

The Tacoma Environmental Action Plan

Kristin Lynett

Office of Environmental Policy and Sustainability

December 16th, 2015

Background

- Need to update and expand our 2008 Climate Action Plan
- Hired consultants in July
- Created inter-department and agency Advisory Committee and Stakeholder meetings
- Funding for Plan from ES, TPU, and general gov't

TPCHD, MPT, PC

Tacoma 2025

2008
Climate Action Plan

TP Integrated
Resource Plan

Comp Plan

Climate Risk
Assessment

Sust. Material
Mgmt Plan

Env Element

TMP

Municipal
Green
Building

Life Cycle
City

Sustainable
Purchasing

Green
Roads

Complete
Streets



Existing goals, policies and strategies



Advisory
Committee

Stakeholders

Public

Environmental Action Plan
• Targets
• Actions

STAR

Other municipal
Plans

Annual Performance
Indicator Report

Success Stories



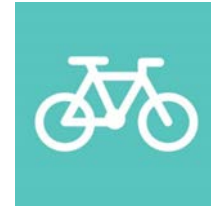
Natural Systems



Air and Food



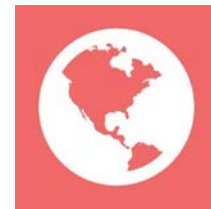
Buildings and Energy



Transportation



Materials



Climate Resiliency

Framework



- Serving our Community
- City Leading By Example
- Individual Choices Matter

- Baseline Metric Indicators
- 5 year Targets

Action Prioritization

- Implementation of existing goal or policy
- Lifecycle costs
 - First cost (capital or not), O & M, End-of-life
- Scale of GHG Reductions
- Co-Benefits
 - Local economy, local environment, health, equity
- Benefits per dollar
- Community Support

| Category | Serving Our Community | City Leading By Example | Individual Choices Mater | Baseline Metric Indicator | 5 Year Target |
|----------------------|--|---|---|---------------------------|--------------------------|
| Buildings and Energy | Work with regional partners to increase energy efficiency standards in the State Building Code. | Hire Resource Conservation Manager to track and report utility performance and Energy Star scores and develop a Resource Conservation Management Plan and Policy to guide efficiency investments, operations, and behaviors in City facilities | Check out a Kill-a-Watt meter at a Tacoma Public Library to see how much energy your appliances and electronics use. | 14 Energy Star buildings | 30 Energy Star buildings |

| Category | Serving Our Community | City Leading By Example | Individual Choices Mater | Baseline Metric Indicator | 5 Year Target |
|----------------|--|--|---|---|---------------|
| Transportation | Develop education programs and materials for the public on benefits and practicalities of electric vehicles . | Convert garbage trucks to renewable natural gas produced from methane at the City's wastewater treatment plant. | Hate driving to Seattle? Park at the Tacoma Dome Station for free and take an Express Bus that leaves frequently, day and night. | 415 electric vehicles (as of July 2015) | 2000 vehicles |

Transportation Indicator Targets

| Indicator | Baseline | 5 Year Target |
|---|--------------------------|---------------|
| Reduce SOV | 77.40% | 70% |
| Increase electric vehicles | 415 | 2000 |
| Increase pedestrians and bicyclists (as measured in annual count) | 3940 (ped) 621 (bike) | 15% |
| Reduce bicycle and pedestrian collisions in low income and minority neighborhoods | | 50% |
| Reduce fleet petroleum fuel use | 1,558,076 gal | 25% |
| Reduce employee SOV | 75% | 70% |

Public Input and Next Steps

- Climate Conversation series culminated on Dec. 7 at open house
- Online survey open until Dec. 31
- Present draft plan to IPS on January 27rd
- Present draft plan to City Council on Feb. 16th

<http://tacomaeap.publicmeeting.info/>

Puget Sound Gateway Program

SR 167 Completion

LYNN PETERSON, SECRETARY OF TRANSPORTATION

CRAIG STONE, GATEWAY PROGRAM ADMINISTRATOR

STEVE FUCHS, PROJECT MANAGER, SR 167 COMPLETION

Tacoma Transportation Commission
December 16, 2015

Today's topics



Connecting Washington

Project Overview

Funding overview

Delivery Schedule

Stakeholder Involvement

Next 18 months

Puget Sound Gateway Program



- Completing the Gateway Program (SR509 and SR167) provides more direct links from the state's largest ports to the distribution centers in the region and to Eastern Washington
- Provides direct access to Seattle-Tacoma International Airport from the south for both passenger and air cargo
- Supports community and economic development

