

Proposed 2012 Budget

SOUNDTRANSIT



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September 2011

To: Sound Transit Board of Directors

From: Joni Earl, Chief Executive Officer

SUBJECT: Proposed 2012 Budget

The story of Sound Transit, where we are and where we're going, is told through the pages of the Proposed 2012 Budget and accompanying multi-year Transit Improvement Plan.

Even though the national recession continues to hit us hard, Sound Transit's capital construction program remains one of the largest and most ambitious in the U.S. In 2012, that means moving ahead with light rail extensions north, south and east as well as providing quality day-to-day service on our trains and buses. We expect to safely and efficiently carry more than 25 million passengers in 2012 and we'll continue adding service when we finish the D-to-M Streets project in Tacoma and start running Sounder trains to South Tacoma and Lakewood in October.

Designing, building, and operating a multi-modal transit system requires skilled employees and I'm proud of the quality work that we do. While we're working hard to hold down costs and manage with lower revenues, the 2012 budget does include 30.5 new positions. The majority of those positions are needed as we continue expanding out in every corridor direction with light rail design, engineering, or construction.

The 2012 Budget is just over \$1 billion and includes \$199 million for delivering our train and bus service, \$733 million for capital projects, and \$111 million for agency administration.

I look at 2012 as the year when the ST2 program really takes off. And as we move forward, our focus is always on the customer. To keep that focus sharp, our priorities include building and maintaining ridership and making sure that when riders step onto our trains and buses, we get them where they need to go in a dependable, safe way. Our riders are our greatest asset and we want them to keep coming back.

We also want to build upon the 9 percent ridership growth we saw in 2011 by continuing to add customers. To generate ridership, we are reaching out with grassroots-level customer information; we're making sure that our vehicles and facilities are clean and safe to use; we're providing security officers who are customer friendly; and, along with our city partners, we're focusing on transit-oriented development that puts potential riders closer to transit stations.

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CHIEF EXECUTIVE OFFICER

Joni Earl

Like other transit agencies across the region, our priorities include managing with reduced revenues. For us, that means cutting discretionary spending and investing more in our in-house development to ensure our staff is well prepared for the challenges they face each day. We are also dedicating resources to make sure our systems and assets are kept in good repair. We are using well-tested, continuous improvement methods to streamline our business processes, and we're making sure we're doing the work we need to do, not just what's comfortable and routine. We are also implementing our Sustainability Strategic Plan that looks to save both money and the environment. In response to fiscal realities, we are strongly encouraging our employees to participate in a Health Wellness program that will help contain our long-term medical benefit costs.

2010/2011 Program Realignment Plan

In late 2010, because of the recession, we launched a plan to see us through the loss of nearly \$4 billion in revenues through the 15-year Sound Transit 2 plan horizon. The program realignment plan approved by the Board of Directors keeps us moving ahead with most projects, limits funding or suspends activities on a few projects. The realignment plan positions the agency to be ready to go ahead if and when funds do become available. So far the realignment plan has been exceptionally effective and the hard work we undertook in 2010 and 2011 gave us a clear pathway to deliver the services that are needed to keep this region competitive.

2011 achievements set the stage for 2012

Despite the economy, in 2011 we achieved many milestones. For example, we saw ridership increase by about 9 percent from a year earlier as we carried nearly 23 million on our trains and buses. We opened the Kirkland Transit Center and the Mountlake Terrace Freeway Station. We made significant improvements to the Edmonds Sounder Station. During the year, the Board selected the final route and stations for the East Link light rail expansion project and tunneling began on the University Link light rail line. In addition, the Board approved an accelerated construction program to extend light rail from Sea-Tac Airport to a new station at South 200th Street four years earlier than envisioned in the ST2 plan. Under the new schedule, trains will begin running to South 200th Street in September 2016, at the same time service begins on the University Link extension.

Also in 2011, the Board approved a new Sound Transit Sustainability Strategic Plan, we received another clean financial audit, and we launched a new customer-focused website that has increased the number of viewers by 17 percent! Twenty-seven new light rail cars for University Link were assembled in Mukilteo and delivered to our Forest Street operating facility. New buses came into service and we were able to help our partner agency, Pierce Transit, when they needed extra buses that could fill in for their compressed natural gas buses that could no longer be fueled on site.

Highlights of 2012

We expect to achieve major milestones in 2012. Our three tunnel boring machines will continue building the U-Link expansion between downtown Seattle and the University of Washington. We'll start early construction work on North Link; select a design/build contractor for the South Link extension from Sea-Tac Airport to South 200th Street; begin final design on East Link light rail; and we'll build the Mukilteo Sounder station south platform and the permanent Tukwila Sounder station.

In 2012, we will do alternatives analysis work on further Link expansion towards Federal Way and the same for the possible expansion of the Tacoma Link system, and we will begin the environmental process for the North Corridor from Northgate to Lynnwood. We will add Sounder service to South Tacoma and Lakewood and, along with our partner transit agencies, will continue providing excellent bus alternatives to paying a toll to cross Lake Washington. Throughout the year we will focus more effort on reaching out to customers through grassroots marketing and outreach, improved on-line trip planning for Sound Transit and our partner transit agencies, and conduct necessary research to make sure we are spending our marketing dollars as effectively as possible.

And all this work will be completed with a close eye on managing with lower revenues. We take our stewardship very seriously and are working hard to make sure our decisions are good not only for today, but also for the long-term. By finding solutions that meet today's needs and are cost effective and sustainable into the future, we're meeting our agency commitment to be responsible with our taxpayer's money.

I am looking forward to working with the Sound Transit Board and staff in 2012 to bring this budget to life.

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What's in the Proposed 2012 Budget?

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

Agency Overview

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

Budget Overview

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

Service Delivery

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

Project Delivery

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

Agency Administration

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

Appendices

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

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AGENCY OVERVIEW

Our Mission

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

Our Vision

Easy connections...

to more places...

for more people.

Our Story

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

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

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

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

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

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

Our Values

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

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

Voter-Authorized Transit Programs

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

Sound Move

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

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

Sound Transit 2

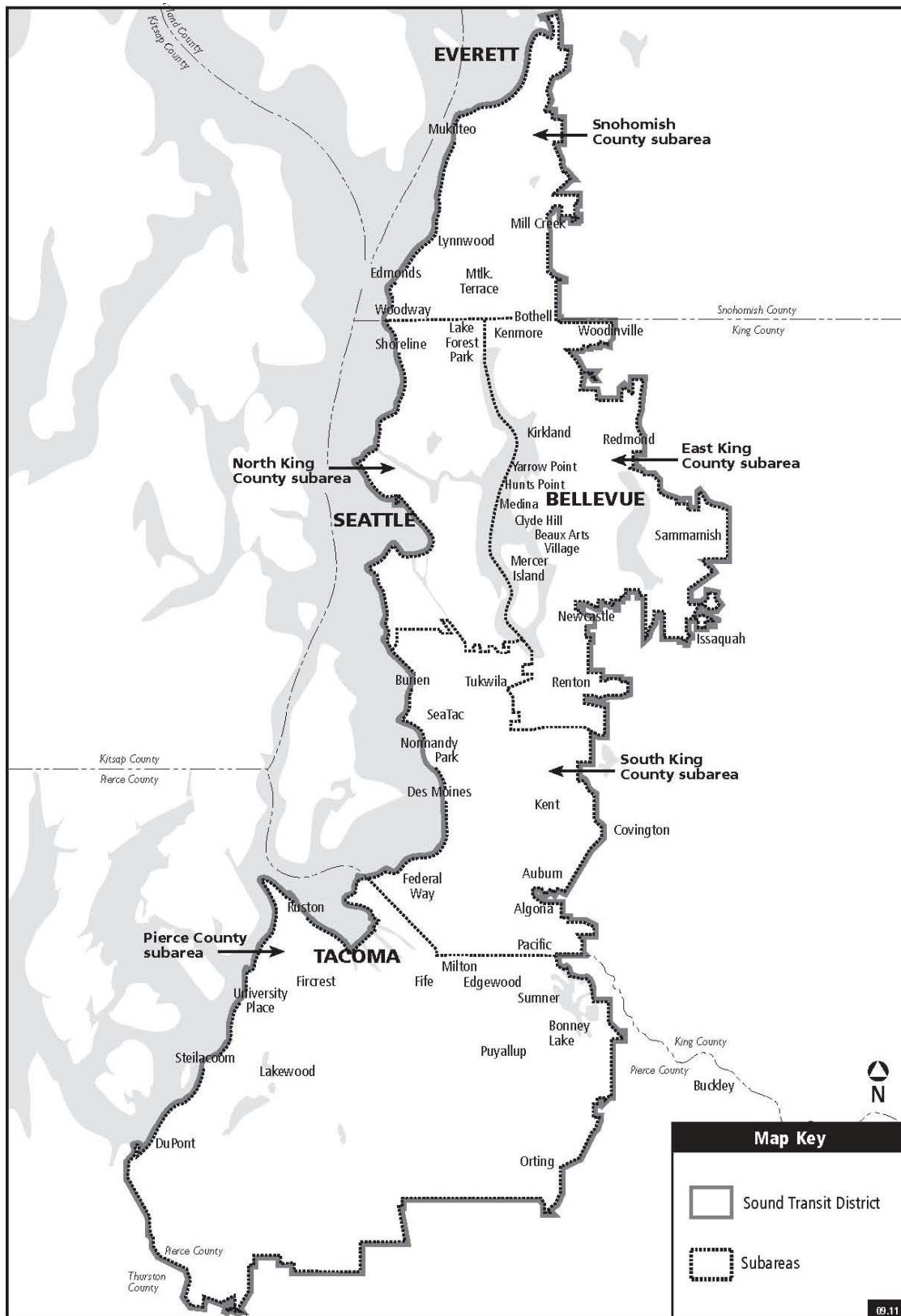
In 2008, central Puget Sound voters approved Sound Transit 2 (ST2), a mass-transit expansion proposal to add 36 miles of light rail, increase express bus service by 17% and increase commuter rail service. The plan also includes improved access to transit through expanded bike facilities, and better pedestrian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

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

Sound Transit District

Sound Transit District's boundary lines, shown on the accompanying map, generally follow the urban-growth boundaries created by each county in accordance with Washington State's Growth Management Act. The Sound Transit District is then divided into five subareas, shown on the accompanying map. Revenues and expenses are allocated to subareas. For more detail on subarea allocations, please see Appendix C.

Sound Transit District



About Sound Transit's Board of Directors

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

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

The board's responsibilities include:

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

Board Meetings

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

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

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

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

BOARD OF DIRECTORS

Chair

Aaron Reardon
Snohomish County Executive

Vice Chairs

Fred Butler
Issaquah Deputy Council President

Claudia Thomas
Lakewood Councilmember

Board Members

Claudia Balducci
Bellevue Councilmember

Richard Conlin
Seattle Council President

Dow Constantine
King County Executive

Joe McDermott
King County Councilmember

Dave Enslow
Sumner Mayor

Jake Fey
Tacoma Deputy Mayor

Paula J. Hammond, P.E.
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Pierce County Executive

Mike McGinn
Seattle Mayor

Julia Patterson
King County Councilmember

Larry Phillips
King County Councilmember

Paul Roberts
Everett Council President

Pete von Reichbauer
King County Councilmember

Chief Executive Officer

Joni Earl

Board Committees

Executive Committee

The executive committee's responsibilities include:

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

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

Capital Committee

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

Additional duties include:

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

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

Operations and Administration Committee

The operations and administrative committee is responsible for the following:

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

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

Audit and Reporting Committee

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

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

About the Citizen Oversight Panel

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

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

Panel Members

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

COP Reports

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

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

CITIZEN OVERSIGHT PANEL

Chair

Paul J. Wiesner

Vice Chair

Stuart L. Scheuerman

Members

Annette P. Bailes

Josh Benaloh

Aubrey Davis

Bob Goldstein

Philip B. Lovell

Karen J. Mask

David A. Russell

Bruce W. Seiber

Virendra (Vic) K. Sood

JD Wessling

Harold Wirch

Organization Structure

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

Planning, Environment, and Project Development (PEPD) Department

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

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

Once project development is complete and project scopes are defined, lead project management responsibility shifts to Design, Engineering, and Construction Management (DECM) to oversee design and construction.

