

RESOLUTION NO. R2011-18

Proposed 2012 Budget

MEETING:	DATE:	TYPE OF ACTION:	STAFF CONTACT:	PHONE:
Executive Committee	12/1/11	Recommendation to Board	Brian McCartan, Executive Director Finance & Information Technology	206-398-5100
Board	12/15/11	Final Action	Pete Rogness, Director, Budget and Financial Planning	206-398-5102

PROPOSED ACTION

Adopts an annual budget for the period from January 1 through December 31, 2012.

KEY FEATURES

The resolution approves the following operating expenditures for 2012:

- \$197.4 million for transit operations for Tacoma Link, Central Link, Sounder Commuter rail and ST Express Bus services
- \$87.0 million for staff operations
- \$2.5 million for Fare Administration, public art, Transit Oriented Development, ORCA, loss reserves, non-operating costs
- \$1.5 million for transit operations contingency
- \$94.3 million for payment of principal and interest on outstanding bonds
- \$185.9 million for depreciation and other non-cash expenses

In addition, the resolution authorizes the following capital outlays in 2012:

- \$176.5 million for Sounder
- \$461.1 million for Link Light Rail
- \$21.2 million for Regional Express projects
- \$66.4 million for Service Delivery capital
- \$10.8 million for the Public Art program, administrative capital, fare administration, fare integration and research and technology

The resolution also provides for the agency to add in 2012 to reserve funds for the following purposes:

- \$49.9 million for the Capital Replacement Fund
- \$2.0 million for the Emergency/Loss Fund.

The resolution also includes estimated revenues of:

- \$557.8 million from Retail Sales and Use Tax;
- \$72.6 million from Motor Vehicle Excise and Rental Car Taxes;
- \$131.3 million from federal grants;
- \$44.2 million from Farebox revenues;
- \$8.2 million in interest earnings; and
- \$11.0 million in miscellaneous revenues.

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.

The Sound Transit Board endorses a Transit Improvement Plan (TIP) that identifies Board-adopted capital and operating expenditures for the construction and operation of the Sound Transit regional high-capacity transit system. The TIP also 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. The TIP also includes full cost estimates for all capital projects that are funded in the agency's finance plan. 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

Sound Transit's Proposed 2012 Budget requests funding authorization totaling \$1,043.3 million in operating expenditures and capital outlays. The agency's expenses and outlays will be funded by an estimated \$825.1 million in revenue and other financing sources (on an accrual basis) and by an estimated positive cash position in January 2012 of \$763.5 million. The Proposed 2012 Budget is fully affordable within the agency's existing revenue projections and financial policies.

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.

SMALL BUSINESS PARTICIPATION

Not applicable to this action.

BACKGROUND

For 2012 budget management, staff will continue providing quarterly briefings to the Audit and Reporting Committee on progress to date. Based on the outcome of these briefings, budget amendments will be prepared for Board approval when appropriate.

ENVIRONMENTAL COMPLIANCE

Jl 11/29/2011

PRIOR BOARD/COMMITTEE ACTIONS

Resolution No. 72-1: Superseded Resolution 72, and amending 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 superseding Resolution No. 98-4.

TIME CONSTRAINTS

Budget adoption is required prior to the commencement of the fiscal year to provide authorization to expend funds. A one-month delay would postpone adoption of the Proposed 2012 Budget into the 2012 fiscal year.

PUBLIC INVOLVEMENT

The Sound Transit Board reviewed the proposed budget in public session in September, October and November. On November 3, 2011 a public hearing was held where testimony was taken from interested members of the public.

LEGAL REVIEW

JW 11/23/11

RESOLUTION NO. R2011-18

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, 2012.

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

WHEREAS, the chief executive officer submitted a Proposed 2012 Budget for Board consideration; and

WHEREAS, the Proposed 2012 Budget is consistent with and affordable under Sound Transit Financial Policies as adopted by Resolution No. R2008-10 and is in compliance with the Budget Policies as adopted by Resolution No. R2002-08; and

WHEREAS, in 2010 the 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 a public hearing was held on November 3, 2011 to take testimony on the Proposed 2012 Budget; and

WHEREAS, at its November 10, 2011 meeting, the Capital Committee recommended the Proposed 2012 Project Delivery budget and amendments approved by the Committee to the Executive Committee; and

WHEREAS, at its November 10, 2011 meeting, the Operations and Administration Committee recommended the Proposed 2012 Service Delivery and Agency Administration budgets and amendments approved by the Committee to the Executive Committee; and

WHEREAS, the Executive Committee reviewed the overall Proposed 2012 Budget, incorporated the Capital and Operations and Administration Committees' recommended budgets, approved certain budget amendments, and recommended Board adoption of the Proposed 2012 Budget; and

WHEREAS, a two-thirds affirmative vote of the entire membership of the Sound Transit Board is required to adopt the 2012 Budget.

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

Section 1.a – Debt Service. Sound Transit is authorized to incur \$75,125,379 in interest expense on debt and \$19,195,000 in principal repayments for a total of \$94,320,379 for debt service on outstanding bonds, or such amounts as are contained in amendments to the Proposed 2012 Budget as adopted by the Board.

Section 1.b – Operating Expenses. Sound Transit is authorized to incur \$87,043,288 in staff operating expenses; \$665,000 for Fare Administration operating expenses; \$42,150 for Fare

Integration operating expenses, \$300,000 for the Research and Technology project expenses; \$225,000 for Transit Oriented Development planning expenses, \$901,306 for Transit Oriented Development property disposition expenses and \$294,958 for Non-Transit Oriented Development property disposal costs; \$2,061,616 for non-operating costs; \$108,000 for STart expenses; and \$185,912,976 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 \$101,408,980 for ST Express service delivery expenses; \$4,112,307 for Tacoma Link operations expenses; \$54,189,294 for Central Link service delivery expenses; \$37,734,105 for Sounder service delivery expenses; and \$1,455,000 in service delivery contingency, or such amounts as are contained in amendments to the Proposed 2012 Budget as adopted by the Board. The service delivery contingency is authorized for use for any mode(s), with notification to the Operations and Administration Committee prior to expenditure of funds that would exceed the modal budget, even if such expenditures occur after the budget fiscal year.

Section 1.c – Capital Outlays. Sound Transit is authorized to incur \$738,573,810 in capital outlays (including allocations) comprised of \$21,181,346 in Regional Express; \$176,541,873 in Sounder; \$461,120,658 in Link; \$66,414,869 for Service Delivery capital; \$2,279,000 for the Research and Technology capital project; \$1,976,000 for the STart program capital; \$526,978 for Fare Integration program capital; \$60,000 for Fare Administration program capital and \$5,937,478 in administrative capital, or such amounts as are contained in amendments to the Proposed 2012 Budget as adopted by the Board.

Section 1.d – Reserves. Sound Transit is authorized to place in reserves \$49,886,412 for the Capital Replacement Fund and \$2,000,000 for the Emergency/Loss Fund.

Section 1.e – Revenues. The Adopted Budget projects the collection of \$825,068,375 in total revenues including \$557,780,823 in Sales and Use Tax and \$72,584,238 in Motor Vehicle

Excise Tax and Rental Car Tax, \$131,316,163 in federal grants, \$44,225,000 in farebox collections, \$8,162,295 in interest earnings and \$10,999,856 in miscellaneous revenues.

Section 2. The budget for the period January 1, 2012 to December 31, 2012 as set forth in Attachment A (Proposed 2012 Budget document) and the approved amendments to the Proposed 2012 Budget in Attachment B together constitute the Adopted 2012 Budget as adopted by this Resolution.

Section 3. The Adopted 2012 Budget is not an exclusive authorization of expenses, except as specified in Section 1a – Debt Service, as authorization of expenditures must be in compliance with Resolution No. 78-2.

Section 4. The chief executive officer is authorized to conform and reformat the budget document as necessary to uniformly present the information, to revise the Adopted 2012 Budget to correct nonmaterial errors and to update Appendix C: Subarea Allocations, to be consistent with Board actions.

Section 5. The chief executive officer is authorized to amend the Adopted 2012 Budget to allow for transfers between capital budgets 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 2012 Budget to reflect actual expenditures for 2011, including shifting of budget authority between 2011 and 2012 for projects anticipated to be completed in 2012, provided the adopted total lifetime budget is not changed.

Section 7. The Proposed 2012 Transit Improvement Plan (Attachment C) is hereby endorsed. Such endorsement does not constitute capital project authorization under Section 8 of Resolution No. 78-2.

Section 8. The chief executive officer is directed to submit the Adopted 2012 Budget and the 2012 Transit Improvement Plan to the 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 2012 Budget and to ensure conformance with the 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.

Section 11. No later than September 2012, the CEO will submit to the Board for its consideration an action to determine whether fares should be charged for Tacoma Link or whether it should continue to be a fare-free service. This action will be coordinated with evaluation and analysis of parking policies at the Tacoma Dome Station and the Tacoma Link area in downtown Tacoma.

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 15, 2011.

ATTEST:



Marcia Walker
Board Administrator



Aaron Reardon
Board Chair

Proposed 2012 Budget

SOUNDTRANSIT



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What's in the Proposed 2012 Budget?

Sound Transit's proposed 2012 budget is built around three primary sets of activities: service delivery, project delivery, and agency administration. A separate budget section is devoted to each. Each section outlines proposed initiatives, changes to programs and staffing, and corresponding capital and operating budgets for 2012.

Agency Overview

The agency overview explains the structure, roles, and responsibilities of the board of directors, citizen oversight panel, and agency departments. In addition, our strategic priorities, initiatives and performance outcomes are discussed.

Budget Overview

The budget overview provides key budget highlights for the upcoming year on ridership revenues and our core program areas of service delivery, project delivery, and agency administration.

Service Delivery

Sound Transit's annual budgets for operating Central Link light rail, Sounder commuter rail, ST Express bus, and Tacoma Link light rail are presented here. Descriptions of services, operating budgets, and performance statistics for each transit mode are also included.

Project Delivery

The project delivery section provides budgeted capital expenditures and information on anticipated activities for the capital expansion of rail and bus infrastructure. Capital projects associated with maintaining transit service, as well as other agencywide projects, are outlined in this section as well.

Agency Administration

This section presents our staffing plan and staff operating budget, as well as department budgets. Non-staff budgets: debt service, administrative capital, and net non-operating along with information on reserves and non-cash expense are also included.

Appendices

Appendices provide more information on Sound Transit staffing plans; our budget process; subarea allocations; department scorecards; agency financial policies; an index of charts, maps, and tables; and a glossary of terms used throughout this report.

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AGENCY OVERVIEW

Our Mission

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

Our Vision

Easy connections...

to more places...

for more people.

Our Story

The Central Puget Sound Regional Transit Authority – better known as Sound Transit – was created by the Washington state legislature. In 1996, voters in the central Puget Sound region approved implementation of the Sound Move plan. Our mandate: to build a mass transit system that connects major employment and housing centers in King, Pierce, and Snohomish counties.

Since 1996, we have grown tremendously. ST Express bus service began in 1999, joined by Sounder commuter rail in 2000. Light rail debuted with Tacoma Link in 2003, and Central Link light rail began service in 2009.

We now provide transit services to 80 percent of Snohomish, King, and Pierce county residents – 40 percent of the entire state's population. Around 25 million people use Sound Transit to get around the region each year.

Today we continue to expand our high-capacity transportation network, which serves the nearly 1,100-square-mile Sound Transit district. We help millions of Puget Sound residents get where they need to go affordably each year, with services and facilities that include commuter rail, light rail, regional bus service, transit stations, and park-and-ride lots.

Our more than 500 employees are moving forward to make mass transit in Puget Sound even better, both by expanding our system and improving existing transit service. As we grow, we stay deeply in touch with community needs – we've held nearly 250 neighborhood meetings to develop our East Link light-rail service alone.

We are dedicated to delivering the Puget Sound's mass transit needs, while operating with the fiscal responsibility required in these difficult economic times and expected by the region's taxpayers.

Our 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 | ✓ Integrity |
| ✓ Excellence | ✓ Public Trust |
| ✓ Inclusiveness | ✓ Respect |
| ✓ Innovation | ✓ Transparency |

Voter-Authorized Transit Programs

Sound Transit is implementing two major, voter-authorized regional transit plans in partnership with public agencies, local jurisdictions, community organizations, the private sector, and the citizens of the Sound Transit District:

Sound Move

In 1996, central Puget Sound voters approved implementation of the Sound Move plan to build a high-capacity public transit system. Since then, Sound Transit has built and now operates 75 miles of Sounder commuter rail, 25 ST Express bus routes, and 17 miles of Link light rail.

We are still completing other elements of the Sound Move plan. Notable current projects include building University Link, which extends light rail from downtown Seattle to the University of Washington, and extending Sounder commuter rail an additional 7.5 miles from Tacoma to Lakewood.

Sound Transit 2

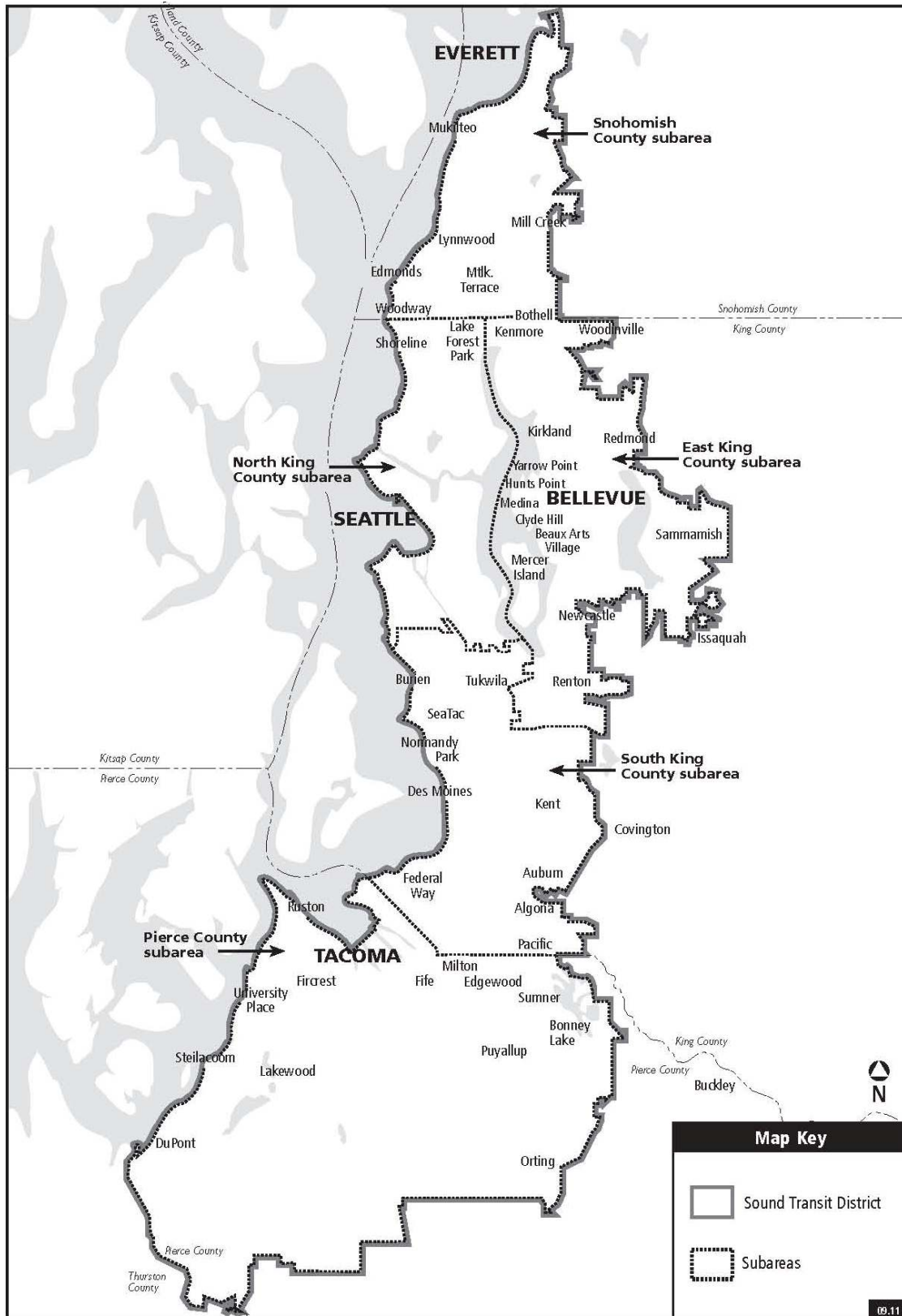
In 2008, central Puget Sound voters approved Sound Transit 2 (ST2), a mass-transit expansion proposal to add 36 miles of light rail, increase express bus service by 17% and increase commuter rail service. The plan also includes improved access to transit through expanded bike facilities, and better pedestrian access. Additional parking will be added in some locations.

New services will be phased in over several years. The first of the new services began in 2009 with increased ST Express bus service. University Link and South Link – Airport to South 200th Street are both scheduled to start service in 2016. However, due to the significant decline in agency revenues as a result of the recession, there are insufficient funds to complete all elements of the ST2 program by 2023 as originally planned. In last year's budget we described a plan to realign ST2 with the agency's revenue forecast. The realignment plan recommended continuing our progress on most projects, reducing the pace of service growth, deferring, rephrasing, and/or rescoping other projects on a priority basis.

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. The Sound Transit District is then divided into five subareas, shown on the accompanying map. Revenues and expenses are allocated to subareas. For more detail on subarea allocations, please see Appendix C.

Sound Transit District



About Sound Transit's Board of Directors

Sound Transit is governed by an 18-member board of directors, made up of 17 local elected officials and the Washington State secretary of transportation, who is required to serve. The representation of the board is established in state law. Along with the Secretary of the Washington State Department of Transportation, members are elected city or county council members, mayors, and county executives. Board members are appointed to the Sound Transit Board by their respective county executive and confirmed by the county council.

To assure effective coordination between local and regional transit plans, half the members appointed in each county are governing officials of local transit agencies. Appointments must include elected officials representing the largest city in each county we serve, while smaller cities and unincorporated areas receive proportional representation.

The board's responsibilities include:

- Establish policy.
- Provide direction.
- Adopt budgets.
- Approve major contracts.
- General agency oversight.

Board Meetings

The board and its committees conduct work at regularly scheduled meetings which are open to the public. Meetings are structured to allow for public comment. Meeting schedules, locations, and agendas are available in advance.

Sound Transit board members elect officers, including a chair and two vice chairs, every two years. The chair and vice chairs must be from different counties. The chair presides over all board and executive committee meetings and is a voting member of both.

The current array of board committees reflects our agency's growing role as a transit operator, as well as the increasing scale and complexity of the ST2 program. The committees assist in reviewing motions, resolutions, and staff recommendations. Each committee focuses on a different area of Sound Transit business.

Additional information on the Sound Transit board – including its structure, meeting schedules and locations, standing committees, and actions – can be found at www.soundtransit.org in the "About Sound Transit" tab.

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

Joe McDermott
King County Councilmember

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

Mike McGinn
Seattle Mayor

Julia Patterson
King County Councilmember

Larry Phillips
King County Councilmember

Paul Roberts
Everett Council President

Pete von Reichbauer
King County Councilmember

Chief Executive Officer

Joni Earl

Board Committees

Executive Committee

The executive committee's responsibilities include:

- Review board rules, operating procedures, and governance structure.
- Analyze agencywide policies and provide policy recommendations to the board.
- Assess and monitor legislative activities.
- Monitor government relations and communications strategies.
- Examine the overall budget and other committees' budget recommendations.
- Validate and monitor our financial plan.
- Approve proposed bond issues.
- Evaluate the performance of the chief executive officer.

The executive committee does not have final approval authority, but board policy allows it to act in lieu of the board.

Capital Committee

The capital committee reviews and monitors stages of all capital projects to ensure they proceed as mandated in our long-range capital plan, the Transit Improvement Plan (TIP).

Additional duties include:

- Provide oversight, strategic direction, and recommendations on capital-project budget approvals as required by our Phase Gate process.
- Analyze and provide recommendations on new and existing capital-related policies.
- Validate projects' scope, schedule, budget, risks, construction activities, and claims.
- Examine proposed annual capital projects budgets and provide recommendations.

The board delegates the capital committee final authority to approve capital program transactions above the chief executive officer's level of authority of \$200,000 and under \$5 million.

Operations and Administration Committee

The operations and administrative committee is responsible for the following:

- Review and monitor operating plans, transit services, and customer-facing programs.
- Provide oversight, strategic direction, and recommendations on fleet and facility plans.
- Approve the annual Service Implementation Plan (SIP).
- Evaluate the impact on operating transit systems of facility and corridor capital projects.
- Examine proposed annual transit operations and staff budgets and provide recommendations.
- Analyze and provide recommendations on new and existing operations and administration policies.

The board delegates the operations and administration committee final authority to approve operating and administrative transactions above the chief executive officer's level of authority of \$200,000 and under \$5 million.

Audit and Reporting Committee

The audit and reporting committee is responsible for the following tasks:

- Review quarterly and annual financial reports.
- Evaluate external and internal auditors' planned scope, audit approach, results, and recommendations.
- Analyze and monitor management's implementation of audit recommendations.
- Review and approve performance audits to be conducted by the Internal Audit Division.
- Assess the agency's internal control systems.
- In addition to board members, the committee includes the chair of the citizen oversight panel.

About the Citizen Oversight Panel

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

- Fulfill public commitments.
- Involve citizens in an open and timely manner.
- Evaluate project alternatives.
- Review capital and operating budgets and finance plans.
- Maintain equity in subarea budgets and reporting.
- Adhere to schedules and budgets.
- Review annual performance audits.

Panel Members

Panel members are appointed by our board to serve four-year terms. The members possess 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 1997.

COP Reports

The panel reports its findings and suggestions for improvement to the board. Working on behalf of the region's citizens, the citizen oversight panel's vigilance, continuous feedback, and constructive suggestions help ensure that we successfully implement vital transportation improvements throughout the region.

Performance reports, meeting schedules, and the list of current panel members are available at www.soundtransit.org.

CITIZEN OVERSIGHT PANEL

Chair

Paul J. Wiesner

Vice Chair

Stuart L. Scheuerman

Members

Annette P. Bailes

Josh Benaloh

Aubrey Davis

Bob Goldstein

Philip B. Lovell

Karen J. Mask

David A. Russell

Bruce W. Seiber

Virendra (Vic) K. Sood

JD Wessling

Harold Wirch

Organization Structure

Sound Transit is structured to fulfill its increasing role as both a transit operator and manager of the ST2 capital development program. The following three departments are functionally aligned with project development, design and construction, and operation of the regional transit system.

Planning, Environment, and Project Development (PEPD) Department

PEPD leads the initial project activities that inform board decisions on projects' scope, schedule, and budget. These include:

- System planning – stewardship of our long-range plan, development of ST2 and follow-on plans to be decided by voters.
- Project-level planning – first phase of project development including alternatives analysis, conceptual and preliminary engineering, environmental planning pursuant to state and national environmental policy laws.
- Environmental affairs – environmental compliance at in-service facilities and construction sites, as well as implementation of our agency sustainability program.
- Transit Oriented Development – research, policy, planning, and business outreach to promote residential and commercial developments that support public transit use.

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.

Design, Engineering, and Construction Management (DECM) Department

DECM is principally responsible for final design and construction of all major capital projects. DECM supplies professional and technical resources throughout the design and construction phases of each project:

- Community outreach.
- Project design and engineering.
- Project and construction management.
- Project control – cost estimating, scheduling, cost control and reporting.
- Equipment and system testing and commissioning.
- Ongoing technical support of in-service assets.
- Real property management – property appraisal, acquisition, management, and surplus property disposition.
- Public art program – one percent of construction budget, excluding tunneling.

DECM is also engaged during earlier phases as projects progress from conceptual to preliminary engineering. Collaboration with other departments ensures a smooth handoff of the engineering, enhances buildability, reduces project risks, and ultimately delivers effective transit facilities that operate efficiently.

Operations

The Operations department is responsible for:

- Tacoma Link light rail service delivery and maintenance.
- Central Link light rail, Sounder commuter rail, and ST Express bus operations and maintenance through oversight of third-party management contracts.
- Parking, customer, and administrative facilities maintenance.
- Equipment and supplies procurement.
- Service planning.
- Customer service.

Operations provides input to PEPD and DECM on the design of functional and sustainable facilities. Department staff work closely with DECM to ensure appropriate operating and maintenance contracts are in place prior to the start of transit service.

All other agency departments support the successful delivery and operation of the regional transit system.

Communications and External Affairs (CEA)

CEA has four divisions focused on marketing, media and public information, customer outreach, and government relations. CEA's work is as diverse as its many stakeholders. Key activities include:

- Build community awareness of our services.
- Educate public about the benefits of riding public transit.
- Work to increase ridership.
- Conduct outreach to local, state, and federal officials regarding support of Sound Transit issues and funding needs.
- Enhance customer satisfaction.

CEA also disseminates public information through conventional and social media outlets and our website.

Executive

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.

- **Board Administration** serves the public by supporting the Sound Transit Board's legislative processes, ensuring open access to the Board's proceedings, and preserving permanent and historical records..
- The **Diversity Program** develops strategies and policies, and provides oversight and support for Sound Transit programs that ensure small, minority, women-owned, and disadvantaged business firms experience equitable access to Sound Transit contracts. The division also administers the Project Labor Agreement, working closely with the labor community and contractors.

- **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 employee training and development.
- **Internal Audit** conducts independent audits to identify process improvement opportunities and to confirm the adequacy of internal controls and reports to the board's audit committee and the Deputy CEO.
- **Procurement and Contracts** manages purchasing and contracting for the entire agency.
- **Safety and Quality Assurance** oversees safety at construction sites and service facilities through communication and training of employees and third-parties; establishment, audit, and enforcement of requirements, procedures, and workplace safety rules.
- **Security** is responsible for public and employee safety and security inside vehicles, at operating facilities, and on construction sites working with a private security firm and the King County Sheriff's Department.

Finance and Information Technology (FIT)

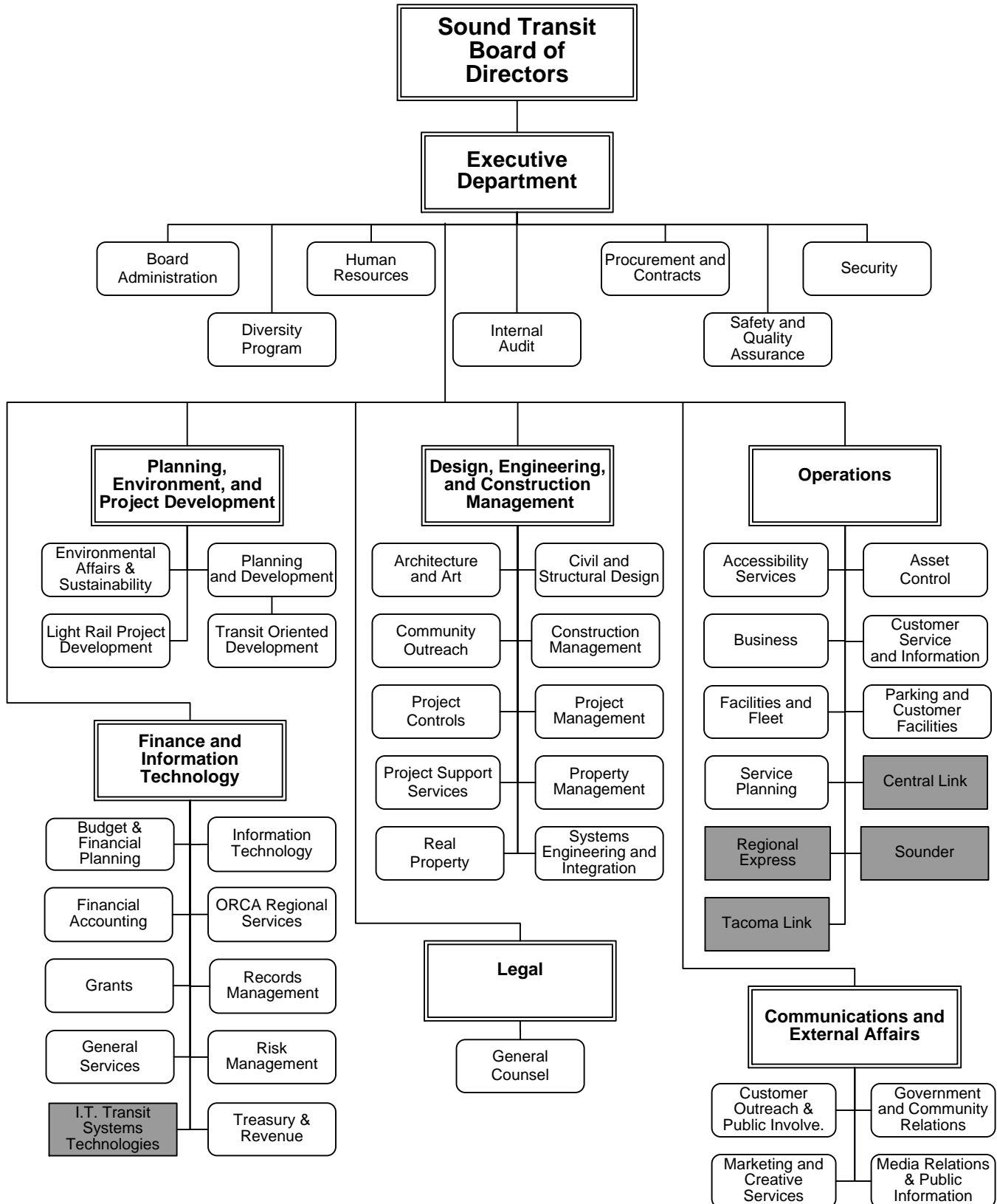
Finance divisions are responsible for financial planning, budgeting, accounting, treasury, grants, revenue collection, and risk management. Information systems division supports implementation of new technology and maintains the agency's network and various software applications including:

- Enterprise resource planning.
- Office productivity.
- Project estimating and management.
- Regional fare collection system – ORCA.
- Computer-aided design and graphic arts.

Legal Department

Legal staff serves the agency with analysis and advice on a wide variety of legal subjects including real estate, labor, employment, municipal, environmental, construction, land use, permitting, litigation, railroad, contracts, procurement, and interagency issues. They monitor changes in law and regulations on our behalf and respond to public disclosure requests. All litigation is handled by the department, with assistance from 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

With guidance from the board and adherence to our vision, mission, and values, our executive leadership team establishes our strategic priorities. Departments translate these priorities into specific initiatives and performance outcomes and provide quarterly status updates. Scorecards for all departments and divisions of the Executive department can be found in Appendix D.

Each year, all departments and executive divisions develop three-year business plans. The plans identify opportunities and risks, define initiatives to address them, and specify the resources and inter-departmental support necessary to succeed. The plans enable us to align resource use with strategic priorities and strengthen collaboration within and across departments. These business plans are a critical step to building a more strategic and efficient budget.

In 2009 and 2010, Sound Transit underwent a strategic realignment in response to the economic downturn. The Board considered proposed funding plans and schedules for all Sound Move and ST2 capital projects by subarea. They identified operational efficiencies and capital program restructures in order to realign project and operational costs with available resources.

Our strategic priorities for 2012 are focused on moving forward with multi-corridor major construction activities and project development, increasing ridership on all services provided, continuing efforts to control cost growth, and building internal capacity – developing people, processes, and technology to support our growing programs.

In delivering voter-approved transit programs, we will:

- Continue construction of University Link.
- Accelerate the South Link extension from Sea-Tac Airport to South 200th Street by using a design/build contract approach.
- Begin Tacoma-Lakewood Sounder service once construction is completed.
- Begin building the Mukilteo Station south platform and permanent Tukwila Station.
- Advance final design of North Link and East Link.
- Begin environmental and project development on North Corridor from Northgate to Lynnwood.

As a transit operator building one of the country's largest capital expansion programs, we will:

- Focus on activities that drive ridership and increase customer satisfaction.
- Strive to better understand our riders by analyzing rider data and conducting external research to guide our efforts to attract new riders.
- Develop a comprehensive asset-management system and maintenance program to keep all assets in good repair as we build and maintain a 100-year system.
- Continue strong community outreach efforts in neighborhoods, with key stakeholders including business and community leaders, and using the Sound Transit website as a key tool for information distribution and updates.

- Analyze the total cost to build and operate assets over the long term, to inform on-going design and construction decisions.
- Develop and maintain partnerships with other agencies to maximize the overall effectiveness of mass transit in the region.
- Implement our sustainability strategic plan.

In tightly managing our financial resources, we will:

- Redesign processes and procedures to focus on continuous improvements that increase operating efficiencies.
- Strengthen and maximize staff capabilities through increased internal collaboration including Sound Transit business efficiency teams, community outreach leadership teams, and use of our initiative sponsorship model that supports successful cross-departmental team projects.
- Develop a comprehensive ST University to focus on effective employee training at all levels of the organization.
- Respond to reduced tax revenue by streamlining budgets, tightly managing consulting dollars, and standardizing IT equipment.
- Aggressively pursue funding opportunities such as state and federal grants, and public-private partnerships to increase affordability of construction, operations, and maintenance.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Minimize the impact of the Great Recession on the ST2 program.
2. Develop projects with sustainable total cost of ownership.
3. Engage key partners earlier in project development process.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Pursue alternate project delivery more aggressively including public-private partnerships.▪ Develop strategy and make decisions on ST Express and Sounder Operations and Maintenance Facilities.▪ Refine Total Cost of Ownership (TCO) methodology.▪ Standardize IT network by the end of 2012 in order to improve systems uptime (Scada, Videosecurity, Fare collection business systems) and enable delivery of University Link systems.▪ Identify and prioritize partner agreements critical to maintaining project schedules.	<ul style="list-style-type: none">▪ Construction contracts will be kept on or ahead of schedule (Schedule Performance Index (SPI) index of 0.95 or greater).▪ 85% of agency project milestones met.▪ Construction contracts completed on or below budget.▪ Contingency expenditures not to exceed project progress. (Contingency Index greater 1.0 or greater).▪ TCO analysis completed for 5 major projects.▪ Complete and execute agreements with partners critical to maintaining project schedules.▪ All projects meet Phase Gate requirements.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Increase ridership and market share.
2. Enhance operational cost effectiveness.
3. Ensure emergency readiness.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Develop marketing strategy and plan to build and retain ridership; leverage industry best practices. ▪ Streamline business account pricing by analyzing ORCA data to increase average fare per boarding. ▪ Develop ridership forecast metrics that account for external factors such as gas prices and employment rates. ▪ Expand development and testing of emergency response plans for employees. 	<ul style="list-style-type: none"> ▪ Systemwide ridership at or above 25.4 million. ▪ Achieve Agency fare box recovery targets: <ul style="list-style-type: none"> – <i>ST Express</i> 24% – <i>Sounder</i> 23% – <i>Link</i> 27% ▪ Meet or exceed on time performance and preventable accident objectives: <ul style="list-style-type: none"> – On-time performance: <ul style="list-style-type: none"> ♦ <i>ST Express</i> bus: ≥ 85% ♦ <i>Sounder</i> commuter rail: ≥ 95% ♦ <i>Tacoma Link</i>: ≥ 98.5% ♦ <i>Central Link</i>: ≥ 90% – Preventable accidents per 100k revenue miles: <ul style="list-style-type: none"> ♦ <i>ST Express</i>: < 0.8 ♦ <i>Sounder</i> <1.0 ♦ <i>Tacoma Link</i>: <1.7 ♦ <i>Central Link</i>: <1.0 – Customer complaints per 100,000 boardings all modes: ≤15. ▪ Achieve customer satisfaction ratings of 3.5 on 4-point scale on all service modes. ▪ 95% of facilities inspected per scheduled work plan maintained by the Facilities Division. ▪ Decrease in number of serious security-related incidents.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Manage all agency assets in state of good repair.
2. Intensify cost containment focus throughout the Agency.
3. Maintain strong long-term agency financial condition.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Procure, implement, and support new Enterprise Asset Management System.▪ Execute Agency Sustainability Plan and meet milestones.▪ Analyze significant cost drivers for opportunities to reduce waste or increase productivity and recognize employees for doing so.▪ Work with stakeholders and Legislature to expand options for funding transit development and operations.	<ul style="list-style-type: none">▪ Unqualified financial audit opinion with no reportable conditions.▪ Condition assessment of “3.5” or better on 95% of agency assets.▪ 85% of Sustainability Plan targets met.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

1. Enhance agency efforts to recruit highly qualified personnel to meet Agency's staffing requirements.
2. Increase focus on retention and development of employees.
3. Enhance and support meaningful relationships with Labor Unions, Consultants/Contractors, including local businesses and partner agencies.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Develop and implement a more robust on-boarding process.▪ Strengthen human resource processes, policies, and procedures.▪ Develop an equitable and financially sustainable strategy to deliver meaningful Health and Welfare benefits to ST employees (in line with company strategic objectives and overall total rewards philosophy).▪ Streamline and coordinate outreach with consistent messages; actively pursue partnering relationships with labor and business.▪ Develop and implement Sound Transit University Program (STU) for all employees to maximize potential for individual and organizational success.	<ul style="list-style-type: none">▪ At least 28% of ST jobs posted will be filled through internal promotions.▪ 80% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.▪ 90% 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.

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BUDGET OVERVIEW

In 2012, Sound Transit will continue to expand its major project development activities in every corridor and subarea of the region. While construction will continue on University Link, final design will occur in three different corridors: east to Bellevue and Overlake, south from SeaTac Airport to South 200th, and north through the University of Washington to Northgate. Additionally, planning activities will focus on high-capacity transit expansion within Tacoma, between Tacoma and the Kent/Des Moines area, and northward to Lynnwood from Northgate. Sound Transit is now simultaneously engaged in design and construction of high capacity transit in all three major corridors of the region.

Sounder commuter rail service will also expand southward to Lakewood and stations will be improved along the line. ST Express buses will continue to serve the region, including the new service established along the 520 corridor. Introduction of tolls on the 520 bridge will provide a further incentive to use public transit. Throughout the year, Sound Transit will work to increase ridership on all of its services. The agency will focus on areas where ridership demands are highest while still providing regional coverage.

Internal to the organization, Sound Transit will work to better develop staff capabilities to meet the complex needs of our programs, standardize equipment purchases where possible to reduce costs, and increase productivity and operational efficiency in all aspects of the organization.

The 2012 budget also reflects our ever-expanding outreach to customers, key stakeholders, and the general taxpayers, providing access to information about services and activities funded through their tax dollars. Sound Transit takes its responsibility as a steward of public funds very seriously and places a high value on being a transparent and accountable public agency.

2012 Budget Highlights

The proposed 2012 Sound Transit budget includes revenues of \$825.1 million and outlays of \$1.0 billion. The difference between the revenues and expenses will be funded from the agency's cash balance projected to be \$763.5 million at the end of 2011.

Revised 2011 Ridership Budget

Increasing ridership is a key focus for Sound Transit in 2012 when we expect to carry 25.3 million riders by providing over 880,000 hours of service.

Each year, as part of the annual budget development process, Sound Transit develops a forecast of ridership for the upcoming year using the ridership numbers from the first few months of the current year as the basis for the projections. In 2010, ridership forecasts were developed based on ridership experience in January through May 2010. As the year proceeded, however, our ridership numbers for 2010 were lower than expected.

Staff recalculated the ridership projections for 2011 and reported to the Board in January 2011 as part of the 2011 Milestones Report. While the adopted 2011 budget was not formally revised to reflect the new projections, the revised 2011 ridership budget

numbers were used throughout 2011 as benchmarks for ridership reporting to the Board and the public. During this time, ridership overall increased more than 10% compared to 2010.

The table below presents both the ridership projections included in the adopted 2011 budget and the revised 2011 ridership that budget used throughout the year for tracking of performance. Throughout the proposed 2012 budget document, ridership comparisons will be made between the revised 2011 ridership budget and the proposed 2012 ridership budget.

Ridership Budget Summary

	2010 Actuals	Adopted 2011 Budget	Revised 2011 Budget	Proposed 2012 Budget
Central Link	6,989,504	10,346,169	8,300,000	8,400,000
Sounder	2,364,290	2,479,129	2,800,000	2,500,000
Tacoma Link	871,793	900,000	900,000	910,000
ST Express	12,494,546	13,843,788	12,900,000	13,500,000
Total All Modes	22,720,133	27,569,086	24,900,000	25,310,000

Revised 2011 ridership budget was developed in January 2011 and is being used in place of the adopted 2011 budget numbers for the purpose of comparing 2011 to 2012 budgets.

Program Highlights

- **Revenue:** The proposed 2012 budget estimates we will collect \$825.1 million which is 2.2% lower than the adopted 2011 budget. This is mainly attributable to a decrease in federal grant receipts.
- **Project Delivery:** This budget contains \$732.6 million in capital spending to continue planning, design, and build out of the regional transit system. In 2012, the regional transit system is being expanded in all directions – north, south, and east.

Major projects for light rail account for 63% of the project delivery budget including University Link construction, UW–Northgate final design, start of environmental analysis and preliminary design from Northgate to Lynnwood, start of East Link final design, initiation of design and construction of the SeaTac Airport to South 200th Street extension by means of a design-build contract, extend alternatives analysis to high-capacity transit from Tacoma to Kent/Des Moines within Tacoma related to expansion of the Tacoma Link system.

Sounder commuter rail budget is \$177 million and includes opening of a service extension from Tacoma to Lakewood and completion of construction of the D to M project in Tacoma. The 2012 budget also includes funds to begin implementation of improvements identified through the completed Sounder Demand and Access studies at various commuter rail stations.

Regional Express program budget includes \$21 million for a variety of projects including I-90 Two-Way Transit & HOV — continuing construction on eastbound

I-90 between 80th Avenue SE on Mercer Island to Bellevue Way and final design on both directions between 80th Avenue SE and Rainier Avenue.

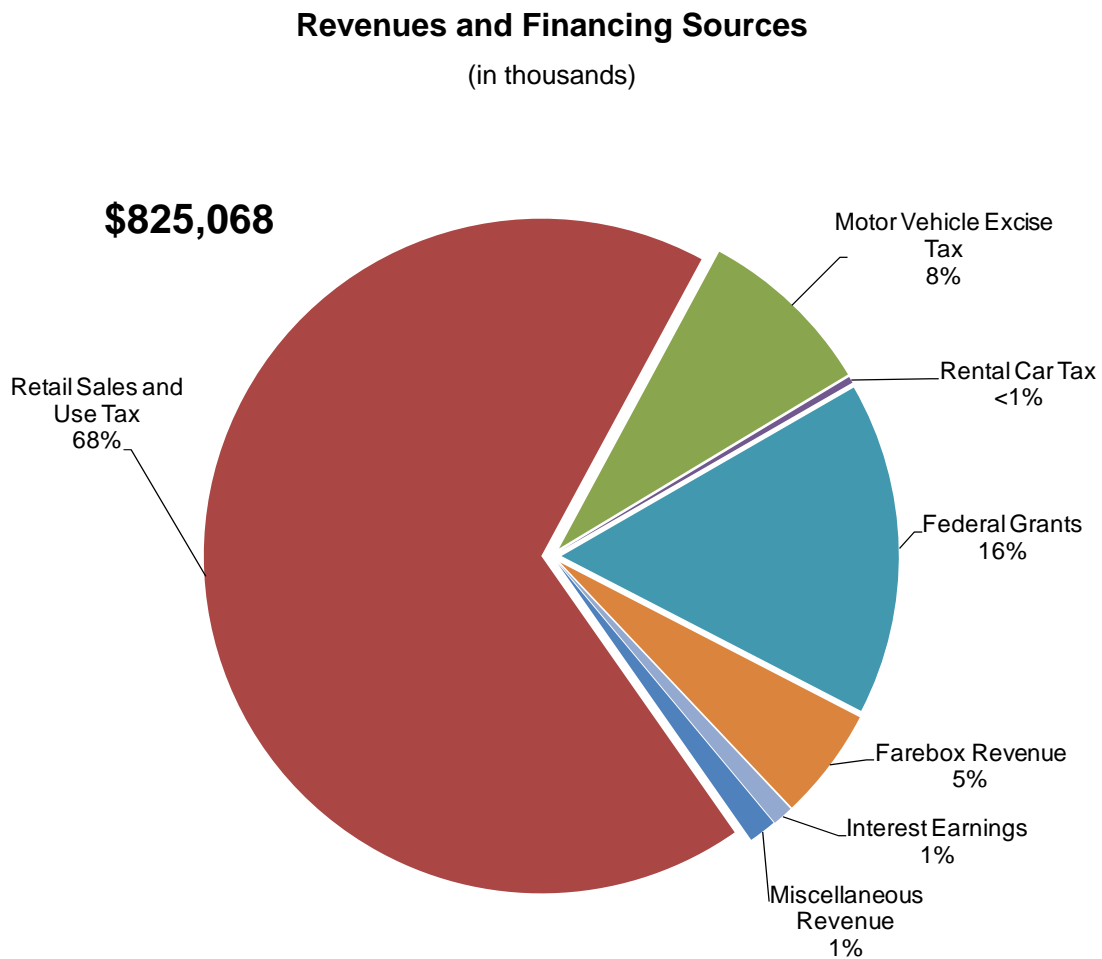
Service delivery capital projects account for just 9% of the project delivery budget at \$66 million and include revenue vehicle and equipment procurement, operating and maintenance facilities upgrades, and essential midlife equipment maintenance.

Other agency programs with lifetime budgets that are not specific to a mode or the delivery of service are included in this section, such as the disposition of surplus property, the agency's public art program, planning, and investment related to fare policy and collection, and transit technology. This group of programs has a budget of \$7.4 million for 2012.

- **Service Delivery:** Sound Transit expects to carry 25.3 million riders in 2012 by providing over 880,000 hours of service using four transit modes. Service levels remain unchanged with the exception of Sounder commuter rail, which has new service between Tacoma and Lakewood beginning in late 2012. Continued operation of regional transit services accounts for \$198.9 million in the 2012 budget. This 6.4% increase in budget from the adopted 2011 budget is primarily attributed to higher fuel costs, expansion of Sounder service, increased maintenance costs, and the addition of two new positions to aid in better facility maintenance and improved operations.
- **Agency Administration:** Agency staff operating costs, debt service, administrative capital, and net non-operating expenses are funded by the budget's \$111.8 million administrative allotment. Staff costs include salary, benefits, professional services, materials and supplies, and other miscellaneous expenses. In 2012, the budget specifically for staff expenses is \$87.0 million, a 10% increase from the adopted 2011 budget. This increase reflects the addition of 28.75 new positions needed to carry out the expanding ST2 program of projects and services. The 2012 staffing plan is discussed in the agency administration section of this document with details shown in Appendix A. The budget also reflects increases in medical benefit costs, an increasing amount of which is shifted to employees. In addition, the staff budget includes a substantial increase in tax revenue collection fees paid to the state of Washington.

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. Sales and use tax and MVET revenue budgets are calculated using estimates provided by an independent forecaster.



Revenue and Financing Summary

(in thousands)

	2010 Actuals	Adopted 2011 Budget	2011 Forecast	Proposed 2012 Budget
Retail Sales and Use Tax	504,101	542,985	532,157	557,781
Motor Vehicle Excise Tax	65,788	62,832	68,089	70,051
Rental Car Tax	2,409	2,352	2,470	2,533
Federal Grants	151,958	159,550	140,233	131,316
Farebox Revenue	37,589	44,959	42,594	44,225
Interest Earnings	14,122	10,528	10,653	8,162
Miscellaneous Revenue ¹	21,844	20,783	18,623	11,000
TOTAL REVENUES & OTHER FINANCING SOURCES	\$797,811	\$843,990	\$814,820	\$825,068

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

Retail Sales Tax and Use Tax

Sound Transit's largest revenue source is sales taxes collected on transactions within our service region. The agency receives 0.09% of all retail sales taxes collected in the area, as well as 0.09% of all use taxes. Use taxes are levied on items purchased out of state but used in state or items where sales tax hasn't been paid. This tax revenue is collected by the Washington State Department of Revenue. During 2012, retail sales and use tax revenue is expected to rise by 4.8% to \$557.8 million from the 2011 forecast. This increase reflects expected increases in consumer spending during 2012 in our service area.

Motor Vehicle Excise Tax

Sound Transit collects 0.03% of the Motor Vehicle Excise Tax (MVET), a tax based on the value of vehicles and collected as part of vehicle licensing. The Washington State Department of Licensing collects the MVET. This revenue source is expected to grow to \$70 million, up by \$2.0 million or 2.9%, from the 2011 forecast. This revenue growth reflects expected increases in regional vehicle licensing during 2012.

Rental Car Tax

Sound Transit collects 0.08% of the rental car tax. The tax is collected by rental car agencies and contributes modestly to the agency's overall revenue profile. Rental car tax revenue is expected to rise to \$2.5 million in 2012, up 2.5% from the 2011 forecast.

Federal Grants

The federal government is an important financial partner with Sound Transit. From 1997 to 2023, Sound Transit estimates it will receive \$3.2 billion in federal grant awards for projects set forth in Sound Move and ST2 project plans. These estimates anticipate three Full Funding Grant Agreements (FFGAs), including \$500 million already received

for the Initial Segment/Airport Link, \$813 million currently being received in installments for University Link, and a future grant of \$600 million for ST2 projects. FFGA awards apply to multi-year projects and therefore are paid out over time.

The budget also assumes other grant revenues and FTA formula funds secured for other agency projects and /or preventative maintenance. Grant funds are received to reimburse eligible incurred capital expenditures.

In 2012, federal grant receipts of \$131 million are expected. Of this funding, \$90 million is for University Link construction, \$19 million is for East Link design and other projects, and \$14 million is for North Link projects.

Farebox Revenue

Farebox revenue includes fares paid by riders for ST Express bus service, Central Link light rail service, and Sounder commuter rail service. During 2012, farebox revenue is projected to be \$44.2 million, a 3.8% increase from the 2011 forecast.

Fares have increased across all modes of transit (except Tacoma Link which operates without fares) over the past two years. In April 2010, the Board approved fare increases for ST Express bus and Central Link light rail. ST Express fares rose in June 2010, with an additional increase in June 2011. Central Link light rail fares also increased in June 2011. The board establishes farebox recovery goals for each form of service and when a specific service type is not meeting the established goal, staff examines the service closely to determine if a fare increase is necessary. There is no fare increase proposed at this time for any Sound Transit services.

The 2012 fare revenue forecast assumes an average fare per boarding of \$3.20 for Sounder commuter rail, up from \$3.05; \$1.75 for ST Express bus service, up from \$1.73; and \$1.50 for Central Link, up from \$1.30 in 2011. Average fare per boarding estimates are calculated from the base fare, the average number of zones or distance traveled, the number of institutional passes purchased, and incidences of fare evasion.

Interest Earnings

Sound Transit also receives revenue from interest received on surplus cash. These funds are invested in accordance with Washington State law and overseen according to the board-approved investment policy.

A portion of the cash balance is deposited in state and county investment pools to provide liquidity, with the remainder invested in high-quality securities such as bonds, with staggered maturity dates. The interest budget is based upon estimated cash balances calculated from cash flow modeling as well as interest-rate forecasts provided by external experts. Investment duration is determined by benchmarks established for each investment portfolio.

We project a drop in our interest income to \$8.2 million, down by 23.4% from the 2011 forecast. This is due both to a reduction in the amount of cash the agency intends to hold in investments this year and to historically low interest rates paid on the kinds of investments the agency can purchase such as treasuries, certificates of deposit, and state investment pools. These investments carry interest rates set forth by the Federal Reserve which has suppressed rates paid on these products through mid-2013.

Miscellaneous Revenue

Sound Transit receives miscellaneous revenue, primarily from advertising on trains and buses and from rental income at Sound Transit properties. We also receive miscellaneous payments and contributions from government and private parties. In the budget, these revenues are reported on a consolidated basis.

During 2012, miscellaneous revenue sources are budgeted at \$11 million, a \$7.6 million or 40.9% drop from the 2011 forecast, mainly due to a \$4.5 million reduction in anticipated contributions from state and local governments.

Bond Proceeds

Sound Transit issues bonds to fund capital projects. The bond issuance process takes months of planning and the pricing, date, and total dollar amount of a bond issue can change due to market conditions. The forecast for timing and amount of bond issuances in the coming year is typically not included in the annual budget. However, a budget amendment is adopted by the board concurrent with the debt issuance authorization.

Our bond ratings are among the highest in the country for transit agencies, which enables us to borrow at favorable rates. The agency's debt capacity is calculated based on a multiple of the assessed value of all residential real estate in the geographic region Sound Transit serves.

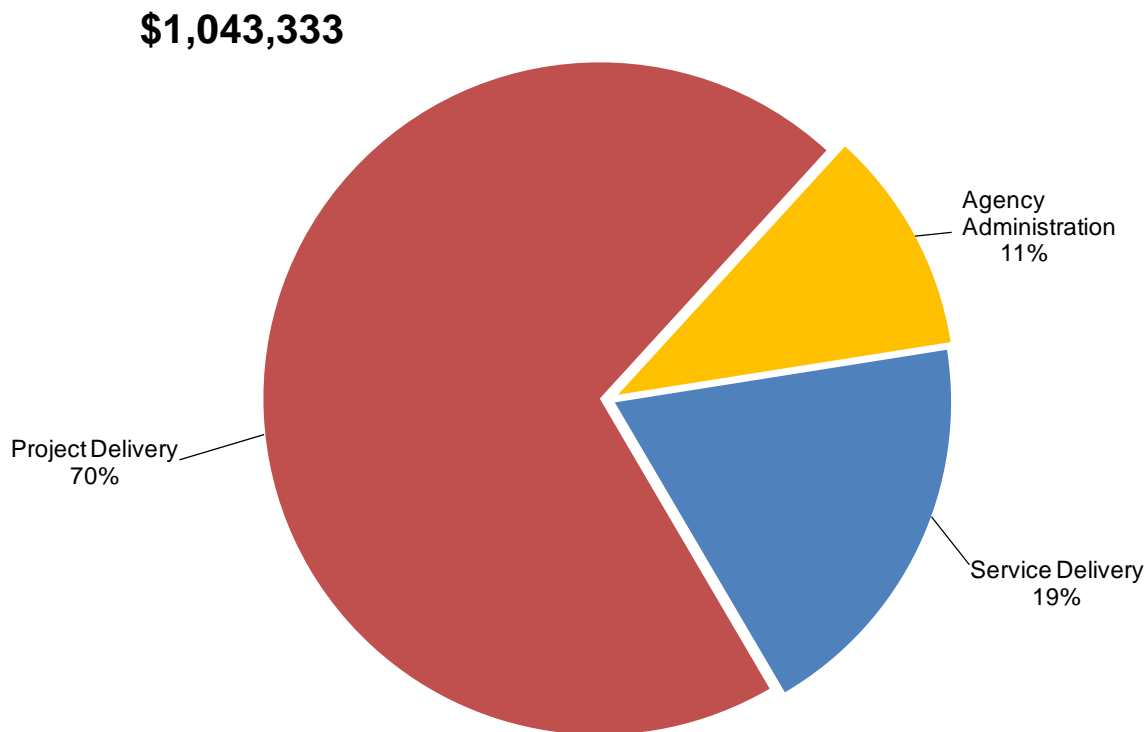
Operating Expenses and Capital Outlays

Sound Transit's proposed 2012 budget centers on our three primary program areas: service delivery, project delivery, and agency administration. The vast majority of annual budget expenses relate to the delivery of capital projects.

Service delivery, project delivery, and agency administration budgets are discussed in detail in the following three sections of this document.

Operating Expenses and Capital Outlays

(in thousands)



Program	(in thousands)
Service Delivery	198,900
Project Delivery	732,636
Agency Administration	111,797
Total	\$1,043,333

Budget Overview

(in thousands)

	Adopted 2011 Budget	Proposed 2012 Budget
Service Delivery		
Tacoma Link Light Rail	4,076	4,112
Central Link Light Rail	51,531	54,189
Sounder Commuter Rail	32,848	37,734
ST Express Bus	97,094	101,409
Contingency	1,400	1,455
Subtotal Service Delivery	186,949	198,900
Project Delivery		
Link Light Rail	543,326	461,121
Sounder Commuter Rail	111,498	176,542
Regional Express	39,658	21,181
Service Delivery	42,191	66,415
Other Agency	6,247	7,378
Subtotal Project Delivery	742,920	732,636
Agency Administration		
Staff Costs		
Total Staff Costs	79,102	87,043
Less: Direct Charges to Project Delivery	(23,534)	(26,657)
Less: Allocations to Service Delivery	(11,447)	(11,285)
Less: Allocations to Fixed Assets	(19,822)	(20,429)
Net staff costs	24,299	28,673
Non-Staff Budgets		
Debt Service	75,899	75,125
Administrative Capital	7,553	5,937
Net Non-Operating Expenses	5,890	2,062
Non-staff costs	89,342	83,124
Subtotal Agency Administration	113,641	111,797
Total	\$1,043,510	\$1,043,333

Note: Figures may not sum due to rounding.

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SERVICE DELIVERY

The service delivery budget includes expenses to operate and maintain current regional transit service. Operating costs include payments to third-party operators for Central Link light rail, Sounder commuter rail, and ST Express bus services, as well as Sound Transit's direct costs for providing those services and the costs for the agency to operate Tacoma Link light rail.

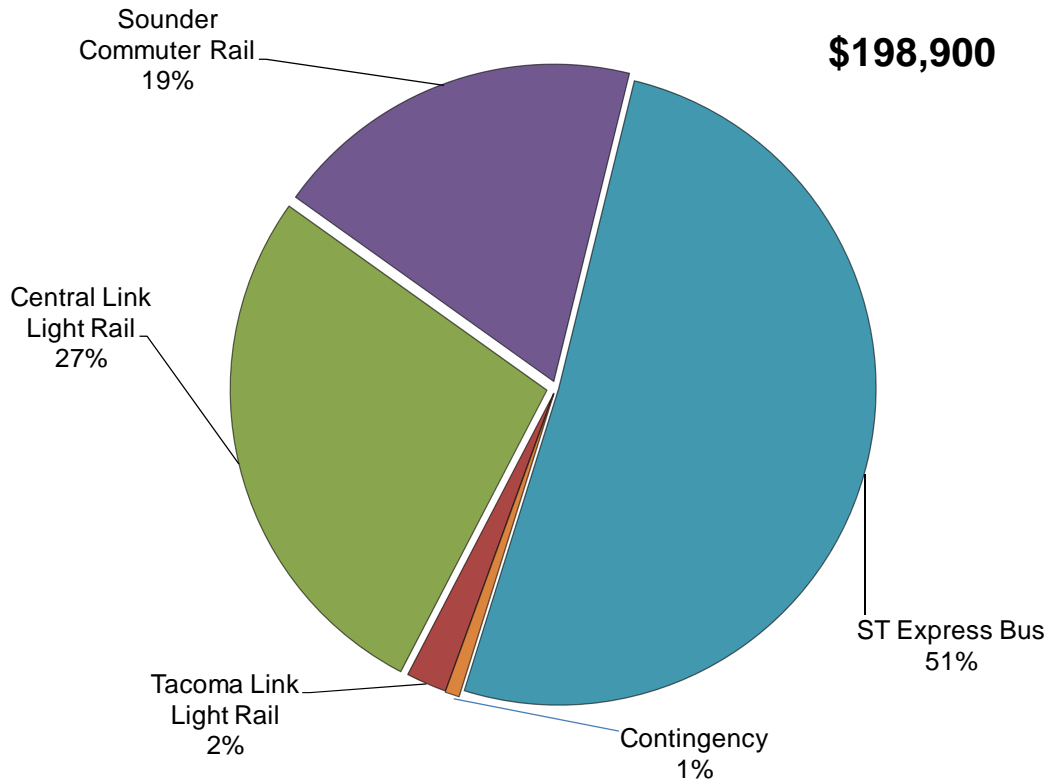
Sound Transit expects to carry over 25.3 million riders by providing over 880,000 service hours with its four transit modes. Additional service is planned for Sounder commuter rail in the fourth quarter 2012 when service expands from Tacoma south to Lakewood. Compared to 2011 budgeted service levels, there are no changes planned for Central Link light rail or Tacoma Link light rail service in 2012. ST Express service hours for 2012 are essentially unchanged from the 2011 forecast.

Our service delivery budget for 2012 totals \$198.9 million, up \$12.0 million or 6.4% from \$186.9 million budgeted in 2011. This increase stems from higher budgets assigned to three of our four transit modes – Central Link light rail, Sounder Commuter rail, and ST Express Bus service. Tacoma Link light rail spending remains essentially flat.

Nearly half of the budget increase or \$6 million can be attributed to dramatically higher fuel costs. Had fuel prices remained flat, our 2012 budget would have increased by only 3.3% compared to the 2011 budget. Other major contributors to the increased budget include costs for purchased transit services provided by our various regional transit partners, expansion of Sounder service offered in late 2012, and the addition of two full-time employees.

Service Delivery Budget Summary

(in thousands)



Mode	(in thousands)
Tacoma Link Light Rail	4,112
Central Link Light Rail	54,189
Sounder Commuter Rail	37,734
ST Express Bus	101,409
Contingency	1,455
Total	\$198,900

Note: Figures maybe not sum due to rounding.

Service Delivery Budget Summary

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries & Benefits				
Salaries	2,618	2,843	2,602	3,133
Benefits	1,453	1,634	1,433	1,771
Subtotal	4,071	4,477	4,035	4,903
Services				
Marketing and Rider Information	1,228	1,374	1,059	1,273
Ticket Vending Machines	1,467	2,772	1,728	2,477
Maintenance of Vehicles	7,977	8,482	8,746	8,953
Facilities Maintenance	2,853	2,919	2,311	3,531
Downtown Seattle Transit Tunnel	9,796	9,367	9,780	10,321
Maintenance of Way	209	360	341	684
Security and Safety	10,797	12,170	11,875	12,444
Miscellaneous Services	366	926	603	667
Accessible Services Program Operations	375	-	-	-
Subtotal	35,067	38,369	36,445	40,350
Materials & Supplies	7,165	5,899	7,555	9,255
Purchased Transportation Services	110,998	112,971	113,917	119,949
Paratransit	1,789	1,736	1,903	1,999
Miscellaneous Expenses	804	766	699	697
Lease and Rentals	706	861	653	386
Other Expenses				
Utilities	2,550	2,733	2,826	2,994
Insurance	2,651	4,468	3,880	3,783
Taxes	1,523	1,821	1,828	1,845
Subtotal	6,724	9,022	8,534	8,621
Transfer of agency admin.	11,322	11,447	11,222	11,285
Fully Allocated Service Delivery	178,646	185,548	184,962	197,445
Contingency		1,400		1,455
TOTAL	\$178,646	\$186,949	\$184,962	\$198,900

Service Delivery Budget Change Summary

(in thousands)	2011 Budget	2012 Proposed	\$ Change	% Change
Salaries & Benefits				
Salaries	2,843	3,133	290	10.2%
Benefits	1,634	1,771	136	8.3%
Subtotal	4,477	4,903	426	9.5%
Services				
Marketing and Rider Information	1,374	1,273	(100)	-7.3%
Ticket Vending Machines	2,772	2,477	(295)	-10.6%
Maintenance of Vehicles	8,482	8,953	471	5.6%
Facilities Maintenance	2,919	3,531	612	21.0%
Downtown Seattle Transit Tunnel	9,367	10,321	954	10.2%
Maintenance of Way	360	684	324	90.0%
Security and Safety	12,170	12,444	273	2.2%
Miscellaneous Services	926	667	(259)	-27.9%
Accessible Services Program Operations	-	-	-	0.0%
Subtotal	38,369	40,350	1,980	5.2%
Materials & Supplies	5,899	9,255	3,356	56.9%
Purchased Transportation Services	112,971	119,949	6,978	6.2%
Paratransit	1,736	1,999	263	15.1%
Miscellaneous Expenses	766	697	(68)	-8.9%
Lease and Rentals	861	386	(475)	-55.2%
Other Expenses				
Utilities	2,733	2,994	261	9.5%
Insurance	4,468	3,783	(685)	-15.3%
Taxes	1,821	1,845	24	1.3%
Subtotal	9,022	8,621	(400)	-4.4%
Transfer of agency admin.	11,447	11,285	(163)	-1.4%
Fully Allocated Service Delivery	185,548	197,445	11,897	6.4%
Contingency	1,400	1,455	55	3.9%
TOTAL	\$186,949	\$198,900	\$11,951	6.4%

Service Delivery Staffing Plan

Service Delivery staff work directly to deliver our 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 & Information Technology department (Transit Systems division). Transit Systems staff provide technical support for Ticket Vending Machines (TVMs) and other technology.

Service Delivery Staffing Plan by Department

Service Delivery	Filled At End of June 2011	2011 Staffing Plan	Current Staffing Plan	New	2012 Staffing Plan
Operations					
Central Link	6.00	6.00	6.00	1.00	7.00
ST Express	3.00	3.00	3.00	-	3.00
Sounder	4.00	5.00	5.00	-	5.00
Tacoma Light Rail	15.00	18.00	18.00	-	18.00
Finance and IT Department					
Transit Systems	9.00	11.00	11.00	1.00	12.00
Service Delivery Total	37.00	43.00	43.00	2.00	45.00

Operations department staff are charged directly to the mode they support. Transit Systems staff are charged to the Service Delivery budget on the basis of the number of Ticket Vending Machines deployed for each mode.

Service Delivery Staffing Plan by Mode

Service Delivery	Filled At End of June 2011	2011 Staffing Plan	Current Staffing Plan	New	2012 Staffing Plan
Central Link	12.10	13.50	13.50	1.64	15.14
ST Express	4.10	4.30	4.30	0.02	4.32
Sounder	5.80	7.20	7.20	0.34	7.54
Tacoma Light Rail	15.00	18.00	18.00	-	18.00
Service Delivery	37.00	43.00	43.00	2.00	45.00

Service delivery staffing plan details are available in Appendix A.

The remainder of this section includes mode-specific service and operations information as well as budget and performance statistics with analysis.

2012 Service Delivery Budget Analysis

Proposed 2012 Budget Compared to Adopted 2011 Budget

Our total service delivery budget is increasing by 6.4% due largely to higher diesel fuel costs that will impact the ST Express and Sounder budgets. We estimate paying \$3.63 per gallon for diesel fuel in 2012, up from a forecasted systemwide average of \$2.70 and a budget of \$2.50 per gallon in 2011.

Materials and supplies are increasing 57% due to a \$6 million increase in fuel costs as well as a 50% increase in spare parts required for light rail, which will complete its third year of service in 2012.

