

2021 Financial Plan & Proposed Budget



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October 2020

To: Sound Transit Board of Directors
From: Peter M. Rogoff, Chief Executive Officer
Subject: Proposed Budget for Calendar Year 2021

None of us began 2020 expecting a pandemic and a recession. This has been a year like none other, and we are all humbled by what has taken place and the uncertainty that lies ahead. Nonetheless, with the Board's guidance we are taking these new realities head-on to ensure that Sound Transit remains a healthy, resilient agency that delivers for the public now and into the future.

At the beginning of the year, we thought our greatest challenge would be Connect 2020. Through 11 weeks of construction, we created Link's first branch line, forging the connections from International District/Chinatown Station to the Eastside, while keeping all stations open. Our talented and dedicated staff exemplified our core value of passenger focus, and each Sound Transit staff member at every level of the organization served as an Ambassador to assist our riders with navigating the service disruption.

In the early weeks of March as Connect 2020 construction was winding down, the threat of COVID-19 was rapidly becoming apparent. As the agency began to respond, we remained committed to continuing train and bus operations and maintaining essential business functions. Closely coordinating with our transit partners, we took immediate action to ramp up preventative measures and control the spread of the disease. To protect our passengers and operators, we suspended fare collection and implemented additional protocols, such as social distancing and rear door boarding. We also temporarily limited construction to critical work that we could do safely under new, very strict safety protocols while our contractor's construction workforce was trained on these essential new safety measures. We owe a debt of gratitude to our Labor Liaison to the Board, Mark Riker, who helped us to develop and supervise these new approaches to make sure every worker could protect themselves and their families.

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Peter M. Rogoff

By April, systemwide ridership was down by approximately 85% before beginning a slow and steady recovery that has continued into the fall. In June, general construction resumed, we made service more frequent and we resumed collecting fares. To recognize the sudden hardships facing many in our community, we also offered a temporary reduced fare while encouraging riders to sign up for ORCA LIFT.

2021 will be a year of both celebration and realignment. We will open the Northgate extension with its three new Link stations, while at the same time wrestling with decisions on longer-term program rescheduling or scope reductions to ensure our capital program is affordable within our expected debt capacity.

Realigning our capital construction program to ensure long-term affordability

There is still considerable uncertainty regarding the severity and length of the recession and its impact on our long-term financial capacity. The CARES Act provided the agency with \$166.3 million, and those funds partially offset the immediate financial impacts induced by the pandemic.

We have convened an inter-departmental work group to develop a financial realignment process similar to the agency's response to the Great Recession. The process is informing and supporting the Board's work to develop criteria and options for moving forward. Even with this necessary realignment process, we will continue to advance the seven major projects that are fully funded and currently in construction, including our Northgate, East Link, Lynnwood, Federal Way, Downtown Redmond and Tacoma Hilltop light rail extensions and our Operations and Maintenance Facility East. These projects will enable us to more than triple the size of our light rail network over the next four years.

Work will continue on projects currently in planning and design in order to maintain project readiness for a range of possible revenue situations, and we remain engaged with the Federal government regarding the potential for additional relief funding. The Board will develop and adopt a comprehensive realignment plan in the summer of 2021 in order to allow sufficient time for community and stakeholder engagement, to develop firmer estimates of the recession's ultimate revenue impact, and to know whether new funding might become available.

2021 budget summary

Our 2021 proposed budget projects revenue and other funding sources of \$3.0 billion and expenditures of \$3.1 billion, with the difference coming from unrestricted cash balances. The budget for capital and other projects totals \$2.5 billion, primarily for preliminary engineering, right-of-way acquisition, and construction for system expansion projects—an increase of \$105.8 million or 4.4%, compared to the 2020 budget. This includes modest sums committed to advancing project readiness and studying scope reduction options to help inform the Board as it produces a final realignment plan in 2021. The 2021 budget also funds numerous projects to enhance and maintain existing facilities and equipment in a state of good repair.

The 2021 transit operating budget is \$380.6 million, 5.9% higher than the 2020 budget. The requested increase encompasses nothing more than the added operating costs of opening the Northgate Link Extension and the Operations and Maintenance Facility East in 2021.

Recognizing our shrinking revenues and the need to find savings wherever we can, we are absorbing other anticipated cost increases internally, including increasing rates from our transit operating partners and higher costs associated with public safety, insurance and maintenance. We will hire new employees as we prepare to open the Northgate, Hilltop Tacoma, and East Link extensions, and we will continue to receive and certify new Siemens light rail vehicles. We have budgeted 62 new positions for 2021, primarily for these startup efforts for future Link services and growth in the capital program.

Finally, the budget includes \$207.6 million for debt service, operating contingency, tax collection fees, and the sales and use tax offset fee. The unrestricted cash balance for the agency is forecasted to be \$672.8 million by the end of 2021.

2020 accomplishments and 2021 highlights

Link expansion

The **Northgate Link Extension** is 96% complete and on schedule for a September 2021 opening. In the coming months we will reach substantial completion on all stations. This month we have begun testing light rail vehicles under live power.

The **Hilltop Tacoma Link Extension** will be 72% complete by year-end. In 2021, construction will continue on the main line and the expanded maintenance facility, startup activities will commence, we will procure five new light rail vehicles, and begin training new employees to operate and maintain the system ahead of the extension opening in 2022.

The **East Link Extension** is 83% complete and the project is well within budget. The Downtown Bellevue Tunnel is now substantially complete. We expect to complete civil construction in South Bellevue and Bel-Red this winter. Following our 2020 success, most contract packages will be substantially complete in 2021, thus clearing the way to advance start-up, commissioning activities and testing in advance of its 2023 opening for revenue service. We will also occupy the new Operations and Maintenance Facility East in 2021.

The **Lynnwood Link Extension** continues construction in 2021, including the I-5 long span crossing north of the Mountlake Terrace station site and the Lynnwood City Center garage, as well as utility relocation and property acquisition. Construction is underway to accommodate a future station at NE 130th Street, and crews have completed work on the drilled shafts that will support the station.

The **Downtown Redmond Extension** broke ground in late 2019. In 2021, we will continue construction, relocating utilities and acquiring right-of-way. The project is on schedule for revenue service in 2024.

The **Federal Way Link Extension** broke ground in July 2020 and will continue design work, utility relocations, property acquisitions and seller relocations. The project will continue heavy construction in 2021 in anticipation of revenue service in 2024.

The **Tacoma Dome Link Extension** continues with preliminary engineering and pre-emptive property purchases, known as “protective acquisitions.” In 2021, we anticipate completing the environmental impact statement (EIS) and the Board selecting the preferred alternative.

On the **West Seattle and Ballard Link Extensions**, we also look forward to preferred alternative(s) selection and EIS completion.

The **Everett Link Extension** will enter project development, and we will continue identifying and developing alternatives for the Operations and Maintenance Facility North, which will continue into 2021. The facility will store and commission vehicles in advance of the Everett Link Extension. The North Corridor Maintenance of Way project will continue in 2021 with facility and site planning and property acquisition.

We also continue our light rail vehicle fleet expansion and anticipate the delivery of 50 Siemens vehicles in 2021 and 152 vehicles by 2024.

Souder expansion

Souder celebrated its 20th anniversary in 2020, having served millions of riders throughout the three-county region.

In 2021, Puyallup Station parking construction will continue and the city of Puyallup will continue work on non-motorized improvements and stormwater work.

The agency will also begin project development and alternatives analysis on access improvements to South Tacoma Station.

Stride and ST Express

I-405 Stride BRT activities include completing environmental studies, continuing preliminary engineering and selecting a general engineering consultant to commence final design on project elements. We expect to baseline the project in 2021. We will also continue construction in partnership with WSDOT at NE 44th Street in Renton.

SR 522/NE 145th BRT activities include completing preliminary engineering, commencing final design and completing construction activities in partnership with the City of Bothell. We anticipate completing a funding agreement with the City of Shoreline for construction of a roundabout.

The Board also recently authorized contributions to Metro’s Rapid Ride C Line and to the city of Seattle’s Madison BRT (Rapid Ride G) project.

Transit Oriented Development

The Transit Oriented Development program evaluates and plans for integrating capital projects with housing and retail development. The TOD project at First Hill recently completed its real estate closing, and it will be an excellent and rare example of high-rise affordable housing in Seattle. The project will provide more than 360 affordable apartments for residents making 30-60% of area median income, as well as more than 4,000 square feet of ground floor retail space. In 2020 nonprofit developers also broke ground on more than 250 units of housing at Roosevelt Station. We also began a process to turn remnant parcels in the Rainier Valley into affordable home ownership opportunities. In Bellevue, the agency and the city recently began negotiations with BRIDGE to build a \$500 million mixed-use project near the Spring District/120th station, including 500 housing units, office space, retail and a public park.

Labor Relations

Another way that Sound Transit is promoting equity, diversity and inclusion is through our pre-apprenticeship program sponsored by our Labor Relations office. This program includes three to five years of both classroom and on-the-job training to prepare apprentices for careers in the construction industry. Additionally, our goals include: 20% apprentice utilization on our projects; 21% utilization of workers of color; and a year-over-year increase in the number of women working on our capital construction projects.

Equity & Inclusion

As part of our core commitment to being an equitable organization, our Office of Civil Rights, Equity and Inclusion is soon launching six pilot projects to test new approaches to equitable engagement, including three Racial Equity Toolkit and three Equitable Engagement Toolkit projects. The pilots will run through Q3 2021, and the results will inform how we move forward with a long-term and systematic approach to our equity goals. I look forward to sharing more with you over time as we analyze their effectiveness.

Internally, we have also increased our employee support through employee resource groups including WEST (Women Empowering Sound Transit), BEST (Blacks Empowering Success at Sound Transit), LIT (LatinX in Transportation), SPAM (Sound Transit Pacific Islander Asian American Masterminds) and the PRIDE ERG. Beyond these formal resource groups, we have established a number of support networks for other groups including parents, veterans and people with disabilities.

Other activities

As the lead agency in the effort to replace the current ORCA regional fare system, we expect to complete functional development and system testing and begin transition to the “next gen” system throughout the region in 2021. NextGen ORCA will include several exciting new features, including real-time updating capabilities, account-based payment with mobile wallets and contactless bankcards, and a greatly expanded network of retail vendors.

Sound Transit also conducted a call for local cities, counties and transit agencies to apply for System Access Funds to help implement projects that improve connections to stations. This process resulted in \$50 million of awards, some of which will be disbursed in 2021.

As we continue to focus on ensuring access for all who rely on our services, we are expanding our promotion of ORCA LIFT and participating in the Subsidized Annual Pass pilot with King County.

In closing

We cannot predict what 2021 will bring, but through Board leadership and our dedicated staff, I am confident Sound Transit will emerge from the pandemic and recession on a strong footing. No sooner did ST2 pass in 2008 than the nation slid into the worst recession since the Great Depression. Many of the staff who led us through that time are still with us and are stepping up to lead us again. Our continued investment in our region made us a critical part of the economic recovery. I am confident we will play that same role again.

Across our major projects, we are deploying 2,000 construction workers on the job every day to build more than 40 miles of new light rail tracks and stations. We have plenty of work ahead of us, and our capital investments still represent the largest transit expansion in the nation. I’m proud to report that our staff have risen to the occasion and continue our commitment to our mission and values under these extraordinarily difficult circumstances. Northgate will open next year, followed by Tacoma Link to Hilltop the year after that. In 2023 we will deliver East Link, with its 10 new stations, and we will then deliver Federal Way, Lynwood and Redmond just one year later, increasing mobility and access to homes, job centers, recreational venues, and essential services around our region. We are excited to continue our vital role supporting our region and its people.

Contents

Long-Range Financial Plan	Long-Range Financial Plan	1
	Sources and Uses	2
	Revenue Sources	4
	Expenditures	9
	Financing	13
	Long Range Financial Plan Analysis	15
2021 Budget	2021 Budget Overview	17
	Revenues & Other Financing Sources	19
	Transit Operating Budget	21
	Link Light Rail	22
	Souder Commuter Rail	23
	ST Express Bus	24
	Tacoma Link Light Rail	25
	Projects Budgets	26
	System Expansion	26
	Enhancement	31
	State of Good Repair	33
	Administrative	35
	Other Budgets	36
Transit Improvement Plan	Transit Improvement Plan	37
	Project Budgeting	37
	Projects	39
	Transit Operating	43
	Reserves Summary	44

Appendices	45
Appendix A – Sound Transit 2 and Sound Transit 3 Cost Estimates	45
Appendix B – Sound Move Project Budgets	47
Appendix C – Department Budgets	48
Appendix D – Glossary	50
Appendix E – Transit Improvement Plan Project Detail Pages	59
System Expansion	60
Souder	60
Link	79
Stride	100
Regional Express	105
Other	114
Enhancement	130
State of Good Repair	155
Administrative	165

Alphabetical Index of Projects by Mode

LINK LIGHT RAIL

Convention Place Development Systems Retrofit 400046	157
Downtown Redmond Link Extension 4X630	99
DSTT Capital Improvements 400116	158
DSTT Single Tracking 400117	91
East Link Extension 4X600	98
Enhancements to Tacoma Link Extension 400034	85
Escalator Modernization Program 400122	136
Everett Link Extension 400052	86
Federal Way Link Extension 4X445.....	97
First Hill Streetcar 400007	81
Hilltop Tacoma Link Extension 400008	82
Light Rail Vehicle Fleet Expansion 400032	84
Light Rail Vehicle Overhaul 700769	160
Link Line Renaming 800112	152
Link Operating Segment Systems Enhancements and Upgrades 400044	135
Lynnwood Link Extension 4X115	93
NE 130 th Street Infill Station 400115	90
Noise Abatement 4X340	137
North Corridor MOW 400113	89
Northgate Link Extension 4X100	92
Northgate Link Extension Project Reserve 4X199	94
Operations and Maintenance Facility East 400009	83
Signage Improvements 700793	150
South 200th Link Extension 4X420	96
Station Codes 864169	153
Tacoma Dome Link Extension 400053	87
Tacoma Link Fare Collection 600029	168
University Link Extension 4X200	95
West Seattle and Ballard Link Extensions 400066	88

SOUNDER COMMUTER RAIL

Auburn Station Parking and Access Improvement 300040 70
D St–M St Track & Signal 3X135 74
Edmonds and Mukilteo Stations Parking & Access Improvements 300087 73
Kent Station Parking and Access Improvements 300035 69
Lakewood Station Improvements 300019 65
Link At Grade Study 400033 134
Mukilteo Station, S Platform 3X206 75
Point Defiance Bypass 300027 68
Positive Train Control 300011 132
Puyallup Station Parking and Access Improvements 300017 63
Sounder At-Grade Study 300038 133
Sounder Fleet Expansion 7X755 78
Sounder Maintenance Base 300004 62
Sounder South Expanded Service 3X510 77
Sounder Yard Expansion 300026 67
South Tacoma Assess Improvements 300057 72
South Sounder Capacity Expansion 300056 71
ST3 Planning 809100 129
Sumner Station Parking and Access Improvements 300018 64
Tacoma Trestle Track & Signal 300021 66
Tukwila Station 3X236 76

REGIONAL EXPRESS

Bus Base South 500005 107
Bus on Shoulder 500086 108
I-90 Two-Way Transit & HOV Operations, Stage 3 5X387 112
North Sammamish Park-and-Ride 500117 111
Pacific Ave SR 7 Bus Rapid Transit 500111 110
RapidRide C and D 500110 109
ST Express Fleet Expansion 700720 113

STRIDE

Bus Rapid Transit Maintenance Base 500070 104
I-405 Bus Rapid Transit 500050 102
SR 522/NE 145th Street BRT 500051 103

OTHER

Administrative Capital 802000	170
Administrative Facilities 700824	169
Administrative Pool Vehicles 700767	149
Administrative Services 864140	172
Agency Administration Operating 0X002	167
Bike Parking Program 600080	139
Design Criteria Management Update 600145	143
Design & Engineering Standards Update 600146	144
Efficiency & Sustainability 600132	123
Environmental Mitigation, Monitoring & Maintenance 600025	168
Environmental Remediation 600143	124
Everett Station Security Improvements 700685	146
Fare Administration 600016	118
Fare Collection 3X212	116
Fare Paid Zone 800111	151
HUB Intranet Replacement 870115	163
Information Technology (IT) Infrastructure 870100	162
Information Technology Program 803800	171
Innovation and Technology Program 600076	122
Issaquah Lakewood CCTV Upgrade 700645	159
Next Generation ORCA 600038	119
Parking Management Program 600133	142
Passenger Information Management System 600084	140
Replacement Administrative Pool Vehicles 802003	161
Research and Business Development Program 600039	120
Research & Technology 5X410	117
Security Operations Center – Video Monitoring Improvements 700687	148
Security Radio System 700686	147
SODO/MLK Hazard Mitigation 600085	141
ST3 Planning 809100	129
STart 6X668	126
Operations & Maintenance 600668	125
Transit Oriented Development Planning Program 804302	128
Transit Oriented Development Property Disposition 804100	127
Transit System Access Program 600073	121
Video Management System Upgrade 700665	145

Long-Range Financial Plan

Sound Transit's Long-Range Financial Plan (LRFP) reflects the agency's mission to build, operate and maintain affordable high-capacity transit systems that the voters approved in 1996 for Sound Move (SM), 2008 for Sound Transit 2 (ST2), and 2016 for Sound Transit 3 (ST3).

Sound Transit produces the LRFP in accordance with the Federal Transit Administration's "Guidance for Transit Financial Plans" and maintains the plan on a cash basis. The LRFP states and projects all agency sources and uses of funds for the period 1997-2060 with special focus on 2017-2041, the 25-year capital plan timeframe adopted in ST3. It includes the agency's operating statements, sources and uses statements, debt amortization, and capital replacement funding schedules for the period 1997-2060. It incorporates the agency's most current proposed or Board-adopted operating budget and long-term capital and operating financial projections for ST Express and Stride buses, and Link and Sounder trains.

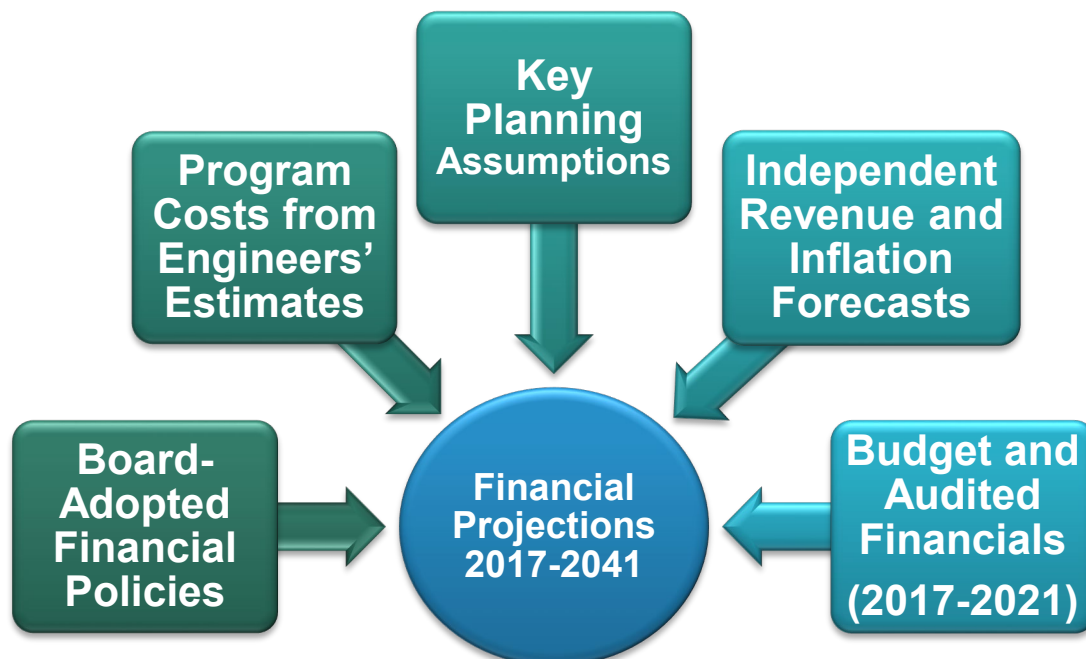
At the heart of the LRFP is the financial projections model. This model incorporates all financial policies, assumptions, revenue forecasts, and program cost estimates needed to calculate cash flows, debt financing, and key performance indicators (e.g., cash balances and debt service coverage ratios)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

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

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

The diagram below illustrates the concept of this model.

KEY ELEMENTS OF THE LONG-RANGE FINANCIAL PLAN

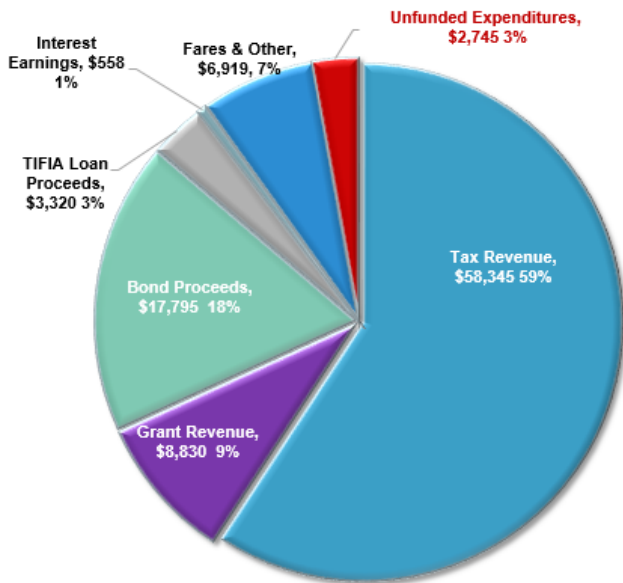


Sources and Uses

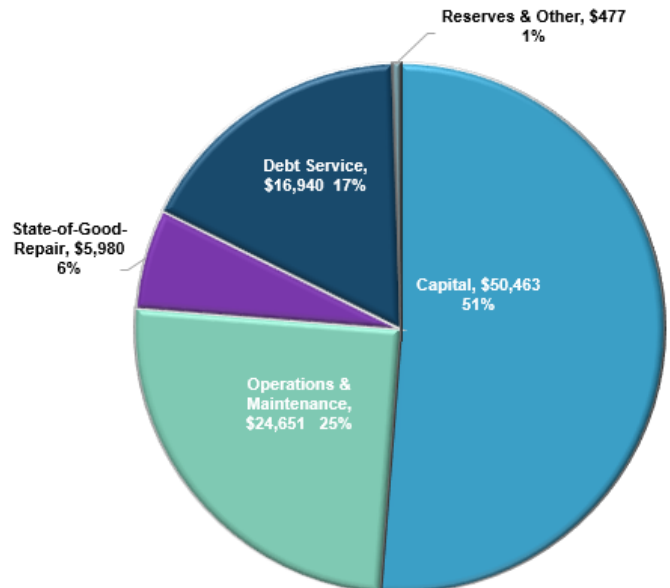
As noted above, the financial plan is not affordable with the current projections for revenues and expenditures. The latest forecast projects the gap between sources and uses to be \$2.7B, until the Board adopts an affordable realignment plan.

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

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



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





Financial Plan - Sources & Uses Summary

2020 Fall Financial Plan

2017 through 2041; YOY Dollars in Millions

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

Revenues Sources

Revenue sources for 2017–2041 of \$74.7 billion include tax revenue, grant revenue, fare revenue, interest earnings, and other revenue, such as advertising, real estate sales proceeds, rental income, and local contributions. Debt issuances in the form of bonds and Transportation Infrastructure Financing and Innovation Act (TIFIA) loans are used to bridge projected gaps between available revenues and expenditures.

Tax revenue

Forecasting tax revenues for the Sound Transit district presents unique challenges, as the agency's jurisdictional boundary does not correspond to any other economic reporting entity. The district includes incorporated and unincorporated areas in three counties: King, Pierce, and Snohomish.

Sound Transit receives tax base forecasts for Retail Sales and Use Tax (sales tax) and Motor Vehicle Excise Tax (MVET) from an independent third party. The sales tax and MVET tax base forecasts are grounded on economic and population projections from the Puget Sound Economic Forecasting Model, a regional econometric model of King, Pierce, Snohomish, and Kitsap counties. The variables used to predict taxable retail sales include Puget Sound personal income, housing permits, and the unemployment rate, among other variables. The MVET tax base is forecast based on predictions of motor vehicles by type, driving-age population and the unemployment rate, as well as the expected average value of motor vehicles. Tax base forecasts are then allocated to each of the five Sound Transit subareas based on actual historical data from the State Department of Revenue and the State Department of Licensing.

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

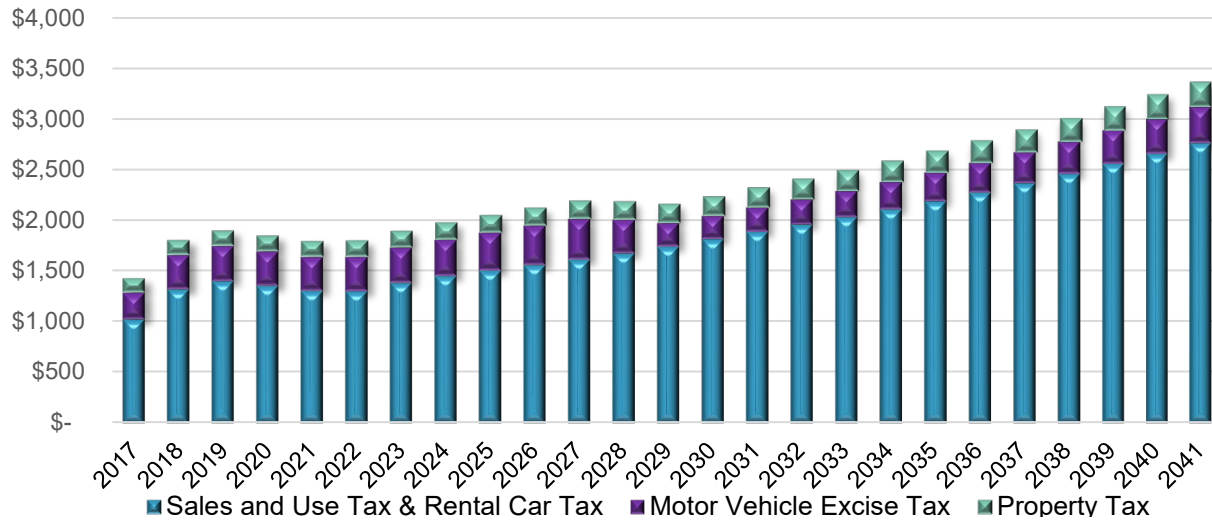
For the property tax forecast, an independent third party projects the growth of assessed value (AV) for both existing property and new construction within the Sound Transit district.

Assumptions:

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

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

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



Grant revenue

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

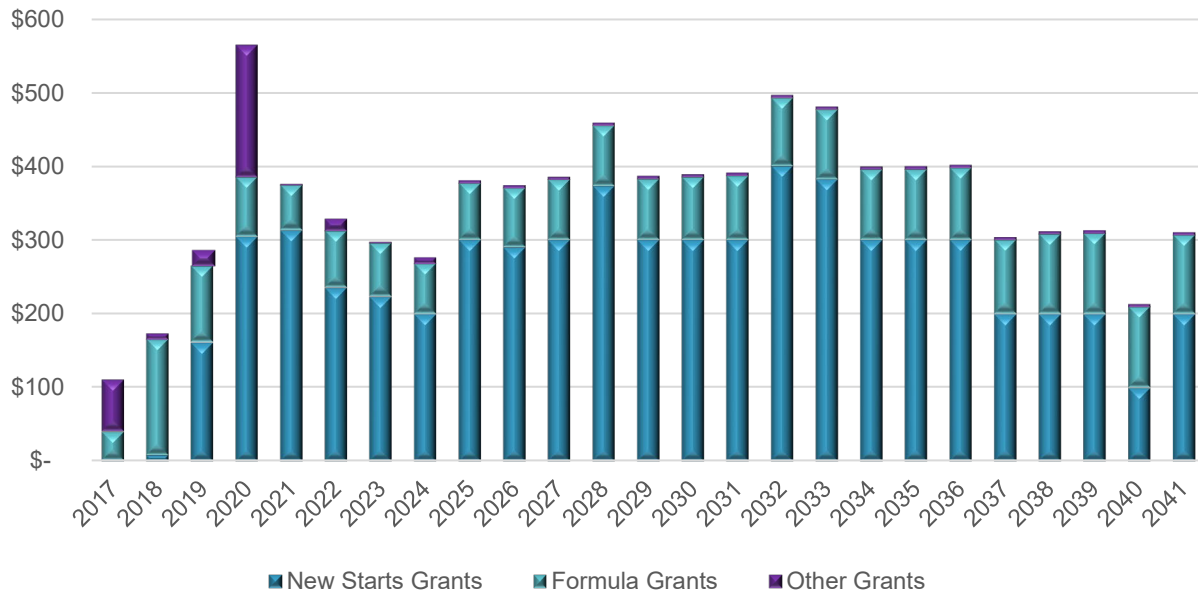
Of the \$8.8 billion of grant funding assumed in the LRFP, approximately \$2.7 billion (31%) has already been secured in executed grant agreements, including already executed Full Funding Grant Agreements (FFGAs).

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

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

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

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



Ridership and fare revenue

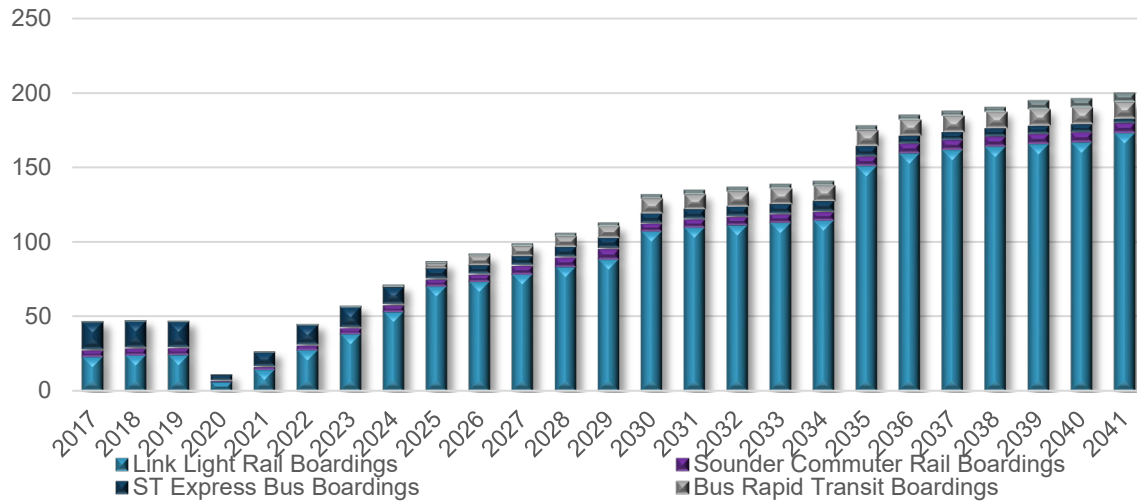
Fare revenues are a product of transit ridership and fare prices. Ridership, in turn, is a result of transit service provided, as well as a number of other factors. In the near term, ridership can be estimated based on past trends and the amount of transit service to be provided (e.g., routes, service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

Ridership

For long-range ridership forecasts, Sound Transit uses a travel demand forecasting model. In this model, transit ridership forecasts are based on observed origins and destinations of transit riders, observed transit line volumes, and a realistic simulation of observed transit service characteristics. The model is executed in three stages. In Stage 1, regional changes in demographics (households and employment) are taken into account.

In Stage 2, changes in transit and highway travel times, which reflect congestion levels, and cost factors such as parking costs, transit fares, and household income are taken into consideration. In Stage 3, incremental changes to the transit network, such as the addition of light rail services offered, are incorporated and a forecast of zone to zone transit trips, is prepared for the region.

RIDERSHIP BY MODE 2017—2041
(in millions)



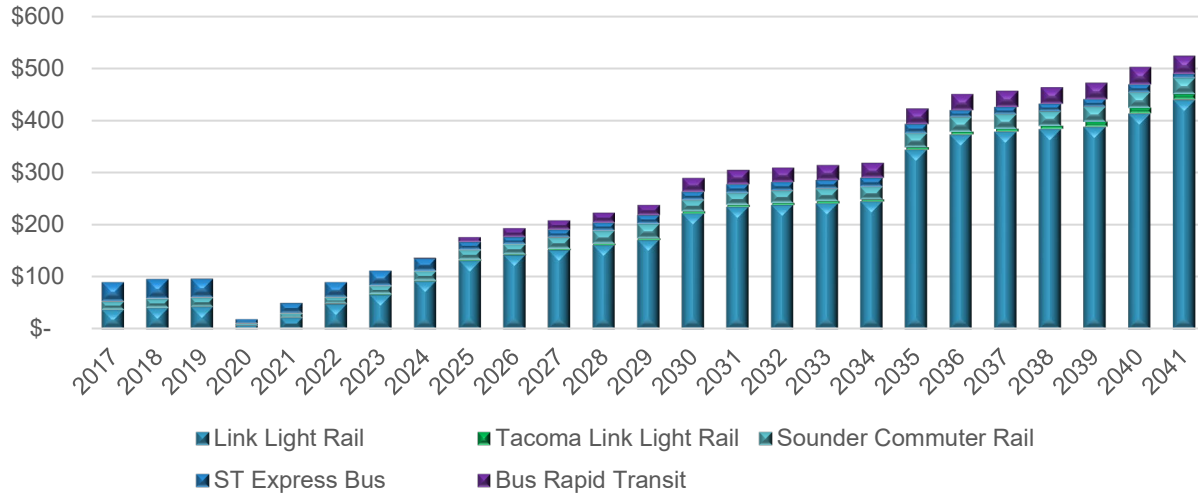
Fare revenue

The LRFPA assumes the agency continues to collect fare revenues from Sound Transit operations for ST Express bus, Link light rail, and Sounder commuter rail. Fare collection for Tacoma Link is assumed to begin when the Tacoma Link Expansion opens in 2022. Stride is projected to begin collecting fares to coincide with the two Stride project openings in 2024. One Regional Card for All (ORCA) is a stored value smart card used for payment of public transit fares in the central Puget Sound. Fare revenue forecasts are based on ridership forecasts and assumptions regarding fare levels and price elasticity.

