link service delivery

expenses; \$32,833,069 for Sounder service delivery expenses; and \$1,400,000 in service delivery contingency, or such amounts as are contained in amendments to the Proposed Budget as adopted by the Board.

Section 1c – Capital Outlays. Sound Transit is authorized to incur \$763,812,128 in capital outlays (including allocations) comprised of \$39,946,532 in Regional Express; \$114,107,651 in Sounder; \$544,780,319 in Link; \$42,723,776 for Service Delivery capital; \$786,200 for the Research and Technology capital project; \$420,000 for the STart program capital; and \$4,948,650 in administrative capital, or such amounts as are contained in amendments to the Proposed Budget as adopted by the Board.

Section 1d – Reserves. Sound Transit is authorized to place in reserves \$39,689,540 for the Capital Replacement Program and \$9,928,000 for Emergency/Loss.

Section 1e – Mitigation Inventory and Options Development.

Section 1e(1) Best Practices Peer Review. The CEO is directed to convene a noise mitigation peer review panel to conduct an independent review and assessment of Sound Transit's current and planned approaches to identifying and mitigating noise impacts associated with the future operation of its light rail system. Sound Transit staff will seek participation from peer organizations, including those with regulatory oversight and industry expertise nationally and internationally. The review will inventory and evaluate industry best practices and compare those to Sound Transit's current practices. The peer review panel will provide to the Sound Transit Board of Directors feedback, including any recommended additional steps for identifying and mitigating light rail noise impacts, opportunities to update agency practices and consideration of innovative methods that would continue to meet safety standards. The review will capture the steps Sound Transit has taken to date, in addition to those planned, for analyzing and mitigating the wheel squeal, train noise, noise from the safety bells, crossing signals, and track noise. Any new concepts that might emerge from this work will be presented to the Board of Directors for consideration of future application to planned and designed rail extensions and will be accompanied by a set of draft recommendations for implementation. This review will be completed and reported to the Board by July 2011.

Section 1e(2) Audible Safety Systems Review and Development of Conceptual Options. As a separate but related task to the Best Practices work, Sound Transit staff is directed to study a) the extent and effectiveness of train notification bells used throughout the passenger rail industry and b) the use and

effectiveness of non-audible measures by transit vehicles and at at-grade intersections. The study will identify opportunities to maintain operational safety through use of alternatives to audible warning systems, including the potential for conceptual development of new options. Staff may retain consultant expertise to assist with the study and should seek consultation from Federal Transit Administration.

Section 1e(3) Funding. The 2011 staff budget for the Planning, Environment and Project Development department is amended to add \$100,000 to fund the work directed in this section.

Section 2. The budget for the period January 1, 2011 to December 31, 2011 (Adopted 2011 Budget), as set forth in the Proposed 2011 Budget document (Attachment A1) submitted to the Board in September and October 2010 and incorporated herein by reference and the approved amendments (Attachment B), is hereby adopted.

The Adopted Budget projects the collection of \$844,338,708 in total revenues including \$542,985,055 in Sales and Use Tax and \$65,184,729 in Motor Vehicle Excise Tax and Rental Car Tax, \$159,549,866 in federal grants, \$45,307,934 in farebox collections, \$10,528,432 in interest earnings and \$20,782,691 in miscellaneous revenues.

Section 3. The Adopted 2011 Budget is not an authorization of expenses, except as specified in Section 1a – Debt Service.

Section 4. The chief executive officer is authorized to conform and reformat the budget document as necessary to uniformly present the information, and to revise the Adopted 2011 Budget to correct nonmaterial errors.

Section 5. The chief executive officer is authorized to amend the Adopted 2011 Budget to allow for transfers between capital budget and operating budgets with no net change in overall budgetary level, in order to comply with Generally Accepted Accounting Principles and Governmental Accounting Standards Board pronouncements. Staff will report any such changes to the Board on a quarterly basis.