The amount paid to King County for use of the Downtown Seattle Transit Tunnel is budgeted approximately 10.2% higher in the ST Express and Central Link budgets. Facilities maintenance is higher by 21% in 2012 for repairs of older Sounder and ST Express facilities. A 90% increase in maintenance of way costs is primarily due to adding the Tacoma to Lakewood Sounder service, but about one quarter is due to higher contract costs for Tacoma Link. Paratransit is 15.1% higher due to increased utilization of the service for Central Link.

Central Link shows no budget for leases and rentals in 2012 because the airspace leases with Washington Department of Transportation are a non-cash expense, which are discussed in the Agency Administration area.

We have several programs managed systemwide but charged to the individual modes. These programs include:

Security and Safety

Overall, security costs for transit services are expected to rise 2.2% in 2012, reflecting scheduled wage increases for private security workers and for contracted police service. Security costs are assigned to each transit mode based on an internal security staff deployment plan.

Transit Systems

Transit systems staff maintains both ticket vending machines (TVMs) and other technology available on passenger vehicles and at Sound Transit facilities. Transit systems costs are assigned to modes based on the number of ticket machines installed per mode. The Transit Systems budget includes \$1.1 million for regionally shared ORCA operating costs, reported in the Ticket Vending Machine budget line. The budget for Ticket Vending Machines is 10.6% lower in 2012, which more closely reflects the current year's actual maintenance expense trend.

Insurance

Rail service-related insurance costs are proportionate to projected ridership rates, as well as other risk factors. Insurance for rail transit is provided by the agency's Rail Operations Insurance Program (ROIP). ST Express Bus related insurance costs are included in fees we pay to contract transportation providers.

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. Fares are not charged on Tacoma Link. From the Tacoma Dome Station on South 25th Street to the Theater District Station on Commerce Street, there are six unique stations complete with artwork that reflect the history and community of Tacoma. No new changes to service are proposed for 2012. During the second half of 2011 we began running trains at 12-minute intervals rather than 10-minute intervals. This shift in scheduling was necessary to accommodate service at our new city-developed station located at Commerce Street and 12th Street in Tacoma, which opened in September 2011.

Service on Tacoma Link is available between 5:20 a.m. and 10:20 p.m. on weekdays, from 8 a.m. to 10 p.m. on Saturdays, and from 10 a.m. to 6 p.m. on Sundays. We run two trains at peak ridership hours and one during slower times of day. Sound Transit has a third train available for use during train maintenance. All vehicles, services, and facilities are Americans with Disabilities Act (ADA) compliant.

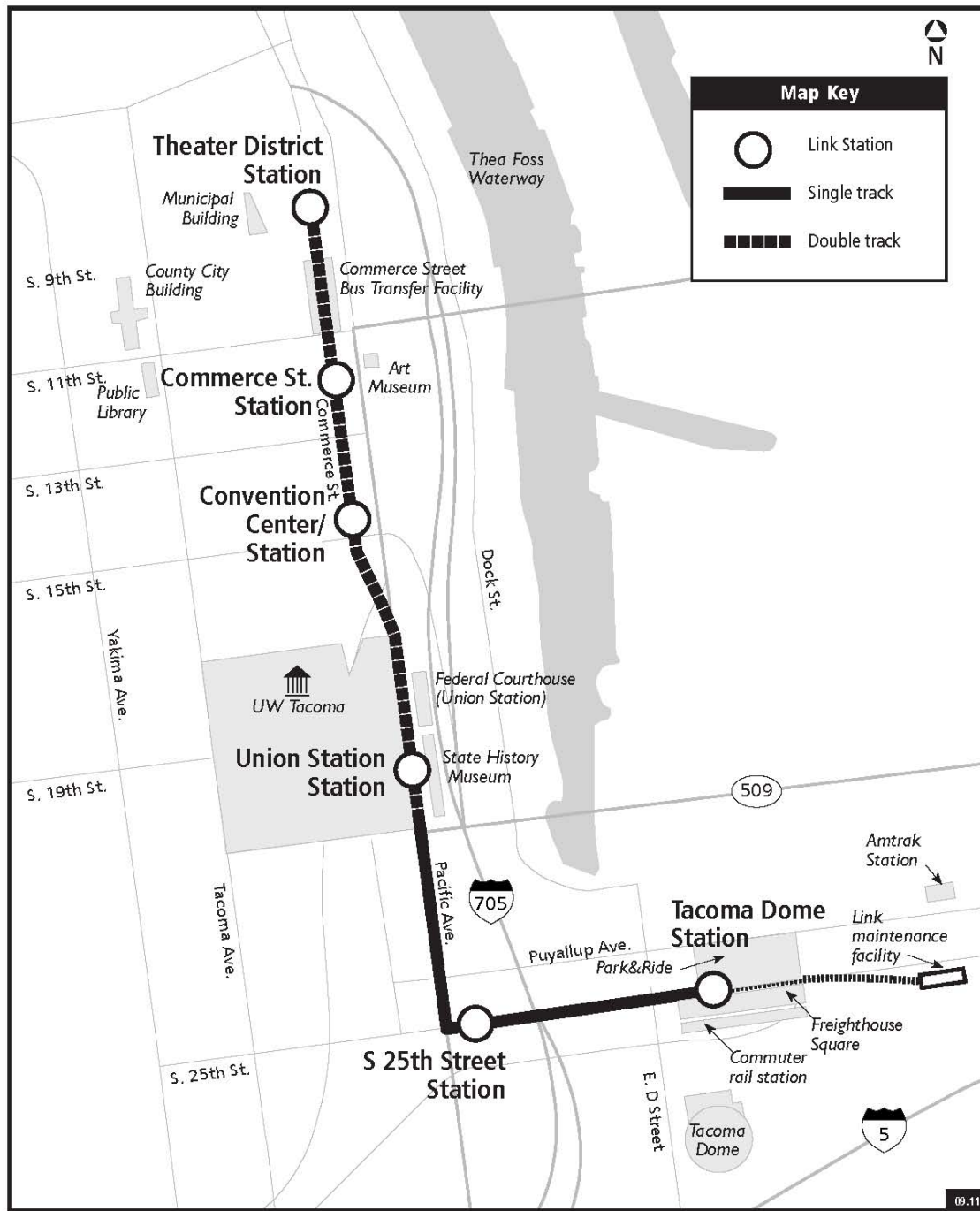
In 2012, more than 9,600 service hours are expected to be delivered. The 2012 target for ridership is 910,000 total boardings or 2,850 per weekday.

Operations Overview

Sound Transit operates Tacoma Link out of the operations and maintenance facility in Tacoma. The fleet consists of three single-car trains. Our staff performs routine maintenance work 6 days per week, 12 hours per day, out of the Tacoma operations and maintenance facility. We typically contract out track, signal, and station maintenance services.

2012 represents the first full year of service at the new Commerce Street Station in Tacoma, which accounts for a less than 2% increase in both expenses and ridership for Tacoma Link. All expenses related to the new Commerce Street Station will be reimbursed by the city of Tacoma.

Tacoma Link Light Rail Service Route



Tacoma Link Light Rail Budget

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries & Benefits				
Salaries	1,041	1,085	1,081	1,111
Benefits	649	654	611	663
Subtotal	1,690	1,739	1,692	1,774
Services				
Marketing and Rider Information	32	36	23	49
Ticket Vending Machines	-	-	-	-
Maintenance of Way	16	105	106	179
Maintenance of Vehicles	20	58	281	58
Facilities Maintenance	207	197	45	300
Security and Safety	235	420	375	376
Miscellaneous Services	41	49	41	46
Subtotal	552	866	871	1,007
Materials & Supplies	146	229	215	206
Purchased Transportation Services	-	5	2	5
Miscellaneous Expenses	10	25	26	31
Lease and Rentals	7	9	13	9
Other Expenses				
Utilities	117	133	133	132
Insurance	181	272	269	264
Taxes	1	1	1	1
Subtotal	299	406	404	396
Transfer of agency admin.	660	797	675	685
Fully Allocated Transit Operations	3,364	4,076	3,897	4,112
Contingency	-	-	-	-
TOTAL	\$3,364	\$4,076	\$3,897	\$4,112

Budget

The proposed 2012 Tacoma Link budget will increase slightly to \$4.11 million, from \$4.08 million last year (excluding depreciation). The primary driver for the change stems from a slight increase in track and signal railway maintenance (or “maintenance of way”) costs. No fares are collected for Tacoma Link service.

Tacoma Link Light Rail Performance Statistics

Performance Statistics	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed	2012 Proposed vs 2011 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	9,724	9,617	9,617	9,617	0.0%
Revenue Vehicle Miles Operated	90,168	76,037	82,322	75,900	-0.2%
Trips Operated	58,344	58,648	53,472	47,857	-18.4%
Service Consumed (Revised January, 2011)*					
Total Boardings	871,793	900,000 *	940,222	910,000	1.1%
Average Weekday Boardings	2,944	2,500 *	3,000	2,850	14.0%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Service Hour	90	94	98	95	1.1%
Total Boardings/Trip	15	15	18	19	23.9%
Percentage of Scheduled Trips Operated	99.8%	98.5%	99.9%	98.5%	0.0%
On-time Performance ⁽²⁾	99.9%	98.5%	99.8%	98.5%	0.0%
Complaints per 100,000 boardings	0.2	15.0	1.0	15.0	0.0%
Preventable Accidents per 100,000 service miles ⁽³⁾	0	<1	0	<1.7	0.0%
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less depreciation)	\$3,364,341	\$4,075,732	\$3,897,478	\$4,112,308	0.9%
Cost / Revenue Vehicle Hour	\$345.98	\$423.80	\$405.27	\$427.61	0.9%
Cost / Revenue Vehicle Mile	\$37.31	\$53.60	\$47.34	\$54.18	1.1%
Cost / Boarding	\$3.86	\$4.53	\$4.15	\$4.52	-0.2%

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.

Performance Statistics

The service plan for 2012 will include the first full year of operations at Commerce St. station in Tacoma. Because of the additional stop, we're expecting marginal growth in ridership, up 1.1% to 910,000 during 2012 from 900,000 budgeted in 2011. However, we're also expecting operating costs will rise 0.9%. The mix of increased ridership and increased operating costs partially offset one another.

Tacoma Link's cost per revenue vehicle hour is projected to be about \$428, a 0.9% increase from 2011. The cost per revenue vehicle mile is projected to rise 1.1% in 2012. This latter increase is attributable to trains running on slower intervals, now once every 12 minutes versus once every 10 minutes as in prior years.

Central Link Light Rail

Service Description

Central Link light rail went into service in July 2009, providing service between downtown Seattle and Tukwila, near Sea-Tac Airport. The agency extended service further south to Sea-Tac Airport in December 2009. Two-car trains depart roughly every 7 to 8 minutes during peak periods, and every 10 to 15 minutes during midday and evening hours. The 15.6-mile ride between Sea-Tac and downtown Seattle takes about 30 minutes. Single-car trains operate after 8 p.m. weekdays and on weekends except when demand requires additional capacity, such as for sporting events and festivals in Seattle. During 2012, we're not proposing any changes to service.

By 2020, Central Link is projected to carry more than 42,500 passengers each day. During 2012, we're forecasting 25,455 weekday boardings and 8.4 million annual boardings – both are less than 2% higher than the revised 2011 ridership budget.

Operations Overview

Sound Transit operates Central Link light rail out of its operations and maintenance facility in Seattle's SODO neighborhood. Operations and maintenance of the system are contracted to King County Metro; oversight is provided by Sound Transit staff dedicated to Central Link.

King County Metro employs 172 Central Link staff including control center personnel, service supervisors, maintenance of way personnel, maintenance technicians, facilities custodians and 56 operators. Sound Transit has a staffing plan of 7 Operations department FTEs and 8 Transit Systems division FTEs.

The Central Link fleet consists of 62 single-car vehicles. Thirty-five vehicles are currently in use and 27 are currently offline undergoing new-vehicle testing. Vehicles in testing arrived new in 2011 and will eventually serve as Sound Transit's fleet for University Link service, which debuts in 2016.

Central Link Light Rail Service Route



Central Link Light Rail Budget

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries & Benefits				
Salaries	763	929	769	1,101
Benefits	383	514	414	597
Subtotal	1,146	1,444	1,183	1,698
Services				
Marketing and Rider Information	177	105	109	112
Ticket Vending Machines	887	1,366	1,264	1,335
Facilities Maintenance	707	483	574	578
Downtown Seattle Transit Tunnel	5,764	5,392	5,617	5,935
Security and Safety	7,480	7,921	7,711	8,183
Miscellaneous Services	167	765	394	427
Subtotal	15,182	16,032	15,669	16,570
Materials & Supplies	731	978	1,563	1,446
Purchased Transportation Services	20,405	22,488	22,915	24,597
Paratransit	1,789	1,736	1,903	1,999
Miscellaneous Expenses	224	252	254	258
Lease and Rentals	386	371	371	-
Other Expenses				
Utilities	1,526	1,748	1,889	1,816
Insurance	1,754	2,949	2,626	2,333
Taxes	203	264	369	302
Subtotal	3,484	4,960	4,884	4,451
Transfer of agency admin.	2,618	3,270	3,277	3,172
Fully Allocated Transit Operations	45,964	51,531	52,019	54,189
Contingency	-	-	-	-
TOTAL	\$45,964	\$51,531	\$52,019	\$54,189

Budget

The budget for Central Link light rail increased 5.1%, to \$54.2 million from \$51.5 million. The primary drivers of this \$2.7 million rise stem from higher purchased transportation costs, use of the Downtown Seattle Transit Tunnel (DSTT), spare parts and supplies, and paratransit services.

Purchased transportation reflects the costs from King County, as determined by service levels and the Inter-governmental Agreement with King County Metro to provide operations and maintenance services for Central Link light rail. Purchased Transportation costs are \$2.1 million higher than the 2011 budget due to additional King County facilities and vehicle maintenance services staff that were requested in 2011 but not budgeted. In 2011, the light rail fleet increased from 35 vehicles to 62 vehicles, necessitating additional vehicle maintenance technicians. However, we asked King County to try and find the money by cutting expenses in other areas. As a result, they were able to cover half the increase and we were required to pay more in 2011 than we budgeted. In addition, Sound Transit has proposed additional supervisory staff to maintain service quality.

We anticipate a 10% increase in King County costs for use of the Downtown Seattle Transit Tunnel by Link and ST Express.

In its third year of service, an increase in spare parts needed drives the materials and supplies budget up almost 50% to \$1.4 million as initial parts inventories are depleted and Central Link moves through its third year of service.

Paratransit service is budgeted 15% higher for 2012. This service is provided to people with disabilities that are unable to use a fixed route service. Paratransit costs are expected to steadily increase in 2012 and through 2016, in part due to increased use of paratransit services and decreased Medicare coverage for non-agency service options.

Central Link Light Rail Performance Statistics

Performance Statistics	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed	2012 Proposed vs 2011 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	138,372	138,288	124,802	127,500	-7.8%
Revenue Vehicle Miles Operated ⁽¹⁾	2,602,138	2,824,763	2,344,764	2,375,000	-15.9%
Revenue Train Hours Operated	71,499	69,144	71,298	71,750	3.8%
Trips Operated	90,760	92,527	92,527	92,527	0.0%
Service Consumed (Revised January, 2011)*					
Total Boardings	6,989,504	8,300,000 *	8,000,000	8,400,000	1.2%
Average Weekday Boardings	21,047	25,000 *	24,242	25,455	1.8%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Service Hour	51	60	64	66	9.8%
Total Boardings/Trip	77	90	86	91	1.2%
Percentage of Scheduled Trips Operated	99.1%	98.5%	99.4%	98.5%	0.0%
Headway management ⁽²⁾	91.9%	90.0%	93.2%	90.0%	0.0%
Complaints per 100,000 Boardings	6.3	15.0	3.8	15.0	0.0%
Preventable Accidents per 100,000 service miles ⁽³⁾	0	<1	0.04	<1	0.0%
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less depreciation and excluding paratransit costs) ⁽⁴⁾	\$44,175,087	\$49,794,513	\$50,116,478	\$52,190,677	4.8%
Cost / Revenue Vehicle Hour	\$319.25	\$360.08	\$401.57	\$409.34	13.7%
Cost / Revenue Vehicle Mile	\$16.98	\$17.63	\$21.37	\$21.98	24.7%
Cost / Revenue Train Hour	\$617.84	\$720.16	\$702.92	\$727.40	1.0%
Cost / Boarding	\$6.32	\$6.00	\$6.26	\$6.21	3.6%

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.
- (2) For Central Link, On Time Performance is measured through Headway Management, or scheduled intervals between 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 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.

Performance Statistics

The proposed 2012 budget anticipates 8.4 million boardings, a 1.2% increase from the revised 2011 ridership budget. On a budget-to-budget basis, there is no planned change in service levels for 2012.

Sound Transit is using single-car trains at night and on weekends to better match rider demand. This cost savings measure was introduced in 2011 after the budget was adopted. In order to track this operations change we use a cost per revenue train hour. By switching to more single-car trains, the cost per revenue train hour has been held to a 1.0% increase in 2012. When you compare 2011 forecast to proposed 2012 budget for cost per revenue vehicle hour and revenue vehicle mile, the increases are 1.9% and 2.9%, respectively.

Sounder Commuter Rail

Service Description

Sounder commuter rail spans three counties, serving commuters and travelers making their way from Tacoma on the south end and Everett on the north end of the Puget Sound region. Sounder service operates via a contract with Burlington Northern Santa Fe (BNSF), owner of the railway between these two cities.

South line commuter service, which began in 2000, offers nine daily round trips between Seattle and Tacoma. During fourth quarter 2012, Sound Transit will introduce additional service from Tacoma south to Lakewood with two stops. This new segment will offer four daily round trips. North line Sounder service, which began in 2003, offers four daily round trips between Everett and Seattle. There are no service additions scheduled for the northern corridor in 2012.

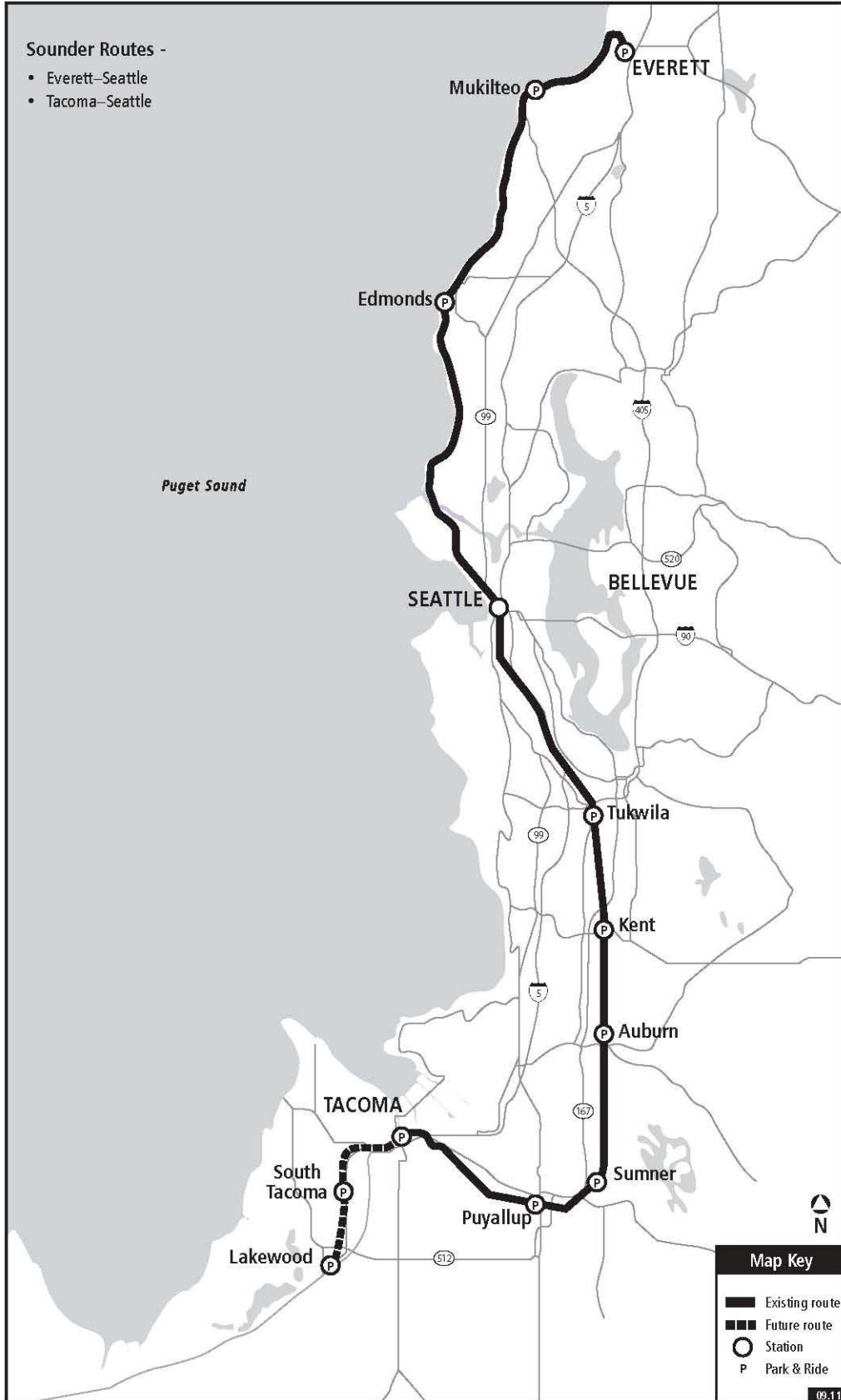
In 2012, we expect to deliver more than 45,000 service hours. The 2012 target for ridership is 2.5 million total boardings or 9,250 per weekday.

Operations Overview

Sounder operations staff includes one manager, three superintendents, and an administrative coordinator. Sounder also is supported by 2.5 full-time employees from the agency's transit systems division.

The Sounder fleet consists of 11 locomotives, 40 coaches, and 18 cab cars, the latter of which function like passenger cars but include an engineer's cab. During 2012, the agency will incorporate three additional locomotives into its fleet. All vehicles are maintained by Amtrak at their Holgate Yard in Seattle during the day, with overnight storage for the four North line train vehicles in Everett and the five South line vehicles in Tacoma. Sounder also benefits from numerous other supporting contracts, such as services for security, station agents, and facilities maintenance.

Sounder Commuter Rail Service Route



Sounder Commuter Rail Budget

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries & Benefits				
Salaries	513	605	536	673
Benefits	266	346	297	378
	778	951	832	1,050
Services				
Marketing and Rider Information	816	878	758	871
Ticket Vending Machines	574	747	464	469
Maintenance of Vehicles	7,838	8,299	7,982	8,770
Facilities Maintenance	718	843	697	980
Maintenance of Way	194	255	235	506
Security and Safety	2,263	2,996	2,830	3,039
Miscellaneous Services	147	65	159	187
Subtotal	12,550	14,083	13,125	14,822
Materials & Supplies	6,117	4,560	5,551	7,441
Purchased Transportation Services	7,575	7,222	7,078	8,267
Miscellaneous Expenses	283	278	224	216
Lease and Rentals	185	355	198	305
Other Expenses				
Utilities	503	417	425	612
Insurance	679	1,223	954	1,168
Taxes	829	1,071	961	1,062
Subtotal	2,010	2,711	2,340	2,843
Transfer of agency admin.	3,154	2,687	2,690	2,790
Fully Allocated Transit Operations	32,652	32,848	32,039	37,734
Contingency	-	-	-	-
TOTAL	\$32,652	\$32,848	\$32,039	\$37,734

Budget

The proposed 2012 Sounder budget will rise to \$37.7 million in 2012, up 14.9% from \$32.8 million in 2011. The bulk of this increase results from higher fuel costs, included in the materials and supplies budget line. Materials and supplies costs will rise by \$2.9 million in 2012, with more than \$2 million of that directly linked to fuel expenses.

Aside from fuel costs, there are several other cost increases included in the 2012 Sounder service delivery budget. The agency will take delivery of three new locomotives in 2012. The increases in size, average age of the fleet, and contractual rates are all factors in driving vehicle maintenance costs higher by \$500,000. In addition, the agency has budgeted for roughly \$140,000 in additional facilities management costs in 2012, to repair and rehabilitate decade-old facilities. Utility costs will rise by nearly \$200,000 in 2012 due to the cost of locomotives re-charging overnight in Everett and Tacoma and new costs to offer wireless internet access to passengers.

The annualized costs of the Tacoma to Lakewood service will show up in 2013 as its first full year of service. The cost of the new service for the fourth quarter of 2012 is \$983,450.

Sounder Commuter Rail Performance Statistics

Performance Statistics	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed	2012 Proposed vs 2011 Budget
SUMMARY DATA					
Service Provided⁽¹⁾					
Revenue Vehicle Hours Operated	38,518	39,118	38,250	45,066	15.2%
Revenue Vehicle Miles Operated	1,506,922	1,525,609	1,510,000	1,650,670	8.2%
Trips Operated	6,763	6,782	6,700	6,782	0.0%
Service Consumed (Revised January, 2011)*					
Total Boardings	2,364,290	2,800,000 *	2,400,000	2,500,000	-10.7%
Average Weekday Boardings	8,771	10,600 *	9,000	9,250	-12.7%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	61	72	63	55	-22.5%
Total Boardings/Trip	350	413	358	369	-10.7%
Percentage of Scheduled Trips Operated	99.2%	99.5%	97.0%	99.5%	0.0%
On-time Performance ⁽²⁾	97%	>95%	97%	>95%	0.0%
Complaints per 100,000 Boardings	12.5	15.0	12.0	15.0	0.0%
Preventable Accidents per 1,000,000 total miles ⁽³⁾	0	<1	0	<1	0.0%
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less depreciation)	\$32,651,933	\$32,848,051	\$32,038,715	\$37,734,103	14.9%
Cost / Revenue Vehicle Hour	\$847.71	\$839.72	\$837.61	\$837.31	-0.3%
Cost / Revenue Vehicle Mile	\$21.67	\$21.53	\$21.22	\$22.86	6.2%
Cost / Boarding	\$13.81	\$11.73	\$13.35	\$15.09	28.7%
Fuel Costs	\$2,691,374	\$2,845,800	\$3,777,129	\$4,921,877	73.0%
Operating costs (less fuel and depreciation)	\$29,960,559	\$30,002,251	\$28,261,586	\$32,812,226	9.4%
Cost / Revenue Vehicle Hour	\$777.83	\$766.97	\$738.86	\$728.09	-5.1%
Cost / Revenue Vehicle Mile	\$19.88	\$19.67	\$18.72	\$19.88	1.1%
Cost / Boarding	\$12.67	\$10.72	\$11.78	\$13.12	22.5%

Notes

(1) Service as of July 2011 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.

Performance Statistics

The service plan for 2012 incorporates the addition of Tacoma-Lakewood service during fourth quarter. Sounder ridership is expected to rise slightly in 2012, to 2.5 million boardings. This represents an increase of 4.2% from 2011 projections. Sounder cost per revenue vehicle hour fell slightly to \$837, down from \$840 in 2011. Sounder cost per revenue vehicle mile rose slightly to nearly \$23, up 6.2% from under \$22 in 2011.

Because substantial fuel cost increases have impacted service delivery budgets for our modes which use diesel fuel, this year we have also included performance statistics that highlight the impacts of changes in fuel prices. Excluding fuel cost hikes, costs per hour would be \$728, or 5.1% lower than the 2011 budget, and costs per mile would be just under \$20, or 1.1% higher than the 2011 budget.

ST Express Bus

Service Description

ST Express offers fast, frequent, two-way service on 25 routes along 18 corridors, connecting Snohomish, King, and Pierce counties. Sound Transit provides this bus service via contracts with transit partners including King County Metro, Pierce Transit, and Community Transit.

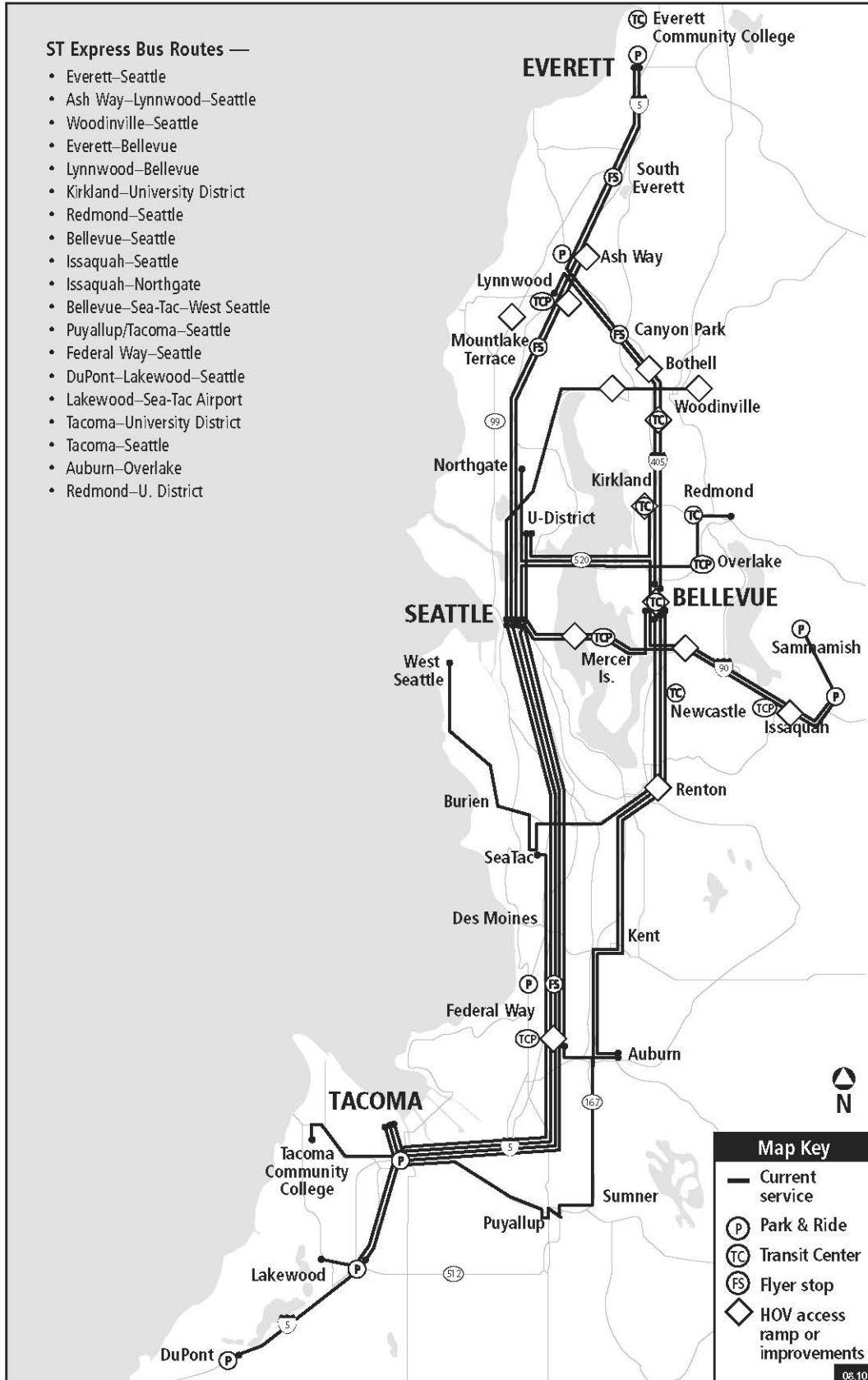
During 2012, we expect 13.5 million boardings, up 4.7% from the 12.9 million in the revised 2011 ridership budget. This increase in boardings reflects current ridership trends which forecast boardings for 2011 to be 13,400,000.

Operations Overview

Sound Transit provides 261 buses to support ST Express service. The 2012 fleet plan in the TIP includes funding to increase this number to 268 to meet daily service needs. The bus fleet is maintained by transit partners King County Metro (108 buses), Pierce Transit (101 buses), and Community Transit (52 buses).

Sound Transit plans to provide about 700,000 service hours in 2012, or about a 1.6% drop from 2011. This reduction results from strategic service cuts enacted June 2011 as part of Sound Transit's response to the recession. During 2012, no further cuts to service hours are planned, though the agency may adjust service levels or hours on various routes within the hours budgeted.

ST Express Bus Service Route



ST Express Bus Budget

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries & Benefits				
Salaries	170	223	217	249
Benefits	75	120	111	133
Subtotal	245	343	328	381
Services				
Marketing and Rider Information	203	354	169	241
Ticket Vending Machines	6	659	537	673
Maintenance of Vehicles	119	125	483	125
Facilities Maintenance	1,221	1,396	995	1,673
Downtown Seattle Transit Tunnel	4,032	3,975	4,163	4,386
Security and Safety	818	833	960	845
Miscellaneous Services	10	46	10	8
Subtotal	6,409	7,389	7,318	7,951
Materials & Supplies	168	132	226	162
Purchased Transportation Services	83,019	83,256	83,921	87,080
Miscellaneous Expenses	277	211	195	192
Lease and Rentals	129	126	70	72
Other Expenses				
Utilities	403	435	379	434
Insurance	37	25	31	19
Taxes	490	484	496	479
Subtotal	930	944	906	931
Transfer of agency admin.	4,764	4,693	4,580	4,639
Fully Allocated Transit Operations	95,940	97,094	97,544	101,409
Contingency	-	-	-	-
TOTAL	\$95,940	\$97,094	\$97,544	\$101,409

Budget

ST Express's budget increases in 2012 to \$101.4 million, up 4.4% from \$97.1 million in 2011. The majority of this increase stems from \$3.8 million more in purchased transportation services, which include higher fuel expenses that are passed through to Sound Transit. In addition, facilities maintenance costs are expected to rise in 2012 due

to aging properties. Materials and supplies costs are higher due to ORCA card issuance and ORCA card reader purchases.

ST Express Bus Performance Statistics

Performance Statistics	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed	2012 Proposed vs 2011 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated ⁽¹⁾	550,199	584,000	575,000	565,000	-3.3%
Revenue Vehicle Miles Operated	11,393,320	11,884,380	11,500,000	11,600,000	-2.4%
Trips Operated	445,839	455,409	460,158	445,000	-2.3%
Platform Hours ⁽²⁾	693,682	713,193	702,000	701,495	-1.6%
Service Consumed (Revised January, 2011)*					
Total Boardings	12,494,546	12,900,000 *	13,400,000	13,500,000	4.7%
Average Weekday Boardings	42,519	42,700 *	48,504	49,050	14.9%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	22.7	22.1	23.3	23.9	8.2%
Total Boardings/Trip	28.0	28.3	29.1	30.3	7.1%
Percentage of Scheduled Trips Operated	99.5%	99.8%	99.8%	99.8%	0.0%
On-time Performance ⁽³⁾	93.9%	85.0%	89.9%	85.0%	0.0%
Complaints per 100,000 Boardings	15.0	15.0	12.9	15.0	0.0%
Preventable Accidents per 100,000 revenue miles ⁽⁴⁾	0.71	< 0.80	0.60	< 0.80	0.0%
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less depreciation)⁽⁵⁾	\$95,940,114	\$97,094,448	\$97,544,062	\$101,408,980	4.4%
Cost / Revenue Hour	\$174.37	\$166.26	\$169.64	\$179.48	8.0%
Cost / Platform Hour	\$138.31	\$136.14	\$138.95	\$144.56	6.2%
Cost / Boarding	\$7.68	\$7.53	\$7.28	\$7.51	-0.2%
Fuel Costs	\$7,331,809	\$7,968,226	\$10,073,883	\$11,805,256	48.2%
Operating costs (less fuel and depreciation)	\$88,608,305	\$89,126,222	\$87,470,179	\$89,603,724	0.5%
Cost / Revenue Hour	\$161.05	\$152.61	\$152.12	\$158.59	3.9%
Cost / Platform Hour	\$127.74	\$124.97	\$124.60	\$127.73	2.2%
Cost / Boarding	\$7.09	\$6.91	\$6.53	\$6.64	-3.9%

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.

Performance Statistics

ST Express performance measures are expected to hold relatively steady in 2012, with increases to operations costs resulting from a mix of higher fuel prices and the full year impact of reduced hours phased in throughout 2011. Service hours are down 1.6% in 2012 compared to the adopted 2011 budget. Boardings are expected to increase by about 4.7% from the revised 2011 ridership budget.

The measure of cost per vehicle hour is expected to rise 8% in 2012, to just over \$179. Stripping out high fuel costs, this cost would rise only 3.9%, to nearly \$159. This year key cost performance statistics are provided before depreciation as well as before depreciation and fuel costs to clearly separate out factors we control from those we cannot control.

PROJECT DELIVERY

Sound Transit's two major voter-approved programs are Sound Move, approved in 1997, and Sound Transit 2 (ST2), approved in 2008. Transit infrastructure planning, design, and construction account for the majority of Sound Transit's annual budget.

Sound Transit continues to deliver on its commitment to improve and expand regional transit service in the Puget Sound region. In 2011, we opened the Kirkland Transit Center, Edmonds Station, and the Mountlake Terrace Freeway Station. Significant construction milestones included the start of tunneling for University Link, the light rail expansion from downtown Seattle to the University of Washington. Construction also began on the final Sounder commuter rail segment, D Street to M Street in Tacoma, which expands commuter rail service to South Tacoma and Lakewood.

The following section describes planned 2012 capital spending for Link light rail, Sounder commuter rail, Regional Express, and Service Delivery capital programs. Sound Transit capital projects include the cost of:

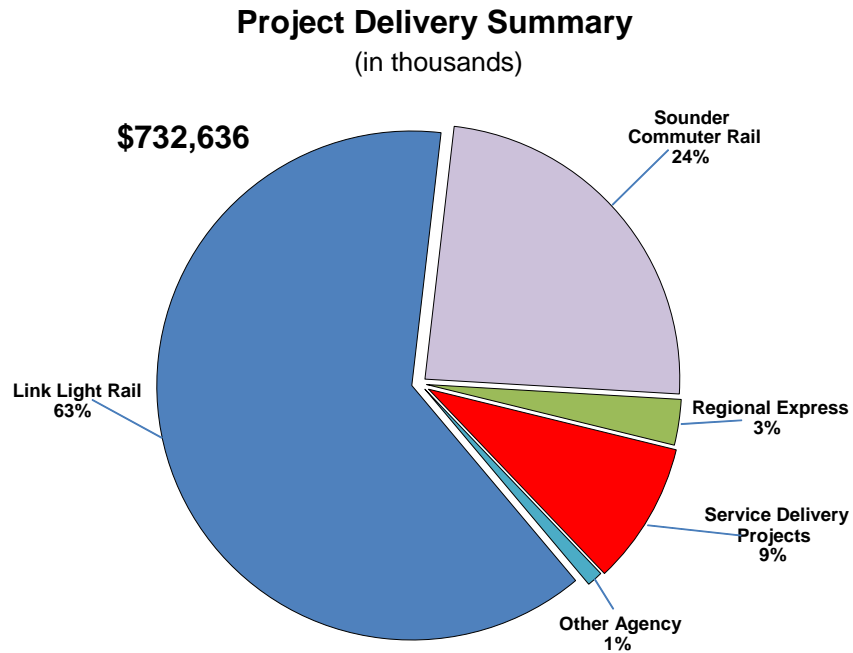
- Feasibility studies, preliminary design, and environmental investigation.
- Planning, design, and construction of transit facilities and equipment.
- Procurement of revenue vehicles and major equipment.
- Renovation and rehabilitation of existing facilities.
- Land acquisition and land improvements.

Also included are operating expenses and capital expenditures for other agency projects that are not mode specific. More detailed descriptions of these programs, including lifetime budgets and cash flows, can be found in the Proposed 2012 Transit Improvement Plan (TIP).

The total project delivery budget for 2012 is \$732.6 million. Major budget elements include:

- Continue University Link construction of tunnels from the University of Washington to downtown, and the UW Station.
- Begin final design of the East Lake project.
- Perform final design, ROW acquisition, and early construction work (demolition, removal of hazardous materials and site preparation) on North Link, which will expand light rail north of the UW to Northgate.
- Begin draft environmental impact study on North Corridor – north of Northgate. Conduct environmental impact study and conceptual engineering to extend high capacity transit from Northgate to Lynnwood.
- Build the Mukilteo Station south platform and permanent Tukwila Station.
- Select a design/build contractor to accelerate delivery of South Link, the light rail extension from Sea-Tac Airport to South 200th Street and begin final design work.
- Complete construction of the Sounder commuter rail track and signal project between Tacoma and Lakewood.

- Study options to provide operations and maintenance facilities to support all our transport modes' future growth.
- Analyze alternatives in the South Corridor to extend high capacity transit from South 200th Street to Kent Des Moines.
- Conduct alternatives analysis of future development of high-capacity transit between Federal Way and Tacoma



Program	Proposed 2012 Budget
Link light rail	461,121
Sounder commuter rail	176,542
Regional Express	21,181
Service Delivery projects	66,415
Other Agency projects	7,378
Total	\$732,636

Project Delivery Budget by Program

Link Light Rail

Program History

Sound Transit's regional light rail service began in 2003 with the completion of Tacoma Link, a 1.6-mile light rail line between Tacoma Dome Station and downtown Tacoma. In 2009, a 13.9 mile light rail line between downtown Seattle and the city of Tukwila – known as the Initial Segment – opened for service. A 1.7-mile extension known as Airport Link from Tukwila to Sea-Tac International Airport was also completed in 2009. Today, Link trains carry roughly eight million passengers each year.

Major Activities

The proposed 2012 budget includes funding for these current major Link light rail activities:

- Just under \$230 million to continue construction of the extension from downtown Seattle to the University of Washington (UW).
- \$109.7 million to design two light rail extensions – north of the UW to Northgate and east to Bellevue and Redmond's Overlake neighborhood.
- \$34.2 million for a design-build contract to begin work to extend light rail south of the Airport to South 200th Street.
- \$54.5 million to fund development of a streetcar connector from Seattle's Capitol Hill to International District/Chinatown Station.
- \$17.9 million to complete project development work for light rail extensions south of South 200th and conduct an environmental review for the North Corridor from Northgate to Lynnwood.

Budget Elements

Capital budgets have been established for these light rail projects:

Initial Segment

The initial segment provides Link light rail service from Tukwila to Westlake Center in downtown Seattle.

The proposed 2012 budget funds follow-up work including resolution of systems and operational issues and property restoration.

Noise Abatement Program

Sound Transit continues to work actively with residents living near light rail facilities in Tukwila and the Rainier Valley to lessen noise residents experience from Link operations. To date, we have installed rail lubricators, performed rail grinding to improve vehicle contact with the rail, erected noise barriers, and retrofitted residential properties to reduce noise.

The proposed 2012 budget funds a noise abatement program that includes design and construction of a noise wall along the elevated guideway in Tukwila, and continuation of our Residential Sound Insulation Program (RSIP) in the Rainier Valley.

Airport Link – 154th St to 176th St

Airport Link connects the Tukwila International Boulevard Station to Sea-Tac International Airport.

The proposed 2012 budget funds follow-up work and resolution of outstanding systems and operational issues.

DSTT South Access Security

This project included design and construction of barriers and other deterrents, modification of train detection circuits, and traffic channeling to prevent unauthorized vehicles from accessing the south entrance of the DSTT.

The proposed 2012 budget funds activities to close the project.

South Link – Airport to S 200th St

This project will extend light rail along an elevated track from Airport Station to an elevated station and park-and-ride facility at South 200th Street. Sound Transit will retain one contractor to finalize the project's design and complete construction.

The proposed 2012 budget includes funds to procure the design-build contractor and to start final design.

South Corridor HCT – S 200th St to Kent Des Moines

As envisioned in ST2, light rail expansion south of Sea-Tac Airport included an extension to South 272nd Street in Federal Way. In light of the prolonged economic recession, it is only financially feasible to develop a southern extension of light rail to Kent Des Moines, to open by 2023. In 2012, we will begin alternatives identification and analyses within this corridor.

The proposed 2012 budget includes funds to identify and evaluate routes and station locations for the South 200th Street to Kent Des Moines extension.

South Corridor Alternatives Planning

ST2 also envisioned right-of-way acquisition for future development of high-capacity transit between Federal Way and Tacoma. At this time we are proceeding with studies to identify and evaluate transit alternatives between Federal Way and Tacoma to support future transit development in the area.

The proposed 2012 budget funds transit planning in the south corridor between Federal Way and Tacoma.

University Link – Pine St Stub Tunnel to UW Station

University Link extends 3.15 miles from downtown Seattle to the UW. Construction began in early 2009, with service scheduled to start in 2016.

The proposed 2012 budget includes funds to continue tunnel construction between the University of Washington and downtown Seattle, and for construction of the UW Station.

North Link – UW Station to Northgate

North Link extends 4.3-miles from UW Station north under the UW campus to underground stations at NE 45th Street (Brooklyn Station) and NE 65th Street (Roosevelt Station). The extension continues north to an elevated station in Northgate.

The proposed 2012 budget includes funds to advance final design, begin early construction work at stations (demolition, removal of hazardous materials and site preparation) and acquire right-of-way.

North Corridor Transit Project

Planning efforts are ongoing for extension of light rail over eight miles north from Northgate to Lynnwood.

The proposed 2012 budget includes funds to perform conceptual engineering and draft environmental impact study.

East Link

East Link expands light rail to East King County via I-90, from downtown Seattle to the Overlake Transit Center in Redmond.

The proposed 2012 budget includes funds to acquire right-of-way and initiate final design.

Tacoma Link Alternatives Analysis

Sound Transit – in partnership with the city of Tacoma and Pierce Transit – is studying the potential to expand Tacoma Link. The study is being completed in accordance with Federal Transit Administration (FTA) guidelines to maintain eligibility for future grant funding consideration under FTA's Small Starts program.

The proposed 2012 budget funds alternatives analysis and preliminary engineering.

First Hill Streetcar

In partnership with the city of Seattle, Sound Transit is funding the planning, design, and construction of the First Hill Link Connector, which extends from Capitol Hill to the International District/Chinatown Station. The city of Seattle is the lead agency for this project. Sound Transit's financial contribution to the project is capped at \$150 million.

The proposed 2012 budget includes funds for our contribution toward advancing system planning and design.

Link Light Rail Maintenance and Storage

The ST2 program identified funds to review and evaluate current and future light rail storage and maintenance requirements. This project foresees development, design, and construction of future light rail operations, and maintenance facilities needed to support proposed system expansion.

The proposed 2012 budget includes funds to initiate preliminary design activities.

Link Project Budgets

(in thousands)

Number	Project Name	Proposed 2012 Budget
007	First Hill Streetcar	54,516
008	Tacoma Link Alternatives Analysis	1,264
009	Link Light Rail Maintenance and Storage	2,203
100	North Link - UW Station to Northgate	76,249
115	North Corridor Transit Project	12,230
200	University Link-Pine St Stub Tunnel to UW Station	229,969
300	Initial Segment	4,418
320	DSTT South Access Security	232
340	Noise Abatement Program	6,030
400	Airport Link - 154th St to 176th St	700
420	South Link-Airport to 200th St	34,246
445	South Corridor HCT-S 200th St to Kent Des Moines	2,577
446	South Corridor Alternatives Planning	3,122
600	East Link	33,366
Total:		\$461,121

Sounder Commuter Rail

Program History

Since its debut in 2000, Sounder commuter rail service has grown to provide reliable daily and special event commuter service between Everett and Tacoma. Program elements included design and construction of 12 Sounder stations. In partnership with Burlington Northern Santa Fe Railway (BNSF), track and signal systems along a 75-mile corridor between Everett and Tacoma were upgraded. The final 7.2 miles, which is owned by Sound Transit, will open in fourth quarter 2012.

Major Activities

Sounder commuter rail projects funded in the proposed 2012 budget include:

- \$136.3 million for the acquisition of easements 3 and 4 from BNSF adding two additional round trips between Seattle and Tacoma and the completion of the track and signal project from D Street to M Street in Tacoma.
- \$4.9 million for implementation of a systemwide positive train control system necessary to ensure operational safety.
- \$21.4 million for planning, design, and construction of stations and station access improvements.
- \$4.7 million to complete a 7.2-mile extension between Tacoma and Lakewood.
- \$8 million for an additional layover facility in Lakewood.
- \$1.2 million for planning and preliminary engineering of a Sounder yard and shops facility needed for enhanced train maintenance and storage.

Budget Elements

Station Access and Demand Study

This study is being completed to develop a plan for comprehensive access improvements to eight Sounder stations.

The proposed 2012 budget includes funds to continue ridership and traffic analyses, complete an environmental scan, conduct a transit-oriented and joint development study, perform conceptual engineering, and engage in community outreach to residents near Sounder stations in Pierce and Snohomish counties.

Sounder Yard and Shops Facilities

In 2011, we evaluated commuter rail vehicle storage and maintenance requirements and strategies, in order to identify cost-efficient ways to develop commuter rail operations and maintenance facilities.

The proposed 2012 budget includes funds to continue planning, analysis, environmental clearance, and preliminary engineering for yard and shop facilities.

Positive Train Control

The Positive Train Control (PTC) project involves design and implementation of an integrated command-control-communications-information system. The system will control train movements with safety, security, precision, and efficiency.

The federally-mandated system requires upgrades to the signal systems owned by Sound Transit along the Tacoma to Lakewood corridor, upgrades to train communications systems, and upgrades to the signal systems owned by BNSF along the Everett to Tacoma corridor. Completion is required by December 31, 2015.

The proposed 2012 budget includes funds for system engineering, permitting, and installation of the PTC system.

Puyallup Station Improvements

Sound Transit conducted a station accessibility study at commuter rail stations in Pierce and Snohomish counties. Preliminary findings identified the need for access improvements at this station.

The proposed 2012 budget includes funds for preliminary design of these station access improvements.

Sumner Station Improvements

Sound Transit conducted a station accessibility study at commuter rail stations in Pierce and Snohomish counties. Preliminary findings identified the need for access improvements at the Sumner Station.

The proposed 2012 budget includes funds for preliminary design of these station access improvements.

Lakewood Station Improvements

ST2 included a financial contribution to the city of Lakewood for creation of an aerial pedestrian crossing connecting Lakewood Station with the community northwest of the station. Construction of this connection is anticipated in 2012.

The proposed 2012 budget commits funds for our planned financial contribution for the pedestrian crossing.

M Street – Lakewood Track and Signal

Sound Transit recently completed reconstruction of approximately seven miles of existing track between M Street in Tacoma and Lakewood.

In 2012, we will restore the 66th Street Bridge and install the Centralized Train Control system, which enables coordinated scheduling and monitoring of train movements. The proposed 2012 budget funds completion of remaining project activities.

Permitting/Environmental Mitigation

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

The proposed 2012 budget includes funds to construct, monitor, and maintain required mitigation measures.

D Street – M Street Track and Signal

In 2010, Sound Transit began building this 1.2-mile rail connection between Tacoma Dome Station and M Street in Tacoma. This project will complete the extension of commuter rail service to Lakewood.

The proposed 2012 budget funds the completion of track construction.

Layover

Sound Transit constructed facilities for overnight train layovers at Everett Station, King Street Station, and Tacoma's L Street.

The proposed 2012 budget provides funds to build a layover facility in Lakewood.

Mukilteo Station, South Platform

Construction of Mukilteo Station's south platform has been delayed by complexities associated with a required right-of-way transfer from the U.S. Air Force. In the interim, the Air Force agreed to lease the right-of-way to the Agency and allow construction of the south platform. Final lease terms are currently being negotiated.

The proposed 2012 budget funds project construction.

Tukwila Station

Sounder currently serves Tukwila at a temporary station. The initial design for a permanent station presented conflicts with an adjacent city-led roadway improvement project, and required costly relocation and protection of area utility systems. As a result, the board requested that the permanent station be redesigned. The project is presently being redesigned and is now scheduled for completion in 2013.

The proposed 2012 budget funds completion of design and start of construction.

South Tacoma Station

This station was completed in 2009. The station is currently served by Pierce Transit. Commuter rail service to the station will begin in 2012, upon the completion of the D Street – M Street Track and Signal project.

The proposed 2012 budget funds installation of signage and removal of security enclosures before commuter rail service begins.

Lakewood Station

The Lakewood Station was completed in 2008. The station is currently served by Pierce Transit and ST Express bus service. Commuter rail service to the station will begin in 2012, upon the completion of the D Street – M Street Track and Signal project.

The proposed 2012 budget funds installation of signage and removal of security enclosures before commuter rail service begins.

Sounder South Expanded Service

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

The proposed 2012 budget includes funds for easements 3 and 4 – as agreed to with BNSF – and related environmental activities.

Sounder Project Budgets

(in thousands)

Number	Project Name	Proposed 2012 Budget
001	Station Access & Demand Study	397
004	Sounder Yard & Shops Facility	1,189
011	Positive Train Control	4,891
017	Puyallup Station Improvements	389
018	Sumner Station Improvements	389
019	Lakewood Station Improvements	1,050
130	M Street-Lakewood Track & Signal	4,748
131	Permitting/Environmental Mitigation	1,700
135	D Street-M Street Track & Signal	34,569
140	Layover	7,970
206	Mukilteo Station, South Platform	4,323
236	Tukwila Station	13,006
251	South Tacoma Station	157
253	Lakewood Station	14
510	Sounder South Expanded Service	101,749
Total:		\$176,542

Regional Express

Program history

Regional express bus service began in 1999, and today carries about 11.5 million passengers annually on 25 routes. Sound Transit has designed and constructed transit centers, park-and-ride lots, HOV direct access ramps on freeways, and other transit access improvements throughout the three county region to support express bus service.

Major Activities

Regional Express projects funded in the proposed 2012 budget include:

- \$9.8 million for design and construction of the Two-Way Transit & HOV Operations project over the I-90 bridge to mitigate traffic impacts as Link rail is built over the bridge's center lane.
- \$1.7 million for planning and preliminary design work on the ST Express bus base.
- \$5.2 million for projects with capped contributions led by other jurisdictions.

Budget elements

Much of the Regional Express capital program is complete. Remaining program elements include stages 2 and 3 of the I-90 Two Way Transit and HOV Operations projects as well as the ST Express Bus Base, which is part of the ST2 program. In addition, we financially support a number of projects led by third parties.

Regional Express projects to be completed include:

ST Express Bus Base

To evaluate and ultimately improve cost efficiency in ST Express Bus operations and maintenance, we authorized planning and preliminary design for a bus operations and maintenance base.

The proposed 2012 budget funds preliminary engineering – including 30% of the needed design work – and determination of the project's environmental mitigation requirements.

85th Corridor, Kirkland

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

The proposed 2012 budget includes our funding commitment for remaining right-of-way acquisition and construction.

Rainier Avenue Arterial Improvements

This project is being led by the city of Renton. It will add business and transit access lanes, sidewalks, and medians on Hardie Avenue between Rainier Avenue and Sunset Blvd. Sound Transit provides financial support.

The proposed 2012 budget includes Sound Transit's funding commitment for project construction.

Strander Boulevard Extension

Also led by the city of Renton, this project extends Strander Boulevard to a 5-lane arterial between East Valley Highway and West Valley Highway. Sound Transit's financial contribution is \$3.2 million.

The proposed 2012 budget includes our funding commitment for project design and construction.

Federal Way Transit Center/S 317th

The Federal Way Transit Center opened for service in 2006. Contractor claims associated with this project are under appeal.

The proposed 2012 budget includes funds for claims litigation and final tasks needed to close out this project.

I-90 Two-Way Transit & HOV Operations, Stage 2

This project is currently under construction. It provides HOV and transit operations capacity on eastbound I-90 between 80th Avenue SE on Mercer Island to Bellevue Way. We anticipate construction will be complete in 2012.

The proposed 2012 budget includes funds for construction.

I-90 Two-Way Transit & HOV Operations, Stage 3

This project provides two-way transit and HOV lanes 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 the design phase.

The proposed 2012 budget funds final design work.

Projects to be closed in 2012

The following projects are complete and the proposed 2012 budget funds activities required to close out these projects. We retain responsibility for plant establishment and environmental monitoring, and maintenance for some of these projects:

Project No.	Project
105	Ash Way Transit Access/164th SW
125	Federal Way HOV Access/S 317th
140	Totem Lake Freeway Station/NE 128th
142	Kirkland Transit Center/3rd
160	Eastgate HOV Access/142nd Ave SE
312	Mountlake Terrace Freeway Station/236 th SW
319	S Everett Freeway Station/112 th SE
324	Canyon Park Freeway Station/I-406
326	Issaquah Transit Center/SR 900
328	Totem Lake Transit Center/Evergreen Medical Center
330	Newcastle Transit Improvements
354	Mercer Island Park-and-Ride/N Mercer Way
372	Bothell Branch Campus Access
374	Redmond Transit Center/NE 83rd
380	Sammamish Park-and-Ride/228 th SE
382	I -90 Two-Way Transit & HOV Opr, Stage 1
384	SR 522 HOV Enhancements/Kenmore

Regional Express Project Budgets

(in thousands)

Number	Project Name	Proposed 2012 Budget
005	ST Express Bus Base	1,656
105	Ash Way Transit Access/164th SW	179
140	Totem Lake Freeway Station/NE 128th	244
141	85th Corridor, Kirkland	1,126
142	Kirkland Transit Center/3rd	1,076
151	Rainier Avenue Arterial Improvements	2,015
152	Strander Boulevard Extension	3,199
312	Mountlake Terrace Freeway Station/236th SW	141
319	S Everett Freeway Station/112th SE	116
321	Federal Way Transit Center/S 317th	1,559
326	Issaquah Transit Center/SR900	5
382	I-90 Two-Way Transit & HOV Opr, Stage 1	90
386	I-90 Two-Way Transit & HOV Opr, Stage 2	3,530
387	I-90 Two-Way Transit & HOV Opr, Stage 3	6,244
Total:		\$21,181

Service Delivery Projects

Program Description

The service delivery capital budget includes purchases of fleet vehicles and capital improvements associated with Sound Transit owned facilities already in service. These infrastructure improvement and acquisition projects include bus acquisition and replacement, bus maintenance facilities, Sounder vehicle procurement and overhaul, mobile communications, parking enhancements, security projects, and other capital projects.

Budget Elements

Ticket Vending Machines

Ticket vending machines (TVMs) are installed at a number of our facilities. TVMs sell transit tickets and passes via an interactive touchscreen or through a keypad.

The proposed 2012 budget includes funds for installation of TVMs at various stations, as well as potential software upgrades and enhancements.

Passenger Information System/CCTV

We are expanding station communications including CCTV and passenger information systems. System elements includes CCTV connections between stations and our security office at Union Station, audible rail announcement capabilities, variable message signs, customer emergency stations, and onboard vehicle location system (similar to GPS).

The proposed 2012 budget includes station communications installation at Edmonds, Mukilteo, Everett, Lakewood and Tukwila commuter rail stations.

Bus Maintenance Facility

The bus maintenance facility budget contains funds to expand Sound Transit's fleet maintenance capacity through contributions to our service providers' maintenance facility projects. This program is distinct from ST2 funds provided for Sound Transit to build one or more of our own maintenance facilities. The budget for ST2 bus base expansion is noted in the Regional Express capital budget.

The proposed 2012 budget includes funds to complete expansion and modifications at two partner facilities – Community Transit's Kasch Park operating base and Pierce Transit's Lakewood maintenance base.

ST Express Fleet Replacement

Federal Transportation Administration guidelines allow buses to be replaced after either 12 years or 500,000 miles. Due to the unique services characteristics of the ST Express fleet, Sound Transit buses typically are driven 500,000 miles within 10 years. Replacement decisions are informed by specific fleet performance in consultation with our operating partner agencies.

The proposed 2012 budget includes funds to replace 19 buses that went into service in 1999.

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.

The proposed 2012 budget includes funding for projects that are developed to address specific needs at new facilities or to replace major components at existing facilities.

Security Enhancements

This grant-funded project allows Sound Transit to upgrade its standard of networked video recorders to increase substantially our quantity of video storage with high quality digital video capabilities. In addition, current security cameras will be upgraded to allow features such as video analytics, high-definition viewing, streamlined video administration, and video sharing capability.

The proposed 2012 budget includes completion of software upgrades at the central monitoring facility.

ST Express Mobile Communications Projects

Mobile communications are critical to the ST Express bus fleet, to ensure driver and passenger safety, enhance the customer service information, and improve information available for service planning. The existing mobile communications systems are aging and in need of upgrades. In addition, this investment creates compatibility between the ST Express bus fleet and partner communication systems.

The proposed 2012 budget includes funds for upgrades to the mobile communications systems on the Sound Transit fleet operated by King County Metro and Community Transit.

Tacoma Dome Station

This station was completed in 2002. By agreement with Pierce Transit, Sound Transit has maintained a capital budget for major improvements during the facility's useful life.

The proposed 2012 budget includes funds for station improvements.

Bike Locker Program

This project includes design, permitting, and installation of new bicycle parking at various rail stations and transit centers/park and rides. It also includes additional benches, lighting, signage, and other pedestrian and bicycle amenities at the commuter rail stations. In particular, the budget funds design and construction of a bicycle plaza adjacent to Columbia City light rail station.

The proposed 2012 budget includes funds for construction of bicycle and pedestrian accommodations for commuter rail stations at Tukwila, Kent, Auburn, Puyallup, and Sumner and light rail stations at Columbia City, Othello, and Rainer Beach.

Sounder ST2 Fleet Expansion

The ST2 program included funds for fleet expansion to add additional trips between Seattle and Lakewood. Fleet additions include three locomotives and up to 17 coaches and cab cars. The exact number of coaches and cab cars procured will be determined based on ridership trends and forecasts.

The proposed 2012 budget includes funds to support locomotive procurement approved by the Board in mid 2011 for delivery in mid 2012. The project budget also includes engineering support and spare parts purchases for locomotives in service currently.

Tacoma Link Auxiliary Power Supply Replacement

This project funds replacement of the Tacoma Link light rail vehicle auxiliary power systems nearing the end of their service life.

The proposed 2012 budget funds the procurement and installation of a new auxiliary power supply system.

Radio Upgrade

Existing radio technology used on Link does not allow for seamless communication between the Link Control Center and non-Link staff who support the Downtown Seattle Transit Tunnel and joint bus/rail operations.

The proposed 2012 budget includes funds to procure and install an upgraded, fully-integrated radio system.

Sounder Vehicle Maintenance Program

Major Locomotive Overhauls – this project will maintain, preserve, and extend the life of existing locomotives.

Engine Overhauls – currently there are 11 Sounder locomotives in operation. Maintenance overhauls are required to ensure the locomotives' continued performance. The locomotives were purchased in 2000 and 2001 and have performed for 12 years without a major overhaul. Overhaul cost per locomotive is \$1.3 million. One overhaul will be completed in 2012.

Truck overhauls – this is a 5-year project, in which 58 cars will be overhauled at a rate of roughly 12 per year. The cost is \$36,000 per car, with 12 cars expected to be overhauled in 2012.

Door motor replacement – this project replaces passenger door motors at a rate of roughly 12 per year. The cost is \$7,500 per car for two motors per car, with 12 cars currently scheduled for motor replacement in 2012.

The proposed 2012 budget includes funds for engineering and design, as well as the construction phase for each of these tasks.

Station Midlife Maintenance

Some Sound Transit facilities have been in service for more than ten years, and are now reaching their midlife maintenance stage. This is a multi-location midlife program. The

scope of the project includes painting shelters, repairing ADA handrails, roof caulking, replacing broken tiles, and repairing pavement.

The proposed 2012 budget includes funds for development and implementation of a mid-life maintenance program at Sounder stations including Auburn, Kent, Tukwila, King Street, Puyallup, and Sumner as well as South Hill park-and-ride and Kent Garage.

ST Express Security Camera Retrofit

Retrofit 17 ST Express Transit Coaches with Video Camera Systems.

This project is created to improve safety, security, and incident/accident investigations on ST Express buses by installing on-board video surveillance equipment in 17 coaches.

The proposed 2012 budget includes funds for engineering and design, as well as camera installations.

HVAC for Traction Power Sub Station (TPSS)

Air conditioning is required in the Traction Power Sub Station (TPSS) buildings and signal houses to cool electronic equipment, PCs, servers, and other TPSS equipment to prevent heat damage.

The proposed 2012 budget funds engineering, design, and construction of a heating-ventilation-air conditioning (HVAC) systems for traction power sub station buildings.

Central Link HVAC – Instrument House and UPS Room

Air conditioning is required in the UPS rooms and signal houses to protect heat-sensitive switches, PCs, servers, and other electronic equipment from damage.

The proposed 2012 budget funds engineering, design, and construction of an HVAC system for the instrument house and UPS room.

Central Link Card Readers

This project installs card readers on all Central Link Stations' doors that did not receive card readers during initial construction. These card readers are required to ensure a secure premises, eliminate the need to issue keys to a large number of staff, and to ensure consistency in key control.

The proposed 2012 budget funds engineering, design, and construction of the additional card readers.

Central Link OMF UPS Room Improvement

During original construction it was discovered that flooring in the UPS room could not support the weight of the battery modules. The modules were moved from the server room to the third floor warehouse mezzanine. The relocation from an environmentally controlled room to an open area with limited environmental control has shortened the batteries' expected life cycle.

Enclosing the battery modules in an environmentally controlled room will protect the life

cycle of the batteries, control the battery charging vapors, and contain any corrosive chemical spills.

The proposed 2012 budget funds engineering, design, and construction of the enclosure.

Central Link Overhead Catenary System Tie Switch

This project will install mechanical tie switches to electrically bridge the OCS section insulators at roughly 34 locations throughout Central Link. These switches are required to maintain a continuous, bi-directional feed during TPSS inspections and maintenance. Currently, some small segments of track or crossovers on the main line are left without a feed during inspections and maintenance activities. Tie switch installation will allow electrical workers to conduct traction power substation inspections and maintenance much more efficiently.

The proposed 2012 budget funds engineering, design, and construction of the tie switches.

Benchtest Equipment

This project involves equipment purchases to support light rail vehicle maintenance. These purchases were originally included in the 2011 Central Link procurement budget, but their purchase was deferred.

The proposed 2012 budget funds the purchase and installation of the vehicle brake test equipment.

Service Delivery Capital Project Budgets

(in thousands)

Number	Project Name	Proposed 2012 Budget
212	Ticket Vending Machines	377
216	Passenger Information System/CCTV	631
261	Bus Maintenance Facility	380
356	Tacoma Dome Station	390
701	ST Express Fleet Replacement	34,597
740	Small Works Program	689
743	Security Enhancements	332
745	ST Express Mobile Communications Projects	4,064
753	Bike Locker Program	602
755	Sounder ST2 Fleet Expansion	16,046
757	Tacoma Link Auxiliary Power Supply Replacement	324
763	Radio Upgrade	450
770	Sounder Vehicle Maintenance Program	1,973
771	Station Midlife Maintenance	1,750
772	ST Express Security Camera Retrofit	209
773	HVAC for Traction Power Sub Station (TPSS)	600
774	Central Link HVAC - Instrument House & UPS Room	420
775	Central Link Card Readers	373
776	Central Link OMF UPS Room Improvement	108
777	Central Link Overhead Catenary System Tie Switch	1,400
778	Benchtest Equipment	700
Total:		\$66,415

Other Agency Projects

Program Description

This section describes projects that are not part of a specific mode of transit or capital program, but are critical to the advancement of Sound Transit. These projects include fare administration, fare integration, research and technology, the Sound Transit Art Program (STart), and transit-oriented development of surplus land around transit facilities. These are all key components of our continued success.