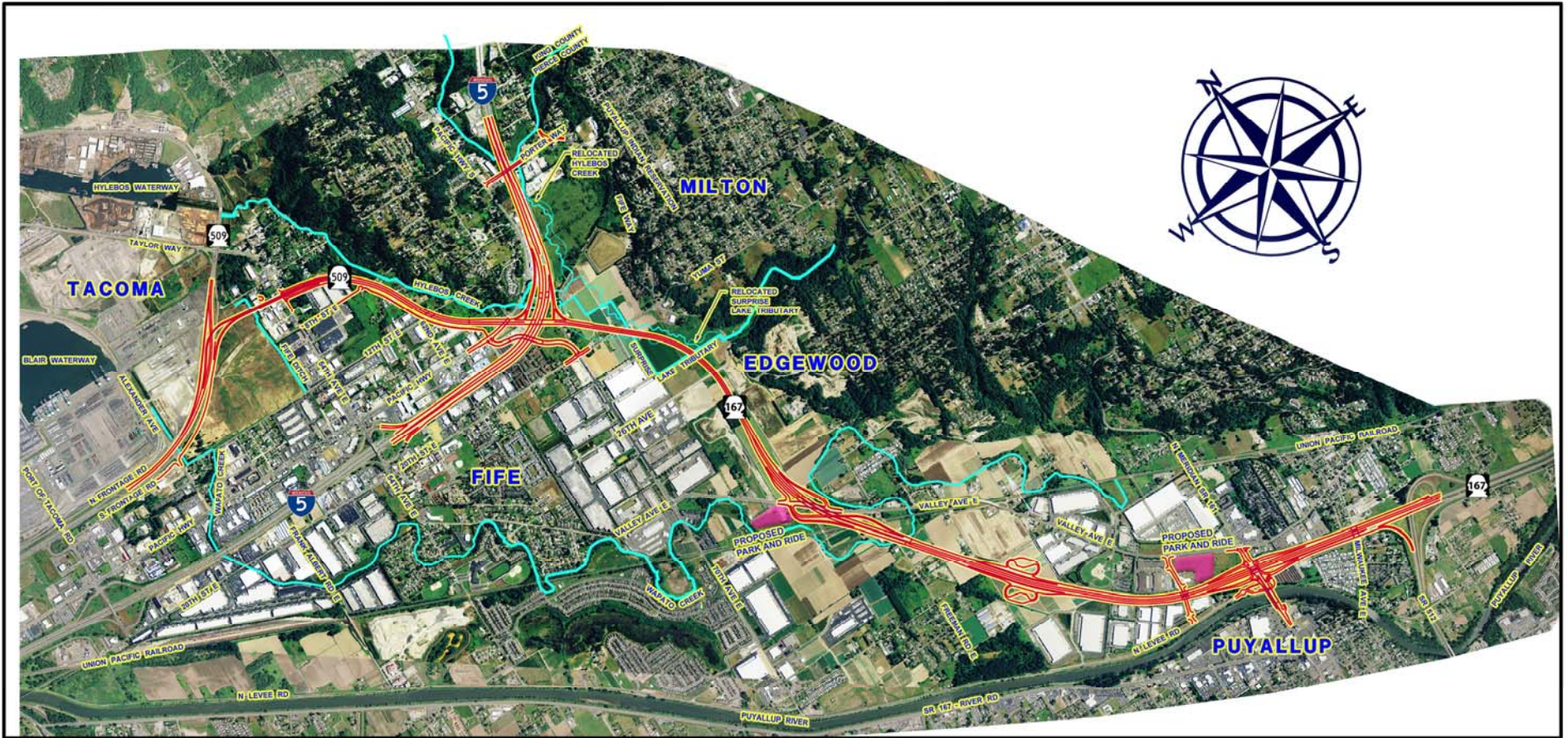
Legislative Direction



*In making budget allocations to the Puget Sound project, **the department shall implement the project's construction as a single corridor investment. The department shall develop coordinated corridor construction and implementation plan for state route number 167 and state route number 509 in collaboration with affected stakeholders.***

Specific funding allocations must be based on where and when specific project segments are ready for construction to move forward and investments can be best optimized for timely project completion. Emphasis must be placed on avoiding gaps in fund expenditures for either project.