Section 6. The chief executive officer is authorized to amend the fiscal year budget reflected in the published Adopted 2011 Budget to reflect actual expenditures for 2010, including shifting of budget authority between 2010 and 2011 for projects anticipated to be completed in 2011, provided the adopted total lifetime budget is not changed.

Section 7. The Proposed 2011 Transportation Improvement Plan (Attachment A2) is hereby endorsed. Such endorsement does not constitute final project authorization under Section 9.B. of Resolution No. 78-1.

Section 8. The chief executive officer is directed to submit the Adopted 2011 Budget and the 2011 Transit Improvement Plan to the Sound Transit Board Chair to ensure any amendments are accurately reflected.

Section 9. The chief executive officer is directed to provide the Board with regular budget reports and such information as may be necessary to compare actual financial performance with the Adopted 2011 Budget and to ensure conformance with the Adopted Financial Policies.

Section 10. The Board further authorizes the chief executive officer to take any actions necessary to implement the policies and determinations of the Board pursuant to this Resolution.

ADOPTED by no less than a two-thirds affirmative vote of the entire membership of the Sound Transit Board at a regular meeting thereof held on December 16, 2010.



Aaron Reardon
Board Chair

ATTEST:



Marcia Walker
Board Administrator

**Sound Transit
Resolution No. R2010-24**

**Attachment B
Amendment Summary to the Proposed 2011 Budget**

Capital Amendment 1	
Sponsor	Staff submitted
Amendment	Amend the Proposed 2011 Budget and other related text and tables to reflect the impact of all Board-approved budget amendments and related resolutions. Amend the budget, if necessary, for depreciation, non-material corrections and substitutions.
Budget Impact	No budget impact.

Capital Amendment 2	
Sponsor	Staff submitted
Amendment	Amend certain projects within Link Light Rail and Agency Administration capital programs to shift dollars between years and phases, resulting in a change in proposed budget spending in 2011. See Attachment B-1 for details of the transfers.
Budget Impact	This action will increase the 2011 spending plan by a total of \$911,000 and will have no impact to the lifetime budget for each project.

Capital Amendment 3	
Sponsor	Staff submitted
Amendment	The South Everett Freeway Station project (#319) lifetime budget will decrease by \$421,000. This project savings will be defunded from the Regional Express program. The annual budget for 2011 is increased by \$2,000. See Attachment B-2 for details.
Budget Impact	Lifetime budget for the South Everett Freeway Station project and the Regional Express program decreases by \$421,000 from the amount contained in the proposed budget book.

Capital Amendment 4	
Sponsor	Staff submitted
Amendment	The Ticket Vending Machine project (#212) lifetime budget will decrease by \$392,000 to remove budget to fund TVM's for Tacoma Link from the project. The annual budget for 2011 is also decreased by \$392,000. See Attachment B-2 for details.
Budget Impact	The Lifetime and annual budgets for the Ticket Vending Machine project and the Service Delivery capital program decreases by \$392,000 from the amount contained in the proposed budget book.

Capital Amendment 5	
Sponsor	Staff submitted
Amendment	This amendment sets the Lifetime budget for the ST2 STart program. The total lifetime budget is \$35.8 million. The annual budget is increased by \$490,000 to initiate work on ST2 projects in 2011. See Attachment B-2 for details.
Budget Impact	The Start program increases by \$35.8 million. This increase is offset by a corresponding decrease in the capital program construction cost estimates.

Operations Amendment 1	
Sponsor	Staff submitted
Amendment	Amend the Proposed 2010 Budget and other related text and tables to reflect the impact of all Board-approved budget amendments and related resolutions. Amend the budget, if necessary, for depreciation, non-material corrections and substitutions.
Budget Impact	No budget impact.

Operations Amendment 2	
Sponsor	Staff submitted
Amendment	Decrease total budget for medical benefits for 2011 by \$1,172,006 due to shifting medical insurance for staff to a lower cost plan in 2011.
Budget Impact	This action will reduce the benefits for service delivery staff by \$99,197 and the agency administration staff budget by \$1,072,809.