Budget Elements

Fare Administration

The fare administration program manages fares and pricing for Sound Transit. The program also supports initiatives for generating earned revenue from other priced services such as parking and concessions. In addition, the program includes funds for ORCA ongoing maintenance and system upgrades.

In 2012, activities will include:

- Market development.
- Fare policy and pricing analysis.
- Onboard customer surveys.
- ORCA reporting and system enhancements.

Fare Integration

The fare integration is the Sound Move program developed to provide a uniform, single-ticket fare system and an 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 payments 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 participating transit agencies.

In 2012, the regional system is expected to reach its final system acceptance milestone.

Research and Technology

The research and technology program established to assess transit technologies related to safety, security, passenger communications, and operational efficiency. The program evaluates current research and then funds implementation of new systems.

In 2012, activities will focus on rider information technology. Notable projects include:

- Rider-technology strategic planning.
- Regional real-time vehicle location.
- Regional mobile application development.
- Cell phone tunnel coverage.

STart

In 1998, Sound Transit's board endorsed a public art program with funding for artists,

community members, and project staff to develop and maintain art installations at transit facilities. Each piece of art reflects the community served and contributes to a positive customer experience.

In 2010, the board adopted the STart Program budget for ST2, which added \$35.8 million to that program's lifetime budget. The board subsequently adopted a budget amendment transferring \$300,000 from the D Street to M Street Track & Signal project to integrate artwork into the project.

In 2012, the public art program will:

- Continue developing a master plan for artwork integration throughout the ST2 system.
- Continue art design development for projects in final design and construction.
- Continue to monitor the fabrication of artworks for University Link, including prototyping.
- Manage temporary artwork installations at construction sites.
- Develop remaining public art opportunities within the Sound Move program.
- Conduct preventative maintenance, cleaning, and repair of artworks systemwide.

Transit Oriented Development

The board established the Transit Oriented Development (TOD) program in 1997. Subsequent board action directed TOD to create transit-supportive development and communities at and around Sound Transit stations and other facilities by working with local jurisdictions, property owners, and public and private developers. Sound Transit's board also set policy and procedures for disposing of surplus property.

TOD Planning

TOD staff provides expert technical assistance to Sound Transit project teams.

In 2012, consulting resources will be used to help identify and shape TOD and joint development opportunities.

TOD Property Disposition

For properties that are no longer required for agency projects, TOD performs property due diligence, evaluates potential real estate opportunities, and makes property competitively available by creating partnerships with public and private sector entities. This program is new in 2012 and is funded through 2023, the anticipated completion date for ST2.

In 2012, TOD property disposition activities will continue current efforts to prepare land parcels near Capitol Hill Station for redevelopment. Program staff will also perform due diligence analysis of surplus properties at Mount Baker, Columbia City, and Beacon Hill stations. In 2012, a nonprofit housing developer will begin construction on Sound Transit's first TOD project at Mount Baker Station.

Surplus Property Disposition

In addition to properties earmarked for transit-oriented development, there are a number of properties that due to the size or location are considered surplus and will be sold. A new four-year program is established in 2012 with a lifetime budget of \$1.1 million through 2015.

Other Agency Project Budgets

(in thousands)

Number	Project Name	Proposed 2012 Budget
<i>Operating</i>		
405	Fare Administration	665
405A	Fare Integration	42
410	Research & Technology	300
x68	STart	108
341A	TOD Property Disposition	901
341B	TOD Planning	225
342	Surplus Property Disposition	295
Subtotal :		2,536
<i>Capital</i>		
405	Fare Administration	60
405A	Fare Integration	527
410	Research & Technology	2,279
x68	STart	1,976
Subtotal :		4,841
Grand Total :		\$7,378

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AGENCY ADMINISTRATION

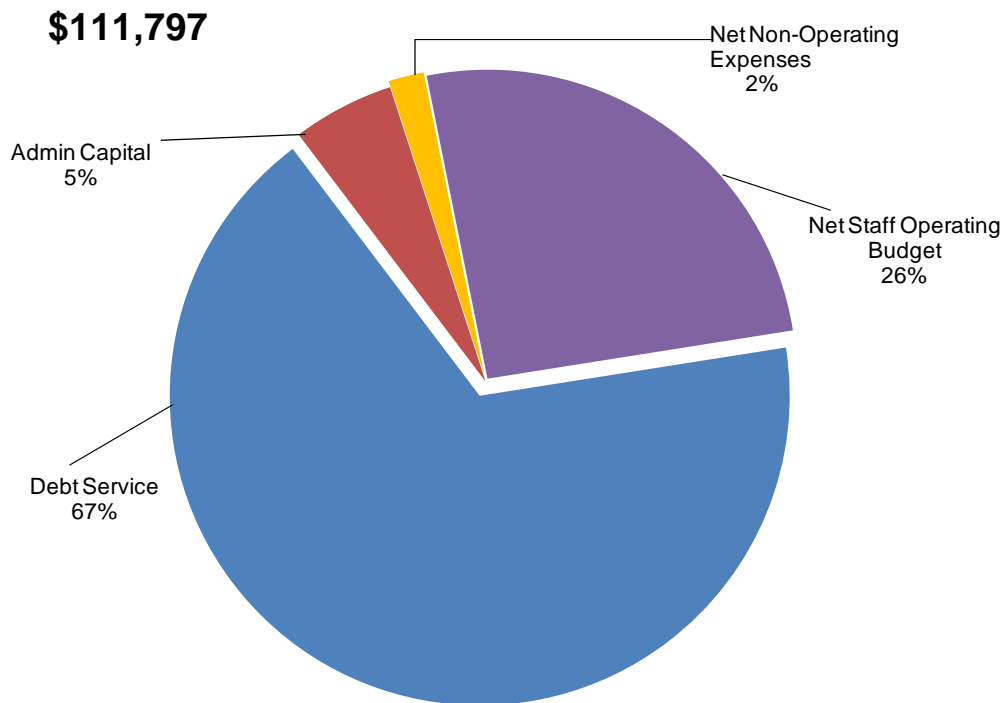
Sound Transit's agency administration budget includes staff costs for all employees, except service delivery staff¹, as well as other administrative costs. Also included are non-staff costs: administrative capital expenditures, debt service, and net non-operating expenses.

Our agency administration budget for 2012 totals \$111.8 million, which is down \$1.6 million or 1.4% from the 2011 budget, excluding agency reserves. The staff budget is up \$7.9 million or 10% to \$87 million from 2011. The non-staff budget is down \$6.2 million or 7%.

For 2012, two types of reserve costs previously included in the administration budget, capital replacement and emergency/loss, were excluded. These items are recorded separately in this document so that financial information included here better represents actual administrative costs.² Also for 2012, costs for the ORCA ST Regional Services division are included in agency administration in the staff budget.³ For an accurate comparison of the staff budget, the ORCA expenses are included in both 2011 and 2012 totals in this document.

Agency Administration Budget Summary

(in thousands)



1 The service delivery budget includes staff costs for finance information technology (FIT) and operations employees who work directly on delivering transit service.

2 In 2011, these reserves totaled \$49.6 million, and in 2012 they amount to \$50.3 million.

3 In 2011, the ORCA ST Regional division budget totaled \$897,000 and in 2012 it amounts to \$833,767.

Agency Administration Budget Summary

(in thousands)

	Proposed 2012 Budget
Staff Operating Costs	
Total Staff Operating Costs ¹	87,043
Less Direct Charges to Project Delivery	(26,657)
Less Allocations to Service Delivery	(11,285)
Less Allocations to capital assets	(20,429)
Net Staff Operating Costs	28,673
Non-Staff Budgets ²	
Debt Service	
Interest Expense	29,343
Capitalized Interest	45,782
Debt Service Total	75,125
Administrative Capital	5,937
Net Non-Operating Expenses	
Property management-inventory and surplus	926
Project costs-non-capital	1,136
Net Non-Operating Expenses Total	2,062
Total Non-Staff Budgets ²	83,124
Agency Administration Total	\$ 111,797

1 From 2012 forward, staff operating costs includes ORCA ST Regional Services expenses. Reimbursements for these expenses are recorded as agency revenues in the miscellaneous revenue category.

2 From 2012 forward, agency administration non-staff budgets do not include reserves for Capital Replacement and Emergency/Loss fund.

The 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 budget, costs of staff working directly on capital projects are charged directly to project budgets. Additionally, portions of the budget are assigned to each of the service delivery mode budgets. Finally, administrative costs attributed to the development of transit assets are deducted and allocated to new assets. The remaining number is the net staff operating budget.

Agency Staff Budget Summary

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Salaries	28,880	36,011	34,185	40,085
Benefits	15,856	20,387	19,542	22,072
Subtotal	44,737	56,398	53,727	62,157
Services				
Consultant/Management	3,960	4,808	4,351	4,961
Inter-local Agreements	1,512	897	2,242	2,447
Software/Hardware Maintenance	1,160	1,644	1,412	1,830
Other Services	873	1,726	1,856	1,765
Accounting/Auditing	383	695	711	773
Printing/Binding	317	454	434	458
Maintenance	281	580	613	433
Advertising/Marketing	264	488	486	482
Legal	212	769	612	474
Services	0	155	67	99
Subtotal	8,962	12,215	12,784	13,722
Materials and Supplies				
Other Materials/Supplies	405	565	566	664
Small Equipment/Furniture	400	603	626	746
Office Supplies	194	254	221	222
Postage	15	42	30	29
Subtotal	1,014	1,465	1,442	1,661
Miscellaneous Expense				
Other Misc.Expense	1,228	1,717	1,603	1,392
Dues/Memberships	248	342	344	372
Travel/Meetings	240	388	384	482
Training	173	230	255	249
Books/Subscriptions	128	117	122	86
Contingency	0	121	250	250
Subtotal	2,017	2,915	2,958	2,832
Leases and Rentals				
Admin.Facilities	2,253	2,544	2,516	3,112
Vehicles/Parking	336	300	299	288
Furniture/Equipment	160	123	146	171
Meeting Space	11	53	54	58
Subtotal	2,760	3,019	3,015	3,629
Other Expense				
Insurance	2,288	2,334	2,185	2,298
Utilities	489	741	701	741
Interest	3	5	1	1
Taxes	2	11	11	4
Subtotal	2,781	3,091	2,897	3,043
Total Staff Operating*	\$62,270	\$79,102	\$76,824	\$87,043

*Staff Operating figures include ORCA Regional expenses.

Agency Staff Change Summary

(in thousands)	2011 Budget	2012 Proposed	\$ Change	% Change
Salaries and Benefits				
Salaries	36,011	40,085	4,074	11.9%
Benefits	20,387	22,072	1,685	8.6%
Subtotal	56,398	62,157	5,759	10.2%
Services				
Consultant/Management	4,808	4,961	153	3.5%
Inter-local Agreements	897	2,447	1,550	69.1%
Software/Hardware Maintenance	1,644	1,830	186	13.2%
Other Services	1,726	1,765	39	2.1%
Accounting/Auditing	695	773	77	10.9%
Printing/Binding	454	458	4	0.9%
Maintenance	580	433	-147	-23.9%
Advertising/Marketing	488	482	-6	-1.2%
Legal	769	474	-295	-48.2%
Services	155	99	-56	-82.7%
Subtotal	12,215	13,722	1,506	12.3%
Materials and Supplies				
Other Materials/Supplies	565	664	99	17.4%
Small Equipment/Furniture	603	746	142	22.7%
Office Supplies	254	222	-32	-14.5%
Postage	42	29	-12	-41.0%
Subtotal	1,465	1,661	196	13.4%
Miscellaneous Expense				
Other Misc.Expense	1,717	1,392	-325	-20.3%
Dues/Memberships	342	372	30	8.8%
Travel/Meetings	388	482	94	24.5%
Training	230	249	19	7.6%
Books/Subscriptions	117	86	-31	-25.0%
Contingency	121	250	129	51.8%
Subtotal	2,915	2,832	-83	-2.8%
Leases and Rentals				
Admin.Facilities	2,544	3,112	568	22.6%
Vehicles/Parking	300	288	-11	-3.8%
Furniture/Equipment	123	171	48	32.9%
Meeting Space	53	58	5	9.8%
Subtotal	3,019	3,629	610	20.2%
Other Expense				
Insurance	2,334	2,298	-37	-1.7%
Utilities	741	741	0	0.0%
Interest	5	1	-5	-900.3%
Taxes	11	4	-6	-58.8%
Subtotal	3,091	3,043	-48	-1.5%
Total Staff Operating*	\$79,102	\$87,043	\$7,941	10.0%

* Staff Operating costs include ORCA Regional Expenses.

Staff Budget Changes

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

Staff Budget Changes by Department

(in thousands)

Department	Adopted 2011 Budget	Proposed 2012 Budget	\$ Change	% Change
Central Costs ¹	2,727	5,388	2,661	97.6
Communications and External Affairs	6,851	6,990	139	2.0
Design Engineering & Construction Mgmt	21,544	25,300	3,756	0.2
Executive	12,042	12,871	829	6.9
Finance and Information Technology ²	18,916	19,295	379	2.0
Legal	2,744	2,668	(76)	-2.8
Operations	8,099	8,484	385	4.8
Planning, Environment & Project Dev	6,179	6,047	(132)	-2.1
Total Staff Operating Budget	\$79,102	\$87,043	\$7,941	10.0

(1) Central Costs are agencywide expenses including rent for administrative facilities. In 2012, Central Costs include \$2.25 million for Dept of Revenue tax collection fee. In 2011, this was budgeted in FIT department at \$700,000.

(2) Finance & IT staff budgets include budget for ORCA ST Regional Services expenses.

Staff Budget Changes by Expense Category

(in thousands)

Category	Adopted 2011 Budget	Proposed 2012 Budget	\$ Change	% Change
Salaries & Benefits	56,398	62,157	5,759	10.2
Services	12,215	13,722	1,507	12.3
Materials & Supplies	1,465	1,661	196	13.4
Miscellaneous Expenses	2,915	2,832	(83)	(2.8)
Leases & Rentals	3,019	3,629	610	20.2
Other Expenses	3,091	3,043	(48)	(1.6)
Total Staff Operating Budget ¹	\$79,102	\$87,043	\$7,941	10.0

(1) Staff Operating budgets include budget for ORCA ST Regional Services expenses.

Staffing Plan

Our staffing plan is driven substantially by capital project activities. Sound Transit tracks and forecasts long-term staffing needs – balancing increases to permanent employment with the use of consultants to ensure capital programs are adequately supported and affordable. Over half of our 28.75 new positions in 2012 will be added to the Design, Engineering, and Construction Management (DECM) department, which is tasked with the design and construction of the regional transit system.

Changes in the staffing plan for 2012 are summarized below. Beginning in 2012, ORCA ST Regional Services' staff is included in Finance and Information Technology staffing plan and budget. The detailed 2012 staffing plan by department is shown in Appendix A. Also included below is a staffing plan summary table that identifies, by department, FTEs that are directly charged to projects.

Agency Administration Staffing Plan Summary

Agency Administration	Filled At End of June 2011	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Executive	78.00	80.00	86.00*	0.00	2.50	88.50
Finance and Information Technology	81.00	94.00	94.00	1.00	5.00	100.00
Legal	12.00	15.00	15.00	0.00	0.00	15.00
Design, Engineering & Construction Mgmt	158.00	186.00	186.00	0.00	16.00	202.00
Communications & External Affairs	32.75	38.75	32.75*	0.00	2.25	35.00
Operations	50.00	57.00	57.00	0.00	3.00	60.00
Planning, Environment & Proj Development	37.00	42.00	42.00	-1.00	0.00	41.00
Agency Administration Total	448.75	512.75	512.75	0.00	28.75	541.50

* Board Administration division (6 FTEs) was moved from Communications and External Affairs to the Executive Department for 2012.

Direct and Non-Direct Charge Staffing Plan Summary

Agency Administration	Reimbursed by ORCA Regional	Direct Charge Project Delivery Staffing	Non-Direct Charge Agency Admin Staffing	2012 Agency Admin Staffing
Executive		0.00	88.50	88.50
Finance and Information Technology	4.50	0.00	95.50	100.00
Legal		0.00	15.00	15.00
Design, Engineering & Construction Management		202.00	0.00	202.00
Communications & External Affairs		0.00	35.00	35.00
Operations Department		0.00	60.00	60.00
Planning, Environment & Project Development		19.00	22.00	41.00
Agency Administration	4.50	221.00	316.00	541.50

Proposed 2012 Staff Budget Compared to Adopted 2011 Staff Budget

In 2012, our staff operating budget increases by 10% to \$87 million. Below is a reconciliation and discussion of the changes.

Reconciliation of Proposed 2012 Staff Budget to Adopted 2011 Staff Budget

(in thousands)

Adopted 2011 Staff Budget ¹		79,102
Changes	% Change	\$ Change
Delivery of the Capital Program	4.2%	3,360
Delivery of Services	0.5%	369
Support of the Larger Organization	1.1%	852
Tax Collection Fee	2.0%	1,550
New Initiatives	1.3%	1,056
Changes to Base Costs	1.0%	754
Total Change	10.0%	7,941
Proposed 2012 Staff Budget		87,043

- ¹ Adopted 2011 staff budget includes \$897,000 for ORCA ST Regional Services expenses to be comparable with the proposed 2012 staff budget which includes \$833,767 of expenses.

Delivery of the Capital Program

Capital program activity is expected to increase dramatically in 2012 in three corridors. To respond to this increase, \$1.7 million is required to fund 19.5 new full-time equivalents (FTEs) and another \$1.6 million to cover the annualized cost of about 45 capital-related employees hired in 2011. Fifteen of the new FTEs to support capital projects will work in DECM and include positions in the civil and systems engineering, construction management, project control, and architecture divisions. Within the Executive department, new positions are proposed in construction safety, health and safety, and construction-related procurement for a total of 2.5 positions. Two additional positions in FIT are proposed that will support grants and risk management for capital projects.

Delivery of Services

Within the Operations department, three new positions are proposed which include a facilities project manager, senior facilities specialist, and customer service supervisor. In addition, an architect and IT systems analyst will each devote half their time to service delivery support. The cost of adding these new 4 FTEs in 2012 amounts to \$336,603. A portion of the annualized cost attributed to service delivery of 11 new hires in 2011 amounts to \$31,989.

Support of the Larger Organization

A total of 5.25 FTEs will support administration departments within Sound Transit as we continue rolling out the ST2 capital program and remaining Sound Move projects such as University Link. These positions include 2 FTEs in CEA to focus on the agency's new website and graphic design assignments; one website support person is moving from 75% time to full-time. In the FIT department, three new positions are being requested with an IT systems analyst providing both agencywide and service delivery support. A new DECM project coordinator will focus half their time on administrative projects. Two positions being proposed are transfers of open positions from other departments. They include a property management specialist and a treasury senior analyst. The cost of the 5.25 new FTEs plus the two transfers is \$601,739. A portion of the annualized cost attributed to agency administration of 26 employees hired in 2011 amounts to \$250,617.

Tax Collection Fee

Total non-salary and benefit costs are up \$2.2 million due in large part to a \$1,550,000 increase in the Washington state Department of Revenue tax collection fee. This expense was previously included in the FIT budget but is now accounted for in Central Costs.

New Initiatives

The staff budget includes approximately \$1.1 million in funding for a small number of new initiatives to:

- Improve customer satisfaction in order to drive ridership numbers on all modes.
- Enhance efficiency and productivity through process and technology-utilization improvements in order to minimize operating costs.
- Pursue opportunities to ensure environmental and economic sustainability so that Sound Transit can continue to provide safe and affordable regional transportation in the long term.
- Support our staff through training and wellness programs to maximize productivity and retain our best talent.

Changes to Base Costs

Beyond the changes outlined above, an increase in base costs of just over \$750,000 is a combination of increases in salaries and benefits paid in 2011 and an increase in office lease costs, which are partially offset by reductions in controllable costs such as advertising, consulting and temporary services staff, office supplies, telephone, meeting expenses, internet service, books and subscriptions, and insurance. Sound Transit employees do not have a defined benefit plan nor do we fund retiree healthcare benefits. Salary increases are tied to performance and employees contribute to health insurance premiums for dependents.

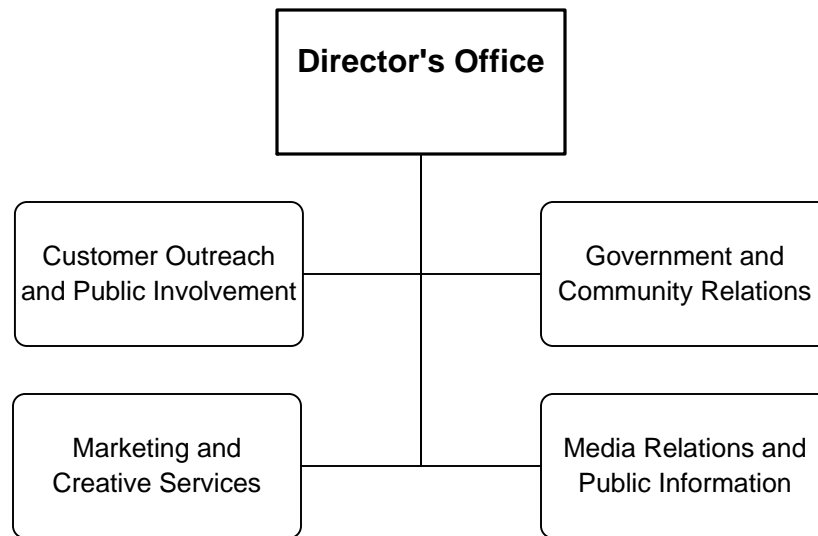
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**Central
Costs**

Central Costs

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Services				
Consultant/Management	75	200	56	0
Inter-local Agreements	0	0	0	2,250
Maintenance	3	0	4	20
Other Services	-20	0	0	0
Subtotal	58	200	60	2,270
Materials and Supplies				
Office Supplies	0	0	0	0
Other Materials/Supplies	8	35	0	0
Small Equipment/Furniture	2	5	0	0
Subtotal	11	40	0	0
Miscellaneous Expense				
Other Misc.Expense	10	10	0	0
Subtotal	10	10	0	0
Leases and Rentals				
Admin.Facilities	2,213	2,466	2,490	3,078
Vehicles/Parking	11	12	11	0
Subtotal	2,224	2,477	2,502	3,078
Other Expense				
Insurance	0	0	-140	0
Interest	2	0	0	0
Taxes	0	0	0	0
Utilities	0	0	9	40
Subtotal	2	0	-131	40
Total Staff Operating	\$2,305	\$2,727	\$2,430	\$5,388

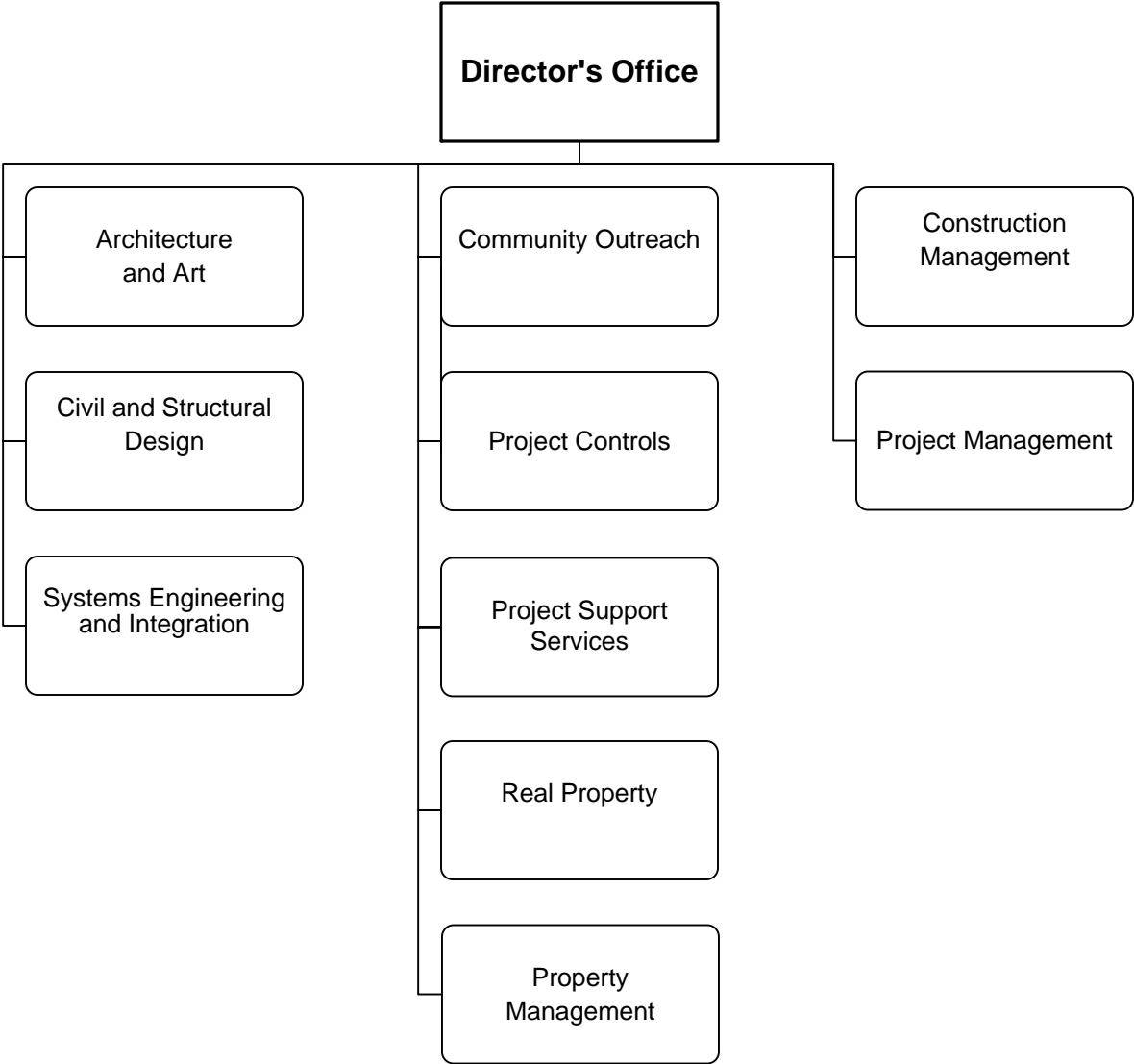
Communications and External Affairs



Communications and External Affairs

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	922	1,332	1,296	1,376
Salaries	1,616	2,156	2,152	2,312
Subtotal	2,538	3,488	3,448	3,688
Services				
Advertising/Marketing	264	481	479	480
Consultant/Management	735	853	745	927
Inter-local Agreements	189	197	192	197
Maintenance	0	6	1	7
Other Services	49	84	119	133
Printing/Binding	32	95	93	95
Subtotal	1,269	1,715	1,629	1,839
Materials and Supplies				
Office Supplies	1	18	17	8
Other Materials/Supplies	1	25	12	49
Postage	0	1	1	0
Small Equipment/Furniture	5	36	6	30
Subtotal	7	79	37	87
Miscellaneous Expense				
Books/Subscriptions	2	7	6	12
Dues/Memberships	163	224	223	241
Other Misc.Expense	1,018	1,264	1,221	1,047
Training	2	10	10	12
Travel/Meetings	25	40	36	42
Subtotal	1,210	1,544	1,496	1,354
Leases and Rentals				
Furniture/Equipment	0	7	0	8
Meeting Space	1	2	2	1
Subtotal	1	8	2	9
Other Expense				
Utilities	15	16	19	14
Subtotal	15	16	19	14
Total Staff Operating	\$5,040	\$6,851	\$6,630	\$6,990

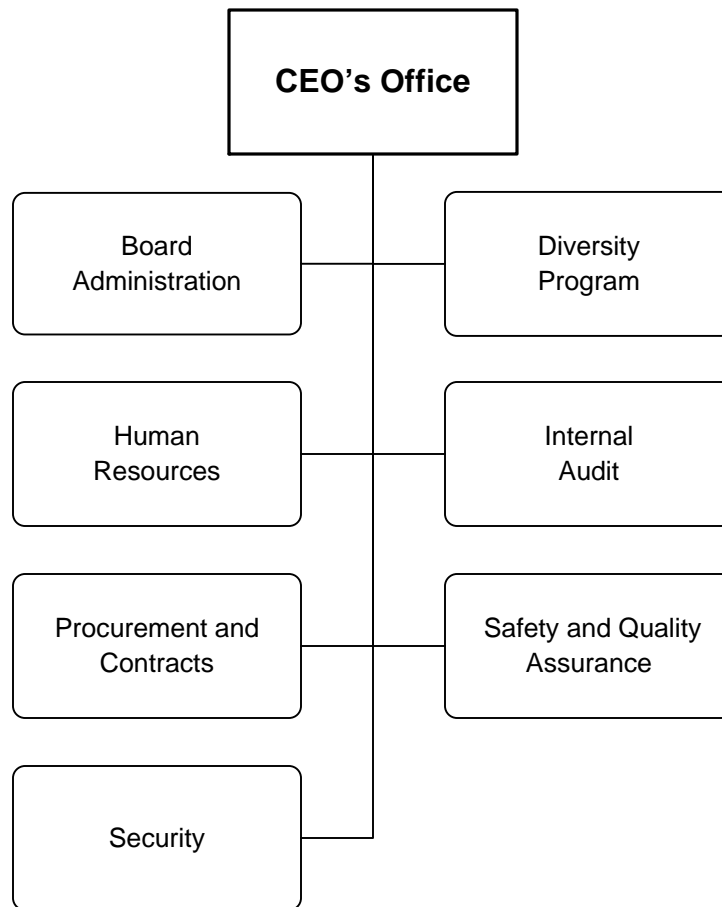
**Design, Engineering,
and Construction
Management
Department**



Design,Engineering & Construction Management

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	5,227	7,475	7,096	8,591
Salaries	9,498	13,377	12,548	15,731
Subtotal	14,725	20,853	19,643	24,322
Services				
Consultant/Management	50	145	62	380
Maintenance	0	0	0	0
Other Services	64	86	40	77
Printing/Binding	4	8	10	14
Subtotal	118	238	113	471
Materials and Supplies				
Office Supplies	18	37	35	46
Other Materials/Supplies	10	34	37	60
Postage	0	1	0	1
Small Equipment/Furniture	29	37	37	49
Subtotal	58	110	110	156
Miscellaneous Expense				
Books/Subscriptions	16	19	19	22
Dues/Memberships	13	24	23	29
Other Misc.Expense	12	3	3	4
Training	31	63	56	73
Travel/Meetings	52	111	105	152
Subtotal	125	219	206	280
Leases and Rentals				
Admin.Facilities	0	20	0	0
Meeting Space	0	3	3	5
Subtotal	0	23	3	5
Other Expense				
Utilities	43	101	93	66
Subtotal	43	101	93	66
Total Staff Operating	\$15,069	\$21,544	\$20,168	\$25,300

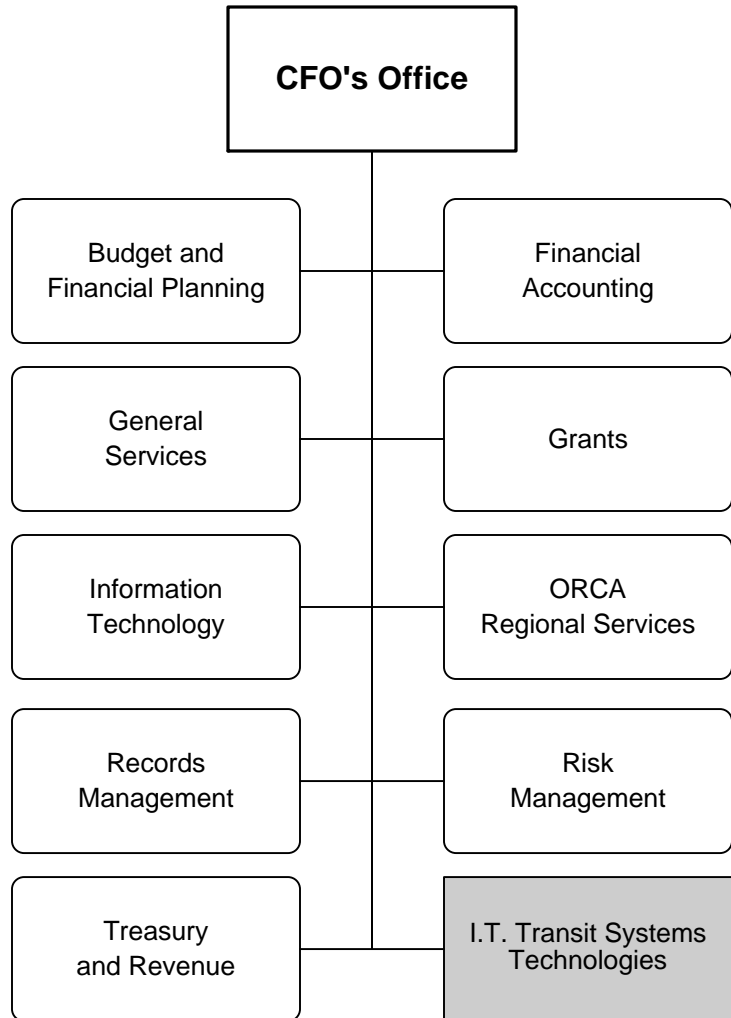
Executive Department





Executive

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	2,752	3,315	3,232	3,513
Salaries	5,041	5,971	5,619	6,487
Subtotal	7,793	9,286	8,852	9,999
Services				
Accounting/Auditing	0	200	200	250
Advertising/Marketing	0	5	5	0
Consultant/Management	697	825	813	784
Legal	0	0	0	60
Maintenance	18	34	32	36
Other Services	352	616	609	692
Printing/Binding	5	31	30	25
Software/Hardware Maintenance	1	1	1	13
Subtotal	1,073	1,713	1,689	1,860
Materials and Supplies				
Office Supplies	33	31	30	31
Other Materials/Supplies	79	178	178	99
Postage	0	1	1	2
Small Equipment/Furniture	19	50	54	33
Subtotal	131	260	263	165
Miscellaneous Expense				
Books/Subscriptions	22	18	19	15
Contingency	0	121	250	250
Dues/Memberships	50	51	50	52
Other Misc.Expense	159	347	312	286
Training	43	58	58	41
Travel/Meetings	86	111	112	126
Subtotal	360	705	801	770
Leases and Rentals				
Admin.Facilities	0	0	0	0
Furniture/Equipment	1	0	0	0
Meeting Space	10	48	48	50
Subtotal	11	48	48	50
Other Expense				
Utilities	40	30	33	28
Subtotal	40	30	33	28
Total Staff Operating	\$9,408	\$12,042	\$11,686	\$12,871

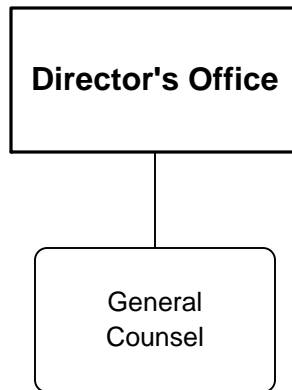
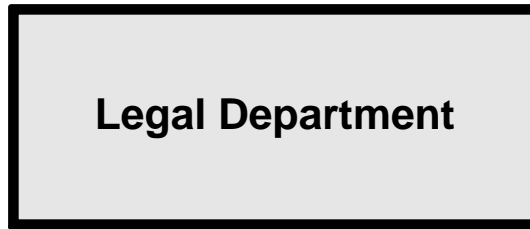
Finance and Information Technology Department



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

Finance and Information Technology

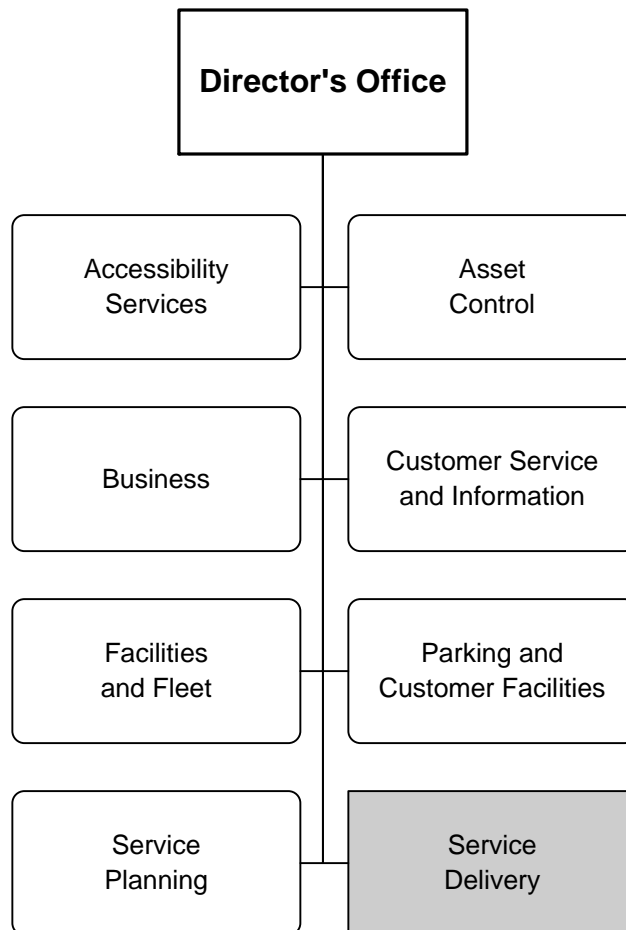
(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	3,218	3,677	3,503	3,848
Salaries	5,646	6,317	6,028	6,855
Subtotal	8,865	9,994	9,531	10,703
Services				
Accounting/Auditing	383	495	511	523
Consultant/Management	1,987	1,700	1,719	1,940
Inter-local Agreements	1,323	700	2,050	0
Legal	0	254	75	79
Maintenance	0	1	1	2
Other Services	190	256	350	218
Printing/Binding	202	282	267	281
Software/Hardware Maintenance	1,159	1,643	1,411	1,817
Subtotal	5,243	5,330	6,382	4,860
Materials and Supplies				
Office Supplies	125	146	120	118
Other Materials/Supplies	30	30	29	97
Postage	15	36	25	25
Small Equipment/Furniture	308	396	450	574
Subtotal	478	607	624	813
Miscellaneous Expense				
Books/Subscriptions	44	36	42	-11
Dues/Memberships	8	16	22	23
Other Misc.Expense	7	15	15	42
Training	59	54	62	61
Travel/Meetings	39	57	59	65
Subtotal	158	178	201	179
Leases and Rentals				
Furniture/Equipment	124	110	118	135
Meeting Space	0	0	0	1
Subtotal	124	110	118	136
Other Expense				
Insurance	2,289	2,334	2,334	2,298
Interest	1	5	1	1
Utilities	172	357	276	305
Subtotal	2,461	2,697	2,611	2,604
Total Staff Operating	\$17,329	\$18,916	\$19,467	\$19,295



Legal

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	587	724	671	746
Salaries	1,237	1,437	1,316	1,507
Subtotal	1,824	2,161	1,987	2,253
Services				
Consultant/Management	1	0	0	3
Legal	181	515	515	335
Other Services	48	1	43	0
Printing/Binding	0	0	0	0
Subtotal	230	516	558	339
Materials and Supplies				
Office Supplies	2	3	3	3
Other Materials/Supplies	0	3	2	0
Postage	0	0	0	0
Small Equipment/Furniture	0	2	2	4
Subtotal	3	7	6	6
Miscellaneous Expense				
Books/Subscriptions	35	32	32	39
Dues/Memberships	6	6	6	8
Other Misc.Expense	0	0	0	0
Training	8	12	12	13
Travel/Meetings	3	6	6	4
Subtotal	52	56	56	64
Leases and Rentals				
Meeting Space	0	0	0	1
Subtotal	0	0	0	1
Other Expense				
Utilities	3	4	4	5
Subtotal	3	4	4	5
Total Staff Operating	\$2,111	\$2,744	\$2,611	\$2,668

Operations Department



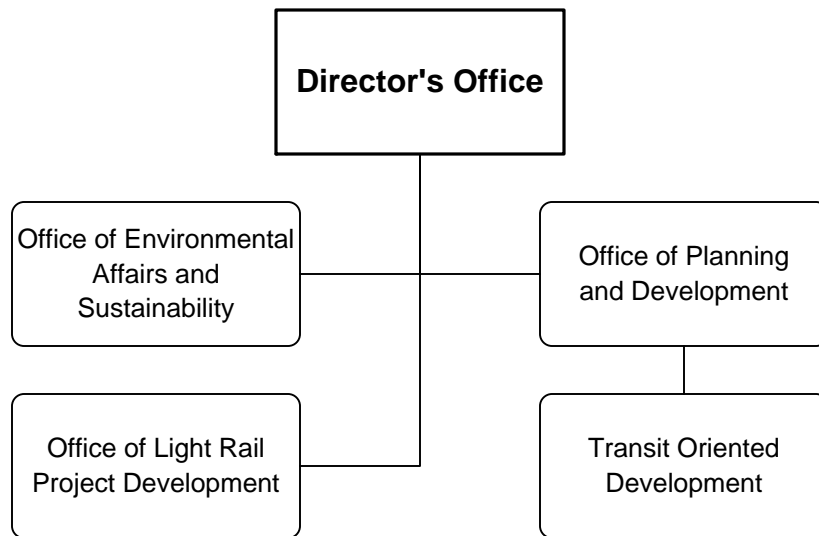
○ = Staff costs included in Agency Administration section of Budget

■ = Staff costs included in Service Delivery section of Budget

Operations

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	1,637	2,035	1,957	2,163
Salaries	2,993	3,496	3,343	3,848
Subtotal	4,630	5,530	5,300	6,010
Services				
Advertising/Marketing	0	1	1	1
Consultant/Management	180	260	261	316
Legal	0	0	11	0
Maintenance	259	540	576	368
Other Services	180	571	582	536
Printing/Binding	74	30	26	34
Services	0	155	67	99
Subtotal	694	1,555	1,525	1,354
Materials and Supplies				
Office Supplies	11	14	14	14
Other Materials/Supplies	274	258	306	353
Postage	0	1	1	1
Small Equipment/Furniture	29	57	59	40
Subtotal	315	331	380	408
Miscellaneous Expense				
Books/Subscriptions	7	4	4	7
Dues/Memberships	2	10	10	9
Other Misc.Expense	21	53	52	9
Training	20	17	42	29
Travel/Meetings	22	33	38	39
Subtotal	70	116	145	93
Leases and Rentals				
Admin.Facilities	39	59	25	34
Furniture/Equipment	35	6	28	28
Meeting Space	0	0	2	2
Vehicles/Parking	325	288	288	288
Subtotal	400	353	343	352
Other Expense				
Insurance	-1	0	-10	0
Taxes	2	11	11	4
Utilities	204	203	246	263
Subtotal	205	214	246	267
Total Staff Operating	\$6,314	\$8,099	\$7,939	\$8,484

Planning, Environment, and Project Development Department



Planning, Environment & Project Development

(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	1,512	1,830	1,788	1,835
Salaries	2,849	3,257	3,179	3,345
Subtotal	4,362	5,086	4,967	5,180
Services				
Advertising/Marketing	0	1	1	1
Consultant/Management	236	825	695	610
Legal	31	0	11	0
Other Services	8	113	112	110
Printing/Binding	1	9	8	9
Subtotal	277	947	827	730
Materials and Supplies				
Office Supplies	3	5	3	3
Other Materials/Supplies	2	3	2	6
Postage	0	1	0	0
Small Equipment/Furniture	8	21	17	17
Subtotal	12	31	22	26
Miscellaneous Expense				
Books/Subscriptions	2	2	1	2
Dues/Memberships	6	13	10	11
Other Misc. Expense	0	26	1	5
Training	11	15	15	20
Travel/Meetings	13	30	27	53
Subtotal	31	86	54	91
Other Expense				
Utilities	12	29	23	20
Subtotal	12	29	23	20
Total Staff Operating	\$4,694	\$6,179	\$5,892	\$6,047

Non-Staff Budgets

Program Description

Sound Transit also maintains separate budgets for programs that are not staff costs and are not directly related to service or project delivery. These include debt service, administrative capital, and net non-operating expenses. The table below summarizes these non-staff budgets.

Non-Staff Budgets Summary

(in thousands)

Non-Staff Budget	Proposed 2012 Budget
Debt Service	
Interest Expense	29,343
Capitalized Interest	45,782
Debt Service Total	75,125
Administrative Capital	5,937
Net Non-Operating Expenses	
Property	926
Project	1,136
Net Non-Operating Expenses Total	2,062
Total Non-Staff Budgets ¹	\$83,124

(1) From 2012, agency administration non-staff budgets do not include reserves for Capital Replacement and Emergency/Loss fund.

Debt Service

As of July 31, 2011, Sound Transit has \$1.5 billion of outstanding long-term bonds, the proceeds of which finance construction of capital projects. In December 1998, Sound Transit issued its first series of bonds which totaled \$350 million and had various maturity dates between 2006 and 2028.

In March 2005, the Board approved a resolution (No. R2005-07) to issue further bond debt. The agency issued \$423 million worth of bonds with maturity dates falling between 2011 and 2030. In 2009, \$25 million worth of bond debt set to mature in 2015 and 2016 was refunded.

In December 2007, the board approved another resolution (No. R2007-22) to issue further bond debt. Following this approval, the agency issued \$450 million in bonds with maturity dates falling on dates between 2008 and 2036. In September 2009, the board approved two resolutions (No. R2009-15 and No. R2009-16) to issue further bond debt. At this time, \$400 million worth of bonds were issued with maturity dates falling between 2015 and 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 2012, total project debt service is budgeted at \$75.1 million, which includes \$29.3 million in interest expense and \$45.8 million of capitalized interest.

Administrative Capital

Purchases of equipment or other expenditures to support agency administration activities that total \$5,000 or more are capitalized and depreciated according to generally accepted accounting principles (GAAP). Items capitalized and depreciated within our budget include office furniture, non-revenue fleet automobiles, computer hardware and software, and other specialized equipment. Sound Transit's has a technology governance team that reviews and prioritizes requests for new information systems. Ongoing investments in IT systems to manage financial and transit assets are both high priorities

For 2012, administrative capital is budgeted at \$5.9 million. Approximately \$4.3 million is IT spending on upgrades to improve productivity and ensure system integrity as well as design and install new integrated agency systems such as budgeting and enterprise asset management.

Net Non-Operating Expenses

Certain costs cannot be capitalized to projects but are instead expensed, in accordance with GAAP.

These costs fall under three non-operating expense categories:

Non-Operating Property Expenses

Non-operating property expenses include land held in inventory for use in projects and surplus land. Expenses in this category include operations and maintenance fees, such as property taxes, security, landscaping, cleaning, and other management services related to maintaining properties. Costs to prepare surplus property for sale (surveys, title, etc.) must also be expensed.

In 2012, non-operating property expenses are budgeted at \$0.9 million.

Non-Operating Project Expenses

These expenses include project expenditures that, according to GAAP, cannot be capitalized. These include insurance claim costs and premiums related to operations, taxes, operating leases, and rental depreciation and amortization. Maintenance of facilities 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 excluded from the final project build-out must also be expensed.

In 2012, non-operating project expenses are budgeted at \$1.1 million.

Donations and Other Non-Cash Expenses

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

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

In 2012, total non-operating expenses are budgeted at \$2.1 million.

Reserves

Additional monies are set aside in anticipation of future financial obligations. Sound Transit has reserves for capital replacement and emergency/loss. These amounts are included in this document but not as part of the agency administration budget since they are not an expense in the budget year.

Capital Replacement

The capital replacement reserve is a restricted sinking fund. The amount of the annual contribution to the fund is determined by a schedule of all asset costs and useful lives maintained the Agency's Financial Plan. Funds are held in long-term investments and their use is restricted to future asset replacement.

In 2012, the contribution is approximately \$49.9 million.

Emergency/Loss

Sound Transit has an emergency reserve to cover the retention/deductible in the event of an insured loss. This is a fund that is being accumulated at a rate of \$2 million a year.

In 2012, the contribution is \$2.0 million.

Non-Cash Expenses

Non-cash expenses include depreciation and amortization of assets as well as donations and other non-cash expenses as described below.

Depreciation and Amortization

In 2012, the depreciation of service delivery assets is estimated at \$118.9 million and \$1.8 million for administrative assets.

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. For example, we build improvements to public highways such as HOV lanes and in return receive rights to use WSDOT lands, such as an airspace lease allowing us to build light rail guideways over their property. 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 2012, donations and other non-cash expenses are estimated to be \$65.1 million.

APPENDIX A

STAFFING PLAN SUMMARY AND DETAIL

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Service Delivery 2012 Staffing Plan
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	Filled At End of June 2011	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan	Change to Current
Service Delivery							
Central Link	6.00	6.00	6.00	-	1.00	7.00	1.00
Regional Express	3.00	3.00	3.00	-	-	3.00	-
Sounder	4.00	5.00	5.00	-	-	5.00	-
Tacoma Light Rail	15.00	18.00	18.00	-	-	18.00	-
Transit Systems	9.00	11.00	11.00	-	1.00	12.00	1.00
Service Delivery Total	37.00	43.00	43.00	-	2.00	45.00	2.00

Service Delivery 2012 Staffing Plan

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Service Delivery					
Central Link					
Link Maintenance Manager	1.00	1.00			1.00
Link Maintenance Superintendent	1.00	1.00		1.00	2.00
Link Transportation Manager	1.00	1.00			1.00
Link Transportation Superintendent	2.00	2.00			2.00
Senior Administrative Specialist	1.00	1.00			1.00
Central Link Total	6.00	6.00	-	1.00	7.00
ST Express					
Bus Maintenance 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
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
Superintendent - ROW Maintenance	1.00	1.00			1.00
Sounder Total	5.00	5.00	-	-	5.00
Tacoma Link					
Light Rail Vehicle Operator	7.00	7.00			7.00
Maintenance Supervisor	1.00	1.00			1.00
Operations & Maintenance Supervisor	4.00	4.00			4.00
Operations & Maintenance Technician	3.00	3.00			3.00
Project Administration Specialist	1.00	1.00			1.00
Tacoma Link Light Rail Assistant Operations M	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	(1.00)		-
Senior Systems Engineer	1.00	1.00	1.00	1.00	3.00
Transit Systems Electronic Supervisor	2.00	2.00			2.00
Transit Systems Electronic Technician	5.00	5.00			5.00
Transit Systems Engineer	2.00	2.00			2.00
Transit Systems Total	11.00	11.00	-	1.00	12.00
Service Delivery Total	43.00	43.00	-	2.00	45.00

Agency Administration 2012 Staffing Plan

	Filled At End of June 2011	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan	Change to Current
Agency Administration							
Executive							
Board Administration	5.00	-	6.00	-	-	6.00	-
CEO's Office	4.00	4.00	4.00	-	-	4.00	-
Diversity Program	7.00	8.00	8.00	-	-	8.00	-
Human Resources	9.00	11.00	11.00	-	-	11.00	-
Internal Audit	3.00	3.00	3.00	-	-	3.00	-
Procurement & Contracts	27.00	29.00	29.00	-	1.00	30.00	1.00
Quality Assurance	8.00	8.00	8.00	-	-	8.00	-
Safety	10.00	12.00	12.00	-	1.50	13.50	1.50
Safety & Quality Assurance Director Office	2.00	2.00	2.00	-	-	2.00	-
Security	3.00	3.00	3.00	-	-	3.00	-
Executive Total	78.00	80.00	86.00	-	2.50	88.50	2.50
Finance and Information Technology							
CFO's Office	2.00	3.00	3.00	-	-	3.00	-
Finance and Budget	11.00	12.00	12.00	-	-	12.00	-
Financial Accounting	22.00	22.00	22.00	-	-	22.00	-
Grants Division	2.00	2.00	2.00	-	1.00	3.00	1.00
Gsc/Warehouse	2.00	2.00	2.00	-	-	2.00	-
Information Technology	28.50	38.50	38.50	(0.50)	3.00	41.00	2.50
ORCA Regional Services	2.00	2.00	2.00	-	-	2.00	-
ORCA ST Regional Services	3.75	3.75	3.75	0.75	-	4.50	0.75
Risk Management	3.00	4.00	4.00	-	1.00	5.00	1.00
Treasury & Revenue	4.75	4.75	4.75	0.75	-	5.50	0.75
Finance and Information Technology Total	81.00	94.00	94.00	1.00	5.00	100.00	6.00
Legal							
General Counsel	12.00	15.00	15.00	-	-	15.00	-
Legal Total	12.00	15.00	15.00	-	-	15.00	-
Design, Engineering & Construction Management							
Architecture & Art	8.00	9.00	9.00	-	2.00	11.00	2.00
Civil & Structural Design	26.00	34.00	34.00	-	4.00	38.00	4.00
Community Outreach	15.00	16.00	16.00	-	-	16.00	-
Construction Management	16.00	22.00	22.00	-	2.00	24.00	2.00
DECM Director's Office	11.00	15.00	15.00	-	-	15.00	-
Project Controls	34.00	35.00	35.00	-	3.00	38.00	3.00
Project Management	11.00	12.00	12.00	-	-	12.00	-
Project Support Services	8.00	8.00	8.00	-	1.00	9.00	1.00
Property Management	5.00	5.00	5.00	(5.00)	-	-	(5.00)
Real Property	8.00	11.00	11.00	5.00	-	16.00	5.00
Systems Engineering & Integration	16.00	19.00	19.00	-	4.00	23.00	4.00
Design, Engineering & Construction Management Total	158.00	186.00	186.00	-	16.00	202.00	16.00
Communications & External Affairs							
Board Administration	-	6.00	-	-	-	-	-
CEA Director's Office	2.00	2.00	2.00	-	-	2.00	-
Customer Outreach	5.00	5.00	5.00	-	-	5.00	-
Government Relations	5.00	5.00	5.00	-	-	5.00	-
Marketing & Creative Services	14.75	14.75	14.75	-	2.25	17.00	2.25
Media Relations and Public Information	6.00	6.00	6.00	-	-	6.00	-
Communications & External Affairs Total	32.75	38.75	32.75	-	2.25	35.00	2.25
Operations Department							
Asset Planning & Programming	4.00	4.00	4.00	-	-	4.00	-
Business Services	5.00	6.00	6.00	-	-	6.00	-
Customer Facilities & Accessible Services	6.00	6.00	6.00	-	-	6.00	-
Customer Services	9.00	10.00	10.00	-	1.00	11.00	1.00
Director's Office	9.00	9.00	9.00	-	-	9.00	-
Facilities and Fleet	14.00	18.00	18.00	-	2.00	20.00	2.00
Service Planning & Development	3.00	4.00	4.00	-	-	4.00	-
Operations Department Total	50.00	57.00	57.00	-	3.00	60.00	3.00
Planning, Environment & Project Development							
Environmental Affairs & Sustainability	15.00	15.00	15.00	-	-	15.00	-
Office of Planning and Development	8.00	11.00	11.00	(1.00)	-	10.00	(1.00)
PEPD Executive Director's Office	2.00	2.00	2.00	-	-	2.00	-
Project Development	10.00	12.00	12.00	-	-	12.00	-
Transit Oriented Development	2.00	2.00	2.00	-	-	2.00	-
Planning, Environment & Project Development Total	37.00	42.00	42.00	(1.00)	-	41.00	(1.00)
Agency Administration Total	448.75	512.75	512.75	-	28.75	541.50	28.75

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Agency Administration					
Executive					
Board Administration					
Administrative Specialist	-	1.00			1.00
Board Administration Manager	-	1.00			1.00
Board Coordinator	-	2.00			2.00
Correspondence Management Coordinator	-	1.00			1.00
Records Management Coordinator	-	1.00			1.00
Board Administration Total	-	6.00	-	-	6.00
CEO's Office					
Chief Executive Officer	1.00	1.00			1.00
Deputy Chief Executive Officer	1.00	1.00			1.00
Executive Program Advisor	1.00	1.00			1.00
Senior Executive Assistant	1.00	1.00			1.00
CEO's Office Total	4.00	4.00	-	-	4.00
Diversity Program					
Diversity Program Director	1.00	1.00			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
Senior Administrative Specialist	1.00	1.00			1.00
Diversity Program Total	8.00	8.00	-	-	8.00
Human Resources					
Employee Relations Manager	-	1.00			1.00
Human Resources Administrative Specialist	2.00	-			-
Human Resources Director	1.00	1.00			1.00
Human Resources Generalist	3.00	-			-
Human Resources Specialist	2.00	1.00			1.00
Retirement & Benefits Analyst	-	1.00			1.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior HRIS/LMS Analyst	-	1.00			1.00
Senior Human Resources Generalist	2.00	-			-
Senior Recruiter	-	3.00			3.00
Talent & Organization Development Manager	-	1.00			1.00
Total Rewards Manager	-	1.00			1.00
Human Resources Total	11.00	11.00	-	-	11.00
Internal Audit					
Internal Audit Director	1.00	1.00			1.00
Internal Auditor	1.00	1.00			1.00
Senior Internal Auditor	1.00	1.00			1.00
Internal Audit Total	3.00	3.00	-	-	3.00
Procurement & Contracts					
Administrative Specialist	2.00	2.00			2.00
Construction Contracts Manager	1.00	1.00			1.00
Construction Contracts Specialist	4.00	4.00			4.00
Contracts Manager	1.00	1.00			1.00
Contracts Specialist	1.00	-			-
Contracts Systems Supervisor	1.00	1.00			1.00
Procurement & Contracts Director	1.00	1.00			1.00
Procurement/Contracts Assistant	3.00	3.00			3.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Procurement/Contracts Coordinator	1.00	1.00			1.00
Senior Buyer Planner	1.00	1.00			1.00
Senior Construction Contracts Specialist	6.00	6.00		1.00	7.00
Senior Contracts Specialist	7.00	8.00			8.00
Procurement & Contracts Total	29.00	29.00	-	1.00	30.00
Quality Assurance					
Agency QA/QC Manager	1.00	1.00			1.00
Project Administration Specialist	1.00	1.00			1.00
Quality Assurance Engineer	5.00	5.00			5.00
Senior Quality Assurance Assessor	1.00	1.00			1.00
Quality Assurance Total	8.00	8.00	-	-	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	3.00	3.00		1.00	4.00
Health & Safety Specialist	1.00	1.00		0.50	1.50
Project Administration Specialist	1.00	1.00			1.00
Rail Passenger Safety Manager	1.00	1.00			1.00
Senior Health & Safety Specialist	1.00	1.00			1.00
Senior System Safety & Assurance Specialist	1.00	1.00			1.00
System Safety & Assurance Specialist	1.00	1.00			1.00
Safety Total	12.00	12.00	-	1.50	13.50
Safety & Quality Assurance Director Office					
Director of Safety & Quality Assurance	1.00	1.00			1.00
Senior Administrative Specialist	1.00	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			1.00
Project Administration Specialist	1.00	1.00			1.00
Security Total	3.00	3.00	-	-	3.00
Executive Total	80.00	86.00	-	2.50	88.50
Finance and Information Technology					
CFO's Office					
Executive Assistant	1.00	1.00			1.00
Executive Director of Finance and IT	1.00	1.00			1.00
Records Manager	1.00	1.00			1.00
CFO's Office Total	3.00	3.00	-	-	3.00
Finance & Budget					
Budget Supervisor	2.00	2.00			2.00
Director of Budget & Financial Planning	1.00	1.00			1.00
Finance & Budget Coordinator	1.00	1.00			1.00
Senior Financial Budget Analyst	6.00	6.00			6.00
Senior Financial Planner	2.00	2.00			2.00
Finance & Budget Total	12.00	12.00	-	-	12.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Financial Accounting					
Accountant	4.00	4.00			4.00
Accountant - Asset Management	1.00	1.00			1.00
Accounting Manager	-	1.00			1.00
Accounting Supervisor	2.00	1.00			1.00
Accounts Payable Specialist	3.00	3.00			3.00
Accounts Payable Supervisor	1.00	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			1.00
Business Process Administrator	1.00	1.00			1.00
Controller	1.00	1.00			1.00
Payroll Assistant	1.00	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			1.00
Financial Accounting Total	22.00	22.00	-	-	22.00
Grants Division					
Grants Administrator	1.00	1.00			1.00
Grants Manager	1.00	1.00			1.00
Grants Specialist	-	-		1.00	1.00
Grants Division Total	2.00	2.00	-	1.00	3.00
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					
Chief Information Officer	1.00	-			-
Database Administrator	1.00	1.00			1.00
Deputy Chief Information Officer	1.00	1.00			1.00
Deputy Executive Director	-	1.00			1.00
GIS Analyst	1.00	1.00			1.00
GIS Specialist	1.00	1.00			1.00
Helpdesk Support Technician	2.00	2.00			2.00
IT Manager	2.00	3.00			3.00
IT Project Analyst	1.00	-			-
IT Project Manager	2.00	3.00			3.00
IT Purchasing Coordinator	1.00	1.00			1.00
IT Services Desk Manager	1.00	1.00			1.00
IT Supervisor	2.00	-			-
IT Support Specialist	2.00	2.00		1.00	3.00
IT System Administrator	2.00	2.00			2.00
IT System Engineer	1.00	1.00			1.00
IT Systems Analyst	1.00	1.00		1.00	2.00
Network Engineer	1.00	1.00			1.00
Report Developer	1.00	1.00			1.00
Research & Technology Program Manager	-	-		1.00	1.00
Senior Client Systems Architect	1.00	1.00			1.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Senior Database Administrator	1.00	1.00			1.00
Senior IT Project Manager	1.00	1.00			1.00
Senior IT Support Specialist	2.00	2.00			2.00
Senior IT Systems Analyst	4.50	5.50	(0.50)		5.00
Senior IT Systems Engineer	1.00	2.00			2.00
Senior Network Engineer	2.00	2.00			2.00
Systems Developer	1.00	-			-
Web Developer	1.00	1.00			1.00
Information Technology Total	38.50	38.50	(0.50)	3.00	41.00
ORCA Regional Services					
ORCA Regional Program Administrator	1.00	1.00			1.00
ORCA Regional Program Specialist	1.00	1.00			1.00
ORCA Regional Services Total	2.00	2.00	-	-	2.00
ORCA ST Regional Services					
Cash Accountant	0.25	0.25	0.75		1.00
Fiscal Agent - ORCA	1.00	1.00			1.00
Revenue Analysis Manager	1.00	1.00	(0.50)		0.50
Senior Customer Service Representative	1.00	1.00			1.00
Senior IT Systems Analyst	0.50	0.50	0.50		1.00
ORCA ST Regional Services Total	3.75	3.75	0.75	-	4.50
Risk Management					
Administrative Specialist	-	-		1.00	1.00
Claims Coordinator	1.00	-			-
Risk Management Director	1.00	1.00			1.00
Risk & Claims Analyst	1.00	2.00			2.00
Risk & Insurance Manager		1.00			1.00
Risk & Insurance Specialist	1.00	-			-
Risk Management Total	4.00	4.00	-	1.00	5.00
Treasury & Revenue					
Cash Accountant	1.75	1.75	(0.75)		1.00
Cash/Investment Administrator	1.00	1.00			1.00
ORCA Site Administrator	1.00	1.00			1.00
Revenue Analysis Manager	-	-	0.50		0.50
Senior Analyst	-	-	1.00		1.00
Treasurer	1.00	1.00			1.00
Treasury & Revenue Total	4.75	4.75	0.75	-	5.50
Finance & Information Technology Total	94.00	94.00	1.00	5.00	100.00
Legal					
General Counsel					
Administrative Specialist	1.00	1.00			1.00
Business Manager/Public Record Officer	1.00	1.00			1.00
Deputy General Counsel	1.00	1.00			1.00
General Counsel	1.00	1.00			1.00
Legal Secretary	1.00	1.00			1.00
Project Administration Specialist	1.00	1.00			1.00
Project Coordinator	1.00	1.00			1.00
Senior Legal Counsel	8.00	8.00			8.00
General Counsel Total	15.00	15.00	-	-	15.00
Legal Total	15.00	15.00	-	-	15.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Design, Engineering & Construction Management					
Architecture & Art					
Architect	5.00	5.00		1.00	6.00
Architecture & Art Manager	1.00	1.00			1.00
Project Coordinator	-	-		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	9.00	9.00	-	2.00	11.00
Civil & Structural Design					
CAD Drafter Supervisor	1.00	1.00			1.00
Civil Engineer	6.00	4.00		1.00	5.00
Civil Engineer - ROW	1.00	1.00			1.00
Civil Engineer - Utilities	1.00	1.00			1.00
Civil Engineering Manager	1.00	1.00			1.00
Director Civil & Structural Design	1.00	1.00			1.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior CAD Drafter	4.00	4.00		1.00	5.00
Senior Civil Engineer	10.00	12.00		1.00	13.00
Senior Structural Engineer	3.00	3.00		1.00	4.00
Specification Writer	1.00	1.00			1.00
Structural Engineer	4.00	4.00			4.00
Civil & Structural Design Total	34.00	34.00	-	4.00	38.00
Community Outreach					
Community Outreach Assistant	1.00	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	16.00	16.00	-	-	16.00
Construction Management					
Construction Management Director	1.00	1.00			1.00
Construction Manager - DECM	9.00	9.00	1.00	1.00	11.00
Construction Project Specialist	1.00	1.00			1.00
Deputy Construction Manager	3.00	3.00	1.00		4.00
Engineering Systems Inspector	1.00	1.00			1.00
Principal Construction Manager	1.00	1.00		1.00	2.00
Project Coordinator - DECM	2.00	1.00			1.00
Project Manager	2.00	2.00	(2.00)		-
Senior Civil Engineer	2.00	2.00			2.00
Senior Project Coordinator	-	1.00			1.00
Construction Management Total	22.00	22.00	-	2.00	24.00
DECM Director's Office					
Chief of Staff	1.00	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