Connecting Washington



SR 509 Spur/54th Ave. Interchange



Before



After

SR 509 Spur/ SR 509 Interchange



Before



After

Funding and



Preliminary Activity Schedule

| Activities | 2015-2017 (Environmental Studies, Relocate Utilities, Property appraisals) | 2017-2019 (Purchase Right of Way, Relocate Utilities, Select Design-Builder for Project 1) | 2019-2021 (Purchase Right of Way, Construct Project 1, Select Design-Builder for Project 2) | 2021-2023 (Purchase remaining Right of Way, Construct Project 2) | 2023-2025 (Complete Project 2 construction, Select Design-Builder for Project 3) | 2025-2027 (Construct Project 3, Select Design-Builder for Project 4) | 2027-2029 (Construct Project 4) | Future |
|------------|---|---|--|--|---|---|--|---|
| Funding | Pre-existing funds and Connecting Washington Account \$3.07M | Connecting Washington Account \$36.9M | Connecting Washington Account \$134.75M \$35M (local) | Connecting Washington Account \$138.6M \$35M (local) | Connecting Washington Account \$100M | Connecting Washington Account \$158M | Connecting Washington Account \$165M | Connecting Washington Account \$10M \$95M (tolls) |

Delivery Schedule

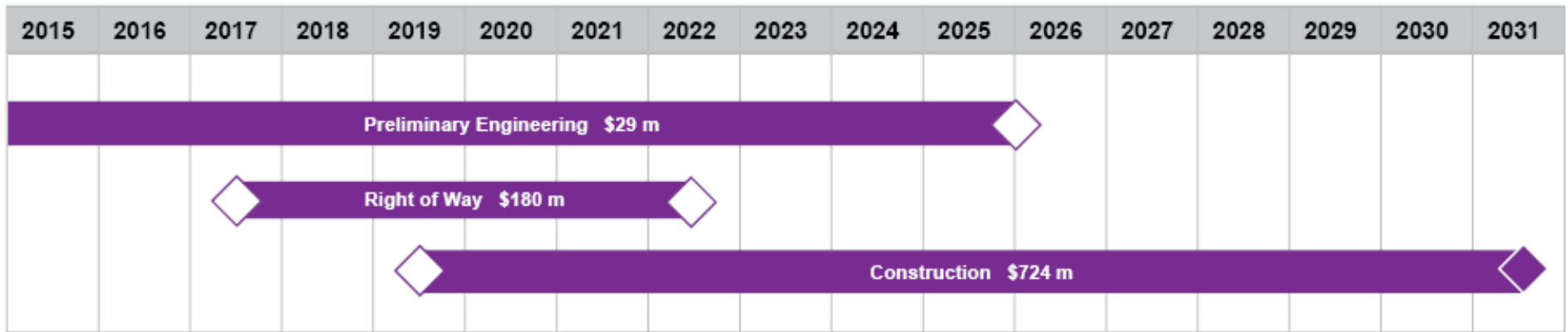


16 years

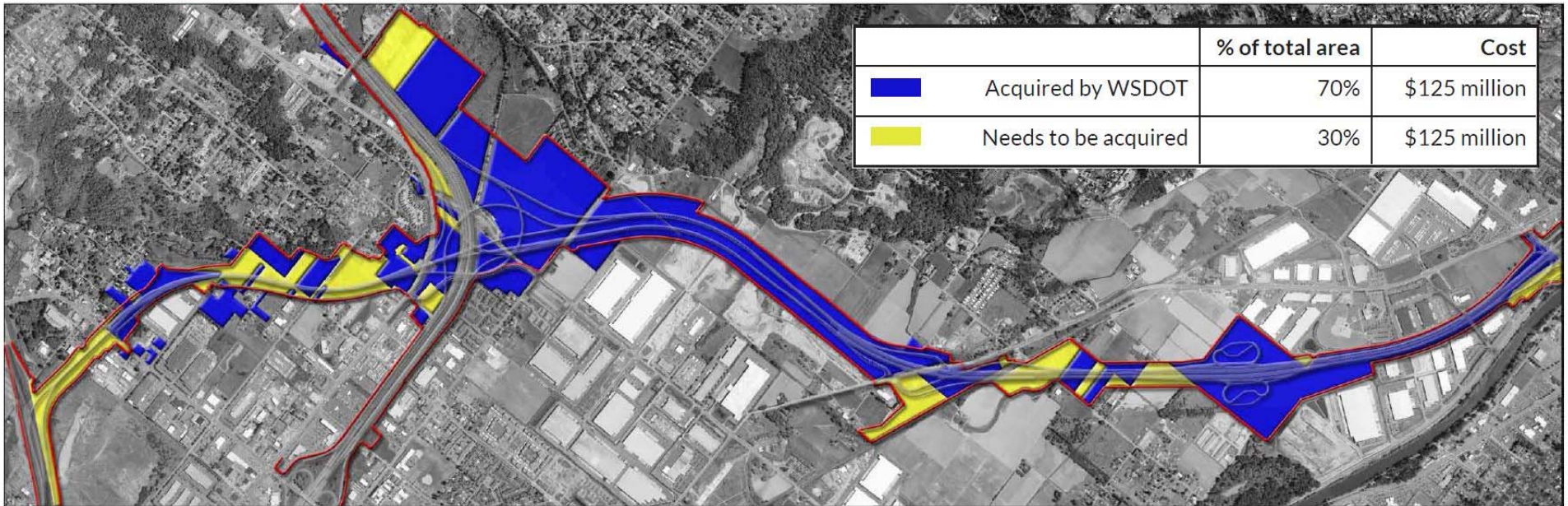
Design July 2016 - 2025

Right of Way July 2017 - 2022

Construction July 2019 - 2031



