

Transit Development Plan 2021-2026 and 2020 Annual Report



***Adopted by the Board of Directors
September 23, 2021***

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Title VI Notice to Public: Sound Transit operates its programs and services without regard to race, color or national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been unlawfully discriminated against for these reasons may file a complaint with Sound Transit.

More information on Sound Transit's Title VI Policy and the procedures to file a complaint may be obtained by:

- calling 888-889-6368; TTY Relay 711;
- emailing stdiscriminationcomplaint@soundtransit.org;
- mailing to Sound Transit, Attn: Customer Service, 401 S. Jackson St. Seattle, Washington 98104-2826; or
- visiting our offices located at 401 S. Jackson St. Seattle, Washington 98104.

A complaint may be filed directly with the Federal Transit Administration Office of Civil Rights, Attention: Complaint Team, East Building, 5th Floor – TCR, 1200 New Jersey Avenue, SE, Washington, DC 20590 or call 888-446-4511.

Para obtener información sobre la política de no discriminación del Título VI en relación con la discriminación por motivos de raza, color u origen nacional, comuníquese al 800-823-9230.

인종, 피부색 또는 출신 국가를 기반으로 한 차별에 관한 제6조 차별방지 정책 정보에 대해서는 800-823-9230로 연락하십시오.

За информацией о политике недопущения дискриминации, относящейся к дискриминации по признакам расы, цвета кожи или национального происхождения в соответствии с Разделом VI, обращайтесь по телефону 800-823-9230.

Para sa Title VI Walang-diskriminasyon na impormasyon sa patakaran tungkol sa diskriminasyon batay sa lahi, kulay, o pinagmulan, tawagan ang 800-823-9230.

關於第 VI 款有關基於種族、膚色或國籍進行歧視 的非歧視政策資訊，請致電 800-823-9230。

Để biết thông tin trong chính sách chống phân biệt đối xử Tựa Đề VI về phân biệt đối xử dựa trên chủng tộc, sắc tộc hay xuất xứ quốc gia, vui lòng liên lạc 800-823-9230.

Plan adoption

The Sound Transit Board of Directors adopted the Transit Development Plan 2021-2026 and 2020 Annual report on September 23, 2021.

Public participation process

Public comment period: August 12, 2021- September 2, 2021

Comments submitted to: main@soundtransit.org

Comments can be mailed to:

Sound Transit
Service Planning and Development
401 S Jackson St
Seattle, WA 98104

Public hearing: Sound Transit held a virtual public hearing on the Transit Development Plan on September 2, 2021 at 9:00AM. Seven written comments were received prior to the public hearing, and one comment was received during the public hearing. A recording of the public hearing can be found [here](#). A recap of the written comments may be found in Appendix A of this document.

Notice posted to website: Sound Transit posted a notice of the hearing on the Transit Development Plan to its website at www.soundtransit.org on August 12, 2021.

Notice published in local paper: The Daily Journal of Commerce published a notice of the hearing on the Transit Development Plan on August 19, 2021 and August 27, 2021.

Requests for paper or digital copies: Sound Transit allowed the public to request a paper or digital copy of the Transit Development Plan on and after August 12, 2021 by emailing main@soundtransit.org or calling (888) 889-6368.

Plan distribution

On September 24, 2021 Sound Transit distributed the adopted Transportation Development Plan to:

- PTDPlans@wsdot.wa.gov
- The agency's assigned WSDOT Community Liaison.
- The Transportation Improvement Board via:
 - Vaughn Nelson, Finance Manager at vaughnn@tib.wa.gov.
 - Chris Workman, Engineering Manager at chrisw@tib.wa.gov.
- All cities, counties and regional transportation planning organizations within which Sound Transit operates.

Sound Transit Transit Development Plan 2021-2026 and 2020 Annual Report

INTRODUCTION

The Transit Development Plan (TDP) 2021-2026 and 2020 Annual Report provides updated information to the Washington State Department of Transportation (WSDOT) on development of the various transit components undertaken by Sound Transit—the Central Puget Sound Regional Transit Authority. Background information on Sound Transit, accomplishments during 2020 and proposed action strategies for 2021 to 2026 are included. While planning is an on-going activity among the various divisions within Sound Transit, this document attempts to capture known planning milestones through 2026.

This document is submitted per requirement of RCW 35.58.2795. As a regional transit authority, Sound Transit is required to prepare a six-year transit development plan and annual report. WSDOT may use this document to prepare an annual report for the Washington State Legislature summarizing the status of public transportation systems in the state.

I: AGENCY BACKGROUND

In March 1992, the Washington State Legislature (through RCW 81.104.040) authorized King, Pierce and Snohomish counties to create a single agency—the Central Puget Sound Regional Transit Authority, now known as Sound Transit—to develop public transit alternatives to meet the region's travel needs. The Legislature charged Sound Transit with planning, building and operating a high-capacity transportation system that connects people to their communities and jobs throughout urban areas of King, Pierce and Snohomish counties.

On Nov. 5, 1996, voters approved local funding for Sound Move, a regional high-capacity transit plan that included a 0.4 percent local sales and use tax, a 0.3 percent motor vehicle excise tax and a rental car tax to finance construction and operation of the regional transit system. Sound Move included the ST Express bus network along with high-occupancy-vehicle (HOV) lane access improvements, Sounder commuter rail and light rail.

On Nov. 4, 2008, voters approved additional local funding as part of the Sound Transit 2 (ST2) plan. This transit plan included a new 15-year construction program of light rail, commuter rail and regional bus service by extending the Sound Move taxes, as well as increasing the local sales and use tax by an additional 0.5 percent to a total of 0.9 percent.

More recently, on Nov. 8, 2016, voters approved additional local funding as part of the Sound Transit 3 (ST3) plan. This transit plan included a new 25-year construction program of light rail, commuter rail and regional bus service by extending the Sound Move and ST 2 taxes, increasing the local sales and use tax by an additional 0.5 percent to a total of 1.4 percent, increasing the motor vehicle excise tax by 0.8 percent to a total of 1.1 percent and assessing a \$0.25 property tax on every \$1,000 of assessed home values.

Sound Transit has grown from a planning agency in the late 1990s to an agency that operates light rail, express bus, commuter rail and streetcar service. The agency carried, 48.3 million passengers in 2018, 47.8 million

passengers in 2019, and due to Covid-19, provided safe and reliable service to 17.6 million customers on our trains and buses in 2020. We continue to build light rail extensions, transit centers and other transportation infrastructure, and are working towards implementing a new line of service for Sound Transit, bus rapid transit, along I-405 and SR 522/523.

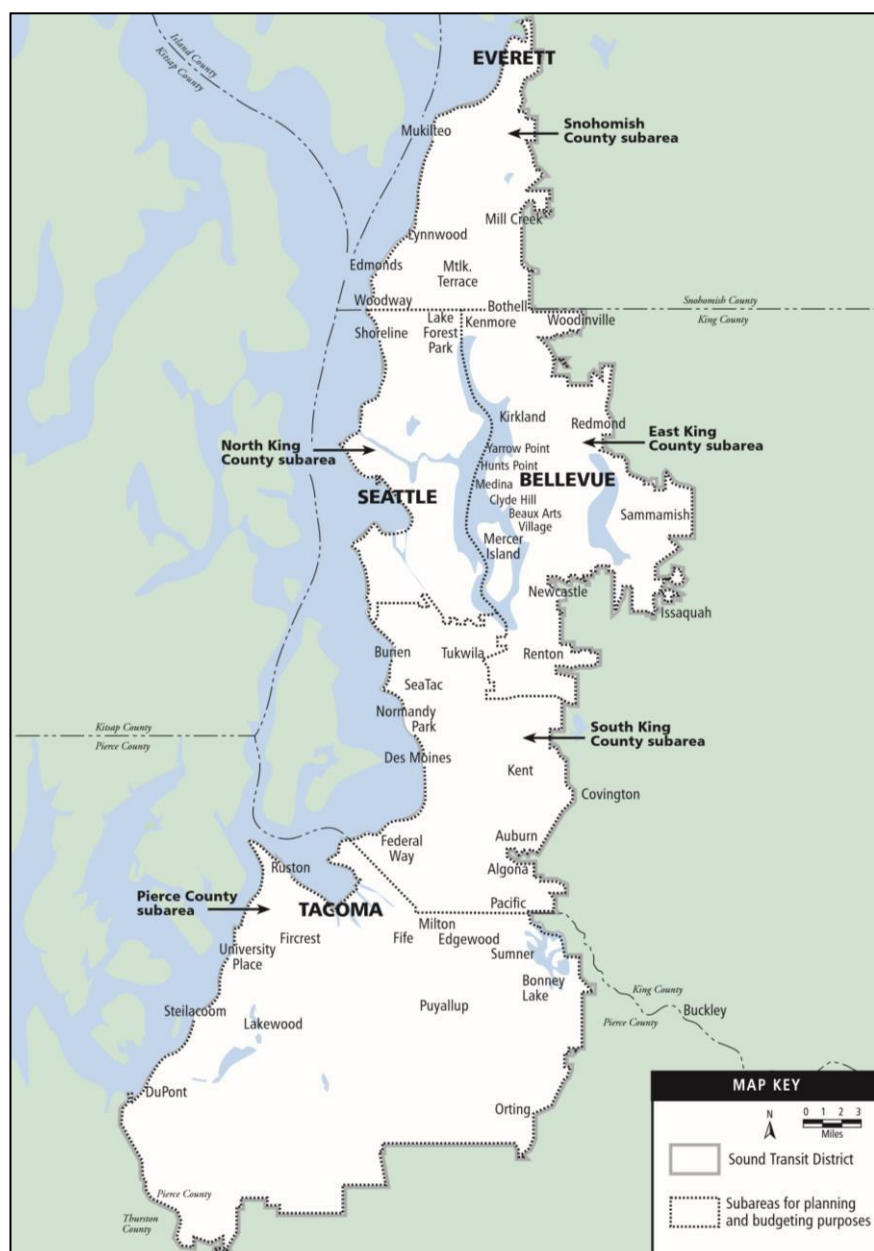
Sound Move, ST2 and ST3 provide the framework for Sound Transit service and capital projects. Although yearly refinements and updates are made as reflected in the Transit Development Plan and Annual Report, Sound Move, ST2 and ST3 continue to guide growth of the Sound Transit high-capacity transportation system.

Sound Transit Service Area

Sound Transit's taxing and service area boundary lines generally follow the urban growth boundaries created by each county in accordance with the state Growth Management Act. The Sound Transit service area boundary was adjusted in some places in consideration of voter precinct boundaries, city limit lines and geography. For planning and budgeting purposes the district boundary was divided into five geographic subareas, each with unique system components.

Figure 1 shows the Sound Transit service district for King, Pierce and Snohomish counties.

FIGURE 1: SOUND TRANSIT DISTRICT



Board of Directors

In accordance with state law RCW 81.112.030, the Sound Transit Board is comprised of 18 members, including the Washington State Secretary of Transportation and 17 locally elected officials nominated by each of the three county's executive officials and confirmed by the respective county councils. The Sound Transit Board includes the three county executives, representatives from the largest city in each county and representatives from other cities and unincorporated areas of each county. At least one-half of all appointees from each county also serve on local transit boards.

At the end of 2020, the Sound Transit Board of Directors included:

Kent Keel, Chair	University Place Councilmember
Dow Constantine, Vice Chair	King County Executive
Paul Roberts, Vice Chair	Everett Councilmember
Nancy Backus	City of Auburn Mayor
David Baker	City of Kenmore Mayor
Claudia Balducci	King County Councilmember
Bruce Dammeier	Pierce County Executive
Jenny A Durkan	City of Seattle Mayor
Debora Juarez	City of Seattle Councilmember
Joe McDermott	King County Council Vice Chair
Roger Millar	Washington State Secretary of Transportation
Ed Prince	Renton City Councilmember
Kim Roscoe	City of Fife Mayor
Nicola Smith	Lynwood Mayor
Dave Somers	Snohomish County Executive
Dave Upthegrove	King County Councilmember
Peter von	
Reichbauer	King County Councilmember
Victoria Woodards	City of Tacoma Mayor

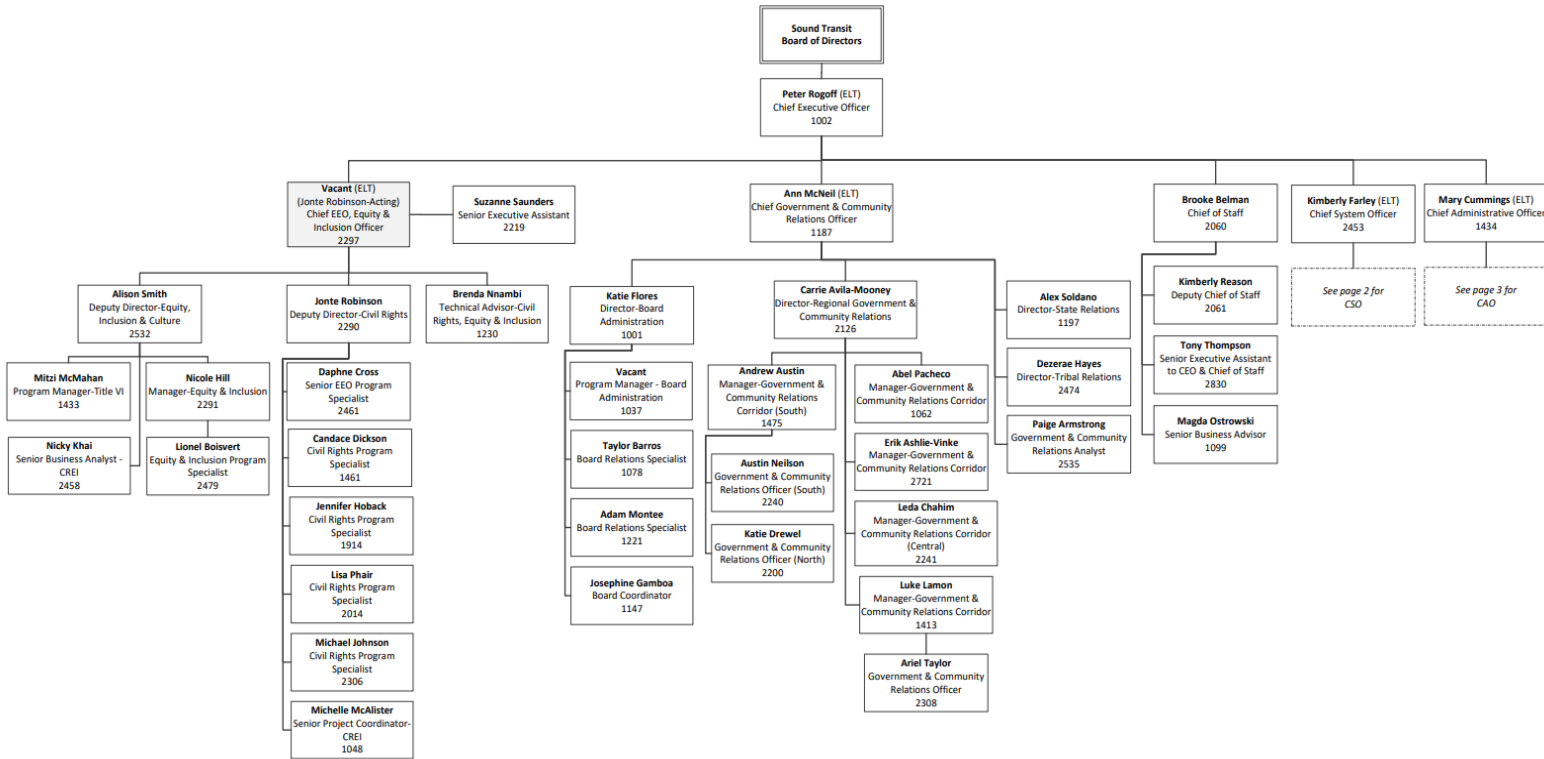
Organizational Structure

As of Dec. 31 2020, Sound Transit employed 1,104 full-time equivalent employees. The total authorized positions, including unfilled positions, is 1,169 Sound Transit staff consisted of the following:

- 66 full-time equivalents in the Communications & External Affairs Department
- 310 full-time equivalents in the Design, Engineering & Construction Management Department
- 212 full-time equivalents in the Executive Department
- 70 full-time equivalents in the Finance
- 101 full-time equivalents in the Information Technology Department
- 22 full-time equivalents in the Legal Department
- 185 full-time equivalents in the Operations Department
- 89 full-time equivalents in the Planning, Environment and Project Development Department
- 49 full-time equivalents in the Safety & Quality Management Department

Figure 2 provides an overview of Sound Transit's organizational structure at the 20.