Operations Amendment 3	
Sponsor	Staff submitted
Amendment	Increase the Proposed 2011 Budget for transit operations services by a total of \$118,372 to add the cost of conditional signage. Conditional signage is primarily related to new facilities that have been transitioned to Operations. This amendment would cover needs such as regulatory or way-finding signage deficiencies that are identified after facilities have been operational for some period of time.
Budget Impact	This action increases the ST Express transit operations services budget by \$45,000, increases the Central Link transit operations services budget by \$40,000, increases the Sounder transit operations services budget by \$33,372.

Operations Amendment 4	
Sponsor	Staff submitted
Amendment	Increase the budget for consulting services in the Planning, Environmental and Project Development Department by \$65,000 to provide analysis of Tacoma Link rider demographics and evaluation of tradeoffs between parking fees and Link fares.
Budget Impact	This action increases the staff budget in the Planning, Environmental and Project Development department and the agency by \$65,000.

Operations Amendment 5	
Sponsor	Staff submitted
Amendment	Amend the Proposed 2011 Transit Operations budgets to remove the assumption regarding fare collection at Tacoma Link. This amendment will reduce fare collection costs for Tacoma Link to zero and reallocate these costs to Sounder, Central Link, and ST Express. There is no net change to the overall operations budget as the assumption in the proposed budget was that Tacoma Link fare collection was to be done using existing Transit Systems and contracted security staff.
Budget Impact	Tacoma Link's budget will be reduced by \$108,132. There will be offsetting increases in Sounder's budget of \$36,589, Central Link's budget of \$69,765 and ST Express's budget of \$1,778.

Operations Amendment 6	
Sponsor	Staff submitted
Amendment	Amend the Proposed 2011 revenue budget to remove the assumption of Tacoma Link fare revenue beginning in June 2011.
Budget Impact	The fare revenue budget will be reduced by \$267,012.

Operations Amendment 7	
Sponsor	Staff submitted
Amendment	Reduce the Proposed 2011 revenue budget by \$81,600 to reflect the passage of Resolution No. R2010-22, which moved forward the proposed changes to Senior and Disabled fares from June of 2011 to January of 2011 to coincide with changes being implemented by King County Metro.
Budget Impact	Decreases the fare revenue budgets for ST Express by \$54,300 and for Central Link by \$27,300.

Operations Amendment 8	
Sponsor	Staff submitted
Amendment	Increase the Non-Cash Expense budget for Donations and other Non-Cash expenses by \$6,170,000. The donation of the Kirkland Transit Center was budgeted to occur in December 2010. However, the facility will not be in service until 2011 at which time the donation can occur.
Budget Impact	Increases the Donations and Other Non-Cash expenses by \$6,170,000.

Executive Amendment 1	
Sponsor	Staff submitted
Amendment	The Eastside Rail Partnership project (#300002) lifetime budget will decrease by \$450,000 to remove budget due to financial and legal uncertainties regarding the viability or utility of an RFP process for operating passenger rail on the Eastside corridor. The annual budget for 2011 is also decreased by \$450,000. See table below for details.
Budget Impact	The lifetime and annual budgets for the Eastside Rail Partnership project decreases by \$450,000 from the amount contained in the proposed budget book.

Sounder

Project: 300002 - Eastside Rail Partnership

Phase	2011 Annual Budget			Lifetime Budget		
	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	24	(23)	0	24	(23)	0
Preliminary Engr / Environmental Documentation	476	(427)	50	476	(427)	50
Final Design	-	-	-	-	-	-
Row Acquisition and Permits	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total	500	(450)	50	500	(450)	50

The recommended program re-alignment suspends funding for this project and the budget is being reduced to \$50K for review of unsolicited proposals.