Assumptions:

- *Sounder and Link fares are structured with a base fare plus a distance based charge per mile traveled.*
- *ST Express fares are projected to be comparable to bus fares of other transit agencies serving the three counties. Fares paid with an ORCA card receive a two-hour transfer credit for the fare paid.*
- *Senior/disabled, youth and ORCA LIFT (low income) fares are set lower than the standard adult fare.*
- *Fare changes will occur as necessary to comply with Board approved farebox recovery requirements.*
- *Allocation of regional fare revenue to Sound Transit from collections through the ORCA card system are based on an inter-local agreement reached between Sound Transit, Community Transit, Everett Transit, King County Metro, Pierce Transit, Kitsap Transit, Seattle Monorail, and Washington State Ferries.*

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



Interest earnings

In accordance with Sound Transit financial policies, interest earnings are credited, at the agency level, to offset expenditures for systemwide programs except where restricted by board actions or policies.

Assumption:

Sound Transit will earn a 2.0% rate of return on General Fund cash balances and reserve fund balances throughout the planning horizon of 2041.

Other revenue

Other revenue includes advertising, real estate sales proceeds, rental income, permit parking revenues, and local contributions. Local contributions include funds that are either granted directly to Sound Transit or are provided as a credit against taxes or fees that would otherwise be levied on construction activities by other jurisdictions or organizations. The agency has commitments from other jurisdictions and organizations for providing funds for ST Express bus, Link light rail, and Sounder commuter rail projects. Such revenues are included in the LRFP subsequent to executed agreements with the jurisdictions which are contributing the funding.

Expenditures

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

Inflation forecasting

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

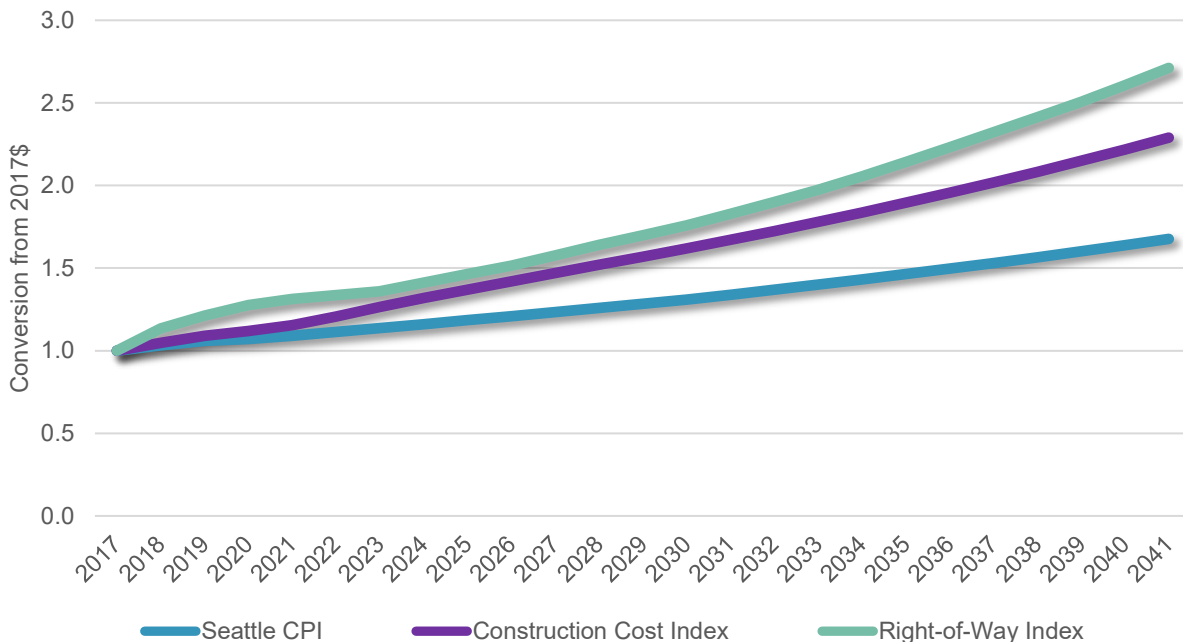
- Consumer Price Index (CPI-U Seattle) is applied to operations and maintenance expenses, and “soft” capital costs, excluding construction-related elements and property acquisitions, and is produced by an independent third party;
- Construction Cost Index (CCI) is applied to construction-related elements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

Assumptions:

- CPI Annual Cost Inflation* 2017–2041: 2.2%.
- CCI Annual Cost Inflation* 2017–2041: 3.5%.
- ROWI Annual Cost Inflation* 2017–2041: 4.2%.

*based on compound annual growth rate

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



Operations and maintenance

Sound Transit services currently consist of four transit modes: Link light rail, Sounder commuter rail, ST Express bus, and Tacoma Link light rail. The voter-approved ST3 plan includes a fifth mode: Stride bus rapid transit. These modes are managed by the Sound Transit Operations Department. Each year, Sound Transit's Service Planning Division prepares a Service Implementation Plan to guide the delivery of these modes. The total operations and maintenance cost comprises forecasts for each mode and systemwide operating costs.

Transit modes

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

The O&M cost forecasts for each mode are based on a cost build-up model for each function (such as vehicle operations, vehicle maintenance, and facilities maintenance). The modal forecasts also include the cost of Sound Transit staff and other administrative expenses allocated to transit modes. Each cost category is forecasted using different metrics (such as platform hours, number of vehicles, number of stations, etc.). The relevant metrics are based on historical data, current year budget data, and other available information.

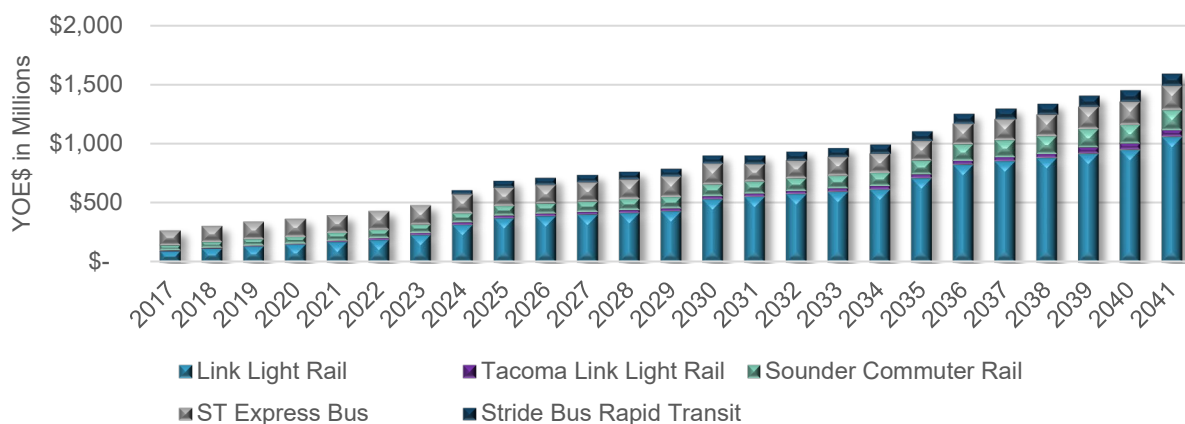
Non-labor operating costs are inflated using the Consumer Price Index (CPI-U Seattle). Labor costs are inflated according to Sound Transit's historical average normalized wage growth. Some purchased transportation costs are inflated at a higher rate based on historical experience or known contract increases.

Systemwide O&M costs

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

- Administrative costs related to Sound Transit's capital program. These are costs from capital project staff that are not directly charged to the capital project. They include items such as sick and vacation time that are not considered a direct project capital cost.
- Revenue collection fees: The state of Washington charges Sound Transit revenue collection fees on sales and use tax, rental car tax, and motor vehicle excise tax.
- Emergency Loss Fund: This fund includes reserves for uninsured capital and operating losses. The Board authorizes the use of the emergency/loss fund on a case by case basis.
- Sales and Use Tax Offset Fee: As required by RCW 81.112, Sound Transit must remit to the Washington Department of Revenue a fee of 3.25% on construction contracts for ST3 projects, until a total of \$518 million is paid.

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



Capital

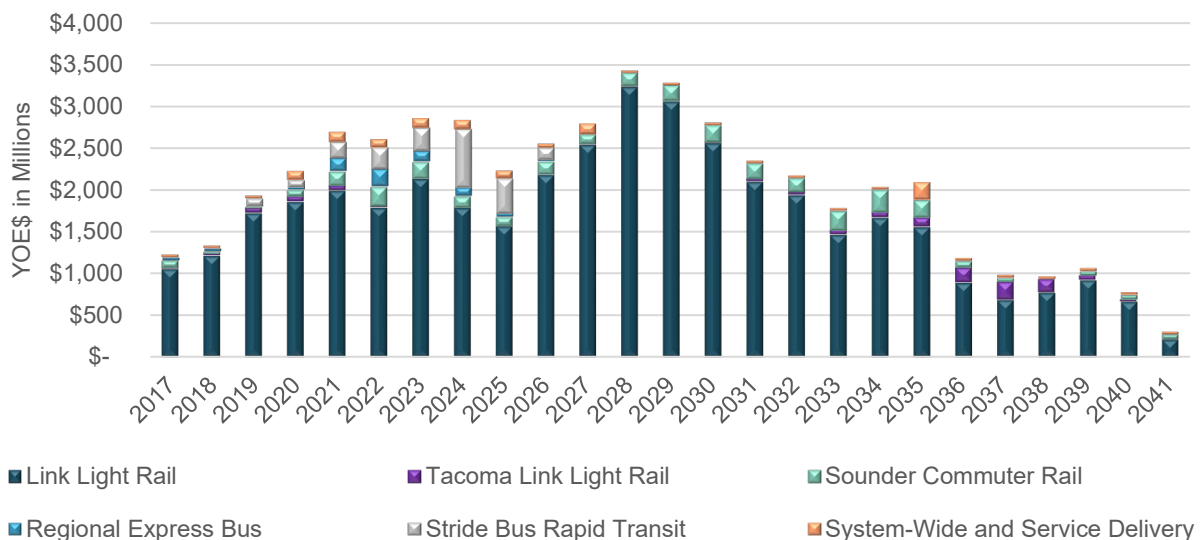
The LRFP capital spending plan consists of seven categories. These include Sound Transit’s five transit modes: Link light rail, Tacoma Link light rail, Sounder commuter rail, Regional Express, and Stride bus rapid transit. Additionally, there are two other categories of capital projects: “systemwide”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

The capital plan in the LRFP includes capital expenditures adopted in the Sound Move, ST2, and ST3 voter-approved programs. Capital expenditures include funding for projects detailed in the Transit Improvement Plan (TIP), as well as projected future expenditures. The TIP contains dollars allocated to board-approved projects which have gone through the budget process. Beyond that, future capital expenditures comprise remaining projected spending on projects that do not have baseline budget established by the Board. Voter-approved costs in constant dollars for system-expansion projects are published in constant dollars (2020\$) in Appendix A.

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

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

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



Systemwide activities

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

State of good repair

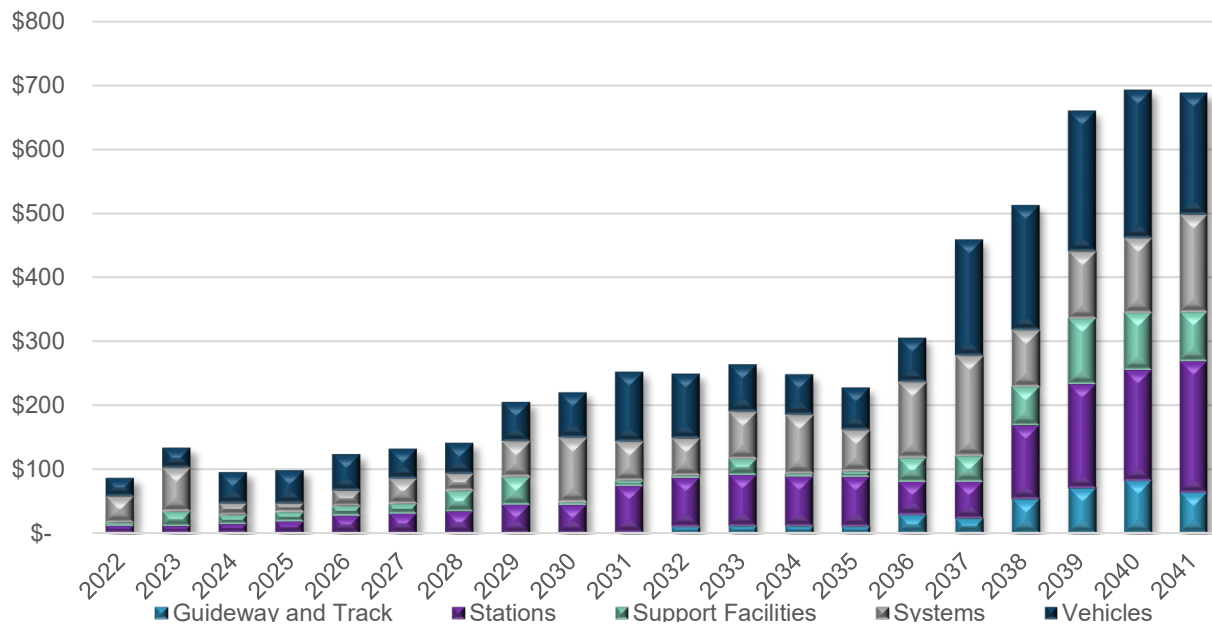
The LRFP projects expenses for the repair and replacement of key operating assets through state of good repair (SOGR) funding. Annual costs of future asset replacement and mid-life maintenance activity are calculated for each class of asset based on original cost, in-service date, estimated asset life,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

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

The replacement date for assets follows generally-accepted principles for the useful life of transit facilities and equipment. For buses the industry standard is a 12 year replacement cycle, for Sounder and light rail vehicles, the cycles are from “Methodology for Projecting Rail Transit Rehabilitation and Replacement Capital Financing Needs,” by Robert L. Peskin, published in the Transportation Research Record 1165. State of good repair prior to 2021 is included in the capital section of the LRFP model.

STATE OF GOOD REPAIR BY ASSET CATEGORY

(YOE\$ in millions)



Contribution to reserves

The agency maintains reserves to meet agency-wide revenue shortfalls or cost increases, including an operations and maintenance reserve fund, bond reserve fund, emergency loss fund, and capital replacement reserve fund.

Assumptions:

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

Financing

Financial policy

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

Assumptions:

- All-in Issuance Costs: 1.25% of par value.
- Bond Interest Rate: 4.0% 2020-2024, 5.3% 2025 – 2041.
- Bond Term: 30 years.
- Interest Only Payment Period on Bonds: First five years.
- Bonds may have a non-level principal amortization structure.

Performance and ratings

Sound Transit's financing performance to date and in the future is evaluated by the agency's credit rating and adherence to debt service coverage ratios and other financial policies. The agency's current bond ratings are as follows:

- Moody's, Aaa and Aa1 for Senior and Parity bonds, respectively.
- Standard & Poor's, AAA for all bonds.

The executed TIFIA loans and the MCA have been rated AA+ by both Fitch and Standard & Poor's.

The agency net coverage ratio reaches a minimum of 1.82 in 2037 and rises thereafter. Adherence to other minimum debt service coverage ratios are detailed in the table below.

Debt Service Coverage Ratio	Policy Minimum Debt Service Coverage Ratio (DSCR) Requirement	Minimum DSCR Forecasted	Year of Minimum
Net DSCR	1.5X	1.82x	2037
Senior/Prior ABT	2.00x	24.26x	2022
2nd Junior/TIFIA ABT (1.1x Minimum)	1.10x	1.92x	2035
Subordinate/Parity ABT	1.50x	1.92x	2035

Capacity

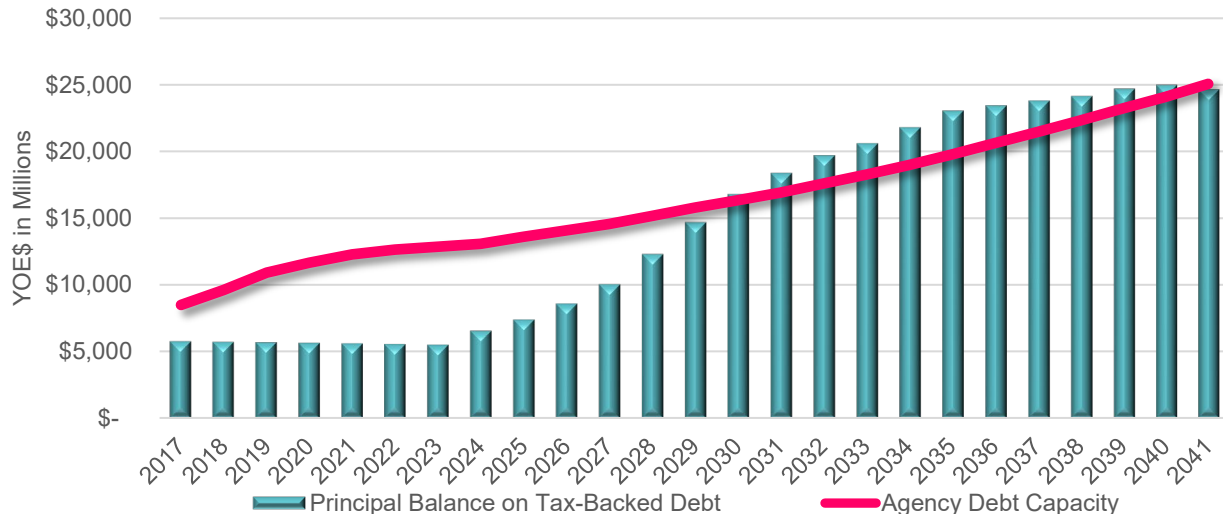
As described earlier, according to Washington state law, the amount of debt issued by Sound Transit cannot exceed 1.5% of the assessed valuation of real property located within the regional transit authority district. An important metric of the agency's financial health is the remaining amount of debt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

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

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

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

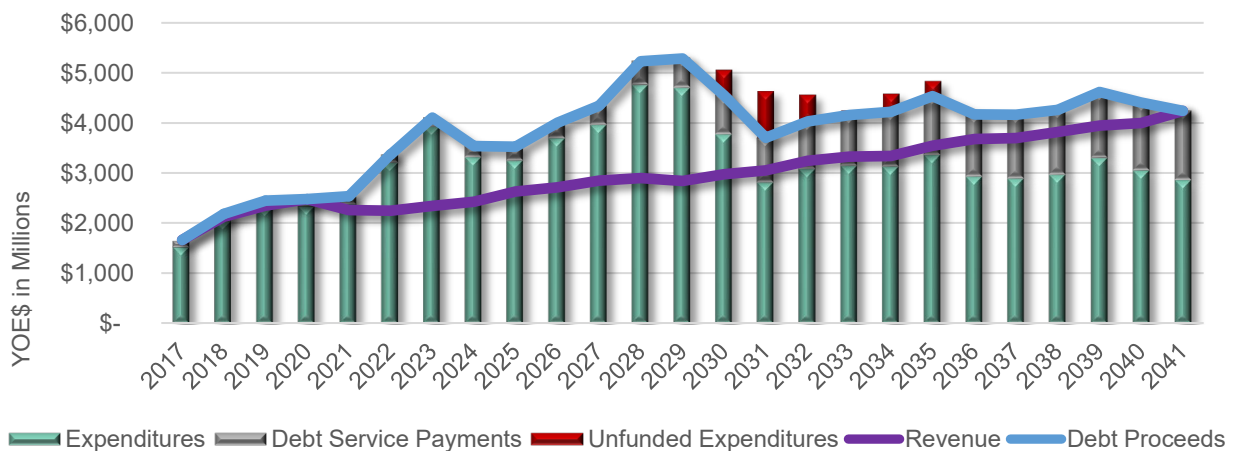
DEBT CAPACITY 2017—2041
(YOE\$ in millions)



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

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

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



Long Range Financial Plan Analysis

The LRFP reflects all assumptions and contingencies as detailed throughout this section, and at present meets all criteria stated in the ST3 Financial Policies.

Financial risks

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

Key risk areas

Federal funding: The LRFP assumes New Starts Funding including \$4.0 billion for future FFGA projects.

Local tax revenue growth: Sound Transit primarily relies on an independent forecaster for its local tax bases. The tax revenue forecast projects a large enough drop that the funding gap to continue the full capital program on the existing schedule is not projected to be affordable. However, long-term economic forecasts are inherently uncertain and actual economic growth in the region could be lower or higher than the current forecast. If the recession forecast were to deepen, the agency's revenue collections as well as its long-term bonding capacity would be reduced further. A further reduction in local tax revenues would have a negative impact on the agency's financial condition. This in turn would create additional challenges in completing the remainder of the program.

Ridership growth and fare revenues:

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

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

Interest rates: The LRFP assumes that the agency can borrow at 4.0% on its long-term bonds through 2025 and at 5.3% interest on its long-term bonds beyond that. If borrowing rates were to rise above this level for a prolonged period of time, the cost to borrow and service debt could increase to the point that the agency's capacity to borrow additional funds would be negatively impacted. Although current interest rates are relatively low, various factors may cause interest rates to rise in the mid-to-long term.

Inflation: The Puget Sound region has experienced relatively mild price increases for general goods and services. The CPI-U is currently low and is projected to remain in the 1.8% to 2.3% range through 2041. However, the region has experienced high property value appreciation and construction prices also appear to be higher than prior periods.

The LRFP incorporates long-term consumer price, construction cost, and real estate cost inflation forecasts provided by independent consultants or developed internally using data from external sources. The current forecast projects long term inflation will reflect historically moderate levels. If inflation were to rise significantly beyond this forecast, or if Sound Transit's construction schedules were to be delayed, the agency's capital and operating costs would also rise beyond the current

forecast. Historically, retail sales and use tax, the agency's primary revenue source, has risen with general price levels partially mitigating this risk.

Operations and maintenance costs: The LRFP utilizes O&M cost build-up models to project costs for Sounder, Link, Tacoma Link and ST Express. These models calculate the annual cost associated with providing projected service levels based on the amount of inputs (e.g., staffing, equipment, and materials) needed to provide service at those projected levels. The parameters for these models are developed from experience of both Sound Transit and other transit agencies operating similar services. Many factors affect O&M costs including partnership operating agreements and changes in operating efficiency. The cost of fuel, utilities, spare parts, and supplies are subject to change depending on regional and even international market conditions. Adverse changes in these consumables may lead to higher O&M costs than projected in the LRFP, thus reducing financial capacity and flexibility.

Sensitivity analysis / stress tests

Sound Transit conducted a series of sensitivity analyses or "stress tests" to assess the extent to which the agency's ability to fulfill its voter approved mission is at risk due to the impact of external factors on the LRFP.

The impact of several types of potential financial events were tested by examining the impact on the agency debt capacity limit (pursuant to state law) Additional Bond Tests (ABT, pursuant Bond covenants), and the net debt service coverage ratio (DSCR). It is agency policy to maintain a minimum agency wide net debt service coverage ratio of 1.5 or greater in any year. Based on the current projections, the agency will run out of statutory debt capacity prior to reaching the ABT or net DSCR.

As described earlier, Sound Transit's statutory debt limit is based on the assessed valuation of real property located within the regional transit authority district. There are two types of bond limits — one for non-voted debt, and the other for voted debt. Sound Transit may issue total outstanding debt in an amount up to 1.5% of assessed valuation within its district without special voter authorization. Upon the approval of 60% of the electorate, Sound Transit could issue bonds in an amount up to 5.0% of assessed valuation.

2021 Budget Overview

Business Planning and Performance Management

Sound Transit's executive leadership team establishes strategic priorities to implement the agency's mission: *Connecting more people to more places to make life better and create equitable opportunities for all*. The strategic priorities emphasize the agency's core values and focus on the agency's commitment to serving the public, managing finances, cultivating staff, and improving processes.

Departments and project teams set goals and performance measures that align with these priorities to plan, implement, monitor, and continually improve effectiveness and efficiency throughout the agency. This planning is a critical step to ensuring a more strategic and sustainable spending plan.

Budget Summary

The 2021 annual budget includes revenues and financing sources of \$3.0 billion and outlays of \$3.1 billion.

Sound Transit expects to receive \$3.0 billion in revenues and financing sources in 2021, an increase of \$474.4 million or 19.1% over the 2020 forecast primarily due to higher Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds partially offset by lower federal grants and sales and use tax driven by the slower economy. Passenger fare revenues are projected to be \$20.7 million or 61.9% higher than the 2020 forecast assuming that ridership continues to grow from initial COVID-19 impacts. The 2021 annual budget does not currently include any forecasted bond issuance for 2021.

The total transit modes budget of \$380.6 million is up 8.0% compared to the 2020 forecast primarily due to increases in third party costs to operate our modes (purchased transportation) as a result of adding new service such as Northgate Link Extension and Operations and Maintenance Facility – East. Also, Sound Transit will take full ownership of the Downtown Seattle Transit Tunnel from King County Metro in 2021, which will increase insurance and third party costs for public safety and maintenance.

The projects budget (excluding charges to transit modes) total \$2.5 billion for 2021, an increase of \$34.7 million or 1.4% compared to the 2020 forecast. The 2021 Transit Improvement Plan reflects the early path forward guidance from Board on program realignment. Current construction continues, projects not yet baselined will maintain readiness until decisions can be finalized in mid-2021. State of Good Repair and other non-system expansion projects are funded to support agency priorities. Based on this guidance, \$2.3 billion or 92.0% is budgeted to continue with planning, design, and build-out of the system expansion program. An additional \$81.6 million is budgeted to enhance or maintain current operational assets. Administrative projects, which include information technology hardware and applications, administrative costs allocated to projects, and general and administrative expenses, are budgeted at \$119.4 million.

Other expenses total \$207.6 million for 2021, an increase of \$43.4 million or 26.4% over the 2020 forecast. Of that total, \$161.0 million is budgeted for debt service, which includes principle repayments, interest expense, loan amortization, and financing fees. Another \$30.6 million is budgeted for fees paid to the Washington Departments of Revenue (DOR) and Licensing (DOL) for the collection and administration of taxes. A sales and use tax offset fee is also paid to the DOR. More information on these fees can be found in the Other Budgets Summary page. A \$5.0 million cash contribution to the city of Seattle for the operation and maintenance of the First Hill Streetcar and \$11.0 million for operating contingency is also budgeted for 2021.

Lastly, the budget anticipates the use of approximately \$0.1 billion of unrestricted cash in 2021 to close the gap between this year's sources (\$3.0 billion) and uses (\$3.1 billion). The agency's unrestricted cash balance is expected to be \$0.8 billion at the end of 2020 and is estimated to be \$0.7 billion at the end of 2021.

2021 BUDGET SUMMARY
(in thousands)

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Revenues and Other Financing Sources				
Retail Sales And Use Tax	\$1,415,704	\$1,446,228	\$1,346,206	\$1,298,932
Motor Vehicle Excise Tax	345,757	355,220	336,753	331,665
Rental Car Tax	3,792	3,840	1,597	1,613
Property Tax	150,310	153,362	145,694	161,000
Federal Grants	275,362	332,921	564,831	376,610
Local & State Contributions	40,319	19,686	8,627	5,553
Passenger Fare Revenue	97,101	100,087	33,474	54,185
Investment Income	69,132	47,915	32,397	14,612
Miscellaneous Revenues	19,141	12,771	12,697	12,546
Bond & TIFIA Loan Proceeds	100,000	0	0	700,000
Total Revenues and Other Financing Sources	\$2,516,616	\$2,472,028	\$2,482,275	\$2,956,716
Expenses & Outlays				
Transit Modes¹				
Link	\$136,323	\$146,757	\$144,762	\$167,868
Sounder	55,946	61,433	57,498	67,724
ST Express	146,794	145,435	143,944	138,496
Tacoma Link	5,459	5,768	6,103	6,519
Subtotal Transit Modes	\$344,522	\$359,394	\$352,308	\$380,608
Projects²				
System Expansion	\$1,899,380	\$2,170,011	\$2,276,767	\$2,306,124
Enhancement	17,805	38,315	23,924	35,555
State Of Good Repair	13,420	59,371	62,504	46,078
Administrative	99,446	116,378	109,309	119,416
Charges to Transit Modes ³	(4,770)	(5,969)	(6,369)	(12,314)
Subtotal Projects	\$2,025,282	\$2,378,107	\$2,466,136	\$2,494,860
Others				
Debt Service	\$136,319	\$144,387	\$142,937	\$161,021
Tax Collection & Fees	11,691	17,205	16,257	30,561
Contributions to Partner Agencies	5,000	5,000	5,000	5,000
Operating Contingency	0	10,800	0	11,000
Subtotal Others	\$153,009	\$177,392	\$164,194	\$207,582
Total Expenses & Outlays	\$2,522,812	\$2,914,893	\$2,982,638	\$3,083,050
Projected Unrestricted Cash Balance as of 1/1/2021				\$805,759
Sources				
Total Revenues and Other Financing Sources				2,956,716
Uses				
Expenses and Outlays				(3,083,050)
Reverse Non-Cash Expenses				5,038
Reserves				(11,653)
Projected Unrestricted Cash Balance as of 12/31/2021				\$672,810

¹2020 transit mode budgets have been adjusted to normalize for 2019 related adjustments reflected in 2020 forecast.

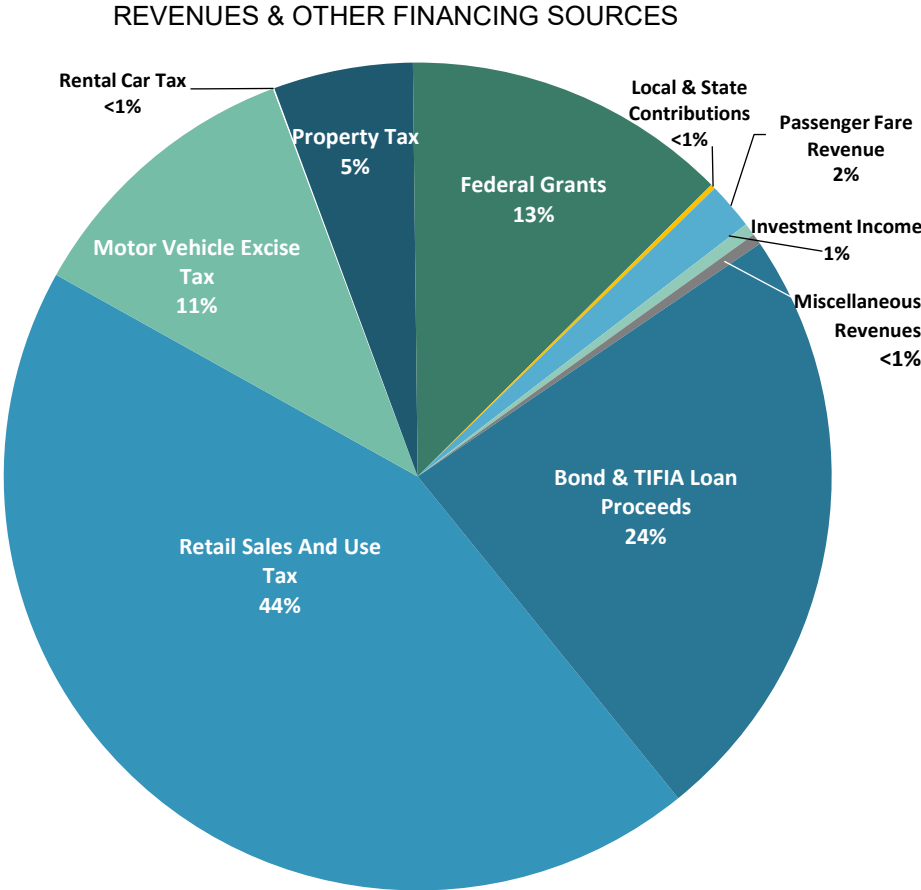
²2020 project budgets include budget amendments approved by the Board through August 31, 2020. 2020 project forecasts are as of June 2020.

³Operating projects charged to modes through expense transfers.

Revenues & Other Financing Sources

Funding for Sound Transit’s operations and capital programs comes from local retail sales and use tax, motor vehicle excise tax (MVET), rental car tax, property tax, federal grants, local & state contributions, passenger fare revenues, investment income on cash balances, miscellaneous revenues, and bond and Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds. Our sales and use tax and MVET revenue forecasts are based on data and assumptions provided by an independent forecaster.

The COVID-19 pandemic has resulted in an unprecedented slowdown in the local economy, adversely affecting our revenue and financing sources, and our tax revenues in particular. Excluding bond & TIFIA loan proceeds, we expect to receive \$2.3 billion in revenue and other financing sources in 2021, a decrease of (9.1%) or (\$225.6) million below the 2020 forecast. The decrease is mainly due to lower federal grants following the receipt of CARES Act funding in 2020, as well as lower taxes and investment income. This is partially offset by higher passenger fare revenues as we start to regain ridership in 2021. The proposed 2021 budget includes TIFIA loan proceeds of \$700 million to partially fund the projected gap between expenditures and revenues & other financing sources in 2021. The proposed 2021 budget including the TIFIA loan proceeds of \$700 million is \$3.0 billion, an increase of 19.1% or \$474.4 million above the 2020 forecast.



Retail Sales and Use Tax

Sound Transit receives 1.4% of transactions subject to sales and use taxes generated within the Sound Transit district. In November 2016, voters approved a 0.5% increase in the sales tax rate to fund ST3, a major system expansion plan. This increase took effect in April 2017. Retail sales and use tax, the largest revenue source impacted by the COVID-19 restrictions, is budgeted at \$1.3 billion, or 43.9% of the total, which represents a decline of (3.5%) or (\$47.3) million below the 2020 forecast.