Design, Engineering, and Construction Management (DECM) Department

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

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

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

Operations

The Operations department is responsible for:

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

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

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

Communications and External Affairs (CEA)

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

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

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

Executive

This department includes the office of the Chief Executive Officer (CEO) and a number of divisions that report directly to the CEO or deputy CEO.

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

- **Human Resources** provides the full range of human resource services including affirmative action/Equal Employment Opportunity reporting, recruitment, compensation, job classification, benefits administration, labor and employee relations, and employee training and development.
- **Internal Audit** conducts independent audits to identify process improvement opportunities and to confirm the adequacy of internal controls and reports to the board's audit committee and the Deputy CEO.
- **Procurement and Contracts** manages purchasing and contracting for the entire agency.
- **Safety and Quality Assurance** oversees safety at construction sites and service facilities through communication and training of employees and third-parties; establishment, audit, and enforcement of requirements, procedures, and workplace safety rules.
- **Security** is responsible for public and employee safety and security inside vehicles, at operating facilities, and on construction sites working with a private security firm and the King County Sheriff's Department.

Finance and Information Technology (FIT)

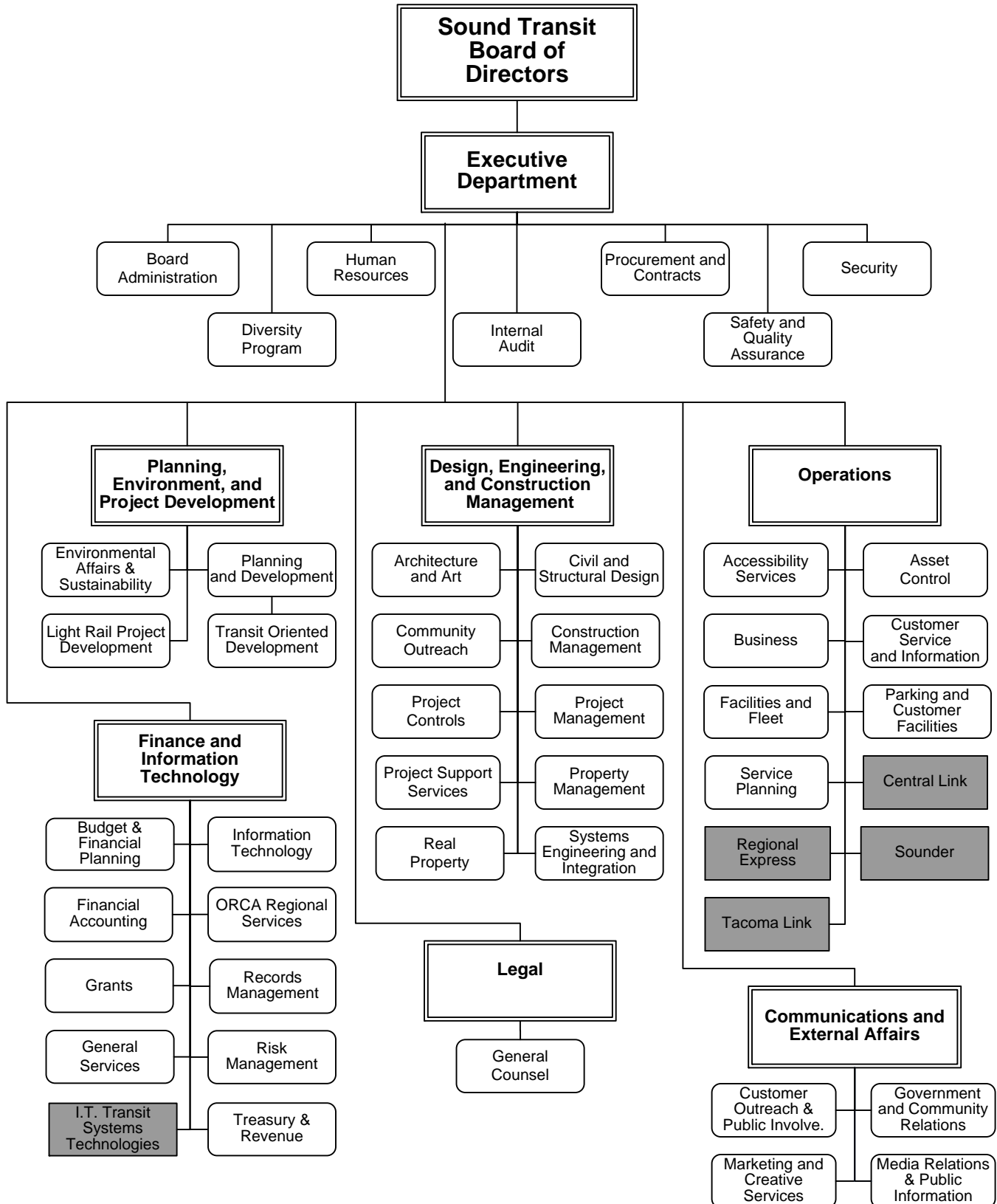
Finance divisions are responsible for financial planning, budgeting, accounting, treasury, grants, revenue collection, and risk management. Information systems division supports implementation of new technology and maintains the agency's network and various software applications including:

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

Legal Department

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

SOUND TRANSIT ORGANIZATION CHART



○ = Staff costs included in Agency Administration section of Budget

■ = Staff costs included in Service Delivery section of Budget

Strategic Priorities and Performance Outcomes

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

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

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

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

In delivering voter-approved transit programs, we will:

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

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

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

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

In tightly managing our financial resources, we will:

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

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Develop and implement a more robust on-boarding process.▪ Strengthen human resource processes, policies, and procedures.▪ Develop an equitable and financially sustainable strategy to deliver meaningful Health and Welfare benefits to ST employees (in line with company strategic objectives and overall total rewards philosophy).▪ Streamline and coordinate outreach with consistent messages; actively pursue partnering relationships with labor and business.▪ Develop and implement Sound Transit University Program (STU) for all employees to maximize potential for individual and organizational success.	<ul style="list-style-type: none">▪ At least 28% of ST jobs posted will be filled through internal promotions.▪ 80% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.▪ 90% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development. 50% of managers/supervisors will receive 32 hours of leadership/management training.

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BUDGET OVERVIEW

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

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

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

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

2012 Budget Highlights

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

Revised 2011 Ridership Budget

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

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

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

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

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

Ridership Budget Summary

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

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

Program Highlights

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

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

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

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

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

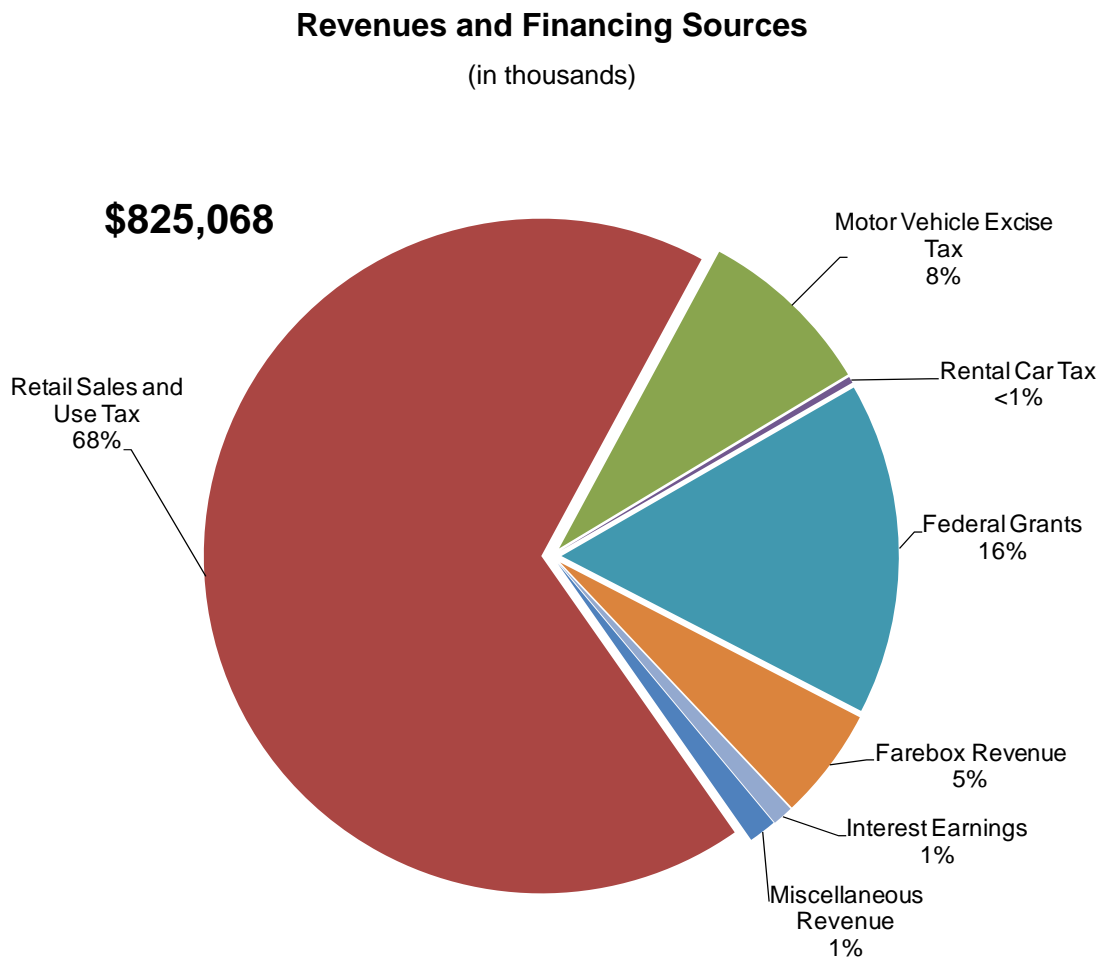
Service delivery capital projects account for just 9% of the project delivery budget at \$66 million and include revenue vehicle and equipment procurement, operating and maintenance facilities upgrades, and essential midlife equipment maintenance.

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

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

Revenues and Financing Sources

Sound Transit's funding for operations and capital programs comes from local retail sales and use tax, motor vehicle excise tax (MVET), rental car tax, federal grants, farebox revenue, interest income on cash balances, bond issues, and miscellaneous revenues such as advertising on its vehicles and property rental. Sales and use tax and MVET revenue budgets are calculated using estimates provided by an independent forecaster.