Right of Way



■ Acquired by WSDOT

■ Needs to be acquired

— Proposed project footprint

SR 167 Stakeholder Coordination

Previous Stakeholder and Community engagement

- Citizen's Advisory Group for Tier II EIS (3 years)
- SR 167 Partner's steering committee (9 years)
- Numerous community events throughout project area
- Quarterly updates to interested members of the public
- Several surveys completed, particularly about tolling
- Numerous meetings with the cities of Fife and Milton
- Multiple presentations to the RAMP committee

Next Steps

- Engage Executive and Steering Committee

Stakeholders

- ❖ Puyallup Tribe of Indians
- ❖ City of Auburn
- ❖ City of Edgewood
- ❖ City of Fife
- ❖ City of Kent
- ❖ City of Milton
- ❖ City of Pacific
- ❖ City of Puyallup
- ❖ City of Sumner
- ❖ City of Tacoma
- ❖ Pierce County
- ❖ Pierce Transit
- ❖ Sound Transit
- ❖ Port of Tacoma
- ❖ PSRC
- ❖ WSTC
- ❖ FHWA
- ❖ South Sound Chambers of Commerce
- ❖ Freight Mobility Strategic Investment Board
- ❖ Washington Trucking Association

Next steps for 2015 - 2017

- Reassemble Stakeholder committee
- Develop Strategic Delivery Plan aligned with funding
- Update traffic & revenue analysis
- Ongoing coordination with Puyallup Tribe
- Complete NEPA Re-Evaluation
- Complete Access Hearing & ROW plans
- Develop prioritization of remaining property

Questions?