Motor Vehicle Excise Tax (MVET)

Sound Transit receives 1.1% of vehicle license renewals within the Sound Transit district. In November 2016, voters approved a 0.8% increase in the motor vehicle excise tax rate to fund ST3. This increase took effect in March 2017. 2021 budget of \$331.7 million is (1.5%) or (\$5.1) million below the 2020 forecast.

Rental Car Tax

Sound Transit receives 0.8% of rental car payments within the Sound Transit district. 2021 budget of \$1.6 million is 1.0% or \$16 thousand higher than the 2020 forecast.

Property Tax

Sound Transit began levying property taxes in 2017 at a rate of 25 cents per \$1,000 of assessed valuation within the Sound Transit district, following voter approval of ST3 in November 2016. 2021 budget of \$161.0 million is 10.5% or \$15.3 million higher than the 2020 forecast, reflecting preliminary 2021 levy and assessed valuation data.

Federal Grants

2021 federal grant revenue budget of \$376.6 million is (33.3%) or (\$188.2) million below the 2020 forecast mainly due to the receipt of CARES Act funding of \$166.3 million in 2020. Projected 2021 grant drawdowns include FTA grants for Federal Way Link Extension \$174.5 million, Lynnwood Link Extension \$100.0 million, Tacoma Link Small Starts \$25.8 million, Downtown Redmond Link Extension \$23.3 million, and light rail and bus preventative maintenance operating grants \$35.5 million.

Local & State Contributions

This category includes state grants for projects and operating grants, as well as any contributions from local jurisdictions. 2021 budget of \$5.6 million is (35.6%) or (\$3.1) million below the 2020 forecast and includes local contributions for East Link and Tacoma Link Extensions.

Passenger Fare Revenue

2021 budget of \$54.2 million is 61.9% or \$20.7 million higher than the 2020 forecast, as ridership begins to recover from the impact of the COVID-19 restrictions.

Average fare per boarding assumptions for the 2021 budget are: Link, \$1.76 Sounder, \$3.75; ST Express, \$2.10. Fares are currently not charged on Tacoma Link.

Investment Income

Sound Transit receives investment income on surplus cash and restricted funds invested in accordance with Washington state law and overseen according to the Board-approved investment policy (Asset Liability Management Policies). 2021 budget of \$14.6 million is (54.9%) or (\$17.8) million below the 2020 forecast due to lower projected interest rates and cash balances.

Miscellaneous Revenue

Miscellaneous revenues include advertising revenues, rental income from Sound Transit properties, ORCA regional program billing reimbursements, operating and maintenance reimbursements for Sounder and ST Express, and federal government bond subsidy payments. 2021 budget of \$12.5 million is (1.2%) or (\$151) thousand below the 2020 forecast.

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

Bonds are issued and TIFIA loans are executed to finance capital projects. The 2020 forecast does not include any bond or TIFIA loan proceeds. The 2021 budget includes \$700 million in TIFIA loan proceeds for East Link Extension and Operations & Maintenance Facility East projects.

Transit Operating Budget

The 2021 budget for transit operations totals \$380.6 million, which is \$28.3 million or 8.0% higher than the 2020 forecast.

Transit operating costs include operations and vehicle maintenance provided primarily through agreements with our transit agency partners. Sound Transit employees perform operations and maintenance for Tacoma Link only. Our light rail, commuter rail, and express bus services are supported by 37 rail stations (including 3 new station opening in 2021 with the Northgate Link extension), six ST-owned transit centers, and six ST-owned park-and-ride lots. Sound Transit also operates through numerous facilities owned by other agencies.

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

2021 TRANSIT OPERATING BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Forecast to Budget \$ Change	Forecast to Budget % Change
Salaries & Benefits						
Salaries	8,766	9,239	9,910	13,874	3,964	40.0
Benefits	5,694	6,343	6,804	8,550	1,747	25.7
Subtotal	14,460	15,582	16,713	22,424	5,711	34.2
Services						
Marketing Agency	88	85	86	81	(5)	(6.1)
Professional & Technical	2,043	4,578	3,744	5,921	2,177	58.1
Contract Maintenance	29,581	31,813	32,208	32,474	266	.8
Security & Safety	30,283	33,058	33,375	36,692	3,318	9.9
Other Services	6,532	6,046	6,014	6,377	363	6.0
Subtotal	68,527	75,580	75,427	81,545	6,117	8.1
Materials & Supplies	11,209	11,092	9,833	11,251	1,418	14.4
Utilities	5,750	5,932	5,697	7,281	1,584	27.8
Insurance	5,101	9,454	7,703	14,603	6,900	89.6
Taxes	2,902	3,079	1,777	2,195	417	23.5
Purchased Transportation Services						
Paratransit	2,459	2,591	2,091	2,935	843	40.3
Purchased Transportation	192,164	190,704	189,157	188,242	(915)	(.5)
Subtotal	194,623	193,296	191,248	191,177	(71)	(.0)
Miscellaneous						
Dues & Subscriptions	5	2	2	227	225	13,101.9
Travel & Meetings	63	46	30	29	(1)	(4.6)
Advertising & Promotion Media	418	400	366	360	(5)	(1.5)
Training	13	64	62	90	28	45.5
Other Miscellaneous	40	77	66	38	(28)	(42.5)
Subtotal	539	589	526	744	218	41.5
Leases & Rentals						
Transit Way	7,146	1,079	1,035	997	(38)	(3.7)
General Administrative Facilities	476	790	764	788	24	3.2
Subtotal	7,622	1,869	1,799	1,785	(14)	(.8)
Expense Transfers						
Capital Maintenance and Other Projects	5,673	7,909	7,909	14,627	6,718	84.9
Operations Department	8,438	9,415	8,973	9,233	260	2.9
Transfer to CIP	(903)	(1,940)	(1,540)	(2,313)	(773)	50.2
Administrative Departments	20,581	27,535	26,241	26,058	(184)	(.7)
Subtotal	33,789	42,919	41,583	47,604	6,021	14.5
Service Delivery Budget Total	\$344,522	\$359,394	\$352,308	\$380,608	\$28,300	8.0%

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

Summary by Mode

Link Light Rail

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

2021 LINK BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Forecast to Budget \$ Change	Forecast to Budget % Change
Salaries & Benefits						
Salaries	3,894	4,162	4,411	6,663	2,252	51.0
Benefits	2,525	2,857	3,029	4,107	1,078	35.6
Subtotal	6,419	7,019	7,440	10,770	3,330	44.8
Services						
Marketing Agency	37	38	43	41	(2)	(4.7)
Professional & Technical	1,378	2,791	2,482	4,505	2,023	81.5
Contract Maintenance	11,689	12,981	13,583	13,559	(24)	(.2)
Security & Safety	23,391	25,572	26,320	28,387	2,067	7.9
Other Services	2,278	2,587	2,737	2,895	158	5.8
Subtotal	38,774	43,968	45,165	49,387	4,223	9.3
Materials & Supplies	5,726	4,384	4,684	5,676	992	21.2
Utilities	3,934	3,918	3,941	5,191	1,250	31.7
Insurance	2,698	6,100	4,411	9,284	4,873	110.5
Taxes	1,058	1,122	454	826	372	81.9
Purchased Transportation Services						
Paratransit	2,459	2,591	2,091	2,935	843	40.3
Purchased Transportation	49,834	50,602	50,602	55,803	5,201	10.3
Subtotal	52,293	53,193	52,693	58,737	6,044	11.5
Miscellaneous						
Dues & Subscriptions	3	1	1	122	121	12,148.9
Travel & Meetings	34	35	18	5	(13)	(72.3)
Advertising & Promotion Media	167	180	155	184	29	18.5
Training	3	20	15	19	4	29.3
Other Miscellaneous	1	(2)	0	0	0	.0
Subtotal	207	234	189	330	141	74.8
Leases & Rentals						
Transit Way	6,117	507	460	399	(61)	(13.2)
General Administrative Facilities	16	17	17	26	9	51.9
Subtotal	6,133	524	477	425	(52)	(10.8)
Expense Transfers						
Capital Maintenance and other Projects	2,466	5,282	5,282	5,810	528	10.0
Operations Department	4,618	5,116	4,875	5,163	287	5.9
Administrative Departments	11,998	15,897	15,150	16,268	1,119	7.4
Subtotal	19,081	26,295	25,307	27,241	1,934	7.6
Mode Total	\$136,323	\$146,757	\$144,762	\$167,868	\$23,107	16.0%

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

Sounder Commuter Rail

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

2021 SOUNDER BUDGET

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Forecast to Budget \$ Change	Forecast to Budget % Change
Salaries & Benefits						
Salaries	1,696	1,528	1,780	2,344	564	31.7
Benefits	1,100	1,049	1,222	1,444	223	18.2
Subtotal	2,796	2,577	3,002	3,788	786	26.2
Services						
Marketing Agency	25	21	19	16	(3)	(14.4)
Professional & Technical	429	800	715	1,334	619	86.6
Contract Maintenance	15,201	16,302	15,951	16,303	352	2.2
Security & Safety	3,654	4,078	4,009	4,655	647	16.1
Other Services	2,950	2,155	2,070	2,138	68	3.3
Subtotal	22,260	23,356	22,763	24,447	1,684	7.4
Materials & Supplies	5,041	6,295	4,784	5,021	237	5.0
Utilities	1,386	1,518	1,268	1,575	306	24.2
Insurance	2,216	2,797	2,898	4,874	1,975	68.2
Taxes	1,114	1,235	1,018	1,001	(17)	(1.7)
Purchased Transportation Services						
Purchased Transportation	13,348	14,107	12,560	11,526	(1,034)	(8.2)
Subtotal	13,348	14,107	12,560	11,526	(1,034)	(8.2)
Miscellaneous						
Dues & Subscriptions	1	1	1	18	18	2,451.7
Travel & Meetings	4	10	6	6	(0)	(2.3)
Advertising & Promotion Media	125	100	93	73	(20)	(21.0)
Training	(1)	3	2	3	0	16.8
Other Miscellaneous	39	78	66	38	(28)	(42.5)
Subtotal	168	192	168	139	(30)	(17.8)
Leases & Rentals						
Transit Way	446	412	397	407	10	2.5
General Administrative Facilities	435	750	723	739	15	2.1
Subtotal	881	1,162	1,121	1,146	25	2.2
Expense Transfers						
Capital Maintenance and other Projects	2,091	2,274	2,274	8,654	6,380	280.6
Operations Department	1,646	1,928	1,837	1,703	(134)	(7.3)
Administrative Departments	2,999	3,992	3,804	3,851	47	1.2
Subtotal	6,735	8,193	7,915	14,208	6,293	79.5
Mode Total	\$55,946	\$61,433	\$57,498	\$67,724	\$10,225	17.8%

ST Express Bus

ST Express offers fast, frequent, two-way service on 28 routes, connecting Snohomish, King, and Pierce Counties. Sound Transit provides this bus service via non-competitively procured service agreements with transit partners, including King County Metro, Pierce Transit, and Community Transit in Snohomish County. ST Express provides services to over 50 transit centers and park-and-ride lots.

2021 ST EXPRESS BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Forecast to Budget \$ Change	Forecast to Budget % Change
Salaries & Benefits						
Salaries	858	879	994	1,514	520	52.3
Benefits	556	603	683	933	250	36.7
Subtotal	1,414	1,482	1,677	2,447	770	45.9
Services						
Marketing Agency	25	26	24	23	(0)	(1.8)
Professional & Technical	132	949	522	60	(462)	(88.5)
Contract Maintenance	2,309	1,793	1,891	2,007	115	6.1
Security & Safety	2,695	2,849	2,541	3,123	582	22.9
Other Services	1,298	1,291	1,198	1,336	138	11.5
Subtotal	6,459	6,908	6,176	6,548	373	6.0
Materials & Supplies	196	113	113	117	4	3.2
Utilities	333	383	375	400	25	6.7
Insurance	21	302	179	218	39	21.7
Taxes	727	720	302	365	63	20.8
Purchased Transportation Services						
Purchased Transportation	128,981	125,990	125,990	120,909	(5,081)	(4.0)
Subtotal	128,981	125,990	125,990	120,909	(5,081)	(4.0)
Miscellaneous						
Dues & Subscriptions	1	0	0	81	81	100.0
Travel & Meetings	5	1	1	3	2	240.9
Advertising & Promotion Media	126	120	118	103	(15)	(12.5)
Training	0	6	4	0	(4)	(94.0)
Subtotal	133	127	123	187	64	52.2
Leases & Rentals						
Transit Way	583	160	178	190	13	7.2
General Administrative Facilities	1	0	0	0	(0)	(1.7)
Subtotal	584	161	178	191	13	7.2
Expense Transfers						
Capital Maintenance and other Projects	1,116	353	353	137	(216)	(61.2)
Operations Department	1,944	2,035	1,939	1,973	34	1.8
Administrative Departments	4,885	6,862	6,539	5,004	(1,535)	(23.5)
Subtotal	7,945	9,249	8,831	7,115	(1,717)	(19.4)
Mode Total	\$146,794	\$145,435	\$143,944	\$138,496	(\$5,448)	(3.8)%

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

Tacoma Link Light Rail

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

2021 TACOMA LINK BUDGET (in thousands)

	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Forecast to Budget \$ Change	Forecast to Budget % Change
Salaries & Benefits						
Salaries	2,318	2,671	2,724	3,353	628	23.1
Benefits	1,512	1,834	1,870	2,066	196	10.5
Subtotal	3,830	4,505	4,595	5,419	824	17.9
Services						
Professional & Technical	105	38	25	21	(4)	(15.4)
Contract Maintenance	382	736	783	606	(178)	(22.7)
Security & Safety	542	560	505	527	21	4.2
Other Services	5	14	10	9	(1)	(13.4)
Subtotal	1,034	1,347	1,324	1,162	(162)	(12.2)
Materials & Supplies	246	299	251	436	185	73.8
Utilities	97	113	113	115	2	1.8
Insurance	165	255	214	227	13	5.9
Taxes	3	3	3	3	0	2.5
Purchased Transportation Services						
Purchased Transportation	0	5	5	5	0	.0
Subtotal	0	5	5	5	0	.0
Miscellaneous						
Dues & Subscriptions	0	0	0	5	5	100.0
Travel & Meetings	20	0	5	15	10	191.7
Training	11	35	40	68	28	68.2
Subtotal	31	36	46	88	42	93.2
Leases & Rentals						
General Administrative Facilities	24	23	24	24	0	.3
Subtotal	24	23	24	24	0	.3
Expense Transfers						
Capital Maintenance and other Projects	0	0	0	26	26	100.0
Operations Department	231	337	321	393	72	22.6
Transfer to CIP	(903)	(1,940)	(1,540)	(2,313)	(773)	50.2
Administrative Departments	700	785	748	934	186	24.8
Subtotal	28	(818)	(471)	(960)	(490)	104.0
Modes Total	\$5,459	\$5,768	\$6,103	\$6,519	\$416	6.8%

Project Budgets

Total project spending is budgeted at \$2.4 billion for 2021. Approximately \$2.3 billion is budgeted to continue with planning, design, and build-out of Sound Transit's capital program. An additional \$81.6 million is budgeted to enhance, replace or maintain current operational assets and capabilities. Administrative projects, which include information technology hardware and applications, administrative costs allocated to construction in progress, and general and administrative expense, are budgeted at \$127.4 million.

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

System Expansion

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

System Expansion – Link 2021 Budget Highlights

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

- Procure project development services consultant contract, complete Phase 1 alternatives development for the Everett Link Extension project, which represents the combination of two ST3 voter-approved projects: Everett Link Extension and Operations and Maintenance Facility North.
- Start Final Environmental Impact Statement for Tacoma Dome Link Extension and the Operation and Maintenance Facility South, which combines the two ST3 voter-approved projects: Complete final design and preconstruction work on the NE 130th Street Infill Station.
- Continue preliminary engineering and environmental review on the West Seattle and Ballard Link Extensions, which represent the combination of three ST3 voter-approved projects: Ballard Link Extension, Downtown Seattle Light Rail Tunnel and West Seattle Link Extension.
- Analysis of intermediate and long-term Link maintenance of way needs including siting analysis to support the north corridor by the North Corridor Maintenance of Way facility.
- Continued civil construction activities, utilities relocation, and real estate acquisition for Downtown Redmond and Federal Way Link extensions.
- Continued construction and commencement of the systems work for Lynnwood Link Extension.
- Reach substantial completion on several segments for East Link Extension.
- Northgate Link station will open for service as scheduled in the Fall of 2021.
- Continue construction on the track installation, the operations and maintenance facility, and production oversight of five light rail vehicles for the Hilltop Tacoma Link Extension.
- Anticipate delivery of an additional 50 LRVs. Retrofit automatic train protection on the existing LRVs.
- Continue closeout activities for University Link and South 200th Link extensions.

2021 SYSTEM EXPANSION – LINK BUDGET
(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
Downtown Redmond Link Extension	\$84,873	\$145,836	\$195,655	\$279,836	\$134,000	91.9%
DSTT Single Tracking	3,227	0	0	0	0	-
East Link Extension	622,892	587,485	619,570	254,845	(332,640)	(56.6)
Enhancements to Tacoma Link Extension	438	0	0	0	0	-
Everett Link Extension	82	9,547	1,796	15,437	5,890	61.7
Federal Way Link Extension	249,420	304,597	357,689	428,800	124,202	40.8
First Hill Streetcar	(0)	0	0	0	0	-
Hilltop Tacoma Link Extension	59,925	60,450	51,446	62,648	2,198	3.6
Light Rail Vehicle Fleet Expansion	81,896	137,235	117,447	172,165	34,930	25.5
Lynnwood Link Extension	281,290	417,160	517,032	593,150	175,990	42.2
NE 130th Street Infill Station	2,437	17,038	9,437	10,405	(6,633)	(38.9)
North Corridor MOW	61	369	390	22,376	22,007	5,957.7
Northgate Link Extension	237,856	144,748	125,600	55,311	(89,437)	(61.8)
Operations and Maintenance Facility East	97,825	66,415	81,646	7,592	(58,824)	(88.6)
South 200th Link Extension	411	141	18	22	(119)	(84.7)
Tacoma Dome Link Extension	13,075	25,402	27,266	25,655	253	1.0
University Link Extension	6,080	1,690	1,731	0	(1,690)	(100.0)
West Seattle and Ballard Link Extensions	29,114	47,173	42,864	44,500	(2,673)	(5.7)
Total System Expansion - Link	\$1,770,901	\$1,965,286	\$2,149,588	\$1,972,741	\$7,455	.4 %

System Expansion - Sounder 2021 Budget Highlights

Sounder commuter rail projects are budgeted at \$95.8 million and include plans to:

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

2021 SYSTEM EXPANSION – SOUNDER BUDGET

(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
Auburn Station Parking and Access Improvements	\$1,238	\$5,335	\$1,756	\$5,097	(\$238)	-4.5%
D St-M St Track & Signal	8	3	51	5	2	66.7
Edmonds and Mukilteo Stations Parking & Access Improvements	637	1,161	195	2,071	910	78.3
Kent Station Parking and Access Improvements	1,277	7,304	1,534	8,495	1,191	16.3
Lakewood Station Improvements	6	811	50	1,173	362	44.6
Mukilteo Station, S Platform	512	379	654	165	(214)	(56.5)
Point Defiance Bypass	12	3	0	0	(3)	(100.0)
Puyallup Station Parking and Access Improvements	2,397	23,506	20,156	37,790	14,284	60.8
Sounder Fleet Expansion	45	4,758	8,788	25,422	20,665	434.4
Sounder Maintenance Base	2,357	2,982	3,884	883	(2,099)	(70.4)
Sounder South Expanded Service	1,788	75	103	36	(39)	(51.7)
Sounder Yard Expansion	33	30	44	10	(20)	(66.7)
South Sounder Capacity Expansion	1,513	1,159	1,089	10,007	8,848	763.4
South Tacoma Access Improvements	0	0	0	1,173	1,173	(100.0)
Sumner Station Parking and Access Improvements	2,192	7,762	3,668	3,386	(4,376)	(56.4)
Tacoma Trestle Track & Signal	2,565	128	5,743	50	(78)	(60.9)
Tukwila Station	1,846	50	63	0	(50)	(100.0)
Total System Expansion - Sounder	\$18,427	\$55,446	\$47,780	\$95,764	\$40,318	72.7 %

System Expansion - Regional Express 2021 Budget Highlights

Regional Express bus projects are budgeted at \$18.4 million and include plans to:

- Complete majority of the design and begin construction on Pacific Ave SR7 Bus corridor improvements in Tacoma.
- Contribute financially toward priority improvements along King County Metro's RapidRide C and D lines that provide service to Ballard and West Seattle to improve speed and reliability in advance of light rail operations.
- Support closeout process for I-90 Two-way Transit and HOV Operations Stage 3 project.

2021 SYSTEM EXPANSION – REGIONAL EXPRESS BUDGET

(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
Bus Base South	\$47	\$250	\$51	\$50	(\$200)	-80.0%
Bus on Shoulder	294	720	24	25	(695)	(96.5)
I-90 Two-Way Transit & HOV Operations, Stage 3	5,140	4,470	1,889	1,080	(3,390)	(75.8)
North Sammamish Park-and-Ride	204	765	48	50	(715)	(93.5)
Pacific Ave SR 7 Bus Rapid Transit	20	10,590	5,938	10,050	(540)	(5.1)
RapidRide C and D	530	5,145	68	7,100	1,955	38.0
ST Express Fleet Expansion	0	6,306	6,955	0	(6,306)	(100.0)
Total System Expansion - Regional Express	\$6,234	\$28,246	\$14,974	\$18,355	(\$9,891)	(35.0) %

System Expansion - Stride 2021 Budget Highlights

Stride bus rapid transit projects are budgeted at \$174.5 million and include:

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

2021 SYSTEM EXPANSION – STRIDE BUDGET

(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
Bus Rapid Transit Maintenance Base	\$25,501	\$1,920	\$3,860	\$7,226	\$5,306	276.3%
I-405 Bus Rapid Transit	57,645	63,298	24,558	76,946	13,648	21.6
SR 522/NE 145th St BRT	9,165	27,172	15,507	90,356	63,184	232.5
Total System Expansion - Stride	\$92,311	\$92,390	\$43,925	\$174,528	\$82,138	88.9 %

System Expansion - Other 2021 Budget Highlights

System Expansion – Other projects are budgeted at \$44.7million and include plans to:

- Lead outreach efforts to enroll and reenroll ORCA LIFT customers and their children through incentives and other programs with funding from the Transit Coordination Grant.
- Continue to fund system access awards to jurisdictions in the Sound Transit region to invest in non-motorized access improvements around existing passenger facilities.
- Setup of internal grant program to increase capacity of agency's information system network: video analytics research/pilots, JRD Smart Step Escalator sensor, customer services Chabot, and Find it-Fix it app.
- Management of fares program including implementation of fare changes, expanding outreach of the ORCA LIFT program, promotions for ORCA system enhancements to legacy ORCA system, equipment replacement and mobile ticketing.
- Support station area planning for transit oriented development.
- Fabricate and install art for Link, Sounder and STRIDE extension projects.

2021 SYSTEM EXPANSION – OTHER BUDGET (in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
Efficiency & Sustainability	\$4	\$904	\$55	\$1,270	\$366	40.5%
Environmental Remediation	0	500	500	500	0	-
Fare Administration	174	630	956	1,514	884	140.3
Fare Collection	234	17	38	279	262	1,586.4
Innovation and Technology Program	1,773	2,175	2,113	2,098	(77)	(3.5)
Next Generation ORCA	1,517	3,424	3,683	18,304	14,881	434.6
Research & Technology	109	3,100	733	795	(2,305)	(74.4)
Research and Business Development Program	2	534	130	546	12	2.2
ST3 Planning	1,508	2,550	2,641	2,528	(22)	(0.9)
STart	3,874	6,303	4,986	3,427	(2,876)	(45.6)
STart Operations & Maintenance	120	321	314	416	95	29.6
Transit Oriented Development Planning Program	79	1,065	543	585	(480)	(45.1)
Transit Oriented Development Property Disposition	999	1,221	1,695	2,100	879	72.0
Transit System Access Program	983	5,900	2,111	10,375	4,475	75.8
Total System Expansion - Other	\$11,378	\$28,643	\$20,499	\$44,737	\$16,094	56.2 %

Enhancement

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

Enhancement 2021 Budget Highlights

Enhancement projects are budgeted at \$35.6 million and include plans to:

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

2021 ENHANCEMENT BUDGET

(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
LINK						
Escalator Modernization Program	\$1,558	\$3,427	\$1,282	\$20	(\$3,407)	-99.4%
Light Rail Vehicle Wireless Communication Upgrade	117	0	120	0	0	0.0
Link At Grade Study	0	0	0	484	484	100.0
Link Line Renaming	0	0	0	584	584	100.0
Link OMFC Generator and ATS	0	0	0	255	255	100.0
Link OMFC Pit Fall Protection	0	0	0	535	535	100.0
Link Operating Segment Systems Enhancements and Upgrades	43	0	0	0	0	0.0
LRV Between Car Barriers	13	0	0	95	95	100.0
LRV Wash Bay Modifications	(0)	409	568	109	(300)	(73.3)
Noise Abatement	314	900	827	800	(100)	(11.1)
Non-revenue Support Vehicles	57	3,311	410	266	(3,045)	(92.0)
OMF Central Security Enhancement	0	0	0	592	592	100.0
OMF Energy Efficiency	39	0	0	0	0	0.0
OMFC Shop Crane Modification	0	0	0	523	523	100.0
Operations & Maintenance Facility Light Rail Vehicle Lift	1,949	1,534	1,534	0	(1,534)	(100.0)
Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades	48	918	918	0	(568)	(61.9)
Operations Maintenance Facility (OMF) - Renovations	1,549	7,588	7,686	3,480	(4,108)	(54.1)
Operations Maintenance Facility (OMF) Expanded	469	0	(8)	0	0	-
SeaTac Airport Second Elevator	0	640	663	2,191	1,551	242.3
SeaTac Airport Wrong Door Fall Protection	0	525	524	0	(525)	-
Signage Improvements	156	274	64	522	248	90.5
Station Codes	0	0	0	2,800	2,800	100.0
Tacoma Link Fare Collection	2	0	6	0	0	-
Tacoma Link Radio Upgrade	272	141	141	17	(124)	(87.9)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
SOUNDER						
Kent Station Parking Lot Paving	0	0	0	0	0	0.0
King St Station Platform Improvements	5	0	0	0	0	-
Locomotive Inboard Cameras	0	0	0	300	300	100.0
Positive Train Control	493	122	(108)	50	(72)	(59.0)
Sounder At-Grade Study	0	0	0	1,700	1,700	100.0
REGIONAL EXPRESS						
Bus Maintenance Facility	6	0	0	0	0	0.0
Community Transit - On-Board Communication Upgrade	1,087	555	490	65	(490)	(88.3)
LED Lighting Program	15	387	554	0	(387)	100.0
OTHER						
Administrative Pool Vehicles	0	0	410	415	415	100.0
Bike Parking Program	72	2,284	600	1,450	(834)	(36.5)
Capitol Hill Fall Protection	0	0	0	995	995	100.0
Design & Engineering Standards Update	0	0	0	1,600	1,600	100.0
Design Criteria Manual Update	0	200	284	16	(184)	(92.2)
Downtown Seattle & Regional Mobility Improvements	5,872	538	30	500	(38)	(7.1)
Everett Station Security Improvements	280	0	0	9	9	100.0
Fare Paid Zone	0	0	0	2,720	2,720	100.0
Parking Management Program	0	1,926	141	1,165	(761)	(39.5)
Passenger Information Management System	2,600	8,958	5,271	9,051	93	1.0
Security Operations Center - Video Monitoring Improvements	206	28	28	0	(28)	(100.0)
Security Radio System	221	684	54	823	139	20.3
SODO/MLK Hazard Mitigation	355	2,066	534	444	(1,622)	(78.5)
Union Station Garden Level Remodel	6	0	1	0	0	-
Video Management System Upgrade	0	900	900	980	80	8.9
Total Enhancement	\$17,805	\$38,315	\$23,924	\$35,555	(\$2,759)	(7.2) %

State of Good Repair

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

State of Good Repair 2021 Budget Highlights

State of Good Repair projects are budgeted at \$46.1 million and include plans to:

- Address the vertical conveyance systems, lighting retrofits, ingress and egress improvements, and safety/security of the tunnel. Begin construction activities upon ownership of the Downtown Seattle Transit Tunnel (DSTT).
- Continue Sounder locomotive overhaul, including overhauling HVAC, HEP controllers, HEP fans and radiators, car doors, and trucks. Begin coach car overhauls including new car painting, carpet, seats, lighting and lavatories.
- Perform ongoing state of good repair and lifecycle maintenance of agency and operational system backend technology infrastructure, which includes servers, storage area networks, networking equipment, and other computer-based infrastructure; IT SCADA backend security, and LRV wireless network.
- Design and assessment of 4 VC's at King St. and Union Station. Address repairs and maintenance of VC's in the DSTT.
Design and install upgrades to onboard communication and control systems for the Kinkisharyo manufactured Link light rail vehicles.

2021 STATE OF GOOD REPAIR BUDGET (in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
LINK						
Access Control Card Upgrade	\$1,211	\$275	\$264	\$0	(\$275)	-100.0%
Convention Place Development Systems Retrofit	43	2,214	1,848	667	(1,547)	(69.9)
DSTT Capital Improvements	809	4,510	3,850	7,980	3,470	76.9
Kinkisharyo LRV Systems Upgrade	0	336	0	2,750	2,000	596.1
Light Rail Vehicle Overhaul	0	200	0	0	(200)	(100.0)
Link Bridge Repairs	0	200	0	550	350	174.8
Link CCTV System Upgrade	1,836	375	389	0	(375)	(100.0)
Link Fireworks System Upgrade	0	0	0	261	261	100.0
Link Light Rail Vehicle Overhaul	2,055	2,074	2,424	2,000	(424)	(20.4)
Link OMFC Vehicle Gate Replacement	0	0	0	522	522	100.0
Link Radio Upgrade	0	1,214	2,362	0	(800)	(65.9)
Link Signal House Computer Upgrade	0	0	0	200	200	100.0
Link Station Control OCS Wire Design	0	0	0	500	500	100.0
Link Station Tile Replacement	32	629	682	815	186	29.5
Link Traction Power Sub Station Upgrades	0	0	0	675	675	100.0
OT Virtual System Hardware Upgrade	0	250	600	0	(250)	(100.0)
Replacement Link Specialty Vehicles	0	0	0	1,003	1,003	100.0
Tacoma Link HVAC and Building Systems Upgrade	0	0	0	400	400	100.0
Tacoma Link Light Rail Vehicle Overhaul	48	15	0	627	612	4,080.7
Upgrade CCTV Genetec Software	0	0	0	700	700	100.0
Wheel Truing Machine	0	886	798	2,742	1,856	209.5

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
SOUNDER						
Kent-Auburn Bridge Stair Replacement	0	0	0	310	310	100.0
Sounder Vehicle Overhaul Program	1,651	2,201	2,359	7,939	5,739	260.8
REGIONAL EXPRESS						
ST Express Fleet Replacement	0	38,362	42,234	0	(38,362)	(100.0)
OTHER						
Engineering Services Program	0	1,394	1,329	1,463	69	4.9
HUB Intranet Replacement	0	0	0	410	410	100.0
Information Technology (IT) Infrastructure	1,982	1,730	1,228	4,694	2,965	171.4
Issaquah Lakewood CCTV Upgrade	0	0	423	0	0	-
IT Transit Systems	0	78	0	0	(78)	(100.0)
OMF Plumbed Eyewashes	22	0	106	467	467	100.0
Operations Warehouse Improvement - Lynnwood	0	0	0	475	475	100.0
Puget Sound Emergency Radio Network	0	300	300	200	(100)	(33.3)
Replacement Administrative Pool Vehicles	0	0	336	65	65	100.0
Small Works Program	836	997	180	1,658	661	66.3
Station Midlife Refurbishment Program	1,197	1,133	791	1,021	(112)	(9.9)
Tacoma Dome Station	1,698	0	0	1,100	1,100	100.0
Vertical Conveyance Program	0	0	0	3,884	3,884	100.0
Total State of Good Repair	\$13,420	\$59,371	\$62,504	\$46,078	(\$13,293)	(22.4) %

Administrative

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

Administrative 2021 Budget Highlights

Administrative projects are budgeted at \$119.4 million and include plans to:

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

2021 ADMINISTRATIVE BUDGET

(in thousands)

Project	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	Budget \$ Change	Budget % Change
OTHER						
Administrative Capital	\$266	\$1,585	\$70	\$300	(\$1,285)	-81.1%
Administrative Facilities	676	1,520	1,092	3,374	1,854	122.0
Administrative Services	1,603	1,730	2,221	154	(1,576)	(91.1)
Agency Administration Operating	92,771	103,201	103,201	114,918	11,717	11.4
Environmental Mitigation, Monitoring & Maintenance	70	100	134	130	30	30.0
Information Technology Program	4,039	8,243	2,592	540	(7,703)	(93.4)
CLOSED						
Surplus Property Disposition	21					
Total Administrative	\$99,446	\$116,378	\$109,309	\$119,416	\$3,038	2.6 %

Other Budgets

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

Debt Service

As of September 30, 2020 Sound Transit had \$2.3 billion of outstanding long-term bonds and four Transportation Infrastructure Finance and Innovation Act (TIFIA) loan agreements for Operations and Maintenance Facility East, Northgate Link, East Link, and Lynnwood Link Extensions.

Sound Transit has executed TIFIA loan drawdowns of: \$81.6 million for Northgate Link Extension, \$50.0 million for East Link Extension, \$15.2 million for Lynnwood Link Extension, and \$25.0 million for Operation and Maintenance Facility East, totaling \$171.8 million. In 2021, an estimated \$700 million in TIFIA loan drawdown is planned with \$637.3 million for East Link Extension and \$62.7 million for Operations and Maintenance Facility East.