Revenue and Financing Summary

(in thousands)

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

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

Retail Sales Tax and Use Tax

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

Motor Vehicle Excise Tax

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

Rental Car Tax

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

Federal Grants

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

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

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

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

Farebox Revenue

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

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

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

Interest Earnings

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

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

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

Miscellaneous Revenue

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

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

Bond Proceeds

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

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

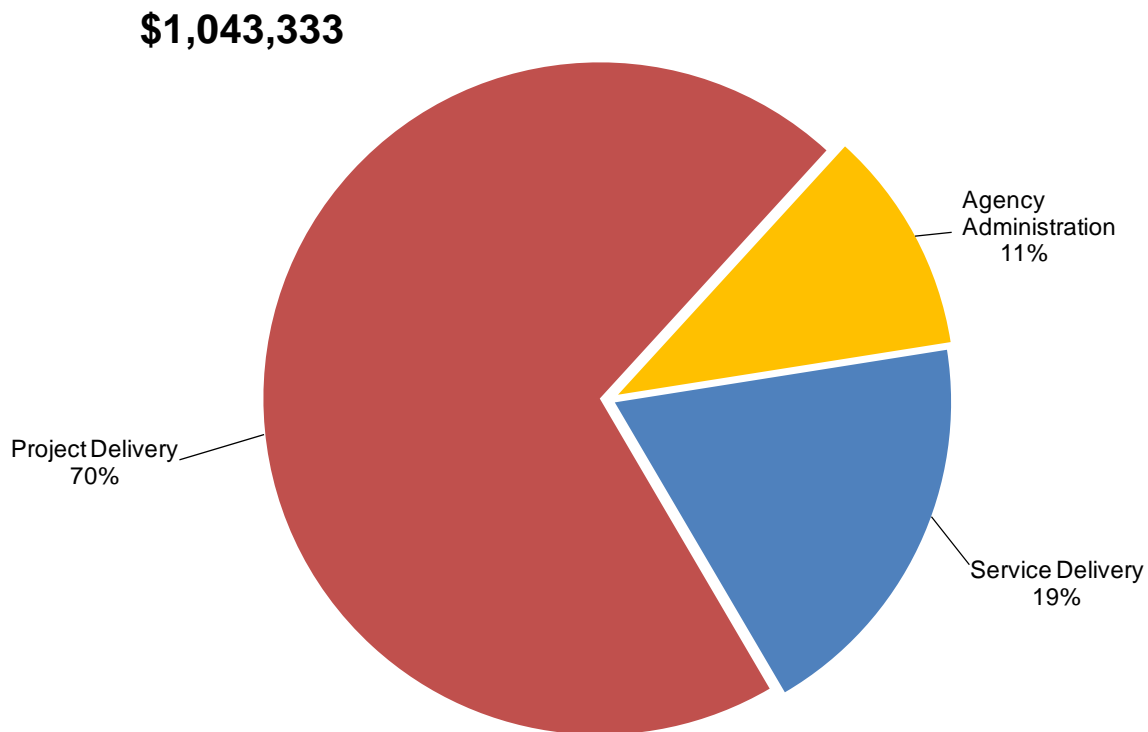
Operating Expenses and Capital Outlays

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

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

Operating Expenses and Capital Outlays

(in thousands)



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

Budget Overview

(in thousands)

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

Note: Figures may not sum due to rounding.

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SERVICE DELIVERY

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

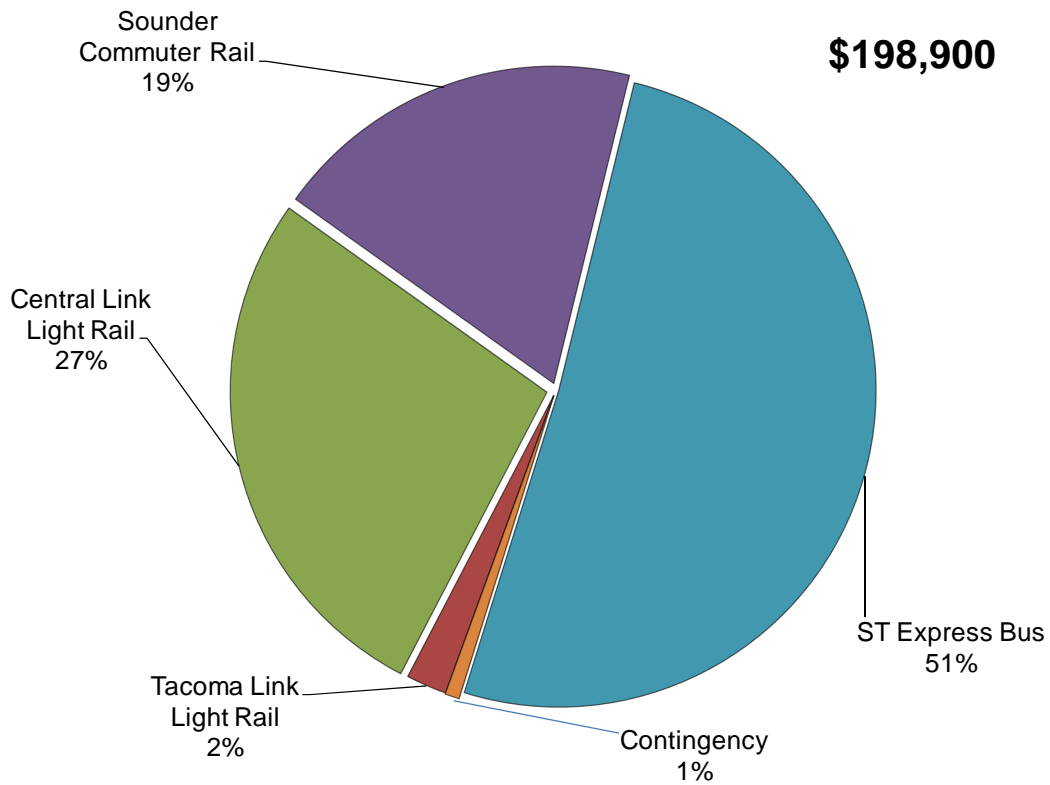
Sound Transit expects to carry over 25.3 million riders by providing over 880,000 service hours with its four transit modes. Additional service is planned for Sounder commuter rail in the fourth quarter 2012 when service expands from Tacoma south to Lakewood. Compared to 2011 budgeted service levels,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

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

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

Service Delivery Budget Summary

(in thousands)



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

Note: Figures maybe not sum due to rounding.

Service Delivery Budget Summary

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

Service Delivery Budget Change Summary

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

Service Delivery Staffing Plan

Service Delivery staff work directly to deliver our transit operations. Within Sound Transit, they are located in the Operations department (Tacoma Link, Central Link, Sounder, and ST Express divisions) and in the Finance & Information Technology department (Transit Systems division). Transit Systems staff provide technical support for Ticket Vending Machines (TVMs) and other technology.

Service Delivery Staffing Plan by Department

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

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

Service Delivery Staffing Plan by Mode

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

Service delivery staffing plan details are available in Appendix A.

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

2012 Service Delivery Budget Analysis

Proposed 2012 Budget Compared to Adopted 2011 Budget

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

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

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

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

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

Security and Safety

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

Transit Systems

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

Insurance

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

Service Delivery Budget by Mode

Tacoma Link Light Rail

Service Description

Tacoma Link service, a 1.6-mile light rail passenger system that runs through the heart of downtown Tacoma, began in August 2003. Fares are not charged on Tacoma Link. From the Tacoma Dome Station on South 25th Street to the Theater District Station on Commerce Street, there are six unique stations complete with artwork that reflect the history and community of Tacoma. No new changes to service are proposed for 2012. During the second half of 2011 we began running trains at 12-minute intervals rather than 10-minute intervals. This shift in scheduling was necessary to accommodate service at our new city-developed station located at Commerce Street and 12th Street in Tacoma, which opened in September 2011.

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

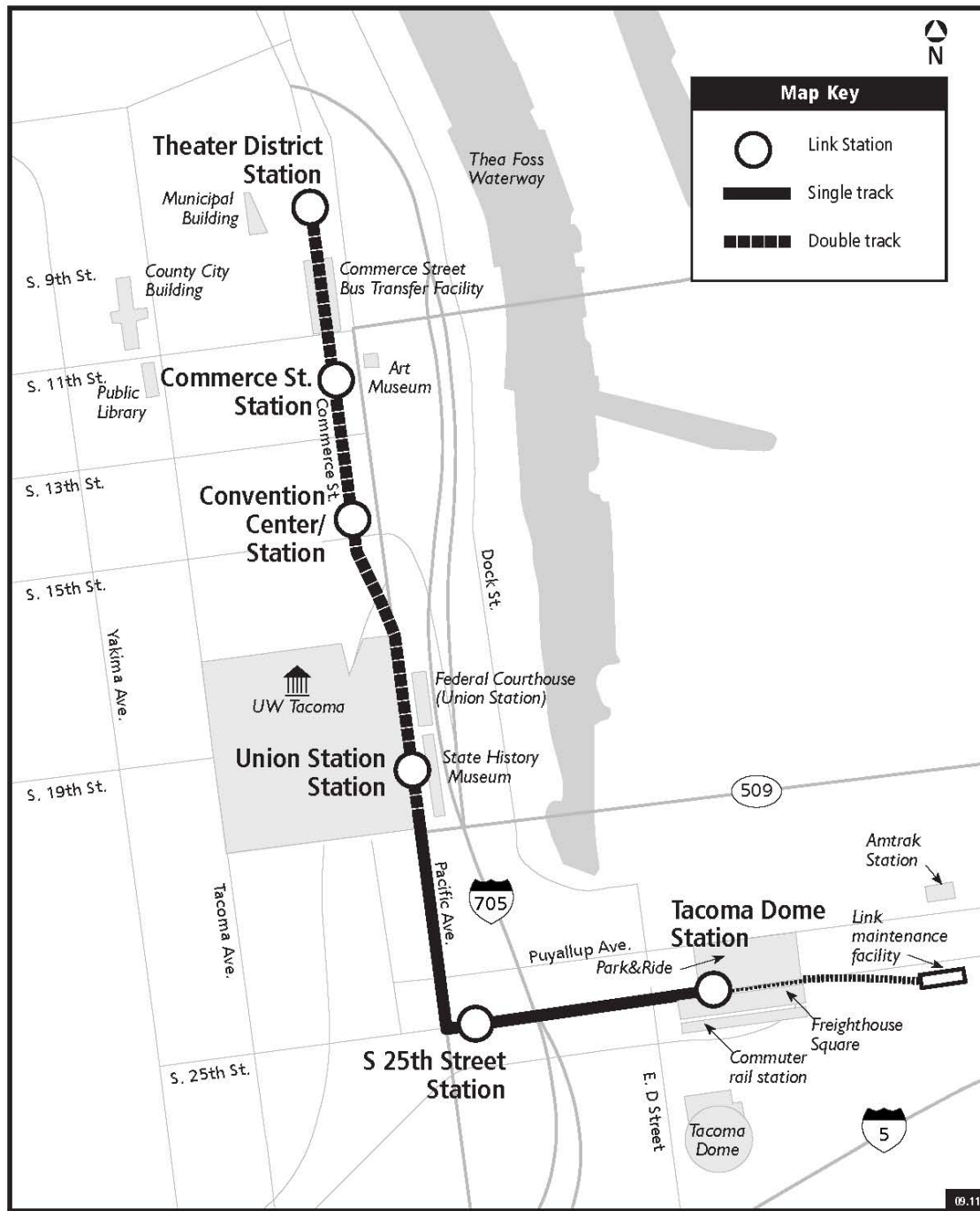
In 2012, more than 9,600 service hours are expected to be delivered. The 2012 target for ridership is 910,000 total boardings or 2,850 per weekday.