**Sound Transit
Resolution No. R2010-24**

**Attachment B-1
Amendment Summary to the Proposed 2011 Budget**

Link Light Rail

Project: 200 University Link - Pine Street Stub Tunnel (PSST) to UW Station

\$1000s

Phase	2011 Annual Budget			Lifetime Budget		
	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 13,540	\$ -	\$ 13,540	\$ 115,229	\$ -	\$ 115,229
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ 24,349	\$ -	\$ 24,349
Final Design / Specifications	\$ 6,872	\$ 2,080	\$ 8,952	\$ 90,633	\$ (3,000)	\$ 87,633
Construction Services	\$ 13,564	\$ 3,040	\$ 16,604	\$ 95,726	\$ -	\$ 95,726
Third Party	\$ 2,256	\$ 179	\$ 2,435	\$ 18,646	\$ -	\$ 18,646
Construction	\$ 213,354	\$ -	\$ 213,354	\$ 1,155,183	\$ 3,000	\$ 1,158,183
Vehicles	\$ 48,255	\$ -	\$ 48,255	\$ 103,909	\$ -	\$ 103,909
ROW Acquisition and Permits	\$ 10,689	\$ (10,113)	\$ 576	\$ 152,332	\$ -	\$ 152,332
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 308,530	\$ (4,814)	\$ 303,716	\$ 1,756,007	\$ -	\$ 1,756,007

Note: The University Link - PSST to UW Station project will be amended to reduce the 2011 annual budget cash flow by \$4.814 million, including: increase the Final Design phase by \$2.08 million for additional design services during construction (DSDC) for station finishes; increase the Construction Services phase by \$3.04 million for Systems CM; increase the Third Party phase by \$0.179 million; and decrease the ROW phase by \$10.113 million to reflect rescheduling of property acquisitions and reduction in real estate values resulting from the recent economic downturn. The lifetime budget will be amended to reduce the Final Design phase by \$3.0 million based on reevaluation of DSDC; and increase unallocated contingency in the Construction phase by \$3.0 million.

Project: 300 Initial Segment

\$1000s

Phase	2011 Annual Budget			Lifetime Budget		
	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 1,148	\$ (450)	\$ 698	\$ 184,333	\$ -	\$ 184,333
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ 33,275	\$ -	\$ 33,275
Final Design / Specifications	\$ -	\$ -	\$ -	\$ 147,392	\$ (3,250)	\$ 144,142
Construction Services	\$ 565	\$ -	\$ 565	\$ 104,912	\$ -	\$ 104,912
Third Party	\$ 100	\$ -	\$ 100	\$ 61,409	\$ -	\$ 61,409
Construction	\$ 42,565	\$ 3,250	\$ 45,815	\$ 1,200,147	\$ 3,250	\$ 1,203,397
Vehicles	\$ -	\$ -	\$ -	\$ 131,803	\$ -	\$ 131,803
ROW Acquisition and Permits	\$ 597	\$ -	\$ 597	\$ 206,729	\$ -	\$ 206,729
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 44,976	\$ 2,800	\$ 47,776	\$ 2,070,000	\$ -	\$ 2,070,000

Note: The Initial Segment project will be amended to increase the 2011 annual budget cash flow by \$2.8 million, including: \$0.45 million Agency Administration phase unallocated contingency utilized in 2010 for increased staff efforts to manage follow-on construction work for noise mitigation and the Beacon Hill Tunnel voids; and a \$3.25 million contract reimbursement added to unallocated contingency within the Construction phase. The lifetime budget will be amended to reduce the Final Design phase by \$3.25 million for the contract reimbursement, and to increase Construction phase unallocated contingency by this amount.

Phase	2011 Annual Budget			Lifetime Budget		
	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2011 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 100	\$ 25	\$ 125	\$ 200	\$ -	\$ 200
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design / Specifications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 300	\$ 295	\$ 595	\$ 800	\$ -	\$ 800
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 400	\$ 320	\$ 720	\$ 1,000	\$ -	\$ 1,000

Note: The DSTT South Access Security project will be amended to increase the 2011 annual budget cash flow by \$0.32 million to reflect the construction contract starting later than planned, including: \$0.025 million increase in the Agency Administration phase; and \$0.295 million in the Construction phase.