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

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

Contributions to Other Governments

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

In addition, the following contributions are budgeted in projects. In 2021, \$56.2 million is expected to be paid to other governments for planning and construction of transportation assets. The cost to Sound Transit is accounted for in the following projects:

- I-405 BRT: WSDOT for the NE 145th Interchange - \$16.9 million.
- SR 522: City of Bothell for Business Access and Transit lanes - \$11.7 million.
- Pacific Avenue SR7 Bus Corridor Improvements: Pierce Transit for design and construction - \$10.6 million.
- Rapid Ride C&D and Madison BRT: King County Metro for street improvements to enable rapid ride routes - \$5.5 million.
- System Access Program: for local jurisdictions to improve modal access across Sound Transit boundary \$10.0 million.
- Bus on Shoulder: WSDOT to identify and evaluate potential opportunities - \$1.5 million.

Tax Collection and Fees

Sound Transit pays the Washington State Department of Revenue (DOR) fees for the collection and administration of sales and use taxes and rental car taxes and the Washington State Department of Licensing (DOL) fees for the collection and administration of motor vehicle excise taxes. The DOR and DOL fees are budgeted to be \$9.1 million in 2021.

In addition, Sound Transit began paying the sales and use tax offset fee in 2019, which was added to the ST3 enabling legislation and approved in the ST3 plan. The fee will be paid to the Washington DOR and is based on 3.25% of construction contract payments for new ST3 projects, up to a total amount of \$518.0 million. The 2021 budget anticipates contributions from four projects: Federal Way Link Extension \$12.4 million, I-405 Bus Rapid Transit \$1.0 million, Downtown Redmond Link Extension \$7.6 million, and SR 522 Bus Rapid Transit \$491 thousand, totaling \$21.5 million.

Operating Contingency

In developing the budget, expenses with a high potential impact but low certainty of occurring, were assigned a percent probability and an operating contingency was created. Use of the contingency requires the approval of the Chief Financial Officer. The operating contingency is budgeted at \$11.0 million for 2021.

Transit Improvement Plan

The 2021 Transit Improvement Plan (TIP) provides a six-year cost forecast for active projects, a six-year forecast for operating costs by mode as well as a contributions to reserves.

For all active projects cost information is presented by phase, including life-to-date costs, annual spending forecasts for the upcoming six years, summarized costs for years beyond this six-year period, and the total Board-authorized project allocation. The scope, budget-year activities, increase to the authorized project allocation over the prior year, and project risk information is also provided for each project are available in Appendix I.

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

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

Project Budgeting

Project Prioritization Process

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

Authorized Project Allocations

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

Typical requests include funding for:

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

The initial project development budget includes alternatives analysis and selection of a preferred alternative, compliance with environmental requirements, development of operations and maintenance plans, and preliminary engineering for the preferred alternative.

A final design and right-of-way budget includes funding for all design work, including architectural, civil, structural, electrical, and HVAC systems through to construction procurement documentation, as well as purchase or lease of all property needed to build the project.

A baseline budget is established during final design when sufficient information is available to establish the cost of a project through construction. Project spending is benchmarked against the baseline through completion of the project. Projects are fully funded when the Board approves the baseline.

Cost Estimates

Sound Move, ST2, and ST3 are voter-approved system expansion plans. Each voter-approved project has a cost estimate that originated from one of the three voter-approved plans. Appendix A lists ST2 and ST3 cost estimates and Appendix B provides budget for remaining Sound Move projects.

Cost estimates are maintained on a current-year, constant-dollar basis. In the 2021TIP, full project cost estimates are presented in constant 2020 dollars. The constant dollar presentation allows for comparison of estimated costs across multiple projects. However, the Board approves budgets in year-of-expenditure dollars to take into account the fact that project spending occurs over several years and so must be adjusted for inflation.

Projects

The majority of Sound Transit's projects support the planning, design, and construction of light rail, commuter rail, express bus, and bus rapid transit infrastructure as described in the voter-approved system expansion plans. The Transit Improvement Plan (TIP) uses project categories which align with common industry practice and provide transparency into the agency's investment in expanding service versus investment in existing assets. Projects are also reported by transit mode.

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

Changes to Authorized Project Allocations from 2020 TIP to the Proposed 2021 TIP

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

PROJECT DELIVERY SUMMARY BY PROJECT TYPE (in millions)

	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total TIP
System Expansion									
Link	\$9,637	\$1,973	\$1,769	\$1,276	\$701	\$375	\$954	\$21	\$16,705
Sounder	757	96	40	13	1	-	1	15	\$922
Regional Express	238	\$18	\$68	\$42	\$21	-	-	\$4	\$392
Stride	147	\$175	\$67	\$61	\$14	\$2	-	-	\$466
Other	108	\$45	\$27	\$26	\$19	\$11	\$44	\$333	\$612
System Expansion Subtotal	10,886	2,306	1,971	1,418	756	388	998	373	19,096
Enhancement	114	36	55	29	29	12	5	11	291
State of Good Repair	248	46	75	35	31	23	1	31	490
Administrative	696	119	136	138	139	138	135	81	1,583
Total	\$11,945	\$2,507	\$2,237	\$1,620	\$957	\$561	\$1,139	\$496	\$21,461

CHANGES TO AUTHORIZED PROJECT ALLOCATION FROM ADOPTED 2020 TIP TO PROPOSED 2021 TIP (in millions)

Project Type (in millions)	Adopted 2020 TIP	2020 Closed Projects	2021 New Projects	Transfers/ Increases/ (Decreases)	Board Actions	Proposed 2021 TIP
System Expansion						
Link Light Rail	\$16,691	-	-	(21)	35	\$ 16,705
Sounder Commuter Rail	905	-	1	(28)	43	922
Regional Express Bus	410	-	-	(18)	-	392
Stride Bus Rapid Transit	344	-	-	121	-	466
Other	612	-	-	0	-	612
Subtotal	18,961	-	1	55	78	19,096
Enhancements	270	-	25	(4)	-	291
State of Good Repair	465	-	22	4	-	490
Administrative	1,495	-	12	76	-	1,583
Total	\$21,191	\$0	\$60	\$131	\$78	\$21,461

2021 Closed Projects

There are no proposed projects to be closed in 2021.

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

Twenty-eight projects are new for 2021:

- South Tacoma Station Improvements for \$1.3 million to begin project development and phase 1 of preliminary engineering.
- Sounder At-Grade Study for \$1.7 million to analyze and evaluate hazards determining necessary upgrades to improve customer and public safety.
- Link At-Grade Study for \$4.9 million to analyze, design and implement enhancements to existing Link at-grade stations to bring pedestrian crossings up to the established mitigation standards.
- Design and Engineering Standards Update for \$1.6 million to review and update multiple standard documents and manuals, quality procedures and other documents in support of defining quality and performance to ensure safe and efficient operations for all modes.
- Link OMF-C Generator for \$1.5 million to support critical electrical power demands during outages.
- Link OMF-C Pitfall Protection for \$535 thousand to install a new railing system around the OMF Central (OMF-C) shop light rail vehicle (LRV) pits to comply with safety regulations. .
- Link OMF-C Shop Crane for \$523 thousand to modify existing crane at the OMF-C to support the LRV overhaul program.
- Link OMF-C Security Enhancement for \$2.2 million to remove and replace the fence at OMF-C adding bollards, and constructing a guardhouse with necessary entrance configurations. The work will be partially reimbursed through a Homeland Security grant of \$857 thousand.
- Capitol Hill Station Fall Protection for \$995 thousand to allow for safe access to roof mounted mechanical systems.
- Fare Paid Zone for \$3.3 million to establish a clear division of paid and unpaid station areas at 16 active Link stations supporting more consistent passenger experience and fare enforcement.
- Link Line Renaming for \$1.2 million to implement revised line naming strategy and process applicable to agency assets (Link, Sounder, Tacoma Link), allowing the Agency to provide a consistent customer experience across our system.
- Station Codes revisions for \$5.3 million to revise and reprogram existing back office systems renaming Link stations that provides a consistent, efficient and affordable framework for back-of-house station codes for Link Operations, First Responders and Asset Management.
- OMF Plumbed Eyewash stations for \$608 thousand to design and install eyewash/shower units on the shop mezzanines in the OMF-C. This project is partially funded through a reduction in the Small Works project.
- Link Control Center OCS Wire Design for \$1.5 million to analyze the overhead catenary system (OCS) design and propose mitigation to prevent premature OCS wear.
- Kent and Auburn Bridge Stair Replacement for \$570 thousand to analyze, design, modify and/or replace pedestrian bridge stairs at Kent and Auburn Sounder Stations.
- Link OMF-C Vehicle Gate Replacement for \$522 thousand to replace the existing, damaged and inoperable vehicle gates.
- Operations Warehouse Improvements for \$1.1 million to design and construct improvements to storage racks, sprinkler, lighting and other building systems at the Lynnwood warehouse.
- Central Link Signal House Computer Upgrade for \$500 thousand to replace all computers and upgrade operating systems to Windows10 operating system.
- Upgrade Closed Circuit Television Systems for \$1 million to replace and merge existing Link CCTV system with the Genetech CCTV platform.
- Link Fireworks Upgrade for \$522 thousand to upgrade of fire alarm control panel (FACP) communication modules in the Downtown Seattle Transit Tunnel (DSTT).

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

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

- NE 130th Infill Station project is increased by \$22.4 million to complete final design and commence early construction activities.
- S 200th Link Extension project authorized project allocation is decreased by \$43.6 million to recognize project surplus.
- Lakewood Station Access Improvements project is increased by \$537 thousand to commence alternative analysis and right-of-way activities.
- Tacoma Trestle Track and Signal project is decreased by \$25.8 million to recognize project surplus and transfer funds to support project scope changes for ST Art and Environmental Mitigation, Monitoring and Maintenance.
- Sounder Yard Expansion project is decreased by \$2.5 million to recognize project surplus.
- Point Defiance By-pass project is decreased by \$7.0 million to recognize project surplus.
- Kent Station Parking and Access Improvements project is increased by \$1.2 million to commence procurement process for a design-build contract.
- Auburn Station Parking and Access Improvements project is increased by \$1.2 million to commence procurement process for a design-build contract.
- Sounder South Capacity Expansion is increased by \$13.8 million to commence alternatives analysis and preliminary engineering while maintaining engineering support and coordination with Burlington Northern Railroad.
- Edmonds and Mukilteo Stations increased by \$1.3 million to continue work on lease parking agreement and conceptual design for prioritized list of improvements.
- Tukwila Station is decreased by \$6.3 million to recognize project surplus.
- Sounder South Expanded Service decreased by \$4.0 million to recognize project surplus.
- I-405 Bus Rapid Transit was increased by \$42.2 million to continue design and engineering along the entire project.
- SR 522/NE 145th St BRT (Bus Rapid Transit) project is increased by \$79.2 million to fund construction phase 3 preliminary engineering, a construction of a roundabout in the City of Shoreline and right-of-way acquisitions.
- I-90 2-Way Transit and HOV Stage 3 project was decreased by \$18.0 million to recognize project surplus.
- Environmental Remediation is increased by \$500 thousand to access and determine mitigation requirements for ST owned parcels.
- Positive Train Control is decreased by \$5.7 million to recognize project surplus.
- SeaTac Second Elevator is increased \$297 thousand to fund additional costs to the project.
- OMF Renovations is increased by \$4.3 million to fund additional scope requirements.
- King Street Station project is increased by \$4 thousand to close the project out.

- Non-Revenue Support Vehicles is decreased by \$3.4 million to transfer funds to establish the Replacement of Link Specialty Vehicles project.
- Signage Improvements was increased by \$563 thousand for additional activities to expand exit signage updates system-wide.
- Wheel Truing Machine project was increased by \$500 thousand to complete required electrical work to support the installation.
- Link Station Tile Replacement project is increased by \$1.8 million to include additional link stations into the program.
- Engineering Services project is increased by \$1.4 million to support 2021 activities.
- Environmental Mitigation Monitoring and Maintenance was increased by \$5 thousand to fund long term monitoring requirements from the Tacoma Trestle Track and Signal project.
- Administrative Capital is decreased by \$14.7 million to fund and establish the Administrative Facilities and the Administrative Services projects.
- Agency Administrative Operating is increased by \$92.1 million to support growth in both projects and transit operating overhead costs.

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

- Hilltop Tacoma Link Extension was increased by \$35.4 million through Resolution No. R2020-12 to increase the project baseline.
- OMF-C Link Control Center Upgrade was increased by \$350 thousand through Resolution No. R2020-10 to fund additional scope.
- Customer Emergency Stations was decreased by \$350 thousand through Resolution No. R2020-10 recognizing project surplus.
- Link Radio Upgrade was increased by \$429.5 thousand through Resolution No. R2020-14 to fund additional FCC licensing costs.
- IT Transit Systems was decreased by \$429.5 thousand through Resolution No. R2020-14 to recognize project surplus.
- Sounder Fleet Expansion project was increased by \$43.1 million through Resolution no. R2020-07 to support the procurement of eight additional passenger cars.

Transit Operating

The 2021 TIP contains forecasted expenses to operate and maintain the regional transit system from 2021 through 2026. Operating expenses include the costs of third-party operators for light rail, commuter rail, express bus services, and bus rapid transit, which include Sound Transit's direct costs and administrative costs for providing those services.

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

Service levels for this time period reflect those stated in the most recent Service Implementation Plan, including the opening of Northgate stations in 2021, planned openings between 2022 and 2025 of five new light rail extensions, and new bus rapid transit service anticipated in 2024.

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

Sounder costs is anticipated to increase in 2024 when the new Sounder Maintenance Base is scheduled to open.

ST Express costs are anticipated to increase in the short term as more buses are required to maintain service levels amid uncertainty of COVID-19 impacts on ridership recovery. As new Link extensions become operational, ST Express bus service is expected to be reduced.

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

TRANSIT OPERATING FORECAST (in millions)

	2021	2022	2023	2024	2025	2026
Link Light Rail	\$168	\$176	\$219	\$300	\$353	\$369
Sounder Commuter Rail	68	65	64	71	74	78
ST Express Bus	138	151	156	151	141	146
Tacoma Link Light Rail	7	15	17	20	21	22
Stride	-	-	-	32	55	57
Total	\$381	\$407	\$456	\$574	\$645	\$671

Reserves Summary

Sound Transit maintains reserves in anticipation of future financial obligations. Amounts budgeted as reserves are not included in our spending authorization request. If reserved funds are to be used, the Board's approval is required in advance.

- **Emergency/Loss**

While the agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles), which the agency would have to cover in the event of an insurable loss. In such instances, Board authorization would be required to use this reserve to cover a deductible. Approval of the ST3 Plan increased the reserve from \$38 million to \$88 million.

The reserve balance is projected to be \$36.2 million at the end of 2020. A contribution of \$5.5 million is budgeted for 2021.

- **Operations & Maintenance**

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

The reserve balance is projected to be \$91.2 million at the end of 2020. A contribution of \$2.2 million is budgeted for 2021 to increase the reserve to \$93.4 million.

- **Capital Replacement**

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

The reserve balance is projected to be as \$341.0 million at the end of 2020. No contribution will be needed in 2021.

- **Regional Affordable Housing Revolving Loan Fund**

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

The reserve balance is projected to be \$8.1 million at the end of 2020. A contribution of \$4.0 million is budgeted for 2021.

AGENCY RESERVES

(in millions)

	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Emergency Loss	\$36.2	\$5.5	\$5.5	\$5.5	\$5.5	\$5.5	\$5.5	\$18.8	\$88.0
Operations and Maintenance	91.2	2.2	0	0	0	0	0	0	93.4
Affordable Housing Revolving Loan Fund	8.1	4.0	4.0	3.9	0	0	0	0	20.0
Capital Replacement	341.0	0	0	0	0	0	0	0	341.0
Total	\$476.5	\$11.7	\$9.5	\$9.4	\$5.5	\$5.5	\$5.5	\$18.8	\$542.4

Appendix A – Sound Transit 2 and Sound Transit 3 Cost Estimates

The agency maintains cost estimates for all of its capital projects that are funded in the agency’s financial plan. These estimates are updated as new engineering, right-of-way, public outreach, and other project information are developed. Project cost estimates are updated prior to seeking Board authorization of budgets for preliminary engineering, final design and right-of-way acquisition, and baseline budget, which includes total project costs and construction.

ST2 cost estimates were initially developed and reported in 2007 constant-year dollars. ST3 cost estimates were initially developed and reported in 2014 constant-year dollars. To enable comparisons between cost estimates, the figures in this appendix have been updated to 2020 constant-year dollars based on the agency’s August 2020 inflation forecasts.

The table on the next page includes the following information:

- Original cost estimates are from the initial plans approved by voters in November 2008 (ST2) and November 2016 (ST3).
- 2021 cost estimates match the Proposed 2021 TIP.
- 2021 cost estimates include all ST2 and ST3 projects currently funded in the agency’s financial plan.
- All voter-approved ST3 projects were added to Appendix A.
- Sounder South Access Improvement Program cost estimate was reduced by \$49.2 million to recognize the transfer to the Sounder ST2 Fleet Expansion Program to fund the procurement of Sounder cab cars.
- Tacoma Trestle Track and Signal cost estimate was reduced by \$325 thousand to recognize the transfer of funds to the ST Art Program (\$320 thousand) for a Native American interpretive center for the Puyallup Tribe and the balance to a non-ST3/2 project to monitor long-term environmental requirements.

CAPITAL COST ESTIMATES (in thousands/constant 2020 dollars)

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

CAPITAL COST ESTIMATES
(in thousands/constant 2020 dollars)

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2020 Estimate	Inc / (Dec)	2021 Estimate
Souder Commuter Rail					
Station Access & Demand Study	\$ -	\$ -	\$ -	\$ -	\$ -
Sumner Station Improvements	\$ 60,179	\$ (4,473)	\$ 55,706	\$ -	\$ 55,706
Puyallup Station Improvements	\$ 86,071	\$ (13,338)	\$ 72,733	\$ -	\$ 72,733
Lakewood Station Improvements	\$ 52,034	\$ (7,715)	\$ 44,319	\$ -	\$ 44,319
Kent Station Access Improvements	\$ 43,341	\$ 28,088	\$ 71,429	\$ -	\$ 71,429
Auburn Station Access Improvements	\$ 45,156	\$ 20,654	\$ 65,809	\$ -	\$ 65,809
Tacoma Dome Station Access	\$ 19,332	\$ (3,996)	\$ 15,336	\$ -	\$ 15,336
South Tacoma Station Access	\$ 54,269	\$ (8,449)	\$ 45,819	\$ -	\$ 45,819
Mukilteo Station	\$ 15,732	\$ (2,917)	\$ 12,815	\$ -	\$ 12,815
Souder South Access Improvement Program	\$ 1,155,502	\$ (1,723)	\$ 1,153,779	\$ (49,158)	\$ 1,104,621
Edmonds and Mukilteo Station Parking and Access Improvements	\$ 48,214	\$ (204)	\$ 48,010	\$ -	\$ 48,010
Souder South Extension from Lakewood to DuPont	\$ 390,986	\$ (2,098)	\$ 388,888	\$ -	\$ 388,888
Souder Maintenance Base	\$ 221,115	\$ (26,610)	\$ 194,505	\$ -	\$ 194,505
Souder Yard Expansion	\$ -	\$ 24,593	\$ 24,593	\$ -	\$ 24,593
Tukwila Permanent Station	\$ 47,390	\$ 14,454	\$ 61,844	\$ -	\$ 61,844
Edmonds Permanent Station	\$ 33,707	\$ (33,707)	\$ -	\$ -	\$ -
Souder South Expanded Service	\$ 314,378	\$ 85,662	\$ 400,040	\$ -	\$ 400,040
Souder ST2 Fleet Expansion	\$ 41,765	\$ 10,504	\$ 52,268	\$ 49,158	\$ 101,426
Tacoma Trestle Track & Signal	\$ 93,235	\$ 83,052	\$ 176,287	\$ (325)	\$ 175,962
Tacoma Track & Signal	\$ 35,743	\$ (357)	\$ 35,386	\$ -	\$ 35,386
Platform Extensions - South King / Pierce	\$ 71,504	\$ (71,504)	\$ -	\$ -	\$ -
Eastside Rail Partnership	\$ 65,257	\$ (65,255)	\$ 2	\$ -	\$ 2
	\$ 2,894,907	\$ 24,661	\$ 2,919,568	\$ (325)	\$ 2,919,243
Bus Rapid Transit					
I-405 Bus Rapid Transit	\$ 1,047,135	\$ (4,865)	\$ 1,042,270	\$ -	\$ 1,042,270
Bus Rapid Transit Maintenance Base	\$ 198,028	\$ (674)	\$ 197,354	\$ -	\$ 197,354
SR 522 Bus Rapid Transit	\$ 488,241	\$ (1,987)	\$ 486,253	\$ -	\$ 486,253
RapidRide C and D	\$ 78,347	\$ (867)	\$ 77,481	\$ -	\$ 77,481
Total Bus Rapid Transit	\$ 1,811,751	\$ (8,393)	\$ 1,803,358	\$ -	\$ 1,803,358
Regional Express					
ST Express Bus Base	\$ 246,551	\$ (8,430)	\$ 238,121	\$ -	\$ 238,121
Mid-Day Bus Storage	\$ -	\$ 3,457	\$ 3,457	\$ -	\$ 3,457
ST Express ST2 Fleet Expansion	\$ 46,510	\$ 19,171	\$ 65,681	\$ -	\$ 65,681
North Sammamish Park-and-Ride	\$ 24,306	\$ (64)	\$ 24,242	\$ -	\$ 24,242
Pacific Ave SR 7 Bus Corridor	\$ 72,729	\$ (1,808)	\$ 70,921	\$ -	\$ 70,921
Bus on Shoulder Project	\$ 122,945	\$ -	\$ 122,945	\$ -	\$ 122,945
Investments SR 162	\$ 40,769	\$ (179)	\$ 40,590	\$ -	\$ 40,590
STEX Fleet to support Interim STEX Service	\$ 22,017	\$ -	\$ 22,017	\$ -	\$ 22,017
I-90 Contribution	\$ 64,338	\$ -	\$ 64,338	\$ -	\$ 64,338
Burien Transit Center/ Parking Garage	\$ 19,123	\$ (1,317)	\$ 17,806	\$ -	\$ 17,806
Bothell Transit Related Improvements	\$ 7,153	\$ (7,153)	\$ -	\$ -	\$ -
Total Regional Express	\$ 666,441	\$ 3,678	\$ 670,118	\$ -	\$ 670,118
Other					
ST3 Planning	\$ 60,341	\$ (25,356)	\$ 34,985	\$ -	\$ 34,985
Innovation and Technology Fund	\$ 85,791	\$ -	\$ 85,791	\$ -	\$ 85,791
Transit Oriented Development	\$ 24,968	\$ -	\$ 24,968	\$ -	\$ 24,968
Transit System Access Program	\$ 114,389	\$ -	\$ 114,389	\$ -	\$ 114,389
Sumner to Orting Study	\$ 5,719	\$ -	\$ 5,719	\$ -	\$ 5,719
Future System Planning (ST4)	\$ 75,835	\$ -	\$ 75,835	\$ -	\$ 75,835
HCT Planning Studies	\$ 51,698	\$ -	\$ 51,698	\$ -	\$ 51,698
STArt Program	\$ -	\$ 159,912	\$ 159,912	\$ 320	\$ 160,232
Total Other	\$ 418,742	\$ 134,557	\$ 553,299	\$ 320	\$ 553,619
TOTAL Capital Plan Estimate	\$ 39,422,923	\$ (1,276,493)	\$ 38,146,430	\$ (5)	\$ 38,146,425

Note:

The cost estimates included in the table above reflect the amount funded in the Agency's long-term Financial Plan. Projects proposed to proceed with only limited engineering activity are funded only to the extent that activity requires. Projects proposed to be suspended or deleted have no funding in the current Long-term Financial Plan.

Appendix B – Sound Move Project Budgets

The agency has three voter-approved system expansion programs: Sound Move approved in 1996; Sound Transit 2 (ST2) approved in 2008; and Sound Transit 3 (ST3) approved in 2016. Appendix A reflects the cost estimates in constant-year dollars for all capital projects. This appendix displays adopted project budgets in year-of-expenditure dollars for active Sound Move system expansion projects.

Project budgets for Sound Move projects were adopted as total project budgets/baseline budgets, since these projects pre-date the agency's Phase Gate process. As with the ST2 and ST3 projects in Appendix A, Sound Move project budgets are shown for 2008, 2020, and 2021.

The following changes were made to the Sound Move projects:

Regional Express

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

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

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

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

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

Notes: Numbers may not add due to rounding.

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

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

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

Appendix C – Department Budgets

Department Budgets

The proposed 2021 budget for Sound Transit departments totals \$571.0 million, an increase of \$16.5 million or 3.0% compared to the 2020 budget driven by the opening of new services such as Northgate Link Extension and Operations and Maintenance Facility East.

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

Note: During 2020, Sound Transit underwent organizational changes. Therefore, much of the budget changes from 2020 to 2021 are as a result of divisions moving from one department to another.

2021 BUDGETS BY DEPARTMENT (in thousands)

Department	2020 Budget	2021 Budget	Budget \$ Change	Budget % Change
Communications	\$13,556	\$12,458	(\$1,098)	(8.1%)
Design, Engineering & Construction Management	68,045	74,812	6,766	9.9
Executive	39,123	45,231	6,108	15.6
Finance	27,087	31,712	4,625	17.1
Information Technology	32,415	32,033	(382)	(1.2)
Legal	5,425	6,045	620	11.4
Operations	298,865	294,444	(4,421)	(1.5)
Planning, Environment & Project Development	16,716	16,876	159	1.0
Safety	42,471	46,397	3,926	9.2
Operating Contingency	10,800	11,000	200	1.9
Total Department Budgets	\$554,504	\$571,007	\$16,503	3.0%

Agency Staffing

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

Sound Transit tracks and forecasts long-term staffing needs, balancing the addition of permanent positions with the use of consultants, to ensure capital and operating programs are adequately supported and affordable. Changes in departmental staffing levels from 2018 to the 2021 budget are summarized below.

AGENCY STAFFING SUMMARY

Department	2018	2019	2020			2021	
			Adopted	Changes	Current	New	Proposed
Communications	69	72	72	(5)	67	0	67
Design, Engineering & Construction Management	309	327	334	(9)	325	2	327
Executive	194	163	172	51	223	20	243
Finance	90	99	104	(32)	73	0	73
Information Technology	115	109	122	(13)	109	1	110
Legal	23	23	25	(1)	24	2	26
Operations	183	237	261	(67)	194	35	229
Planning, Environment & Project Development	85	102	108	(12)	96	1	97
Safety	0	66	66	(9)	57	1	58
Total Positions	1,068	1,198	1,265	(97)	1,168	62	1,230

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

Appendix – D Glossary

ADA (Americans with Disabilities Act) – Federal law passed in 1990 that prohibits discrimination in services, facilities, and employment against individuals with disabilities.

Adopted Annual Budget – The proposed annual budget and associated revisions adopted by the Board before the beginning of the fiscal year, plus any one-time actions that the agency’s Budget Policy authorizes the CEO to take after the Board adopts the annual budget and transit improvement plan (TIP) and before publication of the adopted annual budget document.

Adopted Transit Improvement Plan (TIP) – The TIP is the cumulative total of authorized project allocations to date for all active projects. The adopted TIP is the proposed TIP and associated revisions adopted by the Board, plus any one-time actions that the Budget Policy authorizes the CEO to take after the Board adopts the annual budget and TIP resolution.

Annual Budget – A plan for the agency’s revenue and expenses for a fiscal year.

Annual Budget and TIP Resolution – Board-adopted resolution that establishes annual spending authority and divides spending totals into categories such as operating including transit modes, projects by type, and debt service, plus an annual revenue forecast. It also establishes the authorized project allocation to date for projects included in the TIP and not approved by separate Board resolution.

Annual Operating Budget – The board-authorized agency operating expenses. The agency maintains operating budgets at five levels:

- **Agency** – Total agency operating expenses.
- **Department** – All operating expenses managed by a department (e.g., Operations, Executive). Included in agency budget document.

- **Division** – All operating expenses managed by a division (e.g., Construction Management, Environmental & Sustainability, Human Resources, Service Planning). Not included in agency budget document but maintained and monitored within agency financial systems.
- **Business Unit** – All operating expenses for smallest organization component. Not included in agency budget documents but maintained and monitored within agency financial systems.
- **Modal** – All operating expenses for a transit mode: Sounder commuter rail, ST Express bus, Tacoma Link, and Link light rail. Included in agency budget document.

Annual Project Budget – The amount of project costs planned for the budget year.

Authorized Project Allocation to Date – The current Board-authorized spending ceiling for a project.

Baseline Budget – The project scope, schedule, and budget for a project until revenue service or completion. Actual performance is measured against this budget and used for management control and reporting purposes.

BNSF – Burlington Northern Santa Fe Railway, the railroad company that contractually operates Sounder, Sound Transit’s commuter rail service.

Board – The Sound Transit Board of Directors, made up of 18 members: 17 elected officials from local jurisdictions within the Sound Transit district and the Secretary of the Washington State Department of Transportation.

Boarding – The number of one-way passenger trips between two points on a single vehicle. Also synonymous with unlinked passenger trip, rider, or passenger.

Budget Amendment – A change to the authorized project allocation to date typically due to a cost overrun or underrun.

Budget Authority – The authority granted by the board to spend a given amount of money for a certain purpose.

Capital Asset – Individual assets costing \$5,000 or more and having useful lives greater than one year. Also, significant alterations, renovations, or structural changes that increase the usefulness of a Sound Transit owned asset, enhance its efficiency, or prolong its useful life by more than one year.

Capital Outlay – A cost that results in the acquisition of or addition to capital assets.

Capital Projects – Projects that purchase or construct capital assets.

Catenary – Suspended overhead wire that carries high voltage for electrically powered transit vehicles (such as light rail) from a central power source.

CCTV (Closed Circuit Television) – Cameras installed aboard transit vehicles and at passenger stations for security purposes.

CEO – Chief Executive Officer of Sound Transit who reports directly to the Board of Directors.

COLA (Cost-of-Living Adjustment) – Refers to the annual percentage increase applied to an employee’s salary for inflationary factors.

Commuter Rail – Railway for urban passenger train service consisting of local short distance travel operating between a central city and adjacent suburbs.

Complaints per 100,000 Boardings – The performance metric (calculated for each mode) that measures the number of service complaints per 100,000 passenger boardings.

- *Calculation = [(Service Complaints Received/ Modal Passenger Boardings) * 100,000]*

Constant Dollar – Refers to representation of a project’s cost in a single base year (such as 2019). It does not assume any inflation.

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

COP (Citizen Oversight Panel) – An independent panel of 15 volunteers appointed by the Board of Directors representing each of Sound Transit’s five subareas. Its mission is to monitor the agency’s commitment to the public, reviewing projects, budgets, and performance, and reporting its findings and recommendations for improvement to the Board.

Cost Estimate – The current estimated project cost from inception to completion, as maintained and updated at engineering milestones for all voter-approved projects. Maintained in constant dollars.

Cost per Boarding – Calculated for each mode, this metric represents the fully allocated cost of providing service to a passenger.

- *Calculation = (Modal Operating Expenses – Paratransit Expenses/Modal Passenger Boardings)*

Cost per Platform Hour – Calculated for each mode, this metric measures the fully allocated cost of providing one hour of service, inclusive of revenue and non-revenue time.

- *Calculation = (Modal Operating Expenses/Modal Platform Hours)*

Cost per Revenue Vehicle Hour – Calculated for each mode, this metric represents the fully allocated cost of providing one revenue vehicle hour of service.

- *Calculation = (Modal Operating Expense/Modal Revenue Vehicle Hours)*

CPI (Cost Performance Index) – A measure of the value of the work completed compared to the actual cost or progress made on the project.

DB (Design-Build) – A procurement method used to minimize design and construction risks while reducing the project delivery schedule by overlapping the design phase and construction phase of a project. Using DB, the owner contracts with a single entity for all engineering, design, and construction services for a transit facility/system.

Deadhead – The amount of non-revenue service time or miles when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards, or garages.

Debt Service – The payment of interest and the repayment of principal on long-term borrowed funds according to a predetermined schedule.

Department – Highest organizational unit of Sound Transit, consisting of:

- **COM** – Communications
- **DECM** – Design, Engineering & Construction Management
- **EXEC** – Executive
- **FIN** – Finance
- **IT** – Information Technology
- **LEGAL** – Legal
- **OPS** – Operations
- **PEPD** – Planning, Environment & Project Development
- **SFT** – Safety

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

DSTT – Downtown Seattle Transit Tunnel.

EIS (Environmental Impact Statement) – A study of the impacts of a major project on the environment and surrounding areas, required for any capital construction project for which federal funds are used.

Expense – Expenses include salaries and benefits, administrative expenses, debt service, and operating costs.

Farebox Recovery – Calculated for each mode collecting fares, this metric represents the percentage of operating cost of each mode that is paid by transit riders.

- *Calculation = (Modal Passenger Fare Revenue – Paratransit Expenses/Modal Operating Expenses)*

FCC – Federal Communications Commission.

FTA (Federal Transit Administration) – The federal agency responsible for the administration of federal transit programs, including the allocation of grant funds. FTA is a part of the U.S. Department of Transportation.

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

FY (Fiscal Year) – A 12-month period for calculating annual financial statements. Sound Transit's fiscal year is January 1 to December 31.

GCCM (General Contractor/Construction Manager) – A procurement method used to reduce construction risk. Using GCCM, the owner has access to construction expertise and experience prior to completion of design. Services offered by a GCCM contractor include assistance with decision-making, constructability reviews, value engineering, budget control, cost estimating, and schedule control.

GFOA (Government Finance Officers Association) – An organization whose purpose is to enhance and promote the professional management of governments for the public's benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.