FIGURE 2: SOUND TRANSIT ORGANIZATIONAL STRUCTURE



Administrative and Operational Offices

Sound Transit has the following administrative office and facility locations:

Administrative Offices

Union Station
401 S. Jackson St.
Seattle, WA 98104

605 Building
605 5th Ave. S.
Seattle, WA 98104

625 Building
625 5th Ave. S.
Seattle, WA 98104

705 Building
705 5th Ave S.
Seattle, WA 98104

5th & Jackson Building
315 5th Ave. S.
Seattle, WA 98104

Modal Operations & Maintenance Facilities

Tacoma Link
802 E. 25th St.
Tacoma, WA 98421

Link
3407 Airport Way S.
Seattle, WA 98134

II: SERVICE AND FARE CHARACTERISTICS



ST Express

Opened:	1999
Fleet:	319
Vehicles in Maximum Service:	263
Annual Ridership:	6,228,726
Routes:	26
Adult Fare:	\$3.25



Sound Transit operates regional express bus service which connects major regional destinations throughout the Puget Sound region. Service operates from at least 2:13 a.m. to 1:09 a.m. everyday. ST Express routes range in service from weekday peak-direction only service, to frequent, all-day, bi-directional routes on both weekdays and weekends.

Given that the ST Express network connects major employment centers throughout the region, the service is more commuter oriented than most transit systems. An expanding economy means increased commuter demand during peak time periods, particularly in those centers where employee parking is limited and expensive.

In early 2014, the Sound Transit Board adopted updated Service Standards and Performance Measures that include new passenger load guidelines for ST Express. The guidelines recognize that standing passengers during peak hours are an ongoing reality and lists priorities for corrective action based on the severity of overcrowding and the amount of time passengers have to stand. Sound Transit staff continually monitors service and uses several service management tools to reduce overcrowding, including schedule adjustments to balance loads, assigning larger buses and adding extra bus trips if the budget allows.

Sound Transit contracts with partner transit agencies—Community Transit, King County Metro and Pierce Transit—to operate and maintain ST Express buses. ST Express service is operated out of Community Transit's Kasch Park Base in Everett, King County Metro's East Base in Bellevue and Pierce Transit's operations facility in Lakewood. At the end of 2020, Sound Transit owned 319 buses, with 263 used in active maximum service. The fleet is fully equipped with Automatic Passenger Counters (APCs). As of the end of 2020, 26 ST Express regional bus routes were in operation.

Due to a decline in ridership in 2020 and limited operator availability, Sound Transit reduced the number of trips operating on the ST Express network, with most trip reductions coming from the peak periods. Some peak-hour routes were suspended where service was duplicated by other routes, such as Route 544 (Overlake-SLU), which acts as a rush hour overlay service on top of all-day Route 545 (Redmond-Seattle). With the exception of some areas served by Route 592 (DuPont-Seattle), 595 (Gig Harbor-Seattle), and 596 (Bonney Lake-Sumner Sounder connector), we preserved coverage with one or more routes in this initial set of reductions implemented in April. Route 544, introduced in early 2020 as a replacement for routes 540 and 541, between Overlake Village and South Lake Union via South Kirkland Park-and-Ride, was also suspended as a result of the pandemic. During the peak of the pandemic fare collection was suspended on ST Express buses to ensure operator safety. Fare collection resumed in the fall of 2020.

Below are the routes and their service characteristics:

¹ Route Number	Express Route Description	Start Date	Days Operated	Type of Service
510	Everett – Seattle	1999	M-F	Peak Only
511	Ash Way – Seattle	1999	M-F	Peak Only
512	Everett/Lynnwood – Seattle	2011	M-F, Sa, Su	All-Day
513	Seaway Transit Center – Seattle	1999	M-F	Peak Only
522	Woodinville – Seattle	2002	M-F, Sa, Su	All-Day
532	Everett – Bellevue	1999	M-F	Peak Only
535	Lynnwood – Bellevue	1999	M-F, Sa	All-Day
542	Redmond – University District	2010	M-F	All-Day
545	Redmond – Seattle	2000	M-F, Sa, Su	All-Day
550	Bellevue – Seattle	1999	M-F, Sa, Su	All-Day
554	Issaquah – Seattle	2001	M-F, Sa, Su	All-Day
555	Bellevue – Northgate	2001	M-F	Peak Only
556	Issaquah – University District – Northgate	2005	M-F	Peak Only
560	West Seattle – Sea-Tac – Bellevue	2003 ¹	M-F, Sa, Su	All-Day
566	Auburn & Kent – Overlake	2010 ¹	M-F	All-Day
567	Kent – Overlake	2013	M-F	Sounder Connector
574	Lakewood – Sea-Tac Airport	1999	M-F, Sa, Su	All-Day
577	Federal Way – Seattle	2006	M-F, Sa, Su	Peak Only
578	Puyallup – Seattle	2009	M-F, Sa, Su	All-Day
580	Puyallup – Lakewood	2015	M-F	Sounder Connector
586	Tacoma – University District	2002	M-F	Peak Only
590	Tacoma – Seattle	1999	M-F	Peak Only
592	DuPont – Seattle	1999	M-F	Peak Only
594	Lakewood/Tacoma – Seattle	1999	M-F, Sa, Su	All-day
595	Gig Harbor – Seattle	1999	M-F	Peak Only
596	Bonney Lake – Sumner	2012	M-F	Sounder Connector

Fares were last changed on July 1, 2020, when Sound Transit implemented a flat adult fare of \$3.25 on all ST Express bus routes. The new fare structure eliminates the previous two-zone fare system in favor of one fare throughout the ST Express service area. The new flat fare better corresponds with the fare structure of our regional transit partners and simultaneously simplifies our system for our passengers. The simplified fare structure will also better support the Next Generation ORCA system.

Sound Transit served over 90 regional transit facilities, including Link and Sounder Stations, park-and-ride lots, freeway stations, transit centers and ferry terminals. Some stations and transit centers served by Sound Transit buses or trains are marked as “Regional T” locations. The “Regional T” sign indicates that these facilities offer regional services and connections between local and regional services.

Appendix G provides details of each facility served by Sound Transit and the service connections that are available at that facility.

¹ Predecessor route(s) may have started earlier; year of start is given for route in current or near current configuration.

¹ Route 540 and 541 were suspended at the start of 2020 and replaced by route 544, Overlake Village and South Lake Union via South Kirkland Park-and-Ride. Shortly after its introduction, route 544 was also suspended as a result of Covid-19.



Sounder

Opened:	2000
Fleet:	67 railcars 14 locomotives
Vehicles in Maximum Service:	59 railcars 11 locomotives
Annual Ridership:	1,274,219
Track Length:	81.8 miles
Stations:	12
Adult Fare:	\$3.25 - \$5.75



Sound Transit's Sounder commuter rail operates weekday service along two corridors that radiate from Seattle's King Street Station, north to Everett and south to Tacoma/Lakewood. Both services operate largely on BNSF Railway Company tracks.

The Sounder South line began operation in September 2000 with two peak period round trips operating northbound in the morning to Seattle and southbound in the afternoon to Tacoma. Starting in 2000, Sound Transit worked closely with BNSF to gradually ramp up service levels as Sound Transit-funded track and signal improvements were constructed along the line. With the start-up of the ninth South line round trip in June 2009, Sound Transit completed implementation of the full service levels called for in the 1996 Sound Move Plan. The south line segment of Sounder was extended to Lakewood in October 2012 on track that was previously purchased from BNSF and Tacoma Rail. Two new stations opened for rail service as part of this extension, South Tacoma and Lakewood stations. The South line stations are Lakewood, South Tacoma, Tacoma Dome Station, Puyallup, Sumner, Auburn, Kent, Tukwila and King Street Station (Downtown Seattle).

The Sounder north line began operation in December 2003 with one peak period round trip operating along Burlington Northern Santa Fe (BNSF) Railway tracks between Everett and Seattle with an intermediate stop in Edmonds. Mukilteo Station opened in 2008 and additional round trips were implemented in 2005, 2007 and 2008, bringing North line commuter service to its maximum level of four round trips under Sound Transit's operating agreement with BNSF Railway.

The COVID-19 pandemic necessitated a reduction in Sounder service. On Sounder North, service was reduced from 8 to 4 daily trips, and on Sounder South service levels were reduced from 26 to 18 daily trips focused on the rush hour commute, with a reduction on the number of midday-trips. This service pattern includes one reverse commute trip in the AM and PM peak on Sounder South. Sounder South line operates using seven-car trains and the North line usually operates using two, three, or five-car trains. Fare collection was temporarily suspended during the year due to COVID-19 and resumed in June of 2020. Approximate travel times are about 60 minutes on the North line to Everett and about 55 minutes to Tacoma and 75 Minutes to Lakewood on the South line. The existing Sounder schedule may be found below.

Sounder North:

Train Number	Route Description	Days of Service	Type of Service	Train Arrival
1703	Everett-Seattle	M-F	AM Peak	7:14
1707	Everett-Seattle	M-F	AM Peak	8:14
1702	Seattle-Everett	M-F	PM Peak Only	5:32
1706	Seattle- Everett	M-F	PM Peak Only	6:34

Sounder South:

Train Number	Route Description	Days of Service	Type of Service	Train Arrival
1500	Lakewood-Seattle	M-F	AM Peak Only	5:52
1502	Lakewood-Seattle	M-F	AM Peak Only	6:17
1504	Lakewood-Seattle	M-F	AM Peak Only	6:42
1506	Lakewood-Seattle	M-F	AM Peak Only	7:02
1508	Lakewood-Seattle	M-F	AM Peak Only	7:22
1510	Lakewood-Seattle	M-F	AM Peak Only	7:42
1512	Lakewood-Seattle	M-F	AM Peak Only	8:05
1516	Tacoma Dome-Seattle	M-F	AM Peak Only	8:52
1524	Tacoma Dome-Seattle	M-F	PM Peak Only	6:16
1503	Seattle-Tacoma Dome	M-F	AM Peak Only	7:36
1511	Seattle-Lakewood	M-F	PM Peak Only	4:51
1513	Seattle-Tacoma Dome	M-F	PM Peak Only	4:57
1515	Seattle-Lakewood	M-F	PM Peak Only	5:31
1517	Seattle-Lakewood	M-F	PM Peak Only	5:51
1519	Seattle-Lakewood	M-F	PM Peak Only	6:11
1521	Seattle-Lakewood	M-F	PM Peak Only	6:36
1523	Seattle-Lakewood	M-F	PM Peak Only	7:01
1525	Seattle-Lakewood	M-F	PM Peak Only	7:46

Both Sounder lines operate seasonal off-peak trains to sporting events in Seattle at CenturyLink Field and T-Mobile Park and the Washington State Fair in Puyallup. For event service for Mariners, Sounders FC and Seahawks games, the south line uses seven-car trains while the North line uses five-car trains. Special event service on Sounder was suspended indefinitely due to the COVID-19 pandemic. Sound Transit will continue to monitor ridership trends in the next year to inform a decision on when to restore special event service.

Sound Transit owns 67 rail cars (27 cab cars, 40 coach cars) manufactured by Bombardier and 14 locomotives manufactured by the ElectroMotive Division of General Motors and Motive Power Industries. All Sounder rail cars are equipped with APCs on every door. Sound Transit contracts with BNSF to operate its Sounder service and with Amtrak for maintenance of the fleet. Maintenance activities are carried out at Amtrak's Holgate yard in Seattle's SODO District.

For Sounder, single-ride fares for adult riders range from \$3.25 to \$5.75 and are based on the distance traveled. The price of a Sounder ticket starts with a base fare of \$3.05. A per-mile charge of \$0.055 is added to the base fare and the sum is rounded to the nearest quarter to determine the final cost of the trip. Fares were changed in March 2016 to introduce the low income category. Corresponding monthly pass prices range

between \$117 and \$207. Senior/disabled fares are approximately 50% of the adult fare and youth and low income fares are discounted approximately 25% from the adult fare. One-way or round-trip paper tickets (as well as monthly passes or E-purse value on ORCA cards, as described below) may be purchased from Ticket Vending Machines located at all Sounder stations and proof of payment must be carried by passengers at all times onboard Sounder or at the station platforms. Under RailPlus, an agreement between Sound Transit and Amtrak, passengers with valid regional passes may ride Amtrak Cascades trains that operate between Seattle, Edmonds and Everett. Likewise, Sounder will honor Amtrak tickets between these locations.

All Sounder commuter rail stations have bus transportation connections located directly at the station or within a short walking distance. Bus service schedules are often synchronized to the train schedule to allow passengers the opportunity to complete a seamless transit trip. In addition, Sounder shares Seattle's King Street Station with Amtrak, facilitating connections between the two services.

No service is provided on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. Reduced weekday schedules operate on the Day after Thanksgiving, Christmas Eve and New Year's Eve when those days land on a weekday. The reduced weekday schedule operates eight round trips on the South Line and two round trips on the North Line



Tacoma Link

Opened:	2003
Fleet:	3 (5 on order)
Vehicles in Maximum Service:	2
Annual Ridership:	433,247
Track Length:	1.6 miles (expanding to 4.0 miles in 2022)
Stations:	6
Fare:	Free through 2022



Tacoma Link, opened in 2003, is a 1.6-mile light rail line connecting the Tacoma Dome and the Theater District in Downtown Tacoma. There are four intermediate stations at S. 25th Street, Union Station, Convention Center and Commerce Street. To operate Tacoma Link, Sound Transit owns three electric-powered light rail vehicles manufactured by Inekon and Skoda Dopravni Technica of the Czech Republic. All vehicles are equipped with APCs. Sound Transit operates and maintains the vehicles out of its Tacoma Link Operations & Maintenance Facility. A maximum of two light rail cars are scheduled, with the third car available as a spare. The Tacoma Link alignment is approximately half double-track and half single-track, with a scheduled end-to-end running time of approximately 12 minutes each way. Service pattern remained unchanged during the COVID-19 pandemic.