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Executive Project Director	3.00	3.00			3.00
Project Coordinator - DECM	1.00	1.00			1.00
Project Director	2.00	2.00			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	15.00	15.00	-	-	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	4.00	4.00		1.00	5.00
Project Control Assistant	2.00	2.00			2.00
Project Control Coordinator	2.00	2.00			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 Mar	1.00	1.00			1.00
Project Control Specialist	8.00	8.00			8.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior Cost Engineer	2.00	2.00			2.00
Senior Document Control Coordinator	2.00	2.00			2.00
Senior Project Control Specialist	4.00	4.00		1.00	5.00
Senior Project Risk Engineer	1.00	1.00			1.00
Senior Scheduling Engineer	2.00	2.00			2.00
Senior Systems Cost Engineer	-	-		1.00	1.00
Project Controls Total	35.00	35.00	-	3.00	38.00
Project Management					
Project Coordinator - DECM	2.00	2.00			2.00
Project Management Director	1.00	1.00			1.00
Project Manager	7.00	8.00			8.00
Senior Project Coordinator	2.00	1.00			1.00
Project Management Total	12.00	12.00	-	-	12.00
Project Support Services					
Assistant Permits Administrator	1.00	2.00			2.00
Permits Administrator	1.00	1.00			1.00
Permits Specialist	1.00	-			-
Project Manager - DECM	3.00	3.00	(1.00)		2.00
Project Support Services Manager	1.00	1.00			1.00
Senior Project Coordinator - DECM	1.00	1.00		1.00	2.00
Senior Project Manager	-	-	1.00		1.00
Project Support Services Total	8.00	8.00	-	1.00	9.00
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)	-	-

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Real Property					
Director OF Real Property	1.00	1.00			1.00
Leasing Document Coordinator	-	-	1.00		1.00
Property Assistant	1.00	1.00	(1.00)		-
Property Coordinator	3.00	3.00			3.00
Property Management Assistant	-	-	1.00		1.00
Property Management Assistant Manager	-	-	1.00		1.00
Property Management Manager	-	-	1.00		1.00
Property Management Specialist	-	-	1.00		1.00
Property Records Research Technician	1.00	1.00			1.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior Leasing Document Coordinator	-	-	1.00		1.00
Senior Real Property Agent	4.00	4.00			4.00
Real Property Total	11.00	11.00	5.00	-	16.00
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			1.00
Project Coordinator	-	-		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			1.00
Senior Mechanical Engineer	1.00	1.00			1.00
Senior Systems Engineer	7.00	7.00		2.00	9.00
Systems Engineer	3.00	3.00		1.00	4.00
Systems Engineering & Integration Director	1.00	1.00			1.00
Systems Engineering Manager	1.00	1.00			1.00
Systems Engineering & Integration Total	19.00	19.00	-	4.00	23.00
Design, Engineering & Construction Management Total	186.00	186.00	-	16.00	202.00
Communications & External Affairs					
Board Administration					
Administrative Specialist	1.00	-			-
Board Administration Manager	1.00	-			-
Board Coordinator	2.00	-			-
Correspondence Management Coordinator	1.00	-			-
Records Management Coordinator	1.00	-			-
Board Administration Total	6.00	-	-	-	-
CEA Director's Office					
Executive Assistant	1.00	1.00			1.00
Executive Director of Communications & External Affairs	1.00	1.00			1.00
CEA Director's Office Total	2.00	2.00	-	-	2.00
Customer Outreach					
Customer Outreach Assistant	1.00	1.00			1.00
Customer Outreach Coordinator	1.00	1.00			1.00
Customer Outreach Manager	1.00	1.00			1.00
Events Coordinator	1.00	1.00			1.00
Events Specialist	1.00	1.00			1.00
Customer Outreach Total	5.00	5.00	-	-	5.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Government Relations					
Government & Community Relations Director	1.00	1.00			1.00
Government & Community Relations Officer	-	3.00			3.00
Government & Community Relations Specialist	3.00	-			-
State Relations Officer	-	1.00			1.00
State Relations Specialist	1.00	-			-
Government Relations Total	5.00	5.00	-	-	5.00
Marketing & Creative Services					
Communications Specialist	3.00	3.00			3.00
Graphic Designer	1.00	1.00		1.00	2.00
Lead Communications Specialist	-	1.00			1.00
Lead Graphic Designer	-	1.00			1.00
Marketing Coordinator	1.00	1.00			1.00
Marketing Specialist	2.00	1.00			1.00
Marketing/Creative Services Manager	1.00	1.00			1.00
Rider Information Specialist	1.00	1.00			1.00
Senior Graphic Designer	3.00	2.00			2.00
Video Producer	1.00	1.00			1.00
Video Production Technician	1.00	1.00			1.00
Web Program Manager	-	-		1.00	1.00
Web Site Specialist	0.75	0.75		0.25	1.00
Marketing & Creative Services Total	14.75	14.75	-	2.25	17.00
Media Relations and Public Information					
Information Center Specialist	1.00	1.00			1.00
Media Relations & Public Information Manager	1.00	1.00			1.00
Public Information Coordinator	1.00	1.00			1.00
Public Information Specialist	3.00	3.00			3.00
Media Relations and Public Information Total	6.00	6.00	-	-	6.00
Communications & External Affairs Total	38.75	32.75	-	2.25	35.00
Operations Department					
Asset Planning & Programming					
Asset Control Planner	-	1.00			1.00
Asset Planning & Programming Manager	1.00	1.00			1.00
Document Control Coordinator	2.00	1.00			1.00
Space Planning/CADD Operator	1.00	1.00			1.00
Asset Planning & Programming Total	4.00	4.00	-	-	4.00
Business Services					
Business Systems Analyst	1.00	1.00			1.00
Operations Business Coordinator	4.00	4.00			4.00
Operations Business Manager	1.00	1.00			1.00
Business Services Total	6.00	6.00	-	-	6.00
Customer Facilities & Accessible Services					
Accessibility Coordinator	1.00	1.00			1.00
Customer Facilities & Accessibility Services Manager	1.00	1.00			1.00
Facilities Coordinator	1.00	1.00			1.00
Parking & Customer Facilities Coordinator	3.00	3.00			3.00
Customer Facilities & Accessible Services Total	6.00	6.00	-	-	6.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Customer Services					
Customer Service Manager	1.00	1.00			1.00
Customer Service Representative	4.00	4.00			4.00
Customer Service Supervisor	1.00	1.00		1.00	2.00
Receptionist/Administrative Assistant	2.00	2.00			2.00
Senior Customer Service Representative	2.00	2.00			2.00
Customer Services Total	10.00	10.00	-	1.00	11.00
Facilities and Fleet					
Assistant Facilities Manager	-	1.00			1.00
Facilities Assistant	1.00	1.00			1.00
Facilities Coordinator	1.00	1.00			1.00
Facilities Maintenance Manager	1.00	1.00			1.00
Facilities Project Manager	3.00	3.00			3.00
Facilities Specialist	5.00	5.00			5.00
Parking & Customer Facilities Manager	1.00	-			-
Project Manager	-	-		1.00	1.00
Senior Facilities Coordinator	1.00	1.00			1.00
Senior Facilities Specialist	4.00	5.00		1.00	6.00
Senior Fleet & Facilities Specialist	1.00	-			-
Facilities and Fleet Total	18.00	18.00	-	2.00	20.00
Operations Director's Office					
Administrative Analyst	1.00	1.00			1.00
Deputy Executive Director Transportation & Maintenance	1.00	1.00			1.00
Executive Assistant	1.00	1.00			1.00
Executive Director of Operations	1.00	1.00			1.00
Facilities & Asset Control Director	1.00	1.00			1.00
Light Rail Operations Director	1.00	1.00			1.00
Operations Support Services Director	1.00	1.00			1.00
Project Administration Specialist	1.00	1.00			1.00
Senior Administrative Specialist	1.00	1.00			1.00
Operations Director's Office Total	9.00	9.00	-	-	9.00
Service Planning & Development					
Assistant Service Planner	1.00	1.00			1.00
Service Planner	2.00	2.00			2.00
Service Planning Manager	1.00	1.00			1.00
Service Planning & Development Total	4.00	4.00	-	-	4.00
Operations Department Total	57.00	57.00	-	3.00	60.00
Planning, Environment & Project Development					
Environmental Affairs & Sustainability					
Associate Environmental Planner	1.00	1.00			1.00
Deputy Director of Environmental Affairs & Sustainability	1.00	1.00			1.00
Environmental Affairs & Sustainability Director	1.00	1.00			1.00
Environmental Analyst	1.00	1.00			1.00
Environmental Compliance Manager	1.00	1.00			1.00
Environmental Planner	2.00	2.00			2.00
Project Administration Specialist	1.00	1.00			1.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior Environmental Analyst	2.00	2.00			2.00

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Senior Environmental Planner	3.00	3.00			3.00
Sustainability Manager	1.00	1.00			1.00
Environmental Affairs & Sustainability Total	15.00	15.00	-	-	15.00
Office of Planning and Development					
Associate Planner	1.00	1.00			1.00
Business Account Representative	1.00	1.00			1.00
Planning & Development Director	1.00	1.00			1.00
Planning & Project Development Manager	1.00	1.00			1.00
Project Manager - Modeler	1.00	1.00			1.00
Research, Policy & Business Development Manager	1.00	1.00			1.00
Senior Administrative Specialist	1.00	1.00	(1.00)		-
Senior Policy Planner	1.00	1.00			1.00
Senior Transportation Planner	3.00	3.00			3.00
Office of Planning and Development Total	11.00	11.00	(1.00)	-	10.00
PEPD Director's Office		-			
Executive Assistant	1.00	1.00			1.00
Executive Director of Planning, Environment & Project Dev.	1.00	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	5.00	5.00			5.00
Senior Administrative Specialist	1.00	1.00			1.00
Transportation Planner	1.00	1.00			1.00
PEPD Link Development Total	12.00	12.00	-	-	12.00
Transit Oriented Development					
Senior TOD Specialist	1.00	1.00			1.00
Transit Oriented Development Manager	1.00	1.00			1.00
Transit Oriented Development Total	2.00	2.00	-	-	2.00
Planning, Environment & Project Development Total	42.00	42.00	(1.00)	-	41.00
Agency Administration Total	512.75	512.75	-	28.75	541.50

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APPENDIX B

BUDGET PROCESS

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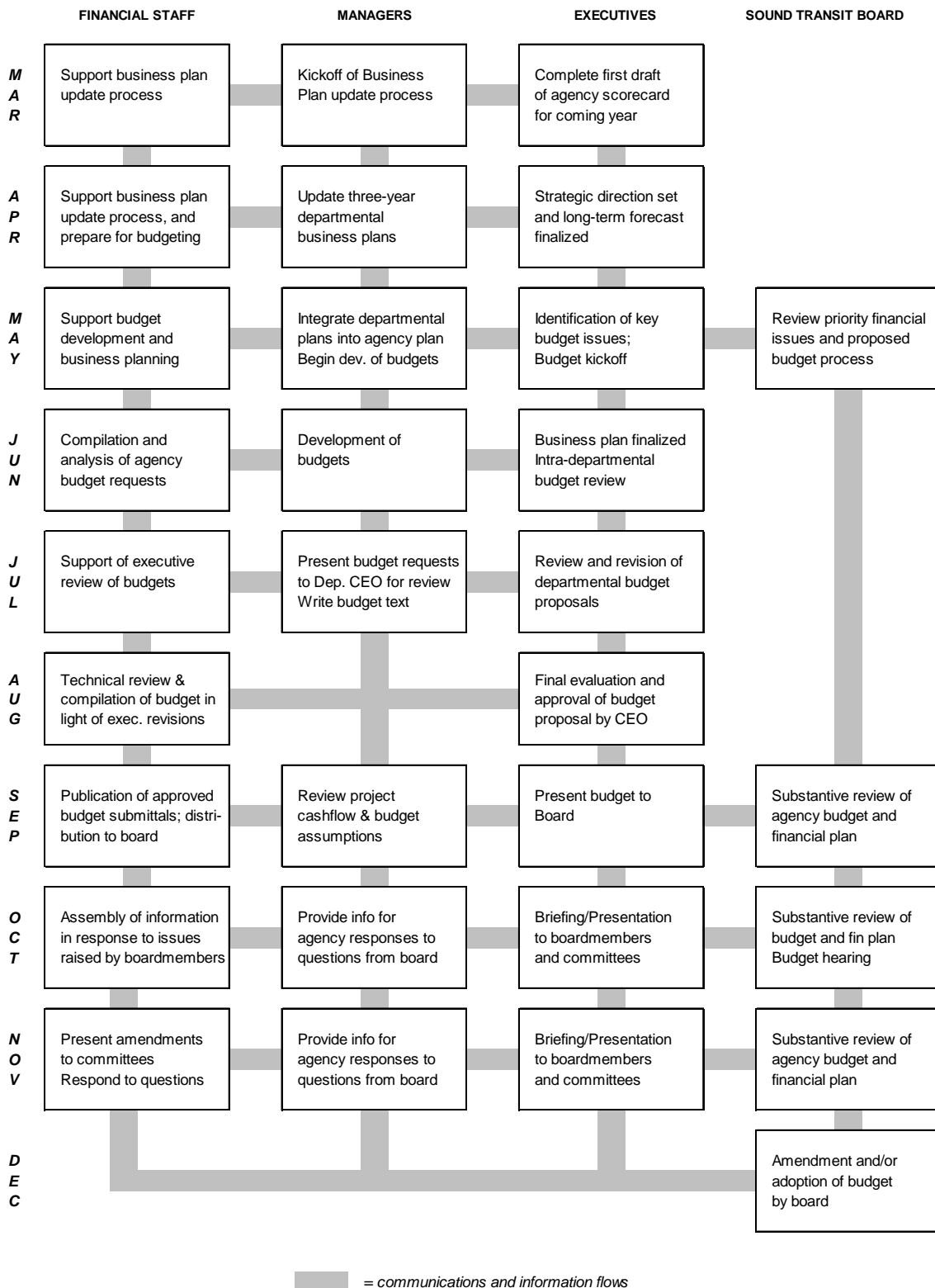
BUDGET PROCESS

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

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

The annual budget process begins with business planning beginning in March, budget development beginning in May and with budget adoption anticipated in December. Major phases of this process are outlined on the next page.

Sound Transit Budget Process Summary



APPENDIX C

SUBAREA ALLOCATIONS

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Subarea Allocations

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

This system is integrated into the agency's system of internal control over financial reporting, ensuring the integrity of the information reported and provides management, the board, and the citizen oversight panel required information to monitor progress against Sound Transit's subarea commitments to its voters.

Annually, the agency's financial statement auditors perform agreed-upon procedures which look at the allocation of sources and uses of funds presented. These procedures were developed by management and are reviewed by the citizen oversight panel and as approved by the Audit and Reporting Committee of the board. All results from independent examinations are presented to the board.

This appendix provides the drivers that will be used to allocate sources and uses to subareas in 2012.

Subarea Allocation Drivers

SOURCES

Description	Driver
Sales Tax	Department of Revenue Location Code
Motor Vehicle Tax	Department of Licensing Zip Code Location
Rental Car Tax	Department of Revenue Location Code
Grants	Project Costs or Board Designation
Passenger Fare	(see next section)
Interest Earnings	Financial Policies
Other Revenue	Location
Bond Proceeds	Financial Plan

PASSENGER FARES

Description	Driver
Sounder Fares	Station Boarding
ST Express Bus Service Fares	Route Boardings / Platform Hours
Central Link Light Rail Fares	Station Boardings

OPERATING USES

Sounder Commuter Rail Services Operating Uses

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

ST Express Bus Services Operating Uses

Description	Driver
Bus Operations	Platform Hours

Link Light Rail Services Operating Uses

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

Other Uses

Description	Driver
Art Maintenance	Facility Location
Accessibility Services	Mode/Operations Use Rule
Other Expenses	Location or Board Designation

CAPITAL PROJECT USES

Sounder Projects	Driver
Station Access & Demand Study	ST2 Adopted Financial Plan
Eastside Rail Partnership	Location
Yard and Shop Facility	ST2 Adopted Financial Plan
Positive Train Control-Tacoma-Lakewood	Location
Start Program	Location
Everett to Seattle Track & Signal	Location
Willow Creek Environmental Mitigation	Location
Seattle to Auburn Track & Signal	Location
Auburn to Tacoma Track & Signal	Location
M St.-Lakewood Track & Signal	Location
Permitting/ Environmental Mitigation	Location
D Street-M Street Track & Signal	Location
Layover	Vehicle Miles
Everett Station	Location
Mukilteo Station North Platform	Location
Mukilteo Station South Platform	Location
Edmonds Station	Location
Tukwila Station	Location
South Tacoma Station	Location
Lakewood Station	Location
Seattle-Lakewood Expanded Service	ST2 Adopted Financial Plan

Regional Express Bus Projects	Driver
ST Express Bus Base	ST2 Adopted Financial Plan
Burien Transit Center Parking Expansion	Location
Start Program	Location
Ash Way Transit Access / 164 th SW	Location
Federal Way HOV Access / S 317 th	Location
Totem Lake Freeway Station	Location
85 th Corridor, Kirkland	Location
Kirkland Transit Center	Location
Renton HOV Access / N 8 th	Location
Rainier Avenue Arterial Improvements	Location

Regional Express Bus Projects, continued	Driver
Strander Boulevard Extension	Location
Eastgate HOV Access / 142 nd Ave SE	Location
Lynnwood Transit Center	Location
Mountlake Terrace Freeway Station	Location
S. Everett Freeway Station / 112 th	Location
Federal Way Transit Center/S. 317 th	Location
Canyon Park Freeway Station	Location
Issaquah Transit Center / SR900	Location
Totem Lake Transit Center	Location
Newcastle Transit Improvements	Location
Mercer Island P&R/N Mercer Way	Location
Bothell Branch Campus Access	Location
Redmond Transit Center / NE 83 rd	Location
Sammamish P&R / 228 th SE	Location
I-90 Two-Way Transit & HOV, stage 1	Location
SR 522 HOV Enhancements/Kenmore	Location
SR 522 HOV Enhancements/Bothell	Location
I-90 Two-Way Transit & HOV, stage 2	Location
I-90 Two-Way Transit & HOV, stage 3	Location

Link Light Rail Projects	Driver
First Hill Link Connector	Location
Tacoma Link Expansion	Location
Link Maintenance & Storage	ST2 Adopted Financial Plan
Start Program	Location
North Link	Location
North Corridor HCT	ST2 Adopted Financial Plan
University Link	Location
Initial Segment	2009 Sound Move Reported Rules
Central Link Switch Heaters	2009 Sound Move Reported Rules; Vehicle Maintenance
DSTT South Access Security	Location
Airport Link	Location
South Link	Location
South Corridor HCT	Location
East Link	ST2 Adopted Financial Plan

Service Delivery Projects	Driver
Ticket Vending Machines	Number per Location
Passenger Information System / CCTV	Number per Location
Bus Maintenance Facility	Platform Hours
Bus Fleet Replacement	Platform Hours

Service Delivery Projects, continued	Driver
Sounder Fleet Program	2009 Sound Move Reported Rules
ST2 Fleet Expansion	ST2 Adopted Financial Plan
Small Works Program	Location
Auburn Bus Loop	Location
King St. Station Platform Light	Location
Homeland Security Enhancements	Location
Talking Signs	Location
Bus Mobile Communications	Platform Hours
Regional Mobility Parking Enhancements	Location
Sound Transit Police Office	Location
Bike Locker Program	Number per Location
Sounder Fleet Program	ST2 Adopted Financial Plan

SYSTEMWIDE USES

Description	Driver
Agency Administration	Financial Policies
Administrative Capital	Financial Policies
Fare Integration	Financial Policies
Phase II Planning	Financial Policies
Research and Technology	Financial Policies
System Access Program	Financial Policies

Debt Service Uses

Description	Driver
2010 Debt Service	Financial Plan

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APPENDIX D

DEPARTMENT/DIVISION SCORECARDS

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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 stakeholders about the benefits of Sound Transit.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Achieve ST2 funding assumptions.
2. Achieve public policies that support Sound Transit's mission.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Create new status report for federal audiences to demonstrate Sound Transit progress and nexus with federal policies and programs.▪ Share survey data with federal, state, and local partners about Sound Transit issues.▪ Identify possible revenue tools for ST3 and explore inclusion of Sound Transit in statewide revenue package.▪ Develop model transit-supportive local land use plans that support agency project delivery and strong transit ridership.	<ul style="list-style-type: none">▪ Receive FFGA payments.▪ Provide report to federal partners every quarter.▪ Inclusion of Sound Transit in statewide revenue package.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

Increase market share.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Research, develop, and implement programs aimed at the senior, disabled, and limited English proficiency communities.▪ Develop marketing strategy and plan to build and retain ridership; leverage industry best practices.▪ Develop mobile customer service technology for to bring customer services into communities; initially target transit-dependent/limited mobility populations (senior, disabled).▪ Expand use of research to increase ridership and inform stakeholders (Elected Officials, Riders, Non-riders, and Impacted Communities).<ul style="list-style-type: none">– Define market– Develop metrics	<ul style="list-style-type: none">▪ Measure contacts and reaction of target populations to new outreach programs.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Renew Sound Transit as a regional agency. Enhance agency governance by supporting the Board of Directors.
2. Increase community support for transit investments and services.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Work with stakeholders and legislature to expand options for funding transit development and operations.▪ Standardize the agency's environmental and sustainability messaging.▪ Integrate sustainability messaging into all applicable marketing, public, and community outreach materials.▪ Improve accessibility of Sound Transit projects, plans, and financial management on website.▪ Make Sound Transit realignment decisions transparent and understandable.	<ul style="list-style-type: none">▪ Increase number of riders who rate the environment as a reason to ride transit.▪ Favorability rating.▪ Customer satisfaction scores.▪ Use of website for projects, plans, and financial management information.▪ Increase the percentage of people who are aware of Sound Transit's financial challenges.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Increase Sound Transit employee awareness, support, and participation in achieving the priorities outlined in the agency's Communications Plan.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Internal education on customer service as agency value.▪ Policy development regarding use of staff for customer service activities.	<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.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Improve Construction/Operational Safety.
2. Improve quality of design and construction efforts.
3. Design and construct cost effective capital projects within available budgets.
4. Achieve design and construction milestones to ensure on-time project delivery in accordance with published schedules.
5. Plan for and appropriately address risks to successful project delivery.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Identify and evaluate measures at each phase of a project to be incorporated into the safety certification program to enhance safety on capital projects. ▪ Implement readiness reviews with SQA department in accordance with department policies and procedures. ▪ Provide a minimum 32 hours of safety awareness training annually for each Agency construction manager. ▪ Review safety certification program requirements and formalize/update as appropriate in accordance with design and construction processes and practices. ▪ Develop and implement program to determine and regularly monitor and report on noncompliance to quality standards and incorporate resolution of noncompliance into lessons learned. 	<ul style="list-style-type: none"> ▪ The injury rate on Sound Transit construction projects should be lower than the national average injury rate (Recordable Injury Rate [RIR]). ▪ 100% of construction projects will develop and implement an accepted site-specific safety plan consistent with Sound Transit standards. ▪ Implement safety certification program for all construction projects. ▪ Total value of all change orders classified as design errors and omission is less than 5% of the contract value. ▪ 100% of design and construction projects undergo quality audits. ▪ 100% of project design and construction projects will be completed within Board approved budget.

<ul style="list-style-type: none"> ▪ Formalize and implement Value Engineering and Constructability Review policy and procedure. ▪ Research alternative project delivery methods for all projects as a potential means of reducing costs. ▪ Develop “design to budget” contract provisions for design contracts; incorporate into contract specifications. ▪ Participate in up to three (3) internal performance/compliance audits annually. ▪ Develop contract packaging and procurement strategies early in design to respond to market conditions (competition, scale, bonding capacity). ▪ Formally review risk mitigation strategies and approaches for applicability to all capital projects; incorporate findings into lessons learned program. 	<ul style="list-style-type: none"> ▪ Cost Performance Index (CPI) for major professional services contracts should be 0.9 or greater. ▪ Construction contracts will be completed on or below budget by not allowing contingency expenditures to exceed project progress. (Contingency Index 1.0 or greater). Construction contracts will be kept on or ahead of schedule (Schedule Performance Index (SPI) index of 0.95 or greater). ▪ All projects will maintain positive schedule float throughout the life of the project. ▪ Major projects will have a formal risk assessment that identifies and analyzes project cost and schedule risks, includes primary and secondary risk mitigation strategies and provides for adequate contingency assigned to mitigate registered risk.
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SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

Construct safe, accessible, and user-friendly transit facilities.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Ensure that safety considerations are addressed in design, construction, and operations of light rail and commuter rail facilities.▪ Retain on-call ADA consultant to augment internal resources in ADA design and construction reviews/Inspections.	<ul style="list-style-type: none">▪ System Safety Program Plan for all projects.▪ System Security and Emergency Preparedness Plan for all projects.▪ Complete Initial Segment follow – on work and obtain Certificate of Occupancy for all Central Link facilities.▪ Continue the implementation of the STart program on remaining Sound Move projects and initiate program on ST2 projects.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Maximize procurement opportunities for participation of small minority disadvantaged and/or woman-owned businesses.
2. Ensure financial accountability in capital program expenditures.
3. Maintain/increase staffing to meet projected workload.
4. Integrate appropriate sustainability measures into design and construction efforts.

2012 SCORECARD

DESIGN, ENGINEERING, AND CONSTRUCTION MANAGEMENT

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Evaluate potential improvements to increase budget accountability and monitor and control project budgets. ▪ Evaluate adequacy of staffing plan database and upgrade accordingly to improve variance reporting efficiencies. ▪ Integrate Sustainability into decision-making process. ▪ Incorporate sustainability measures including but not limited to irrigation and landscaping practices e.g., establishing low growth, low maintenance, native vegetation, into relevant guide specifications. ▪ Evaluate effectiveness of sustainability measures for the benefit and use for future projects. ▪ Develop and implement department specific strategies for resource conservation in day-to-day office activities. 	<ul style="list-style-type: none"> ▪ Meet contract specific SM/WOB subcontracting goal for all contracts. ▪ Achieve forecasted expenditure levels; annual project expenditures incurred to date should be within +/- 10% of the budgeted amounts. ▪ Ensure Staff operating budget is not over-spent. ▪ Meet FTA schedule requirements for publication of the Agency Progress Report. ▪ Provide project staff at the levels required to complete the projects on-time and within budget; actual DECM staff/consultant hours expended within +/- 10% of planned hours. ▪ Use the Sound Transit Sustainability checklist for all major projects to develop Project Sustainability Plans. ▪ Use low impact development technologies for all projects where applicable. ▪ Capital Projects over \$2M (construction) will establish project sustainability measures; these projects will have project specific sustainability plans. ▪ All buildings to be constructed to LEED Silver Standards.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Create an atmosphere/culture to enhance employee retention/development.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Provide adequate budgets to functional divisions to allow for training tailored to functional responsibilities and professional career track.	<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.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

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.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

Priorities

1. Ensure all regulatory requirements are met (Title VI & DBE Program).
2. Fund Disparity Study.
3. Enhance and redefine Small Business Program.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Lead intra-agency team responsible and accountable for implementing FTA approved Title VI Program.▪ Prepare Executive briefing on the value and benefits of conducting a Disparity Study.▪ Enhance Sound Transit Small Business Program.	<ul style="list-style-type: none">▪ All programs are in compliance with regulatory requirements, due dates are met, and applicable FTA approvals are received and up to date.▪ Funding obtained for Disparity Study with WSDOT. <p>Implement enhance Small Business Program with Port of Seattle and King County.</p>

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

Promote transit service awareness and encourage ridership among stakeholders interacting with Diversity Program Office (DPO) (e.g., Building Trades members, Disadvantaged Business Enterprise (DBE) and DPO outreach events.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Develop and execute a comprehensive outreach strategy working collaboratively with the Building Trades, DBEs, Small Businesses, other agencies, and non-traditional riders to promote, increase awareness, and encourage ridership.	<ul style="list-style-type: none">Demonstrated plan developed and implemented with supportive promotional materials.Ridership awareness incorporated in all outreach events.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

Promote Contractors' and Sound Transit construction management staff's understanding of their rights, roles, and responsibilities under the PLA.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Conduct "PLA 101" Workshops for contractors and Sound Transit staff and working on construction projects under the PLA.	<ul style="list-style-type: none">100% of all Prime contractors and Sound Transit staff working on construction projects under the PLA will attend "PLA 101" Workshop.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Sound Transit staff models understanding and valuing Diversity/Inclusion.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> Launch agencywide Diversity/Inclusion training. 	<ul style="list-style-type: none"> Collaborate with HR to develop and deliver Diversity and Inclusion workshop for the Senior Leadership team. 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. 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

Priorities

1. Maximize program funding.
2. Enhance financial and management data and reporting for capital projects.
3. Improve sustainability of agency assets and projects.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Identify and pursue new funding sources: public private partnerships and alternative financing mechanisms.▪ Maximize federal grant receipts:<ul style="list-style-type: none">– Close out initial segment.– Improve U-Link drawdowns.– Prepare for North Corridor FFGA (involve DECM, Communications and Federal Strategy Team).▪ Develop new budget system.▪ Standardize IT network by end of 2012 to improve system uptime and performance.	<ul style="list-style-type: none">▪ 95% of agency revenue forecast met.▪ 90% of vendors payments made within established time frames.▪ 100% of agency projects in compliance with established phase gate policy.▪ 100% of agency capital projects and assets insured or have a risk finance and risk management strategy.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Provide accurate financial data and management systems for operations.
2. Identify areas to reduce operating expenses.
3. Manage ORCA and fare collection systems effectively.
4. Improve information to riders.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Develop approach for Risk Fund to lower long-term insurance costs. ▪ Streamline business account pricing by analyzing ORCA data to increase average fare per boarding. ▪ Implement all payment compliance audit findings (PCI). ▪ Begin implementation of R&T Plan to provide best practice transit technology to customers. 	<ul style="list-style-type: none"> ▪ National Transit Database (NTD) reporting complete by April 30, 2012. ▪ 99.9% uptime for critical IT and fare collection systems. ▪ 100% of annual insurance renewals 30-60 days prior to policy expiration date. ▪ ORCA payment card compliance (PCI) maintained. ▪ ORCA reports produced and invoices paid within established timeframes.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Intensify cost containment focus.
2. Increase productivity by improving business processes.
3. Support and promote data-driven decision-making.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Continue review and improvement of payment process. ▪ Procure, implement, and support new Enterprise Asset Management System. ▪ Implement three-year document management plan. 	<ul style="list-style-type: none"> ▪ Unqualified financial audit opinions with no reportable conditions/100%. ▪ IT security breaches/zero. ▪ Financial Plan developed by October 30, 2012. ▪ 100% of month-end closes within established timeframes. ▪ Investment returns/at or above benchmarks and budgets.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Enhance employee productivity and develop backup for critical tasks.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Implement cross training for employees with closely related functions.	<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.80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

Linking people, strategy, and organizational performance through effective design and management of innovative human capital programs and policies. Fostering a positive and inclusive culture of continuous learning and growth where talented people are proud to work towards a common mission.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities *(Combined Project Development and Delivery and Service Delivery)*

1. Timely recruitment of qualified and diverse talent based on agency needs and in line with budget.
2. Continue to provide Project Management training to enhance skills at varied levels and to facilitate agency project delivery goals.
3. Incorporate safety elements via training, employee orientation, and on-going Human Resources (HR) programs.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Redesign the agency recruitment function and process to optimize candidate and hiring manager experience and shorten the recruitment cycle.▪ Transition to electronic workflow, review FTA “best practices” for applicant screening.▪ Develop a strategic partnership with Service and Project Delivery team to collaboratively develop the agency staffing plan.▪ Develop a strategic partnership with Diversity team to highlight and promote agency diversity efforts and attract diverse talent.	<ul style="list-style-type: none">▪ “Time to fill” open requisitions reduced from 48 days (Q4 2010) to 38 days (by Q4 2012).▪ “Offer acceptance rate” – at 95%.▪ Establish a process for on-going “real time” review of diversity efforts.▪ Establish a process for measuring progress towards AAP goals.▪ Project management training offered on regular basis.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Review and establish “best practices” in administration of Pension and Benefits programs.
2. Review HR Recordkeeping practices for compliance and establish “best practice” approach for recordkeeping and retention.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Review and optimize a billing reconciliation process for all benefit programs. ▪ Establish “best practice” approach for pension administration and transactions reconciliation (using ERISA framework). ▪ Establish a process for periodic service review and benchmarking (benefits and pension). 	<ul style="list-style-type: none"> ▪ Reconciliation process established; 100% internal audit of Health Plan billing is complete. ▪ Coverage verification completed for all ancillary lines of coverage, all discrepancies are resolved. ▪ A process for periodic review of forfeiture activity (joint review by Finance and HR) is established. ▪ Complete an inventory of HR service agreements and establish a timeline for periodic review (and identify appropriate benchmarks). ▪ Document HR recordkeeping practices.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

1. Recruit highly qualified personnel to meet staff requirements for ST2 ramp up.
2. Solidify human resource processes, policies, and procedures.
3. Enhance and support meaningful relationships with Labor Unions, Consultants/Contractors, including local businesses and partner agencies.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Develop and implement Sound Transit University Program (STU) for all employees to maximize potential for individual and organizational success. Develop and implement a more robust on-boarding process. ▪ Develop an equitable and financially sustainable strategy to deliver meaningful Health and Welfare benefits to Sound Transit employees (in line with company strategic objectives and overall total rewards philosophy). ▪ Conduct review of all existing HR programs, policies, and procedures. Prioritize as necessary and take a phased approach to update as needed. ▪ Streamline and coordinate outreach with consistent messages; actively pursue partnering relationships. 	<p><u>STU initiative</u></p> <ul style="list-style-type: none"> ▪ Complete review of STU elements in alignment with employee life cycle (including mentorship/ transition into retirement program best practices). ▪ Complete curriculum design for new employee on-boarding program. ▪ Review on-line learning options. ▪ Establish relationships with local schools and identify internship opportunities. <p><u>Health and Welfare:</u></p> <ul style="list-style-type: none"> ▪ Complete Broker RFP search process. ▪ Articulate Agency Total Rewards philosophy. ▪ In collaboration with the Executive Leadership Team and Sound Transit employees develop a three-year strategy for Health and Welfare programs. ▪ Complete contract negotiations for the Health and welfare program.

	<p><u>Employee Relations and Policy review</u></p> <ul style="list-style-type: none"> ▪ Review programs, policies, and procedures to ensure compliance with existing laws, regulations, and practices. ▪ A process for on-going periodic review is established. ▪ Review programs, policies, and procedures to identify opportunities to enhance job satisfaction and morale. <p><u>Stakeholder engagement and outreach:</u></p> <ul style="list-style-type: none"> ▪ Identify opportunities for deepening the current relationships and possibly developing new ones. <p><u>Ongoing measures:</u></p> <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. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date. ▪ At least 25% of Sound Transit jobs posted will be filled through internal promotions/transfers.
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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.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities *(Combined Project Development and Delivery, Service Delivery, and Stewardship of Resources)*

1. Identify opportunities to increase agency efficiency and effectiveness.
2. Identify risks to agency success, and evaluate appropriateness of internal controls in place to mitigate them.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Develop hotline report structure.▪ Develop an agency "Enterprise Risk Management" strategy to evaluate all agency risk assessment and risk management activities under a single umbrella.	<ul style="list-style-type: none">▪ Develop annual work plan by February 15, 2012. Report to Audit & Reporting Committee at March Meeting.▪ Prepare Annual Report by January 31, 2012. Report to Audit & Reporting Committee at March Meeting.▪ Management satisfaction survey results demonstrate Internal Audit Division is valued by management.▪ At least 90% of planned audits completed.▪ Minimum of one, third-party contract audit completed annually.▪ Minimum of one performance audit completed annually.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

1. Build a robust internal audit function that meets professional internal auditing standards.
2. Enhance employee skill levels and work processes.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Enhance processes and procedures to ensure compliance with internal audit professional standards. ▪ Conduct divisional “self-review” in preparation for 2014 peer review. 	<ul style="list-style-type: none"> ▪ Provide required technical training to maintain professional certifications. ▪ 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. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

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 possible legal position.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

Priorities

Provide timely legal advice to avoid project delays.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Provide department-specific training to improve risk management.	<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.100% of challenges to Sound Transit project successfully defended.An attorney acknowledges all client requests within 48 hours.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

Provide high quality legal representation to support Sound Transit operations risk management.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Provide department-specific training to improve risk management.▪ 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 responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Intensify cost containment.
2. Ensure legal compliance with discovery and public disclosure requirements.
3. Increase staff participation in sustainability initiatives.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Bring more legal work in-house. ▪ Create recovery policy and procedures for repair costs related to damages caused by third party tortfeasors. ▪ Implement E-Discovery: electronic tools for e-mail and other agency electronically stored information. ▪ Turn off all energy-consuming devices such as computers, office lights, and desk lamps each night, unless otherwise directed by IT. 	<ul style="list-style-type: none"> ▪ Maintain department/division spending within the approved 2012 staff/operating budget. ▪ Reduce average legal expense per hour. ▪ 100% of public disclosure requests are responded to on time. Ensure Staff operating budget is not over-spent. ▪ Meet FTA schedule requirements for publication of the Agency Progress Report. ▪ Provide project staff at the levels required to complete the projects on time and within budget; actual DECM staff/consultant hours expended within +/- 10% of planned hours.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Enhance legal expertise in handling matters relevant to Sound Transit business.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Provide professional growth opportunities for Legal Department employees.	<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.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of 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.

MISSION STATEMENT

The Sound Transit Operations Department mission is to ensure that the operation of Sound Transit's transit services is performed safely, reliably and efficiently and that all necessary operational support systems and processes are identified, developed, and implemented.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Evaluate all capital project design plans.
2. Develop a process to identify system assets to be operated and maintained.
3. Ensure that O&M manuals/plans are submitted.
4. Minimize cost of operations.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Review all capital project design plans to ensure operations and maintenance related issues are addressed.▪ Develop operations and maintenance plans for all capital projects.	<ul style="list-style-type: none">▪ 100% of design plans are assessed, issues identified, and comments provided within prescribed timeframe.▪ 100% of capital projects have O&M plans at each phase.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Determine the most cost effective approach to operations.
2. Maximize useful life of capital assets.
3. Retain and/or increase ridership on all modes.
4. Provide quality service to all customers.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Complete Service Integration Plan for Sounder extension. ▪ Collect, consolidate, and/or develop preventative maintenance procedures for all equipment. ▪ Develop a capital improvement plan for all agency facilities and ensure connection with the capital reserve fund. ▪ 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. 	<ul style="list-style-type: none"> ▪ Implement the Service Integration Plan for Sounder extension. ▪ Adopt preventative maintenance procedures for all equipment. ▪ Sound Transit facilities are 100% maintained in accordance with specified maintenance standards and schedules. ▪ Achieve system-wide ridership at or above 25.4 million as follows: <ul style="list-style-type: none"> - ST Express bus: 13.5 million - Sounder commuter rail: 2.5 million - Tacoma Link: 0.9 million - Central Link: 8.4 million - Paratransit: 0.1 million ▪ On-time performance: <ul style="list-style-type: none"> - ST Express bus: ≥ 85% - Sounder commuter rail: ≥ 95% - Tacoma Link: ≥ 98.5% - Central Link: ≥ 90% ▪ Preventable accidents per 100k revenue miles: <ul style="list-style-type: none"> - ST Express bus: ≤ 0.8 - Sounder commuter rail: ≤ 1 - Tacoma Link: ≤ 1.7 - Central Link: ≤ 1.0 ▪ Customer complaints per 100,000 boardings: <ul style="list-style-type: none"> - ST Express bus: ≤ 15 - Sounder commuter rail: ≤ 15 - Tacoma Link: ≤ 15 - Central Link: ≤ 15 ▪ Percentage of Scheduled Trips Operated: <ul style="list-style-type: none"> - ST Express bus: 99.8% - Sounder commuter rail: 99.5% - Tacoma Link: 98.5% - Central Link: 98.5% ▪ Maintain annual customer satisfaction rating greater than 3.5 on 4-point scale (Exclusive of items related to non-specific questions about desire for more service). ▪ 95% of facilities work orders are completed within the prescribed time frame

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

Operate services and maintain assets effectively.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Efficiently and effectively use resources to control costs and manage service levels. 	<ul style="list-style-type: none"> ▪ Meet agency 2012 budget target for cost per boarding as follows: <ul style="list-style-type: none"> – ST Express bus: \$7.51 – Sounder commuter rail: \$15.09 – Tacoma Link: \$4.52 – Central Link: \$6.21 ▪ Achieve agency 2012 farebox recovery targets: <ul style="list-style-type: none"> – ST Express bus: 23% – Sounder commuter rail: 21% – Central Link: 23% • For each mode, meet agency 2012 budget target for cost per hour as follows: <ul style="list-style-type: none"> – ST Express bus: \$145 – Sounder commuter rail: \$837 – Tacoma Link: \$428 – Central Link: \$409 ▪ Maintain department/division spending within the approved 2012 staff/operating budget.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Increase transit industry knowledge for employees.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Continue relevant leadership coaching and training. ▪ Manage, recognize, measure, and compensate performance that focuses on the mission, goals, and initiatives. 	<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. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date. ▪ Partner with H/R to sponsor industry-specific training opportunities, e.g. Transportation Safety Institute (TSI) and National Transit Institute (NTI) training.

MISSION STATEMENT

The Planning, Environment, and Project Development department plans, develops, and designs regional transit projects and systems in a fiscally responsible and environmentally sustainable manner to foster livable, transit-supportive communities.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Ensure affordability of Sound Transit capital program through project development strategies.
2. Complete planning, environmental review, preliminary design, permitting, and associated processes necessary to advance the following projects:
 - Tacoma Link Expansion (Alternatives Analysis)
 - ST Express O&M facilities
 - Sounder Yards & Shop facilities
 - Sounder Station Access Study & related improvements
 - North Corridor Transit Project (Northgate to Lynnwood)
 - South Corridor Project (South 200th Street to Kent Des Moines)
 - LRT Operations and Maintenance Facility
3. Ensure compliance with environmental processes and requirements.
4. Ensure adequate budget and resources for environmental compliance during project construction.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Coordinate with DECM early in final design to include environmental compliance resources in project, including CM contracts. ▪ Revise construction specifications. ▪ Coordinate with DECM to conduct non-parcel specific investigations before construction. ▪ Fund environmental planner at FTA offices. 	<ul style="list-style-type: none"> ▪ Necessary environmental clearances obtained for all projects. ▪ No permit violations during construction that impact the environment. ▪ Environmental resources allocated to each project during final design and construction. ▪

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Reinforce efforts to coordinate with DECM and Operations Dept. throughout project development. ▪ Alternative Analysis initiated and well-advanced for the Tacoma Link Expansion. ▪ Environmental phase initiated for ST Express O&M base(s). ▪ Environmental phase initiated for Sounder Yards & Shops. ▪ Develop Sounder station improvement priorities to enhance customer access. ▪ Complete North Corridor conceptual engineering for DEIS. ▪ Prepare North Corridor DEIS for publication in 2013. ▪ South Corridor Alternatives Plan initiated and well-advanced. ▪ Procure consultant for South Corridor EIS/PE phase. ▪ Sound Transit Board identifies South Corridor EIS alternatives. ▪ Procure consultant team for Link OMF EIS/PE phase. ▪ Start environmental analysis and conceptual engineering on Link OMF. ▪ Complete the Initial Segment Before and After Study and transmit to FTA. 	<ul style="list-style-type: none"> ▪ Define processes, procedures and roles to ensure smooth transition of projects to DECM at completion of 30% design. ▪ Achieve all PEPD's Agency Milestones. ▪ Manage project development contracts with a cost-performance index of 1.0. ▪ Develop a master list of partner agreements for ST Express and Sounder projects.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Increase ridership and farebox revenue with a more diversified rider base.
2. Higher percentage of Sound Transit riders benefit from vendors/concessionaires.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Update Board policy on concessions and incidental use of ST facilities.▪ Support agency initiative to increase system ridership.	<ul style="list-style-type: none">▪ Increased number of vendors/concessionaires active on Sound Transit facilities.▪ Meet agency ridership goals (see Operations scorecard).

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Implement the TOD Strategic Plan for increasing HCT ridership and livable communities
2. Lead adoption of Sustainability Plan initiatives throughout the agency.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Implement the Sustainability Plan initiatives assigned to PEPD (see Appendix of the Sustainability Plan: Table #1 – Sustainability Priorities and Initiatives by Department).▪ Work with FIT to ensure that a consistent Total Cost of Ownership methodology is developed to inform project decisions.▪ Work with partners to increase awareness of market and policy influences on TOD opportunities within urban and suburban station areas.▪ Implement site-specific TOD and joint development transaction on Sound Transit parcels.▪ Participate in the PSRC “Sustainable Communities” program at the corridor level for urban centers TOD advocacy.	<ul style="list-style-type: none">▪ 100% of annual sustainability targets met.▪ Total Cost of Ownership methodologies established.▪ Prepare TOD parcels for transactions and form partnerships to create exemplary TOD and joint development.▪ Provide support to North Corridor HCT and North Link for TOD opportunities.▪ Integrate input from the PSRC Sustainable Communities initiative into Sound Transit project development.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Create an atmosphere/culture to enhance employee retention/development.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Project managers and other staff routinely develop negotiation strategies, and obtain appropriate buy-in throughout the Agency before engaging in the negotiations of agreements.▪ Project/Agreement negotiating strategies identify Sound Transit objectives and bottom lines, protect Sound Transit's legitimate interests, and treat the other parties fairly and as true partners.	<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.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT*Making a difference through exceptional procurement services.***PROJECT DEVELOPMENT AND DELIVERY**

Implement voter approved Sound Transit programs safely, on time, and within budget.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities *(Combined Project Development and Delivery and Service Delivery)*

1. Determine contracting strategy that best meets the needs of community, project, and Sound Transit.
2. Execute Contracts in a timely manner.
3. Reduce project costs.
4. Timely closeout of contracts.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Perform Agency and Business Outreach and provide training on procurement and contracting processes.▪ Continuous cross-functional process improvement to respond to customer goals and expectations while providing exceptional customer service.	<ul style="list-style-type: none">▪ 80% Micro and Small Purchase PO's (below \$100k) issued within 30 days of receipt of requisition.▪ 75% formal contracts (over \$100k) executed within 160 days of receipt of requisition.▪ 80% change orders issued within 60 days of receipt of Request for Change.▪ Achieve 5% cost savings in contract award and change orders.▪ 75% contract closeout processed within 90 days from date of final acceptance.▪ Conduct quarterly internal customer outreach to provide training or address concerns and questions.▪ Conduct or participate in five Business Outreach contracting events to promote opportunities with Sound Transit.▪ Conduct or participate in two Process Improvement exercises.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Increase productivity.
2. Provide transparency in procurement policies and actions.
3. Ensure contract language supports Sound Transit sustainability initiatives.
4. Ensure compliance to rules and regulations in pre & post contract award actions.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Increase use of Purchase Card (P-Card). ▪ Explore and implement E-Commerce. ▪ Assist with development of sustainable procurement policies and procedures. ▪ Increase early involvement of the Procurement and Contracts division staff in procurements. 	<ul style="list-style-type: none"> ▪ 10% increase in number of Purchase Card (P-Card) transactions. ▪ Negligible audit findings. ▪ 75% Construction Change Orders are approved by Contracts Specialist prior to execution.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Priorities

Ensure availability of tactical and strategic skills.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Support efforts towards certification and professional development. ▪ Perform team-building exercises. 	<ul style="list-style-type: none"> ▪ Minimum of 50% of Procurement and Contracts Division professional staff are certified. ▪ 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. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

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.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time, and within budget.

Priorities

Ensure facilities are designed to maximize security features and sense of security for riders while minimizing the total cost of ownership.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Adhere to effective project management techniques through control of scheduling, scope-of-work, and design.Participation with STart program (to ensure security concerns are considered).Develop process to mesh security (design review) comments with Ops Department's (comments).	<ul style="list-style-type: none">100% of project designs meet established security criteria and quality checks before moving to next phase.100% of security design reviews completed within DECM deadlines.100% of DECM inquiries responded to within one business day.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Maintain a safe and secure transit environment.
2. Increase rider confidence and comfort by improving the security and sense of security of our passengers.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Increase message of zero tolerance for all crimes including fare evasion.▪ Work with Communications and Marketing to address security related questions about all modes of service in annual customer service survey.▪ Update Post Orders, schedules and training program for transit security officers.▪ 800 MHz Radio Project.	<ul style="list-style-type: none">▪ Decrease in serious security incidents.▪ Receive a grade of 3.4 or better in all security categories of annual customer service survey.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

Deploy the most effective and efficient combination of police and security forces to protect Sound Transit assets and minimize loss.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Develop an emphasis approach by focusing resources towards areas with higher numbers of security incidents based on crime levels and ridership by location.	<ul style="list-style-type: none">Decrease in graffiti, vandalism, and hygiene incidents.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud to work toward a common mission.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Provide adequate budgets to functional divisions to allow for training tailored to functional responsibilities and professional career track.	<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.80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

To provide systematic and comprehensive oversight, resources and guidance to promote a culture of safety and quality for Sound Transit and the community.

PROJECT DEVELOPMENT AND DELIVERY

Implement voter approved Sound Transit programs safely, on time and within budget.

Priorities

1. Uniformly communicate Safety and Quality Management goals to consultants, contractors and outside government agencies.
2. Integrate Safety and Quality Management programs into the project management processes for design and construction to develop a Safety Culture and strive for a quality commitment to become best in class.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Review and comment on safety aspects of all major design submittals. ▪ Provide critical safety comments to all safety-related construction submittals... ▪ Conduct weekly Safety Meetings with construction contractors. ▪ Quality submittal reviews performed on every significant design package. ▪ Conduct bi-weekly Quality meetings with designers and construction contractors. ▪ Incorporate quality and safety personnel requirements into RFPs. ▪ Conduct regular audits and surveillances to assure oversight. ▪ Audit each major design and construction contract at least annually. ▪ Conduct at least four surveillances on each significant design and construction contract per year. 	<ul style="list-style-type: none"> ▪ Specifications will include safety design review comments. ▪ Construction submittals will include all safety-related comments. ▪ Maintain a U-Link project recordable injury rate of one-half the state industry average. ▪ Assure 100% contractor compliance with Safety and Quality plans and documentation submittal requirements. ▪ Achieve 100% closeout of Safety and Quality audit and surveillance findings.

SERVICE DELIVERY

Provide safe, reliable, cost effective, attractive service to existing and new customers.

Priorities

1. Promote increase worksite and facilities safety awareness.
2. Conduct quality and safety audits, surveillances and assessments to determine the level of performance and service delivery of the agency.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Schedule and perform QA Design Audits on milestone submittals and annual audits on all major construction contracts. ▪ Monitor Sound Transit construction sites weekly for conformance to Safety and Quality requirements. ▪ Investigate, document, and issue reports on work site lost time accidents. ▪ Promote and monitor safety incentives to contractors. ▪ Ensure that safety-related requirements are included in all construction specifications. 	<ul style="list-style-type: none"> ▪ Perform 90% of all QA Audits within two weeks of scheduled date. ▪ Perform weekly site safety surveillance on 100% of all major construction projects, and daily oversight of tunneling. ▪ Assure complete investigation and mitigation following 100% of all lost-time injuries. ▪ Perform monthly safety incentive evaluations with contractors to status achievement of expectations and provide monetary feedback to workers.

STEWARDSHIP OF RESOURCES

Maintain public trust through responsible and sustainable deployment of financial, human, and environmental resources with clear, open accountability for all commitments.

Priorities

1. Provide pro-active safety program to protect Sound Transit employees.
2. Perform design and submittal reviews to document compliance of design and construction.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ All personnel have a job safety analysis and properly equipped with PPE.▪ Zero lost time for Sound Transit employees.▪ Follow-up and resolution of design review comments by next submittal.▪ Electronic Safety Incident Tracking, Management, and Reporting System.	<ul style="list-style-type: none">▪ Provide safety orientation and workstation evaluation to 100% of new employees.▪ Perform at least 30 employee ergonomics evaluations per year.▪ Conduct quarterly facility safety audits and safety meetings which result in 100% closeout of identified deficiencies.

ORGANIZATIONAL VIBRANCY

Foster a dynamic environment of inclusiveness where talented and dedicated people are proud and committed to work toward a common mission, goals, and objectives.

Priorities

1. Provide training to supervisors/managers on employee development and performance planning.
2. Provide a safe work environment.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Conduct SQA Employee Survey to Assist in Determining Opportunities for Education, Self Improvement and improving SQA processes. ▪ 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 will receive at least 16 hours of training/professional development (through 2012). ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

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APPENDIX E

FINANCIAL POLICIES

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Sound Transit Financial Policies

**As Adopted May 31, 1996 (Resolution No. 72)
As Amended April 13, 2006 (Resolution No. 72-1)
As Amended May 24, 2007 (Resolution No. R2007-05)
As Amended July 24, 2008 (Resolution No. R2008-10)***

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

PURPOSE

The Sound Transit Board (“the Board”) adopted an initial framework for the financing of Sound Move, by setting local tax rates, focusing on minimal debt financing, requiring conservative projections for federal and state funding, and establishing a definition by which equity will be measured. The Financial Policies reflect the Board's policy intent for implementing the financial framework for completing *Sound Move* and subsequent System Plans and for providing the tools to the Board to appropriately manage toward and respond to future conditions.

LEGAL RESPONSIBILITIES

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

Similarly, the Board recognizes that bonds issued by Sound Transit will be secured by a pledge of repayment through local taxes. When the bonds are issued, Sound Transit will enter a binding contract with its bondholders that requires a first claim against local tax revenues for repayment. Stated differently, bondholders will have a legal priority to Sound Transit's local tax revenues, above and beyond any commitment Sound Transit may wish to make with its subareas that no subarea will pay another subarea's debt. Therefore, these Financial Policies reflect Sound Transit's commitment to subarea equity while maintaining the flexibility necessary to manage the financing of the System Plan on a consolidated basis and within legal constraints.

* Resolution No. R2008-10 provides that these amended Financial Policies take effect upon the earlier of either the approval of local funding for the ST2 Plan by the voters at an election, or upon Board adoption of the amended Financial Policies by separate Resolution.

EQUITY

Definition of equity

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

The Board agrees, therefore, that the facilities, projects and services identified in all voter-approved System Plans represent a reasonable definition of equity for purposes of satisfying both public policy concerns and statutory requirements. The Financial Plan for voter-approved System Plans will serve as the starting point for evaluating the equity principle.

IMPLEMENTATION POLICY

Subarea Reporting

1. The Financial Plan will provide projections for each of the five subareas, comprised of the subarea's projected share of local taxes, use of bonds, farebox proceeds, an assumption for federal funding and related expenditures.
2. Local taxes will be allocated for subarea reporting based on actual tax receipts collected by subarea and within the Sound Transit District. The annual Financial Plan will incorporate updated forecasts based on these actual receipts. A portion of local taxes from each subarea will be allocated to fund system-wide costs as identified by the Board.
3. For subarea reporting purposes, government funding that is received for a specific project or service will be allocated to subarea(s) on a basis consistent with the allocation of costs for the project or service, unless the board takes action to allocate the funds to other subareas as it deems in the best interest of Sound Transit after consideration of the funding needs to complete, enhance or extend the system plan.

For subarea reporting purposes, government funding that is received that is agency-wide or general in scope will be allocated by the board as it deems in the best interest of Sound Transit after consideration of the funding needs to complete, enhance or extend the system plan.

4. Miscellaneous revenues, such as those generated through private-public partnerships, advertising and terminal concessions will be allocated for subarea reporting based on subarea investment in the facility and/or service from which the revenue is generated.

5. Debt will be allocated for subarea reporting based on a subarea's share of total long-term bonding requirements or as otherwise directed by the Board as deemed in the best interest of Sound Transit.
6. Subarea expenditures will be allocated for subarea reporting based on facilities and services to be provided, their projected costs and project contingencies, associated operating costs, debt service, reserves for debt service, operations and maintenance and capital replacement. The allocation of expenditures for reporting purposes for facilities and services that cross subarea boundaries will be made by the Board to ensure safe and efficient operation of the system-wide facilities and services after due consideration to subarea benefits and priorities.

Monitoring function

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

Adjustments to subarea projects and services

1. Subarea capital projects and transit services will be evaluated and adjusted annually as a part of the Board's consideration and adoption of an annual budget which requires a two-thirds favorable vote of the Board. Adjustments to subarea capital projects and services can include additional priority projects and/or services within that subarea should funding be available. This adjustment process recognizes that some fluctuation in revenues and expenditures against forecasts will occur.
2. For those cases where a subarea's actual and projected expenditures exceed its actual and projected revenues and funding sources by 5 percent or greater, and/or where unforeseen circumstances occur which would result in an inability to substantially complete projects within such subarea's plan, the Board shall take one or more of the following actions:
 - Correct the shortfall through use of such subarea's uncommitted funds and/or bond 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.
3. For those cases where a subarea's actual and projected revenue to be collected until the system plan is completed will exceed its actual and projected expenditures by five percent or greater, and/or where unforeseen circumstances occur which would result in the subarea's ability to fund additional projects and services not identified in the Plan, then Sound Transit may use such surplus funds to complete, extend or enhance the System Plan to provide transportation benefits for the subarea's residents or businesses as determined by the Board.

4. Contributions from other parties, including the State, local governments and private sector can be programmed by the Board to complete, extend or enhance the System Plan, consistent with agreements with the other party.

SYSTEM-WIDE EXPENDITURES

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

DEBT MANAGEMENT

Legal Definition of Sound Transit Debt Financing Capacity

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

Debt Service Coverage Requirements

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

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

Uses of Debt Financing

1. Debt financing for capital projects covers two distinct types of borrowing, the first related to long term debt financing, and the second related to short term debt financing.
2. Short-term debt financing (with terms of ten years or less) is expected to be used primarily to bridge the gap between the necessary timing of expenditures and the anticipated receipt of revenues.

3. The use of long term financing (with terms of more than ten years) is expected to be limited to capital and related costs for portions of the program that have a useful life in excess of the term of the debt. Long-term financing should be preserved for those aspects of the program for which other sources of funds are not likely to be available.

Allocation of Sound Transit Debt

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

SETTING PRIORITIES FOR EXPENDITURES

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

FINANCIAL MANAGEMENT

Sound Transit shall maintain policies for debt and investment management, risk management, capital replacement, fares and operating expenses and grants management so as to effectively manage voter-approved revenues and efficiently operate the regional public transit system.

PUBLIC ACCOUNTABILITY

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

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

FUTURE PHASES

Voter Approval Requirement

The Board recognizes that the voter-approved taxes are intended to be used to implement the System Plan and to provide permanent funding for future operations, maintenance, capital replacement and debt service (“permanent operations”) for voter-approved programs and services. The Board has the authority to fund these future costs through a continuation of the local taxes authorized by the voters. However, as a part of its commitment to public accountability, the Board pledges that the local taxes will be rolled back to the level required for permanent operations and debt service after the voter-approved ST2 and *Sound Move* plans are completed and implemented. The rollback procedure is prescribed in the Tax Rate Rollback section. The Board further pledges that, after the voter-approved ST2 and *Sound Move* plans are completed any subsequent phase capital programs that would continue local taxes after the System is completed at tax rates higher than necessary for permanent operations will require approval by a vote of those citizens within the Sound Transit District.

Tax Rate Rollback

When the voter-approved capital projects in ST2 and *Sound Move* are completed, the Board will initiate two steps to roll back the rate of sales tax collected by Sound Transit.

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

Financial Policies Review

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

APPENDIX F

LIST OF CHARTS, MAPS, AND TABLES

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LIST OF CHARTS, MAPS, AND TABLES

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APPENDIX G

GLOSSARY

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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 – Consumer Price Index

DBE – Disadvantaged Business Enterprise

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

DPO – Diversity Program Office

DSTT – Downtown Seattle Transit Tunnel

EEO – Equal Employment Opportunity

EIS – Environmental Impact Statement

ELT – Executive Leadership Team

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

MMIS - Maintenance Management Information System

MVET – Motor Vehicle Excise Tax

NTD – National Transit Database

O&M – Operations and Maintenance

OCS - Overhead Contract System

OEM – Original Equipment Manufacturer

OMF – Operations Maintenance Facility

OPS – Operations Department

ORCA – One Regional Card for All

P-Card – Purchase Card

PCMCIA – Personal Computer Memory Card International Association

PE – Preliminary Engineering

PE/ED – Preliminary Engineering and Environmental Documentation

PEPD – Planning, Environment, and Project Development Department

PLA – Project Labor Agreement

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

PSST – Pine Street Stub Tunnel

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

REX – Regional Express

RFP – Request for Proposal

RIAS - Remote Infrared Audible Signage

ROD – Record of Decision

ROIP – Rail Operations Insurance Program

ROW – Right of Way

RSIP - Residential Sound Insulation Program

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

SPI - Schedule Performance Index

SR – State Route

ST2 – Sound Transit 2 – the second phase of Sound Transit’s plan for mass transit expansion

STart – Sound Transit Art Program – Public Art

STU – Sound Transit University Program

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.

TCO – Total Cost of Ownership

TIP – Transit Improvement Plan

TOD – Transit Oriented Development

TPSS – Traction Power Sub Station

TVM – Ticket Vending Machine

USB – Universal Serial Bus

UW – University of Washington

WSDOT – Washington State Department of Transportation

YOE – Year of Expenditure

**Sound Transit
Resolution No. R2011-18**

**Amendments to the Proposed 2012 Budget
Approved by Capital, Operations & Administration and Executive Committees**

The amendments to the Proposed 2012 Budget are referenced as "Attachment B" in Resolution No. R2011-18, Section 2. This list of amendments and all other amendments approved by the Board in Resolution No. R2011-18 constitute "Attachment B."

Following are the amendments to the Proposed 2012 Budget as approved by the Capital, Operations & Administration and Executive Committees at the meetings held in November and December 2011.

Operations and Administration Committee November 10, 2011

Staff Identified Changes - Approved by the Operations and Administration Committee:

1. Amend the Proposed 2012 Budget and other related text and Tables to reflect the impact of all Board-approved amendments and related resolutions. Amend the budget, if necessary, for depreciation, non-material corrections and substitutions.

This amendment has no budget impact.

2. Amend the Proposed 2012 Service Delivery budgets to reclassify budget related to the Downtown Seattle Transit tunnel from the Services category to the Leases and Rentals Category. This change would be reflected in both the Central Link and the ST Express modes. This amendment would shift \$4,386,464 from ST Express Services to Leases and Rentals and \$5,934,627 from Central Link Services to Leases and Rentals. This aligns budget, cost recognition and internal and external reporting.

This amendment has no budget impact.

3. Increase the Proposed 2012 Revenue Budget for Fare Revenue for Sounder and ST Express to reflect higher ridership by \$585,000.

This amendment increases the ST Express fare revenue by \$525,000 and Sounder fare revenue by \$60,000.

4. Increase the budget for Purchased Transportation Services by \$900,000 to reflect higher hourly rates proposed by King County Metro and Community Transit.

This amendment increases the 2012 ST Express purchased transportation services budget by \$900,000 for both King County Metro and Community Transit services contracts. The distribution between each provider is currently unknown pending the outcome of the on-going negotiations.

Amendment Proposed by Boardmember Butler - Approved by the Operations and Administration Committee:

Include the following language as a separate Section of the Budget Resolution:

“No later than September 2012, the CEO will submit to the Board for its consideration an action to determine whether fares should be charged for Tacoma Link or whether it should continue to be a fare-free service. This action will be coordinated with evaluation and analysis of parking policies at the Tacoma Dome Station and the Tacoma Link area in downtown Tacoma.”

This amendment has no budget impact.

Capital Committee November 10, 2011

Amendment Proposed by Boardmembers Conlin and McGinn - Approved by the Capital Committee:

5. Adjust the cash flow in ST3 Planning Project to allow for a partnership with the City of Seattle in a Street Car Planning Study focused on the routes from downtown to the Ballard neighborhood. Sound Transit would contribute \$2.0M to the partnership. The ST3 Planning Project has funds designated for HCT Corridor Planning which would be used for this Study. The amendment accelerates the use of the funds into 2012. See Table B-1 for details.

The 2012 Annual budget would increase by \$2,000,000 and the Lifetime budget would remain unchanged.

Staff Identified Changes - Approved by the Capital Committee:

6. Amend the Proposed 2012 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.

This amendment has no budget impact.

7. Amend the Annual budget and TIP for certain projects within Link Light Rail, ST Express, Sounder and Other Agency Administration capital programs to shift dollars between years and phases, resulting in a change in proposed budget spending in 2012, and updated subarea cost allocations with no change to total project costs. See Tables B-2a through B2s for details.

This amendment will increase the 2012 spending plan by a total of \$12,518,999 and will have no impact to the Lifetime budget for each project.

8. Increase the LVR Wash Bay Doors Project Lifetime budget by \$146,000. This increase will pay for the increase costs of building code changes required for the Project. Funding for this increase will come through a corresponding reduction of the Small Works Program. See Table B-3a for details.

This amendment will increase the 2012 budget by \$146,000 (as well as the Lifetime budget) for the LVR Wash Bay Doors Project.

9. Decrease the Small Works Program Project Lifetime budget by \$146,000 to fund the increased cost of the LVR Wash Bay doors Project. See Table B-3b for details.

The Lifetime and Annual budgets for the Small Works Program Project decreases by \$146,000 from the amount contained in the proposed budget book.

10. Amend the new Security Radios Project for the procurement of radios for security and fare enforcement officers. This amendment establishes the ability of Sound Transit security staff to effectively communicate with each other as well as outside agencies in the event of an emergency or disaster. The total Lifetime budget is \$314,000. The Annual 2012 budget is also \$314,000. See Table B-4a for details.

The Security Radio Project is \$314,000 in 2012 and will be funded by a corresponding reduction in Project #261 Bus Maintenance Facility.

11. Amend the Bus Maintenance Facility Project (#261) to decrease the Annual and Lifetime Budgets by \$314,000 to fund the Security Radio Project. See Table B-4b for details.

The 2012 Annual and Lifetime budgets will be reduced by \$314,000.

12. This amendment creates a new Information Technology Program Project. Allows for this Project to stand alone from the Administrative Capital Project. The creation of this project allows for more transparency in IT projects. This action is being offset by a corresponding reduction in the Administrative Capital Project. See Table B-5a for details.

This amendment will establish a 2012 Annual Budget for the Information Technology program of \$4,449,000 and Lifetime budget of \$32,235,000.

13. Decrease the Proposed Annual 2012 Budget by \$4,449,000 and the Lifetime budget by \$32,235,000 for Administrative Capital Project (#001) to allow for the establishment of a separate Information Technology Program Project. See Table B-5b for details.

This amendment decreases the Annual budget for administrative capital by \$4,449,000 and decreases the Lifetime Budget by \$32,235,000.

14. Establish and create the Mid-Day Bus Storage Project. This project was included in the scope of work for the ST Express Bus Base Project but the temporary mid-day storage area currently being utilized will become unavailable at the end of 2014. This necessitates the acceleration of the project to commence in 2012. Funding for this project will be a reduction in the ST2 Express Bus Base Project cost estimate maintained within the agency's long-term financial plan. This amendment will establish a 2012 Annual Budget of \$413,500 and a \$777,000 in the Lifetime budget. See Table B-6 for details.