GIS – Geographic Information Services

HCT (High Capacity Transit) – Public transportation within an urbanized region operating principally on exclusive rights of way, including interim express services and high occupancy vehicle lanes, which taken as a whole, provides a substantially higher level of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways.

HOV (High-Occupancy Vehicle) – A vehicle containing two or more passengers. Occupancy designations are used on designated auto traffic lanes to encourage car-pooling, ride sharing, or the use of public transportation.

KCM (King County Metro) – The public transit division of King County Department of Transportation, responsible for providing bus, trolley bus, light rail, water taxi, paratransit, and vanpool services in a service area of about 2,000 square miles. Sound Transit contracts a portion of its express bus service as well as all of its light rail service with KCM.

Light Rail – Service using trains powered with overhead catenary power, operating on tracks embedded in city streets or along a separate right-of-way. Passengers are picked up and discharged at fixed locations (stations) located along the tracks.

LRV (Light Rail Vehicle) – A vehicle with overhead catenary power operating on tracks. It may be connected to other vehicles and operated as a train.

MMIS (Maintenance Management Information System) – The Maintenance Management Information System is an online system that helps gather and analyze data about an organization's maintenance operations with the intention of helping management make informed decisions and staff do their jobs more effectively.

Mode – A system for carrying transit passengers described by specific right-of-way, technology, and operational features. Sound Transit modes are light rail, commuter rail, and regional express bus.

MVET (Motor Vehicle Excise Tax) – Also called the “car tab”; this is a tax on vehicles based on the depreciated value of the vehicle using the Manufacturer's Suggested Retail Price (MSRP) as the initial vehicle value. The tax on commercial trucks and trailers is based on the depreciated value using the latest purchase price and year as the initial vehicle value. Sound Transit currently assesses a 1.1 percent MVET within its taxing district.

NRV (Non-Revenue Vehicles) – Agency fleet consisting of cars, trucks, vans, SUVs, specialty vehicles, and equipment used for administrative purposes.

O&M – Operations and Maintenance

OMF – Operations and Maintenance Facility

On-Time Performance – A performance ratio that measures how often a transit service is on time (i.e., at a designated pick-up spot within a predetermined timeframe). The timeframe differs based on mode and frequency of service.

- *Calculation = ((# Scheduled Trips – # Trips Early or Late)/Total # of Scheduled Trips)*

Operating Expenses – Ongoing costs to deliver public transportation services and provide administrative support to the agency.

ORCA (One Regional Card for All) – A stored-value smart card used for payment of public transit fares in the Central Puget Sound region.

Paratransit – The comparable transportation service required by the ADA for individuals with disabilities who are unable to use fixed-route (bus and rail) service. The vehicles used do not operate over a fixed route or on a fixed schedule.

Percentage of Scheduled Trips Operated –

A performance ratio that measures the number of times a Sound Transit vehicle or mode of service completes its scheduled route/trip

Phase Gate Process – Project management oversight and project budget approval process to ensure projects are ready to advance to a subsequent phase. Intended to enhance Board visibility into projects and control over key project decisions. The Phase Gate process triggers requests to the Board for Phase Gate project budget and other actions.

PLA (Project Labor Agreement) – PLAs are collective bargaining agreements between building trade unions and contractors. They govern terms and conditions of employment for all craft workers – union and nonunion – on a construction project.

Platform Hours (also called Service Hours)

– For any mode, the total time the operator operates the vehicle, including revenue service (scheduled route, special event, and layover time) and non-revenue service (pullout and pull-in times from first/last stop to garage).

Platform Miles (also called Service Miles) –

For any mode, the total miles traveled by a vehicle from pullout of garage/yard to return to garage/yard at end of revenue service, including any layover time and time when not carrying passengers.

Preventable Accidents per 100,000 Revenue Miles –

For any mode, the number of preventable accidents reported per 100,000 miles of actual revenue vehicle mileage. A preventable accident is one in which the driver failed to do everything that reasonably could have been done to avoid the crash.

- *Calculation = (Preventable Accidents / Actual Revenue Mileage) * 100,000*

Project – A discrete body of work that has a scope, schedule, and budget approved by the board.

Project Cost Phases – Distinct groupings of project activities, typically project development, design, and construction.

Project teams track and report on project costs relative to the activities and deliverables in each. Project phases include:

- **01 Operations + Maintenance –** Costs to operate and maintain capital assets where the budget to do so is part of an established lifetime budget. Currently used to maintain Sound Transit's public art assets.
- **02 Operations + Maintenance, Agency –** Costs that cannot be capitalized. Currently used for Research and Technology project costs incurred prior to the establishment of project scope.
- **09 Administrative Capital –** Design, development and implementation or procurement of Agency assets such as non-revenue vehicle fleet, IT systems, furniture, and equipment.
- **10 Agency Administration –** Administrative expenses occur throughout the life of the project and include costs for direct labor by Sound Transit staff (staff dedicated to specific projects) and other direct charges to the project necessary for project execution.
- **20 Preliminary Engineering & Environmental Review –** Professional services to complete the preliminary engineering and environmental assessments and evaluations. Preliminary engineering identifies project requirements and defines the project work scope. This includes preliminary design studies, permitting requirements, data collection, public involvement, legal and technical documentation, cost estimates, and assessment of alternatives. The environmental review includes achievement of all necessary environmental permits.
- **26 Research & Technology –** Implementation of new transit technologies focused on systemwide safety, security and communications with passengers.

- **30 Final Design & Specification** – Final design includes professional consultant activities to complete design and full construction plans and specifications, legal and technical documentation, environmental clearance, constructability review, value engineering, data collection, advertising, assessment of alternatives related to project design, and bid reviews.
 - **35 Third Parties** – Third party expenses occur through the life of the project and include agreements with other governmental units to reimburse their costs for review of alternatives, design review, and construction monitoring and inspection. In certain cases, when Sound Transit is a funding partner rather than the lead agency, it includes Sound Transit's funding obligation to the lead agency.
 - **40 Right-of-Way (ROW) Acquisition & Permits** – ROW includes the cost to purchase or lease real property required for construction and construction staging, easements, rights-of-way, and any residential or commercial relocations. This phase includes budget for negotiating the purchase price, relocation costs, surveys, appraisals, environmental audits, permits, legal costs, maps, charts, and all permits not included under the general construction contracts.
 - **50 Construction** – Construction covers project construction contracts, professional and technical assistance, advertising, legal and technical documentation, inspection, testing, and permitting. In addition, the construction budget includes service startup, commissioning of all systems, and training.
 - **55 Construction Services** – Construction Services includes construction management and other professional services in support of the Agency's management of construction activities.
 - **61 Art** – Procurement and installation of public art at stations and along guideways.
 - **70 Vehicles** – Procurement, manufacture, delivery, testing, and commissioning of revenue vehicles, spare parts, and warranty support. Also includes procurement of non-revenue vehicles.
 - **80 Startup and Testing** – Includes tests of new systems, new schedules, and various specific equipment. This phase includes the training of personnel before the completion of the project to identify issues and correct them to enable a smooth transition to operations and the close out of the project.
 - **90 Contingency** – A funding source to address general project risks, such as market fluctuations and changes in regulatory requirements. It also covers unforeseen expenses and cost estimate variances.
- Project Type** – A category name used to identify projects of a similar nature. Sound Transit has four project types:
- **Administrative** – Projects that support administration of the agency. The majority of these costs are capitalized with the assets produced by projects or expensed as transit operating costs. Remaining costs are treated as general and administrative expenses. Examples: Information Technology Program, Environmental Mitigation Monitoring & Maintenance, Surplus Property Disposition
 - **Enhancement** – Projects that improve operating efficiency and effectiveness, improve rider experience, increase system functionality, or reduce operating costs. Examples: Noise Abatement, Signage Improvements, OMF Energy Efficiency
 - **State of Good Repair** – Projects that extend the life of existing system assets and replace those at the end of their useful life; investment in maintaining assets in a state of good repair. Examples: Small Works Program, Link CCTV System Upgrade, Sounder Vehicle Overhaul Program.

- **System Expansion** – Projects that expand the current regional transit system including planning, design, and construction of light rail, commuter rail, and express bus transit infrastructure. Examples: East Link Extension, Tukwila Station, Fare Collection.

Proposed Annual Budget – The initial annual operating and project budget as submitted by the CEO to the Board for its consideration and adoption.

Proposed Transit Improvement Plan (TIP) – The TIP is the cumulative total of authorized project allocations to date for all active projects. The proposed TIP is the initial submission to the Board for their review and adoption.

Purchased Transportation – Transportation service provided to a public transit agency from a public or private transportation provider, based on a written contract.

Rebaselined Budget – Board adopted change to a previously adopted baseline budget. Occurs when new scope elements have been included in a project that were not previously part of the project baseline. In order to maintain clear cost management accountability, projects are not rebaselined when project cost elements are higher than previously estimated.

Reserve – Cash set aside to support unplanned expenses, such as the deductible for an insured loss or a period of operating expenses in the case of lost revenues.

Revenues or Inflows of Resources – Acquisitions of net position by the entity that is applicable to the reporting period. Operating Revenues include primarily passenger fares. Non-Operating Revenues include items such as taxes and investment income.

Revenue Vehicle Hours – The number of hours that a vehicle is in revenue service and there is a reasonable expectation of carrying passengers (includes layover time, but not deadhead).

Revenue Vehicle Miles – The number of miles that a vehicle is in revenue service and there is a reasonable expectation of carrying passengers (includes layover time, but not deadhead).

ROW (Right-of-Way) – A right-of-way is a right to make a way over a piece of land, usually to and from another piece of land. A right of way is a type of easement granted or reserved over the land for transportation purposes. Also used to describe the land on which a railroad line, road, or utility is built.

Sales & Use Tax – A 1.4 percent tax levied on the sales of eligible items within the boundaries of the Sound Transit District.

SCADA (Supervisory Control and Data Acquisition) – A centralized system to control signals, systems, and substations on Sound Transit's light rail system. The system also provides real-time location data to a control center.

Service Hours (also called Platform Hours) – For any mode, the total time the operator operates the vehicle, including revenue service (scheduled route, special event, and layover time) and non-revenue service (pullout and pull-in times from first/last stop to garage).

Service Implementation Plan (SIP) – Board-adopted document that details six-year transit mode service levels and operating expenses. SIP is a planning document and does not constitute authorization for expenditure of funds.

Service Miles (also called Platform Miles) – For any mode, the total miles traveled by a vehicle from pullout of garage/yard to return to garage/yard at end of revenue service, including any layover time and time when not carrying passengers.

Smart Card – A small card, usually plastic, with an imbedded computer chip good for one or more trips that is usually altered by a fare collection machine removing some or all of the stored value as each trip is taken.

SODO – The general area south of downtown Seattle; also, the name of one of Sound Transit's light rail stations located in that neighborhood.

Sound Move – Voter-approved plan (1996) to build a high-capacity public transit system in the Central Puget Sound.

Sound Transit – The Central Puget Sound Regional Transit Authority

SPI (Schedule Performance Index) – A measure of schedule efficiency on a project. It is the ratio of earned value (EV) to planned value (PV).

SR – State Route

ST2 (Sound Transit 2) – The second phase (voter-approved in 2008) of Sound Transit's plan for mass transit expansion.

ST3 (Sound Transit 3) – The third phase (voter-approved in 2016) of Sound Transit's plan for mass transit expansion.

STart (Sound Transit Art Program) – Program to incorporate public art into Sound Transit systems and facilities that will reflect the communities served and enhance the customer experience.

Stride – Sound Transit's future Bus Rapid Transit service providing limited-stop regional service connecting riders with major urban and employment centers in King County. Bus Rapid Transit service will utilize new park-and-ride lots, transit centers, and high occupancy vehicle (HOV) access ramps.

STU (Sound Transit University) – Program providing a range of training courses, both on-site and off-site, for Sound Transit employees to improve professional and technical skills.

Subarea – Five subareas of the Sound Transit District defined for planning and budgeting purposes consisting of Snohomish County, North King County, East King County, South King County, and Pierce County.

System Plan – (see Sound Move).

TCO (Total Cost of Ownership) – A financial estimate intended to help buyers and owners determine the direct and indirect costs of a product or system.

TIFIA (Transportation Infrastructure Financing and Innovation Act) – A direct loan, loan guarantee, and standby line of credit program allowing the USDOT to provide credit assistance of up to 33 percent of the construction costs of a regionally or nationally significant surface transportation project. Loans are made at U.S. Treasury rates and may be repaid over as long as 35 years after substantial completion of the project.

TIP (Transit Improvement Plan) – The cumulative total of authorized project allocations to date for all active projects, six-year forecasts of operating expenses for each transit mode, and contributions to reserves. The TIP contains information on scope and budget as well as changes in budget and schedule for all active phases of both capital and operating programs.

TOD (Transit-Oriented Development) – The development of residential, commercial, and retail uses within walking distance of a transit station or stop.

TPSS (Traction Power Sub Station) – A wayside unit that converts electric power from the form provided by the public utility to an appropriate voltage, current type, and frequency to supply traction power to the motor of the light rail vehicle through the overhead catenary.

Transit mode – A system for carrying transit passengers described by specific right-of-way, technology and operational features, such as light rail, commuter rail, bus or streetcar.

TVM (Ticket Vending Machine) – Automated equipment located at customer facilities that enable the purchase of fare media for access to the Sound Transit transportation system.

UPS – Uninterrupted Power Supply.

UW – University of Washington.

Variance – The difference between planned costs and actual costs.

WSDOT – Washington State Department of Transportation

YOE (Year of Expenditure) – Refers to the representation of a projects' cost inclusive of an annual inflationary factor calculation.

Appendix E – Project Detail Pages

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

SOUNDER

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering									
300019 Lakewood Station Improvements	\$335	\$1,173	\$284	\$0	\$0	\$0	\$0	\$0	\$1,792
300035 Kent Station Parking and Access Improvements	5,112	8,495	3,240	0	0	0	0	0	16,847
300040 Auburn Station Parking and Access Improvements	5,180	5,097	2,315	0	0	0	0	0	12,592
300057 South Tacoma Access Improvements	0	1,173	168	0	0	0	0	0	1,341
300087 Edmonds and Mukilteo Stations Parking & Access Improvements	953	2,071	827	0	0	0	0	0	3,851
Subtotal	11,579	18,009	6,835	0	0	0	0	0	36,423
Final Design & ROW									
300004 Sounder Maintenance Base	10,967	883	1,118	0	0	0	0	0	12,968
300018 Sumner Station Parking and Access Improvements	13,463	3,386	933	0	0	0	0	0	17,782
3X510 Sounder South Expanded Service	200,537	36	36	306	36	0	177	438	201,567
Subtotal	224,967	4,305	2,088	306	36	0	177	438	232,317
Baseline									
300017 Puyallup Station Parking and Access Improvements	29,439	37,790	8,176	2,753	942	0	0	0	79,100
300021 Tacoma Trestle Track & Signal	129,249	50	0	0	0	0	0	5,893	135,192
300026 Sounder Yard Expansion	16,308	10	0	0	0	0	0	1,732	18,050
300027 Point Defiance Bypass	75,209	0	0	0	0	0	0	1,461	76,670
3X135 D St-M St Track & Signal	152,941	5	0	0	0	0	0	5,316	158,262
3X206 Mukilteo Station, S Platform	17,496	165	652	0	0	0	0	0	18,313
3X236 Tukwila Station	39,220	0	0	0	0	0	500	0	39,720
Subtotal	459,861	38,020	8,828	2,753	942	0	500	14,403	525,306
Program									
300056 South Sounder Capacity Expansion	2,852	10,007	3,704	809	0	0	0	0	17,372
7X755 Sounder Fleet Expansion	57,616	25,422	18,333	8,913	0	0	0	0	110,284
Subtotal	60,468	35,429	22,037	9,722	0	0	0	0	127,656
Total	\$756,874	\$95,764	\$39,788	\$12,781	\$978	\$0	\$677	\$14,840	\$921,702

2021 Cashflow by Subarea

(in thousands)

System Expansion
SOUNDER

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$20,093	\$2,368	\$1,647	\$0	\$0	\$0	\$0	\$0	\$24,109
3 - South King	59,365	18,075	7,213	362	0	0	500	911	86,427
5 - Pierce	677,416	75,320	30,927	12,419	978	0	177	13,929	811,166
Total	\$756,874	\$95,764	\$39,788	\$12,781	\$978	\$0	\$677	\$14,840	\$921,702

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$36,583	\$7,153	\$1,843	\$395	\$3	\$0	\$514	\$1,410	\$47,901
20-Prelim Engineering/Env Review	24,551	10,544	5,080	645	0	0	0	0	40,820
30-Final Design+Specifications	36,603	683	2,925	77	33	0	14	2,455	42,790
35-Third Party	6,420	2,971	541	0	0	0	0	357	10,290
40-Row Acquisition+Permits	260,091	8,549	4,010	13	0	0	0	1,962	274,625
50-Construction	298,330	35,119	8,037	2,637	942	0	0	8,056	353,120
55-Construction Services	26,710	5,332	1,704	111	0	0	150	600	34,608
70-Vehicles	66,540	25,412	15,647	8,903	0	0	0	0	116,502
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
Total	\$756,874	\$95,764	\$39,788	\$12,781	\$978	\$0	\$677	\$14,840	\$921,702

300004	Sounder Maintenance Base	Managed by: DECM
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Scope: Plan, design, and construct a heavy rail storage and maintenance facility in support of agency rail operations.

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$221,115
2020 TIP: \$12,968	2020 : 2023	2020 Cost Estimate: \$194,505
2021 TIP: \$12,968	2021 : 2023	2021 Cost Estimate: \$194,505

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,645	\$132	\$168	\$0	\$0	\$0	\$0	\$0	\$1,945
Pierce	9,322	751	951	0	0	0	0	0	11,023
Total	\$10,967	\$883	\$1,118	\$0	\$0	\$0	\$0	\$0	\$12,968

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,656	\$763	\$36	\$0	\$0	\$0	\$0	\$0	\$3,455
20-Prelim Engineering/Env Review	3,307	120	38	0	0	0	0	0	3,465
40-Row Acquisition+Permits	2,504	0	488	0	0	0	0	0	2,992
50-Construction	500	0	556	0	0	0	0	0	1,056
55-Construction Services	2,000	0	0	0	0	0	0	0	2,000
Total	\$10,967	\$883	\$1,118	\$0	\$0	\$0	\$0	\$0	\$12,968

Project Risk Assessment

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

300017 Puyallup Station Parking and Access Improvements Managed by: DECM

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

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$29,439	\$37,790	\$8,176	\$2,753	\$942	\$0	\$0	\$0	\$79,100
Total	\$29,439	\$37,790	\$8,176	\$2,753	\$942	\$0	\$0	\$0	\$79,100

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,540	\$981	\$875	\$178	\$0	\$0	\$0	\$0	\$4,574
20-Prelim Engineering/Env Review	2,595	0	0	77	0	0	0	0	2,672
35-Third Party	51	0	0	0	0	0	0	0	51
40-Row Acquisition+Permits	6,071	0	156	0	0	0	0	0	6,227
50-Construction	16,068	34,539	6,504	2,387	942	0	0	0	60,440
55-Construction Services	2,114	2,270	641	111	0	0	0	0	5,136
Total	\$29,439	\$37,790	\$8,176	\$2,753	\$942	\$0	\$0	\$0	\$79,100

Project Risk Assessment

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

300018 **Sumner Station Parking and Access Improvements** **Managed by: DECM**

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

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$13,463	\$3,386	\$933	\$0	\$0	\$0	\$0	\$0	\$17,782
Total	\$13,463	\$3,386	\$933	\$0	\$0	\$0	\$0	\$0	\$17,782

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,878	\$468	\$135	\$0	\$0	\$0	\$0	\$0	\$2,481
20-Prelim Engineering/Env Review	2,529	0	212	0	0	0	0	0	2,741
35-Third Party	5,019	2,531	0	0	0	0	0	0	7,550
40-Row Acquisition+Permits	3,896	357	395	0	0	0	0	0	4,648
50-Construction	142	30	191	0	0	0	0	0	362
Total	\$13,463	\$3,386	\$933	\$0	\$0	\$0	\$0	\$0	\$17,782

Project Risk Assessment

There is a risk to budget and schedule, if the project can not achieve timely property acquisition and coordination with jurisdictions.

300019 Lakewood Station Improvements Managed by: PEPD

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

Changes to authorized project allocation since 2020: Increased by \$537 thousand in support of alternative analysis and right of way activities.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$52,034
2020 TIP:	\$1,255	2020 :	2016	2020 Cost Estimate:	\$44,319
2021 TIP:	\$1,792	2021 :	2025	2021 Cost Estimate:	\$44,319

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$335	\$1,173	\$284	\$0	\$0	\$0	\$0	\$0	\$1,792
Total	\$335	\$1,173	\$284	\$0	\$0	\$0	\$0	\$0	\$1,792

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$83	\$403	\$24	\$0	\$0	\$0	\$0	\$0	\$510
20-Prelim Engineering/Env Review	0	765	149	0	0	0	0	0	914
35-Third Party	252	0	112	0	0	0	0	0	363
40-Row Acquisition+Permits	0	5	0	0	0	0	0	0	5
Total	\$335	\$1,173	\$284	\$0	\$0	\$0	\$0	\$0	\$1,792

Project Risk Assessment

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

300021	Tacoma Trestle Track & Signal	Managed by: DECM
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Scope: Plan, design, and construct a double-track replacement of the Tacoma Trestle between the Tacoma Dome and M Street in Tacoma.

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

Budget year activities: Continue project closeout activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$129,249	\$50	\$0	\$0	\$0	\$0	\$0	\$5,893	\$135,192
Total	\$129,249	\$50	\$0	\$0	\$0	\$0	\$0	\$5,893	\$135,192

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$5,809	\$50	\$0	\$0	\$0	\$0	\$0	\$381	\$6,241
20-Prelim Engineering/Env Review	4,062	0	0	0	0	0	0	0	4,062
30-Final Design+Specifications	11,230	0	0	0	0	0	0	1,651	12,881
35-Third Party	340	0	0	0	0	0	0	0	340
40-Row Acquisition+Permits	6,697	0	0	0	0	0	0	384	7,081
50-Construction	95,176	0	0	0	0	0	0	3,477	98,653
55-Construction Services	5,935	0	0	0	0	0	0	0	5,935
Total	\$129,249	\$50	\$0	\$0	\$0	\$0	\$0	\$5,893	\$135,192

Project Risk Assessment
N/A

300026	Sounder Yard Expansion	Managed by: DECM
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Scope: Plan, design, and construct a heavy rail layover yard to increase storage capacity in Lakewood in support of increased passenger service.

Changes to authorized project allocation since 2020: Decreased by \$2.5 million in projected surplus budget.

Budget year activities: Project closeout activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$8,578	\$5	\$0	\$0	\$0	\$0	\$0	\$911	\$9,494
Pierce	7,730	5	0	0	0	0	0	821	8,556
Total	\$16,308	\$10	\$0	\$0	\$0	\$0	\$0	\$1,732	\$18,050

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,375	\$10	\$0	\$0	\$0	\$0	\$0	\$139	\$1,524
20-Prelim Engineering/Env Review	1,208	0	0	0	0	0	0	0	1,208
40-Row Acquisition+Permits	182	0	0	0	0	0	0	0	182
50-Construction	12,333	0	0	0	0	0	0	1,593	13,926
55-Construction Services	1,210	0	0	0	0	0	0	0	1,210
Total	\$16,308	\$10	\$0	\$0	\$0	\$0	\$0	\$1,732	\$18,050

Project Risk Assessment
N/A

Scope: Under the direction of WSDOT, install signal and safety improvements and construct a new second track adjacent to the existing rail line between South Tacoma and Lakewood. Additionally, install track and signal improvements at BNSF's main line connection near Nisqually.

Changes to authorized project allocation since 2020: Decreased by \$7 million in projected surplus budget.

Budget year activities: Project closeout activities.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment

N/A.

300035 Kent Station Parking and Access Improvements Managed by: DECM

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$5,112	\$8,495	\$3,240	\$0	\$0	\$0	\$0	\$0	\$16,847
Total	\$5,112	\$8,495	\$3,240	\$0	\$0	\$0	\$0	\$0	\$16,847

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,833	\$738	\$95	\$0	\$0	\$0	\$0	\$0	\$2,666
20-Prelim Engineering/Env Review	2,838	155	416	0	0	0	0	0	3,409
35-Third Party	0	0	105	0	0	0	0	0	105
40-Row Acquisition+Permits	441	5,845	1,881	0	0	0	0	0	8,167
50-Construction	0	250	250	0	0	0	0	0	500
55-Construction Services	0	1,507	493	0	0	0	0	0	2,000
Total	\$5,112	\$8,495	\$3,240	\$0	\$0	\$0	\$0	\$0	\$16,847

Project Risk Assessment

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

300040 Auburn Station Parking and Access Improvements Managed by: PEPD

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

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

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$45,156
2020 TIP:	\$11,441	2020 :	2023	2020 Cost Estimate:	\$65,809
2021 TIP:	\$12,592	2021 :	2024	2021 Cost Estimate:	\$65,809

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$5,180	\$5,097	\$2,315	\$0	\$0	\$0	\$0	\$0	\$12,592
Total	\$5,180	\$5,097	\$2,315	\$0	\$0	\$0	\$0	\$0	\$12,592

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,596	\$747	\$61	\$0	\$0	\$0	\$0	\$0	\$2,404
20-Prelim Engineering/Env Review	2,761	174	474	0	0	0	0	0	3,409
35-Third Party	16	400	189	0	0	0	0	0	605
40-Row Acquisition+Permits	806	2,071	947	0	0	0	0	0	3,824
50-Construction	0	150	200	0	0	0	0	0	350
55-Construction Services	0	1,555	445	0	0	0	0	0	2,000
Total	\$5,180	\$5,097	\$2,315	\$0	\$0	\$0	\$0	\$0	\$12,592

Project Risk Assessment

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

300056 **South Sounder Capacity Expansion** **Managed by: PEPD**

Scope: Plan, design, and establish a capital program to improve South Sounder access, capacity, and services in response to increase in demand.

Program elements could include platform extensions, track and signal upgrades and other related infrastructure to facilitate additional capacity, and access elements such as improvements for pedestrians, bicyclists, buses, and private vehicles, prioritized per Sound Transit's System Access Policy.

Changes to authorized project allocation since 2020: Increased by \$13.8 million to commence preliminary engineering and alternatives analysis.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$1,276	\$4,478	\$1,658	\$362	\$0	\$0	\$0	\$0	\$7,774
Pierce	1,575	5,529	2,047	447	0	0	0	0	9,598
Total	\$2,852	\$10,007	\$3,704	\$809	\$0	\$0	\$0	\$0	\$17,372

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,129	\$2,126	\$430	\$184	\$0	\$0	\$0	\$0	\$3,869
20-Prelim Engineering/Env Review	1,452	6,965	3,128	568	0	0	0	0	12,113
30-Final Design+Specifications	270	650	145	44	0	0	0	0	1,109
40-Row Acquisition+Permits	0	266	2	13	0	0	0	0	281
Total	\$2,852	\$10,007	\$3,704	\$809	\$0	\$0	\$0	\$0	\$17,372

Project Risk Assessment

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

300057 South Tacoma Access Improvements Managed by: PEPD

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

Changes to authorized project allocation since 2020: New project of \$1.34 million in support of alternative analysis and right of way activities.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$54,269
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	\$45,819
2021 TIP:	\$1,341	2021 :	2024	2021 Cost Estimate:	\$45,819

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$0	\$1,173	\$168	\$0	\$0	\$0	\$0	\$0	\$1,341
Total	\$0	\$1,173	\$168	\$0	\$0	\$0	\$0	\$0	\$1,341

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$403	\$20	\$0	\$0	\$0	\$0	\$0	\$423
20-Prelim Engineering/Env Review	0	765	148	0	0	0	0	0	913
40-Row Acquisition+Permits	0	5	0	0	0	0	0	0	5
Total	\$0	\$1,173	\$168	\$0	\$0	\$0	\$0	\$0	\$1,341

Project Risk Assessment

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

300087 Edmonds and Mukilteo Stations Parking & Access Improvements Managed by: PEPD

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$953	\$2,071	\$827	\$0	\$0	\$0	\$0	\$0	\$3,851
Total	\$953	\$2,071	\$827	\$0	\$0	\$0	\$0	\$0	\$3,851

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$455	\$431	\$96	\$0	\$0	\$0	\$0	\$0	\$982
20-Prelim Engineering/Env Review	487	1,600	515	0	0	0	0	0	2,602
35-Third Party	10	40	135	0	0	0	0	0	185
40-Row Acquisition+Permits	0	0	82	0	0	0	0	0	82
Total	\$953	\$2,071	\$827	\$0	\$0	\$0	\$0	\$0	\$3,851

Project Risk Assessment

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

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

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$161,581	Baseline:	2012	Voter-Approved Cost Estimate:	\$161,581
2020 TIP:	\$158,262	2020 :	2019	2020 Cost Estimate:	\$158,262
2021 TIP:	\$158,262	2021 :	2019	2021 Cost Estimate:	\$158,262

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$152,941	\$5	\$0	\$0	\$0	\$0	\$0	\$5,316	\$158,262
Total	\$152,941	\$5	\$0	\$0	\$0	\$0	\$0	\$5,316	\$158,262

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$8,999	\$5	\$0	\$0	\$0	\$0	\$0	\$602	\$9,606
20-Prelim Engineering/Env Review	1,733	0	0	0	0	0	0	0	1,733
30-Final Design+Specifications	17,308	0	0	0	0	0	0	804	18,112
35-Third Party	605	0	0	0	0	0	0	241	846
40-Row Acquisition+Permits	42,144	0	0	0	0	0	0	1,485	43,629
50-Construction	66,980	0	0	0	0	0	0	1,583	68,563
55-Construction Services	5,173	0	0	0	0	0	0	600	5,773
70-Vehicles	8,953	0	0	0	0	0	0	0	8,953
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
Total	\$152,941	\$5	\$0	\$0	\$0	\$0	\$0	\$5,316	\$158,262

Project Risk Assessment

N/A.

3X206	Mukilteo Station, S Platform	Managed by: DECM
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Scope: Construct the south platform and install stairs, elevators, and a pedestrian bridge in support of Sounder operations at Mukilteo Station.

Changes to authorized project allocation since 2020: None.

Budget year activities: Complete installation of fall restraint system.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$17,496	\$165	\$652	\$0	\$0	\$0	\$0	\$0	\$18,313
Total	\$17,496	\$165	\$652	\$0	\$0	\$0	\$0	\$0	\$18,313

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,803	\$15	\$60	\$0	\$0	\$0	\$0	\$0	\$1,877
30-Final Design+Specifications	2,337	0	72	0	0	0	0	0	2,409
35-Third Party	34	0	1	0	0	0	0	0	35
40-Row Acquisition+Permits	1,720	0	58	0	0	0	0	0	1,778
50-Construction	9,877	150	336	0	0	0	0	0	10,363
55-Construction Services	1,725	0	125	0	0	0	0	0	1,850
Total	\$17,496	\$165	\$652	\$0	\$0	\$0	\$0	\$0	\$18,313

Project Risk Assessment
N/A.

3X236	Tukwila Station	Managed by: DECM
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Scope: Design and construct a commuter rail station and access improvements, replacing the temporary Tukwila Sounder Station. Currently on track to closeout by end of 2020.

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

Budget year activities: Project close out activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$39,220	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$39,720
Total	\$39,220	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$39,720

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,996	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$2,496
20-Prelim Engineering/Env Review	1,101	0	0	0	0	0	0	0	1,101
30-Final Design+Specifications	4,600	0	0	0	0	0	0	0	4,600
40-Row Acquisition+Permits	10,387	0	0	0	0	0	0	0	10,387
50-Construction	19,477	0	0	0	0	0	0	0	19,477
55-Construction Services	1,660	0	0	0	0	0	0	0	1,660
Total	\$39,220	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$39,720

Project Risk Assessment
N/A.

3X510 Sounder South Expanded Service Managed by: DECM

Scope: Purchase four additional commuter rail easements between Seattle and Lakewood from Burlington Northern Santa Fe (BNSF) Railroad and ensure compliance with federal and state environmental and mitigation requirements.

Changes to authorized project allocation since 2020: Decreased by \$4.0 million of projected budget surplus.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$200,537	\$36	\$36	\$306	\$36	\$0	\$177	\$438	\$201,567
Total	\$200,537	\$36	\$36	\$306	\$36	\$0	\$177	\$438	\$201,567

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,600	\$3	\$3	\$23	\$3	\$0	\$14	\$53	\$1,700
20-Prelim Engineering/Env Review	479	0	0	0	0	0	0	0	479
30-Final Design+Specifications	754	33	33	33	33	0	14	0	900
35-Third Party	93	0	0	0	0	0	0	117	210
40-Row Acquisition+Permits	185,192	0	0	0	0	0	0	93	185,285
50-Construction	12,418	0	0	250	0	0	0	175	12,843
55-Construction Services	0	0	0	0	0	0	150	0	150
Total	\$200,537	\$36	\$36	\$306	\$36	\$0	\$177	\$438	\$201,567

Project Risk Assessment

N/A.