Four of the six Tacoma Link light rail stations provide intermodal public transportation connections, including local and express bus service at zones along Commerce Street. The Tacoma Dome Station, at the south end of the line, provides connections to Sounder commuter rail, ST Express bus service, Pierce Transit local bus service, Intercity Transit bus service to Olympia/Thurston County and Greyhound intercity service. In addition, Tacoma's Amtrak station is located nearby.

Service on Tacoma Link operates as indicated in the chart below:

Day	Direction	Time	Frequency
Monday – Friday	Tacoma Dome (Northbound)	5:00 a.m. – 6:36 a.m.	24 min.
		6:36 a.m. – 8:00 p.m.	12 min.
		8:00 p.m. – 10:00 p.m.	24 min.
	Theater District (Southbound)	5:12 a.m. – 6:48 a.m.	24 min.
Saturday	Tacoma Dome (Northbound)	6:48 a.m. – 8:00 p.m.	12 min.
		8:12 p.m. – 10:12 p.m.	24 min.
	Theater District (Southbound)	7:48 a.m. – 10:00 p.m.	12 min.
Sunday/Holiday	Tacoma Dome (Northbound)	8:00 a.m. – 10:12 p.m.	12 min.
	Theater District (Southbound)	9:48 a.m. – 5:48 p.m.	24 min.
		10:00 a.m. – 6:00 p.m.	24 min.

Holiday schedules on Tacoma Link operate a Sunday schedule on New Year's Day, Martin Luther King, Jr. Day, Presidents' Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. Paratransit services for Tacoma Link are provided under contract by Pierce Transit.

No fares are collected on Tacoma Link as a result of Resolution R2016-10, which extended the fare-free designation of Tacoma Link until the opening of the Hilltop Tacoma Link Extension in 2022.



Link Light Rail

Opened:	2009
Fleet:	62 (152 on order)
Vehicles in Maximum Service:	52
Annual Ridership:	9,660,736
Track Length:	20.2 miles
Stations:	16
Adult Fare:	\$2.25 - \$3.25



Link light rail opened from Westlake Station inside the Downtown Seattle Transit Tunnel to Tukwila/International Blvd Station in Tukwila via the Rainier Valley in July 2009. In December 2009, the Airport Link project connected Tukwila/International Blvd Station to a new light rail station between the main terminal of Sea-Tac International Airport and the City of SeaTac. SeaTac/Airport Station also provides pedestrian access between the City of SeaTac and the north end of the terminal.

The year 2016 marked two service expansions in the Link light rail system. In March 2016, the \$1.9 billion University Link extension expanded the system 3.1 miles north from Westlake Station to University of Washington Station, with an additional stop located at Capitol Hill. This was the first extension of the light rail system since SeaTac/Airport station opened and connects downtown Seattle to University of Washington in only eight minutes. In September 2016, Link service extended south by 1.6 miles to Angle Lake Station, which serves as a major park-and-ride facility for the Link system.

To operate Link, Sound Transit owns 62 low-floor light rail cars from Kinkisharyo/Mitsui of Japan. Each 95-foot vehicle can seat 74 passengers and hold up to 148 in a target maximum load. As of 2018, 20 of the 62 vehicles (32% of the fleet) are equipped with APCs. 31 Siemens LRV are being commissioned at OMFC and 121 are being manufactured.

The cars are currently paired into a mix of two- and three-car trains, and all Link stations have been constructed to accommodate up to four-car trains in the future. Day-to-day operations, maintenance and dispatch of Link as well as complementary paratransit service is contracted with King County Metro. Link vehicles are stored and maintained at the Link Operations & Maintenance Facility (OMF) in the SODO District on Airport Way South.

Up until March 2018 when expansion of the Washington State Convention Center eliminated the northern bus portal to the Downtown Seattle Transit Tunnel (DSTT), King County Metro and Sound Transit shared the DSTT facilities at Convention Place, Westlake, University Street, Pioneer Square and International District/Chinatown Stations. These buses now operate on the surface where passengers may seamlessly transfer between regional and local bus services and Link. Besides the DSTT, bus connections are available at all other Link stations, with four stations featuring extensive bus connections and amenities:

- Mount Baker Station's construction also included the Mount Baker Transit Center, located east of the station across Rainier Avenue South and features bus layover facilities and three off-street bus bays.
- The Tukwila/International Blvd Station features a 600-stall park-and-ride lot and three bus bays located underneath the station, offering connections to King County Metro's RapidRide A and F Lines.
- SeaTac/Airport Station features two pedestrian bridges connecting both to the airport's parking garage and passenger terminal to the west and to International Blvd and four on-street bus bays to the east.

- University of Washington Station features a pedestrian overpass across Montlake Blvd to connect to bus routes on NE Pacific Street and on Stevens Way which is about 1,200 feet from the station.

Construction continues on light rail extension projects across the region. Upcoming extensions to light rail include:

- North to University District, Roosevelt and Northgate in 2021
- East to Mercer Island, Bellevue and Redmond/Overlake in 2023
- North to Shoreline, Mountlake Terrace and Lynnwood, south to Federal Way, and east to Downtown Redmond in 2024

Other ST2 and ST3 projects further expand the Link light rail system to Ballard, West Seattle, Kirkland, Issaquah, Everett and Tacoma. A map of the ST2 And ST3-approved Regional Rail system, including light rail, is available in Appendix F.

Due to the COVID-19 pandemic and service changes necessitated by Connect 2020, frequency of service on Link was variable. For 10 weeks between January and March, Sound Transit launched Connect 2020. At this time Link operated as two lines. One line ran from the University of Washington to Pioneer Square, and the other line ran from Angle Lake to Pioneer Square. The service changes were necessary to connect Central Link to the forthcoming East Link extension in East King County. During this time trains operated every 12 min at all times of day, 7 days a week.

Due to COVID- 19, service frequency was reduced to as low as 30 min at all times of in April 2020. At the end of 2020, as riders began to return to the system and operator availability improved, frequency improved to 12 min peak, 15 min mid-day and weekend, and 30 min late night:

Day	Direction	Time	Frequency
Monday – Friday	University of Washington via Downtown Seattle (Northbound)	4:43 a.m. – 5:48 a.m.	15 min.
		5:48 a.m. – 8:30 a.m.	12 min.
		8:30 a.m. – 2:52 p.m.	15 min.
		2:52 p.m. – 6:30 p.m.	12 min.
	Angle Lake via SeaTac /Airport (Southbound)	6:30 p.m. – 10:00 p.m.	12 min.
		10:00 p.m. – 12:45 a.m.	30 min.
		4:15 a.m. – 6:27 a.m.	15 min.
		5:57 a.m. – 9:21 a.m.	12 min.
Saturday	University of Washington via Downtown Seattle (Northbound)	9:21 a.m. – 2:51 p.m.	15 min.
		2:51 p.m. – 7:21 p.m.	12min.
		7:21 p.m. – 10:21 p.m.	15 min.
		10:12 p.m. – 12:36 a.m.	30 min.
	Angle Lake via SeaTac /Airport (Southbound)	4:43 a.m. – 8:00 a.m.	15 min.
		8:00 a.m. – 10:00 p.m.	15 min.
		10:00 p.m. – 12:45 a.m.	30 min.
		4:15 a.m. – 7:51 a.m.	15 min.
Sunday/Holiday	University of Washington via Downtown Seattle (Northbound)	7:51 a.m. – 10:21 p.m.	15 min.
		10:21 p.m.– 12:36 a.m.	30 min.
		5:43 a.m. – 8:00 a.m.	15 min.
		8:00 a.m. – 10:00 p.m.	15 min.
	Angle Lake via SeaTac /Airport (Southbound)	10:00 p.m. – 11:45 p.m.	30 min.
		5:15 a.m. – 7:51 a.m.	15 min.
		7:51 a.m. – 10:21 p.m.	15 min.
		10:21 p.m. – 11:36 p.m.	30 min.

Holiday schedules on Link light rail operate the Sunday schedule on New Year's Day, Memorial Day,

Independence Day, Labor Day, Thanksgiving Day, and Christmas Day; and the Saturday schedule being operated on Martin Luther King Junior Day, Presidents' Day, and the Day after Thanksgiving.

Like Sounder, adult fares on Link are distance-based and currently range from \$2.25 for short-distance trips and increase in 25-cent increments up to \$3.25 for a trip between University of Washington and Angle Lake stations. The price of a Link ticket starts with a base fare of \$2.25. A per-mile charge of \$0.05 is added to the base fare and the sum is rounded to the nearest quarter to determine the final cost of the trip. Fares were last changed in March 2015 which increased Link base fares to be consistent with King County Metro fare rates. Corresponding monthly pass prices are \$81 to \$117. Senior/disabled fares are \$1.00 for all trips and youth and low income fares are \$1.50 for all trips. Ticket Vending Machines are available at each of the Link Stations. Fare collection was temporarily suspended during the year due to COVID-19 and resumed in June of 2020.

One Regional Card for All (ORCA)

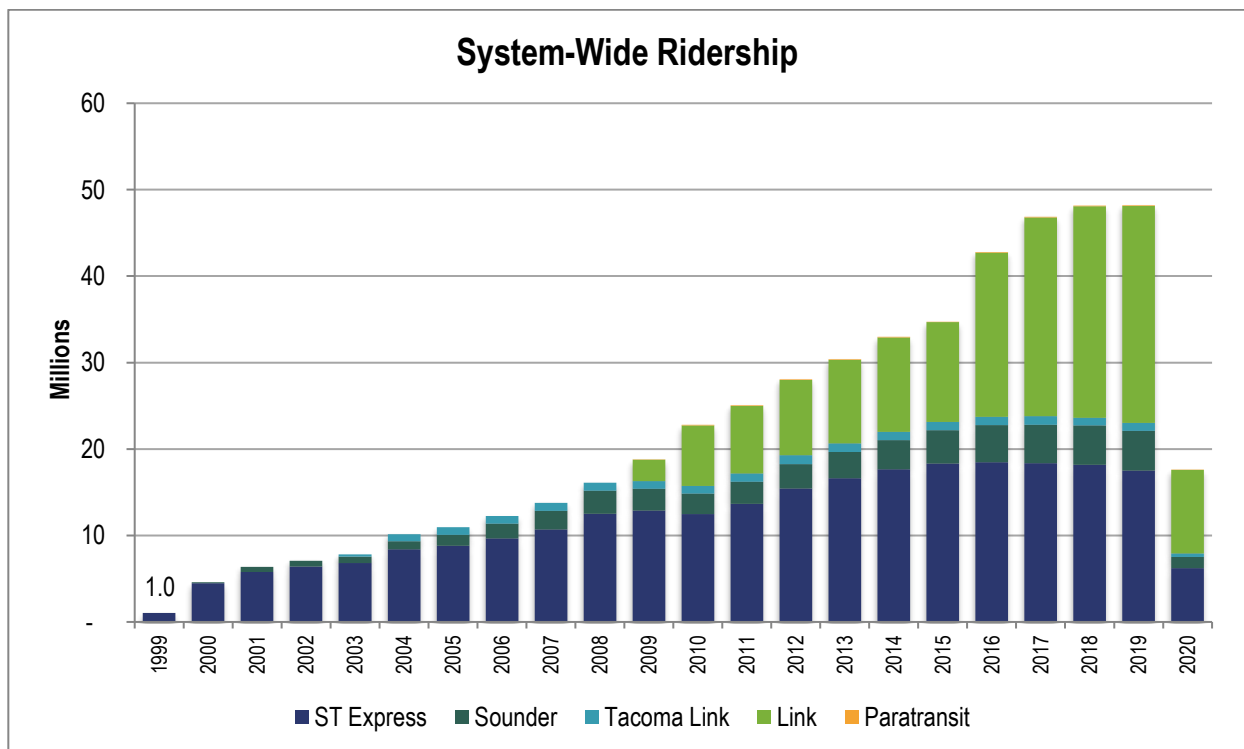
ORCA serves as most of the region's transit passes and transfer media. ORCA is accepted by the seven ORCA partner agencies, including Sound Transit, Community Transit, Everett Transit, King County Metro Transit (Metro), Kitsap Transit, Pierce Transit and Washington State Ferries. ORCA cards are also good for rides on the South Lake Union Streetcar, First Hill Streetcar and the Seattle Monorail. Riders using cash instead of an ORCA card to transfer between different agencies' systems must pay the full fare for each leg of their ride. King County Metro Transit still offers paper transfers that are good within their own system. An ORCA regional pass replaced the monthly PugetPass and is valid at face value on all of the participating ORCA agencies (except Washington State Ferries where additional fare may be necessary). Also available is an E-purse, or stored value used like cash to pay one's bus or train fare. The fare for the ride is deducted from the E-purse on an ORCA card, allowing riders to "pay as you go." The E-purse may also be used in combination with a pass. On a bus, passengers can tap their ORCA card at the card reader next to the driver. On Sounder or Link, riders must tap their card before boarding at platform card readers and again before exiting so that the correct amount is deducted. If a rider forgets to tap their card after exiting, they are charged the maximum fare possible from the starting station. With an ORCA card, transfers between buses and trains are automatically calculated and balances are applied to the connecting trips, so paper transfers are no longer needed. ORCA cards may be purchased at any transit customer service office and at retail outlets. They are also sold at vending machines located at every rail station and selected bus transit centers. Sound Transit is working on the development of a Next Gen ORCA regional fare system. NextGen ORCA will include a number of exciting new features including real-time updating capabilities, account-based payment with mobile wallets and contactless bankcards, and a greatly expanded network of retail vendors. We expect to complete the functional development and begin system testing in 2021.