This amendment increases the Annual Budget by \$413,500 and the Lifetime budget by \$777,000 with an offsetting decrease in the planning estimate for the ST2 maintenance base.

15. Increase the DSTT South Access Security Project (#320) by \$50,000 to pay for scope of work initially thought to be denied through the permit process but later allowed to be accomplished. The Proposed budget reflects the reduced cost and scope of work and this amendment reduces the initial project savings of \$250,000 by \$50,000. See Table B-7 for details.

This amendment increases the 2012 Annual budget by \$50,000 and the Lifetime Budget by \$50,000 as well.

Executive Committee December 1, 2011

Amendment Proposed by Boardmembers Butler and McGinn:

Replace Amendment 5 which was adopted by the Capital Committee at its November 10, 2011 meeting with the following:

Amend the Proposed 2012 Budget and other related text and tables to reflect a partnership with the City of Seattle to co-fund and co-manage a study of the Ballard-to-Downtown (e.g., Westlake area or International District) HCT corridor -- a segment of the ST2-funded U-District-to-Ballard-to-Downtown HCT planning study and to reflect a Sound Transit contribution of \$2,000,000. This work will coordinate with the City's Transit Master Plan and their recently received FTA AA grant for the City Center Transit Connector. Study will narrow the range of alternatives and modes, evaluate routes and station locations, include a preliminary environmental assessment, and position the Sound Transit Board to update the Long-Range Plan and establish priorities for the next phase of HCT system development. Sound Transit and City of Seattle will enter into a term sheet and an interlocal agreement to establish a minimum scope of work for the study, and to further define agency roles.

The 2012 annual budget would increase by \$2,000,000 and the lifetime budget would remain unchanged.

Amendment Proposed by Boardmember Patterson to the Amendment Proposed by Boardmembers Butler and McGinn - Approved by the Executive Committee:

Amend the Amendment Proposed by Boardmembers Butler and McGinn by adding the following as a new final sentence:

The study may proceed only after staff has provided the Sound Transit Board with analyses of any impact on the development and/or passage of an "ST3" package, potential impacts on the agency's federal grants program, a financial analysis of any impacts on the delivery of the entire ST2 program, and the interlocal agreement has been approved by the Sound Transit Board.

Amendment - Approved by the Executive Committee:

Replace Amendment 5 which was adopted by the Capital Committee at its November 10, 2011 meeting with the following:

Amend the Proposed 2012 Budget and other related text and tables to reflect a partnership with the City of Seattle to co-fund and co-manage a study of the Ballard-to-Downtown (e.g., Westlake area or International District) HCT corridor -- a segment of the ST2-funded U-District-to-Ballard-to-Downtown HCT planning study and to reflect a Sound Transit contribution of \$2,000,000. This work will coordinate with the City's Transit Master Plan and their recently received FTA AA grant for the City Center Transit Connector. Study will narrow the range of alternatives and modes, evaluate routes and station locations, include a preliminary environmental assessment, and position the Sound Transit Board to update the Long-Range Plan and establish priorities for the next phase of HCT system development. Sound Transit and City of Seattle will enter into a term sheet and an interlocal agreement to establish a minimum scope of work for the study, and to further define agency roles. The study may proceed only after staff has provided the Sound Transit Board with analyses of any impact on the development and/or passage of an "ST3" package, potential impacts on the agency's federal grants program, a financial analysis of any impacts on the delivery of the entire ST2 program, and the interlocal agreement has been approved by the Sound Transit Board. See Table B-1 for details.

Budget Tables for Amendments

Table B-1

Capital Amendment 5
Project: 1X902 - ST3 Planning

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ -	\$ 140	\$ 140	\$ 4,970	\$ -	\$ 4,970
Preliminary Engr / Environmental Document	\$ -	\$ 1,660	\$ 1,660	\$ 58,930	\$ -	\$ 58,930
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ 200	\$ 200	\$ 7,100	\$ -	\$ 7,100
Total	\$ -	\$ 2,000	\$ 2,000	\$ 71,000	\$ -	\$ 71,000

This amendment would adjust the cash flow in the ST3 Planning Project to allow for a partnership with the City of Seattle in a High Capacity Transit planning study focused on routes in the Ballard Neighborhood to the Downtown corridor.

Table B-2a

Capital Amendment 7
Project: 500005 - Regional Express Bus Base

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 61	\$ 56	\$ 116	\$ 260	\$ 245	\$ 505
Preliminary Engr / Environmental Document	\$ 1,532	\$ 150	\$ 1,681	\$ 5,041	\$ (278)	\$ 4,763
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ 64	\$ 13	\$ 77	\$ 168	\$ 33	\$ 201
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,656	\$ 218	\$ 1,875	\$ 5,469	\$ (0)	\$ 5,469

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2b**Capital Amendment 7****Project: 54387 - I-90 Two-way Transit & HOV Enhancements, Stage 3**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 323	\$ 227	\$ 550	\$ 3,385	\$ -	\$ 3,385
Preliminary Engr / Environmental Document	\$ -	\$ 46	\$ 46	\$ 1,595	\$ -	\$ 1,595
Final Design	\$ 5,846	\$ 1,194	\$ 7,040	\$ 23,000	\$ -	\$ 23,000
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ 75	\$ 10	\$ 85	\$ 170	\$ -	\$ 170
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 36,072	\$ -	\$ 36,072
Total	\$ 6,244	\$ 1,477	\$ 7,721	\$ 64,222	\$ -	\$ 64,222

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2c**Capital Amendment 7****Project: 300001 - Station Access & Demand Study**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 19	\$ 5	\$ 24	\$ 56	\$ 34	\$ 90
Preliminary Engr / Environmental Document	\$ 72	\$ 111	\$ 183	\$ 809	\$ (34)	\$ 774
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ 306	\$ (306)	\$ -	\$ 306	\$ -	\$ 306
Total	\$ 397	\$ (190)	\$ 208	\$ 1,170	\$ -	\$ 1,170

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2d**Capital Amendment 7****Project: 300004 - Sounder Yard & Shops Facility**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 65	\$ 116	\$ 181	\$ 329	\$ 517	\$ 846
Preliminary Engr / Environmental Document	\$ 1,107	\$ 26	\$ 1,132	\$ 5,874	\$ (108)	\$ 5,766
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ 17	\$ 38	\$ 55	\$ 105	\$ 195	\$ 300
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 604	\$ (604)	\$ -
Total	\$ 1,189	\$ 180	\$ 1,369	\$ 6,912	\$ -	\$ 6,912

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2e**Capital Amendment 7****Project: 300011 - Positive Train Control**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 250	\$ 24	\$ 274	\$ 2,045	\$ 193	\$ 2,238
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design	\$ 2,721	\$ 257	\$ 2,978	\$ 4,696	\$ 443	\$ 5,139
Third Party	\$ 968	\$ 91	\$ 1,059	\$ 5,800	\$ 548	\$ 6,348
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 526	\$ 50	\$ 576	\$ 21,550	\$ 2,035	\$ 23,585
Construction Management	\$ 426	\$ 40	\$ 466	\$ 1,750	\$ 165	\$ 1,915
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 3,384	\$ (3,384)	\$ -
Total	\$ 4,891	\$ 463	\$ 5,353	\$ 39,225	\$ -	\$ 39,225

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2f**Capital Amendment 7****Project: 300017 - Puyallup Station Improvements**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 19	\$ 61	\$ 79	\$ 28	\$ 96	\$ 124
Preliminary Engr / Environmental Document	\$ 370	\$ (61)	\$ 310	\$ 500	\$ (46)	\$ 454
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 50	\$ (50)	\$ -
Total	\$ 389	\$ -	\$ 389	\$ 578	\$ -	\$ 578

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2g**Capital Amendment 7****Project: 300018 - Sumner Station Improvements**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 19	\$ 61	\$ 79	\$ 28	\$ 96	\$ 124
Preliminary Engr / Environmental Document	\$ 370	\$ (61)	\$ 310	\$ 500	\$ (46)	\$ 454
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ 50	\$ (50)	\$ -
Total	\$ 389	\$ -	\$ 389	\$ 578	\$ -	\$ 578

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2h**Capital Amendment 7****Project: 31131 - Permitting/Environmental Mitigation**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 51	\$ 1	\$ 53	\$ 547	\$ 25	\$ 571
Preliminary Engr / Environmental Document	\$ 31	\$ 6	\$ 37	\$ 1,071	\$ -	\$ 1,071
Final Design	\$ 120	\$ 21	\$ 141	\$ 419	\$ -	\$ 419
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ 35	\$ 2	\$ 37	\$ 1,461	\$ -	\$ 1,461
Construction	\$ 1,463	\$ (117)	\$ 1,346	\$ 3,180	\$ (25)	\$ 3,156
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,700	\$ (87)	\$ 1,613	\$ 6,679	\$ -	\$ 6,679

Construction was originally scheduled to begin in the 3rd quarter of 2011 but due to a delay in receiving permits construction will not begin until the first quarter of 2012.

Table B-2i**Capital Amendment 7****Project: 31206 - Mukilteo Station, South Platform**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 163	\$ 48	\$ 212	\$ 595	\$ 28	\$ 622
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design	\$ -	\$ 341	\$ 341	\$ 1,422	\$ 591	\$ 2,013
Third Party	\$ -	\$ 247	\$ 247	\$ -	\$ 367	\$ 367
Row Acquisition and Permits	\$ 170	\$ 54	\$ 224	\$ 240	\$ 45	\$ 285
Construction	\$ 3,630	\$ 228	\$ 3,858	\$ 8,074	\$ (920)	\$ 7,153
Construction Management	\$ 360	\$ 19	\$ 380	\$ 800	\$ (110)	\$ 690
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 4,323	\$ 938	\$ 5,261	\$ 11,131	\$ 0	\$ 11,131

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2j**Capital Amendment 7****Project: 33236 - Tukwila Station**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 684	\$ (0)	\$ 684	\$ 2,391	\$ 209	\$ 2,600
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ 1,101	\$ -	\$ 1,101
Final Design	\$ 1,019	\$ 269	\$ 1,288	\$ 4,481	\$ 18	\$ 4,499
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ 1,534	\$ 1,461	\$ 2,995	\$ 11,714	\$ (14)	\$ 11,700
Construction	\$ 9,066	\$ (2,747)	\$ 6,319	\$ 24,616	\$ (247)	\$ 24,369
Construction Management	\$ 703	\$ 50	\$ 753	\$ 1,666	\$ 34	\$ 1,700
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 13,006	\$ (967)	\$ 12,039	\$ 45,969	\$ (0)	\$ 45,969

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2k**Capital Amendment 7****Project: 35135 D St. - M St. Track & Signal**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 1,141	\$ 195	\$ 1,336	\$ 8,892	\$ 504	\$ 9,396
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ 1,744	\$ (50)	\$ 1,694
Final Design	\$ -	\$ 2,686	\$ 2,686	\$ 12,873	\$ 5,739	\$ 18,612
Third Party	\$ -	\$ 423	\$ 423	\$ -	\$ 846	\$ 846
Row Acquisition and Permits	\$ 1,538	\$ 28	\$ 1,565	\$ 45,093	\$ -	\$ 45,093
Construction	\$ 31,875	\$ 380	\$ 32,255	\$ 83,710	\$ (13,532)	\$ 70,178
Construction Management	\$ -	\$ 2,727	\$ 2,727	\$ -	\$ 6,218	\$ 6,218
Vehicles	\$ -	\$ -	\$ -	\$ 8,953	\$ (0)	\$ 8,953
System Testing & Startup	\$ 16	\$ 275	\$ 291	\$ 16	\$ 275	\$ 291
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 34,569	\$ 6,714	\$ 41,283	\$ 161,281	\$ (0)	\$ 161,281

Project budget and expenses are being converted to use a work breakdown structure which will shift some budget between phases but will not change the project budget. In addition, the 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2l**Capital Amendment 7****Project: 200 University Link - Pine Street Stub Tunnel (PSST) to UW Station**

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 13,424	\$ -	\$ 13,424	\$ 115,229	\$ -	\$ 115,229
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ 24,349	\$ (88)	\$ 24,261
Final Design / Specifications	\$ 6,576	\$ (50)	\$ 6,526	\$ 87,633	\$ -	\$ 87,633
Construction Services	\$ 17,337	\$ 485	\$ 17,822	\$ 95,726	\$ 88	\$ 95,814
Third Party	\$ 2,340	\$ (115)	\$ 2,225	\$ 18,646	\$ -	\$ 18,646
Construction	\$ 185,953	\$ (420)	\$ 185,533	\$ 1,148,783	\$ -	\$ 1,148,783
Vehicles	\$ 2,500	\$ -	\$ 2,500	\$ 103,909	\$ -	\$ 103,909
ROW Acquisition and Permits	\$ 1,839	\$ -	\$ 1,839	\$ 152,332	\$ -	\$ 152,332
Testing and Start-up	\$ -	\$ 100	\$ 100	\$ 9,400	\$ -	\$ 9,400
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 229,969	\$ -	\$ 229,969	\$ 1,756,007	\$ -	\$ 1,756,007

This amendment revised the annual cash flow by phase without affecting the lifetime budget

Table B-2m**Capital Amendment 7****Project: 340 Noise Abatement Program**

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 450	\$ -	\$ 450	\$ 1,000	\$ -	\$ 1,000
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design / Specifications	\$ -	\$ 60	\$ 60	\$ -	\$ 60	\$ 60
Construction Services	\$ 1,280	\$ 10	\$ 1,290	\$ 3,250	\$ (60)	\$ 3,190
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 4,300	\$ 550	\$ 4,850.00	\$ 8,750	\$ -	\$ 8,750
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 6,030	\$ 620	\$ 6,650	\$ 13,000	\$ -	\$ 13,000

This amendment revised the annual cash flow by phase without affecting the lifetime budget

Table B-2n

Capital Amendment 7
Project: 400 Airport Link

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 100	\$ -	\$ 100	\$ 10,859	\$ -	\$ 10,859
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ 3,691	\$ -	\$ 3,691
Final Design / Specifications	\$ 100	\$ -	\$ 100	\$ 15,924	\$ -	\$ 15,924
Construction Services	\$ -	\$ 50	\$ 50.0	\$ 15,539	\$ -	\$ 15,539
Third Party	\$ -	\$ -	\$ -	\$ 1,387	\$ -	\$ 1,387
Construction	\$ 500	\$ (50)	\$ 450	\$ 187,644	\$ -	\$ 187,644
Vehicles	\$ -	\$ -	\$ -	\$ 14,587	\$ -	\$ 14,587
ROW Acquisition and Permits	\$ -	\$ -	\$ -	\$ 12,553	\$ -	\$ 12,553
Testing and Start-up	\$ -	\$ -	\$ -	\$ 917	\$ -	\$ 917
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 700	\$ -	\$ 700	\$ 263,100	\$ -	\$ 263,100
This amendment revised the annual cash flow by phase without affecting the lifetime budget						

Table B-2o

Capital Amendment 7
Project: 420 South Link - Airport to South 200th Street

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 1,929	\$ 218	\$ 2,148	\$ 16,064	\$ -	\$ 16,064
Preliminary Engr / Environmental Review	\$ 169	\$ (122)	\$ 47	\$ 5,878	\$ -	\$ 5,878
Final Design / Specifications	\$ 3,533	\$ -	\$ 3,533	\$ 20,005	\$ -	\$ 20,005
Construction Services	\$ 649	\$ -	\$ 649	\$ 15,135	\$ -	\$ 15,135
Third Party	\$ 1,360	\$ 866	\$ 2,226	\$ 6,885	\$ -	\$ 6,885
Construction	\$ 6,193	\$ 2,000	\$ 8,193	\$ 273,936	\$ -	\$ 273,936
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ 20,414	\$ -	\$ 20,414	\$ 43,549	\$ -	\$ 43,549
Testing and Start-up	\$ -	\$ -	\$ -	\$ 1,789	\$ -	\$ 1,789
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 34,246	\$ 2,963	\$ 37,209	\$ 383,241	\$ -	\$ 383,241
This amendment revised the annual cash flow by phase without affecting the lifetime budget						

Table B-2p**Capital Amendment 7****Project: 446 South Corridor Alternative Planning**

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 1,160	\$ -	\$ 1,160	\$ 2,030	\$ -	\$ 2,030
Preliminary Engr / Environmental Review	\$ 1,962	\$ -	\$ 1,962	\$ 3,513	\$ -	\$ 3,513
Final Design / Specifications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,122	\$ -	\$ 3,122	\$ 5,543	\$ -	\$ 5,543
This amendment revised the subarea allocation to reflect proper split between Pierce County and South King County						

Table B-2q**Capital Amendment 7****Project: 009 LLR Maintenance and Storage**

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 944	\$ (100)	\$ 844	\$ 3,337	\$ -	\$ 3,337
Preliminary Engr / Environmental Review	\$ 1,204	\$ -	\$ 1,204	\$ 5,710	\$ -	\$ 5,710
Final Design / Specifications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ 55	\$ -	\$ 55	\$ 385	\$ -	\$ 385
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ -	\$ 100	\$ 100	\$ -	\$ -	\$ -
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,203	\$ -	\$ 2,203	\$ 9,432	\$ -	\$ 9,432
This amendment revised the annual cash flow by phase without affecting the lifetime budget						

Table B-2r

Capital Amendment 7
START

Capital Expenditures	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Subarea						
1- Snohomish	194	(194)	0	5,137	0	5,137
2 - North King	462	(20)	443	12,265	0	12,265
3 - South King	373	240	613	9,907	0	9,907
4 - East King	804	(334)	470	21,334	0	21,334
5 - Pierce	142	158	300	3,774	0	3,774
Total	1,976	(150)	1,826	52,417	0	52,417

2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-2s

Capital Amendment 7
TOD Property Disposition

Capital Expenditures	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Subarea						
2 - North King	901	341	1,242	5,601	0	5,601
Total	901	341	1,242	5,601	0	5,601

2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-3a

Capital Amendment 8
Project: 762 - LRV Wash Bay Doors

	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Amendment	Revised Project Budget	2012 Proposed Project Budget	Budget Amendment	Revised Project Budget
Phase						
Agency Administration	\$ -	\$ 8	\$ 8	\$ -	\$ 8	\$ 8
Preliminary Engr / Environmental Document	\$ -	-	-	\$ -	-	-
Final Design	\$ -	\$ 49	\$ 49	\$ -	\$ 49	\$ 49
ROW Acquisition	\$ -	-	-	\$ -	-	-
Construction	\$ -	\$ 69	\$ 69	\$ 200	\$ 69	\$ 269
Vehicles	\$ -	-	-	\$ -	-	-
Contingency	\$ -	\$ 20	\$ 20	\$ -	\$ 20	\$ 20
Total	\$ -	\$ 146	\$ 146	\$ 200	146	\$ 346

The additional costs being requested by this action are needed to address scope that was not identified in the initial budgeting of the LRV bi-fold door project in our 2011 budget. The LRV wash bay door project started as automated bi-fold door installations at the North and South ends of the bay and a manually operated coiling door on the west side. The scope of work has evolved primarily as a result of an independent code analysis of the project that was performed as part of the design process. This analysis identified additional code-required work. The majority of project cashflows have been moved to 2012 to reflect the current project plan.

Table B-3b**Capital Amendment 9****Project: 740-Small Works Program**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Amendme nt	Revised Project Budget	2012 Proposed Project Budget	Budget Amendment	Revised Project Budget
Agency Administration	\$ 38	\$ (8)	\$ 30	\$ 280	\$ (8)	\$ 272
Preliminary Engr / Environmental Document	\$ 13	\$ -	\$ 13	\$ 101	\$ -	\$ 101
Final Design	\$ -	\$ (49)	\$ (49)	\$ 24	\$ (49)	\$ (25)
ROW Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 638	\$ (89)	\$ 549	\$ 4,740	\$ (89)	\$ 4,651
Vehicles	\$ -	\$ -	\$ -	\$ 99	\$ -	\$ 99
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 689	\$ (146)	\$ 543	\$ 5,244	\$ (146)	\$ 5,098
Transfer \$146k out of the Lifetime budget to fund project 762- LRV Wash Bay Doors. 2012 cashflow has been adjusted to reflect this change.						

Table B-4a**Capital Amendment 10****Project: New - Security Radios**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ -	\$ 29	\$ 29	\$ -	\$ 29	\$ 29
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 285	\$ 285	\$ -	\$ 285	\$ 285
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 314	\$ 314	\$ -	\$ 314	\$ 314
Create a new project to procure radios for security and fare enforcement personnel. The 800 Mhz Radio project modernizes Sound Transit's communications capabilities, by migrating to a system where Sound Transit can communicate amongst itself and with outside agencies in the event of an emergency or disaster. Beginning with Security and Station Agents; the 800 Mhz radio system is scalable to all departments and divisions within Sound Transit and is interoperable with the Central Link radio system. The project will provide Sound Transit with a response and situational awareness not achievable with the current and the currently planned cell phone push to talk system.						

Table B-4b**Capital Amendment 11****Project: 261 - Bus Maintenance Facility**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ -	\$ -	\$ -	\$ 559	\$ (29)	\$ 530
Preliminary Engr / Environmental Document	\$ -	\$ -	\$ -	\$ 8	\$ -	\$ 8
Final Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition	\$ -	\$ -	\$ -	\$ 59	\$ -	\$ 59
Construction	\$ 380	\$ -	\$ 380	\$ 21,720	(285)	\$ 21,435
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 380	\$ -	\$ 380	\$ 22,346	(314)	\$ 22,032

Reduce the lifetime budget to fund the creation of a new project for Security Radios

Table B-5a**Capital Amendment 12****Information Technology****Capital and Operating Expenditures**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Sustaining Infrastructure, Storage, Backups, Intrusion Detection	0	500	500		9,000	9,000
Enterprise Asset Management System	0	2,084	2,084	0	3,950	3,950
ST Network Project Phase 1- 3	0	875	875	0	2,500	2,500
E1 Upgrades	0	0	0	0	1,000	1,000
ST Network and Datacenter Design & Disaster Recovery	0	0	0	0	900	900
Budgeting System	0	440	440	0	800	800
Customer Relationship Mgmt - CRM Implementation	0	0	0	0	800	800
Production data center virtualization	0	0	0	0	700	700
SharePoint 2010 Upgrades	0	0	0	0	600	600
Call Center (ACD) and Unity Upgrade	0	0	0	0	300	300
Web re-design project	0	0	0	0	200	200
LiveLink Upgrade	0	0	0	0	200	200
Cabling (5th & Jackson 7th+8th Floor)	0	0	0	0	70	70
Miscellaneous	0	0	0	0	66	66
Non Allocated	0	550	550	0	11,149	11,149
Total	0	4,449	4,449	0	32,235	32,235

Information Technology is developed out of Administrative Capital Program as Stand Alone Program with Lifetime budget of \$32,235M of Capital and Operating expenditures. Also 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-5b**Capital Amendment 13****Administrative Capital****Capital and Operating Expenditures**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed	Budget	Revised	2012 Proposed	Budget	Revised
Admin Facilities/Equip/Furn	857	0	857	2,745	0	2,745
Non-Revenue Fleet	302	0	302	2,505	0	2,505
IT Hardware - Software	4,254	(4,254)	0	32,235	(32,235)	0
Other	500	(170)	330	7,759	0	7,759
Future Program Allocation	25	(25)	(25)	325	0	325
Total	5,938	(4,449)	1,464	45,569	(32,235)	13,334

Information Technology is developed out of Administrative Capital Program as Stand Alone Program with Lifetime budget of \$32,235M of Capital and Operating expenditures. Also 2012 annual budget has been updated to reflect current cashflow forecasts.

Table B-6**Capital Amendment 14****Project: 500020 - Mid-day Bus Storage**

Phase	2012 Annual Budget			Lifetime Budget		
	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget	2012 Proposed Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ -	\$ 49	\$ 49	\$ -	\$ 97	\$ 97
Preliminary Engr / Environmental Document	\$ -	\$ 240	\$ 240	\$ -	\$ 240	\$ 240
Final Design	\$ -	\$ 100	\$ 100	\$ -	\$ 390	\$ 390
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Row Acquisition and Permits	\$ -	\$ 25	\$ 25	\$ -	\$ 50	\$ 50
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Testing & Startup	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 414	\$ 414	\$ -	\$ 777	\$ 777

Information was developed this fall about sites under consideration for midday bus storage and the feasibility of using a Sound Transit-owned site at the west portal of the Beacon Hill tunnel was confirmed. The need for this project has been identified for mid-2014 to ensure that the stored buses are moved from the Link OMF employee parking site prior to U-Link light rail testing and start-up.

Table B-7**Capital Amendment 15****Project: 320 DSTT South Access Security**

Phase	2012 Annual Budget			Lifetime Budget		
	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget	Proposed 2012 Project Budget	Budget Transfer	Revised Project Budget
Agency Administration	\$ 45	\$ (27)	\$ 18	\$ 165	\$ -	\$ 165
Preliminary Engr / Environmental Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Final Design / Specifications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 187	\$ (144)	\$ 43	\$ 585	\$ 50	\$ 635
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROW Acquisition and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 232	\$ (171)	\$ 61	\$ 750	\$ 50	\$ 800

Administration phase by \$27.3 thousand; and decrease the Construction phase by \$143.8 thousand to reflect construction contract work being advanced to 2011. The lifetime budget will be amended to increase the Construction phase by \$50.0 thousand to fund recently added work required by the Seattle Department of Transportation and King County Metro.

Proposed 2012 Transit Improvement Plan

SOUNDTRANSIT



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What's in the 2012 Transit Improvement Plan?

Agency Overview

The agency overview section contains agency history, programs, board and committee information.

Transit Improvement Plan Overview

The transit improvement plan (TIP) overview section describes the specific sections of the document as well as the agency's capital budgeting and financial planning process.

Service Delivery

The service delivery section of the TIP contains forecasted expenditures for operating and maintaining existing Sound Transit light rail, commuter rail, and express bus service throughout the region for the period 2012 – 2017.

Project Delivery

The project delivery section of the TIP contains all multi-year board-approved budgets for active Sound Move and ST2 capital projects for Link, Sounder, and Regional Express. Also included in this section are capital project budgets for service delivery facilities and equipment as well as lifetime budgets for other agency programs that are not mode specific.

Agency Administration

This section of the TIP contains forecasted expenditures of:

- Operating expenses for agency staff and services.
- Capital outlays for administration.
- Reserves for capital replacement, emergency/loss, systemwide insurance, as well as systemwide and regional contingency.

Appendices

The appendices contain additional details relevant to the TIP including:

- Summary comparing voter-approved ST2 program cost estimates to the currently funded cost estimates.
- List of project phases used to plan and track project costs.
- Subarea Allocations.
- List of charts, maps, and tables and a glossary.

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AGENCY OVERVIEW

Our Mission

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

Our Vision

Easy connections...

to more places...

for more people.

Our Story

The Central Puget Sound Regional Transit Authority – better known as Sound Transit – was created by the Washington state legislature. In 1996, voters in the central Puget Sound region approved implementation of the Sound Move plan. Our mandate: to build a mass transit system that connects major employment and housing centers in King, Pierce, and Snohomish counties.

Since 1996, we have grown tremendously. ST Express bus service began in 1999, joined by Sounder commuter rail in 2000. Light rail debuted with Tacoma Link in 2003, and Central Link light rail began service in 2009.

We now provide transit services to 80 percent of Snohomish, King, and Pierce county residents – 40 percent of the entire state's population. Around 25 million people use Sound Transit to get around the region each year.

Today we continue to expand our high-capacity transportation network, which serves the nearly 1,100-square-mile Sound Transit district. We help millions of Puget Sound residents get where they need to go affordably each year, with services and facilities that include commuter rail, light rail, regional bus service, transit stations, and park-and-ride lots.

Our more than 500 employees are moving forward to make mass transit in Puget Sound even better, both by expanding our system and improving existing transit service. As we grow, we stay deeply in touch with community needs – we've held nearly 250 neighborhood meetings to develop our East Link light-rail service alone.

We are dedicated to delivering the Puget Sound's mass transit needs, while operating with the fiscal responsibility required in these difficult economic times and expected by the region's taxpayers.

Our 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 | ✓ Integrity |
| ✓ Excellence | ✓ Public Trust |
| ✓ Inclusiveness | ✓ Respect |
| ✓ Innovation | ✓ Transparency |

Voter-Authorized Transit Programs

Sound Transit is implementing two major, voter-authorized regional transit plans in partnership with public agencies, local jurisdictions, community organizations, the private sector, and the citizens of the Sound Transit District:

Sound Move

In 1996, central Puget Sound voters approved implementation of the Sound Move plan to build a high-capacity public transit system. Since then, Sound Transit has built and now operates 75 miles of Sounder commuter rail, 25 ST Express bus routes, and 17 miles of Link light rail.

We are still completing other elements of the Sound Move plan. Notable current projects include building University Link, which extends light rail from downtown Seattle to the University of Washington, and extending Sounder commuter rail an additional 7.5 miles from Tacoma to Lakewood.

Sound Transit 2

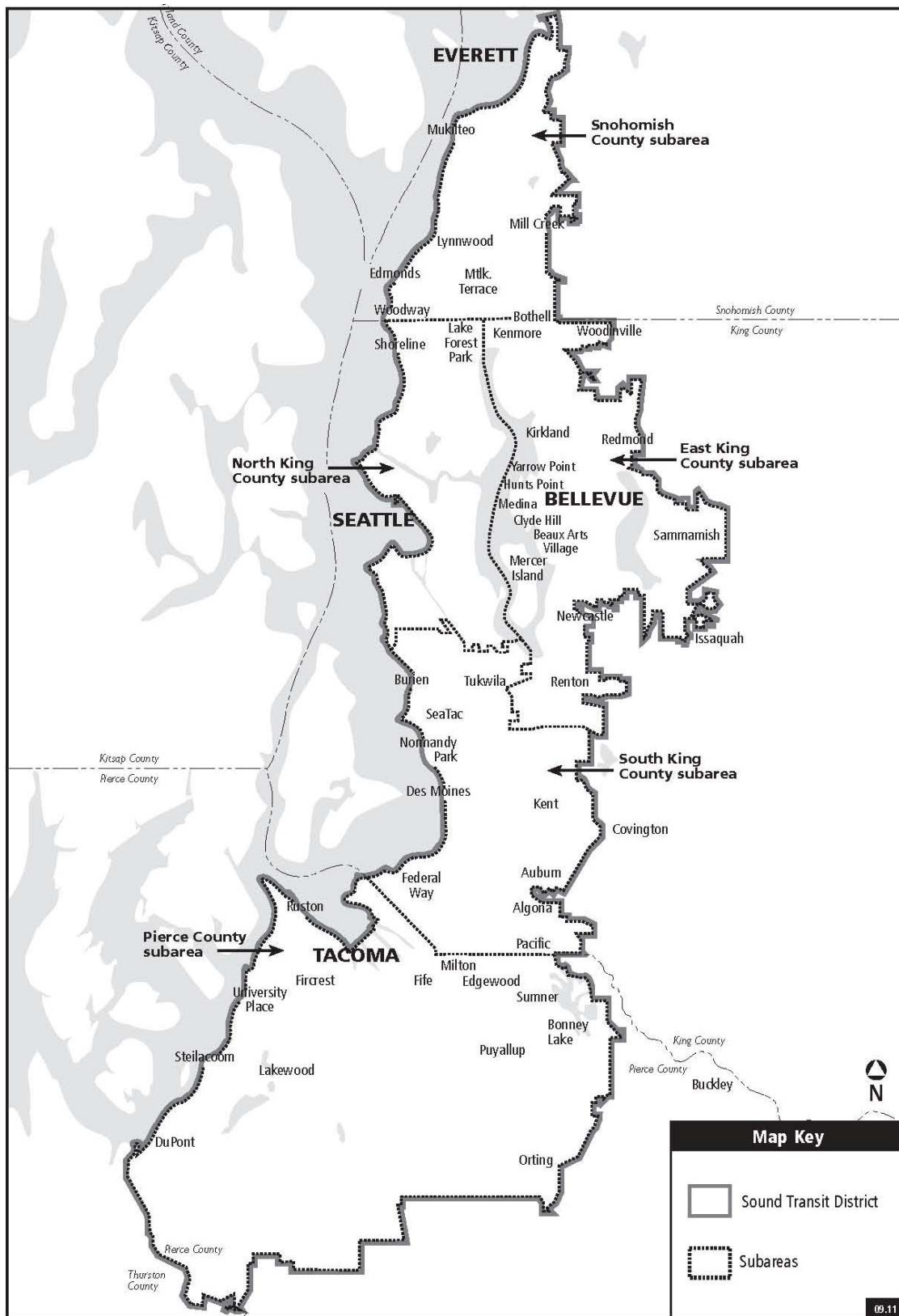
In 2008, central Puget Sound voters approved Sound Transit 2 (ST2), a mass-transit expansion proposal to add 36 miles of light rail, increase express bus service by 17% and increase commuter rail service. The plan also includes improved access to transit through expanded bike facilities, and better pedestrian access. Additional parking will be added in some locations.

New services will be phased in over several years. The first of the new services began in 2009 with increased ST Express bus service. University Link and South Link – Airport to South 200th Street are both scheduled to start service in 2016. However, due to the significant decline in agency revenues as a result of the recession, there are insufficient funds to complete all elements of the ST2 program by 2023 as originally planned. In last year's budget we described a plan to realign ST2 with the agency's revenue forecast. The realignment plan recommended continuing our progress on most projects, reducing the pace of service growth, deferring, rephrasing, and/or rescoping other projects on a priority basis.

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. The Sound Transit District is then divided into five subareas, shown on the accompanying map. Revenues and expenses are allocated to subareas. For more detail on subarea allocations, please see Appendix C.

Sound Transit District



About Sound Transit's Board of Directors

Sound Transit is governed by an 18-member board of directors, made up of 17 local elected officials and the Washington State secretary of transportation, who is required to serve. The representation of the board is established in state law. Along with the Secretary of the Washington State Department of Transportation, members are elected city or county council members, mayors, and county executives. Board members are appointed to the Sound Transit Board by their respective county executive and confirmed by the county council.

To assure effective coordination between local and regional transit plans, half the members appointed in each county are governing officials of local transit agencies. Appointments must include elected officials representing the largest city in each county we serve, while smaller cities and unincorporated areas receive proportional representation.

The board's responsibilities include:

- Establish policy.
- Provide direction.
- Adopt budgets.
- Approve major contracts.
- General agency oversight.

Board Meetings

The board and its committees conduct work at regularly scheduled meetings which are open to the public. Meetings are structured to allow for public comment. Meeting schedules, locations, and agendas are available in advance.

Sound Transit board members elect officers, including a chair and two vice chairs, every two years. The chair and vice chairs must be from different counties. The chair presides over all board and executive committee meetings and is a voting member of both.

The current array of board committees reflects our agency's growing role as a transit operator, as well as the increasing scale and complexity of the ST2 program. The committees assist in reviewing motions, resolutions, and staff recommendations. Each committee focuses on a different area of Sound Transit business.

Additional information on the Sound Transit board – including its structure, meeting schedules and locations, standing committees, and actions – can be found at www.soundtransit.org in the "About Sound Transit" tab.

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

Joe McDermott
King County Councilmember

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

Mike McGinn
Seattle Mayor

Julia Patterson
King County Councilmember

Larry Phillips
King County Councilmember

Paul Roberts
Everett Council President

Pete von Reichbauer
King County Councilmember

Chief Executive Officer

Joni Earl

Board Committees

Executive Committee

The executive committee's responsibilities include:

- Review board rules, operating procedures, and governance structure.
- Analyze agencywide policies and provide policy recommendations to the board.
- Assess and monitor legislative activities.
- Monitor government relations and communications strategies.
- Examine the overall budget and other committees' budget recommendations.
- Validate and monitor our financial plan.
- Approve proposed bond issues.
- Evaluate the performance of the chief executive officer.

The executive committee does not have final approval authority, but board policy allows it to act in lieu of the board.

Capital Committee

The capital committee reviews and monitors stages of all capital projects to ensure they proceed as mandated in our long-range capital plan, the Transit Improvement Plan (TIP).

Additional duties include:

- Provide oversight, strategic direction, and recommendations on capital-project budget approvals as required by our Phase Gate process.
- Analyze and provide recommendations on new and existing capital-related policies.
- Validate projects' scope, schedule, budget, risks, construction activities, and claims.
- Examine proposed annual capital projects budgets and provide recommendations.

The board delegates the capital committee final authority to approve capital program transactions above the chief executive officer's level of authority of \$200,000 and under \$5 million.

Operations and Administration Committee

The operations and administrative committee is responsible for the following:

- Review and monitor operating plans, transit services, and customer-facing programs.
- Provide oversight, strategic direction, and recommendations on fleet and facility plans.
- Approve the annual Service Implementation Plan (SIP).
- Evaluate the impact on operating transit systems of facility and corridor capital projects.
- Examine proposed annual transit operations and staff budgets and provide recommendations.
- Analyze and provide recommendations on new and existing operations and administration policies.

The board delegates the operations and administration committee final authority to approve operating and administrative transactions above the chief executive officer's level of authority of \$200,000 and under \$5 million.

Audit and Reporting Committee

The audit and reporting committee is responsible for the following tasks:

- Review quarterly and annual financial reports.
- Evaluate external and internal auditors' planned scope, audit approach, results, and recommendations.
- Analyze and monitor management's implementation of audit recommendations.
- Review and approve performance audits to be conducted by the Internal Audit Division.
- Assess the agency's internal control systems.
- In addition to board members, the committee includes the chair of the citizen oversight panel.

About the Citizen Oversight Panel

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

- Fulfill public commitments.
- Involve citizens in an open and timely manner.
- Evaluate project alternatives.
- Review capital and operating budgets and finance plans.
- Maintain equity in subarea budgets and reporting.
- Adhere to schedules and budgets.
- Review annual performance audits.

Panel Members

Panel members are appointed by our board to serve four-year terms. The members possess 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 1997.

COP Reports

The panel reports its findings and suggestions for improvement to the board. Working on behalf of the region's citizens, the citizen oversight panel's vigilance, continuous feedback, and constructive suggestions help ensure that we successfully implement vital transportation improvements throughout the region.

Performance reports, meeting schedules, and the list of current panel members are available at www.soundtransit.org.

CITIZEN OVERSIGHT PANEL

Chair

Paul J. Wiesner

Vice Chair

Stuart L. Scheuerman

Members

Annette P. Bailes

Josh Benaloh

Aubrey Davis

Bob Goldstein

Philip B. Lovell

Karen J. Mask

David A. Russell

Bruce W. Seiber

Virendra (Vic) K. Sood

JD Wessling

Harold Wirch

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TRANSIT IMPROVEMENT PLAN OVERVIEW

The Proposed 2012 Transit Improvement Plan (TIP) provides projected capital and operating expenditures for the construction and operation of the Sound Transit regional high-capacity transit system in central Puget Sound. Sound Transit' board endorses the TIP and adopts the annual budget to authorize spending for 2012. This document contains information on scope and budget as well as changes in budget and schedule for all active phases of both capital and operating programs.

- **Service Delivery:** The TIP includes summary-level, six-year annual forecasts of operating expenses for each of Sound Transit's transportation modes. The expense forecasts reflect detailed service plans contained in the Draft 2012 Service Implementation Plan (SIP).
- **Project Delivery:** The TIP includes phase-level budget information for projects displayed as costs to date, annual forecasts for the upcoming six years, plus summarized costs for years beyond this six-year period. For capital projects, only board-approved budget amounts are included. Where a baseline budget has not been approved, the total budget only includes the phase(s) that have been authorized. For ST2 projects only, information regarding the estimate to complete the project can be found in the project delivery section and in Appendix A. For Link, Sounder, and Regional Express projects, information on risk, cost estimate history, and phase gate status is provided.
- **Agency Administration:** The TIP includes administrative costs that support the agency's capital and service delivery programs. Also included are administrative capital and various agency reserves.

Transit Improvement Plan Summary

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total TIP
Service Delivery	-	198,900	212,350	219,978	229,093	248,719	257,449	-	1,366,488
Project Delivery	5,814,938	732,637	646,704	562,034	464,739	432,822	157,129	236,794	9,047,798
Agency Administration	425,305	113,154	111,875	112,625	117,532	141,660	146,784	936,711	2,105,646
Total	6,240,243	1,044,691	970,929	894,637	811,364	823,200	561,362	1,173,506	12,519,932

Responding to the Recession

In the fall of 2010, the Sound Transit board focused its review of the 2011 budget and the 2011 TIP on implementing the agency's voter-approved transit projects and services in the face of constrained revenues. Sound Transit, like many government agencies, has faced significant budget challenges as a result of the recent recession and subsequent sluggish economic recovery. The agency's updated revenue forecast predicts a decline in tax revenues over 2009 – 2023 of \$4.0 billion (25%) compared to the agency's July 2008 forecast on which the ST2 plan was based.

Program Realignment

As a result of the 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 in FY 2010 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 and were formalized in the board's adoption of the 2011 Budget and endorsement of the 2011 TIP. The program realignment reflected the board's decisions on how to implement the ST2 Plan with fewer resources.

The agency's financial policies provide that if actual or projected expenditures exceed a subarea's revenues by more than 5%, 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 2011 budget and the 2011 TIP gave priority to projects and services that are:

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

Projects or services that were recommended for delay, deferral, or reduction in the 2010 realignment were generally those elements that were:

- Lower in ridership.
- Not critical to build-out of the capital infrastructure or daily operation of the regional high-capacity system or undefined discretionary programs.
- Unnecessary reserves or contingencies for projects near completion that were no longer needed.
- Contingent on funding from other partners and funding was not currently included in the partner plans.

The 2012 TIP maintains the program realignment adopted by the board in the 2011 budget. Despite the program adjustments represented in the 2011 TIP, Sound Transit still has substantial resources to implement the ST2 plan. The proposed 2012 budget and TIP include moving ahead with the substantial majority of Sound Move and ST2 projects, adding back the initial design funding for South Corridor High Capacity Transit (HCT) South 200th Street to Kent Des Moines project, and accelerating the South Link Airport – South 200th Street project.

Financial Plan

Sound Transit maintains a long-term agency financial plan: a model of forecasted cash flows through 2040. A review of agency programs against the financial plan ensures a

balance of revenues and expenditures as well as affordability of the overall program. Sensitivity analysis, using the financial plan, gauges the impact of potential changes in the economy as well as changes in project schedule and scope on overall program affordability.

The TIP presents the projects and programs that are funded in the agency's financial plan. The financial plan includes funding for projects and programs equal to the baseline budget or for projects in early development or final design that do not yet have a baseline, the current cost estimate represents the funding level for the project.

The six-year spending plan for service delivery expenses represents the funding level for that period. Corresponding service levels are detailed in the draft 2012 Service Implementation Plan.

In addition, the financial plan includes funding for future operational expenses through 2040 that take into account not only current service being provided, but also expected future projects and service delivery.

Capital Budgeting

Budget Approval and Phase Gate Process

Prior to 2010, the Sound Transit board approved project lifetime budgets at the outset of a capital project. Since 2010, our approach to project budgeting has been modified to provide greater board oversight and control. As capital projects reach key milestones, requests for budget approval to complete the next project phase are presented for board approval. Phase Gate, our project management oversight process, confirms that the project is ready to move forward to the next phase and triggers the request to the board for additional budget.

Typical budget requests include funding for:

- Project development including preliminary engineering and environmental investigation.
- Final design and right-of-way acquisition.
- Baseline or total project budget.

A baseline budget is established during final design when sufficient information is available to establish a project's cost through construction. Project spending is benchmarked against the baseline through completion of the project. Projects are fully funded when the board approves the baseline.

Each year, with the adoption of the annual budget, the board approves annual capital spending by program for the coming fiscal year.

Cost Estimates

Each ST2 capital project has a cost estimate that originated from the 2008 voter-approved plan. Original ST2 cost estimates, 2011 cost estimates, and 2012 cost estimates for ST2 projects appear in Appendix A.

Our cost estimates are maintained on a current year, constant dollar basis. For instance, in the Proposed 2012 TIP, full project cost estimates are presented in constant 2011 dollars. However, the board approves budgets in year-of-expenditure dollars to take into

account the fact that project spending occurs over several years and so must be adjusted for inflation.

Project Summary and Detail Pages

In the project delivery section, details pertaining to each project are provided as well as summaries of each program.

Summary Tables

Summary tables for all budgets approved by the board include three views:

1. Projects by budget approval phase.
2. Subarea, by allocation to Sound Transit's five geographic subareas.
3. Project phase, by the agency's work breakdown structure phases that group costs relative to activities and deliverables such as final design, construction, and startup and testing (see Appendix B for a list of project phases).

Project Detail

A project page for active projects includes a project description, budget and cashflow information. Modal budgets (Link, Sounder, and Regional Express) and service delivery capital projects include information on phase gate status. Modal budgets also include schedule and budget risk detail. For ST2 projects, cost estimate updates are included.

Below is an explanation of terms used in the project pages.

Capital Budget (in YOE dollars)

Phase Gate Passed

The most recent gate passed indicates a project's progress. Certain Sound Move projects pre-date implementation of our Phase Gate process and are not required to pass through gates they would have had the process been in place.

Pending	– Projects that will pass through Gate 1 before the end of the coming year
Gate 1	– Enter project development
Gate 2	– Identify alternatives
Gate 3	– Identify preferred alternative
Gate 4	– Enter final design
Gate 5	– Establish baseline
Gate 6	– Proceed to construction
Gate 7	– Transition to operations
Gate 8	– Close out project
None	– Projects that advanced through project development prior to implementation of Phase Gate, includes some Sound Move projects
N/A	– Projects not subject to the Phase Gate process, e.g., procurements, installation of equipment, etc.

Baseline

Baseline budget is lifetime budget for the entire project in year of expenditure dollars. The baseline budget is established once the project scope and schedule are defined.

2011 TIP Current

Board-authorized project budget including both historic and future costs as of the 2011 TIP.

2012 TIP Proposed

Board-authorized project budget as well as additional budget proposed as of the 2012 TIP.

ST2 Project Cost Estimate (in 2011 dollars)

This section of the project page is for ST2 projects only and provides a history of funded cost estimate updates in constant dollars. Cost estimates provided include the original 2008 estimate, the current year, and budget year.

Budget Risk Assessment

Estimate Type

Basis of current budget estimate used for a project:

- Initial – Sound Move or ST2 program plans
- Planning – preliminary conceptual estimate developed for specific sites based on limited project information
- Conceptual engineering
- Scoping – itemized right-of-way and construction costs on an estimated unit price basis
- PE/ED – preliminary engineering/environmental design
- Final design
- Construction – full design drawings, specifications, and known unit prices
- Fixed contribution – contractual amount of funds Sound Transit is to contribute to a project performed by another transit agency or governmental entity. This may not reflect a project's total cost estimate.

Budget Risk Level

Overall risk level for each project is classified as low, medium, or high, depending on the presence of uncertainties that could impact the scope or budget.

Schedule Risk Assessment

Schedule Risk Level

Overall risk level for each project is classified as low, medium, or high depending on the presence of risk factors that could impact the project's completion schedule.

2011 Budget Schedule

The year anticipated for start of service as of the 2011 budget.

2012 Budget Schedule

The year anticipated for start of service as of the 2012 budget.

Project Risk Assessment

Budget or schedule risk for the entire project explained in more specific terms.

SERVICE DELIVERY

The Proposed 2012 Transit Improvement Plan (TIP) contains forecasted expenses to operate and maintain the regional transit system from 2012 – 2017. Operating expenses include the costs of third-party operators for light rail, commuter rail, and bus services, as well as Sound Transit's direct costs for providing those services.

Service Delivery Summary

(in thousands)

	2012	2013	2014	2015	2016	2017	Total TIP
Central Link light rail	54,190	56,297	57,923	62,141	73,166	76,311	380,028
Tacoma Link light rail	4,112	4,240	4,377	4,519	4,668	4,826	26,742
Sounder commuter rail	37,734	44,741	47,793	49,874	53,445	56,510	290,098
ST Express bus	101,409	105,575	108,353	110,993	115,837	118,161	660,327
Contingency	1,455	1,498	1,532	1,566	1,602	1,640	9,293
Total	198,900	212,350	219,978	229,093	248,719	257,449	1,366,488

Operations Plan

Sound Transit operates Link light rail, Sounder commuter rail, and ST Express bus services throughout the Puget Sound region. As a part of the annual budget, the Sound Transit board approves spending for each of these modal services for the following fiscal year. The agency also maintains a Service Implementation Plan (SIP) that forecasts service expenditures for a six-year period. The draft 2012 SIP provides the service plan on which the proposed 2012 budget is based. The draft 2012 SIP will be adopted by the operations and administration committee of the board at the same time as the proposed 2012 budget. The TIP only includes summary spending information for the six-year period described in the SIP. Once adopted, the SIP can be read at www.soundtransit.org.

The agency's program realignment in 2010 evaluated our transit services to identify potential operational efficiencies. The current Sound Transit 2 (ST2) implementation plan will add about 17% to 2008 express bus service levels. In the fourth quarter of 2012 Sounder commuter rail will expand with new service from Tacoma south to Lakewood. Additional round trips for Sounder commuter rail service will be added in 2013 and 2016. Central Link light rail will see extensions of service south to South 200th Street in SeaTac and north to the University of Washington in 2016. There are no changes planned for Tacoma Link light rail service through 2017.

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PROJECT DELIVERY

The Proposed 2012 Transit Improvement Plan (TIP) contains all board-authorized capital project budgets for the design and construction of voter-approved regional transit programs. Project delivery entails planning, design, and construction of needed transit facilities. The projects are presented by program – Link light rail, Sounder commuter rail, and Regional Express. Projects to improve operating transit facilities and projects affecting more than one transit mode are presented under Service Delivery Projects. All other capital and operating program budgets that are systemwide are presented under Other Agency Projects.

Our projects are guided by mandates in the voter-approved mass-transit plan, Sound Move, and the vote to expand the system, Sound Transit 2 (ST2), as well as program realignments we made in 2009 and 2010 to reflect current economic challenges. Cost estimates were developed for the projects included in Sound Move and ST2 that encompassed the total costs for completing those projects. Prior to 2010, cost estimates were equal to the lifetime budget of projects. To provide greater board involvement in determining project direction, in 2010 the approach to budgeting was modified with project budgets including only funding for the phases of a capital project that have been authorized through Sound Transit's phase gate project delivery process.

Project Delivery Summary

The majority of Sound Transit's capital spending supports the planning, design, and construction of commuter rail, light rail, and express bus transit infrastructure.

Sound Transit continues to deliver on its commitment to improve and expand regional transit service in the Puget Sound region. In 2011, we opened the Kirkland Transit Center, Edmonds Station, and the Mountlake Terrace Freeway Station. We also achieved significant construction milestones including the start of tunneling for University Link, our light rail expansion from downtown Seattle to the University of Washington (UW), and the start of construction on the final Sounder commuter rail segment, D Street – M Street in Tacoma, which expands service to South Tacoma and Lakewood.

The 2012 TIP identifies budget to continue work on system extensions north, south, and east of Seattle, as provided in ST2 and the 2010 program realignment and as authorized through the phase gate process.

Sound Transit is currently building a light rail extension from downtown Seattle to the University of Washington (UW), and designing extensions north of the UW to Northgate, east to Bellevue and the Overlake area of Redmond, and south of the Airport to South 200th Street.

A streetcar connector from Seattle's Capitol Hill to the International District/ Chinatown Station is in development. In addition, Sound Transit is completing alternatives analysis and environmental review for light rail extensions south of South 200th Street and north to Lynnwood. We are also evaluating the potential expansion of Tacoma Link.

Sounder will begin service between Tacoma and Lakewood late in 2012. A number of station access projects get underway as well as construction of the Tukwila station and the south platform at Mukilteo. Design and construction of positive train control for Sounder represents a major project federally mandated to be complete by 2015.

Regional Express program is nearing completion. Remaining projects include the I-90 Two-Way Transit and HOV Operations, ST Express Bus Base, and a number of projects led by third-parties that Sound Transit contributes to financially.

Project Delivery Summary

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total TIP
Link Light Rail	3,572,142	461,121	555,050	450,960	423,622	365,994	140,026	157,413	6,126,328
Sounder Commuter Rail	1,290,047	176,542	36,198	14,559	11,294	27	-	-	1,528,667
Regional Express	664,049	21,181	19,590	71,744	-	-	-	-	776,565
Service Delivery	222,578	66,415	29,323	19,566	5,213	44,875	689	-	388,660
Other Agency Projects	66,123	7,378	6,543	5,203	24,610	21,926	16,414	79,381	227,578
Total	\$5,814,938	\$732,637	\$646,704	\$562,034	\$464,739	\$432,822	\$157,129	\$236,794	\$9,047,798

Link Light Rail

Capital Program Description

Light rail in the Puget Sound region opened for service in 2003 with completion of Tacoma Link, a 1.6-mile light rail line between the Tacoma Dome Station and downtown Tacoma. In 2009, a 13.9-mile light rail line between downtown Seattle and the city of Tukwila – known as the Initial Segment – opened for service. An extension from Tukwila to the Sea-Tac International Airport was also opened in 2009. Collectively, the Initial Segment and Airport Link comprise Central Link.

Central Link serves around eight million passengers annually. Within the Link light rail program, the TIP identifies budget to complete University Link, extending light rail from downtown Seattle to the University of Washington. Costs to build this segment make up the majority of our capital spending through 2016. Costs are partly funded by an \$813 million federal Full Funding Grant Agreement.

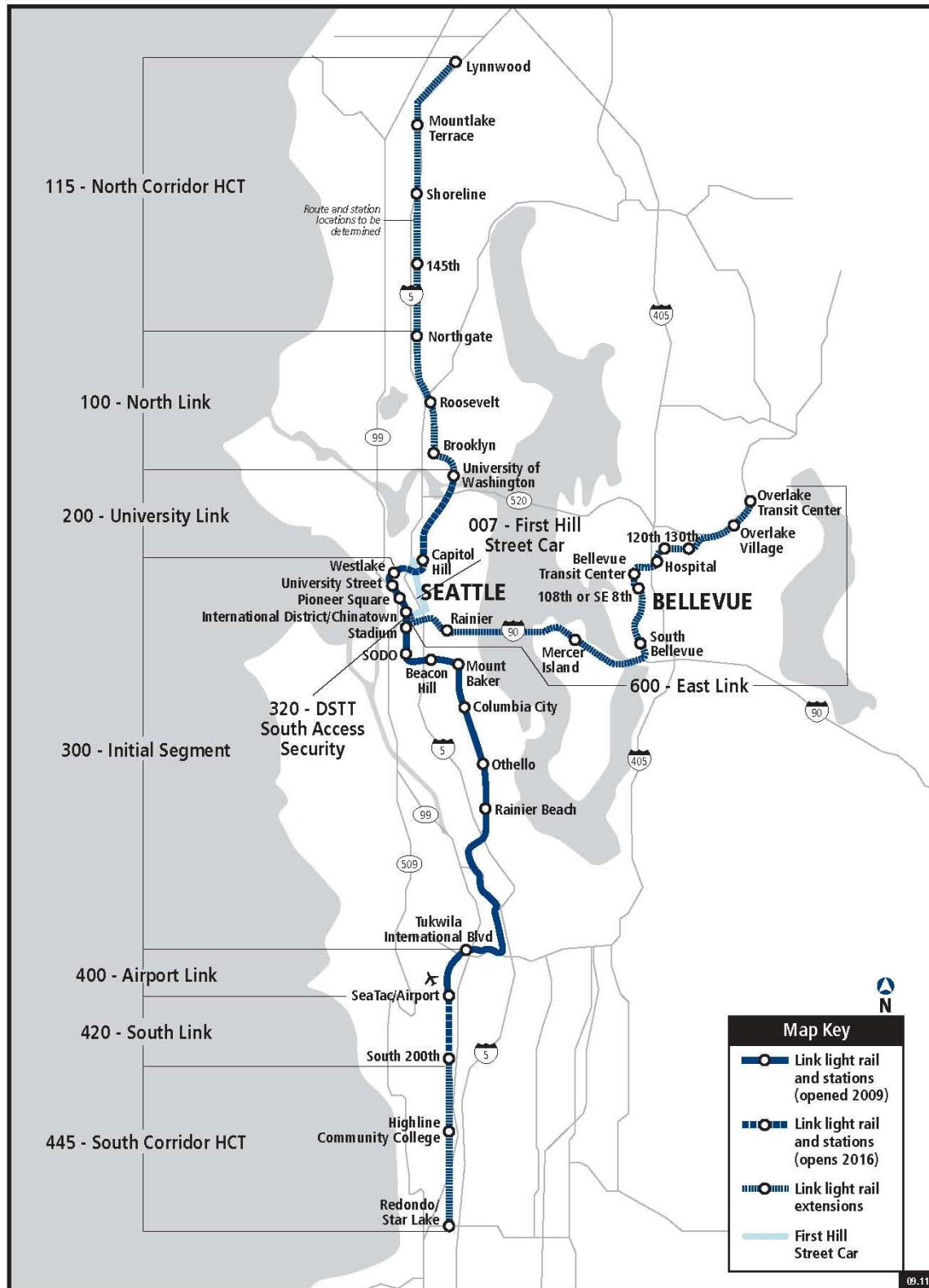
The 2012 TIP includes budgets to complete major elements of the Sounder commuter rail system, including:

Major elements of the 2012 TIP include:

- Continue University Link construction through 2015 with service scheduled to begin in 2016.
- Begin early construction work (demolition and HazMat removal and disposal) at Brooklyn and Roosevelt light rail stations.
- Advance final design for light rail expansion north of the UW to Northgate.
- Choose a design-build contractor to deliver the South Link light rail extension from Sea-Tac Airport to South 200th Street.
- Continue the design of our expansion of light rail to East King County; design is to be completed by 2015 with revenue service scheduled for 2023.
- Continue planning studies and environmental review for transit alternatives in both the south and north corridors and for operations and maintenance facilities to support future growth.

Looking ahead, North Link construction from the UW to Northgate is scheduled to begin in 2013 and continue through 2020 with service scheduled for 2021. Service for South Link is anticipated to start in 2016.

LINK LIGHT RAIL CAPITAL PROJECTS



Capital Plan

The TIP includes Link light rail projects at various stages of completion, as shown in the table below.

Project	Description	Department	Project Phase
Tacoma Link Alternatives Analysis	In partnership with the city of Tacoma and Pierce Transit, study the potential to expand Tacoma Link.	PEPD	Alternatives Analysis/ Preliminary Engineering
Link Light Rail Maintenance and Storage	Review and evaluate current and future light rail storage and maintenance requirements to support the development of appropriate facilities to meet current and future needs.	PEPD	Alternatives Analysis
North Corridor Transit Project	Develop and evaluate high-capacity transit alternatives between Northgate and Lynnwood.	PEPD	Draft EIS/Conceptual Engineering
South Corridor HCT – S 200 th St to Kent Des Moines	Develop and evaluate alternatives to extend South Link from South 200 th Street to Kent Des Moines.	PEPD	Alternatives Analysis
South Corridor Alternatives Planning	Conduct studies to identify and evaluate transit alternatives between Federal Way and Tacoma to support future transit development in the area.	PEPD	Alternatives Evaluation
South Link – Airport to South 200 th Street	Through a design-build procurement strategy, accelerate delivery of a southern extension of light rail from Sea-Tac Airport to South 200 th Street.	DECM	Design/Construction
East Link	With preliminary engineering complete and the preferred alternative for extension of light rail from International District/Chinatown Station in Seattle to Overlake (Redmond) via Mercer Island and Bellevue selected, final design and right-of-way acquisition can begin in 2012.	DECM	Final Design & ROW Acquisition

Project	Description	Department	Project Phase
North Link – UW Station to Northgate	Continue final design for the light rail extension from UW to Northgate. Initiate demolition and site preparation at station locations.	DECM	Final Design and ROW Acquisition
First Hill Streetcar	In partnership with the city of Seattle, Sound Transit funds planning, design, and construction of a streetcar connector from Capitol Hill to International District/Chinatown Station.	PEPD	Final Design (SDOT lead)
University Link – Pine St Stub Tunnel to UW Station	Construction of the light rail extension from downtown Seattle to UW.	DECM	Construction
Central Link Switch Heaters	We recently installed switch heaters at the Central Link Operations and Maintenance Facility Yard and SeaTac/Airport Station crossover switches.	DECM	In Service
DSST South Access Security	We designed and built barriers and other deterrents, modified train detection circuits, and channeled traffic to prevent unauthorized vehicles from accessing the south entrance of the DSTT.	DECM	In Service
Initial Segment	The light rail system connecting Tukwila with downtown Seattle opened in 2009. The 2012 TIP provides funds for final tasks to complete follow-on work and close out this project.	DECM	In Service
Noise Abatement Program	Design and construct a noise wall along the elevated track in Tukwila. In addition, our Residential Sound Insulation Program (RSIP) continues for impacted residents in Rainier Valley.	DECM	Design/Construction

Project	Description	Department	Project Phase
Airport Link – 154 th St to 176 th Street	The light rail system connecting Tukwila with Sea-Tac Airport opened in 2009. The 2012 TIP provides funds for final tasks to close out this project.	DECM	In Service

Project Changes

The TIP includes the following new projects:

- The Noise Abatement Program includes design and construction of a noise wall along the elevated track in Tukwila and continuing the Residential Sound Insulation Program (RSIP) in the Rainier Valley. The proposed lifetime budget for this program is \$13 million.
- Through the South Corridor Alternatives Planning, we will identify and evaluate transit alternatives between Federal Way and Tacoma to support future transit development in the area. The proposed lifetime budget for this project is \$5.5 million.
- Scope of South Corridor HCT– South 200th to South 272nd has been reduced; transit alternatives will only be studied in the corridor between South 200th and Ken Des Moines Road. The re-scoped project will be referred to as South Corridor HCT – South 200th to Kent Des Moines.

Budget Changes

- Based on cost estimates developed during preliminary design, the project budget for East Link increased \$392 million to \$757 million to fund final design and right-of-way acquisition. Final design is projected to continue through third quarter 2014.
- The project budget for Tacoma Link Alternatives Analysis increased \$3 million to \$5 million to fund alternatives analysis, preliminary engineering, and environmental review. Preliminary engineering is expected to be completed first quarter 2014.
- The project budget for the Link Operations and Maintenance Satellite Facility increased \$9.1 million to \$9.4 million to fund preliminary engineering and environmental review.
- The project budget for the South Corridor HCT– South 200th to Kent Des Moines increased \$15.7 million to \$18.2 million to fund preliminary engineering and environmental review.
- In 2011, the board approved the baseline budget of \$383.2 million for the South Link – Airport to South 200th Street project.
- In 2011, the board approved an amendment to increase the lifetime project budget for the Initial Segment by \$32.2 million to \$2.1 billion. The project is expected to complete \$3.2 million below that amount.
- In 2011, the board approved an amendment to decrease the Initial Segment Project Reserve to \$58.5 million to transfer \$32.2 million to the Initial Segment project.

- The lifetime project budget for the DSTT South Access Security project decreased \$250,000. The project is projected to complete for less than originally estimated. Savings are defunded from the capital program.
- The lifetime project budget for the Airport Link project decreased \$6.0 million. The project is projected to complete for less than originally estimated.

Schedule Changes

Follow-up work and resolution of construction contract issues required extension of the schedule for final completion and closeout of the Initial Segment and Airport Link projects to fourth quarter 2012.

In 2011, the board approved the baseline budget and construction schedule for the South Link Airport to South 200th Street project. Revenue service has been accelerated from 2020 to 2016.

East Link is now scheduled to begin service in 2023 due to delays during preliminary engineering as well as the additional time required for a tunnel in downtown Bellevue.

Baseline

The South Link – Airport to South 200th Street project established a baseline budget in 2011 of \$383.2 million.

Scope, Schedule and Budget Risks

Link projects are managed to minimize schedule and budget risks. Potential risks are highlighted in the following chart:

Project	Budget Risk	Schedule Risk	Description
University Link – Pine St Stub Tunnel to UW Station	Medium	Medium	Tunneling presents budget and schedule risks. We have included schedule and budget contingencies in the project to address the anticipated risks.
Initial Segment	Low	Low	Project is in service; limited tasks remain to conclude this project.
Noise Abatement Program	Medium	High	Construction of the Tukwila noise wall will require coordination with Link operations to minimize impacts on train service. Limited available working hours may present budget and schedule risks.
Airport Link – 154 th St to 176 th St	Low	Low	Project is in service. Limited tasks remain to close out this project.
North Link – UW Station to Northgate	High	Medium	There are budget and schedule risks associated with tunnel design, coordination with stakeholders and third parties, and right-of-way acquisition. There is potential budget uncertainty until the project is baselined.