7X755 Sounder Fleet Expansion Managed by: Operations

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Anticipate to make 35 percent milestone payment for 3 cab cars and 8 coaches in 2021. Used locomotive to be identified.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$57,616	\$25,422	\$18,333	\$8,913	\$0	\$0	\$0	\$0	\$110,284
Total	\$57,616	\$25,422	\$18,333	\$8,913	\$0	\$0	\$0	\$0	\$110,284

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$29	\$10	\$10	\$10	\$0	\$0	\$0	\$0	\$59
30-Final Design+Specifications	0	0	2,675	0	0	0	0	0	2,675
70-Vehicles	57,587	25,412	15,647	8,903	0	0	0	0	107,549
Total	\$57,616	\$25,422	\$18,333	\$8,913	\$0	\$0	\$0	\$0	\$110,284

Project Risk Assessment

Procurement of locomotive is dependent on a qualified locomotive being available. If not able to get a used locomotive, then will pursuit to purchase a new locomotive

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

LINK

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering									
400034 Enhancements to Tacoma Link Extension 400052	\$1,589	\$0	\$0	\$411	\$0	\$0	\$0	\$0	\$2,000
Everett Link Extension	1,878	15,437	33,575	48,302	45,015	39,494	1,341	0	185,042
400053 Tacoma Dome Link Extension	47,845	25,655	29,074	23,099	0	0	0	0	125,673
400066 West Seattle and Ballard Link Extensions 400113	95,911	44,500	53,665	53,376	38,445	0	0	0	285,896
North Corridor MOW	481	22,376	0	0	0	0	0	0	22,857
400115 NE 130th Street Infill Station	11,976	10,405	6,522	0	0	0	0	0	28,904
400117 DSTT Single Tracking	3,227	0	0	0	0	0	0	0	3,227
Subtotal	162,907	118,373	122,837	125,187	83,460	39,494	1,341	0	653,599
Baseline									
400008 Hilltop Tacoma Link Extension	154,278	62,648	34,559	1,261	0	0	0	0	252,746
400009 Operations and Maintenance Facility East 400032	363,754	7,591	3,136	23,905	50,834	0	0	0	449,220
Light Rail Vehicle Fleet Expansion	286,597	172,165	111,695	90,557	78,229	434	1,041	0	740,718
4X100 Northgate Link Extension	1,694,171	55,311	12,584	46,196	91,494	0	0	0	1,899,756
4X115 Lynnwood Link Extension	1,096,822	593,150	535,490	352,643	133,167	60,350	0	0	2,771,622
4X200 University Link Extension	1,516,585	0	0	0	0	0	239,422	0	1,756,007
4X420 South 200th Link Extension	329,410	22	0	0	0	10,210	0	0	339,641
4X445 Federal Way Link Extension	694,389	428,800	474,712	250,803	60,807	143,877	389,295	8,853	2,451,535
4X600 East Link Extension	2,899,494	254,845	151,807	125,964	89,681	60,063	84,210	11,085	3,677,150
4X630 Downtown Redmond Link Extension	305,677	279,836	321,831	209,736	113,085	60,670	238,387	777	1,530,000
Subtotal	9,341,178	1,854,367	1,645,814	1,101,064	617,297	335,604	952,355	20,715	15,868,394
Reserve									
4X199 Northgate Link Extension Project Reserve	0	0	0	50,000	0	0	0	0	50,000
Subtotal	0	0	0	50,000	0	0	0	0	50,000
Operating									
400007 First Hill Streetcar	132,730	0	0	50	0	0	0	0	132,780
Subtotal	132,730	0	0	50	0	0	0	0	132,780
Total	\$9,636,815	\$1,972,741	\$1,768,651	\$1,276,301	\$700,757	\$375,097	\$953,696	\$20,715	\$16,704,773

2021 Cashflow by Subarea

(in thousands)

System Expansion

LINK

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$711,874	\$371,283	\$335,104	\$249,565	\$130,924	\$66,176	\$1,246	\$0	\$1,866,172
2 - North King	4,107,741	441,469	347,351	338,118	220,398	27,891	240,243	67	5,723,277
3 - South King	1,152,526	464,145	502,829	277,694	81,545	154,143	389,431	8,853	3,031,167
4 - East King	3,478,933	614,960	525,527	387,156	260,188	120,568	322,562	11,796	5,721,690
5 - Pierce	185,343	78,370	52,415	15,986	461	0	0	0	332,575
6 - Systemwide	396	2,514	5,426	7,782	7,241	6,319	215	0	29,893
Total	\$9,636,815	\$1,972,741	\$1,768,651	\$1,276,301	\$700,757	\$375,097	\$953,696	\$20,715	\$16,704,773

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
02-Operation+Maintenance-Agency	\$431	\$501	\$0	\$0	\$0	\$0	\$0	\$0	\$932
10-Agency Administration	436,940	74,444	83,967	101,367	101,932	41,445	55,792	0	895,887
20-Prelim Engineering/Env Review	331,769	68,367	82,858	81,769	50,755	27,056	7,104	0	649,678
30-Final Design+Specifications 35- Third Party	596,359	19,711	18,451	18,148	26,582	19,195	17,691	228	716,365
40-Row Acquisition+Permits	217,681	14,487	20,077	21,032	14,066	12,916	20,167	0	320,426
50-Construction	1,118,373	68,408	23,603	26,373	58,007	55,584	197,687	0	1,548,034
55-Construction Services	6,053,379	1,426,188	1,323,068	786,581	271,977	187,585	621,277	20,487	10,690,541
70-Vehicles	483,586	86,646	86,639	72,279	51,409	30,085	28,165	0	838,809
80-System Testing+Startup	381,155	188,950	111,854	87,200	74,460	75	4,854	0	848,547
90-Contingency	17,142	25,039	18,135	31,552	29,369	1,157	960	0	123,354
Total	\$9,636,815	\$1,972,741	\$1,768,651	\$1,276,301	\$700,757	\$375,097	\$953,696	\$20,715	\$16,704,773

400007	First Hill Streetcar	Managed by: PEPD
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Scope: Provide a fixed amount of funding for the planning, design, and construction of an at-grade street car connecting Capitol Hill with the International District.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

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

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$239	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$289
35-Third Party	132,491	0	0	0	0	0	0	0	132,491
Total	\$132,730	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$132,780

Project Risk Assessment
N/A.

400008 Hilltop Tacoma Link Extension Managed by: DECM

Scope: Plan, design, and construct a 2.4 mile extension of light rail from the Theatre District in downtown Tacoma to the Hilltop neighborhood. This extension will add six new stations, five new vehicles and the expansion of the Tacoma Link Operations and Maintenance facility. The new stations will be located at Old City Hall, South 4th Street, Stadium District, Tacoma General Hospital, 6th Avenue Hilltop District, and St Joseph Medical Center.

Changes to authorized project allocation since 2020: None.

Budget year activities: Continue construction work on mainline and at the operating and maintenance facility (OMF). Continue oversight of third party and vehicle manufacturing work.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$154,278	\$62,648	\$34,559	\$1,261	\$0	\$0	\$0	\$0	\$252,746
Total	\$154,278	\$62,648	\$34,559	\$1,261	\$0	\$0	\$0	\$0	\$252,746

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$13,891	\$3,874	\$3,062	\$851	\$0	\$0	\$0	\$0	\$21,678
20-Prelim Engineering/Env Review	5,559	0	0	0	0	0	0	0	5,559
30-Final Design+Specifications	12,794	784	504	16	0	0	0	0	14,098
35-Third Party	984	10	472	0	0	0	0	0	1,466
40-Row Acquisition+Permits	1,922	20	228	0	0	0	0	0	2,170
50-Construction	99,395	33,560	23,740	0	0	0	0	0	156,696
55-Construction Services	7,990	2,600	1,500	271	0	0	0	0	12,361
70-Vehicles	9,408	20,500	3,484	0	0	0	0	0	33,392
80-System Testing+Startup	2,334	1,300	1,569	123	0	0	0	0	5,326
Total	\$154,278	\$62,648	\$34,559	\$1,261	\$0	\$0	\$0	\$0	\$252,746

Project Risk Assessment

There are risks of unidentified utility conditions under the proposed alignment potentially causing a delay in completion of these relocations. There is concern that roadway improvements and modifications along Martin Luther King Way are greater than anticipated requiring additional scope. The System Testing schedule is still being developed and is a risk. There are also potential delays to long lead procurement items as a result of COVID-19, particularly the vehicles and TPSS.

400009	Operations and Maintenance Facility East	Managed by: DECM
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Scope: Plan, design, and construct a light rail vehicle maintenance facility located in the City of Bellevue that will provide storage and maintenance capacity to support the light rail expansion within the east corridor.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$76,388	\$1,594	\$659	\$5,020	\$10,675	\$0	\$0	\$0	\$94,336
North King	60,747	1,268	524	3,992	8,489	0	0	0	75,020
South King	69,841	1,458	602	4,590	9,760	0	0	0	86,250
East King	156,778	3,272	1,352	10,303	21,909	0	0	0	193,614
Total	\$363,754	\$7,591	\$3,136	\$23,905	\$50,834	\$0	\$0	\$0	\$449,220

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$9,012	\$977	\$670	\$1,080	\$5,834	\$0	\$0	\$0	\$17,573
20-Prelim Engineering/Env Review	8,711	0	0	0	825	0	0	0	9,536
30-Final Design+Specifications	18	50	100	0	219	0	0	0	386
35-Third Party	325	250	0	2,532	0	0	0	0	3,107
40-Row Acquisition+Permits	102,588	20	0	1,402	30,519	0	0	0	134,529
50-Construction	228,210	5,295	1,866	18,391	10,991	0	0	0	264,753
55-Construction Services	14,891	1,000	500	500	2,445	0	0	0	19,337
Total	\$363,754	\$7,591	\$3,136	\$23,905	\$50,834	\$0	\$0	\$0	\$449,220

Project Risk Assessment

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

400032 Light Rail Vehicle Fleet Expansion Managed by: DECM

Scope: Plan, design, procure, inspect, and test 152 light rail vehicles. The vehicles will support revenue service for Northgate Link, East Link, Lynnwood Link, Federal Way Link and Downtown Redmond Link extensions.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$32,959	\$19,799	\$12,845	\$10,414	\$8,996	\$50	\$120	\$0	\$85,183
North King	86,839	52,166	33,844	27,439	23,703	132	316	0	224,438
South King	37,544	22,554	14,632	11,863	10,248	57	136	0	97,034
East King	129,255	77,646	50,374	40,841	35,281	196	470	0	334,064
Total	\$286,597	\$172,165	\$111,695	\$90,557	\$78,229	\$434	\$1,041	\$0	\$740,718

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$4,055	\$1,315	\$1,290	\$1,320	\$1,190	\$70	\$387	\$0	\$9,627
55-Construction Services	8,183	2,400	2,035	2,037	2,579	289	517	0	18,040
70-Vehicles	272,554	168,450	108,370	87,200	74,460	75	138	0	711,246
80-System Testing+Startup	1,805	0	0	0	0	0	0	0	1,805
Total	\$286,597	\$172,165	\$111,695	\$90,557	\$78,229	\$434	\$1,041	\$0	\$740,718

Project Risk Assessment

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

400034 Enhancements to Tacoma Link Extension Managed by: FIN

Scope: Create engineering and streetscape design for transit access improvements and station area enhancements around the Tacoma Link Extension project. This project is also focused on job access needs and identifying barriers that currently limit the Tacoma Hilltop residents from participation in existing workforce training and apprenticeship programs. In 2016 the City of Tacoma and Sound Transit received a \$2 million grant from the Federal Transit Administration for this project. Budget in 2023 is considered surplus.

Changes to authorized project allocation since 2020: None.

Budget year activities: Project close out.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment	
N/A.	

400052**Everett Link Extension****Managed by: PEPD**

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

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,578	\$12,967	\$28,203	\$40,574	\$37,813	\$33,175	\$1,127	\$0	\$155,435
Systemwide	300	2,470	5,372	7,728	7,202	6,319	215	0	29,607
Total	\$1,878	\$15,437	\$33,575	\$48,302	\$45,015	\$39,494	\$1,341	\$0	\$185,042

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,141	\$2,560	\$4,671	\$8,194	\$9,817	\$7,632	\$155	\$0	\$34,170
20-Prelim Engineering/Env Review	0	11,580	23,281	34,808	29,498	26,182	223	0	125,572
35-Third Party	60	1,047	2,855	2,855	2,855	2,835	693	0	13,200
40-Row Acquisition+Permits	0	250	2,445	2,445	2,845	2,845	270	0	11,100
50-Construction	677	0	323	0	0	0	0	0	1,000
Total	\$1,878	\$15,437	\$33,575	\$48,302	\$45,015	\$39,494	\$1,341	\$0	\$185,042

Project Risk Assessment

N/A.

400053 Tacoma Dome Link Extension Managed by: PEPD

Scope: Plan, design, and construct a 9.7 mile extension of light rail from Federal Way to Tacoma via at-grade or elevated alignment. Stations will be located at Federal Way Transit Center, South Federal Way, Fife, East Tacoma, and the Tacoma Dome.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$19,521	\$10,467	\$11,862	\$9,424	\$0	\$0	\$0	\$0	\$51,275
Pierce	28,324	15,188	17,212	13,674	0	0	0	0	74,398
Total	\$47,845	\$25,655	\$29,074	\$23,099	\$0	\$0	\$0	\$0	\$125,673

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$10,571	\$4,848	\$4,951	\$6,478	\$0	\$0	\$0	\$0	\$26,848
20-Prelim Engineering/Env Review	35,263	19,748	21,344	10,720	0	0	0	0	87,075
35-Third Party	1,987	1,009	1,640	1,714	0	0	0	0	6,350
40-Row Acquisition+Permits	24	50	1,140	4,186	0	0	0	0	5,400
Total	\$47,845	\$25,655	\$29,074	\$23,099	\$0	\$0	\$0	\$0	\$125,673

Project Risk Assessment

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

400066 West Seattle and Ballard Link Extensions Managed by: PEPD

Scope: Extension of light rail approximately 4.7 miles from Downtown Seattle to the Alaska Junction neighborhood of West Seattle via elevated and at-grade alignment and approximately 5.4 miles from Downtown Seattle to Ballard via elevated guideway and tunnel. Includes an at-grade station (Stadium) and elevated stations in SODO, Delridge, Avalon, Alaska Junction, Ballard, Smith Cove, and Interbay and underground (tunnel) stations at Seattle Center and South Lake Union.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,822	\$846	\$1,020	\$1,014	\$730	\$0	\$0	\$0	\$5,432
North King	89,101	41,341	49,855	49,586	35,715	0	0	0	265,597
South King	1,822	846	1,020	1,014	730	0	0	0	5,432
East King	1,918	890	1,073	1,068	769	0	0	0	5,718
Pierce	1,151	534	644	641	461	0	0	0	3,431
Systemwide	96	45	54	53	38	0	0	0	286
Total	\$95,911	\$44,500	\$53,665	\$53,376	\$38,445	\$0	\$0	\$0	\$285,896

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$16,953	\$7,500	\$12,220	\$13,820	\$12,587	\$0	\$0	\$0	\$63,080
20-Prelim Engineering/Env Review	76,613	34,300	37,900	36,201	20,402	0	0	0	205,416
35-Third Party	849	1,500	2,345	2,250	4,456	0	0	0	11,400
40-Row Acquisition+Permits	1,496	1,200	1,200	1,104	1,000	0	0	0	6,000
Total	\$95,911	\$44,500	\$53,665	\$53,376	\$38,445	\$0	\$0	\$0	\$285,896

Project Risk Assessment

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

400113	North Corridor MOW	Managed by: PEPD
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Scope: Design and construct a Maintenance of Way facility in Lynnwood. This building will facilitate as a report facility and support maintenance needs to Sound Transit assets to include facilities, vehicle maintenance, track, signals, communications, traction power and parts inventory north of the ship canal in Seattle. The proposed building could be temporary or permanent.

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

Budget year activities: Project development and property acquisition activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$263	\$12,217	\$0	\$0	\$0	\$0	\$0	\$0	\$12,480
North King	218	10,159	0	0	0	0	0	0	10,377
Total	\$481	\$22,376	\$0	\$0	\$0	\$0	\$0	\$0	\$22,857

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
02-Operation+Maintenance-Agency	\$431	\$501	\$0	\$0	\$0	\$0	\$0	\$0	\$932
20-Prelim Engineering/Env Review	0	1,859	0	0	0	0	0	0	1,859
35-Third Party	0	59	0	0	0	0	0	0	59
40-Row Acquisition+Permits	50	19,957	0	0	0	0	0	0	20,007
Total	\$481	\$22,376	\$0	\$0	\$0	\$0	\$0	\$0	\$22,857

Project Risk Assessment

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

400115	NE 130th Street Infill Station	Managed by: DECM
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Scope: Plan, design and construct an elevated light rail station at 130th Street and I-5 in Seattle.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$11,976	\$10,405	\$6,522	\$0	\$0	\$0	\$0	\$0	\$28,904
Total	\$11,976	\$10,405	\$6,522	\$0	\$0	\$0	\$0	\$0	\$28,904

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,203	\$1,070	\$1,310	\$0	\$0	\$0	\$0	\$0	\$3,582
20-Prelim Engineering/Env Review	2,708	0	13	0	0	0	0	0	2,721
30-Final Design+Specifications	4,355	4,495	1,943	0	0	0	0	0	10,793
35-Third Party	449	435	66	0	0	0	0	0	950
40-Row Acquisition+Permits	0	220	22	0	0	0	0	0	242
50-Construction	2,326	3,297	2,903	0	0	0	0	0	8,526
55-Construction Services	936	889	265	0	0	0	0	0	2,090
Total	\$11,976	\$10,405	\$6,522	\$0	\$0	\$0	\$0	\$0	\$28,904

Project Risk Assessment

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

400117 **DSTT Single Tracking** **Managed by: EXE**

Scope: Develop and construct tunnel modifications supporting single tracking operations in the Downtown Seattle Transit Tunnel allowing the East Link project to establish a connection to active light rail service.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment
N/A.

4X100 Northgate Link Extension Managed by: DECM

Scope: Plan, design, and construct a 4.3 mile extension of light rail from the University of Washington to Northgate via tunnel and elevated alignment. Stations will be located at University District, Roosevelt, and Northgate.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,694,171	\$55,311	\$12,584	\$46,196	\$91,494	\$0	\$0	\$0	\$1,899,756
Total	\$1,694,171	\$55,311	\$12,584	\$46,196	\$91,494	\$0	\$0	\$0	\$1,899,756

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$89,324	\$9,712	\$5,550	\$10,317	\$15,476	\$0	\$0	\$0	\$130,379
20-Prelim Engineering/Env Review	15,077	0	0	0	0	0	0	0	15,077
30-Final Design+Specifications	123,857	2,067	120	4,449	6,674	0	0	0	137,167
35-Third Party	7,787	403	0	1,444	2,166	0	0	0	11,800
40-Row Acquisition+Permits	101,585	50	0	4,266	6,399	0	0	0	112,300
50-Construction	1,254,205	23,661	5,611	20,446	30,669	0	0	0	1,334,593
55-Construction Services	99,636	4,254	1,237	5,273	7,910	0	0	0	118,310
80-System Testing+Startup	2,701	15,164	65	0	0	0	0	0	17,930
90-Contingency	0	0	0	0	22,200	0	0	0	22,200
Total	\$1,694,171	\$55,311	\$12,584	\$46,196	\$91,494	\$0	\$0	\$0	\$1,899,756

Project Risk Assessment

Major remaining project risks include the following:

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

4X115 Lynnwood Link Extension Managed by: DECM

Scope: Plan, design, and construct a 8.5 mile extension of light rail from Northgate to Lynnwood Transit Center via at-grade and elevated alignment. Stations will be located at Mountlake Terrace, Shoreline South/145th Street, Shoreline North/185th Street, and Lynnwood City Center.

Changes to authorized project allocation since 2020: None.

Budget year activities: Continue civil and systems construction activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$598,865	\$323,860	\$292,378	\$192,543	\$72,709	\$32,951	\$0	\$0	\$1,513,306
North King	497,957	269,290	243,112	160,100	60,458	27,399	0	0	1,258,316
Total	\$1,096,822	\$593,150	\$535,490	\$352,643	\$133,167	\$60,350	\$0	\$0	\$2,771,622

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$44,429	\$8,540	\$11,261	\$15,010	\$13,828	\$5,096	\$0	\$0	\$98,164
20-Prelim Engineering/Env Review	39,053	0	0	0	0	1	0	0	39,054
30-Final Design+Specifications	124,117	7,023	7,850	7,035	12,383	5,754	0	0	164,162
35-Third Party	10,052	1,167	1,700	1,610	1,150	1,921	0	0	17,600
40-Row Acquisition+Permits	170,659	4,805	4,000	4,000	4,000	42,196	0	0	229,660
50-Construction	657,883	549,395	482,409	300,376	83,106	4,183	0	0	2,077,353
55-Construction Services	50,629	22,220	27,269	18,411	8,700	1,200	0	0	128,429
80-System Testing+Startup	0	0	1,000	6,200	10,000	0	0	0	17,200
Total	\$1,096,822	\$593,150	\$535,490	\$352,643	\$133,167	\$60,350	\$0	\$0	\$2,771,622

Project Risk Assessment

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

4X199 Northgate Link Extension Project Reserve Managed by: DECM

Scope: Project reserve created for the Northgate Link Extension that, if required, can be directed to mitigate budget risks associated with project construction. Funding for the reserve originated from unused funds in the project reserve that was set up for the Initial Segment. The project reserve cannot be used for additional scope and its use requires super-majority approval by the Board.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

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

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
90-Contingency	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Total	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Project Risk Assessment

This project reserve was established to mitigate potential project risks especially during tunnel activities. As the tunnel activity is substantially complete the risk is lower.

4X200 University Link Extension Managed by: DECM

Scope: Plan, design, and construct a 3.15 mile extension of light rail from Westlake Center to the University of Washington via tunnel. Stations will be located at Capitol Hill and the University of Washington.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$1,516,585	\$0	\$0	\$0	\$0	\$0	\$239,422	\$0	\$1,756,007
Total	\$1,516,585	\$0	\$0	\$0	\$0	\$0	\$239,422	\$0	\$1,756,007

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$84,174	\$0	\$0	\$0	\$0	\$0	\$29,381	\$0	\$113,554
20-Prelim Engineering/Env Review	24,261	0	0	0	0	0	0	0	24,261
30-Final Design+Specifications	86,773	0	0	0	0	0	3,535	0	90,308
35-Third Party	11,424	0	0	0	0	0	7,222	0	18,646
40-Row Acquisition+Permits	126,428	0	0	0	0	0	25,904	0	152,332
50-Construction	989,321	0	0	0	0	0	159,462	0	1,148,783
55-Construction Services	86,571	0	0	0	0	0	8,242	0	94,814
70-Vehicles	99,193	0	0	0	0	0	4,716	0	103,909
80-System Testing+Startup	8,440	0	0	0	0	0	960	0	9,400
Total	\$1,516,585	\$0	\$0	\$0	\$0	\$0	\$239,422	\$0	\$1,756,007

Project Risk Assessment

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

4X420	South 200th Link Extension	Managed by: DECM
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Scope: Plan, design, and construct a 1.6 mile extension of light rail from the Sea-Tac Airport to South 200th Street in SeaTac via an elevated alignment. There will be one station at South 200th Street.

Changes to authorized project allocation since 2020: Decreased by \$43.6 million in projected surplus budget.

Budget year activities: Continue project closeout activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$329,410	\$22	\$0	\$0	\$0	\$10,210	\$0	\$0	\$339,641
Total	\$329,410	\$22	\$0	\$0	\$0	\$10,210	\$0	\$0	\$339,641

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$16,481	\$22	\$0	\$0	\$0	\$552	\$0	\$0	\$17,055
20-Prelim Engineering/Env Review	5,698	0	0	0	0	0	0	0	5,698
30-Final Design+Specifications	8,765	0	0	0	0	100	0	0	8,865
35-Third Party	3,812	0	0	0	0	0	0	0	3,812
40-Row Acquisition+Permits	38,052	0	0	0	0	310	0	0	38,361
50-Construction	237,983	0	0	0	0	9,148	0	0	247,130
55-Construction Services	17,257	0	0	0	0	100	0	0	17,357
80-System Testing+Startup	1,363	0	0	0	0	0	0	0	1,363
Total	\$329,410	\$22	\$0	\$0	\$0	\$10,210	\$0	\$0	\$339,641

Project Risk Assessment
N/A.

4X445 Federal Way Link Extension Managed by: DECM

Scope: Plan, design, and construct a 7.8 mile extension of light rail from South 200th Street in SeaTac to Federal Way Transit Center. Stations will be located at Kent-Des Moines Road in Kent, South 272nd Street in Federal Way, and the Federal Way Transit Center.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
South King	\$694,389	\$428,800	\$474,712	\$250,803	\$60,807	\$143,877	\$389,295	\$8,853	\$2,451,535
Total	\$694,389	\$428,800	\$474,712	\$250,803	\$60,807	\$143,877	\$389,295	\$8,853	\$2,451,535

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$29,381	\$9,264	\$9,803	\$12,374	\$15,159	\$10,920	\$9,620	\$0	\$96,520
20-Prelim Engineering/Env Review	44,981	130	90	40	30	0	3,680	0	48,951
30-Final Design+Specifications	1,015	336	732	275	228	430	69	0	3,085
35-Third Party	8,525	2,940	4,388	3,737	838	1,124	6,842	0	28,394
40-Row Acquisition+Permits	206,675	15,550	5,885	3,700	3,100	3,000	100,873	0	338,783
50-Construction	375,565	380,580	433,783	204,166	18,684	117,750	268,210	8,853	1,807,591
55-Construction Services	28,247	20,000	20,031	16,032	12,042	10,653	1	0	107,006
80-System Testing+Startup	0	0	0	10,479	10,726	0	0	0	21,205
Total	\$694,389	\$428,800	\$474,712	\$250,803	\$60,807	\$143,877	\$389,295	\$8,853	\$2,451,535

Project Risk Assessment

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

4X600	East Link Extension	Managed by: DECM
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Scope: Plan, design, and construct a 14 mile extension of light rail from the International District in downtown Seattle to the Overlake area of Redmond via at-grade, tunnel, and elevated alignments. Stations will be located at Judkins Park, Mercer Island, South Bellevue, East Main in Bellevue, downtown Bellevue, Wilburton, the Spring District/120th St, Bel-Red/130th Street, Overlake Village, and Redmond Technology Center.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$17,397	\$1,529	\$911	\$756	\$538	\$360	\$505	\$67	\$22,063
East King	2,882,097	253,316	150,896	125,208	89,143	59,703	83,705	11,019	3,655,087
Total	\$2,899,494	\$254,845	\$151,807	\$125,964	\$89,681	\$60,063	\$84,210	\$11,085	\$3,677,150

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$102,859	\$18,373	\$17,561	\$19,290	\$14,313	\$8,457	\$5,347	\$0	\$186,200
20-Prelim Engineering/Env Review	54,776	0	0	0	0	0	1,124	0	55,900
30-Final Design+Specifications	234,133	4,831	5,850	5,600	6,471	12,553	13,334	228	283,000
35-Third Party	32,309	3,880	3,456	3,014	1,675	4,787	3,028	0	52,150
40-Row Acquisition+Permits	274,495	575	1,183	2,519	9,394	6,984	3,000	0	298,150
50-Construction	2,043,759	196,328	88,705	69,536	49,722	12,703	38,972	10,858	2,510,582
55-Construction Services	156,663	22,283	20,552	16,505	7,464	14,579	19,405	0	257,450
80-System Testing+Startup	500	8,575	14,500	9,500	643	0	0	0	33,718
Total	\$2,899,494	\$254,845	\$151,807	\$125,964	\$89,681	\$60,063	\$84,210	\$11,085	\$3,677,150

Project Risk Assessment

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

4X630 Downtown Redmond Link Extension Managed by: DECM

Scope: Plan, design, and construct a 3.7 mile light rail extension from Overlake Transit Center to downtown Redmond. Stations will be located at southeast Redmond and downtown Redmond.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$305,677	\$279,836	\$321,831	\$209,736	\$113,085	\$60,670	\$238,387	\$777	\$1,530,000
Total	\$305,677	\$279,836	\$321,831	\$209,736	\$113,085	\$60,670	\$238,387	\$777	\$1,530,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$13,058	\$6,390	\$11,618	\$12,584	\$13,729	\$8,719	\$10,902	\$0	\$77,000
20-Prelim Engineering/Env Review	19,071	750	230	0	0	873	2,077	0	23,000
30-Final Design+Specifications	533	125	1,352	773	607	358	753	0	4,500
35-Third Party	5,038	1,787	3,155	1,464	926	2,248	2,382	0	17,000
40-Row Acquisition+Permits	94,399	25,711	7,500	2,750	750	250	67,640	0	199,000
50-Construction	160,997	234,072	283,727	173,665	78,804	43,801	154,634	777	1,130,477
55-Construction Services	12,583	11,000	13,250	13,250	10,269	3,264	0	0	63,616
80-System Testing+Startup	0	0	1,000	5,250	8,000	1,157	0	0	15,407
Total	\$305,677	\$279,836	\$321,831	\$209,736	\$113,085	\$60,670	\$238,387	\$777	\$1,530,000

Project Risk Assessment

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

2021 Cashflow by Budget Approval
(in thousands)

System Expansion
STRIDE

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
500050	I-405 Bus Rapid Transit	\$88,820	\$76,946	\$43,009	\$43,645	\$13,920	\$2,000	\$0	\$0	\$268,340
500051	SR 522/NE 145th St BRT	28,187	90,356	17,986	12,041	0	0	0	0	148,570
500070	Bus Rapid Transit Maintenance Base	29,661	7,226	6,192	5,298	300	0	0	0	48,676
Subtotal		146,668	174,528	67,187	60,984	14,220	2,000	0	0	465,586
Total		\$146,668	\$174,528	\$67,187	\$60,984	\$14,220	\$2,000	\$0	\$0	\$465,586

2021 Cashflow by Subarea

(in thousands)

System Expansion
STRIDE

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$3,910	\$2,778	\$1,624	\$1,615	\$469	\$66	\$0	\$0	\$10,462
2 - North King	16,010	51,322	10,216	6,839	0	0	0	0	84,388
3 - South King	24,407	17,339	10,135	10,082	2,929	412	0	0	65,305
4 - East King	102,341	103,088	45,212	42,447	10,821	1,522	0	0	305,431
Total	\$146,668	\$174,528	\$67,187	\$60,984	\$14,220	\$2,000	\$0	\$0	\$465,586

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$14,390	\$6,481	\$2,436	\$1,214	\$0	\$0	\$0	\$0	\$24,521
20-Prelim Engineering/Env Review 30-Final	41,419	25,879	1,645	500	0	0	0	0	69,443
Design+Specifications 35-Third Party	100	35,700	357	0	0	0	0	0	36,157
40-Row Acquisition+Permits	1,005	3,223	11,326	2,500	0	0	0	0	18,054
50-Construction	51,701	52,300	12,921	509	0	0	0	0	117,431
55-Construction Services	37,852	46,107	34,200	52,161	13,920	2,000	0	0	186,240
	200	4,838	4,302	4,100	300	0	0	0	13,740
Total	\$146,668	\$174,528	\$67,187	\$60,984	\$14,220	\$2,000	\$0	\$0	\$465,586

500050 I-405 Bus Rapid Transit Managed by: PEPD

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

Changes to authorized project allocation since 2020: Increase by \$44.2 million for commencement of final design and funding agreement with WSDOT for designated improvements.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$2,931	\$2,539	\$1,419	\$1,440	\$459	\$66	\$0	\$0	\$8,855
South King	18,297	15,851	8,860	8,991	2,868	412	0	0	55,278
East King	67,592	58,556	32,730	33,214	10,593	1,522	0	0	204,207
Total	\$88,820	\$76,946	\$43,009	\$43,645	\$13,920	\$2,000	\$0	\$0	\$268,340

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$7,126	\$2,888	\$507	\$525	\$0	\$0	\$0	\$0	\$11,046
20-Prelim Engineering/Env Review	27,527	22,344	355	0	0	0	0	0	50,226
30-Final Design+Specifications	0	16,200	162	0	0	0	0	0	16,362
35-Third Party	502	900	48	0	0	0	0	0	1,450
40-Row Acquisition+Permits	25,664	2,800	7,699	0	0	0	0	0	36,163
50-Construction	28,000	31,000	34,200	43,120	13,920	2,000	0	0	152,240
55-Construction Services	0	814	39	0	0	0	0	0	853
Total	\$88,820	\$76,946	\$43,009	\$43,645	\$13,920	\$2,000	\$0	\$0	\$268,340

Project Risk Assessment

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

500051 SR 522/NE 145th St BRT Managed by: PEPD

Scope: Plan, design, and launch a Bus Rapid Transit (BRT) system from the South Shoreline light rail station to UW Bothell campus with connecting service to Woodinville, including park and ride, access improvements, and transit centers.