Operations Overview

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

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

Tacoma Link Light Rail Service Route



Tacoma Link Light Rail Budget

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

Budget

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

Tacoma Link Light Rail Performance Statistics

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

Notes

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

Performance Statistics

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

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

Central Link Light Rail

Service Description

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

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

Operations Overview

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

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

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

Central Link Light Rail Service Route



Central Link Light Rail Budget

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

Budget

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

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

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

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

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

Central Link Light Rail Performance Statistics

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

Notes

- (1) Hours of operation assumed to be from 5:00 AM to 1:00 AM with 7-1/2 minute headways during peak rush hour times up to 15 minute headways during the early morning/late evening hours.
- (2) For Central Link, On Time Performance is measured through Headway Management, or scheduled intervals between trips.
- (3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Central Link, the standard is less than or equal to 1.0 per 30,000 service miles.
- (4) For cost metrics, paratransit costs are not included in Link operating costs as they are a separate mode for NTD purposes.

Performance Statistics

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

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

Sounder Commuter Rail

Service Description

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

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

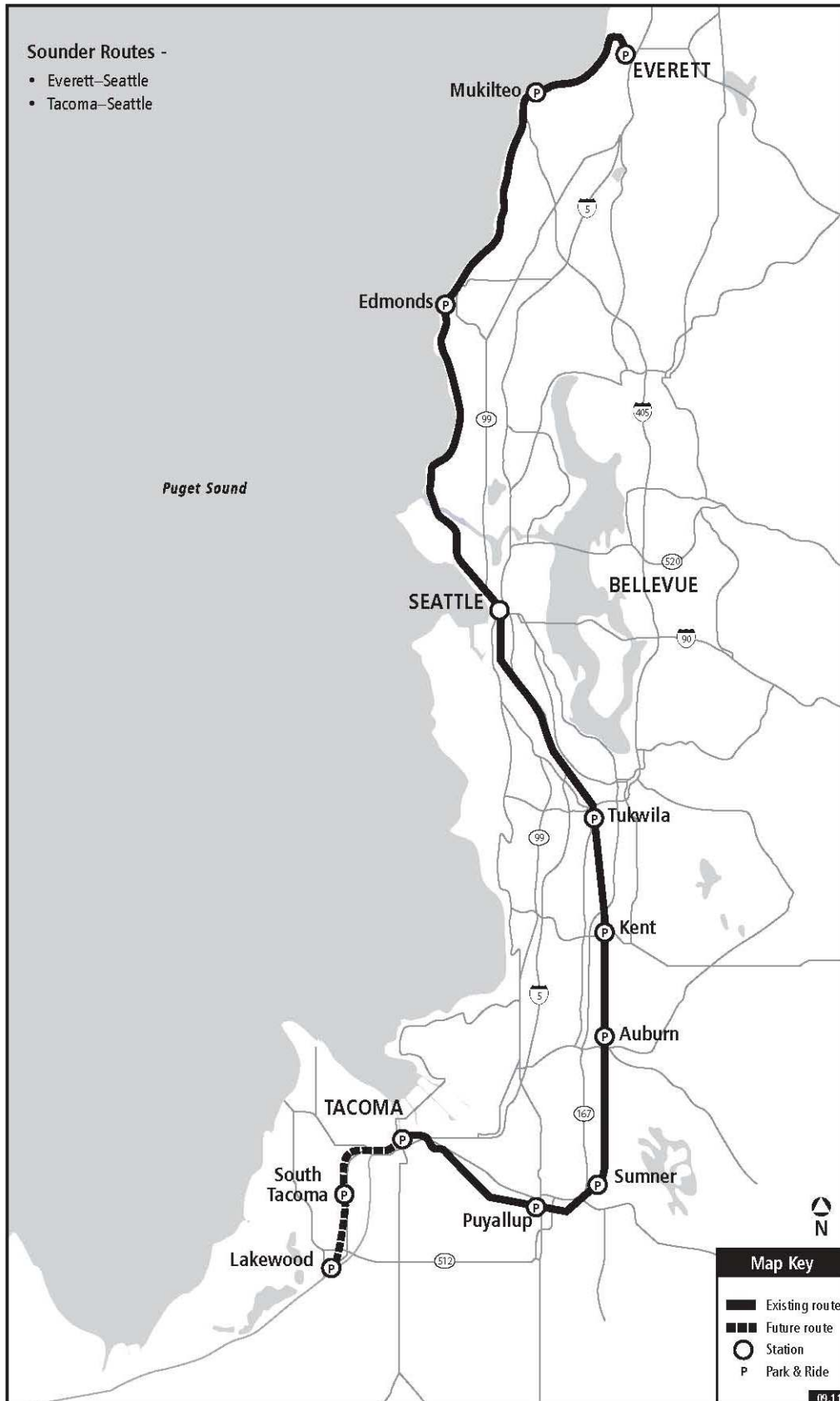
In 2012, we expect to deliver more than 45,000 service hours. The 2012 target for ridership is 2.5 million total boardings or 9,250 per weekday.

Operations Overview

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

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

Sounder Commuter Rail Service Route



Sounder Commuter Rail Budget

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

Budget

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

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

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

Sounder Commuter Rail Performance Statistics

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

Notes

(1) Service as of July 2011 is nine round trips on the South line and four round trips on the North line.

(2) Standard is 95%, defined as having the average of all trains in a month arriving at terminus within seven minutes of schedule at least 19 out of 20 trips.

(3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Sounder, the standard is less than or equal to 1.0 per 1,000,000 total miles.

Performance Statistics

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

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

ST Express Bus

Service Description

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

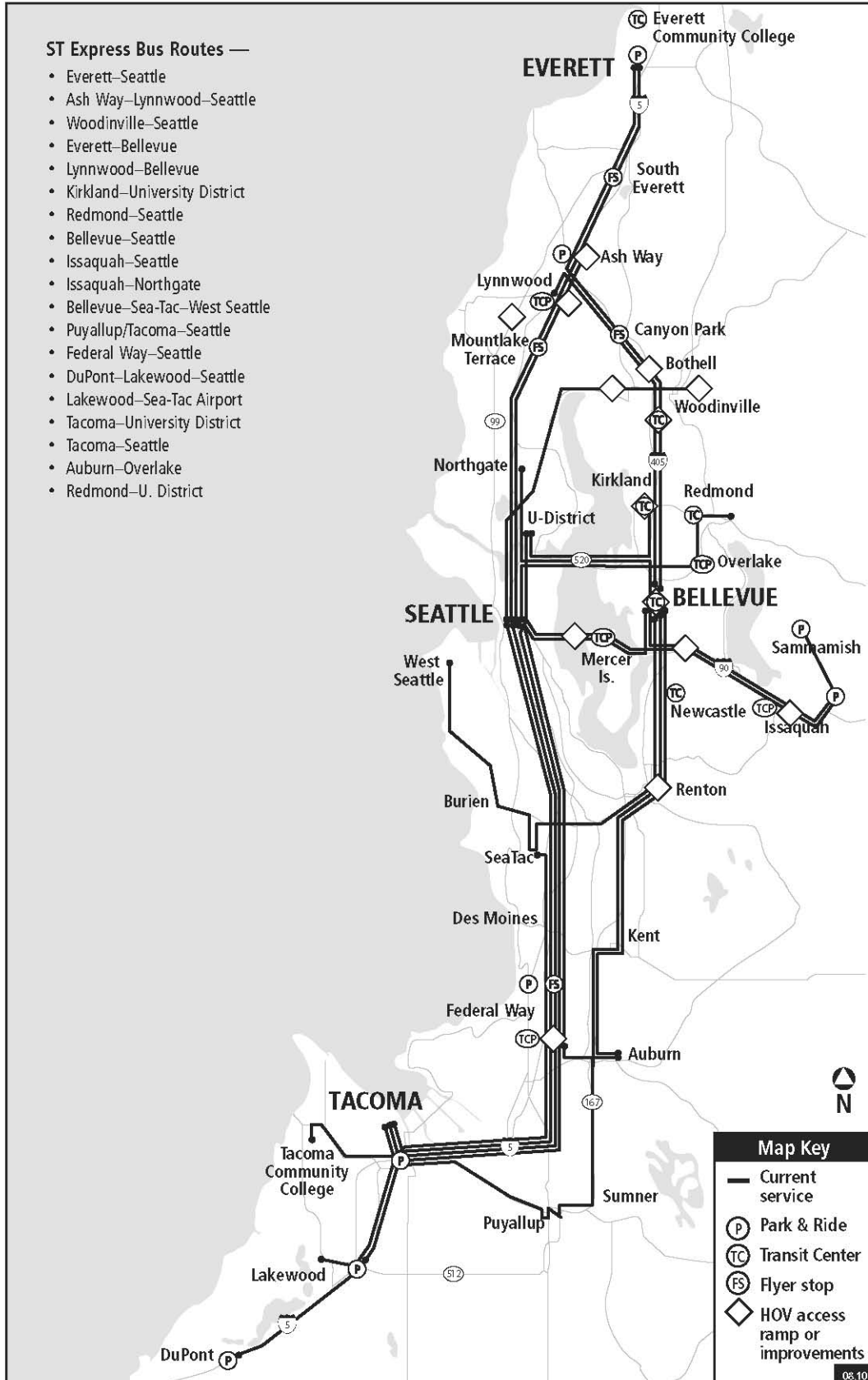
During 2012, we expect 13.5 million boardings, up 4.7% from the 12.9 million in the revised 2011 ridership budget. This increase in boardings reflects current ridership trends which forecast boardings for 2011 to be 13,400,000.

Operations Overview

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

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

ST Express Bus Service Route



ST Express Bus Budget

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

Budget

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

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

ST Express Bus Performance Statistics

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

Notes

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

Performance Statistics

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

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

PROJECT DELIVERY

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

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

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

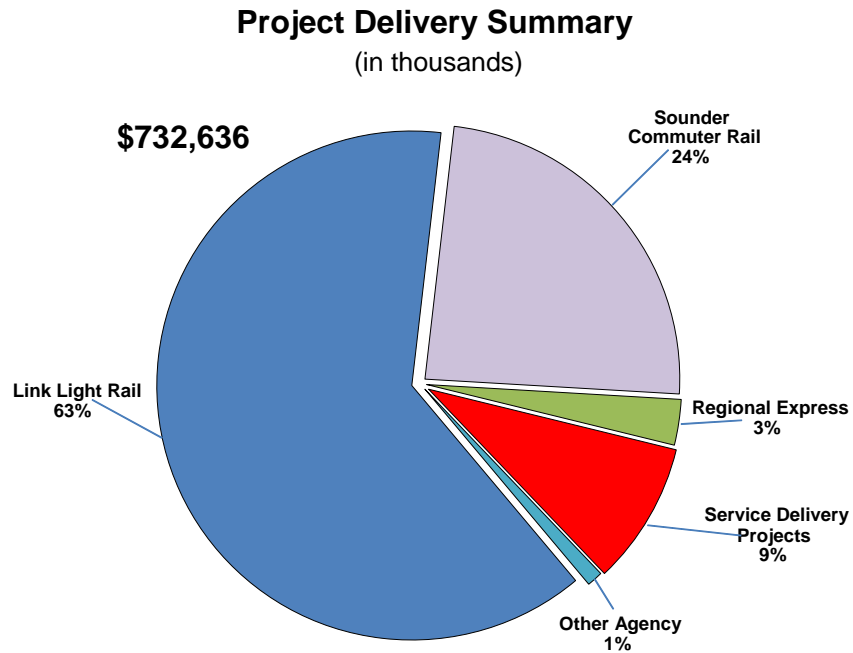
- Feasibility studies, preliminary design, and environmental investigation.
- Planning, design, and construction of transit facilities and equipment.
- Procurement of revenue vehicles and major equipment.
- Renovation and rehabilitation of existing facilities.
- Land acquisition and land improvements.