III: AGENCY PERFORMANCE

COVID-19 Pandemic Impacts Ridership in 2020

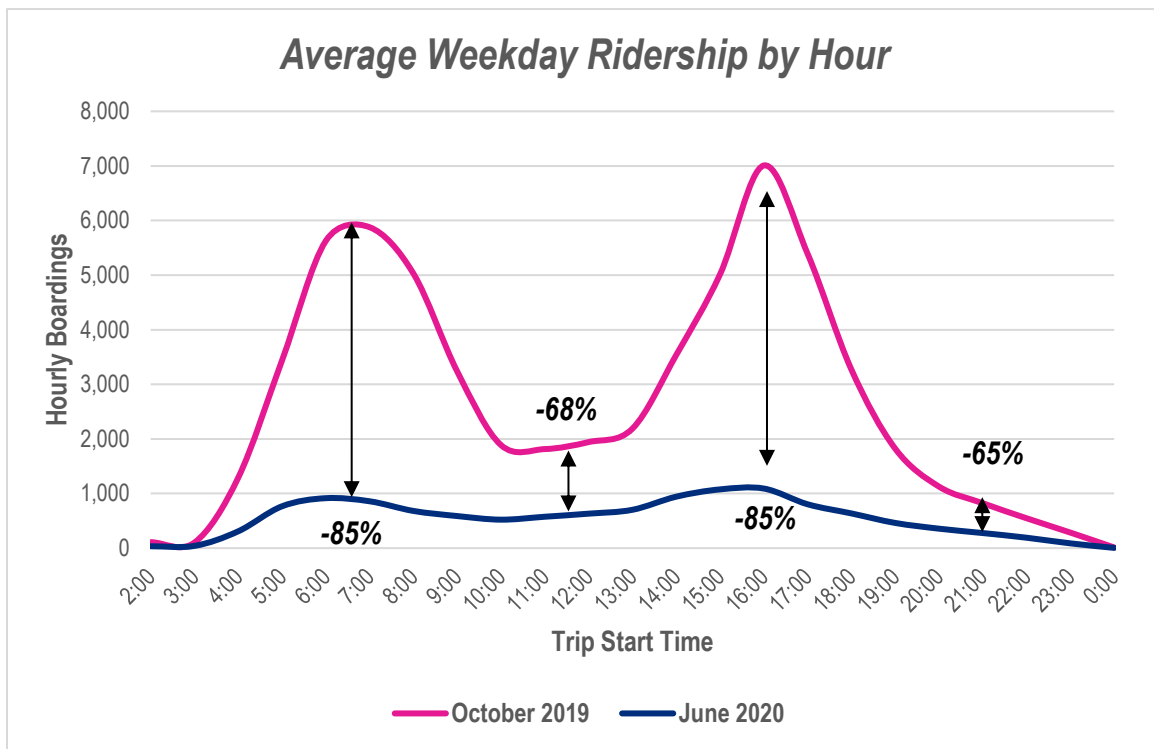
The COVID-19 pandemic significantly decreased ridership system-wide as riders worked remotely and made fewer overall trips. In 2020 Sound Transit carried nearly 17.6 million passengers on its buses and trains, down 77.3% from 2019. In 2020, system-wide, Sound Transit averaged 57,738 boardings each weekday, down 64.1% from 2019. Figure 3 below shows the trends for system ridership since 1999, highlighting the significant disruption created by the pandemic. Since service began on ST Express in 1999 through the end of 2020, Sound Transit has carried over 485 million passengers throughout the Puget Sound region. Additional detail for each mode is provided in the following sections.

FIGURE 3: TOTAL SOUND TRANSIT SYSTEM-WIDE RIDERSHIP 1999-2020



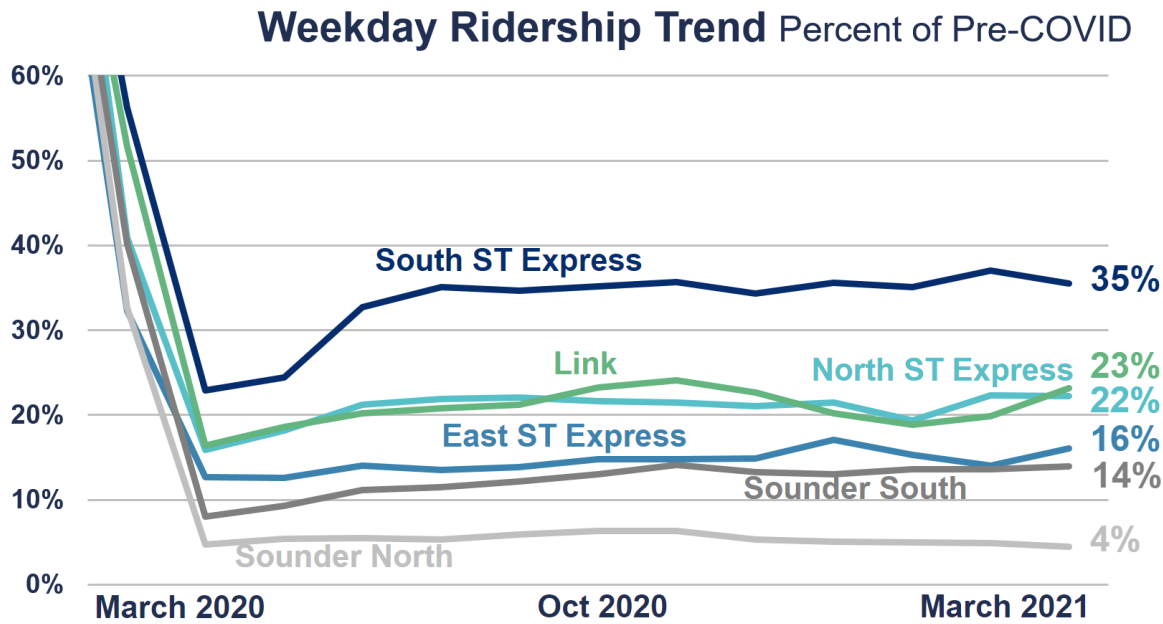
The impacts of the pandemic also changed travel patterns in the system. As evidenced in Figure 4 below, we saw ridership decline predominantly from peak periods, and to a lesser extent from off-peak and weekend travel periods.

FIGURE 4: AVERAGE ST EXPRESS WEEKDAY HOURLY RIDERSHIP



Park-and-ride focused routes, including the Sounder Connectors that connect remote lots to Sounder stations had some of the largest declines in ridership, further emphasizing the decline in peak-oriented services. Moreover, the pandemic highlighted areas of the network that continued to use transit at high rates as riders made essential trips. Ridership on routes in South King County and Pierce County declined less and returned faster compared to other parts of the region. We also saw that customers who were still using the network were likely riding to access jobs that do not fit the traditional 9-5 office schedule, or to make essential trips like medical appointments. Figure 5, below, illustrates ridership numbers during COVID-19 as a percent of pre-pandemic ridership.

FIGURE 5: COVID-19 WEEKDAY RIDERSHIP TRENDS



Responding to COVID-19 Pandemic

COVID-19 operator unavailability necessitated Sound Transit to reduce service during the pandemic. When applying service reductions, Sound Transit prioritized routes serving populations protected by Title VI, including seniors, people with disabilities and essential workers who could not telecommute. Additionally, maintaining geographic coverage and hours of service to the fullest extent possible became an agency priority over maintaining peak-oriented service. Later in the year, as the impact of the pandemic lessened, Sound Transit applied the same priority principals for resuming higher levels of service.

Further complicating service delivery were newly instituted social distancing guidelines. In order to facilitate safe transit service for our passengers and operators, operating transit agencies imposed capacity restrictions on ST Express buses. Capacity limits ranged between 12 and 37 passengers depending on the fleet size, as shown in figure 6.

To ensure social distancing on Link, Sound Transit simultaneously switched to four-car trains on all trips, while also reducing service headways to 14, 20 and finally 30 minutes by the end of April in response to limited operator availability. On Sounder South, service was reduced to seven weekday roundtrips from thirteen, and reduced Sounder North to two roundtrips. On ST Express, service was reduced to a core network and the collection of fares was suspended.

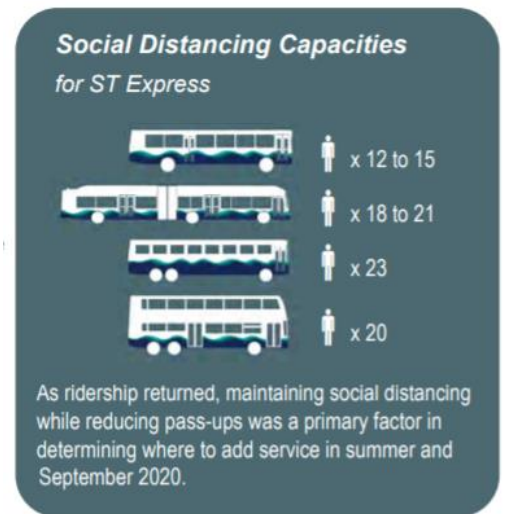


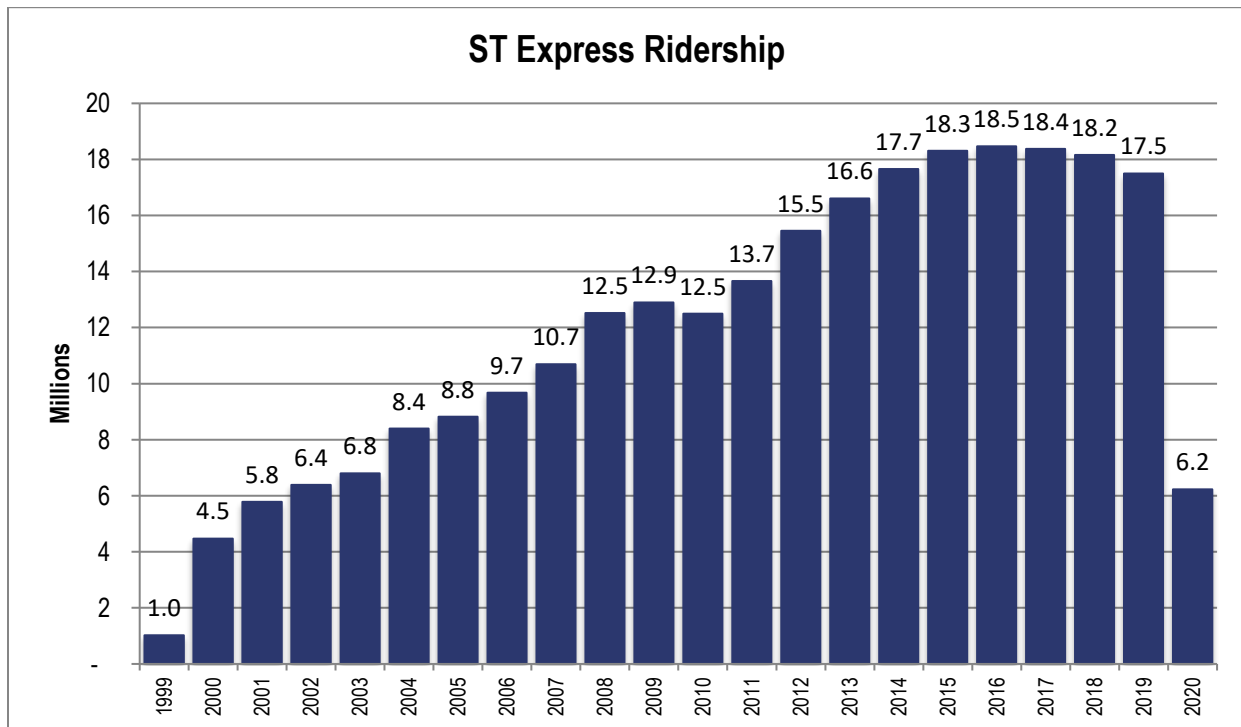
FIGURE 6: SOCIAL DISTANCING GUIDELINES

ST Express

Sound Transit's regional bus system, ST Express, served over 6.2 million passengers in 2020. At 2020 year end, ST Express has surpassed 260 million boardings since service began in September 1999.

In 2020, ST Express carried 16,364 passengers on average each weekday. Figure 7 below shows the trends for ridership on ST Express since 1999.

FIGURE 7: TOTAL ST EXPRESS RIDERSHIP 1999-2020

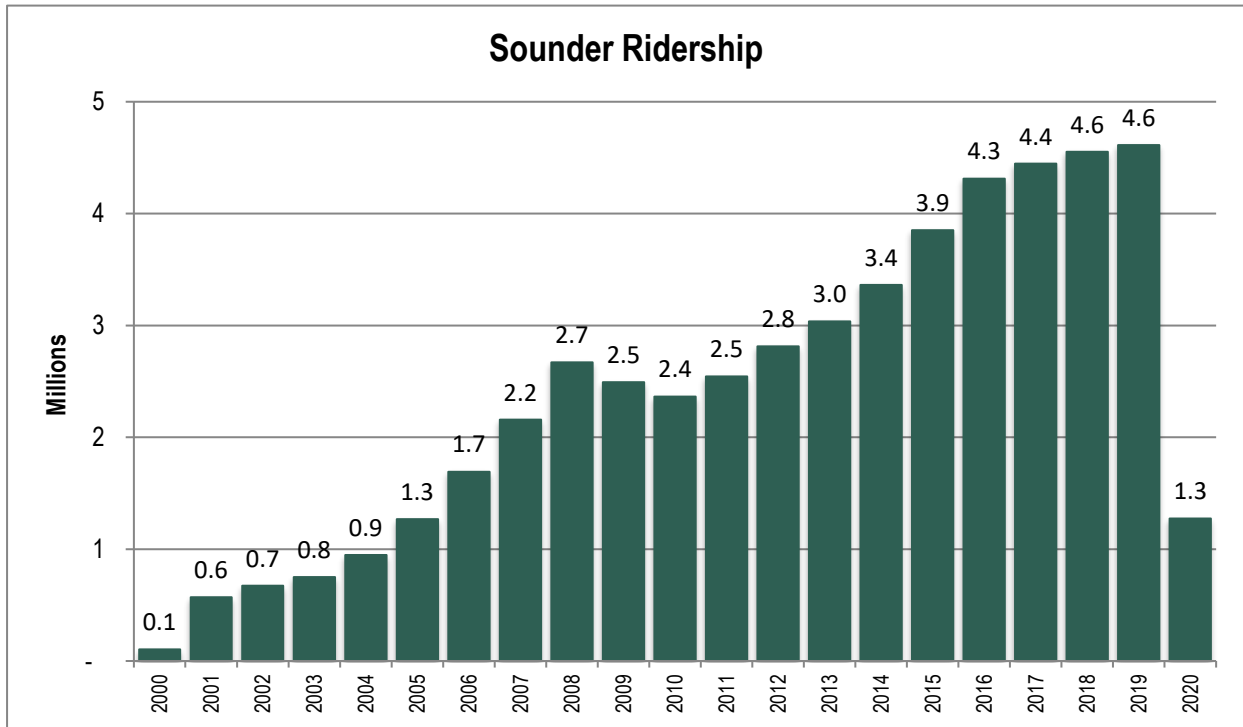


Sounder

Sounder commuter trains have carried over 50 million passengers since service began in September of 2000. In 2020, Sounder carried 1.3 million passengers, and 4,927 on average weekday.

Figure 8 below shows the trends for ridership on Sounder since 2000.