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$16,010	\$51,322	\$10,216	\$6,839	\$0	\$0	\$0	\$0	\$84,388
East King	12,177	39,034	7,770	5,202	0	0	0	0	64,182
Total	\$28,187	\$90,356	\$17,986	\$12,041	\$0	\$0	\$0	\$0	\$148,570

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$5,545	\$2,738	\$768	\$0	\$0	\$0	\$0	\$0	\$9,051
20-Prelim Engineering/Env Review	12,091	3,164	1,157	500	0	0	0	0	16,912
30-Final Design+Specifications	100	19,500	195	0	0	0	0	0	19,795
35-Third Party	402	2,323	11,219	2,500	0	0	0	0	16,444
40-Row Acquisition+Permits	197	47,500	4,384	0	0	0	0	0	52,081
50-Construction	9,852	15,107	0	9,041	0	0	0	0	34,000
55-Construction Services	0	24	263	0	0	0	0	0	287
Total	\$28,187	\$90,356	\$17,986	\$12,041	\$0	\$0	\$0	\$0	\$148,570

Project Risk Assessment

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

500070 Bus Rapid Transit Maintenance Base Managed by: PEPD

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Continue project development. Progress DBPM contract. Perform CCR prohibited use language amendment.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$979	\$238	\$204	\$175	\$10	\$0	\$0	\$0	\$1,606
South King	6,110	1,488	1,276	1,091	62	0	0	0	10,027
East King	22,572	5,499	4,712	4,032	228	0	0	0	37,042
Total	\$29,661	\$7,226	\$6,192	\$5,298	\$300	\$0	\$0	\$0	\$48,676

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,718	\$855	\$1,162	\$689	\$0	\$0	\$0	\$0	\$4,424
20-Prelim Engineering/Env Review	1,801	371	134	0	0	0	0	0	2,305
35-Third Party	102	0	58	0	0	0	0	0	160
40-Row Acquisition+Permits	25,840	2,000	838	509	0	0	0	0	29,187
55-Construction Services	200	4,000	4,000	4,100	300	0	0	0	12,600
Total	\$29,661	\$7,226	\$6,192	\$5,298	\$300	\$0	\$0	\$0	\$48,676

Project Risk Assessment

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

2021 Cashflow by Budget Approval

(in thousands)

System Expansion
REGIONAL EXPRESS

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
500005	Bus Base South	\$1,260	\$50	\$4,498	\$0	\$0	\$0	\$0	\$0	\$5,808
500086	Bus on Shoulder	773	25	987	1,036	1,058	0	0	0	3,878
500110	RapidRide C and D	609	7,100	19,690	19,650	17,951	0	0	0	65,000
500111	Pacific Ave SR 7 Bus Rapid Transit	5,962	10,050	25,099	19,389	0	0	0	0	60,500
500117	North Sammamish Park-and-Ride	295	50	805	450	465	0	0	0	2,065
	Subtotal	8,899	17,275	51,080	40,524	19,473	0	0	0	137,251
Baseline										
5X387	I-90 Two-Way Transit & HOV Operations, Stage 3	198,405	1,080	1,055	1,055	1,555	0	0	4,498	207,648
	Subtotal	198,405	1,080	1,055	1,055	1,555	0	0	4,498	207,648
Program										
700720	ST Express Fleet Expansion	30,895	0	15,862	0	0	0	0	0	46,757
	Subtotal	30,895	0	15,862	0	0	0	0	0	46,757
	Total	\$238,199	\$18,355	\$67,996	\$41,579	\$21,028	\$0	\$0	\$4,498	\$391,656

2021 Cashflow by Subarea

(in thousands)

System Expansion
REGIONAL EXPRESS

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$4,353	\$18	\$3,126	\$355	\$363	\$0	\$0	\$0	\$8,214
2 - North King	609	7,100	19,690	19,650	17,951	0	0	0	65,000
3 - South King	3,779	14	2,589	355	363	0	0	0	7,100
4 - East King	221,654	1,153	15,436	1,505	2,020	0	0	4,498	246,266
5 - Pierce	7,805	10,070	27,155	19,714	332	0	0	0	65,075
Total	\$238,199	\$18,355	\$67,996	\$41,579	\$21,028	\$0	\$0	\$4,498	\$391,656

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$3,394	\$255	\$954	\$778	\$538	\$0	\$0	\$147	\$6,065
20-Prelim Engineering/Env Review	2,879	75	5,738	1,455	1,465	0	0	0	11,612
30-Final Design+Specifications	18,476	25	25	50	25	0	0	916	19,517
35-Third Party	6,303	17,000	44,170	38,060	17,500	0	0	0	123,032
40-Row Acquisition+Permits	3	0	248	25	0	0	0	0	276
50-Construction	176,250	1,000	1,000	1,212	1,500	0	0	3,435	184,397
70-Vehicles	30,895	0	15,862	0	0	0	0	0	46,757
Total	\$238,199	\$18,355	\$67,996	\$41,579	\$21,028	\$0	\$0	\$4,498	\$391,656

500005 **Bus Base South** **Managed by: PEPD**

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

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$246,551
2020 TIP:	\$5,808	2020 :	2019	2020 Cost Estimate:	\$238,121
2021 TIP:	\$5,808	2021 :	2021	2021 Cost Estimate:	\$238,121

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$226	\$9	\$805	\$0	\$0	\$0	\$0	\$0	\$1,040
South King	146	6	522	0	0	0	0	0	674
East King	586	23	2,092	0	0	0	0	0	2,701
Pierce	302	12	1,080	0	0	0	0	0	1,394
Total	\$1,260	\$50	\$4,498	\$0	\$0	\$0	\$0	\$0	\$5,808

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$444	\$25	\$375	\$0	\$0	\$0	\$0	\$0	\$844
20-Prelim Engineering/Env Review	813	25	3,925	0	0	0	0	0	4,763
40-Row Acquisition+Permits	3	0	198	0	0	0	0	0	201
Total	\$1,260	\$50	\$4,498	\$0	\$0	\$0	\$0	\$0	\$5,808

Project Risk Assessment

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

500086

Bus on Shoulder

Managed by: PEPD

Scope: Design and implement freeway shoulder improvements to enable buses to use shoulders on freeways and state route facilities during periods of congestion along I-5.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$265	\$9	\$339	\$355	\$363	\$0	\$0	\$0	\$1,330
South King	265	9	339	355	363	0	0	0	1,330
Pierce	243	8	310	325	332	0	0	0	1,218
Total	\$773	\$25	\$987	\$1,036	\$1,058	\$0	\$0	\$0	\$3,878

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$142	\$25	\$115	\$174	\$0	\$0	\$0	\$0	\$456
20-Prelim Engineering/Env Review	0	0	838	575	1,033	0	0	0	2,445
30-Final Design+Specifications	0	0	25	50	25	0	0	0	100
35-Third Party	362	0	10	0	0	0	0	0	372
40-Row Acquisition+Permits	0	0	0	25	0	0	0	0	25
50-Construction	268	0	0	212	0	0	0	0	480
Total	\$773	\$25	\$987	\$1,036	\$1,058	\$0	\$0	\$0	\$3,878

Project Risk Assessment

Likely insufficient eligible projects to spend available funding.

500110 RapidRide C and D Managed by: PEPD

Scope: Design and construct transit priority improvements along King County Metro’s RapidRide C and D lines that provide service to Ballard and West Seattle to improve speed and reliability in advance of light rail operations.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$609	\$7,100	\$19,690	\$19,650	\$17,951	\$0	\$0	\$0	\$65,000
Total	\$609	\$7,100	\$19,690	\$19,650	\$17,951	\$0	\$0	\$0	\$65,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$99	\$50	\$100	\$100	\$401	\$0	\$0	\$0	\$750
20-Prelim Engineering/Env Review	510	50	590	550	50	0	0	0	1,750
35-Third Party	0	7,000	19,000	19,000	17,500	0	0	0	62,500
Total	\$609	\$7,100	\$19,690	\$19,650	\$17,951	\$0	\$0	\$0	\$65,000

Project Risk Assessment

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

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Continue financial participation of project.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$5,962	\$10,050	\$25,099	\$19,389	\$0	\$0	\$0	\$0	\$60,500
Total	\$5,962	\$10,050	\$25,099	\$19,389	\$0	\$0	\$0	\$0	\$60,500

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$22	\$50	\$99	\$329	\$0	\$0	\$0	\$0	\$500
35-Third Party	5,940	10,000	25,000	19,060	0	0	0	0	60,000
Total	\$5,962	\$10,050	\$25,099	\$19,389	\$0	\$0	\$0	\$0	\$60,500

Project Risk Assessment

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

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Project on hold pending realignment decisions.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$295	\$50	\$805	\$450	\$465	\$0	\$0	\$0	\$2,065
Total	\$295	\$50	\$805	\$450	\$465	\$0	\$0	\$0	\$2,065

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$288	\$50	\$210	\$120	\$82	\$0	\$0	\$0	\$750
20-Prelim Engineering/Env Review	7	0	385	330	382	0	0	0	1,105
35-Third Party	0	0	160	0	0	0	0	0	160
40-Row Acquisition+Permits	0	0	50	0	0	0	0	0	50
Total	\$295	\$50	\$805	\$450	\$465	\$0	\$0	\$0	\$2,065

Project Risk Assessment

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

5X387 I-90 Two-Way Transit & HOV Operations, Stage 3 Managed by: DECM

Scope: Plan, design, and construct freeway improvements to achieve reliable two-way transit and HOV operations eastbound and westbound on I-90 between 80th Avenue SE on Mercer Island and Rainier Avenue/I-5 in Seattle.

Changes to authorized project allocation since 2020: Decreased by \$18 million in projected surplus budget.

Budget year activities: Continue the administrative closeout process.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$198,405	\$1,080	\$1,055	\$1,055	\$1,555	\$0	\$0	\$4,498	\$207,648
Total	\$198,405	\$1,080	\$1,055	\$1,055	\$1,555	\$0	\$0	\$4,498	\$207,648

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$2,399	\$55	\$55	\$55	\$55	\$0	\$0	\$147	\$2,765
20-Prelim Engineering/Env Review	1,549	0	0	0	0	0	0	0	1,549
30-Final Design+Specifications	18,476	25	0	0	0	0	0	916	19,417
50-Construction	175,982	1,000	1,000	1,000	1,500	0	0	3,435	183,917
Total	\$198,405	\$1,080	\$1,055	\$1,055	\$1,555	\$0	\$0	\$4,498	\$207,648

Project Risk Assessment

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

700720

ST Express Fleet Expansion

Managed by: Operations

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

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$3,862	\$0	\$1,983	\$0	\$0	\$0	\$0	\$0	\$5,845
South King	3,368	0	1,729	0	0	0	0	0	5,096
East King	22,368	0	11,484	0	0	0	0	0	33,852
Pierce	1,298	0	666	0	0	0	0	0	1,964
Total	\$30,895	\$0	\$15,862	\$0	\$0	\$0	\$0	\$0	\$46,757

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$30,895	\$0	\$15,862	\$0	\$0	\$0	\$0	\$0	\$46,757
Total	\$30,895	\$0	\$15,862	\$0	\$0	\$0	\$0	\$0	\$46,757

Project Risk Assessment

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

2021 Cashflow by Budget Approval

(in thousands)

System Expansion

OTHER

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
600038	Next Generation ORCA	\$6,023	\$18,304	\$2,119	\$5,076	\$0	\$0	\$0	\$0	\$31,523
600143	Environmental Remediation	500	500	0	0	0	0	0	0	1,000
	Subtotal	6,523	18,804	2,119	5,076	0	0	0	0	32,523
Operating										
600668	STart Operations & Maintenance	1,781	416	444	470	502	531	563	14,640	19,344
	Subtotal	1,781	416	444	470	502	531	563	14,640	19,344
Program										
3X212	Fare Collection	8,902	279	108	73	112	29	100	5,268	14,870
5X410	Research & Technology	12,114	795	507	0	0	0	0	6,404	19,820
600016	Fare Administration	3,277	1,514	688	462	0	0	0	0	5,941
600039	Research and Business Development Program	239	546	358	0	0	0	0	0	1,143
600073	Transit System Access Program	3,597	10,375	10,450	7,950	8,100	2,750	1,550	97,367	142,139
600076	Innovation and Technology Program	4,796	2,098	1,997	2,068	2,141	2,204	2,283	89,017	106,604
600132	Efficiency & Sustainability	59	1,270	1,050	1,050	1,050	1,050	1,050	18,421	25,000
6X668	STart	29,588	3,427	7,089	7,183	6,448	3,360	2,255	102,172	161,521
804100	Transit Oriented Development Property Disposition	8,249	2,100	660	204	402	0	0	0	11,615
804302	Transit Oriented Development Planning Program	709	585	633	620	620	620	26,384	0	30,171
809100	ST3 Planning	28,034	2,528	900	748	0	0	9,317	0	41,527
	Subtotal	99,564	25,516	24,440	20,359	18,874	10,012	42,939	318,647	560,352
	Total	\$107,868	\$44,737	\$27,003	\$25,904	\$19,375	\$10,543	\$43,502	\$333,287	\$612,218

2021 Cashflow by Subarea

(in thousands)

System Expansion

OTHER

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$9,779	\$3,005	\$3,815	\$3,334	\$3,214	\$1,435	\$968	\$47,019	\$72,568
2 - North King	18,948	5,836	5,026	4,107	4,122	1,726	1,161	54,774	95,700
3 - South King	6,342	2,471	2,707	2,204	2,194	859	562	30,346	47,686
4 - East King	7,813	2,921	3,737	3,262	3,140	1,400	928	45,109	68,309
5 - Pierce	9,735	2,864	3,465	2,973	2,894	1,250	848	42,198	66,226
6 - Systemwide	55,251	27,640	8,252	10,025	3,811	3,874	39,034	113,841	261,729
Total	\$107,868	\$44,737	\$27,003	\$25,904	\$19,375	\$10,543	\$43,502	\$333,287	\$612,218

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$2,328	\$2,915	\$1,386	\$1,101	\$641	\$653	\$26,389	\$381	\$35,793
02-Operation+Maintenance-Agency	1,143	287	200	218	242	263	287	10,873	13,511
10-Agency Administration	18,999	3,901	2,598	1,724	1,793	1,378	2,202	34,091	66,684
20-Prelim Engineering/Env Review	30,418	5,364	2,469	2,298	2,220	2,275	10,293	87,508	142,844
26-Research+Technology	14,038	16,939	1,778	1,637	0	0	0	1,752	36,145
30-Final Design+Specifications	15	125	125	125	125	125	125	3,003	3,768
35-Third Party	2,125	10,723	10,525	8,000	7,500	2,500	1,977	79,985	123,335
40-Row Acquisition+Permits	3,816	0	60	76	336	0	0	0	4,287
50-Construction	8,518	1,756	1,489	4,274	816	750	750	20,801	39,153
61-Art	26,468	2,727	6,374	6,453	5,703	2,600	1,480	94,895	146,699
Total	\$107,868	\$44,737	\$27,003	\$25,904	\$19,375	\$10,543	\$43,502	\$333,287	\$612,218

3X212 **Fare Collection** **Managed by: ITS**

Scope: Maintenance of Agency fare collection and enforcement systems, as required, including: Ticket Vending Machines (TVMs), One Regional Card for All (ORCA) payment reader system for Link, secure payment requirements, and electronic citation system and hardware for fare validation and enforcement.

Changes to authorized project allocation since 2020: None.

Budget year activities: Install a system-wide upgrade to the operating software that will improve system security compliance and performance; continue implementation of electronic citation system for fare enforcement; other fare collection projects as required for operational support.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$14,870	2020 :	2025	2020 Cost Estimate:	N/A
2021 TIP:	\$14,870	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$1,976	\$62	\$24	\$16	\$25	\$6	\$22	\$1,169	\$3,301
South King	3,214	101	39	26	41	10	36	1,902	5,368
East King	249	8	3	2	3	1	3	147	416
Pierce	3,463	108	42	28	44	11	39	2,049	5,785
Total	\$8,902	\$279	\$108	\$73	\$112	\$29	\$100	\$5,268	\$14,870

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$164	\$23	\$37	\$15	\$17	\$29	\$0	\$311	\$596
10-Agency Administration	608	198	0	58	96	0	100	109	1,169
20-Prelim Engineering/Env Review	150	0	0	0	0	0	0	0	150
50-Construction	7,980	57	71	0	0	0	0	4,847	12,955
Total	\$8,902	\$279	\$108	\$73	\$112	\$29	\$100	\$5,268	\$14,870

Project Risk Assessment

The risk to budget remains high until assessment of the condition of the fielded assets and associated repair and replacement costs are completed.

5X410	Research & Technology	Managed by: ITS
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Scope: Assess current implementation of the technology network, including capacity constraints; assess the new desired state as dictated by ST3; and develop a roadmap that provides remediation of design concerns, state of good repair for aging components, system expansion needs, and support for a new, ongoing operational model for network support.

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2020 TIP: \$19,820	2020 : 2023	2020 Cost Estimate: N/A
2021 TIP: \$19,820	2021 : 2023	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$12,114	\$795	\$507	\$0	\$0	\$0	\$0	\$6,404	\$19,820
Total	\$12,114	\$795	\$507	\$0	\$0	\$0	\$0	\$6,404	\$19,820

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,723	\$480	\$0	\$0	\$0	\$0	\$0	\$4,592	\$6,794
20-Prelim Engineering/Env Review	2,580	270	0	0	0	0	0	60	2,910
26-Research+Technology	7,811	45	507	0	0	0	0	1,752	10,116
Total	\$12,114	\$795	\$507	\$0	\$0	\$0	\$0	\$6,404	\$19,820

Project Risk Assessment

Elements of this program are in various stages of design and include new technologies that require custom software development which creates budget and schedule risk while a project progresses from an idea or concept to a fully scoped project. Extensive coordination with external partner agencies adds a level of schedule risk.

600016	Fare Administration	Managed by: FIN
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Scope: Manage the fares, pricing, and fare collection program for Sound Transit. Provide funding for the maintenance, upgrade, and installation of the existing regional smart card system (ORCA).

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$3,277	\$1,514	\$688	\$462	\$0	\$0	\$0	\$0	\$5,941
Total	\$3,277	\$1,514	\$688	\$462	\$0	\$0	\$0	\$0	\$5,941

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$174	\$899	\$688	\$462	\$0	\$0	\$0	\$0	\$2,223
10-Agency Administration	0	0	0	0	0	0	0	0	0
20-Prelim Engineering/Env Review	2,398	615	0	0	0	0	0	0	3,013
26-Research+Technology	705	0	0	0	0	0	0	0	705
Total	\$3,277	\$1,514	\$688	\$462	\$0	\$0	\$0	\$0	\$5,941

Project Risk Assessment

ORCA is a regional universal fare payment system. The equipment and software technology that currently supports the program is approaching the end of its useful life. The risk to budget is the uncertainty of cost when the system scope to be designed and implemented has not been identified, nor has the associated equipment to support the program.

600038	Next Generation ORCA	Managed by: FIN
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Scope: Funding for Sound Transit’s share of costs related to the planning, development and implementation of a next generation ORCA fare collection system.

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2020 TIP: \$31,523	2020 : 2023	2020 Cost Estimate: N/A
2021 TIP: \$31,523	2021 : 2023	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$6,023	\$18,304	\$2,119	\$5,076	\$0	\$0	\$0	\$0	\$31,523
Total	\$6,023	\$18,304	\$2,119	\$5,076	\$0	\$0	\$0	\$0	\$31,523

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$440	\$682	\$707	\$0	\$0	\$0	\$0	\$0	\$1,829
26-Research+Technology	5,522	16,894	1,271	1,637	0	0	0	0	25,325
50-Construction	60	729	141	3,439	0	0	0	0	4,369
Total	\$6,023	\$18,304	\$2,119	\$5,076	\$0	\$0	\$0	\$0	\$31,523

Project Risk Assessment

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

600039	Research and Business Development Program	Managed by: EXE
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Scope: Research and develop business practices to improve regional mobility and system efficiency. Develop data-driven strategies and tools to support the agency in improving the match between market needs and system performance.

Changes to authorized project allocation since 2020: None.

Budget year activities: Fund data collection to support system accessibility research and provide local grant-match support for a proposed mobility research project by the University of Washington.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2020 TIP: \$1,143	2020 : 2023	2020 Cost Estimate: N/A
2021 TIP: \$1,143	2021 : 2023	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$239	\$546	\$358	\$0	\$0	\$0	\$0	\$0	\$1,143
Total	\$239	\$546	\$358	\$0	\$0	\$0	\$0	\$0	\$1,143

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$98	\$225	\$257	\$0	\$0	\$0	\$0	\$0	\$580
20-Prelim Engineering/Env Review	141	321	101	0	0	0	0	0	563
Total	\$239	\$546	\$358	\$0	\$0	\$0	\$0	\$0	\$1,143

Project Risk Assessment

The project risk is minimal as the policy review is limited by available funds.

600073 Transit System Access Program Managed by: PEPD

Scope: Invest in additional non-motorized, transit, and pick-up/drop-off access improvements at and around Sound Transit passenger facilities, in partnership with host jurisdictions and operating partners.

Changes to authorized project allocation since 2020: None.

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

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$114,389
2020 TIP: \$142,139	2020 : 2040	2020 Cost Estimate: \$114,389
2021 TIP: \$142,139	2021 : 2040	2021 Cost Estimate: \$114,389

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$719	\$2,075	\$2,090	\$1,590	\$1,620	\$550	\$310	\$19,473	\$28,428
North King	719	2,075	2,090	1,590	1,620	550	310	19,473	28,428
South King	719	2,075	2,090	1,590	1,620	550	310	19,473	28,428
East King	719	2,075	2,090	1,590	1,620	550	310	19,473	28,428
Pierce	719	2,075	2,090	1,590	1,620	550	310	19,473	28,428
Total	\$3,597	\$10,375	\$10,450	\$7,950	\$8,100	\$2,750	\$1,550	\$97,367	\$142,139

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,733	\$300	\$350	\$350	\$350	\$0	\$300	\$6,617	\$10,000
20-Prelim Engineering/Env Review	365	75	100	100	250	250	250	5,010	6,400
35-Third Party	1,500	10,000	10,000	7,500	7,500	2,500	1,000	79,985	119,985
50-Construction	0	0	0	0	0	0	0	5,754	5,754
Total	\$3,597	\$10,375	\$10,450	\$7,950	\$8,100	\$2,750	\$1,550	\$97,367	\$142,139

Project Risk Assessment

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

600076 Innovation and Technology Program Managed by: EXE

Scope: Research, analysis, and implementation of innovative best practices, partnership and technologies to increase ridership, improve service, and enhance efficiency of regional mobility outside of new investments in large capital projects.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$4,796	\$2,098	\$1,997	\$2,068	\$2,141	\$2,204	\$2,283	\$89,017	\$106,604
Total	\$4,796	\$2,098	\$1,997	\$2,068	\$2,141	\$2,204	\$2,283	\$89,017	\$106,604

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
10-Agency Administration	3,066	390	229	237	246	254	253	8,610	13,285
20-Prelim Engineering/Env Review	1,690	1,708	1,768	1,831	1,895	1,950	2,030	80,407	93,279
Total	\$4,796	\$2,098	\$1,997	\$2,068	\$2,141	\$2,204	\$2,283	\$89,017	\$106,604

Project Risk Assessment

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

600132	Efficiency & Sustainability	Managed by: PEPD
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Scope: System wide resource conservation and pollution mitigation projects, with a focus on projects that reduce long-term operations & maintenance, utility and fuel costs. These projects will be focused on existing facilities and system wide improvements that provide resource conservation opportunities across new and existing facilities. The resource efficiency projects developed in this program will be managed by agency staff and planned, designed and constructed by consultants.

Changes to authorized project allocation since 2020: None.

Budget year activities: Assess and prioritize energy efficiency audits and renewable energy assessments and resource efficiency improvements in the Planning, Environment and Project Department (PEPD) and the Operations Department.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$59	\$1,270	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$18,421	\$25,000
Total	\$59	\$1,270	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$18,421	\$25,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$29	\$100	\$100	\$100	\$100	\$100	\$100	\$3,188	\$3,818
20-Prelim Engineering/Env Review	15	75	75	75	75	75	75	2,030	2,495
30-Final Design+Specifications	15	125	125	125	125	125	125	3,003	3,768
50-Construction	0	970	750	750	750	750	750	10,200	14,920
Total	\$59	\$1,270	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$18,421	\$25,000

Project Risk Assessment

N/A.

600143	Environmental Remediation	Managed by: PEPD
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Scope: In compliance with the Model Toxics Control Act prepared, prioritize for further evaluation for a site remediation clean-up strategy and/or administrative closure ten sites which require identification of data gaps, conducting additional investigation and/or remediation design where appropriate.

Changes to authorized project allocation since 2020: Increased by \$500 thousand to address identified remediation requirements of 10 Sound Transit owned properties.

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

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

Cashflow (YOE \$000s)

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

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$50	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$100
20-Prelim Engineering/Env Review	450	450	0	0	0	0	0	0	900
Total	\$500	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000

Project Risk Assessment
N/A.

600668	Start Operations & Maintenance	Managed by: DECM
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Scope: Maintain Sound Transit installed art, including documentation, monitoring, cleaning, repair and possible replacement.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$402	\$94	\$100	\$106	\$113	\$120	\$127	\$3,306	\$4,368
North King	538	126	134	142	152	160	170	4,424	5,846
South King	137	32	34	36	39	41	43	1,124	1,486
East King	389	91	97	102	109	116	123	3,194	4,221
Pierce	315	74	78	83	89	94	100	2,591	3,424
Total	\$1,781	\$416	\$444	\$470	\$502	\$531	\$563	\$14,640	\$19,344

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$18	\$8	\$4	\$3	\$4	\$4	\$5	\$69	\$115
02-Operation+Maintenance-Agency	1,143	287	200	218	242	263	287	10,873	13,511
10-Agency Administration	620	121	240	249	256	264	271	3,698	5,718
Total	\$1,781	\$416	\$444	\$470	\$502	\$531	\$563	\$14,640	\$19,344

Project Risk Assessment
N/A.

6X668	Start	Managed by: DECM
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Scope: Incorporate art into Sound Transit facilities reflecting the communities served and contribute to a positive experience for customers.

The Board supports a public art budget of one percent of construction costs excluding tunneling for all Sound Move, ST2, and ST3 projects.

Changes to authorized project allocation since 2020: Increase by \$320 thousand for Tacoma Trestle Mitigation Artwork at Tacoma Dome Station (Sounder).

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$6,681	\$774	\$1,601	\$1,622	\$1,456	\$759	\$509	\$23,070	\$36,471
North King	8,941	1,036	2,142	2,171	1,949	1,015	681	30,876	48,812
South King	2,272	263	544	552	495	258	173	7,847	12,405
East King	6,456	748	1,547	1,567	1,407	733	492	22,294	35,244
Pierce	5,237	607	1,255	1,271	1,141	595	399	18,084	28,589
Total	\$29,588	\$3,427	\$7,089	\$7,183	\$6,448	\$3,360	\$2,255	\$102,172	\$161,521

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$3,120	\$700	\$715	\$730	\$745	\$760	\$775	\$7,277	\$14,822
61-Art	26,468	2,727	6,374	6,453	5,703	2,600	1,480	94,895	146,699
Total	\$29,588	\$3,427	\$7,089	\$7,183	\$6,448	\$3,360	\$2,255	\$102,172	\$161,521

Project Risk Assessment
N/A.

804100 Transit Oriented Development Property Disposition Managed by: PEPD

Scope: Provide planning and technical assistance to local jurisdictions and Sound Transit (ST) project teams to help identify and shape transit oriented development and joint development opportunities. Dispose of properties that have been declared surplus and are suitable for transit oriented development based on size and proximity to ST transit services.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$8,249	\$2,100	\$660	\$204	\$402	\$0	\$0	\$0	\$11,615
Total	\$8,249	\$2,100	\$660	\$204	\$402	\$0	\$0	\$0	\$11,615

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$1,223	\$1,400	\$24	\$0	\$0	\$0	\$0	\$0	\$2,648
10-Agency Administration	2,739	650	0	0	0	0	0	0	3,389
20-Prelim Engineering/Env Review	0	50	50	44	0	0	0	0	144
40-Row Acquisition+Permits	3,809	0	60	76	336	0	0	0	4,280
50-Construction	477	0	526	84	66	0	0	0	1,154
Total	\$8,249	\$2,100	\$660	\$204	\$402	\$0	\$0	\$0	\$11,615

Project Risk Assessment

N/A.

804302	Transit Oriented Development Planning Program	Managed by: PEPD
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Scope: Support Transit Oriented Development(TOD) planning and pre-development activities needed to identify, refine and shape the offering of TOD properties targeted by ST3 plan.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$709	\$585	\$633	\$620	\$620	\$620	\$26,384	\$0	\$30,171
Total	\$709	\$585	\$633	\$620	\$620	\$620	\$26,384	\$0	\$30,171

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$709	\$585	\$633	\$620	\$620	\$620	\$26,384	\$0	\$30,171
Total	\$709	\$585	\$633	\$620	\$620	\$620	\$26,384	\$0	\$30,171

Project Risk Assessment
N/A.

809100	ST3 Planning	Managed by: PEPD
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Scope: Support system expansion activities that are not corridor specific, including but not limited to ridership forecasting, operation analysis, environmental analysis, and pre-project development for future projects.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$28,034	\$2,528	\$900	\$748	\$0	\$0	\$9,317	\$0	\$41,527
Total	\$28,034	\$2,528	\$900	\$748	\$0	\$0	\$9,317	\$0	\$41,527

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$4,774	\$5	\$0	\$0	\$0	\$0	\$402	\$0	\$5,181
20-Prelim Engineering/Env Review	22,629	1,800	375	248	0	0	7,938	0	32,989
35-Third Party	625	723	525	500	0	0	977	0	3,350
40-Row Acquisition+Permits	7	0	0	0	0	0	0	0	7
Total	\$28,034	\$2,528	\$900	\$748	\$0	\$0	\$9,317	\$0	\$41,527

Project Risk Assessment

Funding for this project was reduced in 2019 to the level needed to support anticipated work. Further reductions could jeopardize the agency's ability to advance unanticipated planning work on systemic issues not charged to specific projects.

2021 Cashflow by Budget Approval

(in thousands)

Enhancement

ALL MODES

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total	
Preliminary Engineering										
300038	Sounder At-Grade Study	\$0	\$1,700	\$0	\$0	\$0	\$0	\$0	\$1,700	
400033	Link At Grade Study	0	484	2,717	1,705	0	0	0	\$4,906	
400044	Link Operating Segment Systems Enhancements and Upgrades	58	0	0	0	0	0	0	\$58	
600084	Passenger Information Management System	8,284	9,051	6,447	8,583	12,278	4,933	0	\$49,576	
600085	SODO/MLK Hazard Mitigation	994	444	0	0	0	0	1,698	\$3,136	
600145	Design Criteria Manual Update	284	16	0	0	0	0	0	\$300	
600146	Design & Engineering Standards Update	0	1,600	0	0	0	0	0	\$1,600	
800111	Fare Paid Zone	0	2,720	620	0	0	0	0	\$3,340	
800112	Link Line Renaming	0	584	384	200	0	0	0	\$1,168	
864169	Station Codes	0	2,800	2,500	0	0	0	0	\$5,300	
	Subtotal	9,620	19,399	12,668	10,488	12,278	4,933	0	1,698	71,084
Baseline										
300011	Positive Train Control	43,079	50	0	0	0	0	4,221	47,350	
	Subtotal	43,079	50	0	0	0	0	4,221	47,350	
Operating										
700766	Operations Enhancement Portfolio	44,866	9,922	26,861	2,205	142	255	0	84,251	
600029	Tacoma Link Fare Collection	72	0	0	527	0	0	0	599	
700665	Video Management System Upgrade	900	980	0	0	0	0	0	1,880	
700685	Everett Station Security Improvements	280	9	0	0	0	0	0	289	
700686	Security Radio System	430	823	0	0	0	0	0	1,253	
700687	Security Operations Center - Video Monitoring Improvements	241	0	0	0	0	0	0	241	
	Subtotal	46,788	11,735	26,861	2,731	142	255	0	0	88,513
Program										
400122	Escalator Modernization Program	2,840	20	10,565	10,955	9,025	4,208	3,733	45,227	
4X340	Noise Abatement	10,160	800	699	672	547	121	0	13,000	
600080	Bike Parking Program	674	1,450	1,450	1,450	4,676	0	0	9,700	
600133	Parking Management Program	141	1,165	2,250	2,450	2,750	2,635	1,000	13,692	
700767	Administrative Pool Vehicles	410	415	181	0	0	0	0	1,006	
700793	Signage Improvements	674	522	352	218	10	10	10	1,856	
	Subtotal	14,899	4,372	15,497	15,745	17,008	6,974	4,892	5,095	84,482
	Total	\$114,386	\$35,555	\$55,026	\$28,964	\$29,428	\$12,162	\$4,892	\$11,014	\$291,428

2021 Cashflow by Subarea

(in thousands)

Enhancement

ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$6,401	\$834	\$2,655	\$1	\$0	\$0	\$0	\$300	\$10,191
2 - North King	34,475	10,621	22,476	15,243	15,370	6,930	4,886	6,761	116,762
3 - South King	15,509	6,882	9,628	2,274	228	44	5	216	34,786
4 - East King	4,675	476	6,466	476	1,534	0	0	0	13,628
5 - Pierce	41,061	654	3,835	545	18	256	0	3,736	50,105
6 - Systemwide	12,265	16,089	9,965	10,426	12,278	4,933	0	0	65,957
Total	\$114,386	\$35,555	\$55,026	\$28,964	\$29,428	\$12,162	\$4,892	\$11,014	\$291,428

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$500	\$1,267	\$1,267	\$1,268	\$5,393	\$255	\$0	\$0	\$9,951
10-Agency Administration	7,661	9,396	5,453	2,277	1,462	1,790	1,112	2,081	31,231
20-Prelim Engineering/Env Review	1,276	1,354	4,453	3,390	1,550	1,335	0	0	13,358
30-Final Design+Specifications	4,340	1,927	1,861	1,425	1,101	295	147	781	11,876
35-Third Party	12,443	500	2,678	200	200	0	0	0	16,022
40-Row Acquisition+Permits	75	0	0	0	0	0	0	0	75
50-Construction	80,644	19,497	37,363	19,176	18,597	7,938	3,200	6,189	192,604
55-Construction Services	4,211	869	1,504	1,028	1,000	550	432	1,945	11,540
70-Vehicles	3,066	746	447	200	124	0	0	0	4,583
80-System Testing+Startup	170	0	0	0	0	0	0	18	188
Total	\$114,386	\$35,555	\$55,026	\$28,964	\$29,428	\$12,162	\$4,892	\$11,014	\$291,428

300011

Positive Train Control

Managed by: DECM

Scope: Integrate command, control, communications, and information systems for controlling passenger train movements with safety, security, precision, and efficiency. These systems will improve railroad safety by significantly reducing the probability of collisions between trains, casualties to railway workers and damage to their equipment, and over speed accidents.

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

Budget year activities: Continue project closeout activities.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$3,059	\$4	\$0	\$0	\$0	\$0	\$0	\$300	\$3,362
South King	1,895	2	0	0	0	0	0	186	2,083
Pierce	38,125	44	0	0	0	0	0	3,736	41,905
Total	\$43,079	\$50	\$0	\$0	\$0	\$0	\$0	\$4,221	\$47,350

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,953	\$50	\$0	\$0	\$0	\$0	\$0	\$227	\$2,230
30-Final Design+Specifications	226	0	0	0	0	0	0	0	226
35-Third Party	3,900	0	0	0	0	0	0	0	3,900
50-Construction	35,846	0	0	0	0	0	0	2,406	38,252
55-Construction Services	984	0	0	0	0	0	0	1,570	2,554
80-System Testing+Startup	170	0	0	0	0	0	0	18	188
Total	\$43,079	\$50	\$0	\$0	\$0	\$0	\$0	\$4,221	\$47,350

Project Risk Assessment
N/A.