Agency Administration

Project: 001 - Administrative Capital

Phase	2011 Annual Budget			Lifetime Budget		
	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget
Admin Facilities/Equipment /Furniture	\$ 207	\$ 130	\$ 337	\$ 3,976	\$ -	\$ 3,976
Furniture Program Allocation	\$ 25	\$ -	\$ 25	\$ 425	\$ -	\$ 425
IT Hardware/Software	\$ 3,595	\$ 2,475	\$ 6,070	\$ 23,595	\$ -	\$ 23,595
Non-revenue Fleet	\$ 200	\$ -	\$ 200	\$ 1,620	\$ -	\$ 1,620
Other	\$ 920	\$ -	\$ 920	\$ 12,122	\$ -	\$ 12,122
Total	\$ 4,948	\$ 2,605	\$ 7,553	\$ 41,738	\$ -	\$ 41,738

Amended the Annual budget to account for carry over of unexpended 2010 funds for on-going projects that will be completed in 2011 and transfer funds from

**Sound Transit
Resolution No. R2010-24
Attachment B-2
Amendment Summary to the Proposed 2011 Budget**

Amendment # 3

Updated November 4, 2010

Regional Express

Project: 319 - South Everett Freeway Station

Phase	2011 Annual Budget			Lifetime Budget		
	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 1	\$ 2	\$ 3	\$ 1,887	\$ -	\$ 1,887
Preliminary Engr / Environmental Documentation	\$ -	\$ -	\$ -	\$ 2,863	\$ -	\$ 2,863
Final Design	\$ -	\$ -	\$ -	\$ 2,328	\$ -	\$ 2,328
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ 28	\$ -	\$ 28
Construction	\$ 72	\$ -	\$ 72	\$ 21,652	\$ (348)	\$ 21,304
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 150	\$ (73)	\$ 77
Total	\$ 74	\$ 2	\$ 76	\$ 28,908	\$ (421)	\$ 28,487

WSDOT task order has been reduced to reflect project savings. Savings are being defunded from the Regional Express program.

Amendment # 4

Service Delivery

Project: 212 - Ticket Vending Machines

Phase	2011 Annual Budget			Lifetime Budget		
	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 65	\$ (65)	\$ 0	\$ 237	\$ (65)	\$ 172
Preliminary Engr / Environmental Documentation	\$ 327	\$ (327)	\$ (0)	\$ 477	\$ (327)	\$ 150
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 406	\$ -	\$ 406	\$ 7,357	\$ -	\$ 7,357
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 798	\$ (392)	\$ 406	\$ 8,071	\$ (392)	\$ 7,679

Note: Revert the lifetime budget to 2010 level in concurrence with the removal of Tacoma Link fare collection costs.

Amendment # 5

Other Agency Projects

STart Program

Phase	2011 Annual Budget			Lifetime Budget		
	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget	2011 Proposed Project Budget	Budget Transfer	Revised Project Budget
East King	\$ 20	\$ 85	\$ 105	\$ 2,633	\$ 14,575	\$ 17,208
North King	\$ 25	\$ 315	\$ 340	\$ 6,757	\$ 6,968	\$ 13,725
Pierce	\$ -	\$ 90	\$ 90	\$ 1,525	\$ 2,582	\$ 4,107
Shohomish	\$ 185	\$ -	\$ 185	\$ 1,084	\$ 4,894	\$ 5,978
South King	\$ 190	\$ -	\$ 190	\$ 4,319	\$ 6,780	\$ 11,099
Total	\$ 420	\$ 490	\$ 910	\$ 16,318	\$ 35,798	\$ 52,116

Note: Sets the lifetime budget for the ST2 art program based on Board direction to set the program budget based on 1% of the cost estimates for construction, not including tunneling. The annual budget is amended to begin work on S12 projects.

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APPENDIX D

ADOPTED 2011 BUDGET

LIST OF CHARTS, MAPS, AND TABLES

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LIST OF CHARTS, MAPS, AND TABLES

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APPENDIX E

GLOSSARY OF TERMS

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GLOSSARY OF TERMS

The following definitions reflect how the terms are used at Sound Transit and in this document.