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

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

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

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



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

Project Delivery Budget by Program

Link Light Rail

Program History

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

Major Activities

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

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

Budget Elements

Capital budgets have been established for these light rail projects:

Initial Segment

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

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

Noise Abatement Program

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

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

Airport Link – 154th St to 176th St

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

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

DSTT South Access Security

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

The proposed 2012 budget funds activities to close the project.

South Link – Airport to S 200th St

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

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

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

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

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

South Corridor Alternatives Planning

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

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

University Link – Pine St Stub Tunnel to UW Station

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

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

North Link – UW Station to Northgate

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

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

North Corridor Transit Project

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

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

East Link

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

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

Tacoma Link Alternatives Analysis

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

The proposed 2012 budget funds alternatives analysis and preliminary engineering.

First Hill Streetcar

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

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

Link Light Rail Maintenance and Storage

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

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

Link Project Budgets

(in thousands)

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

Sounder Commuter Rail

Program History

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

Major Activities

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

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

Budget Elements

Station Access and Demand Study

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

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

Sounder Yard and Shops Facilities

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

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

Positive Train Control

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

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

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

Puyallup Station Improvements

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

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

Sumner Station Improvements

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

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

Lakewood Station Improvements

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

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

M Street – Lakewood Track and Signal

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

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

Permitting/Environmental Mitigation

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

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

D Street – M Street Track and Signal

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

The proposed 2012 budget funds the completion of track construction.

Layover

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

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

Mukilteo Station, South Platform

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

The proposed 2012 budget funds project construction.

Tukwila Station

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

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

South Tacoma Station

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

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

Lakewood Station

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

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

Sounder South Expanded Service

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

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

Sounder Project Budgets

(in thousands)

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

Regional Express

Program history

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

Major Activities

Regional Express projects funded in the proposed 2012 budget include:

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

Budget elements

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

Regional Express projects to be completed include:

ST Express Bus Base

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

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

85th Corridor, Kirkland

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

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

Rainier Avenue Arterial Improvements

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

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

Strander Boulevard Extension

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

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

Federal Way Transit Center/S 317th

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

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

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

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

The proposed 2012 budget includes funds for construction.

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

This project provides two-way transit and HOV lanes eastbound and westbound, on I-90 between 80th Avenue SE on Mercer Island and Rainier Avenue/I-5 in Seattle. The project is currently in the design phase.

The proposed 2012 budget funds final design work.

Projects to be closed in 2012

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

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

Regional Express Project Budgets

(in thousands)

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

Service Delivery Projects

Program Description

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

Budget Elements

Ticket Vending Machines

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

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

Passenger Information System/CCTV

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

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

Bus Maintenance Facility

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

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

ST Express Fleet Replacement

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

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

Small Works Program

This project creates a funding source for small capital replacement projects that have an estimated total cost of less than \$100,000.

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

Security Enhancements

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

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

ST Express Mobile Communications Projects

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

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

Tacoma Dome Station

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

The proposed 2012 budget includes funds for station improvements.

Bike Locker Program

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

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

Sounder ST2 Fleet Expansion

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

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

Tacoma Link Auxiliary Power Supply Replacement

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

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

Radio Upgrade

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

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

Sounder Vehicle Maintenance Program

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

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

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

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

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

Station Midlife Maintenance

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

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

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

ST Express Security Camera Retrofit

Retrofit 17 ST Express Transit Coaches with Video Camera Systems.

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

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

HVAC for Traction Power Sub Station (TPSS)

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

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

Central Link HVAC – Instrument House and UPS Room

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

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

Central Link Card Readers

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

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

Central Link OMF UPS Room Improvement

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

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

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

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

Central Link Overhead Catenary System Tie Switch

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

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

Benchtest Equipment

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

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

Service Delivery Capital Project Budgets

(in thousands)

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

Other Agency Projects

Program Description

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

Budget Elements

Fare Administration

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

In 2012, activities will include:

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

Fare Integration

The fare integration is the Sound Move program developed to provide a uniform, single-ticket fare system and an integrated fare policy for seven of the region's public transit agencies. This new electronic fare system allows riders and employers providing transit benefits to reload payments onto reusable fare cards, eliminating the need for monthly paper pass purchases. The smart card system benefits transit agencies by speeding boardings and automatically tracking and distributing fare revenue among participating transit agencies.

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

Research and Technology

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

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

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

STart

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

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

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

In 2012, the public art program will:

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

Transit Oriented Development

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

TOD Planning

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

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

TOD Property Disposition

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

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

Surplus Property Disposition

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

Other Agency Project Budgets

(in thousands)

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

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AGENCY ADMINISTRATION

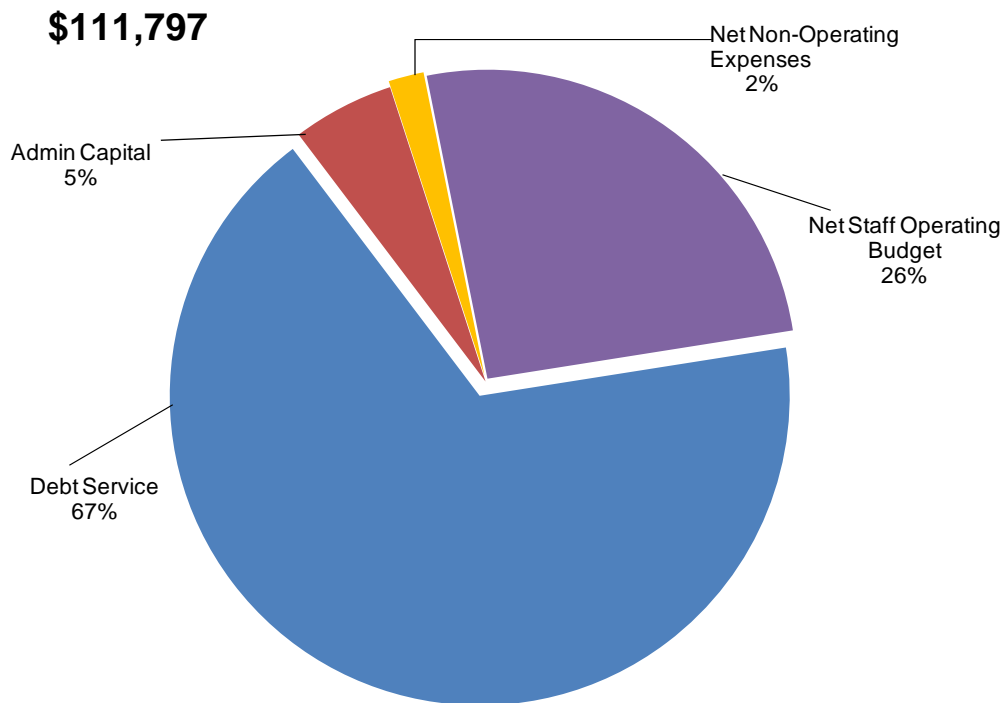
Sound Transit's agency administration budget includes staff costs for all employees, except service delivery staff¹, as well as other administrative costs. Also included are non-staff costs: administrative capital expenditures, debt service, and net non-operating expenses.

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

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

Agency Administration Budget Summary

(in thousands)



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

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

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

Agency Administration Budget Summary

(in thousands)

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

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

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

The staff operating budget includes salaries and benefits, training and travel, communications, materials and supplies, utilities, insurance, leases and rentals, temporary or consulting support, and other miscellaneous expenses. From the total staff budget, costs of staff working directly on capital projects are charged directly to project budgets. Additionally, portions of the budget are assigned to each of the service delivery mode budgets. Finally, administrative costs attributed to the development of transit assets are deducted and allocated to new assets. The remaining number is the net staff operating budget.

Agency Staff Budget Summary

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

*Staff Operating figures include ORCA Regional expenses.

Agency Staff Change Summary

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

* Staff Operating costs include ORCA Regional Expenses.

Staff Budget Changes

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

Staff Budget Changes by Department

(in thousands)

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

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

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

Staff Budget Changes by Expense Category

(in thousands)

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

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

Staffing Plan

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

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

Agency Administration Staffing Plan Summary

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

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

Direct and Non-Direct Charge Staffing Plan Summary

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

Proposed 2012 Staff Budget Compared to Adopted 2011 Staff Budget

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

Reconciliation of Proposed 2012 Staff Budget to Adopted 2011 Staff Budget

(in thousands)

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

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

Delivery of the Capital Program

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

Delivery of Services

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

Support of the Larger Organization

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

Tax Collection Fee

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

New Initiatives

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

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

Changes to Base Costs

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

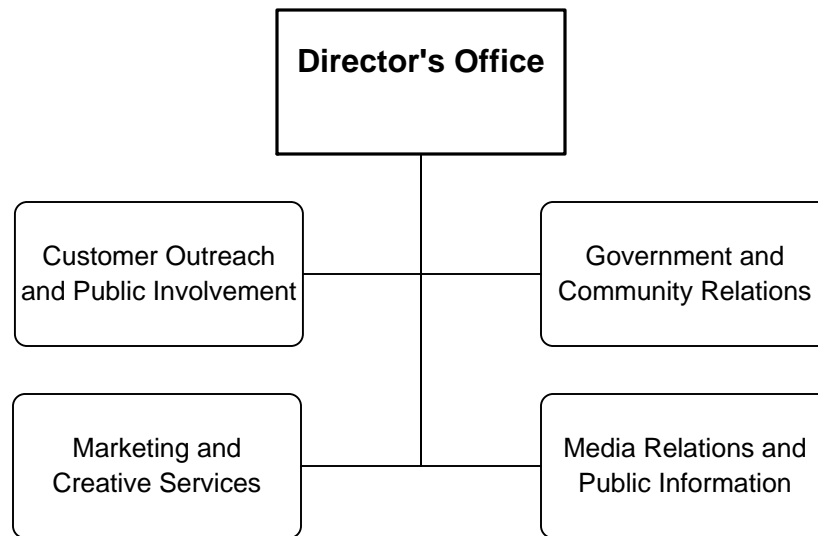
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**Central
Costs**