Project	Budget Risk	Schedule Risk	Description
South Link – Airport to S 200 th St	Medium	Medium	A design/build delivery strategy has been chosen with which we have limited experience. Completion within schedule and budget requires selection of a qualified contractor and significant project oversight.
South Corridor HCT – S 200 th St to Kent Des Moines	High	High	Budget and schedule risks arise from uncertainties in design, environmental, third party, and jurisdictional requirements. In addition, continued economic downturn is creating revenue and budget uncertainties.
South Corridor Alternatives Planning	Low	Low	Early project phases entail transit alternatives identification and evaluation presenting limited budget and schedule risks.
East Link	High	High	The preferred alternative for East Link construction includes a tunnel in downtown Bellevue, which requires a financial commitment and contribution from the City of Bellevue. Resolution of legal challenges may also impact the schedule.
Tacoma Link Alternatives Analysis	High	High	The project requires coordination with community stakeholders and funding from transit partners and the city of Tacoma. There is risk to the schedule and budget, as the scope remains uncertain and project partners have not yet been identified.
Link Light Rail Maintenance and Storage	High	High	Uncertainties in design, environmental, third party and jurisdiction requirements present budget and schedule risks.
North Corridor Transit Project	Medium	Medium	<p>Budget and schedule risks exist until high-capacity transit alternatives are identified and evaluated and a record of decision issued.</p> <p>Coordination with multiple third parties and the need to adhere to protocols for the Federal Transit Administration's New Starts program present a risk.</p>

Link Light Rail

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Preliminary Engineering									
007 First Hill Streetcar	25,519	54,516	47,401	5,344	0	0	0	0	132,780
008 Tacoma Link Alternatives Analysis	189	1,264	2,223	1,256	11	7	2	0	4,953
009 Link Light Rail Maintenance and Storage	325	2,203	3,800	3,103	0	0	0	0	9,432
115 North Corridor Transit Project	11,144	12,230	8,217	18,133	5,840	1,555	0	0	57,119
445 South Corridor HCT-S 200th St to Kent Des Moines	192	2,577	3,975	4,495	4,500	1,777	0	0	17,516
446 South Corridor Alternatives Planning	0	3,122	2,420	0	0	0	0	0	5,542
Subtotal:	37,368	75,911	68,037	32,332	10,351	3,339	2	0	227,342
Final Design & ROW									
100 North Link - UW Station to Northgate	137,126	76,249	61,679	48,967	37,480	28,800	30,457	44,742	465,500
600 East Link	79,808	33,366	68,902	87,874	148,302	146,205	79,690	112,671	756,819
Subtotal:	216,934	109,615	130,581	136,841	185,782	175,005	110,147	157,413	1,222,319
Baseline									
200 University Link-Pine St Stub Tunnel to UW Station	830,999	229,969	206,869	186,359	147,874	131,216	22,722	0	1,756,007
320 DSTT South Access Security	518	232	0	0	0	0	0	0	750
340 Noise Abatement Program	1,555	6,030	3,125	2,290	0	0	0	0	13,000
420 South Link-Airport to 200th St	24,711	34,246	87,942	93,138	79,615	56,434	7,155	0	383,241
Subtotal:	857,783	270,476	297,936	281,787	227,489	187,649	29,877	0	2,152,998
In Service									
300 Initial Segment	2,094,582	4,418	0	0	0	0	0	0	2,099,000
310 Central Link Switch Heaters	2,258	0	0	0	0	0	0	0	2,258
399 Initial Segment Project Reserve	0	0	58,495	0	0	0	0	0	58,495
400 Airport Link - 154th St to 176th St	262,400	700	0	0	0	0	0	0	263,100
Subtotal:	2,359,239	5,118	58,495	0	0	0	0	0	2,422,853
Closed									
390 DSTT Capital Costs	23,719	0	0	0	0	0	0	0	23,719
500 Tacoma Link	77,097	0	0	0	0	0	0	0	77,097
Subtotal:	100,817	0	0	0	0	0	0	0	100,817
Grand Total:	3,572,142	461,121	555,050	450,960	423,622	365,994	140,026	157,413	6,126,328

Link Light Rail

Proposed 2012 TIP Cashflow by Subarea

(in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	6,153	7,141	5,286	10,554	3,188	849	0	0	33,171
2- North King	2,578,531	374,729	381,358	251,513	188,895	161,599	53,657	45,418	4,035,699
3- South King	830,702	40,750	93,637	98,954	84,115	58,211	7,155	0	1,213,524
4- East King	79,470	34,115	70,126	88,684	147,412	145,328	79,212	111,995	756,341
5- Pierce	77,286	4,386	4,643	1,256	11	7	2	0	87,593
Total	3,572,142	461,121	555,050	450,960	423,622	365,994	140,026	157,413	6,126,328

Proposed 2012 TIP Cashflow by Phase

(in thousands)

Phase# and Description	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10 Agency Administration	259,209	36,062	40,010	40,124	39,764	38,456	21,798	0	475,423
20 Pre-Engineering/Env Review	151,984	19,545	16,265	21,925	7,544	1,523	300	0	219,086
30 Final Design & Specification	262,307	44,409	76,934	72,400	49,427	24,280	10,643	61,027	601,425
35 Third Parties	102,858	62,583	56,166	15,335	9,840	10,117	6,331	17,497	280,726
40 ROW Acquisition & Permits	476,712	67,621	37,380	32,505	97,506	136,694	76,486	47,689	972,592
50 Construction	1,894,228	208,027	242,237	239,211	184,693	131,446	9,655	0	2,909,497
55 Construction Services	153,854	20,366	24,825	28,996	27,227	20,347	14,811	31,200	321,625
70 Vehicles	253,010	2,500	2,724	0	0	0	0	0	258,234
80 System Testing & Startup	17,976	0	0	452	7,612	3,125	0	0	29,165
90 Contingency	4	9	58,508	13	11	7	2	0	58,554
Total	3,572,142	461,121	555,050	450,960	423,622	365,994	140,026	157,413	6,126,328

Link Light Rail

400007

First Hill Streetcar

Scope: Sound Transit in partnership with the City of Seattle is providing funding for planning, design, and construction of the First Hill Streetcar under an interlocal agreement adopted by both parties. Sound Transit is responsible for reviewing design, supporting the City's community outreach effort, coordinating the interface with the Link Capitol Hill Station project, and overseeing the City's construction of the project.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	\$129,524
Baseline:	-	2011 Cost Estimate:	\$129,632
2011 TIP Current:	\$132,780	2012 Cost Estimate:	\$129,632
2012 TIP Proposed:	\$132,780		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	25,519	54,516	47,401	5,344	0	0	0	0	132,780
Total	25,519	54,516	47,401	5,344	0	0	0	0	132,780

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	715	1,128	1,300	725	0	0	0	0	3,867
35-Third Parties	24,804	53,388	46,101	4,620	0	0	0	0	128,913
Total	25,519	54,516	47,401	5,344	0	0	0	0	132,780

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Medium
Budget Risk Level:	Low	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2014

Project Risk Assessment

Schedule is not under direct control of agency since, by agreement, the project is being managed, designed and constructed by the City of Seattle.

Link Light Rail

400008

Tacoma Link Alternatives Analysis

Scope: Sound Transit, in partnership with the City of Tacoma and Pierce Transit, is studying the potential of expanding Tacoma Link in the context of the City and Pierce Transit service and capital plans. The work is following Federal Transit Administration guidance for conducting Alternatives Analysis so as not to preclude future Small Starts grant funding consideration. Funding for construction of this project represents a maximum capital contribution by Sound Transit to the overall cost of extending the line in the future if other public or private entities provide additional funding.

Changes since 2011 budget: The project lifetime budget increased \$3 million to fund the alternatives analysis, preliminary engineering, and environmental review. Preliminary engineering is projected to be completed in the first quarter of 2014.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Project Development	2008 Cost Estimate:	\$90,694
Baseline:	-	2011 Cost Estimate:	\$76,492
2011 TIP Current:	\$1,642	2012 Cost Estimate:	\$79,182
2012 TIP Proposed:	\$4,953		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	189	1,264	2,223	1,256	11	7	2	0	4,953
Total	189	1,264	2,223	1,256	11	7	2	0	4,953

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	35	54	75	145	1	0	0	0	310
20-Pre-Engineering/Env Review	150	1,200	2,136	1,098	0	0	0	0	4,584
90-Contingency	4	9	13	13	11	7	2	0	59
Total	189	1,264	2,223	1,256	11	7	2	0	4,953

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2014

Project Risk Assessment

Budget and Schedule Risk: Stakeholders identified a number of alternatives beyond original scoping assumptions that require evaluation in the Alternatives Analysis. Project requires continued coordination with community stakeholders and potential contribution from transit partners; risk to schedule and budget for the alternatives analysis.

Link Light Rail

400009

Link Light Rail Maintenance and Storage

Scope: Sound Transit is reviewing and evaluating current and future light rail storage and maintenance requirements to support the development, design, and construction of future light rail operations and maintenance facility for proposed system expansion.

Changes since 2011 budget: The project budget increased \$9.1 million to fund preliminary engineering and environmental review. Preliminary engineering is projected to be completed in 2014.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Project Development		
Baseline:	-	2008 Cost Estimate:	\$267,103
2011 TIP Current:	\$338	2011 Cost Estimate:	\$225,179
2012 TIP Proposed:	\$9,432	2012 Cost Estimate:	\$225,179

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	68	463	799	653	0	0	0	0	1,984
2-North King	54	368	635	519	0	0	0	0	1,576
3-South King	62	422	728	595	0	0	0	0	1,808
4-East King	140	949	1,637	1,337	0	0	0	0	4,063
Total	325	2,203	3,800	3,103	0	0	0	0	9,432

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	163	944	1,147	1,082	0	0	0	0	3,337
20-Pre-Engineering/Env Review	162	1,204	2,489	1,856	0	0	0	0	5,710
35-Third Parties	0	55	165	165	0	0	0	0	385
Total	325	2,203	3,800	3,103	0	0	0	0	9,432

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2010
		2012 Budget Schedule:	2014

Project Risk Assessment

Uncertainties exist in siting design, environmental , third party and jurisdictional requirements that present budget and schedule risks.

Link Light Rail

4X100

North Link - UW Station to Northgate

Scope: The North Link – University of Washington (UW) Station to Northgate project is a 4.3-mile extension of the light rail from the UW Station north under the campus via twin-bored tunnels to an underground Brooklyn Station in the University District, an underground Roosevelt Station along 12th Ave NE between NE 65th Street and NE 67th Street, and continuing to an elevated station in Northgate. Final design was initiated in late 2010; final design will continue through 2013 with early construction work (demolition and hazardous materials abatement) at underground station locations being initiated in 2012.

Changes since 2011 budget: The project budget was increased by \$120 million to fund early construction work and procure the Construction Management team.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	4-Enter Final Design	2008 Cost Estimate:	\$1,567,984
Baseline:	-	2011 Cost Estimate:	\$1,390,026
2011 TIP Current:	\$345,500	2012 Cost Estimate:	\$1,390,026
2012 TIP Proposed:	\$465,500		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	137,126	76,249	61,679	48,967	37,480	13,900	30,457	44,742	465,500
Total	137,126	76,249	61,679	48,967	37,480	28,800	30,457	44,742	465,500

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	6,428	5,099	5,905	6,871	7,700	7,900	9,557	0	49,461
20-Pre-Engineering/Env Review	15,074	2	175	0	0	0	0	0	15,251
30-Final Design & Specification	27,474	22,600	20,900	10,886	4,000	4,000	4,000	12,267	106,127
35-Third Parties	1,519	3,200	3,000	3,000	3,000	3,000	3,000	1,275	20,994
40-ROW Acquisition & Permits	79,277	37,153	20,801	17,510	10,080	0	0	0	164,820
50-Construction	7,354	7,345	4,898	0	0	0	0	0	19,596
55-Construction Services	0	850	6,000	10,700	12,700	13,900	13,900	31,200	89,250
Total	137,126	76,249	61,679	48,967	37,480	28,800	30,457	44,742	465,500

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	PE/ED	Schedule Risk Level:	Medium
Budget Risk Level:	High	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2021

Project Risk Assessment

Budget and Schedule Risk: Risks associated with underground conditions, limited site access and deep stations have the potential to impact costs and schedule. Based on current level of engineering, total project costs may exceed original estimates.

Link Light Rail

4X115

North Corridor Transit Project

Scope: The North Corridor Transit project includes the identification and evaluation of high-capacity transit alternatives from Northgate to Lynnwood, with service in the cities of Shoreline and Mountlake Terrace and Lynwood. Approved project elements include an alternatives analysis, conceptual engineering, development of draft and final environmental impact statements, and preliminary engineering.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Proj Development	2008 Cost Estimate:	\$1,528,032
Baseline:	-	2011 Cost Estimate:	\$1,301,637
2011 TIP Current:	\$57,119	2012 Cost Estimate:	\$1,301,637
2012 TIP Proposed:	\$57,119		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	6,084	6,678	4,487	9,901	3,188	412	0	0	31,187
2-North King	5,059	5,553	3,731	8,233	2,651	343	0	0	25,932
Total	11,144	12,230	8,217	18,133	5,840	1,555	0	0	57,119

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,575	1,588	2,537	2,741	1,542	755	0	0	10,738
20-Pre-Engineering/Env Review	9,462	10,432	5,270	14,973	3,897	300	0	0	44,334
35-Third Parties	96	100	200	200	200	200	0	0	996
40-ROW Acquisition & Permits	10	110	210	220	200	300	0	0	1,050
Total	11,144	12,230	8,217	18,133	5,840	1,555	0	0	57,119

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2014

Project Risk Assessment

Budget Risk: Exists until alternatives are identified and evaluated, and Record of Decision received.

Schedule Risk: Exists due to need to coordinate with multiple third parties, stakeholders and jurisdictions, and comply with the requirements of the Federal Transit Administration's New Starts process.

Link Light Rail

4X200

University Link-Pine St Stub Tunnel to UW Station

Scope: University Link is a 3.15-mile light rail extension located entirely underground extending east from the Downtown Seattle Transit Tunnel (DSTT), under I-5 to an underground Capitol Hill Station which will serve the First Hill/Capitol Hill urban center. The tunnel route will then cross under the Lake Washington Ship Canal to an interim terminus in an underground University of Washington (UW) Station near Husky Stadium. University Link is expected to generate high ridership by connecting the three major population and employment centers of Downtown Seattle, Capitol Hill, and the University District when it opens in 2016.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	6-Proceed to Construction	2008 Cost Estimate:	N/A
Baseline:	\$1,756,007	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,756,007	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$1,756,007		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	830,999	229,969	206,869	186,359	147,874	83,995	22,722	0	1,756,007
Total	830,999	229,969	206,869	186,359	147,874	131,216	22,722	0	1,756,007

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	35,836	13,424	13,399	13,279	13,658	14,011	11,623	0	115,229
20-Pre-Engineering/Env Review	24,261	0	88	0	0	0	0	0	24,349
30-Final Design & Specification	68,752	6,576	5,111	3,301	1,927	1,434	533	0	87,633
35-Third Parties	11,387	2,340	1,608	1,511	952	848	0	0	18,646
40-ROW Acquisition & Permits	124,979	1,839	450	275	146	24,644	0	0	152,332
50-Construction	431,980	185,953	169,320	154,141	113,740	83,995	9,655	0	1,148,783
55-Construction Services	35,119	17,337	14,170	13,400	10,440	4,348	911	0	95,726
70-Vehicles	98,685	2,500	2,724	0	0	0	0	0	103,909
80-System Testing & Startup	0	0	0	452	7,012	1,936	0	0	9,400
Total	830,999	229,969	206,869	186,359	147,874	131,216	22,722	0	1,756,007

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Baseline Cost Estimate	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2016
		2012 Budget Schedule:	2016

Project Risk Assessment

Budget Risk: Risk is primarily associated with the complex nature of underground construction. These risks include: limited site access, soil conditions, water infiltration, and settlement concerns. A robust level of estimating and risk analysis and mitigation were included when the budget was developed, including appropriate levels of contingencies.

Schedule Risk: Major schedule risks on this project are: production rate of the underground construction works, and interface of multiple contracts on the same site. The baseline schedule has built-in float that could be utilized to mitigate potential delays.

Link Light Rail

4X300

Initial Segment

Scope: The Initial Segment opened for service on July 18, 2009.

Project budget is provided to complete follow-on work items including property restoration and systems acceptance, and close out this project.

Changes since 2011 budget: An amendment to increase the project lifetime budget by \$32.2 million to provide additional funding for the Rainier Valley construction contract was approved by the Sound Transit Board of Directors in July 2011. The project budget was decreased by \$3.2 million to move budget authorized for Residential Sound Insulation Program (RSIP) construction management to the new Noise Abatement Program project.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$2,070,000	2011 Cost Estimate:	N/A
2011 TIP Current:	\$2,102,200	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$2,099,000		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	1,552,325	3,526	0	0	0	0	0	0	1,555,851
3-South King	542,257	893	0	0	0	0	0	0	543,149
Total	2,094,582	4,418	0	0	0	0	0	0	2,099,000

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	185,397	413	0	0	0	0	0	0	185,810
20-Pre-Engineering/Env Review	33,269	0	0	0	0	0	0	0	33,269
30-Final Design & Specification	143,957	100	0	0	0	0	0	0	144,057
35-Third Parties	61,369	100	0	0	0	0	0	0	61,469
40-ROW Acquisition & Permits	206,524	5	0	0	0	0	0	0	206,529
50-Construction	1,213,163	3,550	0	0	0	0	0	0	1,216,713
55-Construction Services	102,475	250	0	0	0	0	0	0	102,725
70-Vehicles	131,803	0	0	0	0	0	0	0	131,803
80-System Testing & Startup	16,625	0	0	0	0	0	0	0	16,625
Total	2,094,582	4,418	0	0	0	0	0	0	2,099,000

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

Link Light Rail

4X310

Central Link Switch Heaters

Scope: The Central Link Switch Heaters project has been completed.

Changes since 2011 budget: The project lifetime budget decreased \$195 thousand, and the project was completed for less than what was originally estimated. Savings are defunded from the capital program. The project schedule was extended through 2011 to allow for replacement of heater elements found to be defective.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$3,253	2011 Cost Estimate:	N/A
2011 TIP Current:	\$2,453	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$2,258		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	1,671	0	0	0	0	0	0	0	1,671
3-South King	587	0	0	0	0	0	0	0	587
Total	2,258	0	0	0	0	0	0	0	2,258

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	137	0	0	0	0	0	0	0	137
50-Construction	2,120	0	0	0	0	0	0	0	2,120
Total	2,258	0	0	0	0	0	0	0	2,258

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2011

Project Risk Assessment

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Link Light Rail

4X320

DSTT South Access Security

Scope: The DSTT South Access Security has been completed.

Changes since 2011 budget: The project lifetime budget decreased \$250 thousand; the project is projected to be completed for less than originally estimated. Savings are defunded from the capital program.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7- Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$1,000	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,000	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$750		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	518	232	0	0	0	0	0	0	750
Total	518	232	0	0	0	0	0	0	750

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	120	45	0	0	0	0	0	0	165
50-Construction	398	187	0	0	0	0	0	0	585
Total	518	232	0	0	0	0	0	0	750

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2011
		2012 Budget Schedule:	2011

Project Risk Assessment

Link Light Rail

4X340

Noise Abatement Program

Scope: Sound Transit is designing and will construct a noise wall along the elevated guideway in Tukwila. In addition, the Residential Sound Insulation Program (RSIP) will continue for impacted residences in the Rainier Valley.

Changes since 2011 budget: New project.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	6-Proceed to Construction	2008 Cost Estimate:	N/A
Baseline:	\$13,000	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$13,000		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	1,062	4,117	2,134	1,564	0	0	0	0	8,876
3-South King	493	1,913	991	726	0	0	0	0	4,124
Total	1,555	6,030	3,125	2,290	0	0	0	0	13,000

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	135	450	225	190	0	0	0	0	1,000
50-Construction	700	4,300	2,000	1,750	0	0	0	0	8,750
55-Construction Services	720	1,280	900	350	0	0	0	0	3,250
Total	1,555	6,030	3,125	2,290	0	0	0	0	13,000

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	High
Budget Risk Level:	Medium	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2014

Project Risk Assessment

Noise abatement will require coordination with Link Operations to minimize service disruptions while maximizing construction efficiencies presenting schedule and budget risks.

Link Light Rail

4X399

Initial Segment Project Reserve

Scope: Unallocated project reserve for the Central Link Initial Segment that, if required, can be directed to augment contingencies allocated for individual line items within the Initial Segment budget. This project reserve may not be used for additional scope. A supermajority vote of the Sound Transit Board is required to allocate these funds to the project.

Changes since 2011 budget: An amendment to transfer \$32.2M from the Project Reserve to the Initial Segment project to provide additional funding for the Rainier Valley construction contract was approved by the Sound Transit Board in July 2011.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$128,300	2011 Cost Estimate:	N/A
2011 TIP Current:	\$58,495	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$58,495		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	0	58,495	0	0	0	0	0	58,495
Total	0	0	58,495	0	0	0	0	0	58,495

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
90-Contingency	0	0	58,495	0	0	0	0	0	58,495
Total	0	0	58,495	0	0	0	0	0	58,495

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

Link Light Rail

4X400

Airport Link - 154th St to 176th St

Scope: The project was opened for service in 2009.
Project budget is provided to complete tasks to close out this project.

Changes since 2011 budget: The project lifetime budget has been decreased by \$6M in project cost savings which has been defunded from the program.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$269,100	2011 Cost Estimate:	N/A
2011 TIP Current:	\$269,100	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$263,100		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	262,400	700	0	0	0	0	0	0	263,100
Total	262,400	700	0	0	0	0	0	0	263,100

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	10,759	100	0	0	0	0	0	0	10,859
20-Pre-Engineering/Env Review	3,691	0	0	0	0	0	0	0	3,691
30-Final Design & Specification	15,824	100	0	0	0	0	0	0	15,924
35-Third Parties	1,387	0	0	0	0	0	0	0	1,387
40-ROW Acquisition & Permits	12,553	0	0	0	0	0	0	0	12,553
50-Construction	187,144	500	0	0	0	0	0	0	187,644
55-Construction Services	15,539	0	0	0	0	0	0	0	15,539
70-Vehicles	14,587	0	0	0	0	0	0	0	14,587
80-System Testing & Startup	917	0	0	0	0	0	0	0	917
Total	262,400	700	0	0	0	0	0	0	263,100

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

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Link Light Rail

4X420

South Link-Airport to 200th St

Scope: The South Link – Airport to South 200th Street project will extend light rail from SeaTac/Airport Station to South 200th Street. The project is being accelerated through a design/build project delivery approach.

Changes since 2011 budget: The project baseline was developed and approved by the Sound Transit Board in July 2011; the projected schedule for service launch has been accelerated from 2020 to September 2016.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	\$367,450
Baseline:	\$383,241	2011 Cost Estimate:	\$310,582
2011 TIP Current:	\$383,241	2012 Cost Estimate:	\$310,582
2012 TIP Proposed:	\$383,241		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	24,711	34,246	87,942	93,138	79,615	47,451	7,155	0	383,241
Total	24,711	34,246	87,942	93,138	79,615	56,434	7,155	0	383,241

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	2,478	1,929	3,037	2,782	2,953	2,311	573	0	16,064
20-Pre-Engineering/Env Review	5,709	169	0	0	0	0	0	0	5,878
30-Final Design & Specification	2,306	3,533	9,923	1,713	425	2,106	0	0	20,005
35-Third Parties	1,309	1,360	1,288	777	596	1,279	276	0	6,885
40-ROW Acquisition & Permits	12,909	20,414	3,920	0	0	0	6,306	0	43,549
50-Construction	0	6,193	66,020	83,320	70,953	47,451	0	0	273,936
55-Construction Services	0	649	3,755	4,546	4,087	2,098	0	0	15,135
80-System Testing & Startup	0	0	0	0	600	1,189	0	0	1,789
Total	24,711	34,246	87,942	93,138	79,615	56,434	7,155	0	383,241

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Baseline Cost Estimate	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2016

Project Risk Assessment

Project being procured through alternative design/build delivery strategy with which the Agency has limited experience. Completion within schedule and budget requires selection of qualified contractor and significant project oversight.

Link Light Rail

4X445

South Corridor HCT-S 200th St to Kent Des Moines

Scope: The South Corridor Transit project will identify and evaluate routing and station location requirements to inform preliminary engineering and environmental review for the extension of light rail from South 200th Street to Kent Des Moines in the vicinity of Highline Community College.

Changes since 2011 budget: Following the 2011 capital program realignment, the affordability of an extension of light rail in the south corridor was reevaluated and direction was received from the Board to initiate environmental review and preliminary engineering on a light rail extension from South 200th Street to Kent Des Moines in the vicinity of Highline Community College. The budget has been increased to provide for preliminary engineering and environmental review of this extension.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Project Development		
Baseline:	-	2008 Cost Estimate:	\$444,961
2011 TIP Current:	\$2,504	2011 Cost Estimate:	\$1,269
2012 TIP Proposed:	\$17,516	2012 Cost Estimate:	\$374,179

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	192	2,577	3,975	4,495	4,500	923	0	0	17,516
Total	192	2,577	3,975	4,495	4,500	1,777	0	0	17,516

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	192	898	1,106	1,205	1,205	733	0	0	5,339
20-Pre-Engineering/Env Review	0	1,679	2,686	2,949	2,954	923	0	0	11,190
35-Third Parties	0	0	184	341	341	121	0	0	987
Total	192	2,577	3,975	4,495	4,500	1,777	0	0	17,516

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2016

Project Risk Assessment

Project entering alternatives analysis, uncertainties exist in design, environmental, third party and jurisdictional requirements that present budget and schedule risks. In addition, continued economic downturn is creating revenue and budget uncertainties.

Link Light Rail

4X446

South Corridor Alternatives Planning

Scope: As a result of Sound Transit's decreased revenue forecasts, particularly for the South King subarea, the Board has directed that an examination of transit project alternatives within the South Corridor (i.e., the South King and Pierce subareas) be conducted. The South Corridor Alternatives Planning project is comprised of three major tasks, all of which will include development of cost and ridership estimates, financial analyses, and public outreach efforts at appropriate levels:

A. Alternatives Analysis: An analysis will be conducted of high-capacity transit alternatives that serve the portion of the South Corridor between downtown Tacoma and the assumed South Corridor Link light rail terminus (i.e., a Kent-Des Moines-area station in the vicinity of Highline Community College.) Particular emphasis will be given to studying the extension of the light rail line from Kent-Des Moines Road to Federal Way.

B. South Corridor Systems study: Options for revisions/additions to the transit network and supporting capital facilities within the South Corridor that are affordable and workable within the ST2 plan will be generated, analyzed, and evaluated under the assumption that the Link light rail system will have a long-term southern terminus in the Kent-Des Moines area.

C. Pierce Subarea planning: Planning activities for this task will included examining the range of projects that could be funded under the adopted (or an amended) ST2 plan, mid- and long-range financial capacity analysis, and development and evaluation of project options.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1- Enter Project Development	2008 Cost Estimate:	
Baseline:		2011 Cost Estimate:	
2011 TIP Current:		2012 Cost Estimate:	
2012 TIP Proposed:			

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	0	3,122	2,420	0	0	0	0	0	5,542
Total	0	3,122	2,420	0	0	0	0	0	5,542

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	1,160	870	0	0	0	0	0	2,030
20-Pre-Engineering/Env Review	0	1,962	1,550	0	0	0	0	0	3,513
Total	0	3,122	2,420	0	0	0	0	0	5,542

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	Low
Budget Risk Level:	High	2011 Budget Schedule:	
		2012 Budget Schedule:	2013

Project Risk Assessment

Budget Risk exists due to the uncertainty of the number of alternatives and options to analyze within each task.

Schedule risk exists due to the need to coordinate with multiple third parties, stakeholders, and jurisdictions as well as with other ongoing and related ST projects.

In addition, continued economic downturn is creating revenue and budget uncertainties.

Link Light Rail

4X600

East Link

Scope: The East Link project is an expansion of light rail from downtown Seattle to the Eastside. The project will extend Central Link at the International District Station in Seattle and provide stations on I-90 at Rainier Avenue and Mercer Island. Through Bellevue and Redmond, the preferred alternative includes a station to serve an expanded South Bellevue park-and-ride, two downtown Bellevue stations, an Overlake Hospital station, two Bel-Red stations, an Overlake Village station, and a terminal station at the Overlake Transit Center. Environmental review includes a future extension to downtown Redmond. The proposed final design phase budget is based on the project adopted by the Board in July 2011 with a tunnel alignment in downtown Bellevue.

Changes since 2011 budget: Additional budget in the amount of \$392M for final design, third party coordination, and right-of-way acquisition based on budget estimates developed during preliminary engineering. In addition, the schedule has been extended to 2023 due to delays encountered during preliminary engineering and the additional time required for design and construction of the downtown Bellevue tunnel.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	3-Identify Preferred Alternative		
Baseline:	-	2008 Cost Estimate:	\$2,973,575
2011 TIP Current:	\$364,550	2011 Cost Estimate:	\$2,505,857
2012 TIP Proposed:	\$756,819	2012 Cost Estimate:	\$2,831,959

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	479	200	413	527	890	671	478	676	4,541
4-East King	79,330	33,166	68,489	87,347	147,412	111,080	79,212	111,995	752,278
Total	79,808	33,366	68,902	87,874	148,302	146,205	79,690	112,671	756,819

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	10,700	8,830	10,410	11,104	12,705	12,745	45	0	66,539
20-Pre-Engineering/Env Review	54,012	2,897	1,872	1,050	692	300	300	0	61,123
30-Final Design & Specification	0	11,500	41,000	56,500	43,075	16,740	6,110	48,760	223,685
35-Third Parties	987	2,040	3,620	4,720	4,750	4,670	3,055	16,222	40,064
40-ROW Acquisition & Permits	14,109	8,100	12,000	14,500	87,080	111,750	70,180	47,689	365,408
Total	79,808	33,366	68,902	87,874	148,302	146,205	79,690	112,671	756,819

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2021
		2012 Budget Schedule:	2023

Project Risk Assessment

Project presents technical design and legal challenges and requires close coordination with stakeholders, third parties and municipal jurisdictions. Schedule and budget risks are high.

Sounder Commuter Rail

Capital Program Description

Sounder commuter rail service between Seattle and Tacoma began in 2000. Service between Everett and Seattle began three years later in 2003. Presently, Sounder carries over 1.5 million passengers annually on four daily round trips between Everett and Seattle with service at stations in Everett, Mukilteo, Edmonds, and Seattle and nine daily round trips between Seattle and Tacoma with service at stations in Tacoma, Puyallup, Sumner, Auburn, Kent, Tukwila, and Seattle. Service between Tacoma and Lakewood will begin in late 2012. Four additional round trips between Seattle and Tacoma were approved with the passage of ST2; the schedule for implementing these trips is being developed.

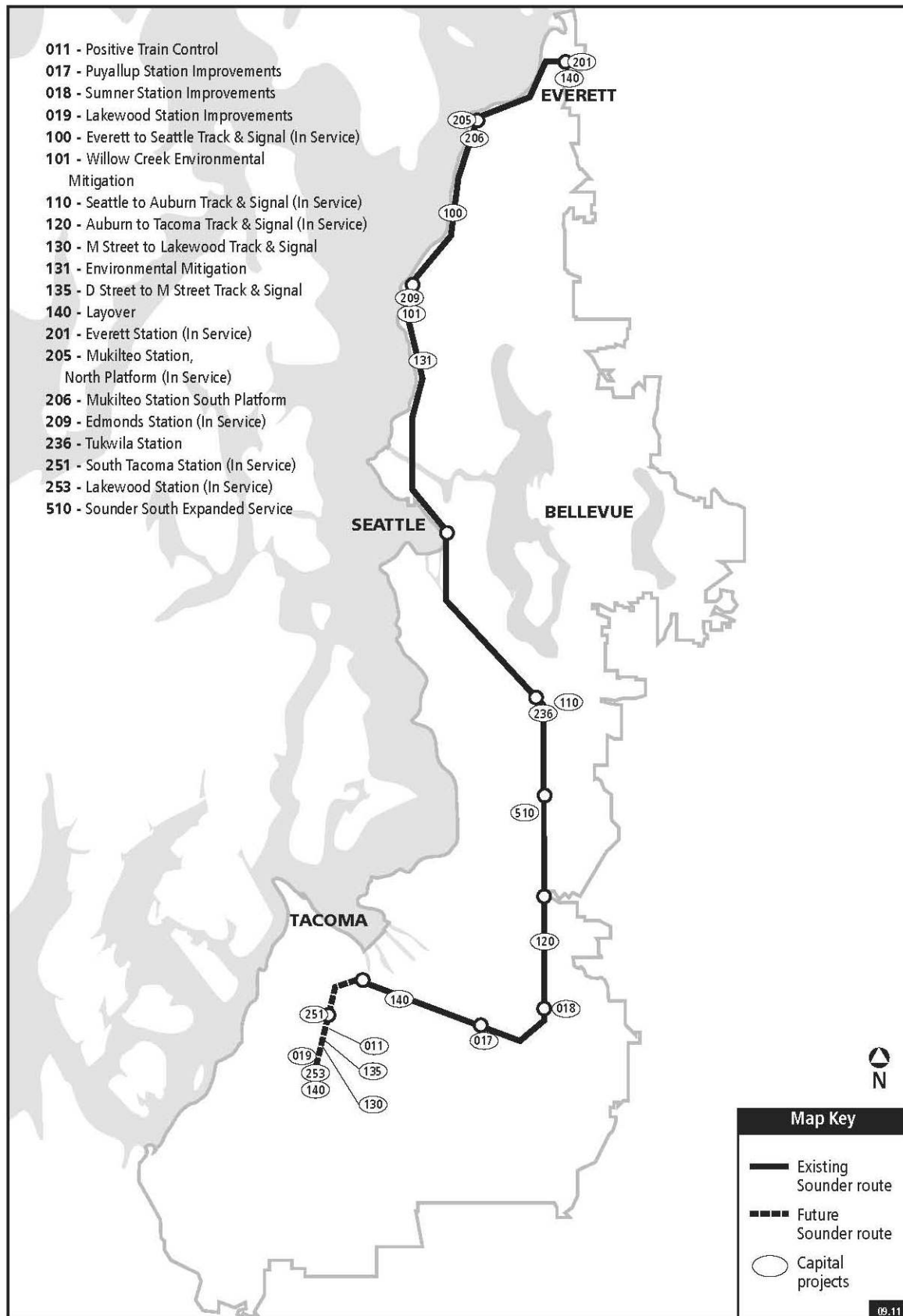
Sound Transit has designed and built 12 commuter rail stations. In partnership with Burlington Northern Santa Fe Railway (BNSF), we also upgraded track and signal systems along a 75-mile corridor between Everett and Tacoma to provide weekday commuter rail service to the north and south Sound communities.

In addition, Sound Transit designed and built three train layover facilities. Construction is also nearly complete on an 8.4-mile rail corridor between Tacoma and Lakewood that extends service to South Tacoma and Lakewood.

The 2012 TIP includes budgets to complete major elements of the Sounder commuter rail system, including:

- Improve track and signals to extend service from Tacoma to Lakewood.
- Build the south platform at Mukilteo Station.
- Construct an additional layover facility in Lakewood.
- Perform environmental mitigation for impacts within the Seattle to Everett corridor.
- Expand train service between Tacoma and Seattle through the purchase of additional easements from BNSF.
- Complete a station access and demand study.
- Perform environmental analysis and preliminary engineering for a Sounder yard and shop facility for train maintenance and storage.
- Conduct preliminary engineering for access improvements at the Puyallup, Sumner, and Lakewood commuter rail stations.
- Design and build Tukwila Station.
- Design and build a federally mandated systemwide train control system to ensure operational safety and design.

SOUNDER COMMUTER RAIL CAPITAL PROJECTS



Capital Plan

The TIP includes funds for Sounder commuter rail projects at various stages of completion, as shown in the table below:

Project	Description	Dept.	Project Phase
Station Access and Demand Study	Complete a study to develop a comprehensive program of access improvements to Sounder stations.	PEPD	Alternatives Analysis/ Preliminary Engineering
Sounder Yard and Shops Facility	Evaluate operations and maintenance cost efficiencies associated with the development of commuter rail operations and maintenance facilities to support existing and future service levels.	PEPD	Preliminary Engineering
Puyallup Station Improvements	Identify and evaluate access improvements to Puyallup Station.	PEPD	Preliminary Engineering
Sumner Station Improvements	Identify and evaluate access improvements to Sumner Station.	PEPD	Preliminary Engineering
Lakewood Station Improvements	Provide financial support to the city of Lakewood for construction of a pedestrian bridge connecting Lakewood Station to the community northwest of the station.	PEPD	Preliminary Engineering
Sounder South Expanded Service	To enable the addition of four daily commuter rail service round trips between Seattle and Tacoma, we will acquire easements from BNSF. Sound Transit will perform environmental permitting and mitigation for track and signal improvements. BNSF will perform any track and signal improvements to support expanded service.	DECM	Preliminary Engineering
Positive Train Control	To meet federal regulatory requirements for operational safety, develop a Positive Train Control System.	DECM	Design/ Construction
Tukwila Station	Sounder currently serves Tukwila at a temporary station. Initial design of a permanent station presented conflicts with an adjacent city-led roadway improvement project and required costly relocation and protection of area utility systems. Our board requested the	DECM	Design

Project	Description	Dept.	Project Phase
	permanent station be redesigned to reduce these conflicts. The project is presently being redesigned.		
Mukilteo Station, South Platform	Construction of Mukilteo Station's south platform was delayed by complexities associated with a required right-of-way transfer from the U.S. Air Force. In the interim, the Air Force is leasing the right-of-way to the Agency to allow the start of platform construction.	DECM	Design
Permitting/ Environmental Mitigation	Sound Transit is responsible for all required environmental permitting and mitigation for track and signal improvements between Everett and Seattle. Mitigation construction, monitoring, and maintenance efforts are ongoing.	DECM	Construction
M Street – Lakewood Track and Signal	Reconstruction of approximately 7 miles of rail track between M Street in Tacoma and Lakewood was recently completed. Remaining project elements include restoration of the 66 th Street Bridge and installation of the Centralized Train Control system.	DECM	Construction
D Street – M Street Track and Signal	Sound Transit is building a 1.4-mile rail connection between the Tacoma Dome Station and M Street in Tacoma that will extend commuter rail service to Lakewood.	DECM	Construction
Layover	Sound Transit built layover facilities for overnight train layovers at Everett Station, King Street Station, and Tacoma's L Street. Construction of a layover facility in Lakewood is planned for 2012.	DECM	Construction
South Tacoma Station	The South Tacoma Station was completed in 2009, and is currently served by Pierce Transit and ST Express bus service. Commuter rail service to the station will begin upon completion of the D Street to M Street Track and Signal project in 2012.	DECM	In Service

Project	Description	Dept.	Project Phase
Lakewood Station	The Lakewood Station was completed in 2008; the station is currently served by Pierce Transit and ST Express bus service. Commuter rail service to the station will begin upon the completion of the D Street to M Street Track and Signal project in 2012.	DECM	In Service

New Projects

The TIP includes the following new projects:

- Puyallup Station Improvements – identify and evaluate access improvements to Puyallup Station. The proposed budget through Preliminary Engineering is \$578 thousand.
- Sumner Station Improvements – identify and evaluate access improvements to Sumner Station. The proposed budget through Preliminary Engineering is \$578 thousand.
- Lakewood Station Improvements – provide financial support to the city of Lakewood for construction of a pedestrian bridge connecting Lakewood Station with the community to the northwest. The proposed \$1.2 million budget includes staff costs as well as a \$1.0 million contribution to the city of Lakewood.

Project Changes

- Eastside Rail Partnership: ST2 identified funds for a Sound Transit financial contribution to a partnership that would operate passenger rail service on the former Eastside BNSF corridor. The 2011 program realignment suspended funding for the partnership, but retained \$50,000 for any analyses needed during the final decision process. The remaining budget is now suspended, reducing this project's budget to historical costs.

Budget Changes

- M Street – Lakewood Track and Signal: Resolution No. R2011-12 increased the lifetime budget by \$2.9 million to \$81.5 million to properly reflect a contribution to the project which had in error been reflected as a betterment.
- D Street – M Street Track and Signal: Resolution No. R2011-02 decreased the lifetime budget by \$300 thousand to \$161.3 million; these funds were transferred to the Sound Transit Art Program.
- Sounder South Expanded Service: This project's budget includes all easement payments to BNSF, as well as environmental and right-of-way efforts. The proposed lifetime budget for this project was increased \$2.5 million to \$194 million for additional right-of-way and environmental documentation activities. Funding is drawn from Pierce County's subarea financial capacity and is consistent with the ST2 funding of the project.

- Layover: The combined proposed layover budget increased \$6.1 million for completion of final design and construction of the Lakewood facility. Funding of \$5.1 million is available from program reserves in the three counties, subarea shares are based on track miles. The remaining \$1 million is drawn from Pierce County's subarea capacity to fund the rest of its share of the project.
- Positive Train Control: The 2011 TIP had two Positive Train Control projects, one in the Sounder program covering Tacoma-Lakewood and one in Service Delivery covering Everett-Tacoma. In 2012, the budgets have been combined into the Sounder program and increased by \$28.6 million for design and construction.
- Station Access and Demand Study: \$2.3 million in project savings is being removed from the project budget.

Sounder Program Subarea Reserves

Transfers to Subarea Reserves

Savings from the following projects were returned to the their respective subarea reserve.

	Amount of savings
Willow Creek Environmental Mitigation	\$201,992
Permitting/Environmental Mitigation	\$1,500,000
Everett Station	\$ 15,726
Mukilteo Station, North Platform	\$ 50,281
Edmonds Station	\$1,380,102
Total savings for Snohomish County:	\$3,148,101
Seattle-Auburn Track and Signal	\$515,587
Tukwila Station	\$3,164,580
Total savings for South King County:	\$3,680,167
Auburn-Tacoma Track and Signal	\$248,843
South Tacoma Station	\$370,386
Lakewood Station	\$119,371
Total savings for Pierce County:	\$ 738,599
Total savings for all three subareas:	\$7,566,867

Withdrawals from Sounder Program Reserves

Layover: We transferred \$5.1 million from program reserves to the layover project to fund design and construction of the Lakewood layover facility. Funds were drawn from the Snohomish, Pierce, and South King subarea reserves in accordance with our proportional track-mile cost allocation model. The reserve balance of the Pierce County subarea was not adequate to fully fund its share of the layover budget increase. An additional \$1 million came from Pierce County's available financial capacity.

Return of subarea reserve funds

With major elements of the Sounder capital program now complete, funds are no longer needed to be retained in the Snohomish County and South King County subarea reserves. As a result, \$1.8 million was defunded from the Snohomish County subarea reserve and \$1.5 million was defunded from the South King County subarea reserve.

Scope, Schedule, and Budget Risks

Project	Budget Risk	Schedule Risk	Comments
Mukilteo Station, South Platform	Low	Low	While the property transfer for this platform from the Air Force to the Port of Everett is being resolved, we have agreed to lease the property from the Air Force and begin platform construction.
Edmonds Station	Medium	Medium	Upon future completion of track upgrades by BNSF through Edmonds, an additional west platform will be required. However, funding for the west platform is currently unavailable.
Permitting/ Environmental Mitigation	Low	Medium	Environmental requirements limit the available times for construction, presenting schedule risks.
Tukwila Station	Low	Medium	Initial design of a permanent station presented conflicts with an adjacent city-led roadway improvement project and required costly relocation and protection of area utility systems. As a result, our board requested the permanent station be redesigned. The project is presently being redesigned.
Tukwila Station	Low	Medium	Initial design of a permanent station presented conflicts with an adjacent city-led roadway improvement project and required costly relocation and protection of area utility systems. As a result, our board requested the permanent station be redesigned. The project is presently being redesigned.
D Street – M Street Track and Signal	Medium	Medium	During construction, significant quantities of contaminated soil, subsurface obstructions, and unforeseen subsurface conditions have been encountered. These have increased costs associated with construction and present budget and schedule risks.
Sounder South Expanded Service	Medium	Medium	Environmental mitigation requirements may present budget risks. Additional environmental studies will verify mitigation requirements and establish an appropriate mitigation budget.

Project	Budget Risk	Schedule Risk	Comments
Puyallup Station Improvements	Medium	Medium	Uncertainties in design, environmental, third party, and jurisdictional requirements present budget and schedule risks.
Sumner Station Improvements	Medium	Medium	Uncertainties in design, environmental, third party, and jurisdictional requirements present budget and schedule risks.
Layover	Medium	Medium	A 2012 budget increase is proposed for completing construction of the Lakewood layover facility. The proposed increase is based on recently completed design engineering.
Sounder Yard and Shops Facility	High	High	Yard and shop facility requirements are as yet undefined, and may be subject to jurisdictional requirements that present budget and schedule risks.

Schedule Changes

Old Completion Date/**New Completion Date**

Project	2012	2013	2014	2015
004 Sounder Yard & Shops Facility (Preliminary Design)			4Q	4Q
011 Positive Train Control	1Q			4Q
131 Permitting/Environmental Mitigation		4Q		4Q
236 Tukwila Station		1Q 4Q		

Note: Unless otherwise noted, completion dates reflect when construction is expected to be substantially complete and the facility opened for service. These dates do not include the project closeout effort, which can extend 12-18 months beyond construction completion as liens are released, final invoices are processed, claims are negotiated and settled and remaining funds returned to program reserves.

Baseline

No projects received initial, baseline budget approval in 2011.

Sounder Commuter Rail

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Preliminary Engineering									
001 Station Access & Demand Study	773	397	0	0	0	0	0	0	1,170
004 Sounder Yard & Shops Facility	871	1,189	1,936	1,504	1,412	0	0	0	6,912
017 Puyallup Station Improvements	0	389	189	0	0	0	0	0	578
018 Sumner Station Improvements	0	389	189	0	0	0	0	0	578
019 Lakewood Station Improvements	0	1,050	105	0	0	0	0	0	1,155
510 Sounder South Expanded Service	92,219	101,749	0	0	0	0	0	0	193,968
Subtotal:	93,863	105,163	2,419	1,504	1,412	0	0	0	204,360
Final Design & ROW									
011 Positive Train Control	401	4,891	11,551	12,668	9,714	0	0	0	39,225
131 Permitting/Environmental Mitigation	4,150	1,700	378	327	123	0	0	0	6,679
140 Layover	25,976	7,970	0	0	0	0	0	0	33,947
206 Mukilteo Station, South Platform	2,352	4,323	4,456	0	0	0	0	0	11,131
236 Tukwila Station	15,643	13,006	17,320	0	0	0	0	0	45,969
Subtotal:	48,522	31,890	33,706	12,996	9,837	0	0	0	136,950
Baseline									
135 D Street-M Street Track & Signal	126,711	34,569	0	0	0	0	0	0	161,281
Subtotal:	126,711	34,569	0	0	0	0	0	0	161,281
In Service									
100 Everett-Seattle Track & Signal	298,921	0	0	0	0	0	0	0	298,921
101 Willow Creek Environmental Mitigation	854	0	0	0	0	0	0	0	854
110 Seattle-Auburn Track & Signal	227,793	0	0	0	0	0	0	0	227,793
120 Auburn-Tacoma Track & Signal	183,783	0	0	0	0	0	0	0	183,783
130 M Street-Lakewood Track & Signal	76,588	4,748	74	59	45	27	0	0	81,542
150 Nisqually-Lakewood ROW	14,836	0	0	0	0	0	0	0	14,836
201 Everett Station	33,147	0	0	0	0	0	0	0	33,147
205 Mukilteo Station, North Platform	9,481	0	0	0	0	0	0	0	9,481
207 Edmonds Station (Temporary)	176	0	0	0	0	0	0	0	176
209 Edmonds Station	11,549	0	0	0	0	0	0	0	11,549
231 King Street Station	7,928	0	0	0	0	0	0	0	7,928
235 Tukwila Station (Temporary)	2,837	0	0	0	0	0	0	0	2,837
237 Kent Station	32,388	0	0	0	0	0	0	0	32,388
239 Auburn Station	25,815	0	0	0	0	0	0	0	25,815
241 Sumner Station	8,741	0	0	0	0	0	0	0	8,741
243 Puyallup Station	13,336	0	0	0	0	0	0	0	13,336

Sounder Commuter Rail

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
245 Tacoma Dome Station	9,767	0	0	0	0	0	0	0	9,767
247 Reservation-Freighthouse	16,373	0	0	0	0	0	0	0	16,373
251 South Tacoma Station	15,570	157	0	0	0	0	0	0	15,728
253 Lakewood Station	29,183	14	0	0	0	0	0	0	29,197
255 Lakewood CBD	1,816	0	0	0	0	0	0	0	1,816
Subtotal:	1,020,883	4,920	74	59	45	27	0	0	1,026,008
Closed									
002 Eastside Rail Partnership	2	0	0	0	0	0	0	0	2
233 Boeing Access Rd Station	65	0	0	0	0	0	0	0	65
Subtotal:	68	0	0	0	0	0	0	0	68
Reserve									
601 Sounder Program Reserve	0	0	0	0	0	0	0	0	0
Subtotal:	0	0	0	0	0	0	0	0	0
Grand Total:	1,290,047	176,542	36,198	14,559	11,294	27	0	0	1,528,667

Sounder Commuter Rail

Proposed 2012 TIP Cashflow by Subarea (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	365,453	7,866	5,619	1,095	751	0	0	0	380,783
2- North King	24	293	692	759	582	0	0	0	2,350
3- South King	331,618	16,810	18,624	1,195	1,014	0	0	0	369,262
4- East King	2	0	0	0	0	0	0	0	2
5- Pierce	592,949	151,573	11,263	11,510	8,947	27	0	0	776,270
Total	1,290,047	176,542	36,198	14,559	11,294	27	0	0	1,528,667

Proposed 2012 TIP Cashflow by Phase (in thousands)

Phase# and Description	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10 Agency Administration	57,348	5,810	1,813	829	461	3	0	0	66,265
20 Pre-Engineering/Env Review	28,765	1,977	2,074	1,389	745	0	0	0	34,949
30 Final Design & Specification	46,195	4,350	2,363	0	0	0	0	0	52,908
35 Third Parties	0	2,078	1,932	1,932	968	0	0	0	6,910
40 ROW Acquisition & Permits	472,087	105,121	135	134	80	24	0	0	577,582
50 Construction	549,912	55,069	26,605	9,849	4,836	0	0	0	646,271
55 Construction Services	1,236	1,681	1,076	426	215	0	0	0	4,634
70 Vehicles	134,504	0	0	0	0	0	0	0	134,504
80 System Testing & Startup	0	100	0	0	0	0	0	0	100
90 Contingency	0	356	200	0	3,988	0	0	0	4,544
Total	1,290,047	176,542	36,198	14,559	11,294	27	0	0	1,528,667

Sounder Commuter Rail

300001

Station Access & Demand Study

Scope: Sound Transit is developing a comprehensive program of Sounder station improvements that places priority on accommodating alternative station access improvements at the following Sounder commuter rail stations: Mukilteo, Kent, Auburn, Sumner, Puyallup, Tacoma Dome, South Tacoma, and Lakewood. Funding has been approved for ridership and traffic analyses environmental scan, transit oriented and joint development studies, conceptual engineering, and community outreach. The final product of the program will be proposed access investments for each station.

Changes since 2011 budget: \$2.3M in project savings was defunded from the project; the project is being completed for less than what was originally estimated.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Project Development		
Baseline:	-	2008 Cost Estimate:	\$135,876
2011 TIP Current:	\$3,480	2011 Cost Estimate:	\$57,719
2012 TIP Proposed:	\$1,170	2012 Cost Estimate:	\$55,366

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	32	17	0	0	0	0	0	0	49
3-South King	189	97	0	0	0	0	0	0	287
5-Pierce	551	283	0	0	0	0	0	0	835
Total	773	397	0	0	0	0	0	0	1,170

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	37	19	0	0	0	0	0	0	56
20-Pre-Engineering/Env Review	737	72	0	0	0	0	0	0	809
90-Contingency	0	306	0	0	0	0	0	0	306
Total	773	397	0	0	0	0	0	0	1,170

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2012

Project Risk Assessment

Sounder Commuter Rail

300002

Eastside Rail Partnership

Scope: This project was planned to include a potential financial contribution by Sound Transit to a partnership that would operate passenger rail on the Eastside BNSF rail corridor, subject to completion of due diligence and Board review and approval. This program was suspended in the 2011 realignment.

Changes since 2011 budget: The project budget is being reduced to \$2K in historical costs and overhead.

Capital Budget (in YOE dollars)									
Phase Gate Passed:	1-Enter Project Development								
Baseline:	-								
2011 TIP Current:	\$50								
2012 TIP Proposed:	\$2								

ST2 Project Cost Estimate (in 2011 dollars)	
2008 Cost Estimate:	\$53,992
2011 Cost Estimate:	\$563
2012 Cost Estimate:	\$2

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	2	0	0	0	0	0	0	0	2
Total	2	0	0	0	0	0	0	0	2

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	2	0	0	0	0	0	0	0	2
Total	2	0	0	0	0	0	0	0	2

Budget Risk Assessment	
Estimate Type:	Fixed Contribution
Budget Risk Level:	Low

Schedule Risk Assessment	
Schedule Risk Level:	Low
2011 Budget Schedule:	2011
2012 Budget Schedule:	2011

Project Risk Assessment

Sounder Commuter Rail

300004

Sounder Yard & Shops Facility

Scope: Sound Transit is evaluating operations and maintenance cost efficiencies associated with the development of commuter rail operations and maintenance facilities to support existing and future service levels. Funding has been approved for completing site selection, preliminary engineering (30% design), and environmental determination.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	1-Enter Project Development		
Baseline:	-	2008 Cost Estimate:	\$150,974
2011 TIP Current:	\$6,912	2011 Cost Estimate:	\$150,356
2012 TIP Proposed:	\$6,912	2012 Cost Estimate:	\$150,356

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	131	178	290	226	212	0	0	0	1,037
3-South King	331	452	736	572	537	0	0	0	2,627
5-Pierce	409	559	910	707	664	0	0	0	3,249
Total	871	1,189	1,936	1,504	1,412	0	0	0	6,912

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	45	65	100	78	42	0	0	0	329
20-Pre-Engineering/Env Review	819	1,107	1,814	1,389	745	0	0	0	5,874
40-ROW Acquisition & Permits	8	17	21	38	21	0	0	0	105
90-Contingency	0	0	0	0	604	0	0	0	604
Total	871	1,189	1,936	1,504	1,412	0	0	0	6,912

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	PE / ED	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2015

Project Risk Assessment

Yard and Shop Facility requirements have not been defined and may be subject to jurisdictional requirements presenting potential budget and schedule risk. The schedule has been extended to 2015 due to the delay in procuring consultant resources for preliminary engineering.

Sounder Commuter Rail

300011

Positive Train Control

Scope: Positive Train Control (PTC) systems are integrated command, control, communications, and information systems for controlling train movements with safety, security, precision, and efficiency. PTC on passenger rail systems is federally mandated to be operational by December 2015. These systems will improve railroad safety by significantly reducing the probability of collisions between trains, casualties to roadway workers and damage to their equipment, and over speed accidents.

Budget elements include costs associated with wayside upgrades to the signal systems owned by Sound Transit along the Tacoma to Lakewood corridor and those owned by BNSF in the Seattle to Tacoma corridor, as well as upgrades to the rolling stock. The project has been combined with a former Service Delivery project for upgrades to the rolling stock and the signal system on the BNSF-owned corridor between Seattle and Tacoma.

Changes since 2011 budget: Project lifetime budget increased by \$34.5M including \$5.9M from the former Service Delivery project and the remaining \$28.6M from financial capacity in Pierce County. Estimates for project scope are significantly higher than originally anticipated.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	3-ID Preferred Alternative		
Baseline:	-	2008 Cost Estimate:	N/A
2011 TIP Current:	\$4,704	2011 Cost Estimate:	N/A
2012 TIP Proposed:	\$39,225	2012 Cost Estimate:	N/A

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	17	209	494	542	416	0	0	0	1,679
2-North King	24	293	692	759	582	0	0	0	2,350
3-South King	20	241	568	623	478	0	0	0	1,930
5-Pierce	340	4,148	9,797	10,744	8,239	0	0	0	33,267
Total	401	4,891	11,551	12,668	9,714	0	0	0	39,225

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	57	250	592	735	411	0	0	0	2,045
30-Final Design & Specification	195	2,721	1,780	0	0	0	0	0	4,696
35-Third Parties	0	968	1,932	1,932	968	0	0	0	5,800
50-Construction	0	526	6,713	9,575	4,736	0	0	0	21,550
55-Construction Services	149	426	534	426	215	0	0	0	1,750
90-Contingency	0	0	0	0	3,384	0	0	0	3,384
Total	401	4,891	11,551	12,668	9,714	0	0	0	39,225

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2015

Project Risk Assessment

Installation to be coordinated with ongoing construction. The schedule for completion has been extended to 2015.

Sounder Commuter Rail

300017

Puyallup Station Improvements

Scope: Preliminary engineering for station access improvements identified through the Station Access and Demand Study (Project 300001). Improvements may include additional parking facilities, pedestrian access improvements, bicycle facilities including bicycle lane or path improvements within one half mile of the station, secure bicycle storage, additional bus/transfer facilities within the station, transit speed and reliability improvements on routes connecting to the station, expanded or new kiss-and-ride facilities at the station, and off-site parking along an existing bus route that connects frequently (20-minute or less headway) to the station at peak periods. The final project scope is dependent upon Sound Transit Board approval at the conclusion of the Sounder Station Access & Demand Study.

Changes since 2011 budget: New project being funded with ST2 funds.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	Pending	2008 Cost Estimate:	\$61,055
Baseline:	-	2011 Cost Estimate:	\$51,685
2011 TIP Current:	\$0	2012 Cost Estimate:	\$51,685
2012 TIP Proposed:	\$578		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	0	389	189	0	0	0	0	0	578
Total	0	389	189	0	0	0	0	0	578

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	19	9	0	0	0	0	0	28
20-Pre-Engineering/Env Review	0	370	130	0	0	0	0	0	500
90-Contingency	0	0	50	0	0	0	0	0	50
Total	0	389	189	0	0	0	0	0	578

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2013
		2012 Budget Schedule:	2013

Project Risk Assessment

Uncertainties exist in design, environmental and third party and jurisdictional requirements that present budget and schedule risks.

Sounder Commuter Rail

300018

Sumner Station Improvements

Scope: Preliminary engineering for station access improvements identified through the Station Access and Demand Study (Project 300001). Improvements may include additional parking facilities, pedestrian access improvements, bicycle facilities including bicycle lane or path improvements within one half mile of the station, secure bicycle storage, additional bus/transfer facilities within the station, transit speed and reliability improvements on routes connecting to the station, expanded or new kiss-and-ride facilities at the station, and off-site parking along an existing bus route that connects frequently (20-minute or less headway) to the station at peak periods. The final project scope is dependent upon Sound Transit Board approval at the conclusion of the Sounder Station Access & Demand Study.

Changes since 2011 budget: New project being funded with ST2 funds.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	Pending	2008 Cost Estimate:	\$43,644
Baseline:	-	2011 Cost Estimate:	\$36,866
2011 TIP Current:	\$0	2012 Cost Estimate:	\$36,866
2012 TIP Proposed:	\$578		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	0	389	189	0	0	0	0	0	578
Total	0	389	189	0	0	0	0	0	578

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	19	9	0	0	0	0	0	28
20-Pre-Engineering/Env Review	0	370	130	0	0	0	0	0	500
90-Contingency	0	0	50	0	0	0	0	0	50
Total	0	389	189	0	0	0	0	0	578

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Planning	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2013
		2012 Budget Schedule:	2013

Project Risk Assessment

Uncertainties exist in design, environmental, third party and jurisdictional requirements that present budget and schedule risks.

Sounder Commuter Rail

300019

Lakewood Station Improvements

Scope: Sound Transit is providing financial support to the city of Lakewood for the construction of a pedestrian bridge connecting the community to the northwest of the Lakewood Station with the station.

Changes since 2011 budget: New project being funded with ST2 funds.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	Pending	2008 Cost Estimate:	\$40,951
Baseline:	-	2011 Cost Estimate:	\$34,762
2011 TIP Current:	\$0	2012 Cost Estimate:	\$34,762
2012 TIP Proposed:	\$1,155		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	0	1,050	105	0	0	0	0	0	1,155
Total	0	1,050	105	0	0	0	0	0	1,155

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	50	5	0	0	0	0	0	55
35-Third Parties	0	1,000	0	0	0	0	0	0	1,000
90-Contingency	0	0	100	0	0	0	0	0	100
Total	0	1,050	105	0	0	0	0	0	1,155

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	NA
		2012 Budget Schedule:	2013

Project Risk Assessment

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Sounder Commuter Rail

3x100

Everett-Seattle Track & Signal

Scope: Project is in service.

Changes since 2011 budget: Transferred \$308 in project savings to the Snohomish County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	8-Close Out Project		
Baseline:	\$303,258	2008 Cost Estimate:	N/A
2011 TIP Current:	\$298,921	2011 Cost Estimate:	N/A
2012 TIP Proposed:	\$298,921	2012 Cost Estimate:	N/A

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	298,921	0	0	0	0	0	0	0	298,921
Total	298,921	0	0	0	0	0	0	0	298,921

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	8,071	0	0	0	0	0	0	0	8,071
20-Pre-Engineering/Env Review	3,951	0	0	0	0	0	0	0	3,951
30-Final Design & Specification	11	0	0	0	0	0	0	0	11
40-ROW Acquisition & Permits	258,221	0	0	0	0	0	0	0	258,221
50-Construction	624	0	0	0	0	0	0	0	624
70-Vehicles	28,043	0	0	0	0	0	0	0	28,043
Total	298,921	0	0	0	0	0	0	0	298,921

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2007
		2012 Budget Schedule:	2007

Project Risk Assessment

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Sounder Commuter Rail

3x101

Willow Creek Environmental Mitigation

Scope: Project has been completed.

Changes since 2011 budget: Transferred \$202K in project savings to the Snohomish County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	None	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,056	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$854		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	854	0	0	0	0	0	0	0	854
Total	854	0	0	0	0	0	0	0	854

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	72	0	0	0	0	0	0	0	72
30-Final Design & Specification	121	0	0	0	0	0	0	0	121
50-Construction	660	0	0	0	0	0	0	0	660
Total	854	0	0	0	0	0	0	0	854

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2010
		2012 Budget Schedule:	2010

Project Risk Assessment

Sounder Commuter Rail

3x110

Seattle-Auburn Track & Signal

Scope: Project is in service.

Changes since 2011 budget: Transferred \$516K to the South King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$256,147	2011 Cost Estimate:	N/A
2011 TIP Current:	\$228,309	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$227,793		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	227,793	0	0	0	0	0	0	0	227,793
Total	227,793	0	0	0	0	0	0	0	227,793

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	10,461	0	0	0	0	0	0	0	10,461
20-Pre-Engineering/Env Review	5,890	0	0	0	0	0	0	0	5,890
30-Final Design & Specification	4,865	0	0	0	0	0	0	0	4,865
40-ROW Acquisition & Permits	74	0	0	0	0	0	0	0	74
50-Construction	156,812	0	0	0	0	0	0	0	156,812
70-Vehicles	49,692	0	0	0	0	0	0	0	49,692
Total	227,793	0	0	0	0	0	0	0	227,793

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

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Sounder Commuter Rail

3x120

Auburn-Tacoma Track & Signal

Scope: Project is in service.

Changes since 2011 budget: Transferred \$249K to the Pierce County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$206,965	2011 Cost Estimate:	N/A
2011 TIP Current:	\$184,032	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$183,783		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	183,783	0	0	0	0	0	0	0	183,783
Total	183,783	0	0	0	0	0	0	0	183,783

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	8,409	0	0	0	0	0	0	0	8,409
20-Pre-Engineering/Env Review	4,807	0	0	0	0	0	0	0	4,807
30-Final Design & Specification	3,904	0	0	0	0	0	0	0	3,904
40-ROW Acquisition & Permits	34	0	0	0	0	0	0	0	34
50-Construction	127,766	0	0	0	0	0	0	0	127,766
70-Vehicles	38,863	0	0	0	0	0	0	0	38,863
Total	183,783	0	0	0	0	0	0	0	183,783

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Sounder Commuter Rail

3x130

M Street-Lakewood Track & Signal

Scope: Sound Transit recently completed reconstruction of approximately seven miles of rail track between M Street in Tacoma and Lakewood. Remaining project elements include restoration of the 66th Street Bridge and installation of the Centralized Train Control system. Commuter rail service will begin in 2012 following completion of the D Street to M Street Track and Signal project (Project 3x135).

Changes since 2011 budget: Resolution R2011-12 amended the lifetime budget increasing it by \$2.9M to \$81.5M.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$78,630	2011 Cost Estimate:	N/A
2011 TIP Current:	\$81,542	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$81,542		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	76,588	4,748	74	59	45	24	0	0	81,542
Total	76,588	4,748	74	59	45	27	0	0	81,542

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	3,731	520	8	6	5	3	0	0	4,274
20-Pre-Engineering/Env Review	1,496	0	0	0	0	0	0	0	1,496
30-Final Design & Specification	3,178	0	0	0	0	0	0	0	3,178
40-ROW Acquisition & Permits	12,818	77	66	53	40	24	0	0	13,078
50-Construction	46,378	4,067	0	0	0	0	0	0	50,445
55-Construction Services	33	0	0	0	0	0	0	0	33
70-Vehicles	8,953	0	0	0	0	0	0	0	8,953
80-System Testing & Startup	0	84	0	0	0	0	0	0	84
Total	76,588	4,748	74	59	45	27	0	0	81,542

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2010
		2012 Budget Schedule:	2010

Project Risk Assessment

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Sounder Commuter Rail

3x131

Permitting/Environmental Mitigation

Scope: Track and Signal improvements to accommodate Sounder commuter rail service between Seattle and Everett were completed by BNSF. Sound Transit assumed responsibility for all environmental permitting and mitigation required for these improvements. Required mitigation included the purchase of three properties in the Snohomish River Estuary, assistance with the Christofferson property purchase, Deer Creek Stream restoration, Kiwanis Ravine enhancement, a freshwater wetland enhancement in Woodway, and a bridge over Willow Creek to support a future day-lighting project. Track and Signal improvements were completed in 2008; remaining mitigation efforts include construction of the Christofferson fill pad and monitoring and maintenance of the Deer Creek mitigation site.

Changes since 2011 budget: Transferred \$1.5M in project savings to Snohomish County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	None	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$8,179	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,679		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	4,150	1,700	378	327	123	0	0	0	6,679
Total	4,150	1,700	378	327	123	0	0	0	6,679

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	470	51	11	10	4	0	0	0	547
20-Pre-Engineering/Env Review	1,040	31	0	0	0	0	0	0	1,071
30-Final Design & Specification	279	120	21	0	0	0	0	0	419
40-ROW Acquisition & Permits	1,316	35	48	43	19	0	0	0	1,461
50-Construction	1,045	1,463	298	275	100	0	0	0	3,180
Total	4,150	1,700	378	327	123	0	0	0	6,679

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	Medium
Budget Risk Level:	Low	2011 Budget Schedule:	2013
		2012 Budget Schedule:	2015

Project Risk Assessment

Environmental requirements limit windows available for construction presenting schedule risks.

Sounder Commuter Rail

3x135

D Street-M Street Track & Signal

Scope: Design and construct a rail connection between the Tacoma Dome Station and the Sound Transit railroad right-of-way (the Lakeview Subdivision Line). Project includes 1.4 miles of track work, rail bridge over Pacific Avenue, roadway reconstruction, utility relocations, and centralized traffic control for the rail line.

Changes since 2011 budget: Resolution R2011-02 amended the lifetime budget to \$161.3M decreasing it by \$300K which was transferred to the STart program.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	6-Proceed to Construction	2008 Cost Estimate:	N/A
Baseline:	\$161,581	2011 Cost Estimate:	N/A
2011 TIP Current:	\$161,281	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$161,281		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	126,711	34,569	0	0	0	0	0	0	161,281
Total	126,711	34,569	0	0	0	0	0	0	161,281

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	7,751	1,141	0	0	0	0	0	0	8,892
20-Pre-Engineering/Env Review	1,744	0	0	0	0	0	0	0	1,744
30-Final Design & Specification	12,873	0	0	0	0	0	0	0	12,873
40-ROW Acquisition & Permits	43,555	1,538	0	0	0	0	0	0	45,093
50-Construction	51,835	31,875	0	0	0	0	0	0	83,710
70-Vehicles	8,953	0	0	0	0	0	0	0	8,953
80-System Testing & Startup	0	16	0	0	0	0	0	0	16
Total	126,711	34,569	0	0	0	0	0	0	161,281

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2012

Project Risk Assessment

During construction, significant quantities of contaminated soil, subsurface obstructions and unforeseen subsurface conditions have been encountered increasing costs associated with construction and presenting budget and schedule risks.