FIGURE 8: TOTAL SOUNDER COMMUTER RAIL RIDERSHIP 2000-2020

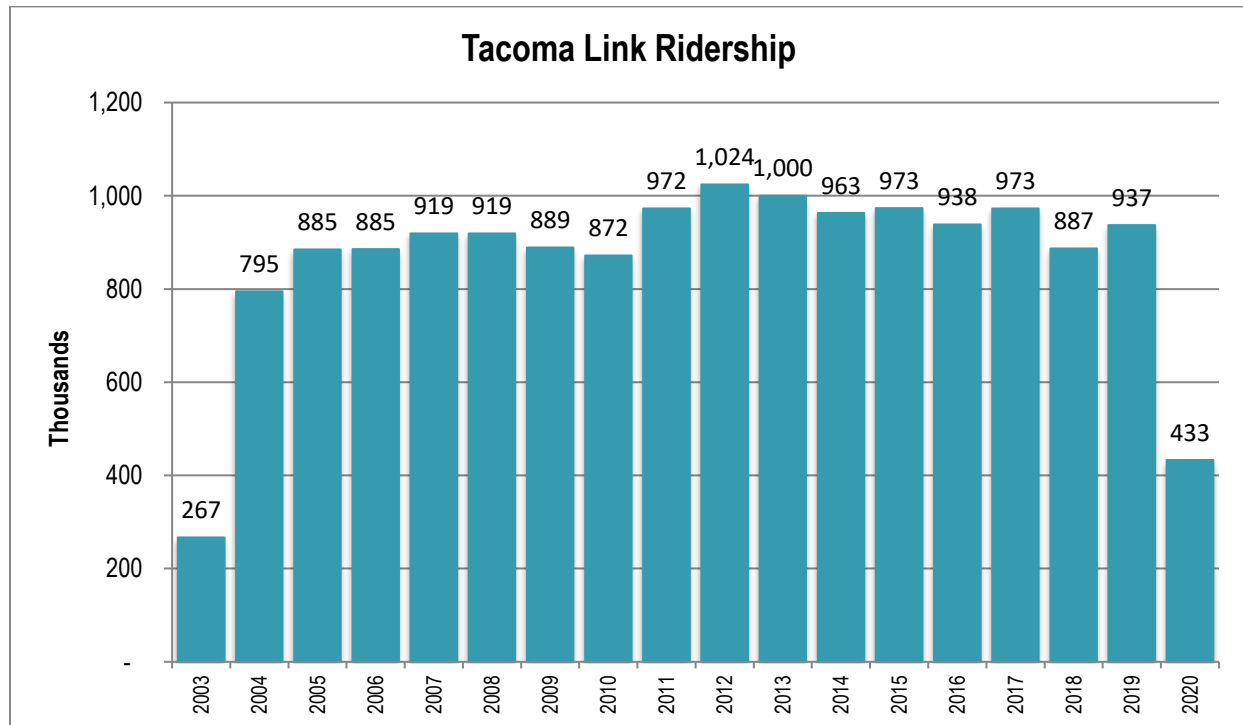


Tacoma Link

Tacoma Link has carried nearly 15.5 million passengers since it began operations in 2003. Tacoma Link carried 433,000 passengers by the end of 2020. .

In 2020, Tacoma Link carried 1,451 passengers on average each weekday. Figure 9 below shows ridership trends on Tacoma Link since 2003.

FIGURE 9: TOTAL TACOMA LINK RIDERSHIP 2003-2020

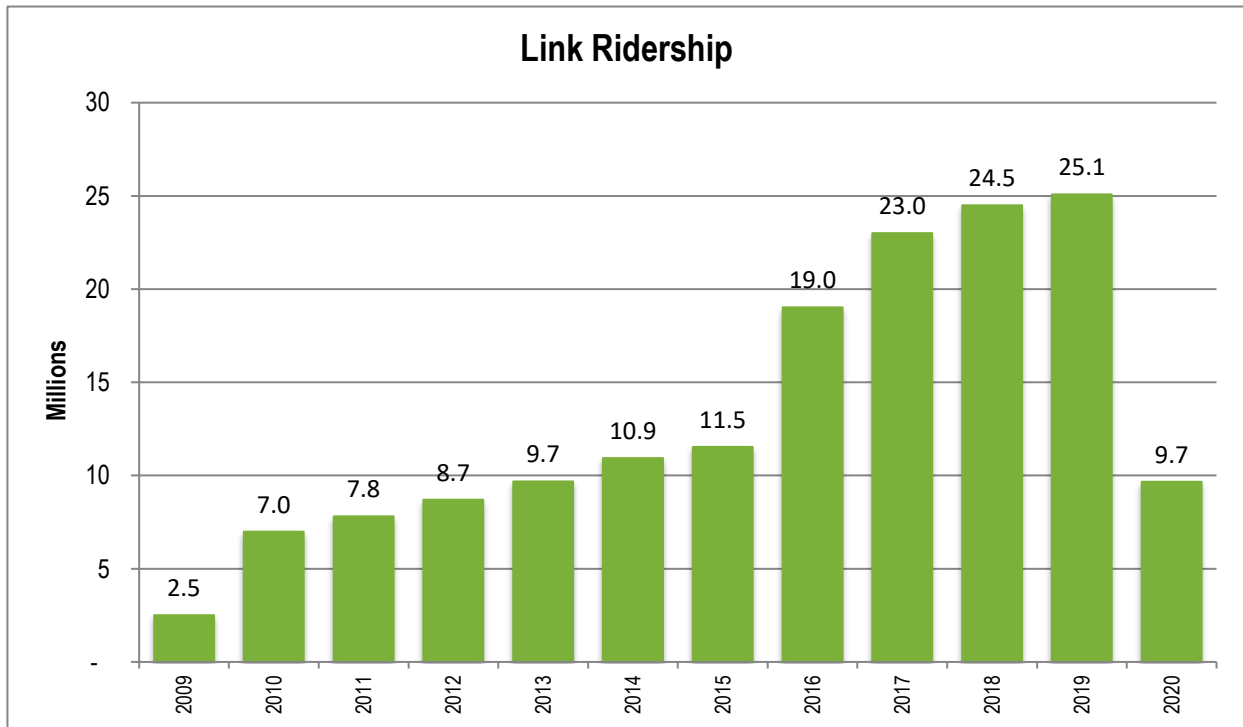


Link

Approximately 9.7 million passengers rode Link in 2020 and over 159 million riders have taken Link since the line opened in 2009.

In 2020, Link carried 25,208 passengers on average each weekday. Figure 10 below shows ridership trends on Link since 2009.

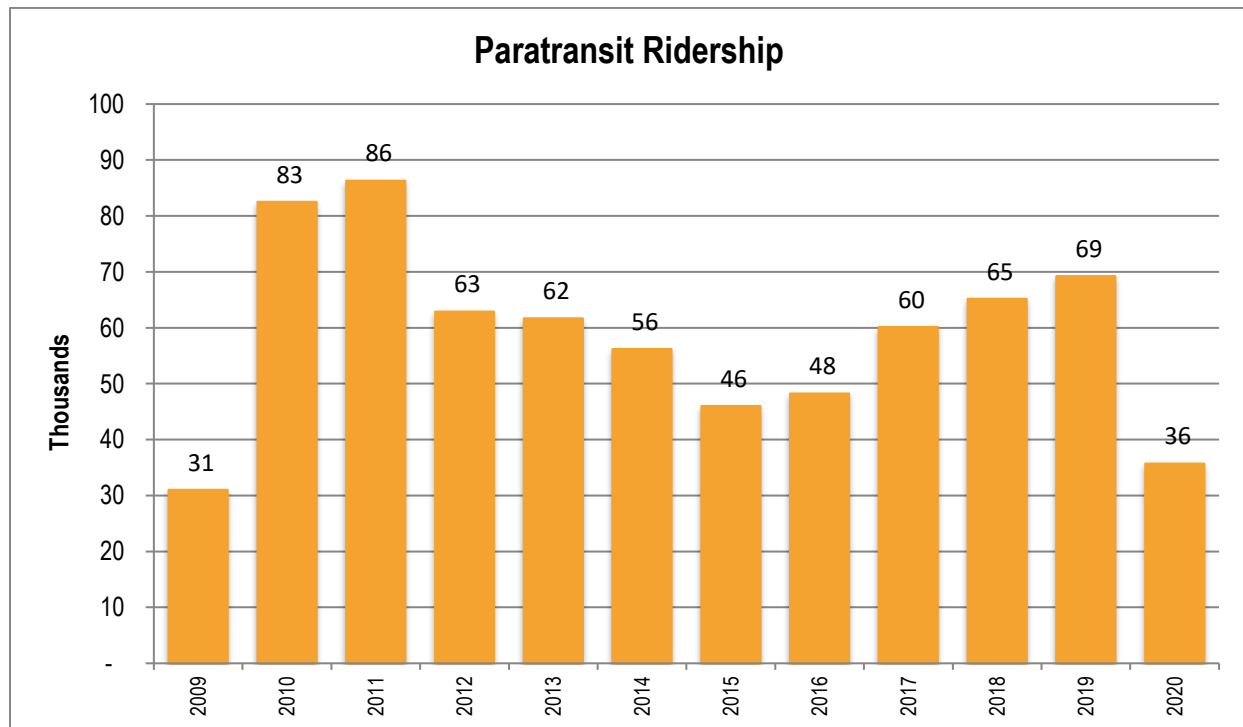
FIGURE 10: TOTAL LINK RIDERSHIP 2009-2020



Paratransit

Approximately 36,000 passengers rode Link's paratransit service during 2020 and over 705,000 passengers have used this service since Link opened in 2009. Figure 11 below shows paratransit ridership allocated to Sound Transit since the start-up of Link. The decrease in ridership since 2013 is due to a change in how these rides are apportioned between King County Metro and Sound Transit. Paratransit ridership has remained constant even as Sound Transit's own share shown below has decreased. In early 2015, King County Metro modified the eligibility requirements for Paratransit service, contributing to the decrease in ridership in 2015. Like other service, offered by Sound Transit, paratransit had its lowest ridership in 2020 since its inception in 2009 due to Covid-19.

FIGURE 11: TOTAL PARATRANSIT RIDERSHIP 2003-2020



2020 Accomplishments

2020 was a challenging year for maintaining and operating transit service in the United States due to the COVID-19 pandemic. As the pandemic spread and ridership was reduced to 85-90% of pre-COVID-19 levels, Sound Transit continued to deliver essential services while protecting operators and passengers. Sound Transit would not have been able to continue its service without the dedication of its operators. While most Sound Transit employees were able to work from home during the pandemic, our operators worked tirelessly to ensure the agency fulfilled its mission by working on the frontlines every day throughout the COVID-19 crisis.

In parallel, Sound Transit remained committed to delivering high capacity transit (HCT) expansion projects. Despite having to suspend construction to 80% of its projects in March, Sound Transit made major headways on construction projects. Highlights include completing the construction of the Downtown Bellevue Tunnel, breaking ground on Federal Way, all the while making significant progress on Link Extension to Northgate, Lynnwood, Redmond, and Tacoma's Hilltop neighborhood. A more complete list of our HCT construction progress may be accessed here:

<https://www.soundtransit.org/get-to-know-us/documents-reports/agency-progress-reports>

Below highlights a series of accomplishments from 2020:

- On January 22, acting Federal Transit Administrator K. Jane Williams and South King County, Federal Way and Tacoma-area U.S. Congressman Adam Smith joined Sound Transit representatives at Angle Lake Station to mark the Federal Way Link Extension's \$790 million Full Funding Grant Agreement. This milestone marked Sound Transit's ongoing commitment to expanding its high capacity transit network.
- In February, Sound Transit executed Connect 2020, a key step in expanding HCT service to East King County by connecting our existing tracks to the future East Link Extension. Connect 2020 involved the largest agency-wide ambassador endeavor in Sound Transit history. Collectively, staff clocked 12,500 hours in the field helping customers navigate service changes associated with single-tracking operations and weekend station closures between Capitol Hill and SODO. We successfully completed Connect 2020 at the end of March following 11 weeks of construction and testing.
- On April 9, Sound Transit announced an overhaul of how the agency names and illustrates our transit lines. When the voter-approved system is complete, Link light rail will have five lines (1, 2, 3, 4 and T), Sounder will have two lines (N and S), and Stride bus rapid transit will have three lines (S1, S2, and S3). The new line names and related identifiers (colors, shapes, etc.) were chosen after extensive peer review and reflect global best practices for legibility, accessibility, equity, low-English proficiency riders, and partner agency integration. The new system replaces the line color system planned since 2012. Shortly after introducing the Red Line for Link light rail in 2019, the community told us that the name was insensitive to the history of redlining in our region. As Sound Transit strives to become an anti-racist organization, we feel the new naming better reflects our community while meeting the needs of our growing system.
- In mid-May, Bellwether Housing and Mercy Housing Northwest started construction on Cedar Crossing, an affordable housing development adjacent to future Roosevelt light rail station. As part of our equitable TOD policy, Sound Transit worked with FTA's

joint-development program, foregoing \$11.7 million by selling the property at a discount to ensure it would be used to generate much-needed regional affordable housing. When completed in 2022, Cedar Crossing will contain 254 units affordable to households earning 0-60% of the region's median income. In a partnership between Mary's Place and Seattle Children's Hospital, 20 units will be reserved for families experiencing homelessness who also have a chronically ill child.

- On July 16, Sound Transit staff and Board members, elected officials and community partners celebrated the start of construction on the 7.8-mile Federal Way Link Extension. The Federal Way Link Extension project will extend light rail from Angle Lake Station in SeaTac to the Federal Way Transit Center. The years of work included design, utility relocation and property acquisitions.
- On August 19, Sound Transit contractors substantially completed civil construction on the tunnel that will connect the East Main and Bellevue Downtown stations when East Link begins operating in 2023. Excavation of the ½-mile tunnel began in 2017.
- In late September, Plymouth Housing and Bellwether Housing's First Hill project closed on its financing for an affordable housing project that's part of Sound Transit's TOD program to make our surplus land available for low-income housing development. The project will create 360 affordable homes in the heart of a transit corridor. It includes 112 public supportive housing units for very low-income households and 248 units serving households earning 50% and 60% of area median income. The site is half a mile from both the existing Capitol Hill Link light rail station and the future Midtown station.
- On Oct. 15, Sound Transit partnered with King County Metro on one of the largest subsidized annual transit pass programs in the country. The program will be available to qualified riders living in King, Pierce and Snohomish counties, and it covers travel on services provided by King County Metro, Sound Transit and the City of Seattle. The pass covers travel on: King County Metro buses, Access paratransit, water taxi, Via to Transit and Trailhead Direct; Sound Transit's Link light rail, ST Express buses and Sounder commuter rail; the City of Seattle's Monorail and Streetcar. The new program is intended to serve people with no income or very low income who cannot afford the reduced fare on public transportation already available through ORCA LIFT, the Regional Reduced Fare Program or the ORCA Youth fare. Sound Transit committed to join the program for a two-year pilot period
- In November ST contractor Skanska crews closed the southbound lanes of I-5 South from 220th Street SW to SR 104 in Mountlake Terrace to erect falsework, stringer beams that will support our Lynnwood Link bridge over I-5 at Mountlake Terrace.
- As of December 2020, Link light rail system began running on 100% carbon-free electricity, making it the first major LRT system in the country to achieve this milestone. ST accomplished this through an agreement with Puget Sound Energy to purchase wind energy directly from the utility's Green Direct program. The agreement is also cost-efficient and projects to save ST more than \$390,000 in energy costs over the ten year contract while also supporting the creation of local clean energy jobs.

State Transportation System Policy Goals

In 2020, Sound Transit contributed to the state's transportation system policy goals (as stated in RCW 47.04.280) through the following action strategies:

- **Economic Vitality:** We fostered transit-oriented development opportunities and ensured essential workers had access to reliable transportation thereby supporting regional economic activity in Pierce, King, and Snohomish County.
- **Preservation:** We continued to maintain our equipment and facilities and to operate public transit services.
- **Safety:** We operated transit vehicles in a safe manner, maintained a group of safe and secure facilities and kept a regular schedule of light and heavy maintenance of buses and trains.
- **Mobility:** By carrying 17.6 million riders in 2020, we contributed to better air quality and greater ease of travel while mitigating traffic congestion for residents of the Puget Sound region.
- **Environment:** We maintained ISO 14001 certification of our Environmental and Sustainability Management System.
- **Stewardship:** Sound Transit continuously implements service efficiencies on ST Express routes by shifting resources from low-productivity routes to highly used routes to increase service and relieve overcrowding.