Central Costs

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

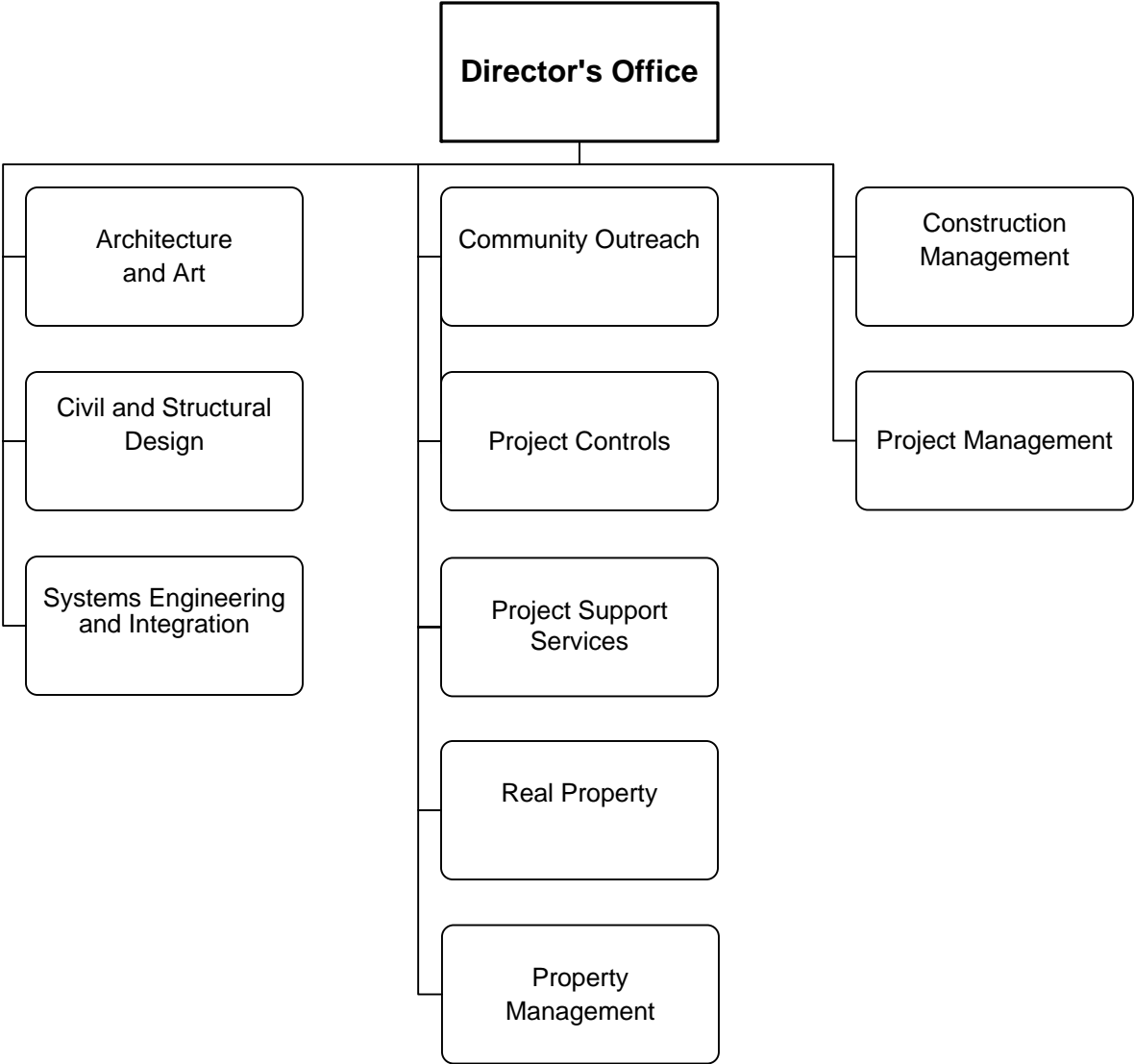
Communications and External Affairs



Communications and External Affairs

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

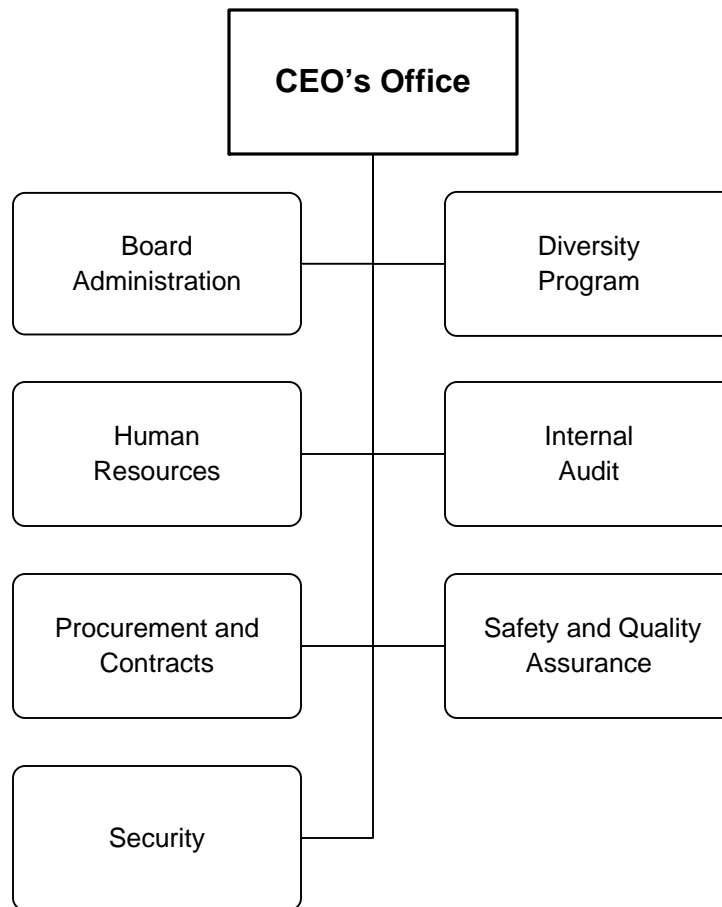
**Design, Engineering,
and Construction
Management
Department**



Design, Engineering & Construction Management

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

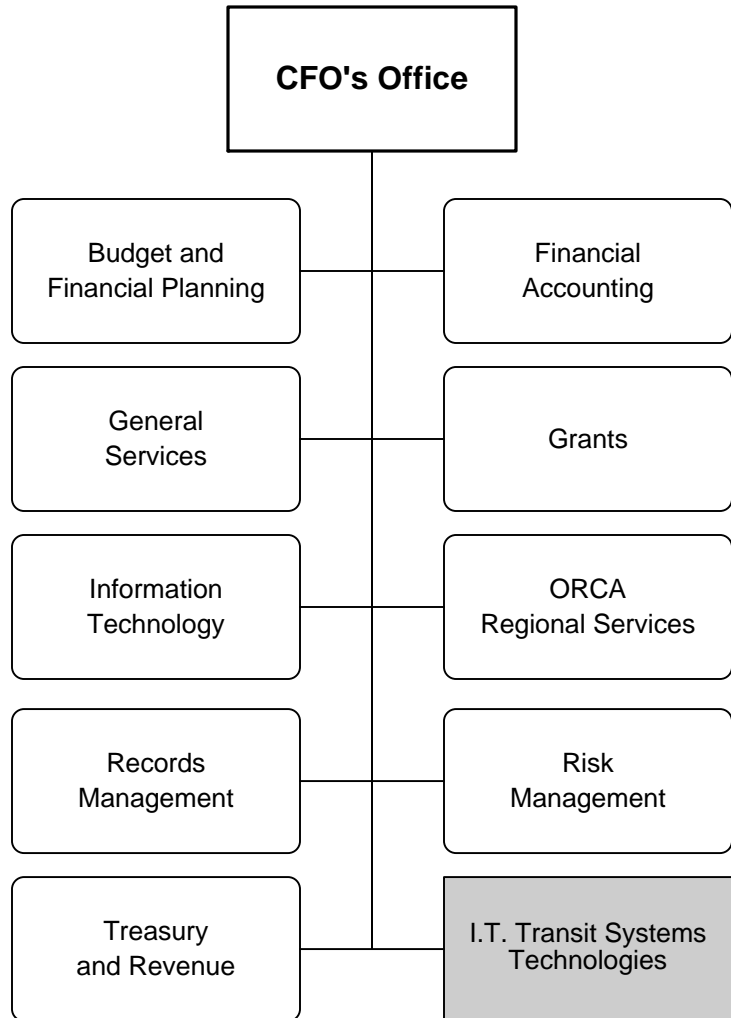
Executive Department





Executive

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

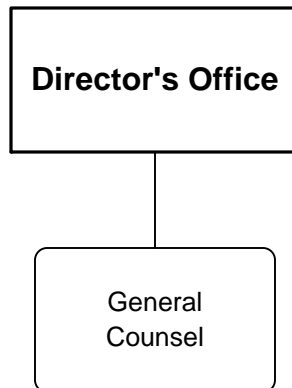
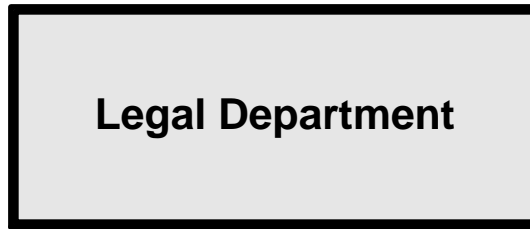
Finance and Information Technology Department



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

Finance and Information Technology

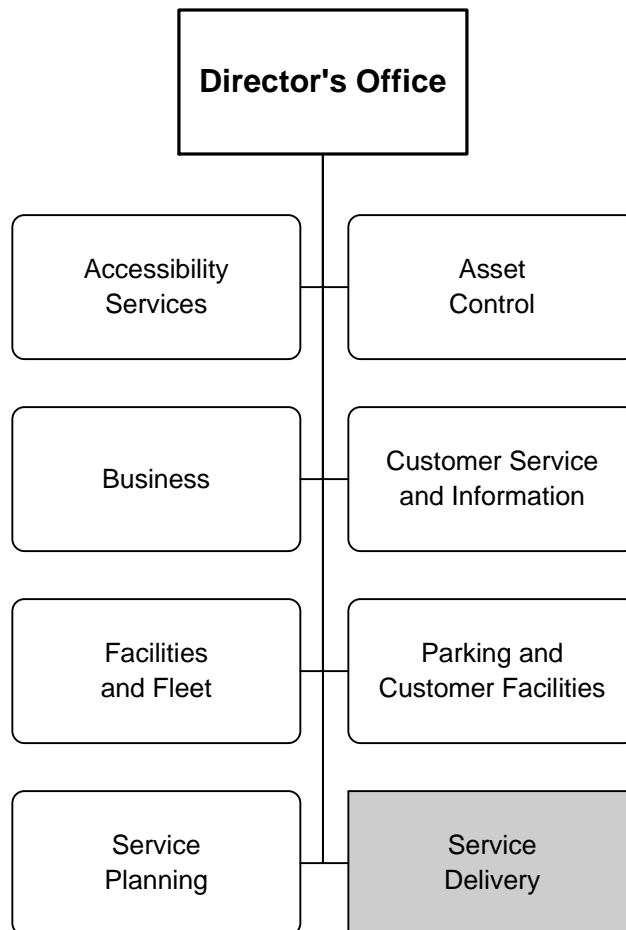
(in thousands)	2010 Actuals	2011 Budget	2011 Forecast	2012 Proposed
Salaries and Benefits				
Benefits	3,218	3,677	3,503	3,848
Salaries	5,646	6,317	6,028	6,855
Subtotal	8,865	9,994	9,531	10,703
Services				
Accounting/Auditing	383	495	511	523
Consultant/Management	1,987	1,700	1,719	1,940
Inter-local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



Legal

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

Operations Department



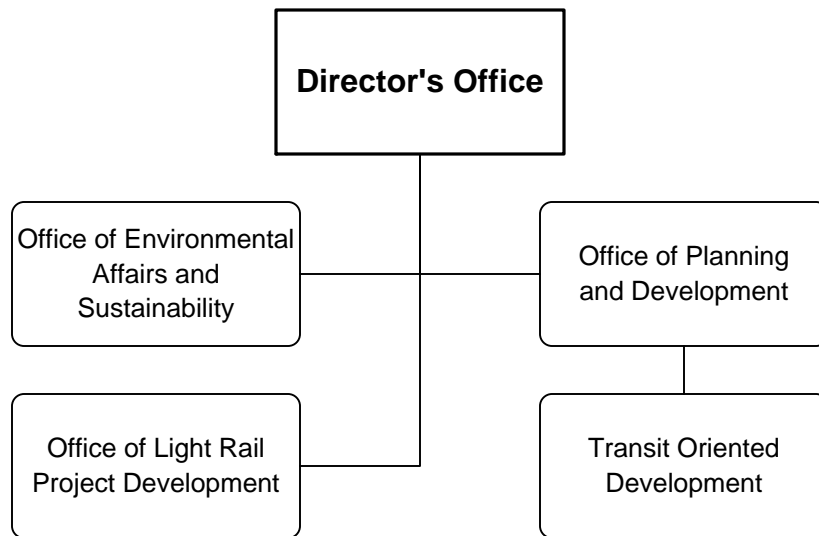
○ = Staff costs included in Agency Administration section of Budget

■ = Staff costs included in Service Delivery section of Budget

Operations

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

Planning, Environment, and Project Development Department



Planning, Environment & Project Development

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

Non-Staff Budgets

Program Description

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

Non-Staff Budgets Summary

(in thousands)

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

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

Debt Service

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

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

In December 2007, the board approved another resolution (No. R2007-22) to issue further bond debt. Following this approval, the agency issued \$450 million in bonds with maturity dates falling on dates between 2008 and 2036. In September 2009, the board approved two resolutions (No. R2009-15 and No. R2009-16) to issue further bond debt. At this time, \$400 million worth of bonds were issued with maturity dates falling between 2015 and 2039.