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$0	\$711	\$0	\$0	\$0	\$0	\$0	\$0	\$711
South King	0	513	0	0	0	0	0	0	513
Pierce	0	476	0	0	0	0	0	0	476
Total	\$0	\$1,700	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$1,700	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700
Total	\$0	\$1,700	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700

Project Risk Assessment

N/A.

400033

Link At Grade Study

Managed by: DECM

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

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

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

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment

Project pending identification and impact of project risk.

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

Scope: Deliver enhancements and upgrades to systems on the existing Link operating segment, including AC power distribution, traction power, overhead catenary system, signals and communications systems upgrades, and enhancements to existing engineering infrastructure.

Changes to authorized project allocation since 2020: Decreased by \$7 thousand to defund project.

Budget year activities: Project defunded.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment

N/A.

400122 Escalator Modernization Program Managed by: DECM

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

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$2,840	\$20	\$10,565	\$10,955	\$9,025	\$4,208	\$3,882	\$3,733	\$45,227
Total	\$2,840	\$20	\$10,565	\$10,955	\$9,025	\$4,208	\$3,882	\$3,733	\$45,227

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$600	\$5	\$805	\$805	\$805	\$202	\$102	\$245	\$3,569
30-Final Design+Specifications	302	0	800	800	600	200	147	413	3,263
50-Construction	1,844	15	7,960	8,350	6,620	3,256	3,200	2,725	33,970
55-Construction Services	93	0	1,000	1,000	1,000	550	432	350	4,425
Total	\$2,840	\$20	\$10,565	\$10,955	\$9,025	\$4,208	\$3,882	\$3,733	\$45,227

Project Risk Assessment

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

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

Scope: Design and construct a noise wall along the Link elevated guideway in Tukwila. Funding for the completion of the Residential Sound Insulation Program (RSIP) for residences impacted by noise from operations of Central Link in the Rainier Valley is included in this project.

Changes to authorized project allocation since 2020: None.

Budget year activities: Noise and vibration data collection, wheel/rail interaction investigation and correlation of track/vehicle interaction to noise, vibration and maintenance issues.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$6,937	\$546	\$477	\$459	\$374	\$83	\$0	\$0	\$8,876
South King	3,223	254	222	213	174	38	0	0	4,124
Total	\$10,160	\$800	\$699	\$672	\$547	\$121	\$0	\$0	\$13,000

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,081	\$50	\$49	\$47	\$46	\$27	\$0	\$0	\$1,300
30-Final Design+Specifications	1,097	750	650	625	501	95	0	0	3,718
40-Row Acquisition+Permits	16	0	0	0	0	0	0	0	16
50-Construction	5,879	0	0	0	0	0	0	0	5,879
55-Construction Services	2,088	0	0	0	0	0	0	0	2,088
Total	\$10,160	\$800	\$699	\$672	\$547	\$121	\$0	\$0	\$13,000

Project Risk Assessment

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

Scope: Install and commission ticket vending machines at Tacoma Link stations, establish a spare parts inventory, set up fare collection and fare enforcement support, and conduct public outreach.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$599	2020 :	2023	2020 Cost Estimate:	N/A
2021 TIP:	\$599	2021 :	2023	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Pierce	\$72	\$0	\$0	\$527	\$0	\$0	\$0	\$0	\$599
Total	\$72	\$0	\$0	\$527	\$0	\$0	\$0	\$0	\$599

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$8	\$0	\$0	\$83	\$0	\$0	\$0	\$0	\$91
50-Construction	64	0	0	443	0	0	0	0	508
Total	\$72	\$0	\$0	\$527	\$0	\$0	\$0	\$0	\$599

Project Risk Assessment

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

600080

Bike Parking Program

Managed by: PEPD

Scope: Provide bicycle parking at Sound Transit facilities in response to demand or for maintenance, replacement or upgrade needs.

Changes to authorized project allocation since 2020: None.

Budget year activities: Bike lockers installation at Bonney Lake Park and Ride, Edmonds Station, Issaquah Transit Center, Mercer Island Park and Ride, Mukilteo Station, Tukwila International Blvd station.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$9,700	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$9,700	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$453	\$974	\$974	\$974	\$3,142	\$0	\$0	\$0	\$6,517
East King	221	476	476	476	1,534	0	0	0	3,183
Total	\$674	\$1,450	\$1,450	\$1,450	\$4,676	\$0	\$0	\$0	\$9,700

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$500	\$1,250	\$1,250	\$1,250	\$5,376	\$0	\$0	\$0	\$9,626
10-Agency Administration	174	200	200	200	(700)	0	0	0	74
Total	\$674	\$1,450	\$1,450	\$1,450	\$4,676	\$0	\$0	\$0	\$9,700

Project Risk Assessment

This project is focused on addressing localized high demand for bike lockers in specific areas. The technology is provided by one vendor and is dependent on the vendor's ability to provide and support the equipment and the software.

600084

Passenger Information Management System

Managed by: ITS

Scope: Design and implement a digital information system for sharing passenger usage data to create a better user experience and a more efficient multi-modal transit system.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$8,284	\$9,051	\$6,447	\$8,583	\$12,278	\$4,933	\$0	\$0	\$49,576
Total	\$8,284	\$9,051	\$6,447	\$8,583	\$12,278	\$4,933	\$0	\$0	\$49,576

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$1,107	\$1,387	\$551	\$551	\$551	\$551	\$0	\$0	\$4,697
20-Prelim Engineering/Env Review	77	150	150	150	50	0	0	0	577
50-Construction	7,100	7,513	5,746	7,882	11,677	4,383	0	0	44,301
Total	\$8,284	\$9,051	\$6,447	\$8,583	\$12,278	\$4,933	\$0	\$0	\$49,576

Project Risk Assessment

The project is just beginning to enter a discovery phase of the project to define the breadth of impact this program will have across 4 modes - Link, Sounder, Bus Rapid Transit and Regional Express. The scope of the project and estimate of cost to deliver the undefined scope can create cost volatility due to the uncertainty. The program will be following a phase gate process to ensure key decision makers are involved during the scoping and preliminary engineering processes.

600085

SODO/MLK Hazard Mitigation

Managed by: DECM

Scope: Various at-grade crossings in 2016 and early 2017 met the threshold for Unacceptable Hazardous Conditions. As a result, three Sound Transit departments (Design Engineering & Construction Management, Safety and Quality Assurance, and Operations) and Seattle's Department of Transportation (SDOT) partnered to assess the performance of at-grade crossings system wide and identify opportunities for enhancements and implement remedies.

Changes to authorized project allocation since 2020: None.

Budget year activities: Address illegal left turns along Martin Luther King (MLK), upgrade pedestrian warning signs, install second train warning devices at busway and MLK stations. Install close circuit television (CCTV) cameras at Royal Brougham, Holgate, Lander, Othello, and Henderson.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$3,136	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$3,136	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$994	\$444	\$0	\$0	\$0	\$0	\$0	\$1,698	\$3,136
Total	\$994	\$444	\$0	\$0	\$0	\$0	\$0	\$1,698	\$3,136

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$195	\$20	\$0	\$0	\$0	\$0	\$0	\$285	\$500
30-Final Design+Specifications	0	0	0	0	0	0	0	331	331
50-Construction	799	424	0	0	0	0	0	1,057	2,280
55-Construction Services	0	0	0	0	0	0	0	25	25
Total	\$994	\$444	\$0	\$0	\$0	\$0	\$0	\$1,698	\$3,136

Project Risk Assessment

Continue to address pedestrian safety upgrades at intersections.

600133 **Parking Management Program** **Managed by: EXE**

Scope: Design and install the infrastructure to support the implementation of parking management for Sound Transit-owned parking facilities.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$141	\$1,165	\$2,250	\$2,450	\$2,750	\$2,635	\$1,000	\$1,302	\$13,692
Total	\$141	\$1,165	\$2,250	\$2,450	\$2,750	\$2,635	\$1,000	\$1,302	\$13,692

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$111	\$350	\$500	\$500	\$750	\$1,000	\$1,000	\$1,302	\$5,513
20-Prelim Engineering/Env Review	30	715	1,500	1,500	1,500	1,335	0	0	6,580
35-Third Party	0	0	0	200	200	0	0	0	400
50-Construction	0	100	250	250	300	300	0	0	1,200
Total	\$141	\$1,165	\$2,250	\$2,450	\$2,750	\$2,635	\$1,000	\$1,302	\$13,692

Project Risk Assessment
N/A.

600145

Design Criteria Manual Update

Managed by: DECM

Scope: Coordinate, administer and update multiple standard documents to include the design criteria manual (DCM), engineering procedures (EPs), standard specifications and many other documents.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$284	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$284	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$284	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$284	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment

N/A.

600146 Design & Engineering Standards Update Managed by: DECM

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

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

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

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

Cashflow (YOE \$000s)

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

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600
Total	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600

Project Risk Assessment
N/A.

700665

Video Management System Upgrade

Managed by: SFT

Scope: Upgrade the existing Video Management System currently being used in the Security Operations Center to monitor and investigate incidents at all Sounder, Tacoma Link, ST Express Bus and Sound Transit office locations. Install video analytics software to maximize viewer attention to potential incidents.

Changes to authorized project allocation since 2020: None.

Budget year activities: Installation of the video analytics software that will sit on top of the existing video management upgrade project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$1,880	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$1,880	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$0	\$1,880

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$0	\$1,880
Total	\$900	\$980	\$0	\$0	\$0	\$0	\$0	\$0	\$1,880

Project Risk Assessment

N/A.

700685

Everett Station Security Improvements

Managed by: SFT

Scope: Procure and install 40 CCTV Cameras and associated recording equipment. Install 14 CES (Customer Emergency Stations) in areas around the station.

Changes to authorized project allocation since 2020: None.

Budget year activities: Project is complete.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$280	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$280	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$289

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$280	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$280	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$289

Project Risk Assessment

N/A.

700686

Security Radio System

Managed by: SFT

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

Changes to authorized project allocation since 2020: None.

Budget year activities: Complete installation of equipment.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$430	\$823	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$430	\$823	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$430	\$823	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$430	\$823	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253

Project Risk Assessment

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

700687

Security Operations Center - Video Monitoring Improvements

Managed by: SFT

Scope: Install approximately 10 additional monitors in the security operations center, associated hardware and video processing equipment. Remove old equipment as necessary.

Changes to authorized project allocation since 2020: None.

Budget year activities: Project is complete.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment

N/A.

700767

Administrative Pool Vehicles

Managed by: EXE

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$410	\$415	\$181	\$0	\$0	\$0	\$0	\$0	\$1,006
Total	\$410	\$415	\$181	\$0	\$0	\$0	\$0	\$0	\$1,006

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$410	\$415	\$181	\$0	\$0	\$0	\$0	\$0	\$1,006
Total	\$410	\$415	\$181	\$0	\$0	\$0	\$0	\$0	\$1,006

Project Risk Assessment

N/A.

700793

Signage Improvements

Managed by: EXE

Scope: Install, modify, and upgrade signage at new and existing Link and Sounder stations and ticket vending machine (TVM) locations to improve wayfinding and reflect system expansion.

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$2	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$6
North King	322	249	168	104	5	5	5	29	887
South King	346	268	180	112	5	5	5	31	952
East King	1	0	0	0	0	0	0	0	1
Pierce	4	3	2	1	0	0	0	0	10
Total	\$674	\$522	\$352	\$218	\$10	\$10	\$10	\$60	\$1,856

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$116	\$20	\$10	\$10	\$10	\$10	\$10	\$23	\$209
30-Final Design+Specifications	247	9	0	0	0	0	0	36	292
50-Construction	312	493	342	208	0	0	0	0	1,355
Total	\$674	\$522	\$352	\$218	\$10	\$10	\$10	\$60	\$1,856

Project Risk Assessment

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

800111 **Fare Paid Zone** **Managed by: EXE**

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$0	\$2,720	\$620	\$0	\$0	\$0	\$0	\$0	\$3,340
Total	\$0	\$2,720	\$620	\$0	\$0	\$0	\$0	\$0	\$3,340

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$0	\$2,720	\$620	\$0	\$0	\$0	\$0	\$0	\$3,340
Total	\$0	\$2,720	\$620	\$0	\$0	\$0	\$0	\$0	\$3,340

Project Risk Assessment

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

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

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

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$0	\$361	\$237	\$124	\$0	\$0	\$0	\$0	\$722
South King	0	223	147	76	0	0	0	0	446
Total	\$0	\$584	\$384	\$200	\$0	\$0	\$0	\$0	\$1,168

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
50-Construction	\$0	\$584	\$384	\$200	\$0	\$0	\$0	\$0	\$1,168
Total	\$0	\$584	\$384	\$200	\$0	\$0	\$0	\$0	\$1,168

Project Risk Assessment

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

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

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

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

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment
N/A.

700766 Operations Enhancement Portfolio Managed by:

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

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

Budget year activities: Proceed as planned per project.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$4,898	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$76,783	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$84,251	2021 :	N/A	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$3,061	\$109	\$2,654	\$0	\$0	\$0	\$0	\$0	\$5,824
North King	22,752	5,130	6,259	177	75	-	-	-	34,393
South King	10,023	4,552	8,124	1,872	49	-	-	-	24,620
East King	4,454	-	5,990	-	-	-	-	-	10,444
Pierce	2,860	131	3,833	18	18	255	-	-	7,116
Systemwide	1,716	-	-	138	-	-	-	-	1,854
Total	\$44,866	\$9,922	\$26,861	\$2,205	\$142	\$255	\$0	\$0	\$84,251

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$0	\$17	\$17	\$18	\$18	\$255	\$0	\$0	\$325
10-Agency Administration	1,974	1,039	791	53	-	-	-	-	3,857
20-Prelim Engineering/Env Review	1,169	163	133	63	-	-	-	-	1,528
30-Final Design+Specifications	2,467	1,168	411	-	-	-	-	-	4,046
35-Third Party	8,543	500	2,678	-	-	-	-	-	11,722
40-Row Acquisition+Permits	59	-	-	-	-	-	-	-	59
50-Construction	26,949	5,835	22,061	1,843	-	-	-	-	56,688
55-Construction Services	1,047	869	504	28	-	-	-	-	2,448
70-Vehicles	2,656	331	266	200	124	-	-	-	3,577
Total	\$44,866	\$9,922	\$26,861	\$2,205	\$142	\$255	\$0	\$0	\$84,251

Project Risk Assessment

N/A

2021 Cashflow by Budget Approval

(in thousands)

State of Good Repair

ALL MODES

Project Number and Name		Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Preliminary Engineering										
400116	DSTT Capital Improvements	\$4,658	\$7,980	\$23,503	\$20,648	\$20,000	\$19,611	\$0	\$0	\$96,400
870115	HUB Intranet Replacement	0	410	0	0	0	0	0	0	410
	Subtotal	4,658	8,390	23,503	20,648	20,000	19,611	0	0	96,810
Operating										
700831	Operations SOGR Portfolio	231,445	32,262	47,514	12,988	8,260	587	140	2,671	335,867
400046	Convention Place Development Systems Retrofit	2,965	667	0	0	0	0	0	100	3,732
700769	Light Rail Vehicle Overhaul	2,042	0	2,958	0	0	0	0	0	5,000
700645	Issaquah Lakewood CCTV Upgrade	423	0	0	0	0	0	0	0	423
	Subtotal	236,874	32,929	50,473	12,988	8,260	587	140	2,771	345,022
Program										
802003	Replacement Administrative Pool Vehicles	336	65	300	300	300	300	61	0	1,663
870100	Information Technology (IT) Infrastructure	5,965	4,694	696	927	2,687	2,525	1,135	28,213	46,843
	Subtotal	6,302	4,759	996	1,227	2,987	2,825	1,196	28,213	48,505
	Total	\$247,834	\$46,078	\$74,971	\$34,863	\$31,247	\$23,023	\$1,336	\$30,984	\$490,337

2021 Cashflow by Subarea

(in thousands)

State of Good Repair

ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$35,313	\$1,972	\$4,898	\$252	\$359	\$0	\$0	\$0	\$42,794
2 - North King	20,833	13,863	10,168	5,008	3,717	1,990	841	21,000	77,420
3 - South King	40,951	10,939	13,534	2,127	1,663	733	294	7,313	77,553
4 - East King	82,338	612	6,303	255	524	0	0	0	90,031
5 - Pierce	60,731	5,824	8,639	655	1,049	0	0	0	76,898
6 - Systemwide	7,668	12,868	31,429	26,567	23,936	20,301	201	2,671	125,640
Total	\$247,834	\$46,078	\$74,971	\$34,863	\$31,247	\$23,023	\$1,336	\$30,984	\$490,337

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$12,355	\$8,620	\$15,510	\$2,318	\$1,615	\$0	\$0	\$0	\$40,418
09-Admin Capital	5,865	1,985	296	552	730	629	555	455	11,066
10-Agency Administration	3,667	4,532	1,150	957	810	810	352	7,518	19,796
20-Prelim Engineering/Env Review	64	695	1,170	0	0	0	0	0	1,929
30-Final Design+Specifications	4,077	5,757	2,885	100	0	0	0	0	12,818
40-Row Acquisition+Permits	9	20	21	0	0	0	0	0	50
50-Construction	32,657	18,815	29,814	24,596	24,492	21,087	368	22,961	174,791
55-Construction Services	232	100	52	55	0	0	0	50	489
70-Vehicles	188,908	5,553	24,074	6,286	3,600	497	61	0	228,979
Total	\$247,834	\$46,078	\$74,971	\$34,863	\$31,247	\$23,023	\$1,336	\$30,984	\$490,337

400046 **Convention Place Development Systems Retrofit** **Managed by: DECM**

Scope: Replace existing emergency generator and install electrical distribution equipment that is necessary for the operation and integration of the Pine Street facility with the University Link and the Downtown Seattle Transit Tunnel (DSTT).

Changes to authorized project allocation since 2020: None.

Budget year activities: Install electrical distribution equipment in the Convention Place/Pine Street area.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$3,732	2020 :	2021	2020 Cost Estimate:	N/A
2021 TIP:	\$3,732	2021 :	2021	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$2,965	\$667	\$0	\$0	\$0	\$0	\$0	\$100	\$3,732
Total	\$2,965	\$667	\$0	\$0	\$0	\$0	\$0	\$100	\$3,732

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration 30-	\$506	\$50	\$0	\$0	\$0	\$0	\$0	\$50	\$606
Final Design+Specifications 50-	37	0	0	0	0	0	0	0	37
Construction	2,190	567	0	0	0	0	0	0	2,757
55-Construction Services	232	50	0	0	0	0	0	50	332
Total	\$2,965	\$667	\$0	\$0	\$0	\$0	\$0	\$100	\$3,732

Project Risk Assessment

Coordination with Link Operations and King County Metro to avoid impacts to existing DSTT operations will be challenging and may have schedule and cost impacts.

400116

DSTT Capital Improvements

Managed by: EXE

Scope: Assess and identify facility issues in the Downtown Seattle Transit Tunnel that negatively affect the customer experience, are not compliant with current building codes, or present safety and security hazards. Design and perform improvements to address identified issues.

Changes to authorized project allocation since 2020: None.

Budget year activities: Address the vertical conveyance systems, lighting retrofits, ingress and egress improvements, and safety/security of the tunnel. Begin construction activities upon ownership of tunnel.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$96,400	2020 :	2023	2020 Cost Estimate:	N/A
2021 TIP:	\$96,400	2021 :	2026	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$4,658	\$7,980	\$23,503	\$20,648	\$20,000	\$19,611	\$0	\$0	\$96,400
Total	\$4,658	\$7,980	\$23,503	\$20,648	\$20,000	\$19,611	\$0	\$0	\$96,400

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration 30-	\$782	\$760	\$760	\$648	\$0	\$0	\$0	\$0	\$2,950
Final Design+Specifications 40-	3,578	4,200	2,722	0	0	0	0	0	10,500
Row Acquisition+Permits 50-	9	20	21	0	0	0	0	0	50
Construction	289	3,000	20,000	20,000	20,000	19,611	0	0	82,900
Total	\$4,658	\$7,980	\$23,503	\$20,648	\$20,000	\$19,611	\$0	\$0	\$96,400

Project Risk Assessment

The condition assessment was received in December 2018 and a refined scope and schedule has yet to be completed.

700645	Issaquah Lakewood CCTV Upgrade	Managed by: SFT
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Scope: Replace existing end of life security cameras with current standard cameras at two large transit centers. Cameras are critical as these stations are not regularly staffed.

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

Budget year activities: Project is complete.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
East King	\$212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$212
Pierce	212	0	0	0	0	0	0	0	212
Total	\$423	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423

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

Project Risk Assessment
N/A.

700769 **Light Rail Vehicle Overhaul** **Managed by: DECM**

Scope: Complete repairs of the gear units and traction motors on light rail vehicles (LRVs), and purchase materials, equipment, services, and labor necessary to complete repairs.

Changes to authorized project allocation since 2020: None.

Budget year activities: None.

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

Cashflow (YOE \$000s)

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

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$2,042	\$0	\$2,958	\$0	\$0	\$0	\$0	\$0	\$5,000
Total	\$2,042	\$0	\$2,958	\$0	\$0	\$0	\$0	\$0	\$5,000

Project Risk Assessment

Budget risk remains high given that no agreement regarding the warranty coverage on repairs has been reached between manufacturer, supplier and Sound Transit.

802003 Replacement Administrative Pool Vehicles Managed by: EXE

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

Changes to authorized project allocation since 2020: New project of \$1.6 million for replacement of admin pool vehicles, which was previously funded by Administrative Capital 802000 project.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$336	\$65	\$300	\$300	\$300	\$300	\$61	\$0	\$1,663
Total	\$336	\$65	\$300	\$300	\$300	\$300	\$61	\$0	\$1,663

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
70-Vehicles	\$336	\$65	\$300	\$300	\$300	\$300	\$61	\$0	\$1,663
Total	\$336	\$65	\$300	\$300	\$300	\$300	\$61	\$0	\$1,663

Project Risk Assessment

N/A.

870100 Information Technology (IT) Infrastructure Managed by: ITS

Scope: Provide lifecycle maintenance of the IT infrastructure across all agency and revenue systems including but not limited to: servers, storage area networks, networking equipment, backend for customer-facing systems (i.e. Video Messaging System) and other computer-based infrastructure, plus enhancements and maintenance for IT network and data security, including firewalls and other related technology systems.

This project encompasses the infrastructure systems for the entirety of the agency datacenters and network and the backend infrastructure systems for the Link light rail systems, including SCADA. The project also includes integration and upgrades of legacy hardware/software at Link light rail stations and control centers with upcoming future light rail expansion.

Changes to authorized project allocation since 2020: None.

Budget year activities: Perform ongoing state of good repair and lifecycle maintenance of agency and operational system backend technology infrastructure, which includes servers, storage area networks, networking equipment, and other computer-based infrastructure; IT SCADA backend security, and LRV wireless network.

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$46,843	2020 :	2041	2020 Cost Estimate:	N/A
2021 TIP:	\$46,843	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
North King	\$4,419	\$3,477	\$516	\$687	\$1,991	\$1,871	\$841	\$20,900	\$34,701
South King	1,546	1,217	180	240	697	654	294	7,313	12,142
Total	\$5,965	\$4,694	\$696	\$927	\$2,687	\$2,525	\$1,135	\$28,213	\$46,843

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
9-Admin Capital	\$5,865	\$1,985	\$296	\$552	\$730	\$629	\$555	\$455	\$11,066
10-Agency Administration	100	1,910	300	275	810	810	352	7,468	12,026
50-Construction	0	799	100	100	1,147	1,086	228	20,290	23,751
Total	\$5,965	\$4,694	\$696	\$927	\$2,687	\$2,525	\$1,135	\$28,213	\$46,843

Project Risk Assessment

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

870115	HUB Intranet Replacement	Managed by: ITS
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Scope: Design, program and install replacement to the existing Sound Transit Intranet.

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

Budget year activities: Replace the current ST Hub.

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

Cashflow (YOE \$000s)

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

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

Project Risk Assessment
N/A.

700831	Operations SOGR Portfolio	Managed by:
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Scope: This portfolio summarizes all SOGR projects managed by Operations department.

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

Budget year activities: Proceed as planned per project.

Authorized Project Allocation (YOE \$000s)	In Service	Financial Plan Project Estimate (2020 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: 2020 N/A
2020 TIP: \$312,553	2020 : N/A	Cost Estimate: N/A
2021 TIP: \$335,867	2021 : N/A	2021 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$35,313	\$1,972	\$4,898	\$252	\$359	\$0	\$0	\$0	\$42,794
North King	12,083	9,718	7,674	4,322	1,726	119	0	0	35,642
South King	38,729	9,723	12,374	1,887	967	78	0	0	63,757
East King	82,127	612	6,303	255	524	0	0	0	89,820
Pierce	60,520	5,824	8,639	655	1,049	0	0	0	76,687
Systemwide	2,673	4,413	7,626	5,618	3,636	390	140	2,671	27,167
Total	\$231,445	\$32,262	\$47,514	\$12,988	\$8,260	\$587	\$140	\$2,671	\$335,867

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
01-Operation+Maintenance	\$12,355	\$8,620	\$15,510	\$2,318	\$1,615	\$0	\$0	\$0	\$40,418
10-Agency Administration	2,279	1,812	90	33	0	0	0	0	4,214
20-Prelim Engineering/Env Review 30-Final Design+Specifications 50-Construction	64	695	1,170	0	0	0	0	0	1,929
	462	1,147	163	100	0	0	0	0	1,872
	29,755	14,449	9,714	4,496	3,345	390	140	2,671	64,961
55-Construction Services									
70-Vehicles									
	0	50	52	55	0	0	0	0	157
Total	\$231,445	\$32,262	\$47,514	\$12,988	\$8,260	\$587	\$140	\$2,671	\$335,867

Project Risk Assessment
N/A.

2021 Cashflow by Budget Approval

(in thousands)

Administrative

ALL MODES

Project Number and Name	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total	
Program										
0X002	Agency Administration Operating	\$648,844	\$114,918	\$126,679	\$130,562	\$131,319	\$128,641	\$127,493	\$0	\$1,408,454
600025	Environmental Mitigation, Monitoring & Maintenance	835	130	154	123	113	121	0	0	1,476
700824	Administrative Facilities	2,129	3,374	702	0	2	0	0	0	6,208
802000	Administrative Capital	10,561	300	1,926	3,964	3,355	3,664	2,167	21,651	47,588
803800	Information Technology Program	28,818	540	5,980	3,708	4,695	5,496	5,078	59,220	113,536
864140	Administrative Services	5,151	154	514	0	0	0	0	0	5,819
	Subtotal	696,339	119,416	135,955	138,356	139,484	137,922	134,737	80,871	1,583,080
	Total	\$696,339	\$119,416	\$135,955	\$138,356	\$139,484	\$137,922	\$134,737	\$80,871	\$1,583,080

2021 Cashflow by Subarea

(in thousands)

Administrative

ALL MODES

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
1 - Snohomish	\$146	\$23	\$27	\$22	\$20	\$21	\$0	\$0	\$258
3 - South King	518	81	95	76	70	75	0	0	915
4 - East King	49	8	9	7	7	7	0	0	86
5 - Pierce	123	19	23	18	17	18	0	0	217
6 - Systemwide	695,503	119,286	135,801	138,233	139,371	137,801	134,737	80,871	1,581,604
Total	\$696,339	\$119,416	\$135,955	\$138,356	\$139,484	\$137,922	\$134,737	\$80,871	\$1,583,080

2021 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
09-Admin Capital	\$41,432	\$4,303	\$8,125	\$7,329	\$7,788	\$8,953	\$6,997	\$79,694	\$164,621
10-Agency Administration	652,293	115,013	127,684	130,562	131,319	128,641	127,493	0	1,413,003
20-Prelim Engineering/Env Review	2,613	100	146	466	377	328	247	1,178	5,456
Total	\$696,339	\$119,416	\$135,955	\$138,356	\$139,484	\$137,922	\$134,737	\$80,871	\$1,583,080

0X002 Agency Administration Operating Managed by: FIN

Scope: Funds administrative overhead expenses that are charged to capital projects as well as overhead expenses that are not allocated to either capital projects or transit operations. Overhead expenses allocated to projects are included in the capitalized cost of the resulting assets. Unallocated overhead expenses are included in general and administrative (G&A) or fare and regional planning (FRP) expenses for the agency.

The agency uses a cost allocation plan approved by the Federal Transit Administration. (Use of this approved model makes the majority of indirect project expenses eligible for federal grant funding.)

Changes to authorized project allocation since 2020: Increased by \$90 million for anticipated agency administrative operating costs up to 2026.

Budget year activities: Fund administrative overhead.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$648,844	\$114,918	\$126,679	\$130,562	\$131,319	\$128,641	\$127,493	\$0	\$1,408,454
Total	\$648,844	\$114,918	\$126,679	\$130,562	\$131,319	\$128,641	\$127,493	\$0	\$1,408,454

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$648,844	\$114,918	\$126,679	\$130,562	\$131,319	\$128,641	\$127,493	\$0	\$1,408,454
Total	\$648,844	\$114,918	\$126,679	\$130,562	\$131,319	\$128,641	\$127,493	\$0	\$1,408,454

Project Risk Assessment
N/A.

600025 Environmental Mitigation, Monitoring & Maintenance Managed by: PEPD

Scope: Monitor and maintain post-construction environmental mitigation including wetland hydrology, plant establishment, and other site features. Duration depends upon permit conditions and may be 10 years or may last for the life of the property.

Changes to authorized project allocation since 2020: Increased by \$5 thousand for environmental monitoring of Tacoma Trestle.

Budget year activities: Monitor and maintain environmental mitigation maintenance activities at Tacoma Trestle, Tukwila, and McKinley Park transit centers. Mitigation of additional areas include LRT, Mercer Island, Ash Way, Issaquah and Eastlink.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Snohomish	\$146	\$23	\$27	\$22	\$20	\$21	\$0	\$0	\$258
South King	518	81	95	76	70	75	0	0	915
East King	49	8	9	7	7	7	0	0	86
Pierce	123	19	23	18	17	18	0	0	217
Total	\$835	\$130	\$154	\$123	\$113	\$121	\$0	\$0	\$1,476

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
10-Agency Administration	\$10	\$30	\$7	\$0	\$0	\$0	\$0	\$0	\$48
20-Prelim Engineering/Env Review	825	100	146	123	113	121	0	0	1,428
Total	\$835	\$130	\$154	\$123	\$113	\$121	\$0	\$0	\$1,476

Project Risk Assessment
N/A.

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

Changes to authorized project allocation since 2020: New project of \$6.2 million for ST owned administrative building improvements, which was previously funded by Administrative Capital 802000 project.

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$6,208	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$2,129	\$3,374	\$702	\$0	\$2	\$0	\$0	\$0	\$6,208
Total	\$2,129	\$3,374	\$702	\$0	\$2	\$0	\$0	\$0	\$6,208

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
9-Admin Capital	\$2,094	\$3,309	\$657	\$0	\$2	\$0	\$0	\$0	\$6,062
10-Agency Administration	36	65	45	0	0	0	0	0	146
Total	\$2,129	\$3,374	\$702	\$0	\$2	\$0	\$0	\$0	\$6,208

Project Risk Assessment
N/A.

802000 Administrative Capital Managed by: FIN

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

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

Budget year activities: Complete Union Station's card access project.

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$10,561	\$300	\$1,926	\$3,964	\$3,355	\$3,664	\$2,167	\$21,651	\$47,588
Total	\$10,561	\$300	\$1,926	\$3,964	\$3,355	\$3,664	\$2,167	\$21,651	\$47,588

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
09-Admin Capital	\$10,561	\$300	\$1,926	\$3,964	\$3,355	\$3,664	\$2,167	\$21,651	\$47,588
Total	\$10,561	\$300	\$1,926	\$3,964	\$3,355	\$3,664	\$2,167	\$21,651	\$47,588

Project Risk Assessment

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

803800 Information Technology Program Managed by: ITS

Scope: Support agencywide hardware and software technology, develop and implement technology solutions to improve administrative efficiency through 2041.

Changes to authorized project allocation since 2020: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$28,818	\$540	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$59,220	\$113,536
Total	\$28,818	\$540	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$59,220	\$113,536

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
9-Admin Capital	\$23,630	\$540	\$5,028	\$3,365	\$4,431	\$5,289	\$4,831	\$58,043	\$105,155
10-Agency Administration	3,400	0	953	0	0	0	0	0	4,353
20-Prelim Engineering/Env Review	1,788	0	0	343	264	207	247	1,178	4,028
Total	\$28,818	\$540	\$5,980	\$3,708	\$4,695	\$5,496	\$5,078	\$59,220	\$113,536

Project Risk Assessment

Future year forecasts reflect initial planning estimates so costs are subject to change. Schedules are dependent on staff capacity and the specific application or approach selected.

864140 Administrative Services Managed by: EXE

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

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

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

Authorized Project Allocation (YOE \$000s)		In Service		Financial Plan Project Estimate (2020 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2020 TIP:	\$0	2020 :	N/A	2020 Cost Estimate:	N/A
2021 TIP:	\$5,819	2021 :	2041	2021 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
Systemwide	\$5,151	\$154	\$514	\$0	\$0	\$0	\$0	\$0	\$5,819
Total	\$5,151	\$154	\$514	\$0	\$0	\$0	\$0	\$0	\$5,819

Phase	Life to Date	2021	2022	2023	2024	2025	2026	Future	Total
9-Admin Capital	\$5,148	\$154	\$514	\$0	\$0	\$0	\$0	\$0	\$5,816
10-Agency Administration	3	0	0	0	0	0	0	0	3
Total	\$5,151	\$154	\$514	\$0	\$0	\$0	\$0	\$0	\$5,819

Project Risk Assessment	
N/A.	





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