IV: STATE AND AGENCY GOALS, OBJECTIVES, AND STRATEGIES, 2021 – 2026

From 2021-2026, Sound Transit will focus on five strategic priorities and 11 agency goals with corresponding measures of success outlined in the table below. The agency's vision, mission and values serve as the basis for the five-year strategic priorities. Built into each strategic priority is an expectation that the actions and decisions made will consider Sound Transit's commitment to equity and fairness, environmental stewardship, partnerships and the communities the agency serves.

The table shows how Sound Transit's local priorities align with state goals established in the Washington State Transportation Plan.

Strategic Priorities, Agency Goals, and Measures of Success	State goal areas ¹					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
Strategic Priority 1: Design and deliver a customer-focused, high-quality and safe service						
Agency Goal 1.1: Establish a robust and proactive safety culture						
<i>Measures of Success</i> <ul style="list-style-type: none"> Implement a safety management system that is Federal Transit Administration compliant by July 2020 and international-certified (ISO 45001) by December 2024 Establish baseline measures in 2020 and make year-over-year improvement in annual employee surveys that measure employee understanding of, awareness of and engagement in safety culture 	X	X	X	X	X	X
Agency Goal 1.2: Provide a passenger-focused experience from design through daily service						
<i>Measures of Success</i> <ul style="list-style-type: none"> Establish baseline measures for new passenger experience index ratings in 2020 and improve them in 2021-2024 Establish baseline measures for passenger complaints across modes and project phases in 2020 and reduce customer complaints in those areas in 2021-2024 Create in 2020 and implement in 2021-2024 station user experience design standards Implement Board and partner-accepted enhanced service performance reporting measures and goals throughout projects and service delivery by March 2020 	X	X	X	X	X	X
Strategic Priority 2: Deploy a performance-based, community-centric and safe capital program						
Agency Goal 2.1: Establish performance-based delivery methods that allow for design flexibility, innovation, cost effectiveness and schedule certainty to meet community and passenger expectations						
<i>Measures of Success</i> <ul style="list-style-type: none"> Evaluate 100 percent of projects for use of flexible and innovative design and construction approaches that yield cost-effective proposals by December 2024 Achieve identified project and department milestones on schedule Monitor and verify 100 percent compliance with community, passenger and environmental commitments 	X	X	X	X	X	X
Agency Goal 2.2: Improve industry, jurisdictional and community partnerships to strengthen certainty and timeliness of project delivery						
<i>Measures of Success</i> <ul style="list-style-type: none"> Establish a baseline of the health of our partnership through interview 	X	X	X	X	X	X

Strategic Priorities, Agency Goals, and Measures of Success	State goal areas ¹					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
<i>assessment data starting in January 2020</i> <ul style="list-style-type: none"> Create and implement key partnership enhancement tools by January 2021 and establish measures for targeted areas of improvement to track in 2021-2024 Establish a baseline of permits received per project permitting plan in 2020 and make a year-over-year increase in permits received on schedule through 2024 						
Agency Goal 2.3: <i>Ensure our talent is ready to implement the voter-approved plan and revenue service operations</i>						
<i>Measures of Success</i> <ul style="list-style-type: none"> Meet or exceed 20 percent apprentice utilization Meet or exceed 21 percent utilization of workers of color Demonstrate a year-over-year increase from the 2020 baseline of 7 percent in the utilization of women on Sound Transit's capital construction projects 	X	X	X	X	X	X
Strategic Priority 3: Cultivate an equitable, diverse and inclusive workforce and culture that is high performing, compassionate, empowering, and safe						
Agency Goal 3.1: <i>Ensure our talent is ready to implement the voter-approved plan and revenue service operations</i>						
<i>Measures of Success</i> <ul style="list-style-type: none"> Achieve an internal successor ratio of 5:1 for all critical talent segments Reduce internal vacancy rate from 14.5 percent to 8 percent Recruit and retain a workforce that reflects the communities we serve 	X	X	X	X	X	X
Strategic Priority 4: Transform and unify core business practices and processes agency wide						
Agency Goal 4.1: <i>Ensure equitable decision-making across the agency is clear, timely, made at the right level and informed by data.</i>						
<i>Measures of Success</i> <ul style="list-style-type: none"> Establish one accountable employee for each of the agency's most impactful decisions Improve the annual employee engagement survey results on decision-making by 15 percent annually 	X	X	X	X	X	X
Agency Goal 4.2: <i>Establish a system that document agency policies and procedures, tracks performance against agency wide goals and identifies and prioritizes new initiatives</i>						
<i>Measures of Success</i> <ul style="list-style-type: none"> Improve the annual employee engagement survey results on process documentation and role clarity by 15 percent annually Establish the framework for the system by first quarter 2020 and build and implement the system's components continually through December 2024 Document 100 percent of the agency's key processes 	X	X	X	X	X	X
Strategic Priority 5: Ensure financial stewardship exists in all decision-making to guarantee long-term affordability of the voter-approved plan						
Agency Goal 5.1: <i>Align human and financial resources to the agency's strategic priorities and goals</i>						
<i>Measures of Success</i> <ul style="list-style-type: none"> Allocate 90 percent of all resources to the agency's strategic priorities Complete cost/benefit and total cost of ownership analyses on 100 percent of service level changes and non-system expansion projects Consider total cost of ownership on 100 percent of value engineering decisions that impact operations 	X	X	X		X	X

Strategic Priorities, Agency Goals, and Measures of Success	State goal areas ¹					
	Economic vitality	Preservation	Safety	Mobility	Environment	Stewardship
Agency Goal 5.2: Create a cost-conscious mindset among all employees						
<i>Measures of Success</i> <ul style="list-style-type: none"> Complete an affordability test on 100 percent of resource asks to confirm funding availability Meet an annual budget target that considers out-year budget ramifications Adopt one or more ideas that improve efficiency and/or effectiveness within each business unit each year 	X	X	X	X	X	X
Agency Goal 5.3: Implement and maintain a “best-in-class” asset management system that ensures physical assets, including all facilities and equipment are maintained in a state of good repair						
<i>Measures of Success</i> <ul style="list-style-type: none"> Achieve international certification (ISO 55000) of the asset management system by December 2024 	X	X	X	X	X	X

The activities in Section IV are action strategies that will contribute to the following transportation goals:

- **Economic Vitality:** Sound Transit is committed to supporting regional economic growth by providing reliable, accessible and affordable transit service to passengers in King, Pierce and Snohomish County.
- **Preservation.** Sound Transit is committed to making wise investments and prioritize spending to deliver and maintain our equipment and facilities.
- **Safety.** Sound Transit is committed to high-quality, safe service to sound transit customers and riders. We will continue to focus on the safety and quality of the passenger experience and will maintain safe and secure facilities and keep a regular schedule of light and heavy maintenance of buses and trains.
- **Mobility.** Sound Transit is committed to build a world-class transit system that ensures mobility, equity and safety. We will continue operating Link, Tacoma Link, ST Express and Sounder modes and connect more people to more places to make life better and create equitable opportunities for all.
- **Environment.** Sound Transit is built upon a commitment to environmental stewardship and compliance with environmental regulations. We improve the environment of the Central Puget Sound region by carrying hundreds of thousands people each day in our trains and buses.
- **Stewardship.** Sound Transit values our regional partnerships and the communities we serve. We remain a reliable and solid transit system that serves the region.

¹ The State’s six policy goals are:

- **Economic Vitality.** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy
- **Preservation.** To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services
- **Safety.** To provide for and improve the safety and security of transportation customers and the transportation system

- *Mobility*. To improve the predictable movement of goods and people throughout Washington State
- *Environment*. To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment
- *Stewardship*. To continuously improve the quality, effectiveness, and efficiency of the transportation system

V: PLANNED ACTIVITIES, 2021 – 2026

Planned Activities

The planned activities matrices are accurate as of the adoption of the 2021 Budget and Transit Improvement Plan at the end of 2020 and the approved realignment plan as of August 5, 2021. The matrices below describe the planned activities to be undertaken by Sound Transit for the years 2021 -2026. These activities include the deployment of new transit service, facility construction and/or equipment purchases. Activities include any projects in the Sound Transit 2 and Sound Transit 3 program whose schedules are known at this time. **All later capital projects (2023+) listed below in the planned activities fall into Tier 1 and Tier 2 project timelines established by the realignment effort. As such, these projects are managed under a more ambitious completion target timeline.** Preservation activities are also noted; all other items are considered expansion activities.

More detailed project information can be found in the annual Transit Improvement Plan, or TIP, that is now a part of the 2021 Financial Plan & Proposed Budget available on our website at:

<https://www.soundtransit.org/sites/default/files/documents/2021-financial-plan-adopted-budget.pdf>.

The Transit Improvement Plan begins on page 43. Project descriptions and timelines are also available at:

<https://www.soundtransit.org/system-expansion>

Adopted Realignment Plan

Following 17 months of discussions and engagement with jurisdictions and stakeholders, the Sound Transit Board on Aug. 5, 2021, adopted resolution no. R2021-05, a realignment plan that will serve as a framework for delivering agency system expansions in an efficient and affordable manner. The realignment plan was established to account for losses in revenue caused by the COVID-19 pandemic, as well as, cost increases due to surging real estate and construction costs. Cost estimates established in early design for projects like Tacoma Dome and West Seattle are seeing significant cost estimate increases and cost increases are expected to continue for later projects, such as light rail extensions to Everett, from South Kirkland to Issaquah and to Tacoma Community College. Lastly, non-financial impacts have also caused delays in project timelines. The COVID-19 pandemic forced Sound Transit and its partners to shift resources to address the human impact of the pandemic like lacking personnel to review planning and environmental documents for transit projects in a timely manner thereby negatively impacting project timelines.

Fortunately, existing construction projects are unaffected. Projects currently under construction, including light rail extensions to Northgate, Lynnwood, Bellevue, Redmond, Federal Way and Tacoma's Hilltop neighborhood, as well as the Puyallup Sounder garage, were not subject to the realignment effort. Sound Transit is poised to open these projects on schedule, almost tripling the light rail system in the next four years.

Indeed, the plan provides guidance for projects that will be built later in the capital program to ensure that they are built efficiently and affordably. The plan reflects estimated affordable delivery dates for each project under current revenue and cost projections. However, for priority projects that face delays under current financial projections, the realignment plan also establishes more ambitious completion targets that are based on plans to intensively pursue additional financial capacity and to reduce costs. Projects are prioritized in four established tiers. Projects in the top two tiers will be managed under the more ambitious completion targets unless or until it becomes necessary to fall back to affordable completion dates that allow more time to generate the required revenues. Tier 3 and 4 projects will be managed under their affordable schedules unless the program affordability gap is eliminated for Tier 1 and Tier 2 projects and then shrinks still further to allow Tier 3 and Tier 4 projects to be delivered more quickly. Expenditures on any one individual project will be managed to protect the affordable

schedule for all other projects.

To see projects and tiers Sound Transit established for its realigned capital program please visit: <https://www.soundtransit.org/sites/default/files/documents/realigned-st-capital-program-20210806.pdf> .

The realignment plan was informed by a robust outreach campaign performed virtually during the pandemic including an online open house that included 31,000 website visitors and 10,000 survey responses. In addition to the online survey, Sound Transit hosted more than 50 briefings for elected leaders and their staffs. Sound Transit also held 55 briefings with a broad range of stakeholder groups, including Sound Transit advisory boards, healthcare industry leaders, rotary clubs, chambers of commerce and disability advocates. Lastly, Sound Transit also completed a round of listening sessions with organizations that work with communities most affected by institutional and systemic racism and other forms of oppression and who are potentially impacted by program realignment decisions. This effort included organizations that serve or represent Black communities, other people of color, people experiencing economic hardship, limited- or non-English speaking communities, immigrants and refugees.

2021	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and the opening of new high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link (Preservation) Begin Northgate Link extension revenue service Revise ST Express between Everett-Lynnwood-Seattle on I-5 to end at Northgate Station with a connection to Link service to Downtown Seattle Revise ST Express service on SR 522 to end at Roosevelt Station with a connection to Link service to Downtown Seattle
Facilities	<ul style="list-style-type: none"> Complete Northgate Link Extension construction Continue construction on East Link, Lynnwood Link, Federal Way Link, Downtown Redmond Link Continue Hilltop Tacoma Link construction Reach substantial completion on several segments for East Link Extension
Equipment	<ul style="list-style-type: none"> Receive 5 light rail vehicles for Hilltop Tacoma Link extension Receive delivery of an additional 40 light rail vehicles (LRVs). Continue to receive replacement ST Express vehicles

2022	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and the opening of new high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link (Preservation) Begin Hilltop Tacoma Link extension revenue service
Facilities	<ul style="list-style-type: none"> Complete construction on Puyallup Station Access improvements Continue construction on East Link, Lynnwood Link, Federal Way Link, Downtown Redmond Link
Equipment	<ul style="list-style-type: none"> Receive new Link vehicles for East Link and Lynnwood Link expansion.

2023	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and the opening of new high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link (Preservation) Revise service on ST Express between Bellevue and Seattle on I-90 and allocate operating resources to East Link Begin East Link revenue service Revise ST Express service to integrate with East Link
Facilities	<ul style="list-style-type: none"> Begin construction on Bus Base North Complete East Link construction Continue construction on Lynnwood Link, Federal Way Link, Downtown Redmond Link
Equipment	<ul style="list-style-type: none"> Receive new Link vehicles for Lynnwood Link, Federal Way Link and Redmond Link extensions. Receive spare Link vehicles.