Sounder Commuter Rail

3x140

Layover

Scope: Layover is a systemwide component of the Sounder commuter rail program. It includes storage tracks and facilities for layover of trains at Seattle, Everett, and Lakewood. The costs and budget are allocated to three subareas based on track miles. Storage track and light maintenance facilities have been constructed in Seattle and Everett; storage tracks have been installed in Lakewood; light maintenance facilities in Lakewood remain to be completed.

Changes since 2011 budget: Project budget increased by \$6.1M; budget increase funded by \$1.2M from the Snohomish County program reserve, \$2.2M from South King County program reserve, \$1.7M from Pierce County program reserves, and \$989K from Pierce County financial capacity.

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$27,824	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$33,947		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	4,642	1,438	0	0	0	0	0	0	6,080
3-South King	9,645	3,015	0	0	0	0	0	0	12,660
5-Pierce	11,689	3,518	0	0	0	0	0	0	15,207
Total	25,976	7,970	0	0	0	0	0	0	33,947

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	873	264	0	0	0	0	0	0	1,138
20-Pre-Engineering/Env Review	268	0	0	0	0	0	0	0	268
30-Final Design & Specification	1,624	90	0	0	0	0	0	0	1,714
40-ROW Acquisition & Permits	2,635	3,150	0	0	0	0	0	0	5,785
50-Construction	20,384	4,273	0	0	0	0	0	0	24,657
55-Construction Services	193	192	0	0	0	0	0	0	385
Total	25,976	7,970	0	0	0	0	0	0	33,947

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2012

Project Risk Assessment

Sounder Commuter Rail

3x201

Everett Station

Scope: Project is in service.

Changes since 2011 budget: Transferred \$16K in project savings to the Snohomish County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$26,872	2011 Cost Estimate:	N/A
2011 TIP Current:	\$33,163	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$33,147		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	33,147	0	0	0	0	0	0	0	33,147
Total	33,147	0	0	0	0	0	0	0	33,147

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,873	0	0	0	0	0	0	0	1,873
20-Pre-Engineering/Env Review	1,194	0	0	0	0	0	0	0	1,194
30-Final Design & Specification	1,536	0	0	0	0	0	0	0	1,536
40-ROW Acquisition & Permits	7,285	0	0	0	0	0	0	0	7,285
50-Construction	21,260	0	0	0	0	0	0	0	21,260
Total	33,147	0	0	0	0	0	0	0	33,147

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

Sounder Commuter Rail

3x205

Mukilteo Station, North Platform

Scope: Project is in service.

Changes since 2011 budget: Transferred \$50K in project savings to the Snohomish County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$9,810	2011 Cost Estimate:	N/A
2011 TIP Current:	\$9,531	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$9,481		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	9,481	0	0	0	0	0	0	0	9,481
Total	9,481	0	0	0	0	0	0	0	9,481

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	597	0	0	0	0	0	0	0	597
20-Pre-Engineering/Env Review	620	0	0	0	0	0	0	0	620
30-Final Design & Specification	1,306	0	0	0	0	0	0	0	1,306
40-ROW Acquisition & Permits	353	0	0	0	0	0	0	0	353
50-Construction	6,605	0	0	0	0	0	0	0	6,605
Total	9,481	0	0	0	0	0	0	0	9,481

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Sounder Commuter Rail

3x206

Mukilteo Station, South Platform

Scope: The Mukilteo Station South Platform project includes the 2nd platform, stair & elevator towers for both platforms and the pedestrian bridge connecting them.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	4-Enter Final Design	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$11,131	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$11,131		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	2,352	4,323	4,456	0	0	0	0	0	11,131
Total	2,352	4,323	4,456	0	0	0	0	0	11,131

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	263	163	168	0	0	0	0	0	595
30-Final Design & Specification	1,422	0	0	0	0	0	0	0	1,422
40-ROW Acquisition & Permits	70	170	0	0	0	0	0	0	240
50-Construction	292	3,630	4,152	0	0	0	0	0	8,074
55-Construction Services	304	360	136	0	0	0	0	0	800
Total	2,352	4,323	4,456	0	0	0	0	0	11,131

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	TBD
		2012 Budget Schedule:	2013

Project Risk Assessment

While the transfer of property for this platform from the Air Force to the Port of Everett is being resolved Sound Transit has reached an agreement to lease the property from the Air Force and begin construction of the platform. The lease is currently being finalized.

Sounder Commuter Rail

3x209

Edmonds Station

Scope: Project is in service.

Changes since 2011 budget: Transferred \$1.4M in savings to Snohomish County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	\$24,364
Baseline:	\$12,929	2011 Cost Estimate:	N/A
2011 TIP Current:	\$12,929	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$11,549		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	11,549	0	0	0	0	0	0	0	11,549
Total	11,549	0	0	0	0	0	0	0	11,549

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	968	0	0	0	0	0	0	0	968
20-Pre-Engineering/Env Review	703	0	0	0	0	0	0	0	703
30-Final Design & Specification	1,330	0	0	0	0	0	0	0	1,330
40-ROW Acquisition & Permits	2,723	0	0	0	0	0	0	0	2,723
50-Construction	5,825	0	0	0	0	0	0	0	5,825
Total	11,549	0	0	0	0	0	0	0	11,549

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2011
		2012 Budget Schedule:	2011

Project Risk Assessment

Upon future completion of track upgrades through Edmonds by BNSF, an additional west platform will be required; funding for the west platform is currently unavailable.

Sounder Commuter Rail

3x236

Tukwila Station

Scope: Sounder service to Tukwila is currently supported by a temporary station boarding area. Initial design of a permanent station presented conflicts with an adjacent city lead roadway improvement project and required costly relocation/protection of area utility systems. The Sound Transit Board requested that the permanent station be redesigned to reduce utility and facility conflicts. The project is presently being redesigned and considerable cost savings are anticipated.

Changes since 2011 budget: The alternate station configuration can be constructed for considerably less cost than the station configuration originally proposed. The cost savings will allow the transfer of \$3.2M in project savings to the South King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	4-Enter Final Design	2008 Cost Estimate:	\$37,867
Baseline:	\$49,134	2011 Cost Estimate:	\$34,341
2011 TIP Current:	\$49,134	2012 Cost Estimate:	\$34,341
2012 TIP Proposed:	\$45,969		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	15,643	13,006	17,320	0	0	0	0	0	45,969
Total	15,643	13,006	17,320	0	0	0	0	0	45,969

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	797	684	910	0	0	0	0	0	2,391
20-Pre-Engineering/Env Review	1,101	0	0	0	0	0	0	0	1,101
30-Final Design & Specification	2,901	1,019	562	0	0	0	0	0	4,481
40-ROW Acquisition & Permits	10,180	1,534	0	0	0	0	0	0	11,714
50-Construction	108	9,066	15,442	0	0	0	0	0	24,616
55-Construction Services	557	703	406	0	0	0	0	0	1,666
Total	15,643	13,006	17,320	0	0	0	0	0	45,969

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Final Design	Schedule Risk Level:	Medium
Budget Risk Level:	Low	2011 Budget Schedule:	2013
		2012 Budget Schedule:	2013

Project Risk Assessment

Redesign effort currently underway; project to be rebaselined following completion of additional engineering.

Sounder Commuter Rail

3x251

South Tacoma Station

Scope: Project is in service. Limited construction activities to coincide with the construction of the D Street – M Street Track and Signal improvements.

Changes since 2011 budget: Transferred \$370K in savings to Pierce County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$17,115	2011 Cost Estimate:	N/A
2011 TIP Current:	\$16,098	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$15,728		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	15,570	157	0	0	0	0	0	0	15,728
Total	15,570	157	0	0	0	0	0	0	15,728

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,592	0	0	0	0	0	0	0	1,592
20-Pre-Engineering/Env Review	542	0	0	0	0	0	0	0	542
30-Final Design & Specification	1,238	0	0	0	0	0	0	0	1,238
40-ROW Acquisition & Permits	2,369	0	0	0	0	0	0	0	2,369
50-Construction	9,830	157	0	0	0	0	0	0	9,987
Total	15,570	157	0	0	0	0	0	0	15,728

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

Sounder Commuter Rail

3x253

Lakewood Station

Scope: Project is in service. Limited construction activities to coincide with the construction of the D Street – M Street Track and Signal improvements.

Changes since 2011 budget: Transferred \$119K in savings to Pierce County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$32,920	2011 Cost Estimate:	N/A
2011 TIP Current:	\$29,316	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$29,197		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	29,183	14	0	0	0	0	0	0	29,197
Total	29,183	14	0	0	0	0	0	0	29,197

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	2,347	3	0	0	0	0	0	0	2,350
20-Pre-Engineering/Env Review	1,347	0	0	0	0	0	0	0	1,347
30-Final Design & Specification	2,075	0	0	0	0	0	0	0	2,075
40-ROW Acquisition & Permits	4,395	0	0	0	0	0	0	0	4,395
50-Construction	19,019	11	0	0	0	0	0	0	19,030
Total	29,183	14	0	0	0	0	0	0	29,197

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

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Sounder Commuter Rail

3x510

Sounder South Expanded Service

Scope: Sound Transit has executed an agreement with BNSF to purchase four additional commuter rail easements between Seattle and Lakewood. The agreement stipulates the payment schedule and corresponding dates for additional train trips. BNSF is responsible for track and signal improvements; Sound Transit maintains responsibility for environmental permitting and mitigation.

Changes since 2011 budget: Project lifetime budget increased by \$2.5M to address environmental permitting and mitigation costs.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	4-Enter Final Design	2008 Cost Estimate:	\$186,331
Baseline:	-	2011 Cost Estimate:	\$192,014
2011 TIP Current:	\$191,431	2012 Cost Estimate:	\$195,985
2012 TIP Proposed:	\$193,968		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	92,219	101,749	0	0	0	0	0	0	193,968
Total	92,219	101,749	0	0	0	0	0	0	193,968

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	3,087	2,563	0	0	0	0	0	0	5,650
20-Pre-Engineering/Env Review	536	26	0	0	0	0	0	0	563
30-Final Design & Specification	0	400	0	0	0	0	0	0	400
35-Third Parties	0	110	0	0	0	0	0	0	110
40-ROW Acquisition & Permits	88,596	98,600	0	0	0	0	0	0	187,196
90-Contingency	0	50	0	0	0	0	0	0	50
Total	92,219	101,749	0	0	0	0	0	0	193,968

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	PE/ED	Schedule Risk Level:	Medium
Budget Risk Level:	Medium	2011 Budget Schedule:	2015
		2012 Budget Schedule:	2015

Project Risk Assessment

Budget risks may be presented by environmental mitigation requirements. Additional environmental studies being performed to verify mitigation requirements and establish appropriate mitigation budget/schedule.

Sounder Commuter Rail

3X601

Sounder Program Reserve

Scope: Changes since 2011 budget: Snohomish County program reserves were increased by \$3.1M in savings from the Willow Creek Environmental Mitigation - \$202K; Permitting/Environmental Mitigation - \$1.5M; Everett Station - \$16K; Mukilteo Station, North Platform - \$50K; Edmonds Station - \$1.4M and decreased by \$1.2M draw for the Layover project, the remaining \$2M was defunded from the program. South King County program reserves increased by \$3.7M in savings from Seattle-Auburn Track and Signal project - \$516K and Tukwila Station - \$3.2M and decreased by \$2.2M draw for the Layover project, the remaining \$1.5M was defunded from the program. Pierce County program reserves increased by \$739K in project savings from South Tacoma Station - \$370K; Lakewood Station - \$119K; Auburn-Tacoma Track and Signal - \$249K, these funds and the \$1M in the Pierce County program reserve were used to help offset the increased budgets of several projects in Pierce County. The program reserve balance for all subareas is now zero.

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,000	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$0		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

Budget Risk Assessment	Schedule Risk Assessment
Estimate Type:	Schedule Risk Level:
Budget Risk Level:	2011 Budget Schedule:
	2012 Budget Schedule:

Project Risk Assessment

Regional Express

Capital Program Description

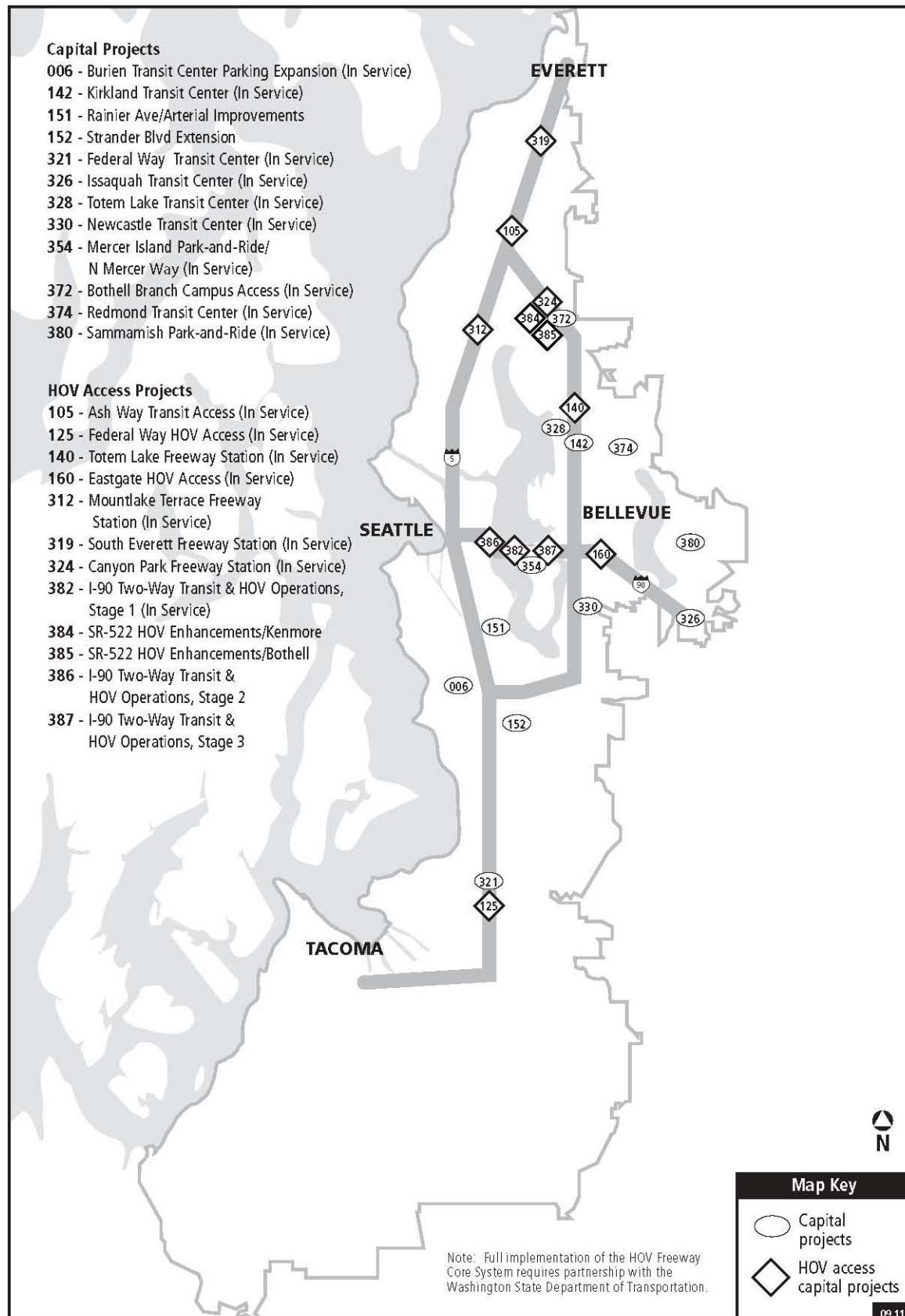
The Regional Express program consists of 45 capital projects including design and construction of direct-access ramps to the existing freeway High Occupancy Vehicle (HOV) system, park-and-ride lots, HOV improvements to arterials transit centers, and freeway, in-line transit stations to support Sound Transit's ST Express regional bus system. Much of the Regional Express capital program is now complete.

The 2012 TIP includes funds to continue infrastructure development to support ST Express bus services, which began service in 1999 and now carries around 13 million passengers a year. Remaining program elements include Stages 2 and 3 of the I-90 Two-Way Transit and HOV Operations project, the ST Express Bus Base, and a number of other projects we support financially, which are led by third parties.

Projects include:

- Complete construction of Stage 2 of the I-90 Two-Way Transit and HOV Operations project, which adds an HOV lane eastbound from Mercer Island to Bellevue.
- Design the I-90 Two-Way Transit and HOV Operations Stage 3, which will complete HOV lanes eastbound and westbound from Mercer Island to Seattle.
- Conduct environmental analysis and preliminary engineering for the ST Express Bus Base.
- Continue to contribute to bus infrastructure projects led by third parties in Redmond, Kirkland, Burien, and Bothell.

REGIONAL EXPRESS CAPITAL PROJECTS



Capital Plan

The TIP includes funds for Regional Express projects at various stages of completion, as shown in the table below.

Project	Description	Department	Project Phase
ST Express Bus Base	To evaluate and ultimately improve cost efficiencies in express bus operations and maintenance, we have authorized planning and preliminary design of additional maintenance and operations facilities.	PEPD	Preliminary Engineering
I-90 Two-Way Transit and HOV Operations, Stage 3	This project provides two-way transit and HOV lanes eastbound and westbound on I-90 between 80 th Avenue SE on Mercer Island and Rainier Avenue/I-5 in Seattle. The project is currently in the design phase.	DECM	Final Design
Strander Boulevard Extension	Led by the city of Renton, this project extends Strander Boulevard to a 5-lane arterial between East Valley Highway and West Valley Highway.	DECM	Third Party
Rainier Avenue Arterial Improvements	Led by the city of Renton, this project adds business and transit access lanes, sidewalks, and medians on Hardie Avenue between Rainier Avenue and Sunset Boulevard.	DECM	Third Party
85 th Corridor, Kirkland	Led by the city of Kirkland, this project includes street widening, traffic signals, sidewalk improvements, and bus shelters to enhance both connections to and reliability of transit.	DECM	Third Party

Project	Description	Department	Project Phase
Burien Transit Center Parking Expansion	Sound Transit provides a financial contribution for the expansion of transit commuter parking for transit-oriented development at Burien Transit Center. The project is jointly led by the city of Burien and King County.	PEPD	Third Party
SR522 HOV Enhancements/Bothell	Led by the city of Bothell, this project is currently under construction. It includes building a north transit bypass lane, south transit lane/right turn lane, signal improvements, an additional left turn lane, and sidewalks along SR522 near 96th Avenue in Bothell.	DECM	Third Party
I-90 Two-Way Transit and HOV Operations, Stage 2	This project is currently under construction and provides HOV and transit capacity on eastbound I-90 between 80 th Avenue SE on Mercer Island to Bellevue Way. Construction completion is anticipated in 2012.	DECM	Construction

The following projects are complete and are being closed out:

- Mountlake Terrace Freeway Station/236th SW
- Ash Way Transit Access/164th SW
- S Everett Freeway Station/112th SE
- Lynnwood Transit Center/46th Ave W
- Kirkland Transit Center/3rd
- Eastgate HOV Access/142nd Ave SE
- Canyon Park Freeway Station/I-406
- Issaquah Transit Center/SR 900
- Totem Lake Transit Center/Evergreen Medical Center
- Newcastle Transit Improvements
- Mercer Island Park-and-Ride/N Mercer Way
- Bothell Branch Campus Access
- Redmond Transit Center/NE 83rd
- Sammamish Park-and-Ride/228th SE
- I-90 Two-Way Transit and HOV Operations, Stage 1
- Totem Lake Freeway Station/NE 128th

In addition, contractor claims associated with the Federal Way Transit Center/South 317th are under appeal. This project remains open.

New Projects

No new Regional Express projects are identified in the TIP.

Project Changes

No Regional Express project changes are identified in the TIP, other than transfers of uncommitted funds to subarea reserves.

Budget Changes

No changes were made to any Regional Express projects in the TIP.

Program Reserves

Transfers to Subarea Reserves

Savings from the following projects were transferred to their respective subarea reserves.

	Amount of savings
Ash Way Transit Access/164 th SW	\$56,254
Mountlake Terrace Freeway Station/236 th SW	\$2,965,686
Total savings for Snohomish County:	\$3,021,940
<hr/>	
Federal Way HOV Access/South 317 th	\$46,324
Total savings for South King County:	\$ 46,324
<hr/>	
Totem Lake Freeway Station/NE 128 th	\$384,031
Kirkland Transit Center/3 rd	\$2,340,518
Eastgate HOV Access/142 nd Ave SE	\$118,422
Canyon Park Freeway Station/I-406	\$405,233
Issaquah Transit Center/SR900	\$482,251
Totem Lake Transit Center/Evergreen Medical Center	\$1,434
Newcastle Transit Improvements	\$289,191
Mercer Island Park-and-Ride/N Mercer Way	\$123,015
Bothell Branch Campus Access	\$17,538
Redmond Transit Center/NE 83 rd	\$ 95,058
Sammamish Park-and-Ride/228 th SE	\$75,462
SR522 HOV Enhancements/Kenmore	\$ 3,276
SR522 HOV Enhancements/Bothell	\$ 62,428
Total savings for East King County:	\$4,397,857
Total savings for all subareas:	\$7,466,121

Withdrawals From Regional Express Program Reserves

There were no withdrawals from Regional Express program reserves.

Return of subarea reserve funds

With major elements of the Regional Express program now complete, reserve funds for the Snohomish County and South King County subareas no longer need to be retained. As a result, \$3 million was defunded from the Snohomish County subarea, and \$46 thousand was defunded from the South King County subarea. Funds transferred to the East King County program reserve are designated for future allocation to the I-90 Two-Way Transit and HOV Operations Stage 3 project.

Schedule Changes

Old Completion Date/New Completion Date

Project	2010	2011	2012	2013	2014	2015
005 ST Express Bus Base				4Q	4Q	
141 85 th Corridor, Kirkland			4Q	3Q		
142 Kirkland Transit Center/3 rd	4Q	1Q				
151 Rainier Avenue Arterial Improvements			4Q		4Q	
152 Strander Boulevard Extension			4Q		4Q	

Note: Completion dates reflect when construction is expected to be substantially complete and the facility opened for service. These dates do not include the project closeout effort, which can extend 12-18 months beyond construction completion as liens are released, final invoices are processed, claims are negotiated and settled, and remaining funds returned to program reserves.

Scope, Schedule, and Budget Risks

Project	Budget Risk	Schedule Risk	Comments
Federal Way Transit Center/ S 317 th	Low	Low	All of the contractor claims for additional compensation were dismissed on summary judgment. Litigation is ongoing with Sound Transit's counter claim, but poses no budget risk.
I-90 Two-Way Transit & HOV Opr, Stage 2	Low	Low	This project is under construction and will be completed in 2012.
I-90 Two-Way Transit & HOV Opr, Stage 3	High	High	Scope remains to be finalized. This project must be completed prior to construction of East Link.
ST Express Bus Base	Medium	Medium	Budget and schedule risks are due to uncertainties in design, environmental, third party and jurisdictional requirements.

The following projects have capped funding agreements in place to manage budget risks. However, the projects are still at risk for schedule delays through the actions of the third-party project leads.

Capped Projects

Capped Contribution Projects	Scheduled Completion	Capped Amount	Schedule Risk	Comments
85 th Corridor, Kirkland	3 Q 2013	\$ 3.7M	Medium	A redesign extended the schedule for construction. The city of Kirkland leads the project lead. Our contribution remains capped.
Rainier Avenue Arterial Improvements	4 Q 2014	\$14.9M	High	Renton changed the project scope to remove improvements to Hardie Ave and increase business and transit access lane improvements on Rainier Ave. Our contribution is capped.
Strander Boulevard Extension	4Q 2012	\$ 4.0M	Low	The city of Renton continues design work on the Strander Boulevard extension. Our contribution is capped.

Baseline

No Regional Express projects received their baseline budgets in 2011.

Regional Express

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Preliminary Engineering									
005 ST Express Bus Base	993	1,656	2,687	134	0	0	0	0	5,469
387 I-90 Two-Way Transit & HOV Opr, Stage 3	1,848	6,244	12,859	43,271	0	0	0	0	64,222
Subtotal:	2,841	7,900	15,546	43,405	0	0	0	0	69,691
Baseline									
141 85th Corridor, Kirkland	3,636	1,126	1,000	253	0	0	0	0	6,015
151 Rainier Avenue Arterial Improvements	10,038	2,015	2,611	1,054	0	0	0	0	15,717
152 Strander Boulevard Extension	1,020	3,199	0	0	0	0	0	0	4,219
385 SR522 HOV Enhancements/Bothell	8,538	0	0	0	0	0	0	0	8,538
386 I-90 Two-Way Transit & HOV Opr, Stage 2	18,811	3,530	29	9,313	0	0	0	0	31,683
Subtotal:	42,043	9,870	3,640	10,619	0	0	0	0	66,173
In Service									
006 Burien Transit Center Parking Expansion	15,175	0	0	0	0	0	0	0	15,175
105 Ash Way Transit Access/164th SW	18,758	179	0	0	0	0	0	0	18,937
111 Lynnwood HOV Access/46th Ave W	25,677	0	0	0	0	0	0	0	25,677
125 Federal Way HOV Access/S 317th	28,779	0	0	0	0	0	0	0	28,779
140 Totem Lake Freeway Station/NE 128th	73,351	244	0	0	0	0	0	0	73,596
142 Kirkland Transit Center/3rd	9,884	1,076	0	0	0	0	0	0	10,959
144 Redmond Way, Redmond	1,979	0	0	0	0	0	0	0	1,979
145 Bellevue HOV Access	70,896	0	0	0	0	0	0	0	70,896
160 Eastgate HOV Access/142nd Ave SE	29,574	0	0	0	0	0	0	0	29,574
165 I-90 @ Sunset Interchange	9,185	0	0	0	0	0	0	0	9,185
166 SR900 Park-And-Ride Arterial Improvements	7,117	0	0	0	0	0	0	0	7,117
311 Lynnwood Transit Ctr/46th Ave W	30,085	0	0	0	0	0	0	0	30,085
312 Mountlake Terrace Freeway Station/236th SW	30,704	141	314	1,258	0	0	0	0	32,417
316 N Everett Transit Center/Everett Comm College	1,641	0	0	0	0	0	0	0	1,641
319 S Everett Freeway Station/112th SE	28,371	116	0	0	0	0	0	0	28,487
321 Federal Way Transit Center/S 317th	37,895	1,559	0	0	0	0	0	0	39,455
322 Bellevue Transit Center/NE 6th	15,453	0	0	0	0	0	0	0	15,453
323 Bellevue Rider Services Bldg	2,760	0	0	0	0	0	0	0	2,760
324 Canyon Park Freeway Station/I-406	9,773	0	0	0	0	0	0	0	9,773
326 Issaquah Transit Center/SR900	28,995	5	0	0	0	0	0	0	29,000
328 Totem Lake Transit Center/Evergreen Med Ctr	6,267	0	0	0	0	0	0	0	6,267
330 Newcastle Transit Improvements	4,139	0	0	0	0	0	0	0	4,139

Regional Express

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
332 Overlake Transit Center/NE 40th	10,939	0	0	0	0	0	0	0	10,939
340 Ash Way Park-And-Ride	1,114	0	0	0	0	0	0	0	1,114
345 Lynnwood SR99 Transit Lanes	2,546	0	0	0	0	0	0	0	2,546
350 Redondo Heights Park-And-Ride/SR99	2,483	0	0	0	0	0	0	0	2,483
354 Mercer Island Park-And-Ride/N Mercer Way	13,996	0	0	0	0	0	0	0	13,996
355 Issaquah Highlands Park-And-Ride/Highland Dr	7,181	0	0	0	0	0	0	0	7,181
356 Tacoma Dome Station	10,805	0	0	0	0	0	0	0	10,805
358 South Hill Park-And-Ride/94th Ave E	5,625	0	0	0	0	0	0	0	5,625
360 Dupont Station/Wilmington Dr	4,314	0	0	0	0	0	0	0	4,314
370 Pacific Avenue Overpass	16,222	0	0	0	0	0	0	0	16,222
372 Bothell Branch Campus Access	2,160	0	0	0	0	0	0	0	2,160
374 Redmond Transit Center/NE 83rd	6,557	0	0	0	0	0	0	0	6,557
376 Woodinville Arterial HOV/SR202/SR522	1,410	0	0	0	0	0	0	0	1,410
378 Yarrow Point Stop Improvements	108	0	0	0	0	0	0	0	108
380 Sammamish Park-And-Ride/228th SE	6,967	0	0	0	0	0	0	0	6,967
382 I-90 Two-Way Transit & HOV Opr, Stage 1	23,396	90	90	1,263	0	0	0	0	24,840
384 SR522 HOV Enhancements/Kenmore	8,770	0	0	0	0	0	0	0	8,770
Subtotal:	611,050	3,411	404	2,521	0	0	0	0	617,386
Closed									
131 Star Lake Freeway Station/S 272nd	3,094	0	0	0	0	0	0	0	3,094
135 I-405 @ Southcenter	55	0	0	0	0	0	0	0	55
150 Renton HOV Access/N 8th	4,505	0	0	0	0	0	0	0	4,505
314 S Everett Transit Center	31	0	0	0	0	0	0	0	31
342 Swamp Creek Park-And-Ride	303	0	0	0	0	0	0	0	303
346 E Everett Park-And-Ride	86	0	0	0	0	0	0	0	86
352 Other Park-And-Ride Expansion	10	0	0	0	0	0	0	0	10
395 Funds For Other Projects	31	0	0	0	0	0	0	0	31
Subtotal:	8,115	0	0	0	0	0	0	0	8,115
Reserve									
999 Regional Express Program Reserve	0	0	0	15,199	0	0	0	0	15,199
Subtotal:	0	0	0	15,199	0	0	0	0	15,199
Grand Total:	664,049	21,181	19,590	71,744	0	0	0	0	776,565

Regional Express

Proposed 2012 TIP Cashflow by Subarea
(in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	156,561	2,092	3,001	1,392	0	0	0	0	163,045
3- South King	87,491	1,559	0	0	0	0	0	0	89,050
4- East King	399,252	17,530	16,589	70,353	0	0	0	0	503,724
5- Pierce	20,745	0	0	0	0	0	0	0	20,745
Total	664,049	21,181	19,590	71,744	0	0	0	0	776,565

Proposed 2012 TIP Cashflow by Phase
(in thousands)

Phase# and Description	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10 Agency Administration	38,342	1,418	980	3,492	0	0	0	0	44,232
20 Pre-Engineering/Env Review	51,874	1,532	2,533	101	0	0	0	0	56,039
30 Final Design & Specification	49,988	5,945	12,194	4,960	0	0	0	0	73,086
35 Third Parties	14,733	0	0	0	0	0	0	0	14,733
40 ROW Acquisition & Permits	52,652	139	56	28	0	0	0	0	52,875
50 Construction	456,404	11,956	3,827	8,883	0	0	0	0	481,071
55 Construction Services	0	0	0	0	0	0	0	0	0
70 Vehicles	0	0	0	0	0	0	0	0	0
90 Contingency	58	192	0	54,280	0	0	0	0	54,530
Total	664,049	21,181	19,590	71,744	0	0	0	0	776,565

Regional Express

500005

ST Express Bus Base

Scope: To evaluate and ultimately improve ST Express Bus operational and maintenance cost efficiencies, the Agency has authorized planning and preliminary design of maintenance and operations capacity. Budget has been approved for project development through preliminary engineering (30% design) and environmental determination.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)	
Phase Gate Passed:	1-Enter Project Development
Baseline:	-
2011 TIP Current:	\$5,469
2012 TIP Proposed:	\$5,469

ST2 Project Cost Estimate (in 2011 dollars)	
2008 Cost Estimate:	\$174,517
2011 Cost Estimate:	\$169,653
2012 Cost Estimate:	\$169,653

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	993	1,656	2,687	134	0	0	0	0	5,469
Total	993	1,656	2,687	134	0	0	0	0	5,469

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	96	61	99	5	0	0	0	0	260
20-Pre-Engineering/Env Review	876	1,532	2,533	101	0	0	0	0	5,041
40-ROW Acquisition & Permits	20	64	56	28	0	0	0	0	168
Total	993	1,656	2,687	134	0	0	0	0	5,469

Budget Risk Assessment	
Estimate Type:	Planning
Budget Risk Level:	Medium

Schedule Risk Assessment	
Schedule Risk Level:	Medium
2011 Budget Schedule:	2013
2012 Budget Schedule:	2014

Project Risk Assessment

Uncertainties exist in siting, design, environmental, third party and jurisdictional requirements that present budget and schedule risks. The schedule for completing preliminary design has been extended to 2014 as a result of later than anticipated contractor notice to proceed.

Regional Express

500006

Burien Transit Center Parking Expansion

Scope: Sound Transit is providing a financial contribution for the expansion of transit commuter parking for transit-oriented development at the Burien Transit Center. The project is being lead jointly by the city of Burien and King County.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	\$15,094
Baseline:	-	2011 Cost Estimate:	\$15,094
2011 TIP Current:	\$15,175	2012 Cost Estimate:	\$15,094
2012 TIP Proposed:	\$15,175		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	15,175	0	0	0	0	0	0	0	15,175
Total	15,175	0	0	0	0	0	0	0	15,175

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	442	0	0	0	0	0	0	0	442
35-Third Parties	14,733	0	0	0	0	0	0	0	14,733
Total	15,175	0	0	0	0	0	0	0	15,175

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2011
		2012 Budget Schedule:	2011

Project Risk Assessment

Regional Express

5x105

Ash Way Transit Access/164th SW

Scope: Project is in service. Wetland mitigation maintenance extends through 2011.

Changes since 2011 budget: Transferred \$56K in project savings to Snohomish County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$18,428	2011 Cost Estimate:	N/A
2011 TIP Current:	\$18,993	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$18,937		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	18,758	179	0	0	0	0	0	0	18,937
Total	18,758	179	0	0	0	0	0	0	18,937

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	925	151	0	0	0	0	0	0	1,077
20-Pre-Engineering/Env Review	1,144	0	0	0	0	0	0	0	1,144
30-Final Design & Specification	1,639	0	0	0	0	0	0	0	1,639
50-Construction	15,050	28	0	0	0	0	0	0	15,078
Total	18,758	179	0	0	0	0	0	0	18,937

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2005
		2012 Budget Schedule:	2005

Project Risk Assessment

Regional Express

5x125

Federal Way HOV Access/S 317th

Scope: Project is in service.

Changes since 2011 budget: Transferred \$46K in project savings to the South King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$32,618	2011 Cost Estimate:	N/A
2011 TIP Current:	\$28,825	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$28,779		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	28,779	0	0	0	0	0	0	0	28,779
Total	28,779	0	0	0	0	0	0	0	28,779

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,645	0	0	0	0	0	0	0	1,645
20-Pre-Engineering/Env Review	2,396	0	0	0	0	0	0	0	2,396
30-Final Design & Specification	1,833	0	0	0	0	0	0	0	1,833
40-ROW Acquisition & Permits	1,424	0	0	0	0	0	0	0	1,424
50-Construction	21,480	0	0	0	0	0	0	0	21,480
Total	28,779	0	0	0	0	0	0	0	28,779

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2006
		2012 Budget Schedule:	2006

Project Risk Assessment

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Regional Express

5x140

Totem Lake Freeway Station/NE 128th

Scope: Project is in service. Plant establishment and mitigation monitoring will continue until 2012.

Changes since 2011 budget: Transferred \$384K in project savings to the East King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$85,875	2011 Cost Estimate:	N/A
2011 TIP Current:	\$73,980	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$73,596		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	73,351	244	0	0	0	0	0	0	73,596
Total	73,351	244	0	0	0	0	0	0	73,596

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	4,353	6	0	0	0	0	0	0	4,359
20-Pre-Engineering/Env Review	6,283	0	0	0	0	0	0	0	6,283
30-Final Design & Specification	4,565	0	0	0	0	0	0	0	4,565
40-ROW Acquisition & Permits	1,849	0	0	0	0	0	0	0	1,849
50-Construction	56,254	185	0	0	0	0	0	0	56,439
90-Contingency	47	53	0	0	0	0	0	0	100
Total	73,351	244	0	0	0	0	0	0	73,596

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2007
		2012 Budget Schedule:	2007

Project Risk Assessment

Regional Express

5x141

85th Corridor, Kirkland

Scope: The project includes street widening, traffic signals, sidewalk improvements, and bus shelters at various intersections in Kirkland to enhance reliability and connections to transit. This project is being lead by the city of Kirkland for all phases; funding of transit elements by Sound Transit is capped.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	N/A
Baseline:	\$6,015	2011 Cost Estimate:	N/A
2011 TIP Current:	\$6,015	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,015		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	3,636	1,126	1,000	253	0	0	0	0	6,015
Total	3,636	1,126	1,000	253	0	0	0	0	6,015

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	513	63	56	14	0	0	0	0	646
20-Pre-Engineering/Env Review	1,124	0	0	0	0	0	0	0	1,124
30-Final Design & Specification	554	0	0	0	0	0	0	0	554
40-ROW Acquisition & Permits	876	0	0	0	0	0	0	0	876
50-Construction	568	1,063	944	0	0	0	0	0	2,575
90-Contingency	0	0	0	239	0	0	0	0	239
Total	3,636	1,126	1,000	253	0	0	0	0	6,015

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Medium
Budget Risk Level:	Low	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2013

Project Risk Assessment

Project is being lead by City of Kirkland addressing design challenges has taken priority over adherence to schedule. The project has experienced additional delays and is now scheduled for completion in 2013.

Regional Express

5x142

Kirkland Transit Center/3rd

Scope: Project is in service.

Change since 2011 budget: Transferred \$2.3M in project savings to the East King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$13,300	2011 Cost Estimate:	N/A
2011 TIP Current:	\$13,300	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$10,959		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	9,884	1,076	0	0	0	0	0	0	10,959
Total	9,884	1,076	0	0	0	0	0	0	10,959

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	886	53	0	0	0	0	0	0	938
20-Pre-Engineering/Env Review	1,154	0	0	0	0	0	0	0	1,154
30-Final Design & Specification	1,575	0	0	0	0	0	0	0	1,575
40-ROW Acquisition & Permits	187	0	0	0	0	0	0	0	187
50-Construction	6,071	884	0	0	0	0	0	0	6,955
90-Contingency	11	139	0	0	0	0	0	0	150
Total	9,884	1,076	0	0	0	0	0	0	10,959

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2010
		2012 Budget Schedule:	2011

Project Risk Assessment

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Regional Express

5x151

Rainier Avenue Arterial Improvements

Scope: This project is being lead by the city of Renton and will add Business and Transit Access (BAT) Lanes, sidewalk, and medians on Hardie Avenue between Rainier Avenue and Sunset Boulevard. Sound Transit's contribution to the project is capped at \$14.9M.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	N/A
Baseline:	\$15,675	2011 Cost Estimate:	N/A
2011 TIP Current:	\$15,717	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$15,717		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	10,038	2,015	2,611	1,054	0	0	0	0	15,717
Total	10,038	2,015	2,611	1,054	0	0	0	0	15,717

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	538	99	129	52	0	0	0	0	817
20-Pre-Engineering/Env Review	2,500	0	0	0	0	0	0	0	2,500
30-Final Design & Specification	1,700	0	0	0	0	0	0	0	1,700
40-ROW Acquisition & Permits	2,800	0	0	0	0	0	0	0	2,800
50-Construction	2,500	1,916	2,482	1,002	0	0	0	0	7,900
Total	10,038	2,015	2,611	1,054	0	0	0	0	15,717

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	High
Budget Risk Level:	Low	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2014

Project Risk Assessment

The schedule for completion has been extended to 2014.

Regional Express

5x152

Strander Boulevard Extension

Scope: The project is being lead by the city of Renton and extends Strander Blvd. to a five-lane arterial between the East Valley Highway and the West Valley Highway. Sound Transit's contribution to the project is capped at \$4M.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	N/A
Baseline:	\$4,208	2011 Cost Estimate:	N/A
2011 TIP Current:	\$4,219	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$4,219		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	1,020	3,199	0	0	0	0	0	0	4,219
Total	1,020	3,199	0	0	0	0	0	0	4,219

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	20	199	0	0	0	0	0	0	219
30-Final Design & Specification	1,000	0	0	0	0	0	0	0	1,000
50-Construction	0	3,000	0	0	0	0	0	0	3,000
Total	1,020	3,199	0	0	0	0	0	0	4,219

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2012

Project Risk Assessment

Regional Express

5x160

Eastgate HOV Access/142nd Ave SE

Scope: Project is in service.

Changes since 2011 budget: Transferred \$118K in project savings to the East King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$38,908	2011 Cost Estimate:	N/A
2011 TIP Current:	\$29,692	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$29,574		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	29,574	0	0	0	0	0	0	0	29,574
Total	29,574	0	0	0	0	0	0	0	29,574

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,644	0	0	0	0	0	0	0	1,644
20-Pre-Engineering/Env Review	2,096	0	0	0	0	0	0	0	2,096
30-Final Design & Specification	2,272	0	0	0	0	0	0	0	2,272
40-ROW Acquisition & Permits	49	0	0	0	0	0	0	0	49
50-Construction	23,512	0	0	0	0	0	0	0	23,512
Total	29,574	0	0	0	0	0	0	0	29,574

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2006
		2012 Budget Schedule:	2006

Project Risk Assessment

Regional Express

5x312

Mountlake Terrace Freeway Station/236th SW

Scope: Project is in service.

Changes since 2011 budget: Transferred \$3M in project savings to the Snohomish County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$40,869	2011 Cost Estimate:	N/A
2011 TIP Current:	\$35,383	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$32,417		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	30,704	141	314	1,258	0	0	0	0	32,417
Total	30,704	141	314	1,258	0	0	0	0	32,417

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,634	11	24	96	0	0	0	0	1,764
20-Pre-Engineering/Env Review	2,408	0	0	0	0	0	0	0	2,408
30-Final Design & Specification	3,275	0	0	0	0	0	0	0	3,275
40-ROW Acquisition & Permits	44	0	0	0	0	0	0	0	44
50-Construction	23,343	130	290	1,162	0	0	0	0	24,926
Total	30,704	141	314	1,258	0	0	0	0	32,417

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2011
		2012 Budget Schedule:	2011

Project Risk Assessment

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Regional Express

5x319

S Everett Freeway Station/112th SE

Scope: Project is in service.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$31,209	2011 Cost Estimate:	N/A
2011 TIP Current:	\$28,487	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$28,487		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	28,371	116	0	0	0	0	0	0	28,487
Total	28,371	116	0	0	0	0	0	0	28,487

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,888	6	0	0	0	0	0	0	1,895
20-Pre-Engineering/Env Review	2,863	0	0	0	0	0	0	0	2,863
30-Final Design & Specification	2,328	0	0	0	0	0	0	0	2,328
40-ROW Acquisition & Permits	28	0	0	0	0	0	0	0	28
50-Construction	21,263	110	0	0	0	0	0	0	21,373
Total	28,371	116	0	0	0	0	0	0	28,487

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

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Regional Express

5x321

Federal Way Transit Center/S 317th

Scope: Project is in service.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$39,455	2011 Cost Estimate:	N/A
2011 TIP Current:	\$39,455	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$39,455		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	37,895	1,559	0	0	0	0	0	0	39,455
Total	37,895	1,559	0	0	0	0	0	0	39,455

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	2,371	54	0	0	0	0	0	0	2,426
20-Pre-Engineering/Env Review	1,553	0	0	0	0	0	0	0	1,553
30-Final Design & Specification	1,701	99	0	0	0	0	0	0	1,800
40-ROW Acquisition & Permits	6,541	0	0	0	0	0	0	0	6,541
50-Construction	25,729	1,406	0	0	0	0	0	0	27,135
Total	37,895	1,559	0	0	0	0	0	0	39,455

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2006
		2012 Budget Schedule:	2006

Project Risk Assessment

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Regional Express

5x324

Canyon Park Freeway Station/I-406

Scope: Project is in service. Plant establishment continues through 2011.

Changes since 2011 budget: Transferred \$405K in project savings to East King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$9,132	2011 Cost Estimate:	N/A
2011 TIP Current:	\$10,178	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$9,773		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	9,773	0	0	0	0	0	0	0	9,773
Total	9,773	0	0	0	0	0	0	0	9,773

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	830	0	0	0	0	0	0	0	830
20-Pre-Engineering/Env Review	950	0	0	0	0	0	0	0	950
30-Final Design & Specification	1,127	0	0	0	0	0	0	0	1,127
40-ROW Acquisition & Permits	11	0	0	0	0	0	0	0	11
50-Construction	6,855	0	0	0	0	0	0	0	6,855
Total	9,773	0	0	0	0	0	0	0	9,773

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2007
		2012 Budget Schedule:	2007

Project Risk Assessment

Regional Express

5x326

Issaquah Transit Center/SR900

Scope: Project is in service.

Changes since 2011 budget: Transferred \$482K in project savings to East King County program reserve.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$29,482	2011 Cost Estimate:	N/A
2011 TIP Current:	\$29,482	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$29,000		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	28,995	5	0	0	0	0	0	0	29,000
Total	28,995	5	0	0	0	0	0	0	29,000

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,801	0	0	0	0	0	0	0	1,801
20-Pre-Engineering/Env Review	848	0	0	0	0	0	0	0	848
30-Final Design & Specification	2,000	0	0	0	0	0	0	0	2,000
40-ROW Acquisition & Permits	1,045	0	0	0	0	0	0	0	1,045
50-Construction	23,301	5	0	0	0	0	0	0	23,306
Total	28,995	5	0	0	0	0	0	0	29,000

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Regional Express

5x328

Totem Lake Transit Center/Evergreen Med Ctr

Scope: Project is in service.

Changes since 2011 budget: Transferred \$1K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$13,243	2011 Cost Estimate:	N/A
2011 TIP Current:	\$6,269	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,267		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	6,267	0	0	0	0	0	0	0	6,267
Total	6,267	0	0	0	0	0	0	0	6,267

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	589	0	0	0	0	0	0	0	589
20-Pre-Engineering/Env Review	495	0	0	0	0	0	0	0	495
30-Final Design & Specification	133	0	0	0	0	0	0	0	133
40-ROW Acquisition & Permits	502	0	0	0	0	0	0	0	502
50-Construction	4,549	0	0	0	0	0	0	0	4,549
Total	6,267	0	0	0	0	0	0	0	6,267

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Regional Express

5x330

Newcastle Transit Improvements

Scope: Project is in service.

Changes since 2011 budget: Transferred \$289K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$4,428	2011 Cost Estimate:	N/A
2011 TIP Current:	\$4,428	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$4,139		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	4,139	0	0	0	0	0	0	0	4,139
Total	4,139	0	0	0	0	0	0	0	4,139

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	230	0	0	0	0	0	0	0	230
20-Pre-Engineering/Env Review	449	0	0	0	0	0	0	0	449
30-Final Design & Specification	636	0	0	0	0	0	0	0	636
50-Construction	2,824	0	0	0	0	0	0	0	2,824
Total	4,139	0	0	0	0	0	0	0	4,139

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2010
		2012 Budget Schedule:	2010

Project Risk Assessment

Regional Express

5x354

Mercer Island Park-And-Ride/N Mercer Way

Scope: Project is in service.

Changes since 2011 budget: Transferred \$123K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$14,302	2011 Cost Estimate:	N/A
2011 TIP Current:	\$14,119	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$13,996		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	13,996	0	0	0	0	0	0	0	13,996
Total	13,996	0	0	0	0	0	0	0	13,996

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	945	0	0	0	0	0	0	0	945
20-Pre-Engineering/Env Review	1,324	0	0	0	0	0	0	0	1,324
30-Final Design & Specification	552	0	0	0	0	0	0	0	552
40-ROW Acquisition & Permits	213	0	0	0	0	0	0	0	213
50-Construction	10,961	0	0	0	0	0	0	0	10,961
Total	13,996	0	0	0	0	0	0	0	13,996

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Regional Express

5x372

Bothell Branch Campus Access

Scope: Project is in service.

Changes since 2011 budget: Transferred \$18K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$3,860	2011 Cost Estimate:	N/A
2011 TIP Current:	\$2,177	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$2,160		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	2,160	0	0	0	0	0	0	0	2,160
Total	2,160	0	0	0	0	0	0	0	2,160

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	608	0	0	0	0	0	0	0	608
20-Pre-Engineering/Env Review	250	0	0	0	0	0	0	0	250
30-Final Design & Specification	318	0	0	0	0	0	0	0	318
40-ROW Acquisition & Permits	3	0	0	0	0	0	0	0	3
50-Construction	980	0	0	0	0	0	0	0	980
Total	2,160	0	0	0	0	0	0	0	2,160

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Regional Express

5x374

Redmond Transit Center/NE 83rd

Scope: Project is in service.

Changes since 2011 budget: Transferred \$95K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$6,931	2011 Cost Estimate:	N/A
2011 TIP Current:	\$6,652	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,557		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	6,557	0	0	0	0	0	0	0	6,557
Total	6,557	0	0	0	0	0	0	0	6,557

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	264	0	0	0	0	0	0	0	264
20-Pre-Engineering/Env Review	299	0	0	0	0	0	0	0	299
30-Final Design & Specification	1,004	0	0	0	0	0	0	0	1,004
50-Construction	4,990	0	0	0	0	0	0	0	4,990
Total	6,557	0	0	0	0	0	0	0	6,557

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

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Regional Express

5x380

Sammamish Park-And-Ride/228th SE

Scope: Project is in service.

Changes since 2011 budget: Transferred \$75K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$7,764	2011 Cost Estimate:	N/A
2011 TIP Current:	\$7,042	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,967		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	6,967	0	0	0	0	0	0	0	6,967
Total	6,967	0	0	0	0	0	0	0	6,967

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	318	0	0	0	0	0	0	0	318
20-Pre-Engineering/Env Review	216	0	0	0	0	0	0	0	216
30-Final Design & Specification	527	0	0	0	0	0	0	0	527
40-ROW Acquisition & Permits	2,892	0	0	0	0	0	0	0	2,892
50-Construction	3,015	0	0	0	0	0	0	0	3,015
Total	6,967	0	0	0	0	0	0	0	6,967

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2006
		2012 Budget Schedule:	2006

Project Risk Assessment

Regional Express

5x382

I-90 Two-Way Transit & HOV Opr, Stage 1

Scope: Project is in service. Plant establishment continues through 2011 and wetland maintenance through 2014.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$25,782	2011 Cost Estimate:	N/A
2011 TIP Current:	\$24,840	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$24,840		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	23,396	90	90	1,263	0	0	0	0	24,840
Total	23,396	90	90	1,263	0	0	0	0	24,840

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,337	5	5	69	0	0	0	0	1,415
20-Pre-Engineering/Env Review	1,592	0	0	0	0	0	0	0	1,592
30-Final Design & Specification	3,720	0	0	0	0	0	0	0	3,720
40-ROW Acquisition & Permits	57	0	0	0	0	0	0	0	57
50-Construction	16,690	85	85	944	0	0	0	0	17,804
90-Contingency	0	0	0	251	0	0	0	0	251
Total	23,396	90	90	1,263	0	0	0	0	24,840

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2008
		2012 Budget Schedule:	2008

Project Risk Assessment

Regional Express

5x384

SR522 HOV Enhancements/Kenmore

Scope: Project is in service.

Changes since 2011 budget: Transferred \$3K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	7-Transition to Operations	2008 Cost Estimate:	N/A
Baseline:	\$8,791	2011 Cost Estimate:	N/A
2011 TIP Current:	\$8,773	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$8,770		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	8,770	0	0	0	0	0	0	0	8,770
Total	8,770	0	0	0	0	0	0	0	8,770

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	472	0	0	0	0	0	0	0	472
20-Pre-Engineering/Env Review	380	0	0	0	0	0	0	0	380
30-Final Design & Specification	829	0	0	0	0	0	0	0	829
40-ROW Acquisition & Permits	730	0	0	0	0	0	0	0	730
50-Construction	6,359	0	0	0	0	0	0	0	6,359
Total	8,770	0	0	0	0	0	0	0	8,770

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2009
		2012 Budget Schedule:	2009

Project Risk Assessment

Regional Express

5x385

SR522 HOV Enhancements/Bothell

Scope: This project is being lead by the city of Bothell and is currently under construction. It 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. Project improvements are jointly funded by the city of Bothell, King County Metro (KCM), and Sound Transit. Sound Transit's funding is capped at \$7,736,000.

Changes since 2011 budget: Transferred \$62K in project savings to the East King County program reserves.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	5-Establish Baseline	2008 Cost Estimate:	N/A
Baseline:	\$8,572	2011 Cost Estimate:	N/A
2011 TIP Current:	\$8,601	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$8,538		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	8,538	0	0	0	0	0	0	0	8,538
Total	8,538	0	0	0	0	0	0	0	8,538

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	458	0	0	0	0	0	0	0	458
20-Pre-Engineering/Env Review	344	0	0	0	0	0	0	0	344
30-Final Design & Specification	673	0	0	0	0	0	0	0	673
40-ROW Acquisition & Permits	1,772	0	0	0	0	0	0	0	1,772
50-Construction	5,290	0	0	0	0	0	0	0	5,290
Total	8,538	0	0	0	0	0	0	0	8,538

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Fixed Contribution	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2011
		2012 Budget Schedule:	2011

Project Risk Assessment

Regional Express

5x386

I-90 Two-Way Transit & HOV Opr, Stage 2

Scope: Stage 2 of the I-90 Two-way Transit and HOV Operations project is under construction. The project provides reliable two-way transit and HOV operations eastbound on I-90 between 80th Avenue SE on Mercer Island and Bellevue Way. A new HOV lane is being added on the eastbound outer roadway and the existing ramps at 80th Avenue SE on Mercer Island and Bellevue Way and I-405 are being modified. In addition, the existing eastbound I-90 to I-405 auxiliary lane is being extended west to East Mercer Way. The current reversible operations in the center roadway, with both lanes operating in the same direction, will remain. Stage 2 is being cost shared between Sound Transit and the Washington State Department of Transportation.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	6-Proceed to Construction	2008 Cost Estimate:	N/A
Baseline:	\$31,683	2011 Cost Estimate:	N/A
2011 TIP Current:	\$31,683	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$31,683		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	18,811	3,530	29	9,313	0	0	0	0	31,683
Total	18,811	3,530	29	9,313	0	0	0	0	31,683

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	1,039	386	3	1,018	0	0	0	0	2,446
20-Pre-Engineering/Env Review	1,847	0	0	0	0	0	0	0	1,847
30-Final Design & Specification	2,026	0	0	0	0	0	0	0	2,026
50-Construction	13,899	3,144	26	5,775	0	0	0	0	22,844
90-Contingency	0	0	0	2,519	0	0	0	0	2,519
Total	18,811	3,530	29	9,313	0	0	0	0	31,683

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	Construction	Schedule Risk Level:	Low
Budget Risk Level:	Low	2011 Budget Schedule:	2012
		2012 Budget Schedule:	2012

Project Risk Assessment

Regional Express

5x387

I-90 Two-Way Transit & HOV Opr, Stage 3

Scope: Stage 3 of the I-90 Two-way Transit and HOV Operations project will provide reliable two-way transit and HOV operations eastbound and westbound on I-90 between 80th Avenue SE on Mercer Island and Rainier Avenue/I-5 in Seattle. This stage will also include the installation of screening on the shared-use pathway on the I-90 floating bridge. Upon completion of the Stage 3 project, the center roadway will be closed to allow the construction of East Link to proceed. Lifetime budget does not include ST2 funding for construction; construction budget to be reviewed upon completion of further scoping and design.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	4-Enter Final Design	2008 Cost Estimate:	\$50,783
Baseline:	-	2011 Cost Estimate:	\$50,783
2011 TIP Current:	\$64,222	2012 Cost Estimate:	\$50,783
2012 TIP Proposed:	\$64,222		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	1,848	6,244	12,859	43,271	0	0	0	0	64,222
Total	1,848	6,244	12,859	43,271	0	0	0	0	64,222

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	158	323	665	2,238	0	0	0	0	3,385
20-Pre-Engineering/Env Review	1,595	0	0	0	0	0	0	0	1,595
30-Final Design & Specification	0	5,846	12,194	4,960	0	0	0	0	23,000
40-ROW Acquisition & Permits	95	75	0	0	0	0	0	0	170
90-Contingency	0	0	0	36,072	0	0	0	0	36,072
Total	1,848	6,244	12,859	43,271	0	0	0	0	64,222

Budget Risk Assessment		Schedule Risk Assessment	
Estimate Type:	PE/ED	Schedule Risk Level:	High
Budget Risk Level:	High	2011 Budget Schedule:	2014
		2012 Budget Schedule:	2014

Project Risk Assessment

Project requires further scoping and design before construction costs can be accurately determined.

Regional Express

5x999

Regional Express Program Reserve

Changes since 2011 budget: Snohomish County program reserve increased by \$3M in project savings from Ash Way Transit Access and Mountlake Terrace Freeway Station. The South King County program reserve increased by \$46K in project savings from the Federal Way HOV Access project. The program reserves for both Snohomish and South King counties are being defunded from the program. East King County program reserves increased by \$4.4M due to savings from 11 completed projects in the subarea.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	\$26,407
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$10,801	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$15,199		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
4-East King	0	0	0	15,199	0	0	0	0	15,199
Total	0	0	0	15,199	0	0	0	0	15,199

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
90-Contingency	0	0	0	15,199	0	0	0	0	15,199
Total	0	0	0	15,199	0	0	0	0	15,199

Budget Risk Assessment	Schedule Risk Assessment
Estimate Type:	Schedule Risk Level:
Budget Risk Level:	2011 Budget Schedule:
	2012 Budget Schedule:

Project Risk Assessment

Service Delivery Projects

Capital Program Description

Service delivery projects include improvements to maintain and operate transit services, as well as purchase of new buses to add ST2 service. Major elements include support of ST2 service expansion, replacement of existing bus fleet and Sounder commuter rail fleet, mobile communication systems, parking enhancement programs, and bus maintenance facilities.

In addition, the TIP includes a Small Works program to fund small capital projects, each with lifetime budgets under \$100,000.

Other ongoing programs include closed-circuit television (CCTV) and passenger information systems projects at Sounder stations. We will also acquire and install ticket vending machines (TVMs) for Sound Transit facilities.

Capital Plan

The TIP for service-oriented projects increases by \$21 million in 2012. The increase is attributable to the addition of one year to the planning horizon for ST Express fleet replacement and the Small Works program, as well as expansion of the Sounder ST2 fleet. The TIP also includes nine new projects and one project transfer to DECM.

The TIP includes service delivery projects at various stages of completion, as shown in the following table.

Program Element	Description	Department	Project Status
Sounder Vehicle Maintenance Program	Fund projects that preserve the lifespan of major sounder equipment including engine and truck overhaul and motor door replacement.	OPS	Pending
Station Midlife Maintenance	Fund maintenance projects at six aging stations.	OPS	Pending
ST Express Security Camera Retrofit	Install video cameras on the ST Express buses.	OPS	Pending
HVAC for Traction Power Sub Station (TPSS)	Install air conditioning at the Central Link Traction Power Sub Station (TPSS).	DECM	Pending
Central Link HVAC - Instrument House & UPS Room	Install air conditioning at Instrument House and UPS Room.	DECM	Pending
Central Link Card Readers	Install card readers at all Central Link stations.	DECM	Pending
Central Link OMF UPS Room Improvement	Build an enclosure around the battery module.	DECM	Pending

Project	Description	Department	Project Status
Central Link Overhead Catenary System Tie Switch	Install a mechanical means (Tie Switch) to provide bi-directional feeding between sections during inspection and maintenance of traction power substations without shutting the system down.	DECM	Pending
Benchtest Equipment	Purchase benchtest equipment in support of light rail vehicle maintenance to allow more efficient diagnosis and correct problems.	OPS	Pending
Tacoma Dome Station	Per agreement between city of Tacoma, Sound Transit, will fund capital improvements for the Tacoma Dome station.	OPS	Preliminary Engineering
Tacoma Link LRV Communications Upgrade	Purchase and install a new Announcement and Sign System.	OPS	Preliminary Engineering
Network Phones at the Link Control Center	Replace the existing emVista system in the Link Control Center.	DECM	Preliminary Engineering
Bus Maintenance Facility	Fund the expansion of Sound Transit's fleet maintenance capacity through our own maintenance capacity or through contributions to projects managed by our transit partners.	DECM/OPS	Preliminary Engineering / Construction
Security Enhancements	Provide CCTV upgrades at various Sounder and Central link stations.	EXEC/FIT	Preliminary Engineering / Construction
Bike Locker Program	Install new bicycle parking at various Sound Transit stations.	DECM	Final Design / Construction
Ticket Vending Machines	Purchase and install ticket vending machines at various Sound Transit stations.	FIT	Construction
Passenger Information Systems/CCTV	Install CCTV and Passenger Information Systems at all ST stations to enable communications with Union Station.	FIT	Construction

Program Element	Description	Department	Project Status
Small Works Program	Fund small capital replacement projects with an estimated cost less than \$100,000.	DECM/OPS	Construction
ST Express Mobile Communications Projects	Fund mobile communication projects through transit partners.	OPS	Construction
Tacoma Link Auxiliary Power Supply Replacement	Purchase and install a new Auxiliary Power Supply System.	OPS	Construction
Link OMF Laydown Area Improvements	Construct a laydown area in the Link OMF to store the maintenance equipment.	DECM	Construction
Link LRV Wash Bay Doors	Construct doors at the Central link OMF wash bay for the light rail vehicles.	DECM	Construction
Radio Upgrade	Replace the existing radio technology used at Link Control Center.	DECM	Construction
Federal Way: Post Tension Cable Repair	Repair the Post Tension Cables in the garage decks.	DECM	Construction
ST Express Fleet Replacement	Fund the replacement of ST Express fleet as required by FTA guidelines.	OPS	Procurement
Sounder ST2 Fleet Expansion	Purchase and install three new locomotives for Sounder fleet.	OPS	Procurement
ST Express Fleet Expansion	Fund ST2 ST Express Fleet Expansion.	OPS	Completed
Parking Enhancements	Expand community rail parking capacity in Puyallup and Auburn stations.	DECM	Completed
Sound Transit Police Office	Build a facility for Transit Police office.	DECM	Completed

Project Changes:

Nine new Service Delivery projects were added to the capital budget for 2012:

- **Sounder Vehicle Maintenance Program:** This project preserves the lifespan of major Sounder equipment. The project scope includes engine overhaul, truck overhaul, and door motor replacement. Preserving the life of this equipment extends the useful life of existing locomotives. The proposed 2012 lifetime budget is \$17 million.
- **Station Midlife Maintenance:** This project will improve conditions at six aging stations. These improvements are needed to prolong the stations' useful life. The proposed 2012 lifetime budget is \$1.8 million.
- **ST Express Security Camera Retrofit:** We will install video surveillance equipment on ST Express buses to improve bus safety and security. The Proposed 2012 lifetime budget is \$209 thousand.
- **HVAC for Traction Power Sub Station (TPSS):** To prevent overheating and damage to electrical equipment, we will install climate control capabilities at the TPSS. The proposed 2012 lifetime budget is \$600 thousand.
- **Central Link HVAC – Instrument House & UPS Room:** To prevent equipment from overheating, we will install climate control capabilities at the UPS room and signal house inside the Central Link operations and maintenance facility. The proposed 2012 lifetime budget is \$420 thousand.
- **Central Link Card Readers:** This project installs card readers at all Central Link stations to ensure security and reduce the costs of issuing keys to staff. The proposed 2012 lifetime budget is \$373 thousand.
- **Central Link OMF UPS Room Improvement:** This project will enclose the battery module at the Central Link operations and maintenance facility to protect equipment and prevent environmental damage. The proposed 2012 lifetime budget is \$108 thousand.
- **Central Link Overhead Catenary System Tie Switch:** We will install tie switches to improve the efficiency of traction power substation inspections and maintenance. The proposed 2012 lifetime budget is \$3 million.
- **Benchtest Equipment:** We will purchase and install equipment to support light rail vehicle maintenance. The proposed 2012 lifetime budget is \$700 thousand.

Budget Changes:

- **ST Express Fleet Replacement:** The project lifetime budget increased by \$9.8 million to reflect current assumptions for fleet replacement. The TIP planning horizon for this project was extended to 2017.
- **ST Express Fleet Expansion:** This project is complete. The remaining lifetime budget of \$7.9 million was transferred to the Bus Replacement Program.
- **Small Works Program:** The project lifetime budget for the Small Works program increased by \$2,000 as one more year was added to the six-year rolling forecast.
- **Sound Transit Police Office:** This project was completed in 2010, with a project savings of \$56,000.
- **Sounder ST2 Fleet Expansion:** The lifetime budget of this project increased by \$750,000 to include engineering support and spare parts purchases associated with the purchase of locomotives.

- Sounder Positive Train Control: This project was transferred to DECM. The 2011 TIP amount of \$6 million was also transferred.
- Auburn Station - Post Tension Cable Repair: This project was completed under warranty at no cost to Sound Transit.

Baseline

No service delivery capital projects received their baseline budget in 2012.