Debt service can be capitalized to the extent that the underlying debt funds construction in progress. Otherwise, debt service is recognized as an expense.

For 2012, total project debt service is budgeted at \$75.1 million, which includes \$29.3 million in interest expense and \$45.8 million of capitalized interest.

Administrative Capital

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

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

Net Non-Operating Expenses

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

These costs fall under three non-operating expense categories:

Non-Operating Property Expenses

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

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

Non-Operating Project Expenses

These expenses include project expenditures that, according to GAAP, cannot be capitalized. These include insurance claim costs and premiums related to operations, taxes, operating leases, and rental depreciation and amortization. Maintenance of facilities completed but not yet in service must be expensed. Excess administration costs due to schedule extensions cannot be capitalized to the project. Costs related to project elements excluded from the final project build-out must also be expensed.

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

Donations and Other Non-Cash Expenses

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

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

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

Reserves

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

Capital Replacement

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

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

Emergency/Loss

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

In 2012, the contribution is \$2.0 million.

Non-Cash Expenses

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

Depreciation and Amortization

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

Donations and Other Non-Cash Expenses

Certain projects being built in the Sound Transit capital program are intended to belong to other governmental agencies when completed. For example, we build improvements to public highways such as HOV lanes and in return receive rights to use WSDOT lands, such as an airspace lease allowing us to build light rail guideways over their property. Authorization to expend Sound Transit funds to design and build these projects occurs in the capital program. As these projects are completed and put into service, Sound Transit records a donation equivalent to the cost of the project as an expense in the year that the transfer occurs. Also included in this category are project costs that are being written off and depreciation related to non-operating Agency assets.

In 2012, donations and other non-cash expenses are estimated to be \$65.1 million.

APPENDIX A

STAFFING PLAN SUMMARY AND DETAIL

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

Service Delivery 2012 Staffing Plan

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Service Delivery					
Central Link					
Link Maintenance Manager	1.00	1.00			1.00
Link Maintenance Superintendent	1.00	1.00		1.00	2.00
Link Transportation Manager	1.00	1.00			1.00
Link Transportation Superintendent	2.00	2.00			2.00
Senior Administrative Specialist	1.00	1.00			1.00
Central Link Total	6.00	6.00	-	1.00	7.00
ST Express					
Bus Maintenance Superintendent	1.00	1.00			1.00
Bus Operations Analyst	1.00	1.00			1.00
Bus Operations Manager	1.00	1.00			1.00
ST Express Total	3.00	3.00	-	-	3.00
Sounder					
Commuter Rail Coordinator	1.00	1.00			1.00
Commuter Rail Mechanical Superintendent	1.00	1.00			1.00
Commuter Rail Operations Manager	1.00	1.00			1.00
Commuter Rail Transportation Superintendent	1.00	1.00			1.00
Superintendent - ROW Maintenance	1.00	1.00			1.00
Sounder Total	5.00	5.00	-	-	5.00
Tacoma Link					
Light Rail Vehicle Operator	7.00	7.00			7.00
Maintenance Supervisor	1.00	1.00			1.00
Operations & Maintenance Supervisor	4.00	4.00			4.00
Operations & Maintenance Technician	3.00	3.00			3.00
Project Administration Specialist	1.00	1.00			1.00
Tacoma Link Light Rail Assistant Operations M	1.00	1.00			1.00
Tacoma Link Light Rail Operations Manager	1.00	1.00			1.00
Tacoma Link Total	18.00	18.00	-	-	18.00
Transit Systems					
Senior System Analyst	1.00	1.00	(1.00)		-
Senior Systems Engineer	1.00	1.00	1.00	1.00	3.00
Transit Systems Electronic Supervisor	2.00	2.00			2.00
Transit Systems Electronic Technician	5.00	5.00			5.00
Transit Systems Engineer	2.00	2.00			2.00
Transit Systems Total	11.00	11.00	-	1.00	12.00
Service Delivery Total	43.00	43.00	-	2.00	45.00

Agency Administration 2012 Staffing Plan

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

	2011 Staffing Plan	Current Staffing Plan	Transfer	New	2012 Staffing Plan
Executive Project Director	3.00	3.00			3.00
Project Coordinator - DECM	1.00	1.00			1.00
Project Director	2.00	2.00			2.00
Receptionist/Administrative Assistant	1.00	1.00			1.00
Senior Administrative Specialist	2.00	2.00			2.00
DECM Director's Office Total	15.00	15.00	-	-	15.00
Project Controls					
Configuration Coordinator	1.00	1.00			1.00
Cost Engineer	1.00	1.00			1.00
Courier	1.00	1.00			1.00
Document Control Coordinator	4.00	4.00		1.00	5.00
Project Control Assistant	2.00	2.00			2.00
Project Control Coordinator	2.00	2.00			2.00
Project Control Director	1.00	1.00			1.00
Project Control Manager, Configuration & Document Control	1.00	1.00			1.00
Project Control Manager, Cost Control & Reporting	1.00	1.00			1.00
Project Control Manager, Scheduling, Estimating & Risk Mar	1.00	1.00			1.00
Project Control Specialist	8.00	8.00			8.00
Senior Administrative Specialist	1.00	1.00			1.00
Senior Cost Engineer	2.00	2.00			2.00
Senior Document Control Coordinator	2.00	2.00			2.00
Senior Project Control Specialist	4.00	4.00		1.00	5.00
Senior Project Risk Engineer	1.00	1.00			1.00
Senior Scheduling Engineer	2.00	2.00			2.00
Senior Systems Cost Engineer	-	-		1.00	1.00
Project Controls Total	35.00	35.00	-	3.00	38.00
Project Management					
Project Coordinator - DECM	2.00	2.00			2.00
Project Management Director	1.00	1.00			1.00
Project Manager	7.00	8.00			8.00
Senior Project Coordinator	2.00	1.00			1.00
Project Management Total	12.00	12.00	-	-	12.00
Project Support Services					
Assistant Permits Administrator	1.00	2.00			2.00
Permits Administrator	1.00	1.00			1.00
Permits Specialist	1.00	-			-
Project Manager - DECM	3.00	3.00	(1.00)		2.00
Project Support Services Manager	1.00	1.00			1.00
Senior Project Coordinator - DECM	1.00	1.00		1.00	2.00
Senior Project Manager	-	-	1.00		1.00
Project Support Services Total	8.00	8.00	-	1.00	9.00
Property Management					
Leasing Document Coordinator	1.00	1.00	(1.00)		-
Property Management Assistant	1.00	1.00	(1.00)		-
Property Management Assistant Manager	1.00	1.00	(1.00)		-
Property Management Manager	1.00	1.00	(1.00)		-
Senior Leasing Document Coordinator	1.00	1.00	(1.00)		-
Property Management Total	5.00	5.00	(5.00)	-	-

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

Agency Administration Staffing By Department

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

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APPENDIX B

BUDGET PROCESS

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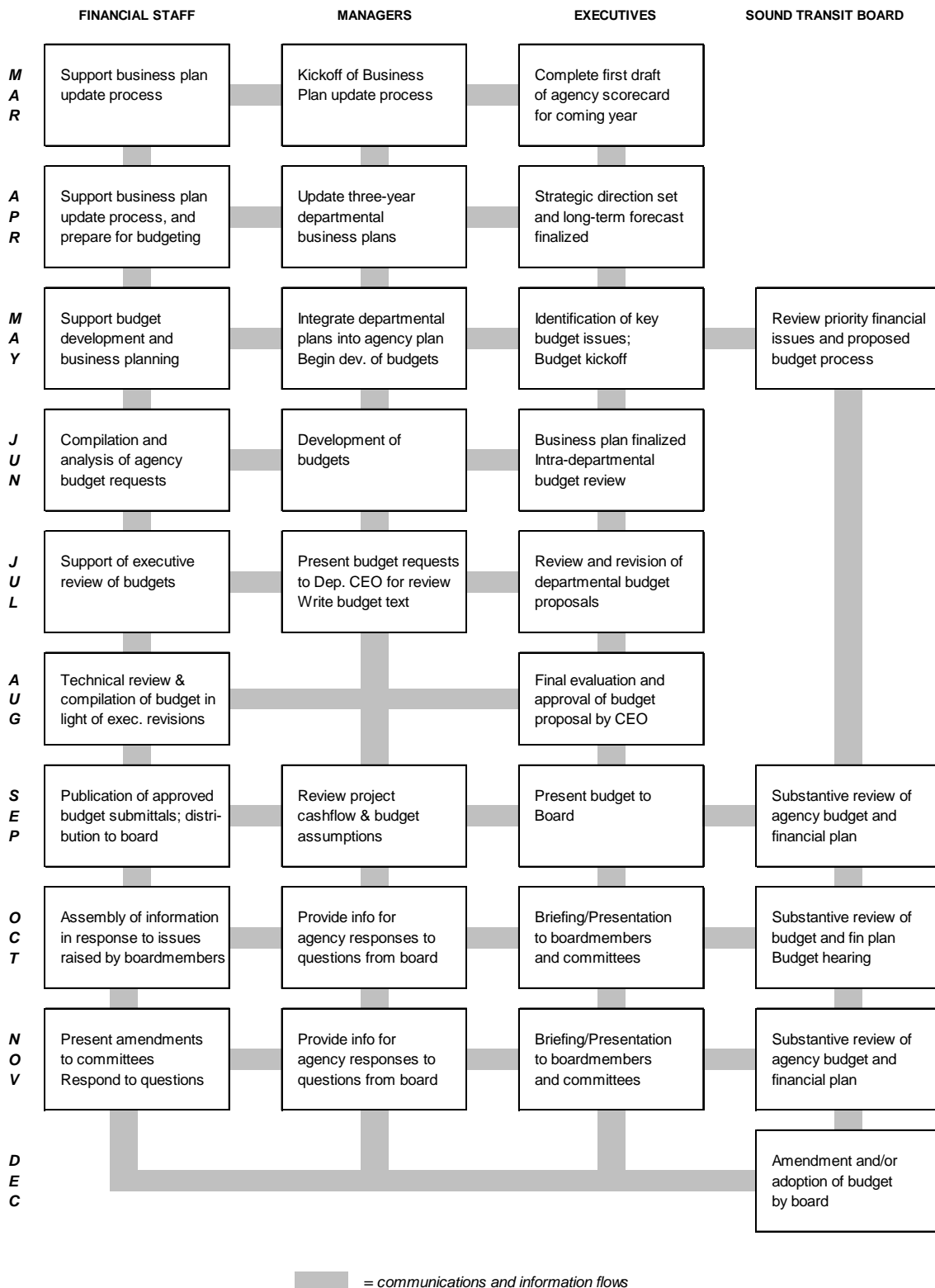
BUDGET PROCESS

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

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

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

Sound Transit Budget Process Summary



APPENDIX C

SUBAREA ALLOCATIONS

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Subarea Allocations

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

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

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

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

Subarea Allocation Drivers

SOURCES

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

PASSENGER FARES

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

OPERATING USES

Sounder Commuter Rail Services Operating Uses

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

ST Express Bus Services Operating Uses

Description	Driver
Bus Operations	Platform Hours

Link Light Rail Services Operating Uses

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

Other Uses

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

CAPITAL PROJECT USES

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

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

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

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

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

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

SYSTEMWIDE USES

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

Debt Service Uses

Description	Driver
2010 Debt Service	Financial Plan

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APPENDIX D

DEPARTMENT/DIVISION SCORECARDS

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MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

Increase market share.