2024	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and the opening of new high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link (Preservation) Revise service on ST Express between Lynnwood and Seattle on I-5 and allocate operating resources to Lynnwood Link extension Discontinue service on ST Express between Federal Way and Seattle on I-5 and allocate operating resources to Federal Way Link extension Begin Link light rail service to Lynnwood Begin Link light rail service to Federal Way Begin Link light rail service to Downtown Redmond
Facilities	<ul style="list-style-type: none"> Continue maintenance of Sound Transit facilities (Preservation)
Equipment	

2025	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and ridership response to the openings of high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link, Stride (Preservation)
Facilities	<ul style="list-style-type: none"> Continue maintenance of Sound Transit facilities (Preservation) Complete Bus Base North Sumner Station Parking & Access Auburn Station Parking & Access Kent Station Parking & Access
Equipment	<ul style="list-style-type: none"> Receive BRT vehicles to support Stride openings in 2026 and 2027

2026	Planned Activities
Planning	<ul style="list-style-type: none"> Continue planning for changes to service in response to new travel patterns and the opening of new high-capacity transit projects. Additional planning activities subject to the realignment process and will be updated when more information is available
Services	<ul style="list-style-type: none"> Continue service of ST Express, Sounder, Tacoma Link, Link, Stride (Preservation) Begin Stride BRT service on SR-522/NE 145 and I-405 South (no parking) Revise ST Express service on the Stride BRT corridors
Facilities	<ul style="list-style-type: none"> Continue maintenance of Sound Transit facilities (Preservation) Complete I-405 Stride South and SR-522/NE 145th Stride stations and capital facilities to support service, including NE 85th Station
Equipment	<ul style="list-style-type: none"> Receive BRT vehicles to support Stride openings in 2026 and 2027

VI: CAPITAL IMPROVEMENT PROGRAM, 2020 – 2026

(In Thousands)

Improvement & Preservation	2020	2021	2022	2023	2024	2025	2026
Fixed Route Bus (ST Express)	\$ 138,418	\$ 138,198	\$ 157,877	\$ 163,229	\$ 160,627	\$ 153,210	\$ 157,520
Commuter Rail (Sounder)	54,346	60,797	73,200	72,575	79,981	83,198	87,049
Light Rail (Link)	151,435	172,503	194,208	227,876	309,825	364,643	376,067
Streetcar Rail (Tacoma Link)	5,599	6,385	14,859	16,758	20,293	21,345	22,087
Bus Rapid (Stride)	-	-	-	-	28,123	58,567	60,563
Service Delivery	-	13,704	10,416	10,656	10,857	17,599	17,947
System-wide	-	144,806	161,308	154,560	142,369	134,222	153,491
Total	\$ 349,798	\$ 536,393	\$ 611,868	\$ 645,654	\$ 752,075	\$ 832,784	\$ 874,724

VII: ANNUAL REVENUES & EXPENDITURES, 2020 –2026²

(In Thousands)

Annual Revenues	2020	2021	2022	2023	2024	2025	2026
Sales Tax	\$ 1,324,465	\$ 1,381,741	\$ 1,481,242	\$ 1,556,156	\$ 1,618,621	\$ 1,680,730	\$ 1,729,628
MVET	361,749	379,157	392,106	401,811	409,618	415,817	423,558
Rental Car Tax	1,881	1,610	1,734	1,831	1,907	1,968	1,994
Property Tax	155,306	157,260	159,920	164,046	168,207	172,457	176,729
Farebox Revenue	30,789	54,185	89,986	112,566	137,719	177,187	194,015
Federal Operating	27,069	-	-	-	-	-	-
Other Operating Revenue	9,865	11,762	20,441	27,032	17,031	11,972	12,695
Realized & Unrealized Interest Earned	35,492	29,189	30,674	39,743	60,156	4,204	7,293
Total	\$ 1,946,616	\$ 2,014,904	\$ 2,176,103	\$ 2,303,185	\$ 2,413,259	\$ 2,464,335	\$ 2,545,912
Operating Expenses	2020	2021	2022	2023	2024	2025	2026
Annual Modal Expenses	\$ 349,797	\$ 377,883	\$ 439,615	\$ 479,781	\$ 570,046	\$ 621,690	\$ 641,991
Paratransit Expenses	1,901	2,935	4,218	5,040	7,851	9,470	9,758
Leases	1,056	1,077	1,142	1,236	1,368	1,546	1,782
Other Operating Expenses	2,645	158,679	172,819	166,914	184,401	214,215	236,133
Interest	95,865	-	-	-	-	-	-
Depreciation	174,823	-	-	-	-	-	-
Donations to Other Governments	(8,311)	-	-	-	-	-	-
Total	\$ 617,776	\$ 540,574	\$ 617,794	\$ 652,971	\$ 763,666	\$ 846,921	\$ 889,664
Debt Service	2020	2021	2022	2023	2024	2025	2026
Interest	\$ 104,839	\$ 95,845	\$ 97,990	\$ 102,495	\$ 116,247	\$ 129,987	\$ 127,532
Principal	42,915	54,300	58,390	62,670	78,620	83,220	90,225
Total	\$ 147,754	\$ 150,145	\$ 156,380	\$ 165,165	\$ 194,867	\$ 213,207	\$ 217,757
Annual Capital Purchase Obligations	2020	2021	2022	2023	2024	2025	2026
Federal Grants	\$ 584,953	\$ 787,087	\$ 626,478	\$ 298,325	\$ 277,470	\$ 282,282	\$ 457,064
Other Capital Grants	14,659	5,553	-	-	8,855	-	-
Debt Proceeds	-	-	62,664	917,007	2,604,358	2,042,161	1,820,446
Total	\$ 599,612	\$ 792,640	\$ 689,142	\$ 1,215,332	\$ 2,890,683	\$ 2,324,443	\$ 2,277,510
Ending Balances, December 31	2020	2021	2022	2023	2024	2025	2026
Unrestricted Cash and Investments	\$ 1,471,909	\$ 1,344,969	\$ 1,407,901	\$ 1,848,092	\$ 2,852,802	\$ 5,002	\$ 5,005
Operating Revenue	91,182	86,427	88,370	101,075	106,822	125,023	138,741
Capital Reserve Funds	362,600	349,392	352,886	356,415	359,979	363,579	367,214
Emergency Reserve Fund	36,077	29,981	35,836	41,749	47,722	53,754	59,847
Affordable Housing Fund	-	8,000	12,000	16,000	20,000	20,000	20,000
Debt Service Fund	96,411	19,100	19,100	19,100	19,100	53,299	197,366
Total	\$ 2,058,179	\$ 1,837,869	\$ 1,916,093	\$ 2,382,431	\$ 3,406,425	\$ 620,657	\$ 788,173

² Financial data sources: Actual data agrees to the Annual National Transit Database Report. Forecasted data agrees to the Long-Range Financial Plan.

VIII: OPERATING DATA, 2020 – 2026

Fixed Route Bus (ST Express)	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	559,567	547,000	558,000	604,000	560,000	470,000	429,000
Total Vehicle Hours	714,616	701,000	717,000	781,000	731,000	617,000	563,000
Revenue Vehicle Miles	10,921,064	10,578,000	10,782,000	11,791,000	11,236,000	9,469,000	8,755,000
Total Vehicle Miles	14,757,446	14,387,000	14,755,000	16,252,000	15,531,000	12,920,000	11,910,000
Passenger Trips	6,264,772	9,669,000	13,651,000	14,046,000	11,801,000	6,919,000	5,871,000
Diesel Fuel Consumed (Gallons)	2,653,814	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (Gallons)	412,903	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Injuries (Non-Major Incident Reports)	8	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	13	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

Commuter Rail (Sounder)	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	50,694	48,000	53,000	73,000	73,000	73,000	73,000
Total Vehicle Hours	54,020	51,000	57,000	73,000	73,000	73,000	73,000
Revenue Vehicle Miles	1,526,737	1,471,000	1,639,000	2,078,000	2,078,000	2,078,000	2,078,000
Total Vehicle Miles	1,562,310	1,511,000	1,679,000	2,107,000	2,107,000	2,107,000	2,107,000
Passenger Trips	1,265,862	2,114,000	3,158,000	4,143,000	4,774,000	4,894,000	5,006,000
Diesel Fuel Consumed (Gallons)	625,305	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Injuries (Non-Major Incident Reports)	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

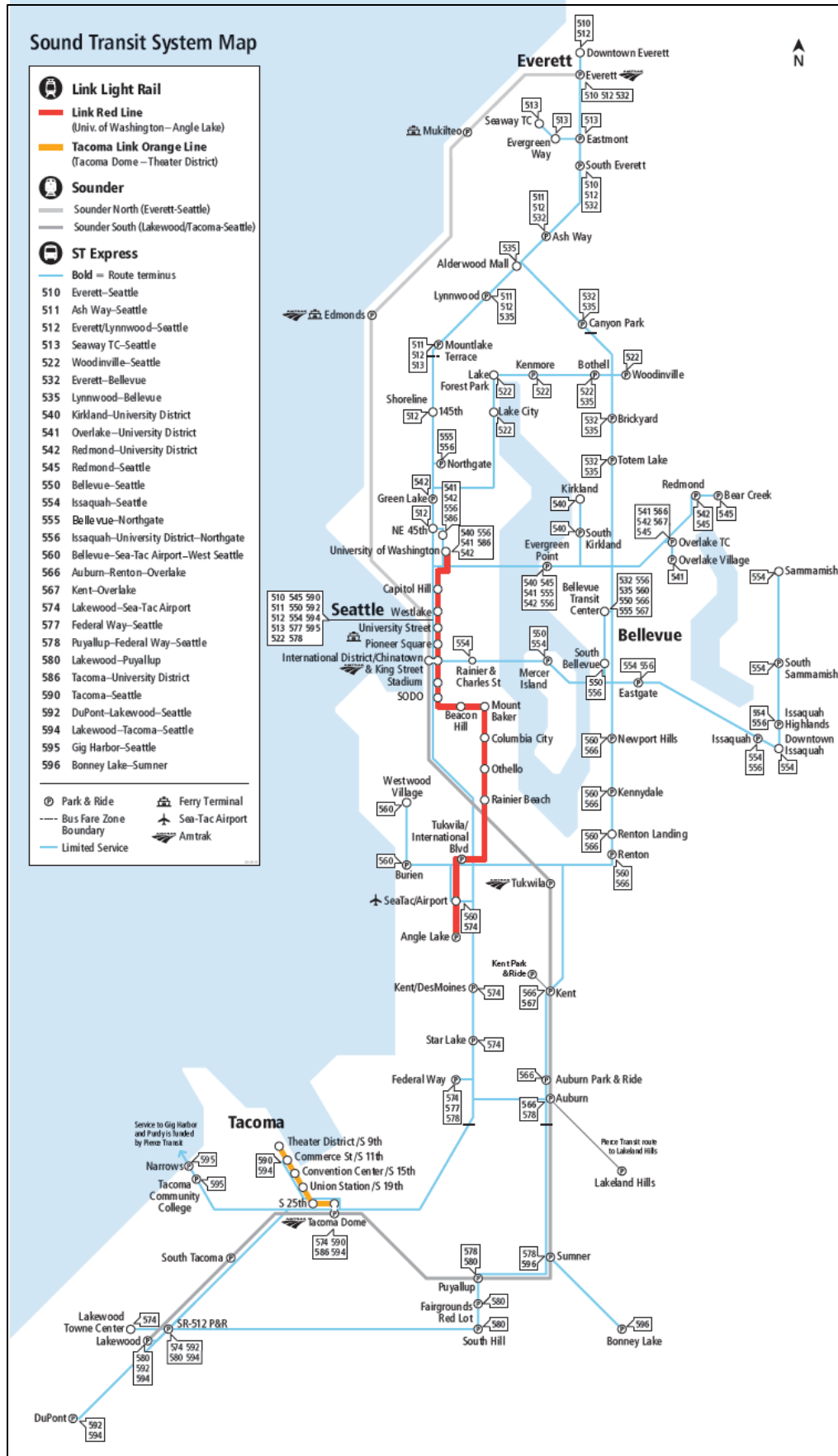
Link Light Rail	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	223,374	311,000	401,000	503,000	99,000	1,079,000	1,079,000
Total Vehicle Hours	233,843	320,000	433,000	533,000	1,047,000	1,157,000	1,157,000
Revenue Vehicle Miles	4,078,592	6,294,000	7,029,000	11,105,000	24,183,000	27,142,000	27,142,000
Total Vehicle Miles	4,168,064	7,185,000	7,450,000	11,792,000	25,680,000	28,542,000	28,542,000
Passenger Trips	7,900,122	14,775,000	28,015,000	38,613,000	53,492,000	70,659,000	73,756,000
Electricity Consumed (Kwh)	20,355,203	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Injuries (Non-Major Incident Reports)	6	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	7	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

Tacoma Link Light Rail	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	9,811	10,000	20,000	26,000	26,000	26,000	26,000
Total Vehicle Hours	9,852	10,000	20,000	26,000	26,000	26,000	26,000
Revenue Vehicle Miles	75,549	76,000	106,000	239,000	239,000	239,000	239,000
Total Vehicle Miles	75,886	76,000	107,000	240,000	240,000	240,000	240,000
Passenger Trips	439,271	636,000	909,000	1,268,000	1,427,000	1,535,000	1,596,000
Electricity Consumed (Kwh)	394,380	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Injuries (Non-Major Incident Reports)	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	-	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

APPENDIX A: PUBLIC COMMENTS SUMMARY

Comments Received	
1.	This looks great!
2.	It is unfortunate that light rail to Seattle on the east side of lake Washington will not be going South of I90 to accommodate the passengers that depend on mass transit to get to their jobs in Seattle. The plan ignores Renton and the fastest city in the area, Kent. The current light rail plan seems to be drawn up without using community needs and current ridership.
3.	Regarding TOD: Assure that multi-family housing includes adequate green space and play area for kids. Also, require affordable housing for portions of such development. Residents of Snohomish County in particular want 'green space' as a part of their living environment-- it's a of 'quality of life' issue for all!
4.	I wonder what's gonna be the future service change
5.	As a homeowner and taxpayer, I am 100% in favor of any measures expanding public transit.
6.	I love ♥ Public transit and love how I can get from west Seattle to down town in 20 min riding the 120 soon to be H line I'm really exited to see the new and upcoming stops and busses thanks!
7.	Please concentrate on addressing reliability issues on the link light rail line and finding ways to more quickly recover from delays. I rarely experience a day in which my trip is not delayed at least once by trains that are off-schedule or long headways. There seem to typically be 3 or more major delays that warrant email notifications every week - sometimes more than one in a day. It is noticeable that real-time information in the stations appears to be functional maybe a quarter to half the time in my experience. Considering the growing reliance on this mode and soon to open extensions, I think it is urgent that ST get a grip on this situation.