Service Delivery

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Preliminary Engineering									
261 Bus Maintenance Facility	7,656	380	180	14,130	0	0	0	0	22,347
Subtotal:	7,656	380	180	14,130	0	0	0	0	22,347
Baseline									
212 Ticket Vending Machines	6,849	377	452	0	0	0	0	0	7,678
216 Passenger Information System/CCTV	4,739	631	861	0	0	0	0	0	6,231
356 Tacoma Dome Station	0	390	0	0	0	0	0	0	390
701 ST Express Fleet Replacement	53,157	34,597	21,195	0	0	42,364	0	0	151,313
740 Small Works Program	1,109	689	689	689	689	689	689	0	5,243
743 Security Enhancements	1,455	332	0	0	0	0	0	0	1,787
745 ST Express Mobile Communications Projects	6,467	4,064	0	0	0	0	0	0	10,531
746 Parking Enhancements	4,960	0	0	0	0	0	0	0	4,960
753 Bike Locker Program	547	602	0	0	0	0	0	0	1,149
755 Sounder ST2 Fleet Expansion	250	16,046	0	0	0	0	0	0	16,296
757 Tacoma Link Auxiliary Power Supply Replacement	100	324	0	0	0	0	0	0	424
758 Tacoma Link LRV Communications Upgrade	371	0	0	0	0	0	0	0	371
759 Sounder Positive Train Control	0	0	0	0	0	0	0	0	0
760 Link OMF Laydown Area Improvements	250	0	0	0	0	0	0	0	250
761 Network Phones at the Link Control Center	200	0	0	0	0	0	0	0	200
762 Link LRV Wash Bay Doors	200	0	0	0	0	0	0	0	200
763 Radio Upgrade	300	450	0	0	0	0	0	0	750
765 Auburn Station: Post Tension Cable Repair	0	0	0	0	0	0	0	0	0
768 Federal Way: Post Tension Cable Repair	525	0	0	0	0	0	0	0	525
772 ST Express Security Camera Retrofit	0	209	0	0	0	0	0	0	209
773 HVAC for Traction Power Sub Station (TPSS)	0	600	0	0	0	0	0	0	600
774 Central Link HVAC - Instrument House & UPS Room	0	420	0	0	0	0	0	0	420
775 Central Link Card Readers	0	373	0	0	0	0	0	0	373
776 Central Link OMF UPS Room Improvement	0	108	0	0	0	0	0	0	108
777 Central Link Overhead Catenary System Tie Switch	0	1,400	1,400	200	0	0	0	0	3,000
778 Benchtest Equipment	0	700	0	0	0	0	0	0	700
Subtotal:	81,479	62,312	24,597	889	689	43,053	689	0	213,708

Service Delivery

Proposed 2012 TIP Cashflow by Budget Approval

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
In Service									
770 Sounder Vehicle Maintenance Program	0	1,973	4,547	4,547	4,524	1,822	0	0	17,412
771 Station Midlife Maintenance	0	1,750	0	0	0	0	0	0	1,750
Subtotal:	0	3,723	4,547	4,547	4,524	1,822	0	0	19,162
Closed									
290 ST Express Fleet Program	96,693	0	0	0	0	0	0	0	96,693
702 Sounder Fleet Program	148	0	0	0	0	0	0	0	148
705 ST Express Fleet Expansion	34,103	0	0	0	0	0	0	0	34,103
741 Auburn Bus Loop Concrete Replacement	0	0	0	0	0	0	0	0	0
744 Talking Signs	2,154	0	0	0	0	0	0	0	2,154
747 Security Office Expansion	138	0	0	0	0	0	0	0	138
748 Sound Transit Police Office	209	0	0	0	0	0	0	0	209
750 Sounder Maintenance Base Development	0	0	0	0	0	0	0	0	0
752 Link OMF Entrance Improvements	0	0	0	0	0	0	0	0	0
756 Right of Way Warning System	0	0	0	0	0	0	0	0	0
764 Central Link OMF Office Space remodel	0	0	0	0	0	0	0	0	0
767 Pierce County Bike Lockers	0	0	0	0	0	0	0	0	0
Subtotal:	133,443	0	0	0	0	0	0	0	133,443
Grand Total:	222,578	66,415	29,323	19,566	5,213	44,875	689	0	388,660

Service Delivery

Proposed 2012 TIP Cashflow by Subarea

(in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	30,187	7,521	5,328	3,745	1,379	7,692	103	0	55,954
2- North King	1,318	3,628	1,539	380	242	242	242	0	7,591
3- South King	25,577	8,022	5,005	3,408	1,840	5,265	57	0	49,174
4- East King	88,016	18,419	10,090	6,721	150	19,850	150	0	143,396
5- Pierce	77,481	28,825	7,362	5,312	1,602	11,826	137	0	132,545
Total	222,578	66,415	29,323	19,566	5,213	44,875	689	0	388,660

Proposed 2012 TIP Cashflow by Phase

(in thousands)

Phase# and Description	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10 Agency Administration	1,672	552	253	583	49	42	38	0	3,188
20 Pre-Engineering/Env Review	1,051	217	52	36	13	13	13	0	1,395
30 Final Design & Specification	315	677	291	91	91	63	0	0	1,530
35 Third Parties	1,480	0	0	0	0	0	0	0	1,480
40 ROW Acquisition & Permits	78	25	0	0	0	0	0	0	103
50 Construction	34,664	12,418	3,110	14,234	638	638	638	0	66,340
70 Vehicles	183,318	52,365	25,617	4,422	4,422	44,119	0	0	314,264
90 Contingency	0	160	0	200	0	0	0	0	360
Total	222,578	66,415	29,323	19,566	5,213	44,875	689	0	388,660

Service Delivery

3x212

Ticket Vending Machines

Scope: There have been 103 TVMs purchased; 95 have been installed to date – 32 at the 12 Sounder stations, 61 at Central Link stations, and 2 at ST Express stations. The 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 remaining budget reflects the installation for the remaining TVMs at various stations, as well as potential software upgrades and enhancements. Note, the cost of the 61 Central Link TVMs was carried in the Central Link capital budget and is not included in this scope of work.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$7,678	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$7,678		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	1,284	100	127	0	0	0	0	0	1,511
3-South King	2,893	106	178	0	0	0	0	0	3,177
5-Pierce	2,672	171	146	0	0	0	0	0	2,989
Total	6,849	377	452	0	0	0	0	0	7,678

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	171	0	0	0	0	0	0	0	171
20-Pre-Engineering/Env Review	150	0	0	0	0	0	0	0	150
50-Construction	6,528	377	452	0	0	0	0	0	7,357
Total	6,849	377	452	0	0	0	0	0	7,678

Service Delivery

3x216

Passenger Information System/CCTV

Scope: 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 announcements capabilities, variable message signs, customer emergency stations, and on-board automated vehicle location. There is an existing security operations central control and monitoring system for all devices. Completion of the project is dependent on completion of all Sounder stations.

In 2011, work will focus on the Lakewood Corridor track and signal improvements which are scheduled to be completed in 2012.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$6,231	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$6,231		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	459	179	246	0	0	0	0	0	884
2-North King	0	200	331	0	0	0	0	0	531
3-South King	2,019	249	279	0	0	0	0	0	2,546
5-Pierce	2,261	3	5	0	0	0	0	0	2,269
Total	4,739	631	861	0	0	0	0	0	6,231

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	210	9	4	0	0	0	0	0	223
20-Pre-Engineering/Env Review	205	0	16	0	0	0	0	0	221
50-Construction	4,325	622	840	0	0	0	0	0	5,787
Total	4,739	631	861	0	0	0	0	0	6,231

Service Delivery

5x261

Bus Maintenance Facility

Scope: The bus maintenance facility budget contains funds for expansion of Sound Transit's fleet maintenance capacity through its own maintenance capacity or through contributions to projects being managed by third party service providers. This program is distinct from ST2 funding for Sound Transit to build one or more of its own maintenance facilities. The budget for ST2 bus base expansion is in the Regional Express capital budget section.

Community Transit: Sound Transit has partnered with Community Transit on an expansion of the Kasch Park Maintenance Base. This project was completed in time for the February 2011 service change.

Funding for future maintenance capacity projects has been moved beyond 2012. As near-term maintenance capacity investments may be identified, funding may be reprogrammed to earlier years.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$22,347	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$22,347		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	3,350	63	30	2,360	0	0	0	0	5,803
3-South King	563	40	19	1,498	0	0	0	0	2,120
4-East King	2,421	177	84	6,571	0	0	0	0	9,252
5-Pierce	1,323	100	47	3,702	0	0	0	0	5,172
Total	7,656	380	180	14,130	0	0	0	0	22,347

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	25	0	0	534	0	0	0	0	559
20-Pre-Engineering/Env Review	8	0	0	0	0	0	0	0	8
40-ROW Acquisition & Permits	59	0	0	0	0	0	0	0	59
50-Construction	7,564	380	180	13,596	0	0	0	0	21,720
Total	7,656	380	180	14,130	0	0	0	0	22,347

Service Delivery

7x356

Tacoma Dome Station

Scope: The Tacoma Dome Station project was completed in 2002. Per agreement, Sound Transit has maintained a capital budget for major maintenance which may be necessary during the useful life of the facility. Current projections are for spending to be programmed after 2011. Per the terms of the agreement with Pierce Transit, the Sound Transit contribution would be based on \$275K in 1998 dollars, inflated to the year of expenditure.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$390	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$390		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	0	390	0	0	0	0	0	0	390
Total	0	390	0	0	0	0	0	0	390
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	0	390	0	0	0	0	0	0	390
Total	0	390	0	0	0	0	0	0	390

Service Delivery

7x701

ST Express Fleet Replacement

Scope: The project funds the bus replacement program for the ST Express Fleet.

Current Assumptions: FTA guidelines are for buses to be replaced no earlier than either 12 years or 500,000 miles. Due to the unique service characteristics of the ST Express fleet, Sound Transit 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. There will be 35 buses delivered in 2011 and 24 more replacements have already been ordered for 2012 delivery. An additional 19, 60-foot buses will be ordered for 2012 delivery. In prior years' fleet plans, only 12 buses were going to be replaced. During the period from 2012-2017, a total of 71 buses will be replaced.

Changes since 2011 budget: Resolution No. R2011-01 approved the lifetime budget to be increased by \$4.8 Million in 2011. In 2012, the lifetime budget will be increased by \$9.8 Million as the service plan has put more emphasis on more productive peak hour service, an additional seven buses will be replaced rather than being retired.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$141,490	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$151,313		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	6,885	5,778	3,540	0	0	7,075	0	0	23,277
3-South King	5,778	3,667	2,247	0	0	4,491	0	0	16,183
4-East King	19,171	16,088	9,856	0	0	19,699	0	0	64,814
5-Pierce	21,323	9,064	5,553	0	0	11,099	0	0	47,040
Total	53,157	34,597	21,195	0	0	42,364	0	0	151,313
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
70-Vehicles	53,157	34,597	21,195	0	0	42,364	0	0	151,313
Total	53,157	34,597	21,195	0	0	42,364	0	0	151,313

Service Delivery

7x705

ST Express Fleet Expansion

Scope: ST2 provided funding for an additional 40 ST Express buses. These acquisitions support additional service hours that have been programmed in the ST2 plan. All buses have been delivered and a total of \$7.9M will instead be used to replace buses that were previously going to be retired (see Project 701).

Changes since 2011 budget: The ST2 Fleet Expansion is complete. Remaining budget for expansion will instead be shifted into the ST Express Fleet Replacement Plan to fund replacements of buses which had previously been planned for retirement.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	\$38,481
Baseline:	-	2011 Cost Estimate:	\$42,399
2011 TIP Current:	\$42,000	2012 Cost Estimate:	\$42,399
2012 TIP Proposed:	\$34,103		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	5,335	0	0	0	0	0	0	0	5,335
3-South King	3,635	0	0	0	0	0	0	0	3,635
4-East King	15,179	0	0	0	0	0	0	0	15,179
5-Pierce	9,953	0	0	0	0	0	0	0	9,953
Total	34,103	0	0	0	0	0	0	0	34,103
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
70-Vehicles	34,103	0	0	0	0	0	0	0	34,103
Total	34,103	0	0	0	0	0	0	0	34,103

Service Delivery

7x740

Small Works Program

Scope: This project funds small capital replacement projects with an estimated total cost of less than \$100,000. Once the project cost exceeds \$100,000, it is specifically identified as a separate project in the capital plan. The budget is based on number of sites maintained, age of facilities, and amount of use.

Changes since 2011 budget: Budget was increased by \$2 thousand.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$5,241	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$5,243		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	140	103	103	103	103	103	103	0	759
2-North King	271	242	242	242	242	242	242	0	1,722
3-South King	126	57	57	57	57	42	57	0	468
4-East King	221	150	150	150	150	150	150	0	1,122
5-Pierce	351	137	137	137	137	101	137	0	1,172
Total	1,109	689	689	689	689	689	689	0	5,243

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	50	38	38	38	38	38	38	0	280
20-Pre-Engineering/Env Review	24	13	13	13	13	13	13	0	101
30-Final Design & Specification	24	0	0	0	0	0	0	0	24
50-Construction	912	638	638	638	638	638	638	0	4,740
70-Vehicles	99	0	0	0	0	0	0	0	99
Total	1,109	689	689	689	689	689	689	0	5,243

Service Delivery

7x743

Security Enhancements

Scope: Sounder commuter rail has an extensive legacy CCTV system for monitoring commuter rail platforms, assets, and facilities. This system was installed in 2005 and includes 95 analog cameras and 8 digital video recorders with a central monitoring application. With a Homeland Security grant, 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, the 62 cameras would be upgraded to either a megapixel IP camera or a higher quality encoded video camera which will allow such features as video analytics, high-definition viewing, and a streamlined video administration and video sharing capability. This upgrade will also increase the productivity of operators by enabling a more alarm-based monitoring through the use of analytics and sharper resolution cameras.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,787	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$1,787		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	41	27	0	0	0	0	0	0	68
2-North King	137	90	0	0	0	0	0	0	227
3-South King	471	137	0	0	0	0	0	0	609
4-East King	27	18	0	0	0	0	0	0	45
5-Pierce	778	59	0	0	0	0	0	0	838
Total	1,455	332	0	0	0	0	0	0	1,787

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	17	29	0	0	0	0	0	0	46
20-Pre-Engineering/Env Review	174	51	0	0	0	0	0	0	225
50-Construction	1,263	252	0	0	0	0	0	0	1,516
Total	1,455	332	0	0	0	0	0	0	1,787

Service Delivery

7x745

ST Express Mobile Communications Projects

Scope: 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 the 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.

A signed project participation agreement with Pierce Transit was executed in 2007. This project is in service. It was tested and accepted during 2010.

Agreements for ST project participation with King County Metro and Community Transit projects were approved by the Board in 2008. These projects are expected to be completed in 2012.

Changes Since 2010: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$10,531	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$10,531		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	383	679	0	0	0	0	0	0	1,062
3-South King	706	431	0	0	0	0	0	0	1,137
4-East King	235	1,890	0	0	0	0	0	0	2,125
5-Pierce	5,142	1,065	0	0	0	0	0	0	6,207
Total	6,467	4,064	0	0	0	0	0	0	10,531
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	6,467	4,064	0	0	0	0	0	0	10,531
Total	6,467	4,064	0	0	0	0	0	0	10,531

Service Delivery

7x746

Parking Enhancements

Scope: In 2007, Sound Transit received a Regional Mobility grant in the amount of \$3.7M to expand commuter rail parking in the Tacoma – Seattle Corridor. The local match for this grant is \$500K. In the 2009 budget, a grant for the city of Puyallup was added to the project budget and was used to expand capacity at Puyallup Station. In exchange for capital improvements at the Puyallup Fairgrounds, Sound Transit entered into an agreement to significantly expand the parking available for Sounder customers during commute periods.

As approved by WSDOT, the Regional Mobility Grant funds targeted for Sumner were used to purchase additional parking in the Auburn Station garage. Sound Transit bought 85 existing parking spaces in the garage that were owned by the city of Auburn and leased by Sound Transit, thus making these spaces permanently available to the station's transit users.

This program is now complete and remaining budget will be closed out.

Changes since 2011 budget: None

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$4,960	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$4,960		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	2,315	0	0	0	0	0	0	0	2,315
5-Pierce	2,645	0	0	0	0	0	0	0	2,645
Total	4,960	0	0	0	0	0	0	0	4,960

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	150	0	0	0	0	0	0	0	150
20-Pre-Engineering/Env Review	341	0	0	0	0	0	0	0	341
30-Final Design & Specification	234	0	0	0	0	0	0	0	234
35-Third Parties	1,480	0	0	0	0	0	0	0	1,480
50-Construction	2,755	0	0	0	0	0	0	0	2,755
Total	4,960	0	0	0	0	0	0	0	4,960

Service Delivery

7x753

Bike Locker Program

Scope: Install new bicycle parking at various Sounder commuter rail, ST Express bus, and Link light rail stations. In addition, project will fund the design and construction of a bicycle plaza adjacent to the Columbia City Light Rail Station. In King County, Sound Transit will add bicycle parking spaces at six light rail and commuter rail stations (Tukwila Station, Kent Station, Auburn Station, Columbia City Station, Othello Station, and Rainier Beach Station). In Pierce County, Sound Transit will expand secured bicycle parking at Puyallup and Sumner stations. The project will also add benches, lighting, signage, and other pedestrian and bicycle amenities at the commuter rail stations. These projects will be complete in 2012.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$1,149	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$1,149		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	186	0	0	0	0	0	0	0	186
2-North King	155	301	0	0	0	0	0	0	456
3-South King	142	0	0	0	0	0	0	0	142
4-East King	10	0	0	0	0	0	0	0	10
5-Pierce	54	301	0	0	0	0	0	0	355
Total	547	602	0	0	0	0	0	0	1,149

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	47	51	0	0	0	0	0	0	97
30-Final Design & Specification	57	115	0	0	0	0	0	0	172
40-ROW Acquisition & Permits	19	25	0	0	0	0	0	0	44
50-Construction	424	412	0	0	0	0	0	0	836
Total	547	602	0	0	0	0	0	0	1,149

Service Delivery

7x755

Sounder ST2 Fleet Expansion

Scope: Fleet expansion to add additional trips between Seattle and Lakewood including 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. Three locomotives will be ordered from Motive Power, Inc. in Q3 2011 for delivery in Q3 2012 (Motion No. M2011-61).

Changes since 2011 budget: Project budget is increased by \$750 Thousand to reflect engineering and spare parts purchases associated with the locomotive procurement which were previously carried in the transit operations budgets. These costs will be capitalized as part of the locomotive procurement.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$15,546	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$16,296		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	250	16,046	0	0	0	0	0	0	16,296
Total	250	16,046	0	0	0	0	0	0	16,296

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
20-Pre-Engineering/Env Review	150	100	0	0	0	0	0	0	250
70-Vehicles	100	15,946	0	0	0	0	0	0	16,046
Total	250	16,046	0	0	0	0	0	0	16,296

Service Delivery

7x757

Tacoma Link Auxiliary Power Supply Replacement

Scope: Procurement and installation of a new Auxiliary Power Supply System for Tacoma Link. The current installed auxiliary inverter systems have reached the end of their useful life. On hand replacement parts are running out and a long-term solution is needed to ensure reliability of the Tacoma Link Service. The OEM hardware in this system is outdated, no longer in production, and can no longer be purchased new. Technical support and repair of the superseded OEM hardware is also no longer available. Repair of the existing individual hardware components is not recommended nor authorized by the hardware manufacturer (Semikron). The manufacturer of the hardware does not recommend installing new or old style modules in the current system design.

Changes since 2011 budget: None

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$424	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$424		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	100	324	0	0	0	0	0	0	424
Total	100	324	0	0	0	0	0	0	424
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	100	324	0	0	0	0	0	0	424
Total	100	324	0	0	0	0	0	0	424

Service Delivery

7X758

Tacoma Link LRV Communications Upgrade

Scope: Procurement and installation of a new communications system for Tacoma Link. System replacement is necessary due to the age and technology associated with the existing parts and support that are becoming more and more limited. Tacoma Link Maintenance will take action to contact the original equipment manufacturers and compile all available options for updating the interface of software and/or hardware components.

Changes since 2011 budget: None

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$371	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$371		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
5-Pierce	371	0	0	0	0	0	0	0	371
Total	371	0	0	0	0	0	0	0	371

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	21	0	0	0	0	0	0	0	21
50-Construction	350	0	0	0	0	0	0	0	350
Total	371	0	0	0	0	0	0	0	371

Service Delivery

7x759

Sounder Positive Train Control

Changes since 2011 budget: This project is proposed to be combined with the Positive Train Control project in the Sounder Capital budget, with all funding moving to that project, managed by DECM.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$5,959	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$0		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

Service Delivery

7x760

Link OMF Laydown Area Improvements

Scope: Original designs for the Link Operations and Maintenance Facility (OMF) 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 use space currently occupied by construction trailers. The space will be resurfaced and will provide a canopy for minimal protection from the elements. The project will be completed in 2011.

Changes since 2011 budget: None

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$250	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$250		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	173	0	0	0	0	0	0	0	173
3-South King	78	0	0	0	0	0	0	0	78
Total	250	0	0	0	0	0	0	0	250

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	250	0	0	0	0	0	0	0	250
Total	250	0	0	0	0	0	0	0	250

Service Delivery

7x761

Network Phones at the Link Control Center

Scope: The current emVista system in the Link Control Center (LCC) is not compatible with the Agency Cisco phone system. The current system also provides interference on the King County radio communications, rendering EmVista inadequate. The replacement system will allow for communications between operators and the LCC without interference on other supporting systems.

The project is expected to be completed in 2011.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$200	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$200		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	138	0	0	0	0	0	0	0	138
3-South King	62	0	0	0	0	0	0	0	62
Total	200	0	0	0	0	0	0	0	200

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	200	0	0	0	0	0	0	0	200
Total	200	0	0	0	0	0	0	0	200

Service Delivery

7x762

Link LRV Wash Bay Doors

Scope: 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 project is expected to be completed in 2011.

Changes since 2011 budget: None

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$200	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$200		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	138	0	0	0	0	0	0	0	138
3-South King	62	0	0	0	0	0	0	0	62
Total	200	0	0	0	0	0	0	0	200

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	200	0	0	0	0	0	0	0	200
Total	200	0	0	0	0	0	0	0	200

Service Delivery

7x763

Radio Upgrade

Scope: 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 project will be completed in 2012.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$750	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$750		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	207	311	0	0	0	0	0	0	518
3-South King	93	140	0	0	0	0	0	0	233
Total	300	450	0	0	0	0	0	0	750

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	300	450	0	0	0	0	0	0	750
Total	300	450	0	0	0	0	0	0	750

Service Delivery

7x765

Auburn Station: Post Tension Cable Repair

Scope: Auburn Station: The post tension cables are the reinforcement holding together the structural slab at the Auburn garage. The presence of grease leaking out of the post tension cable grout pockets indicates water penetration and may require a complete remediation. Removal of failed grout pockets and replacement of the grease-filled caps may be the solution, or it may require more extensive remediation. The budget funds complete remediation.

Changes since 2011 budget: This project was completed under warranty. The budget for this project has been removed.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$525	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$0		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

Service Delivery

7x768

Federal Way: Post Tension Cable Repair

Scope: The post tension cables are the reinforcement holding together the structural slab at the Federal Way garage. The presence of grease leaking out of the post tension cable grout pockets indicates water penetration and may require a complete remediation. Removal of failed grout pockets and replacement of the grease-filled caps may be the solution, or it may require more extensive remediation. The budget funds complete remediation.

Changes since 2011 budget: None

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$525	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$525		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	525	0	0	0	0	0	0	0	525
Total	525	0	0	0	0	0	0	0	525
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	525	0	0	0	0	0	0	0	525
Total	525	0	0	0	0	0	0	0	525

Service Delivery

7x770

Sounder Vehicle Maintenance Program

Scope: Transportation maintenance projects have not historically been classified in the same manner as traditional capital budgets. Typically, they are classified as either preservation or improvement projects.

Major Locomotive Overhauls: This project is a preservation project to maintain, preserve, and extend the life of these existing assets (locomotives). It will not significantly change the program use of the asset.

Engine Overhauls: Currently there are 11 locomotives operating for Sounder. Maintenance overhauls are required to ensure the continued performance of the asset – the locomotives were purchased in 2000 and 2001 and have continued to perform over the past 12 years without a major overhaul. Cost per locomotive is \$1.3M with a total of eleven locomotives.

The completion of these projects will take 5 years which will allow the Sounder services to operate at current levels without service disruption.

Truck Overhauls: A five-year project, for 58 cars with a cost of \$36K per car. Twelve cars expected to be overhauled in 2012.

Door Motor Replacement: Passenger door motors with a cost of \$7.5K per car (two motors per car) and currently forecast to replace 12 car motors in 2012.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	Gate 1- Enter Project Development		
Baseline:	-	2008 Cost Estimate:	N/A
2011 TIP Current:	\$0	2011 Cost Estimate:	N/A
2012 TIP Proposed:	\$17,412	2012 Cost Estimate:	N/A

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	0	556	1,282	1,282	1,276	495	0	0	4,910
3-South King	0	777	1,791	1,791	1,782	691	0	0	6,860
5-Pierce	0	639	1,473	1,473	1,466	569	0	0	5,642
Total	0	1,973	4,547	4,547	4,524	1,822	0	0	17,412

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	11	11	11	11	4	0	0	46
20-Pre-Engineering/Env Review	0	28	23	23	0	0	0	0	74
30-Final Design & Specification	0	113	91	91	91	63	0	0	450
70-Vehicles	0	1,822	4,422	4,422	4,422	1,755	0	0	16,843
Total	0	1,973	4,547	4,547	4,524	1,822	0	0	17,412

Service Delivery

7x771

Station Midlife Maintenance

Scope: Aging Sound Transit facilities have now been in service for more than ten years. They are now reaching their midlife maintenance stage. This is a multi-location midlife program with projects as follows:

Auburn Station \$877,166; Kent Station \$191,486; Sumner Station \$258,761; Puyallup Station \$154,430 – concrete patching; ADA handrails; guard rails; caulking on roof; replacement of broken tile; painting of shelters; and asphalt lot repaving, resealing, and restriping.

Kent Garage: \$33,000 for seal coat of the top level of the garage.

Tukwila Station: \$14,250 for plywood platform rehab.

King Street Station: \$69,574 for concrete patching, installation of guardrail, caulking, and repainting.

South Hill Park and Ride: \$178,000 for caulking and painting of shelters, railing, and misc fixtures; asphalt lot repaving, resealing, and restriping.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	Gate 1- Enter Project Development		
Baseline:	-	2008 Cost Estimate:	N/A
2011 TIP Current:	\$0	2011 Cost Estimate:	N/A
2012 TIP Proposed:	\$1,750	2012 Cost Estimate:	N/A

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-South King	0	1,279	0	0	0	0	0	0	1,279
5-Pierce	0	471	0	0	0	0	0	0	471
Total	0	1,750	0	0	0	0	0	0	1,750

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	15	0	0	0	0	0	0	15
20-Pre-Engineering/Env Review	0	25	0	0	0	0	0	0	25
30-Final Design & Specification	0	50	0	0	0	0	0	0	50
50-Construction	0	1,600	0	0	0	0	0	0	1,600
90-Contingency	0	60	0	0	0	0	0	0	60
Total	0	1,750	0	0	0	0	0	0	1,750

Service Delivery

7x772

ST Express Security Camera Retrofit

Scope: Onboard video surveillance systems have proven to improve safety, security, and incident/accident investigations. This project is to retrofit 17 ST Express Coaches with Video Camera system.

Changes since 2011 budget: New project in 2012 TIP

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$209		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1-Snohomish	0	35	0	0	0	0	0	0	35
3-South King	0	22	0	0	0	0	0	0	22
4-East King	0	97	0	0	0	0	0	0	97
5-Pierce	0	55	0	0	0	0	0	0	55
Total	0	209	0	0	0	0	0	0	209
Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	0	209	0	0	0	0	0	0	209
Total	0	209	0	0	0	0	0	0	209

Service Delivery

7x773

HVAC for Traction Power Sub Station (TPSS)

Scope: Air conditioning is required in the Traction Power Sub Station (TPSS) Buildings. Temperature is a well-known and well-documented enemy to all electronic equipment, PCs, servers, and other TPSS equipment. High temperatures can adversely affect power supplies, potentially causing damage to a system's internal components. High temperatures can also prevent UPS devices internal electronics from working properly, thereby leaving connected systems and equipment at risk. The main protection against electrical damage resulting from overheating is by ensuring that systems receive proper cooling. Electricity use consistently generates heat, and that heat must be dissipated properly or damage to equipment will occur.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$600		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	414	0	0	0	0	0	0	414
3-South King	0	186	0	0	0	0	0	0	186
Total	0	600	0	0	0	0	0	0	600

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	80	0	0	0	0	0	0	80
30-Final Design & Specification	0	80	0	0	0	0	0	0	80
50-Construction	0	400	0	0	0	0	0	0	400
90-Contingency	0	40	0	0	0	0	0	0	40
Total	0	600	0	0	0	0	0	0	600

Service Delivery

7x774

Central Link HVAC - Instrument House & UPS Room

Scope: Air conditioning is required in the uninterruptible power supply (UPS) rooms and signal houses. Temperature is a well-known and well-documented enemy of switches, PCs, servers, and other equipment. High temperatures can adversely affect power supplies, potentially causing damage to a system's internal components. High temperatures can also prevent UPS device's internal electronics from working properly, thereby leaving connected systems and equipment at risk. The main protection against electrical damage resulting from overheating is by ensuring that systems receive proper cooling. Electricity use consistently generates heat, and that heat must be dissipated properly or damage and potential data loss will result.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$420		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	290	0	0	0	0	0	0	290
3-South King	0	130	0	0	0	0	0	0	130
Total	0	420	0	0	0	0	0	0	420

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	56	0	0	0	0	0	0	56
30-Final Design & Specification	0	56	0	0	0	0	0	0	56
50-Construction	0	280	0	0	0	0	0	0	280
90-Contingency	0	28	0	0	0	0	0	0	28
Total	0	420	0	0	0	0	0	0	420

Service Delivery

7x775

Central Link Card Readers

Scope: This project was created to install card readers on all doors at Central Link Stations public areas that were excluded during construction. These card readers are required to ensure a secure premises, eliminate the need to issue keys to a large number of staff, and to ensure consistency in key control.

Changes since 2011 budget: New project in 2012.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$373		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	257	0	0	0	0	0	0	257
3-South King	0	116	0	0	0	0	0	0	116
Total	0	373	0	0	0	0	0	0	373

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	50	0	0	0	0	0	0	50
30-Final Design & Specification	0	50	0	0	0	0	0	0	50
50-Construction	0	249	0	0	0	0	0	0	249
90-Contingency	0	25	0	0	0	0	0	0	25
Total	0	373	0	0	0	0	0	0	373

Service Delivery

7x776

Central Link OMF UPS Room Improvement

Scope: During the original construction it was deemed that the flooring in the originally planned area wasn't structurally sound enough to support the weight of the battery modules. By change order, the uninterruptible power supply (UPS) modules were moved from the server room to the third floor Warehouse mezzanine. The relocation from an environmentally controlled room conducive to sustaining the full life cycle of the batteries to an open area with limited environmental control has an adverse affect to the expected life cycle of the batteries.

To protect the life cycle of the batteries, to control the battery charging vapors and to contain any corrosive chemical spills, there is a need to enclose the battery modules in an environmentally controlled room.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$108		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	74	0	0	0	0	0	0	74
3-South King	0	33	0	0	0	0	0	0	33
Total	0	108	0	0	0	0	0	0	108

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	14	0	0	0	0	0	0	14
30-Final Design & Specification	0	14	0	0	0	0	0	0	14
50-Construction	0	72	0	0	0	0	0	0	72
90-Contingency	0	7	0	0	0	0	0	0	7
Total	0	108	0	0	0	0	0	0	108

Service Delivery

7x777

Central Link Overhead Catenary System Tie Switch

Scope: This project is created to install a mechanical means (Tie Switch) to electrically bridge the OCS section insulators at approximately 34 various locations throughout the Central Link alignment. These switches are required to perform an important function to electrically bridge adjacent OCS sections in order to provide bi-directional feeding between sections during TPSS inspections and maintenance. In most cases when all section insulator's (SI) are open and all breakers are racked out, some small segments of track or crossovers on the mainline are left without a feed. This change will allow electrical workers to conduct traction power substation inspections and maintenance much more efficiently by allowing the inspections to be completed without the need to re-energize/de-energize the substation multiple times over the course of an inspection. As a result, this will allow for continued operations of Central Link during TPSS maintenance and/or power outages.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$3,000		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	966	966	138	0	0	0	0	2,070
3-South King	0	434	434	62	0	0	0	0	930
Total	0	1,400	1,400	200	0	0	0	0	3,000

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
10-Agency Administration	0	200	200	0	0	0	0	0	400
30-Final Design & Specification	0	200	200	0	0	0	0	0	400
50-Construction	0	1,000	1,000	0	0	0	0	0	2,000
90-Contingency	0	0	0	200	0	0	0	0	200
Total	0	1,400	1,400	200	0	0	0	0	3,000

Service Delivery

7x778

Benchtest Equipment

Scope: Follow on equipment purchases in support of LRV maintenance originally included in the initial segment but deferred during the initial construction. The purchase of the propulsion system equipment tester will be used to test circuit boards and other electrical components within the LRV propulsion system. This equipment will provide more effective and timely diagnostics of problems within the LRV propulsion system, thereby reducing down time and service fees.

Changes since 2011 budget: New project in 2012 TIP.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$0	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$700		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2-North King	0	483	0	0	0	0	0	0	483
3-South King	0	217	0	0	0	0	0	0	217
Total	0	700	0	0	0	0	0	0	700

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
50-Construction	0	700	0	0	0	0	0	0	700
Total	0	700	0	0	0	0	0	0	700

Other Agency Projects

Program Description

Other Agency Projects are not part of a specific mode or program, but are critical to the successful operation of the agency. These projects include Fare Integration, Fare Administration, Research and Technology, ST3 Planning, Sound Transit art program (STart), Transit Oriented Development, and Surplus Property Disposition.

Fare Integration

Fare integration is a Sound Move program to develop a uniform, single-ticket fare system and an 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 load and reload payments 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 participating transit agencies.

Fare Administration

The fare administration program manages fares and pricing for Sound Transit. Program elements include:

- Monitor fare revenue and tracking performance.
- Establish pricing for cash fares, retail passes, and business account contracts.
- Manage fare change processes.
- Title VI analyses and mitigation.
- Production, distribution, and tracking of all discounted and free fare media.
- Administer Sound Transit fare policy.
- Coordinate pricing and fare policy with partner agencies.
- Maintain fare elasticity and revenue projection models.

The program also supports initiatives for earned revenue generation from other potential priced services such as parking and concessions. Initiated in 2010, this program employs systems developed under the fare integration program and includes funds for future ORCA system upgrades.

Research and Technology

In 2002, the Sound Transit Board approved the Sound Transit Technology Plan. The resulting research and technology program includes initiatives to research, fund, and implement new systems to support multi-modal transit type technology applications, improve visual and en-route passenger information, and increase security among our facilities and services. The ST2 program extended funding for this program.

ST3 Planning

The ST2 voter initiative included planning funds for future regional transit system expansion. This program funds specific corridor studies as well as planning for a potential vote on system expansion. Work is not expected to begin until 2015.

STart (Public Art Program)

The Sound Transit Art Program, *STart*, is responsible for incorporating public art into our systems and facilities. The artwork reflects the communities served and contributes to a positive experience for customers. Sound Transit's board established a public art budget calculated as 1% of capital construction costs, excluding tunneling costs.

Transit Oriented Development (TOD)

Established in 1997, the TOD program's 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. Currently, there are two active programs within TOD: the initial program, TOD Planning, has a \$1.6 million operating budget; the new TOD Property Disposition program has a lifetime budget of \$5.6 million. This new program is being established to ready potential TOD properties for sale following Link light rail construction.

Surplus Property Disposition

In addition to properties earmarked for transit-oriented development, there are a number of properties that are considered surplus due to size or location and will be sold. A new four-year program to accomplish these sales begins in 2012, with a lifetime budget of \$1.1 million.

Capital and Operating Plan

Project Changes

- Transit Oriented Development added a program referred to as TOD Property Disposition. This increases TOD's scope of work to prepare surplus land for use in TOD projects.
- Surplus Property Disposition is a new project in 2012. Funds will be used over the next four years to prepare known surplus properties for sale.

Budget Changes

- Fare Integration's total lifetime budget increases by \$0.4 million to complete implementation of the ORCA smart card system.
- Fare Administration's total lifetime budget decreases by \$0.4 million due to a \$0.1 million decrease in capital expenditures and a \$0.3 million decrease in operating expenses. These amounts were added to Fare Integration to complete implementation of ORCA.
- The Research and Technology budget remains unchanged with the exception of shifting budget from operations to capital. The result increases the capital budget by \$17.9 million to \$22.4 million, leaving \$2.5 million in the operating budget.
- TOD Property Disposition is a new program in 2012 with a lifetime operating budget of \$5.6 million. This budget funds preparation of suitable properties for transit-oriented development.
- Surplus Property Disposition is a new program in 2012 with a lifetime operating budget of \$1.1 million through 2015.

Other Agency Projects

Proposed 2012 TIP Cashflow by Program

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Operating									
1x902	ST3 Planning	0	0	0	20,000	15,000	13,000	23,000	71,000
5x405	Fare Administration	680	665	215	115	85	395	1,611	4,031
5x405A	Fare Integration	23,488	42	0	0	0	0	0	23,530
5x410	Research & Technology	340	300	200	200	200	200	846	2,486
5x410A	Research & Technology (1997-2009)	4,348	0	0	0	0	0	0	4,348
6x000	STart	323	108	120	120	120	120	757	1,777
8X341A	TOD Property Disposition	0	901	709	217	482	338	2,787	5,601
8x341B	TOD Planning	1,229	225	86	0	0	0	0	1,640
8x342	Surplus Property Disposition	0	295	226	186	160	0	0	1,094
	Subtotal:	30,408	2,536	1,069	1,557	20,838	14,053	29,000	115,509
Capital									
5x405	Fare Administration	0	60	2,208	50	2,750	200	11,090	16,558
5x405A	Fare Integration	15,170	527	0	0	0	0	0	15,697
5x410	Research & Technology	1,850	2,279	2,000	2,000	2,000	2,000	8,242	22,370
5x410A	Research & Technology (1997-2009)	4,927	0	0	0	0	0	0	4,927
6x000	STart	13,667	1,976	1,266	1,596	1,129	161	31,050	52,417
8x340	TOD - Ashway	100	0	0	0	0	0	0	100
	Subtotal:	35,714	4,841	5,473	3,646	5,879	2,361	50,382	112,069
	Grand Total:	66,123	7,378	6,543	5,203	21,926	16,414	79,381	227,578

Other Agency Projects

1x902	ST3 Planning
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ST3 Planning is a program to study future expansion of the regional transit system. The lifetime budget funds specific corridor studies as well as funding for planning and a potential vote on an additional system expansion.

Changes since 2011 budget: None

Budget (in YOE dollars)	
Baseline Budget:	-
2011 TIP Current:	\$71,000
2012 TIP Proposed:	\$71,000

TIP Cashflow (in thousands)

Operating										
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total	
6- Systemwide	0	0	0	0	20,000	15,000	13,000	23,000	71,000	
Total	0	0	0	0	20,000	15,000	13,000	23,000	71,000	

Other Agency Projects

5x405

Fare Administration

The Fare Administration program manages fares and pricing for Sound Transit. Elements include: monitoring fare revenue and tracking performance; establishing pricing for cash fares, retail passes, and business account contracts; managing fare change processes; Title VI analyses and mitigation; production, distribution, and tracking of all discounted and free fare media; administering Sound Transit fare policy; coordinating pricing and fare policy with partner agencies; and maintaining fare elasticity and revenue projection models. The program also supports initiatives for earned revenue generation from other potentially priced services such as parking and concessions. Initiated in 2010, this program relies on use of and builds upon the systems developed under the Fare Integration program and includes funds for upgrades to the ORCA system.

Changes since 2011 budget: Fare Administration capital and operating budgets are decreased by \$0.4M. The funds were moved to Fare Integration to match historic costs plus expected 2012 expenditures for that program.

Budget (in YOY dollars)

Baseline Budget:	-
2011 TIP Current:	\$20,984
2012 TIP Proposed:	\$20,589

TIP Cashflow (in thousands)

Operating

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6- Systemwide	680	665	265	215	115	85	395	1,611	4,031
Total	680	665	265	215	115	85	395	1,611	4,031

Capital

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6-Systemwide	0	60	2,208	50	200	2,750	200	11,090	16,558
Total	0	60	2,208	50	200	2,750	200	11,090	16,558

Other Agency Projects

5x405A

Fare Integration

The purpose of the Fare Integration Program is to develop a uniform, single-ticket fare system, and integrated fare policy for the region's entire public transit service network. In 2003, the program focused on design and development of the regional smart card system. The ORCA smart card is a cooperative effort of seven transit agencies including Sound Transit, Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce Transit, and Washington State Ferries. 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 September 2009, Sound Transit's Fare Integration Program and representatives from other agencies completed initial roll out of a seamless fare payment system among the seven agencies. The regional system is expected to reach its Final System Acceptance milestone in late 2011. Sound Transit's Fare Integration program finally closes out in 2012.

Changes since 2011 budget: Fare Integration capital and operating budgets are being increased by \$0.4M in total to match historic costs plus expected 2012 expenditures.

Budget (in YOY dollars)	
Baseline Budget:	-
2011 TIP Current:	\$38,833
2012 TIP Proposed:	\$39,228

TIP Cashflow (in thousands)

Operating									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6- Systemwide	23,488	42	0	0	0	0	0	0	23,530
Total	23,488	42	0	0	0	0	0	0	23,530

Capital									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6-Systemwide	15,170	527	0	0	0	0	0	0	15,697
Total	15,170	527	0	0	0	0	0	0	15,697

Other Agency Projects

5x410

Research & Technology

The Research and Technology Program was created to assess transit technology research and implement new transit technologies to improve the effectiveness and efficiency of public transit. This program focuses on security and safety technology through the transit system, real-time service information, and passenger communications, and deploying applications to better manage operations.

Changes since 2011 budget: None.

Budget (in YOE dollars)

Baseline Budget:	-
2011 TIP Current:	\$24,856
2012 TIP Proposed:	\$24,856

TIP Cashflow (in thousands)

Operating

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6- Systemwide	340	300	200	200	200	200	200	846	2,486
Total	340	300	200	200	200	200	200	846	2,486

Capital

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6-Systemwide	1,850	2,279	2,000	2,000	2,000	2,000	2,000	8,242	22,370
Total	1,850	2,279	2,000	2,000	2,000	2,000	2,000	8,242	22,370

Other Agency Projects

6x000

STart

Scope: The Sound Transit Art Program - STart - is responsible for incorporating public art into Sound Transit systems and facilities. The artwork will reflect the communities served and contribute to a positive experience for customers. The board supports a public art budget of 1% of construction costs excluding tunneling for all Sound Move and ST2 projects.

Changes since 2011 budget: None

Budget (in YOY dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Baseline Budget:	\$54,194	2008 Cost Estimate:	N/A
2011 TIP Current:	\$54,194	2011 Cost Estimate:	\$25,197
2012 TIP Proposed:	\$54,194	2012 Cost Estimate:	\$25,197

TIP Cashflow (in thousands)

Operating									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	32	11	11	12	12	12	12	74	174
2- North King	76	25	26	28	28	28	28	177	416
3- South King	61	20	21	23	23	23	23	143	336
4- East King	131	44	45	49	49	49	49	308	723
5- Pierce	23	8	8	9	9	9	9	54	128
Total	323	108	110	120	120	120	120	757	1,777

Capital									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	1,339	194	124	156	154	111	16	3,043	5,137
2- North King	3,198	462	296	374	368	264	38	7,266	12,265
3- South King	2,583	373	239	302	297	213	30	5,868	9,907
4- East King	5,562	804	515	650	640	459	66	12,637	21,334
5- Pierce	984	142	91	115	113	81	12	2,236	3,774
Total	13,667	1,976	1,266	1,596	1,572	1,129	161	31,050	52,417

Other Agency Projects

8X341A

TOD Property Disposition

For properties acquired to build Link light rail that are no longer required, this new program funds property due diligence, evaluation of potential real estate opportunities, and makes properties available to interested parties. This program only includes properties suitable for TOD based on size and proximity to transit stations.

Changes since 2011 budget: Proposed lifetime budget of \$5.6M.

Budget (in YOE dollars)	
Baseline Budget:	-
2011 TIP Current:	\$0
2012 TIP Proposed:	\$5,601

TIP Cashflow (in thousands)

Operating									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2- North King	0	901	167	709	217	482	338	2,787	5,601
Total	0	901	167	709	217	482	338	2,787	5,601

Other Agency Projects

8x341B

TOD Planning

The program budget funds transit-oriented-development planning throughout the Sound Transit District including external technical assistance to local jurisdictions and internal project support to help identify and shape TOD and joint-development opportunities.

Changes since 2011 budget: None

Budget (in YOE dollars)	
Baseline Budget:	\$1,640
2011 TIP Current:	\$1,640
2012 TIP Proposed:	\$1,640

TIP Cashflow (in thousands)

Operating									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
2- North King	810	148	66	57	0	0	0	0	1,081
3- South King	105	19	9	7	0	0	0	0	141
4- East King	310	57	25	22	0	0	0	0	414
5- Pierce	4	1	0	0	0	0	0	0	5
Total	1,229	225	100	86	0	0	0	0	1,640

Other Agency Projects

8x342

Surplus Property Disposition

Scope: A new program is established in 2012 to prepare surplus lands for sale. When construction projects are complete, property that is no longer required by the Agency and, due to size or location, is not appropriate for transit-oriented development is considered surplus.

Changes since 2011 budget: Proposed lifetime budget is \$1.094M through 2016.

Budget (in YOE dollars)	
Baseline Budget:	-
2011 TIP Current:	\$0
2012 TIP Proposed:	\$1,094

TIP Cashflow (in thousands)

Operating									
Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
1- Snohomish	0	15	11	11	9	8	0	0	55
2- North King	0	74	57	57	46	40	0	0	274
3- South King	0	177	136	136	111	96	0	0	657
4- East King	0	15	11	11	9	8	0	0	55
5- Pierce	0	15	11	11	9	8	0	0	55
Total	0	295	227	226	186	160	0	0	1,094

AGENCY ADMINISTRATION

The Proposed 2012 TIP includes history and forecasts for agency operating expenses and administrative capital outlays as well as reserve fund contributions through 2023 to support the agency's current capital expansion programs.

Agency Administration Summary

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total TIP
Operating	258,960	55,330	55,699	57,608	61,061	64,028	66,331	421,769	1,040,787
Capital	25,989	5,937	4,336	3,345	4,655	3,305	3,308	13,368	64,244
Reserves	140,357	51,886	51,839	51,672	51,816	74,326	77,145	501,574	1,000,615
Total	425,305	113,154	111,875	112,625	117,532	141,660	146,784	936,711	2,105,646

Program Description

Agency Administration Operating

This budget funds agency staff salaries and benefits and staff-related costs that are not directly charged to projects or allocated to service delivery. Costs for Sound Transit staff that work directly on capital projects or in service delivery are included in the budgets for those specific project or mode of operations, respectively. A portion of the costs for agency staff that work indirectly on capital projects is allocated to the resulting fixed assets. The remaining costs are then charged to systemwide agency administration operating and then allocated to Sound Transit subareas. Debt service and non-operating costs are not included in the TIP.

Administrative Capital

This budget includes equipment for agency staff including computer hardware and software, office equipment and furniture, and non-revenue fleet-automobiles. In particular, costs to design and implement system upgrades and new IT systems represent over half of this program, which is managed by Sound Transit's Technology Governance Team.

Reserves

Capital Replacement

The capital replacement reserve is a sinking fund to replace agency capital assets. A replacement schedule, based on expected useful life and future cost of assets, is part of the agency's financial plan.

Emergency/Loss

While the agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles), which the agency would have to cover in the event of an insurable loss. In such instances, the board, on a case-by-case basis, could authorize use of the emergency/loss fund.

Insurance Systemwide

The insurance systemwide reserve is forecasted to be funded beginning in 2016, when major new construction gets underway. It will be available to partially pay for builders' risk insurance in conjunction with funds provided by building contractors.

Regional Fund Contingency

The Regional Fund contingency is a Sound Move general agencywide contingency for programming by the board. During 2003, as part of the board action on Smart Card, \$19.9 million (YOE\$) was moved from Regional Fund programs into a Regional Fund contingency account. In 2006, the board adopted a strategic property acquisition program in the financial policy Resolution No. 72-1 to be funded out of the Regional Fund contingency.

Systemwide Contingency

The systemwide contingency was established as part of the Sound Move program and was supplemented in the ST2 plan. This fund is set aside to be available for use by the board to deal with unforeseen events, should they occur.

Program Plan

Project Changes

There are no project changes in 2012.

Budget Changes

- Capital Replacement reserve increases to \$898.4 million from \$762.3 million. The \$136.1 million dollar increase is the result of updating capital asset forecasts in the agency's financial plan.
- Administrative capital increases to \$45.6 million. The \$3.8 million increase is due to provisions made for future replacement of IT assets.

Agency Administration

Proposed 2012 TIP Cashflow by Program

(in thousands)

	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
Operating									
0X002	Agency Admin Operating	80,065	55,330	57,608	61,061	64,028	66,331	421,769	861,892
0x003	Agency Admin Operating (1997-2009)	178,895	0	0	0	0	0	0	178,895
	Subtotal:	258,960	55,330	55,699	57,608	61,061	66,331	421,769	1,040,787
Capital									
0x001	Administrative Capital	7,314	5,937	3,345	4,655	3,305	3,308	13,368	45,569
0x001A	Administrative Capital (1997-2009)	18,675	0	0	0	0	0	0	18,675
	Subtotal:	25,989	5,937	4,336	3,345	3,305	3,308	13,368	64,244
Reserves									
0X004	Regional Fund Contingency	0	0	0	0	0	0	19,900	19,900
0X005	Systemwide Contingency	0	0	0	0	0	5,000	0	5,000
1x900	Emergency/Loss	9,928	2,000	2,000	2,000	2,000	2,000	16,000	37,928
1x901	Insurance Systemwide	0	0	0	0	5,625	5,625	28,125	39,375
8x500	Capital Replacement	130,429	49,886	49,839	49,672	66,701	64,520	437,549	898,412
	Subtotal:	140,357	51,886	51,839	51,672	74,326	77,145	501,574	1,000,615
Grand Total:									
		425,305	113,154	111,875	112,625	141,660	146,784	936,711	2,105,646

Agency Administration

0X002	Agency Admin Operating
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Scope: Agency Administration operating funds salary, benefits and staff-related costs that support our capital program indirectly and the Agency overall. This project is for the period 2010 - 2023.

Changes since 2011 budget: Proposed 2012 TIP budget decreased by \$213 million based upon a revised forecast.

Budget (in YOE dollars)	
Baseline Budget:	-
2011 TIP Current:	\$1,075,061
2012 TIP Proposed:	\$861,892

TIP Cashflow (in thousands)

Operating										
		Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6- Systemwide		80,065	55,330	55,699	57,608	61,061	64,028	66,331	421,769	861,892
	Total	80,065	55,330	55,699	57,608	61,061	64,028	66,331	421,769	861,892

Agency Administration

0x001

Administrative Capital

Scope: This program funds capital expenditures for assets that support Agency staff. Such items include administrative facilities, non-revenue fleet, office equipment and furnishings, and computer hardware and software. Only those items that meet the accounting capitalization threshold of \$5,000 per item are included here. This project includes budgets for the period 2010 - 2023.

Changes since 2011 budget: Proposed 2012 TIP budget increased by \$3.8 million due to provisions made for replacement of IT assets.

Capital Budget (in YOE dollars)		ST2 Project Cost Estimate (in 2011 dollars)	
Phase Gate Passed:	N/A	2008 Cost Estimate:	N/A
Baseline:	-	2011 Cost Estimate:	N/A
2011 TIP Current:	\$41,738	2012 Cost Estimate:	N/A
2012 TIP Proposed:	\$45,569		

TIP Cashflow (in thousands)

Subarea	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
6-Systemwide	7,314	5,937	4,336	3,345	4,655	2,000	3,308	13,368	45,569
Total	7,314	5,937	4,336	3,345	4,655	3,305	3,308	13,368	45,569

Phase	Life to Date	2012	2013	2014	2015	2016	2017	Future	Total
3-Admin Facilities / Equip. / Furn.	1,248	857	0	0	0	440	0	200	2,745
4-Non-revenue Fleet	392	302	311	320	330	340	510	0	2,505
6-IT Hardware / Software	4,482	4,254	3,500	2,500	3,500	2,000	2,000	10,000	32,235
7-Other	1,192	500	500	500	800	500	773	2,993	7,759
9-Future Program Allocation	0	25	25	25	25	25	25	175	325
Total	7,314	5,937	4,336	3,345	4,655	3,305	3,308	13,368	45,569

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APPENDIX A

ST2 COST ESTIMATES

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SOUND TRANSIT 2 COST ESTIMATES

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

ST2 cost estimates were initially developed and reported in 2007 constant-year dollars (2007\$). To enable comparisons between cost estimates, the figures in this appendix have been updated to 2011 constant-year dollars (referred to as "2011\$") based on the agency's August 2011 inflation forecasts.

- 2008 cost estimates are from the initial ST2 plan approved by voters in November 2008.
- 2011 cost estimates match the board-endorsed 2011 TIP plus all board adopted changes since its publication.
- 2012 cost estimates include all ST2 projects currently funded in the agency's financial plan.

The changes to the cost estimates between 2011 and 2012 include:

- East Link increase reflects inclusion of the cost estimate to fund the tunnel option in downtown Bellevue
- South Corridor HCT, included in the 2011 TIP, is split into two projects of equal estimated costs: South 200th to Kent Des Moines and Kent Des Moines to South 272nd.

South 200th to Kent Des Moines is added back to the financial plan and cost estimates after being removed as a result of the program realignment. The cost estimate is reduced by \$4 million to reflect the scope for a tail track and pocket track that is now included in the baselined South Link project.

- The Tacoma Link Alternatives Analysis shows an increase in the total estimate due to the proposed PE budget exceeding the funded cost estimate for PE in the project.
- Station Access and Demand Study – This project is a roll up of several station access projects that were included in the ST2 plan to allow for initial planning studies. The initial planning work funded by this project was completed.
 - Three projects were found to be eligible to begin preliminary engineering. In this table, the Lakewood, Sumner, and Puyallup Station projects were split from the total project to stand alone with their prior estimate amounts called out to provide comparison for each project.
 - The remaining Station Access & Demand Study project was reduced by the amount unspent in the initial study.
- Sounder South Expanded Service cost estimate is increased to fund anticipated environmental mitigation costs related to adding round trips on Sounder.
- Eastside Rail Partnership is closed out and the cost estimate reduced to reflect project expenditures.

ST2 COST ESTIMATES

	2008 Estimate	Inc / (Dec)	2011 Estimate	Inc / (Dec)	2012 Estimate
2011 Constant Dollars in Thousands					
<i>Link Light Rail</i>					
East Link	\$2,973,575	(\$467,719)	\$2,505,857	\$326,102	\$2,831,959
North Link - UW to Northgate	1,567,984	(177,958)	1,390,026	-	1,390,026
North Corridor HCT - Northgate to Lynnwood	1,528,032	(226,394)	1,301,637	-	1,301,637
First Hill Link Connector	129,524	108	129,632	-	129,632
South Link - Airport to South 200th Street	367,450	(56,868)	310,582	-	310,582
South Corridor HCT - South 200th to KDM	444,961	(443,692)	1,269	372,910	374,179
South Corridor HCT - KDM to South 272nd St	484,582	(483,313)	1,269	-	1,269
HCC to Tacoma Dome - P/E & ROW	113,728	(113,728)	-	-	-
Tacoma Link Alternatives Analysis	90,694	(14,202)	76,492	2,690	79,182
Link Maintenance & Storage	267,103	(41,924)	225,179	-	225,179
Link Fleet Expansion	547,174	(27,305)	519,869	-	519,869
Total Link Light Rail	8,514,807	(2,052,996)	6,461,812	701,702	7,163,514
<i>Sounder Commuter Rail</i>					
Station Access & Demand Study	135,876	(78,156)	57,719	(2,353)	55,366
Sumner Station Improvements	43,644	(6,778)	36,866	-	36,866
Puyallup Station Improvements	61,055	(9,370)	51,685	-	51,685
Lakewood Station Improvements	40,951	(6,189)	34,762	-	34,762
Sounder Yard & Shop Facility	150,974	(618)	150,356	-	150,356
Tukwila Permanent Station	37,867	(3,526)	34,341	-	34,341
Edmonds Permanent Station	24,364	(24,364)	-	-	-
Sounder South Expanded Service	186,331	5,683	192,014	3,971	195,985
Reservation Junction - Track & Signal	67,313	(10,342)	56,971	-	56,971
Tacoma Track & Signal	28,213	(282)	27,931	-	27,931
Platform Extensions - South King/Pierce	56,665	(56,665)	-	-	-
Eastside Rail Partnership	53,992	(53,429)	563	(560)	2
Total Sounder Commuter Rail	887,245	(244,037)	643,208	1,057	644,265
<i>Regional Express</i>					
ST Express Bus Base	174,517	(4,863)	169,653	-	169,653
ST Express Fleet Expansion	38,481	3,918	42,399	-	42,399
ST Express Capital Reserve Program	26,407	(26,407)	-	-	-
I-90 Contribution	50,783	-	50,783	-	50,783
Burien Transit Center Parking Expansion	15,094	-	15,094	-	15,094
Bothell - Parking Garage/Transit Center	5,661	(5,661)	-	-	-
Total Regional Express	310,944	(33,014)	277,930	-	277,930
STart Program	-	-	25,197	-	25,197
Total ST2 Cost Estimate	\$9,712,996	(\$2,330,047)	\$7,408,146	\$702,760	\$8,110,906

Note:

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

APPENDIX B

SOUND TRANSIT PROJECT PHASES

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SOUND TRANSIT PROJECT PHASES

Capital projects are typically planned and executed in phases. Project teams track and report on projects costs relative to the activities and deliverables in each. The phases of capital projects include:

10-Agency Administration

Administrative expenditures occur throughout the life of the project and include costs for direct labor by Sound Transit staff (staff dedicated to specific projects) and other direct charges to the project necessary for project execution.

20-Preliminary Engineering & Environmental Review

The budget for this phase also includes professional services to complete the preliminary engineering and environmental assessments and evaluations. Preliminary engineering identifies project requirements and defines the project work scope. This includes preliminary design studies, permitting requirements, data collection, public involvement, legal and technical documentation, cost estimates, and assessment of alternatives. The environmental review includes achievement of all necessary environmental permits.

30-Final Design & Specification

The final design phase includes professional consultant activities to complete design and full construction plans and specifications, legal and technical documentation, environmental clearance, constructability review, value engineering, data collection, advertising, assessment of alternatives related to project design, and bid reviews.

35-Third Parties

Third party expenditures occur through the life of the project and include agreements with other governmental units to reimburse their costs for review of alternatives, design review, and construction monitoring and inspection. In certain cases, when Sound Transit is a funding partner rather than the lead agency, it includes Sound Transit's funding obligation to the lead agency.

40-Right-of-Way (ROW) Acquisition & Permits

ROW includes the cost to purchase real property required for construction and construction staging, easements, rights-of-way, and any residential or commercial relocations. This phase include budget for negotiating the purchase price, relocation costs, surveys, appraisals, environmental audits, permits, legal costs, maps, charts, and all permits not included under the general construction contracts.

50-Construction

Construction covers project construction contracts, professional and technical assistance, advertising, legal and technical documentation, inspection, testing, and permitting. In addition, the construction budget includes service startup, commissioning of all systems, and training.

55-Construction Services

Construction Services includes construction management and other professional services in support of the Agency's management of construction activities.

70-Vehicles

Procurement, manufacture, delivery, testing, and commissioning of revenue vehicles, spare parts, and warranty support. Also includes procurement of non-revenue vehicles.

80-Start Up and Testing

This phase tests new systems, new schedules, various specific equipment, this phase include the training of personnel, before the completion of the project to identify issues and correct them to enable a smooth transition to operations and the close out of the project.

90-Contingency

Contingency provides a funding source to address general project risks, such as market fluctuations and changes in regulatory requirements. It also covers unforeseen expenses and cost estimate variances.

APPENDIX C

SUBAREA ALLOCATIONS

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Subarea Allocations

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

This system is integrated into the agency's system of internal control over financial reporting, ensuring the integrity of the information reported and provides management, the board, and the citizen oversight panel required information to monitor progress against Sound Transit's subarea commitments to its voters.

Annually, the agency's financial statement auditors perform agreed-upon procedures which look at the allocation of sources and uses of funds presented. These procedures were developed by management and are reviewed by the citizen oversight panel and as approved by the Audit and Reporting Committee of the board. All results from independent examinations are presented to the board.

This appendix provides the drivers that will be used to allocate sources and uses to subareas in 2012.

Subarea Allocation Drivers

SOURCES

Description	Driver
Sales Tax	Department of Revenue Location Code
Motor Vehicle Tax	Department of Licensing Zip Code Location
Rental Car Tax	Department of Revenue Location Code
Grants	Project Costs or Board Designation
Passenger Fare	(see next section)
Interest Earnings	Financial Policies
Other Revenue	Location
Bond Proceeds	Financial Plan

PASSENGER FARES

Description	Driver
Sounder Fares	Station Boarding
ST Express Bus Service Fares	Route Boardings / Platform Hours
Central Link Light Rail Fares	Station Boardings

OPERATING USES

Sounder Commuter Rail Services Operating Uses

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

ST Express Bus Services Operating Uses

Description	Driver
Bus Operations	Platform Hours

Link Light Rail Services Operating Uses

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

Other Uses

Description	Driver
Art Maintenance	Facility Location
Accessibility Services	Mode/Operations Use Rule
Other Expenses	Location or Board Designation

CAPITAL PROJECT USES

Sounder Projects	Driver
Station Access & Demand Study	ST2 Adopted Financial Plan
Eastside Rail Partnership	Location
Yard and Shop Facility	ST2 Adopted Financial Plan
Positive Train Control-Tacoma-Lakewood	Location
Start Program	Location
Everett to Seattle Track & Signal	Location
Willow Creek Environmental Mitigation	Location
Seattle to Auburn Track & Signal	Location
Auburn to Tacoma Track & Signal	Location
M St.-Lakewood Track & Signal	Location
Permitting/ Environmental Mitigation	Location
D Street-M Street Track & Signal	Location
Layover	Vehicle Miles
Everett Station	Location
Mukilteo Station North Platform	Location
Mukilteo Station South Platform	Location
Edmonds Station	Location
Tukwila Station	Location
South Tacoma Station	Location
Lakewood Station	Location
Seattle-Lakewood Expanded Service	ST2 Adopted Financial Plan

Regional Express Bus Projects	Driver
ST Express Bus Base	ST2 Adopted Financial Plan
Burien Transit Center Parking Expansion	Location
Start Program	Location
Ash Way Transit Access / 164 th SW	Location
Federal Way HOV Access / S 317 th	Location
Totem Lake Freeway Station	Location
85 th Corridor, Kirkland	Location
Kirkland Transit Center	Location
Renton HOV Access / N 8 th	Location
Rainier Avenue Arterial Improvements	Location

Regional Express Bus Projects, continued	Driver
Strander Boulevard Extension	Location
Eastgate HOV Access / 142 nd Ave SE	Location
Lynnwood Transit Center	Location
Mountlake Terrace Freeway Station	Location
S. Everett Freeway Station / 112 th	Location
Federal Way Transit Center/S. 317 th	Location
Canyon Park Freeway Station	Location
Issaquah Transit Center / SR900	Location
Totem Lake Transit Center	Location
Newcastle Transit Improvements	Location
Mercer Island P&R/N Mercer Way	Location
Bothell Branch Campus Access	Location
Redmond Transit Center / NE 83 rd	Location
Sammamish P&R / 228 th SE	Location
I-90 Two-Way Transit & HOV, stage 1	Location
SR 522 HOV Enhancements/Kenmore	Location
SR 522 HOV Enhancements/Bothell	Location
I-90 Two-Way Transit & HOV, stage 2	Location
I-90 Two-Way Transit & HOV, stage 3	Location

Link Light Rail Projects	Driver
First Hill Link Connector	Location
Tacoma Link Expansion	Location
Link Maintenance & Storage	ST2 Adopted Financial Plan
Start Program	Location
North Link	Location
North Corridor HCT	ST2 Adopted Financial Plan
University Link	Location
Initial Segment	2009 Sound Move Reported Rules
Central Link Switch Heaters	2009 Sound Move Reported Rules; Vehicle Maintenance
DSTT South Access Security	Location
Airport Link	Location
South Link	Location
South Corridor HCT	Location
East Link	ST2 Adopted Financial Plan

Service Delivery Projects	Driver
Ticket Vending Machines	Number per Location
Passenger Information System / CCTV	Number per Location
Bus Maintenance Facility	Platform Hours
Bus Fleet Replacement	Platform Hours

Service Delivery Projects, continued	Driver
Sounder Fleet Program	2009 Sound Move Reported Rules
ST2 Fleet Expansion	ST2 Adopted Financial Plan
Small Works Program	Location
Auburn Bus Loop	Location
King St. Station Platform Light	Location
Homeland Security Enhancements	Location
Talking Signs	Location
Bus Mobile Communications	Platform Hours
Regional Mobility Parking Enhancements	Location
Sound Transit Police Office	Location
Bike Locker Program	Number per Location
Sounder Fleet Program	ST2 Adopted Financial Plan

SYSTEMWIDE USES

Description	Driver
Agency Administration	Financial Policies
Administrative Capital	Financial Policies
Fare Integration	Financial Policies
Phase II Planning	Financial Policies
Research and Technology	Financial Policies
System Access Program	Financial Policies

Debt Service Uses

Description	Driver
2010 Debt Service	Financial Plan

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APPENDIX E

GLOSSARY

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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 – Consumer Price Index

DBE – Disadvantaged Business Enterprise

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

DPO – Diversity Program Office

DSTT – Downtown Seattle Transit Tunnel

EEO – Equal Employment Opportunity

EIS – Environmental Impact Statement

ELT – Executive Leadership Team

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 Environmental Impact Statement

FSEIS – 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

MMIS - Maintenance Management Information System

MVET – Motor Vehicle Excise Tax

NTD – National Transit Database

O&M – Operations and Maintenance

OCS - Overhead Contract System

OEM – Original Equipment Manufacturer

OMF – Operations Maintenance Facility

OPS – Operations Department

ORCA – One Regional Card for All

P-Card – Purchase Card

PCMCIA – Personal Computer Memory Card International Association

PE – Preliminary Engineering

PE/ED – Preliminary Engineering and Environmental Documentation

PEPD – Planning, Environment, and Project Development Department

PLA – Project Labor Agreement

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

PSST – Pine Street Stub Tunnel

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

REX – Regional Express

RFP – Request for Proposal

RIAS - Remote Infrared Audible Signage

ROD – Record of Decision

ROIP – Rail Operations Insurance Program

ROW – Right of Way

RSIP - Residential Sound Insulation Program

SIP – Service Implementation Plan

SODO – South of downtown Seattle

Sound Move – Voter-approved (1996) plan to build a high-capacity public transit system

Sound Transit – The Central Puget Sound Regional Transit Authority

SPI - Schedule Performance Index

SR – State Route

ST2 – Sound Transit 2 – Voter-approved (2008) second phase of Sound Transit’s plan for mass transit expansion

STart – Sound Transit Art Program – Public Art

STU – Sound Transit University Program

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.

TCO – Total Cost of Ownership

TIP – Transit Improvement Plan

TOD – Transit Oriented Development

TPSS – Traction Power Sub Station

TVM – Ticket Vending Machine

USB – Universal Serial Bus

UW – University of Washington

WSDOT – Washington State Department of Transportation

YOE – Year of Expenditure