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Internal education on customer service as agency value.▪ Policy development regarding use of staff for customer service activities.	<ul style="list-style-type: none">▪ 100% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

2012 SCORECARD

DESIGN, ENGINEERING, AND CONSTRUCTION MANAGEMENT

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

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

2012 SCORECARD

DESIGN, ENGINEERING, AND CONSTRUCTION MANAGEMENT

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Provide adequate budgets to functional divisions to allow for training tailored to functional responsibilities and professional career track.	<ul style="list-style-type: none">▪ 100% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

Sound Transit staff models understanding and valuing Diversity/Inclusion.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Launch agencywide Diversity/Inclusion training.	<ul style="list-style-type: none">▪ Collaborate with HR to develop and deliver Diversity and Inclusion workshop for the Senior Leadership team.▪ 100% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

Enhance employee productivity and develop backup for critical tasks.

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Implement cross training for employees with closely related functions.	<ul style="list-style-type: none">▪ 100% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

SERVICE DELIVERY

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

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

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

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

	<p><u>Employee Relations and Policy review</u></p> <ul style="list-style-type: none"> ▪ Review programs, policies, and procedures to ensure compliance with existing laws, regulations, and practices. ▪ A process for on-going periodic review is established. ▪ Review programs, policies, and procedures to identify opportunities to enhance job satisfaction and morale. <p><u>Stakeholder engagement and outreach:</u></p> <ul style="list-style-type: none"> ▪ Identify opportunities for deepening the current relationships and possibly developing new ones. <p><u>Ongoing measures:</u></p> <ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development. ▪ 80% of employees receive at least 16 hours of training/professional development. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date. ▪ At least 25% of Sound Transit jobs posted will be filled through internal promotions/transfers.
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MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

SERVICE DELIVERY

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

STEWARDSHIP OF RESOURCES

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

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

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Enhance processes and procedures to ensure compliance with internal audit professional standards. ▪ Conduct divisional “self-review” in preparation for 2014 peer review. 	<ul style="list-style-type: none"> ▪ Provide required technical training to maintain professional certifications. ▪ 100% of employees have a professional development plan that includes opportunities for career development. ▪ 80% of employees receive at least 16 hours of training/professional development. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

Provide timely legal advice to avoid project delays.

Initiatives	Performance Indicators
<ul style="list-style-type: none">Provide department-specific training to improve risk management.	<ul style="list-style-type: none">90% of requests for legal services completed by date agreed by attorney and client.100% of appeals successfully defended.100% of all court-imposed deadlines met.100% of challenges to Sound Transit project successfully defended.An attorney acknowledges all client requests within 48 hours.

SERVICE DELIVERY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Provide department-specific training to improve risk management.▪ Meet with all division managers at least once during the year to discuss the division's general legal needs.	<ul style="list-style-type: none">▪ No errors in legal analysis.▪ 100% of law/regulatory changes that affect clients' activities communicated to clients at least 30 days before effective date through education and training sessions or documents on recurring legal issues provided.▪ Conduct at least 17 meetings per quarter.

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none"> Provide professional growth opportunities for Legal Department employees. 	<ul style="list-style-type: none"> 100% of employees have a professional development plan that includes opportunities for career development. 80% of employees receive at least 16 hours of training/professional development. 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date. All attorneys will remain in good standing with the Washington State Bar Association.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

Operate services and maintain assets effectively.

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

ORGANIZATIONAL VIBRANCY

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

Priorities

Increase transit industry knowledge for employees.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> ▪ Continue relevant leadership coaching and training. ▪ Manage, recognize, measure, and compensate performance that focuses on the mission, goals, and initiatives. 	<ul style="list-style-type: none"> ▪ 100% of employees have a professional development plan that includes opportunities for career development. ▪ 80% of employees receive at least 16 hours of training/professional development. ▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). ▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date. ▪ Partner with H/R to sponsor industry-specific training opportunities, e.g. Transportation Safety Institute (TSI) and National Transit Institute (NTI) training.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">▪ Project managers and other staff routinely develop negotiation strategies, and obtain appropriate buy-in throughout the Agency before engaging in the negotiations of agreements.▪ Project/Agreement negotiating strategies identify Sound Transit objectives and bottom lines, protect Sound Transit's legitimate interests, and treat the other parties fairly and as true partners.	<ul style="list-style-type: none">▪ 100% of employees have a professional development plan that includes opportunities for career development.▪ 80% of employees receive at least 16 hours of training/professional development.▪ 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).▪ 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

Making a difference through exceptional procurement services.

PROJECT DEVELOPMENT AND DELIVERY

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

SERVICE DELIVERY

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

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

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

Ensure availability of tactical and strategic skills.

Initiatives	Performance Indicators
<ul style="list-style-type: none"> Support efforts towards certification and professional development. Perform team-building exercises. 	<ul style="list-style-type: none"> Minimum of 50% of Procurement and Contracts Division professional staff are certified. 100% of employees have a professional development plan that includes opportunities for career development. 80% of employees receive at least 16 hours of training/professional development. 80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012). 100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Initiatives	Performance Indicators
<ul style="list-style-type: none">Provide adequate budgets to functional divisions to allow for training tailored to functional responsibilities and professional career track.	<ul style="list-style-type: none">100% of employees have a professional development plan that includes opportunities for career development.80% of employees receive at least 16 hours of training/professional development.80% of managers/supervisors will receive 32 hours of leadership/ management training (through 2012).100% of performance reviews are completed and submitted to HR within 30 days of the anniversary date.

MISSION STATEMENT

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

PROJECT DEVELOPMENT AND DELIVERY

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

Priorities

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

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

SERVICE DELIVERY

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

Priorities

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

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

STEWARDSHIP OF RESOURCES

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

Priorities

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

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

ORGANIZATIONAL VIBRANCY

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

Priorities

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

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

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APPENDIX E

FINANCIAL POLICIES

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Sound Transit Financial Policies

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

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

PURPOSE

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

LEGAL RESPONSIBILITIES

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

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

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

EQUITY

Definition of equity

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

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

IMPLEMENTATION POLICY

Subarea Reporting

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

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

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

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

Monitoring function

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

Adjustments to subarea projects and services

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

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

SYSTEM-WIDE EXPENDITURES

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

DEBT MANAGEMENT

Legal Definition of Sound Transit Debt Financing Capacity

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

Debt Service Coverage Requirements

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

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

Uses of Debt Financing

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

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

Allocation of Sound Transit Debt

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

SETTING PRIORITIES FOR EXPENDITURES

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

FINANCIAL MANAGEMENT

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

PUBLIC ACCOUNTABILITY

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

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

FUTURE PHASES

Voter Approval Requirement

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

Tax Rate Rollback

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

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

Financial Policies Review

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

APPENDIX F

LIST OF CHARTS, MAPS, AND TABLES

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APPENDIX G

GLOSSARY

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GLOSSARY OF TERMS

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

ADA – Americans with Disabilities Act

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

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

BAT – Business and Transit Access

BCE – Baseline Cost Estimate

BNSF – Burlington Northern Santa Fe Railway

Board – The Sound Transit Board of Directors

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

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

Capital Projects – Projects that purchase or construct capital assets

CCTV – Closed circuit television

CEA – Communication and External Affairs Department

CEO – Sound Transit Chief Executive Officer

CFO – Sound Transit Chief Financial Officer

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

COP – Citizen Oversight Panel

CPI – Consumer Price Index

DBE – Disadvantaged Business Enterprise

Debt Service – Payment of interest and principal

DECM – Design, Engineering, and Construction Management Department

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

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

Division – Organizational sub-unit within departments

DPO – Diversity Program Office

DSTT – Downtown Seattle Transit Tunnel

EEO – Equal Employment Opportunity

EIS – Environmental Impact Statement

ELT – Executive Leadership Team

ERP – Enterprise Resource Planning

ESMS – Environmental Sustainability Management System

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

EXEC – Executive Department

FEIS – Final Supplemental Environmental Impact Statement

FFGA – Full Funding Grant Agreement

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

FIT – Finance and Information Technology Department

FTA – Federal Transit Administration

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

FY – Fiscal Year

GAAP – General Accepted Accounting Principles

GIS – Geographic Information Services

GMA – Growth Management Act

HCT – High Capacity Transit

HOV – High-Occupancy Vehicle

IT – Information Technology

KCM – King County Metro

LRV – Light Rail Vehicle

MMIS - Maintenance Management Information System

MVET – Motor Vehicle Excise Tax

NTD – National Transit Database

O&M – Operations and Maintenance

OCS - Overhead Contract System

OEM – Original Equipment Manufacturer

OMF – Operations Maintenance Facility

OPS – Operations Department

ORCA – One Regional Card for All

P-Card – Purchase Card

PCMCIA – Personal Computer Memory Card International Association

PE – Preliminary Engineering

PE/ED – Preliminary Engineering and Environmental Documentation

PEPD – Planning, Environment, and Project Development Department

PLA – Project Labor Agreement

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

PSST – Pine Street Stub Tunnel

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

REX – Regional Express

RFP – Request for Proposal

RIAS - Remote Infrared Audible Signage

ROD – Record of Decision

ROIP – Rail Operations Insurance Program

ROW – Right of Way

RSIP - Residential Sound Insulation Program

SIP – Service Implementation Plan

SODO – South of downtown Seattle

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

Sound Transit – The Central Puget Sound Regional Transit Authority

SPI - Schedule Performance Index

SR – State Route

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

STart – Sound Transit Art Program – Public Art

STU – Sound Transit University Program

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

TCO – Total Cost of Ownership

TIP – Transit Improvement Plan

TOD – Transit Oriented Development

TPSS – Traction Power Sub Station

TVM – Ticket Vending Machine

USB – Universal Serial Bus

UW – University of Washington

WSDOT – Washington State Department of Transportation

YOE – Year of Expenditure