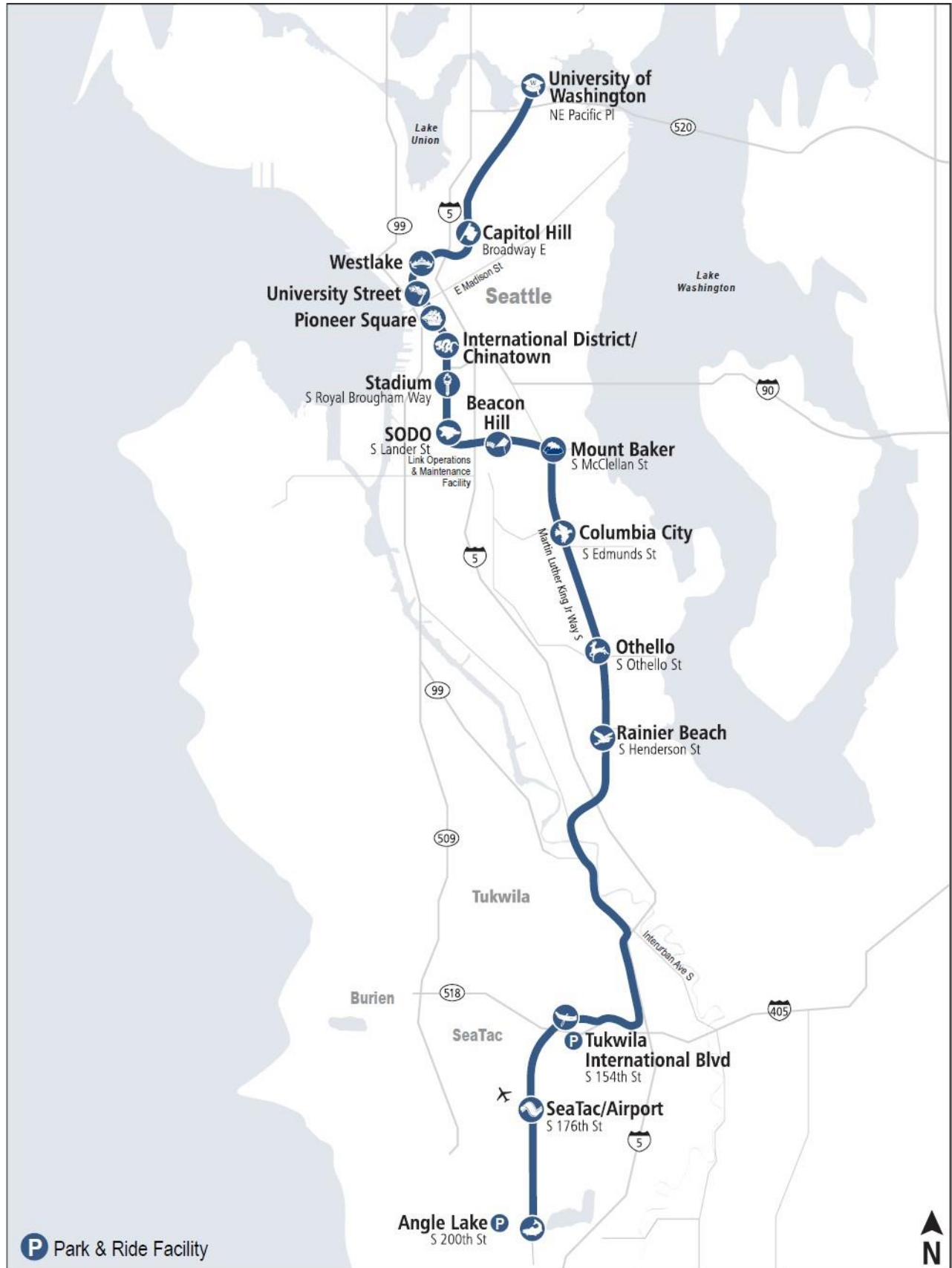
APPENDIX B: 2020 SOUND TRANSIT SYSTEM MAP



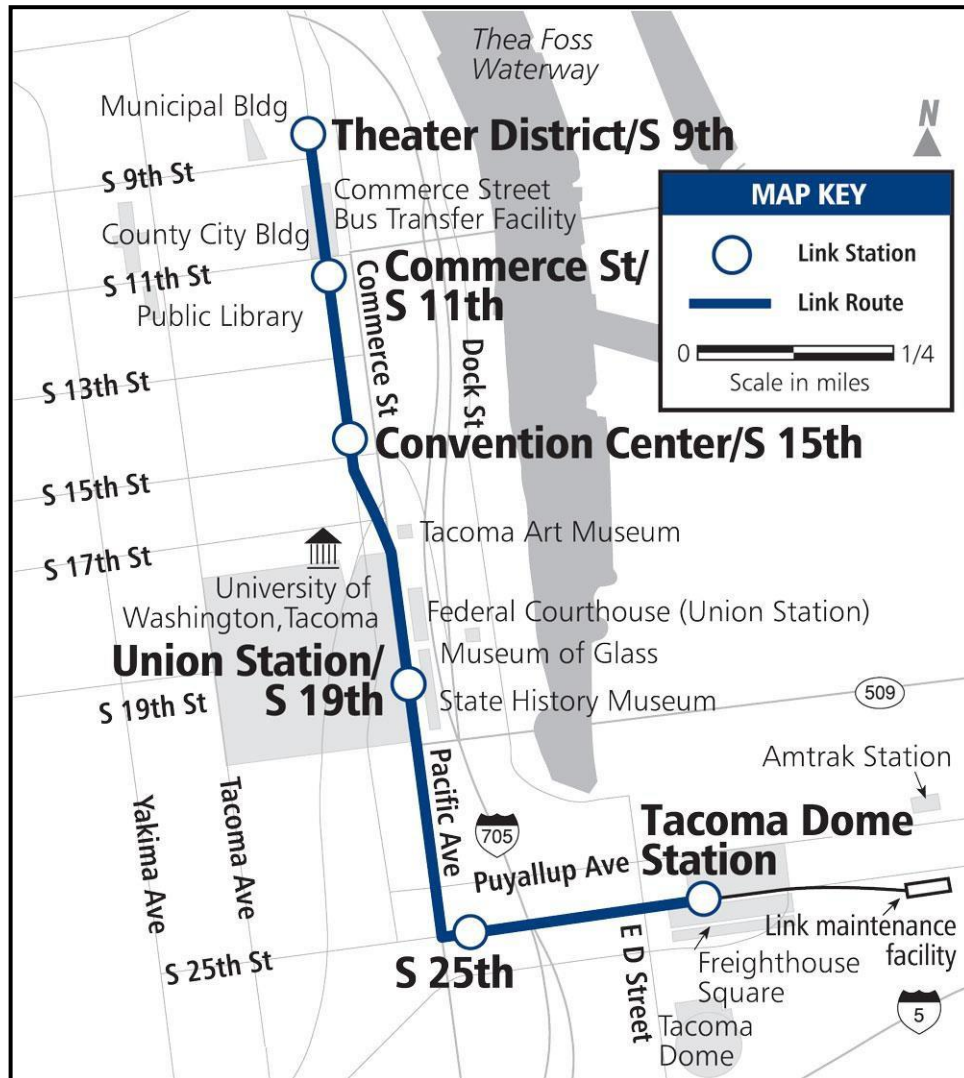
APPENDIX C: SOUNDER COMMUTER RAIL SYSTEM MAP



APPENDIX D: LINK LIGHT RAIL SYSTEM MAP



APPENDIX E: TACOMA LINK LIGHT RAIL SYSTEM MAP



APPENDIX F: CURRENT SERVICE AND PROPOSED FUTURE PROJECTS



APPENDIX G: REGIONAL FACILITIES SERVED BY SOUND TRANSIT (AS OF DECEMBER 2019)

FACILITY	CONNECTING SERVICES					
	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
15th Ave NE & NE 45th Ave ++	, , 542, 556, 586	43, 44, 45, 48, 49, 70, 71, 73, 167, 197, 271, 277	810, 821, 855, 860, 871, 880			None
Alderwood Mall ++	535		107, 115, 116, 196			None
Angle Lake Station	Link	A, 635				1050 (Garage) 70 (Surface Lot)
Ash Way Park-and-Ride	511, 512, 532	952	109, 112, 115, 116, 119, 196, 201, 202, 410, 413, 415, 810, 860, 880			1,019
Auburn Park-and-Ride	566	180, 952				358
Auburn Station	Sounder, 566, 578	180, 181, 186, 910, 915, 917		497	Emerald Downs Shuttle	633 (Garage) 113 (Surface Lot)
Beacon Hill Station	Link	36, 60, 107				None
Bear Creek Park-and-Ride	545	216, 248, 268, 269, 982				283
Bellevue Transit Center	532, 535, 550, 555, 556, 560, 566, 567	B, 226, 232, 234, 235, 237, 240, 241, 246, 249, 271, 342				None
Bonney Lake Park-and-Ride	596					356
Bothell Park-and-Ride	522, 535	238, 243, 312, 342, 372				220
Brickyard Freeway Station/Park-and-Ride	532, 535	236, 237, 238, 255, 257, 311, 342, 952				443
Burien Transit Center	560	F, 120, 121, 122, 123, 131, 132, 166, 180, 631				488
Canyon Park Freeway Station/Park-and-Ride	532, 535	952	105, 106, 120, 435, Green Line			302
Capitol Hill Station	Link	8, 9, 10, 43, 49, 60			First Hill Streetcar	None

CONNECTING SERVICES						
FACILITY	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
Columbia City Station	Link	50, 106				None
Commerce Street Station/S 11th St	Tacoma Link, 590, 594			1, 2, 3, 11, 13, 16, 28, 41, 42, 45, 48, 57, 63, 102, 400, 500, 501		None
Convention Center Station/S 15th St	Tacoma Link, 590, 594			1, 3, 13, 41, 42, 63, 102, 400, 500, 501		None
DuPont Station	592, 594				Go Transit 1	126
Eastgate Freeway Station Eastgate Park-and-Ride	554, 556	212, 216, 217, 218, 219, 221, 226, 240, 241, 245, 246, 271				1,614
Eastmont Park-and-Ride	513					389
Edmonds Station/Ferry Terminal	Sounder		116, 130, 196, 416		Amtrak, Washington State Ferries	259
Everett Station	510, 512, 532, Sounder		Blue Line, 201, 202, 270, 271, 280		ET: 3, 4, 6, 7, 8, 17, 18, 29 ST: 90X IT: 412 Amtrak Greyhound Trailways	1,107
Evergreen Point Freeway Station/Park-and-Ride	, , 542, 545, 555, 556	167, 252, 255, 257, 268, 277, 311	424			48
Evergreen Way/79th SE ++	513				ET: 3, 7	None
Federal Way Transit Center	574, 577, 578	A, 179, 181, 182, 183, 187, 193, 197, 901, 903		402, 500, 501		1,190
Green Lake Park-and-Ride	542	45, 62, 63, 64, 76, 316				411
I-5/SR-512 Park-and-Ride	574, 580, 592, 594			3, 4, JBLM Connector	ICT: 612, 620	493
International District / Chinatown Station +	Link					None
Issaquah Highlands Park-and-Ride	554, 556	200, 216, 218, 219, 269, 628				1,010

CONNECTING SERVICES						
FACILITY	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
Issaquah Transit Center/Park-and-Ride	554, 556	200, 208, 214, 269, 271				819
Kent Station	Sounder, 566, 567	150, 153, 158, 159, 164, 166, 168, 169, 180, 183, 913, 914, 916, 952				877 (Garage) 119 (Surface Lot)
Kent-Des Moines Freeway Station/Park-and-Ride	574	158, 159, 166, 192, 193, 197				370
Kimball Drive Park-and-Ride	595			100, 101, 102		306
King Street Station	Sounder, Various Bus Routes	Various Bus Routes	Various Bus Routes		Amtrak, Trailways, Central Washington Airpporter, Bolt Bus, Dungeness Line	None
Kingsgate Park-and-Ride		235, 238, 244, 252, 255, 257, 277, 930				502
Lakewood Station	Sounder, 580, 592, 594				ICT*: 612, 620	600
Lakewood Transit Center/Towne Center	574			2, 3, 4, 48, 202, 206, 212, 214		None
Lynnwood Transit Center/Park-and-Ride	511, 512, 535		107, 112, 113, 115, 116, 120, 130, 201, 202, 402, 421, 422, 425, 810, 821, 855			1,370
Mercer Island Park-and-Ride	550, 554	201, 204, 216, 630, 892, 989				447
Mountlake Terrace Freeway Station/Park-and-Ride	511, 512, 513	347	111, 112, 119, 130, 410, 413, 415, 435, 810, 871			877

CONNECTING SERVICES						
FACILITY	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
Mukilteo Station/Ferry Terminal	Sounder		113, 417, 880		ET: 18, 70X Washington State Ferries	63
Narrows Park-and-Ride	595			100		195
NE 125th St. (Lake City) ++	522	41, 64, 65, 75, 309, 312, 330, 372				None
NE 145th Freeway Station/North Jackson Park-and-Ride	512	301, 303, 304, 308, 347, 373, 661				68
NE 30th/Kennydale Freeway Station	560, 566	111, 167, 342, 952				50 (Leased)
NE 45th St Freeway Station	512	44, 63, 64, 76, 301, 316, 355, 661	810, 821, 855, 860, 871, 880			None
Newport Hills Freeway Station/Park-and-Ride	560, 566	111, 167, 342, 952				275
Northgate Transit Center/Park-and-Ride	555, 556	26, 40, 41, 63, 67, 75, 303, 345, 346, 347, 348				296
Othello Station	Link	36, 50, 106				None
Overlake Transit Center	, 542, 545, 566, 567	B, 232, 243, 244, 245, 249, 268, 269, 982, 992			Microsoft Connector	None
Pioneer Square Station +	Link					None
Purdy Park-and-Ride	595	100, 102			KT*: Purdy Connection	200
Puyallup Fairgrounds Red Lot	580			400		219
Puyallup Station	Sounder, 578, 580			400, 402, 409, 425		364
Rainier Beach Station	Link	9, 106, 107				None
Redmond Transit Center/Park-and-Ride	542, 545	B, 221, 224, 232, 243, 248, 930, 931				377

CONNECTING SERVICES						
FACILITY	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
Renton Transit Center/Park- and-Ride	560, 566	F, 101, 105, 106, 107, 143, 148, 153, 167, 169, 240, 342, 907, 908				150
S 25th St Station	Tacoma Link			1		None
SeaTac/Airport Station	Link, 560, 574	A, 156, 180				None
SODO Station	Link, 590, 594, 595	50, 101, 102, 150, 177, 178, 190				None
South Bellevue Park-and-Ride	550, 555, 556	241, 249, 981				None
South Everett Freeway Station/Park-and-Ride	510, 512, 532				ET: 29	397
South Kirkland Park-and-Ride	540	234, 235, 249, 255				833
South Sammamish Park-and-Ride	554	216, 219, 269				265
South Tacoma Station	Sounder			3, 53		220
SR-520 & NE 51st St Freeway Station ++	542, 545	232, 245, 268, 269				None
SR-520/Montlake Blvd Freeway Station	, 542, 545, 555, 556	43, 48, 167, 252, 255, 257, 268, 271, 277, 311	424			None
Stadium Station	Link, 590, 594, 595	101, 102, 124, 150, 177, 178, 190				None
Star Lake Freeway Station/Park-and-Ride	574	177, 178, 183, 190, 192, 193, 197				540
Sumner Station	Sounder, 578, 596					302 (+48 leased)
Tacoma Community College Transit Center	595			1, 2, 10, 16, 28, 52, 53, 100		95

CONNECTING SERVICES						
FACILITY	Sound Transit	King County Metro	Community Transit	Pierce Transit	Other *	Designated Parking Spaces
Tacoma Dome Station	Sounder, Tacoma Link, 574, 586, 590, 594			13, 41, 42, 102, 400, 500, 501	ICT: 612 Greyhound, Amtrak, Trailways	2,337
Theater District/ S 9th St Station	Tacoma Link			11		None
Totem Lake Freeway Station	532, 535	235, 237, 238, 243, 252, 255, 257, 277, 311, 342, 930, 952	424			None
Tukwila International Blvd Station	Link	A, F, 124, 128				600 (+62 leased)
Tukwila Station	Sounder	F, 154			Amtrak	390
Union Station/S 19th St.	Tacoma Link, 590, 594			1, 41, 42, 102, 400, 500, 501		None
University of Washington Station	Link, 542, 556, 586	31, 32, 43, 44, 45, 48, 65, 67, 71, 73, 75, 78, 167, 197, 271, 277, 372, 373	810, 821, 855, 860, 871, 880			None
University Street Station+	Link					None
UW-Bothell/Cascadia Community College	522, 535	238, 312, 372, 931	105, 106			None
Westlake Station+	Link					None
Woodinville Park-and-Ride	522	236, 237, 238, 311, 931				438
Yarrow Point/Clyde Hill Freeway Station	542, 545, 555, 556	167, 242, 246, 252, 255, 257, 268, 277, 311				None

+ In the Downtown Seattle Transit Tunnel, many bus routes from Community Transit, King County Metro and Sound Transit operate on the surface.

++ Non-Major Transfer Centers

*ET: Everett Transit; ICT: Intercity Transit; IT: Island Transit; KT: Kitsap Transit; ST: Skagit Transit