ADA – Americans with Disabilities Act

Adopted Budget – The Board-approved budget and capital plan for Sound Transit for the current fiscal year

Baseline – A plan, design, specification, contract, or other approved document or configurations against which actual performance is measured. Baseline can also refer to a schedule or budget used for management control and reporting purposes.

BAT – Business and Transit Access

BCE – Baseline Cost Estimate

BNSF – Burlington Northern Santa Fe Railway

Board – The Sound Transit Board of Directors

Capital Asset – Assets costing \$5,000 or more and having useful lives greater than two years

Capital Outlay – Expense which results in the acquisition of or addition to fixed assets

Capital Projects – Projects that purchase or construct capital assets

CCTV – Closed circuit television

CEA – Communication and External Affairs Department

CEO – Sound Transit Chief Executive Officer

CFO – Sound Transit Chief Financial Officer

Contingency – A budgetary reserve put aside for emergencies or unforeseen expenses

COP – Citizen Oversight Panel

CPI – Cost Performance Index

Debt Service – Payment of interest and principal

DECM – Design, Engineering, and Construction Management Department

Department – Highest organizational unit of Sound Transit, consisting of Executive; Finance and Information Technology; Legal; Design, Engineering, and Construction Management; Planning, Environment, and Project Development; Operations; and Communications and External Affairs.

Depreciation – A method by which the costs of plants, property, and equipment are systematically and rationally allocated over their useful life.

Division – Organizational sub-unit within departments

DSTT – Downtown Seattle Transit Tunnel

EEO – Equal Employment Opportunity

EIS – Environmental Impact Statement

ERP – Enterprise Resource Planning

ESMS – Environmental Sustainability Management System

Expense – A decrease in net current assets. Expenses include salaries and benefits, administrative expenses, debt service, and those current operating costs that require the use of current assets.

EXEC – Executive Department

FEIS – Final Supplemental Environmental Impact Statement

FFGA – Full Funding Grant Agreement

Fiscal Year – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. Sound Transit's fiscal year is concurrent with the calendar year.

FIT – Finance and Information Technology Department

FTA – Federal Transit Administration

FTE – Full Time Equivalent employee. The fractional equivalent of one full-time employee working a 40-hour work week for one calendar year.

FY – Fiscal Year

GAAP – General Accepted Accounting Principles

GIS – Geographic Information Services

GMA – Growth Management Act

HCT – High Capacity Transit

HOV – High-Occupancy Vehicle

IT – Information Technology

KCM – King County Metro

LRV – Light Rail Vehicle

MVET – Motor Vehicle Excise Tax

NTD – National Transit Database

O&M – Operations and Maintenance

OEM – Original Equipment Manufacturer

OMF – Operations Maintenance Facility

OPS – Operations Department

ORCA – One Regional Card for All

PCMCIA – Personal Computer Memory Card International Association

PE – Preliminary Engineering

PE/ED – Preliminary Engineering and Environmental Documentation

PEPD – Planning, Environment, and Project Development Department

Proposed Budget – The recommended and unapproved Sound Transit budget submitted by the CEO to the Board.

PSST – Pine Street Stub Tunnel

REX – Regional Express

Revenues – Increases in proprietary fund type net total assets from other than expense refunds and capital contributions.

ROD – Record of Decision

ROIP – Rail Operations Insurance Program

ROW – Right of Way

SIP – Service Implementation Plan

SODO – South of downtown Seattle

Sound Move – Voter-approved plan to build a high-capacity public transit system

Sound Transit – The Central Puget Sound Regional Transit Authority

SR – State Route

ST2 – Sound Transit 2 – the second phase of Sound Transit's plan for providing increased service

STart – Sound Transit Art Program – Public Art

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.

TIP – Transit Improvement Program

TOD – Transit Oriented Development

TVM – Ticket Vending Machine

USB – Universal Serial Bus

UW – University of Washington

WSDOT – Washington State Department of Transportation

YOE – Year of Expenditure