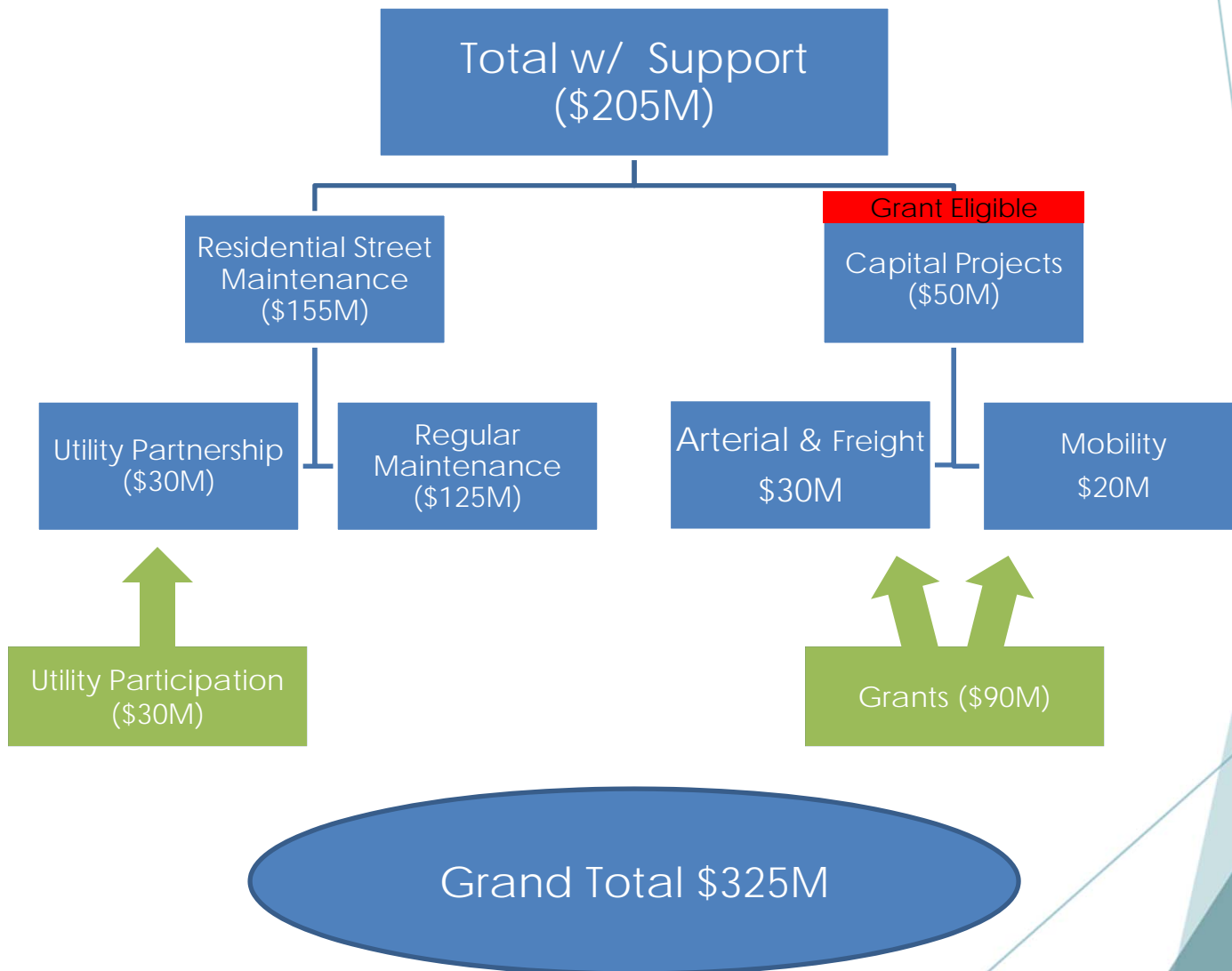
www.wsdot.wa.gov/projects/sr167/TacomaToEdgewood

Propositions A and 3

Reid Bennion
Public Works Department
City of Tacoma
December 16, 2015

Proposed Package Funding

| Funding Sources | 10 Year Revenues | Monthly Household Impact |
|---|------------------|--------------------------|
| Sales Tax (+0.1%)- Prop A | \$45 M | \$1 |
| Gross Earnings Tax (+1.5%)- Prop 3 | \$90 M | \$3.50 |
| Property Tax (+\$0.2 per \$1,000AV)- Prop 3 | \$40 M | \$3 |
| Package Funding | \$175M | \$7.50 |
| Non-Voted Funding | 10 Year Revenues | Monthly Household Impact |
| Additional City Support | \$30 M | N/A |
| Total with Additional City Support | \$205 M | \$7.50 |



Package Funding

| Project | Description | Potential Funding | Grant/ Other Sources |
|--|--|-------------------|----------------------|
| Residential Street Maintenance | Repair and maintain residential streets | \$155 M | \$30 M |
| Arterial Streets & Freight Access | Maintenance and capital improvements for arterials and Port access roads | \$30 M | \$90 M |
| Walking and Biking Infrastructure | Install School Crossing Beacons, build missing sidewalks, and work on the Transportation Master Plan | \$20 M | |
| | Total | \$205 M | \$120 M |
| | Grand Total | \$325 M | |

Project Selection

- **Residential Maintenance**

- Projects will be guided by results of 2015 Pavement Condition Index survey
- In short term projects will be selected from the 6-Year Infrastructure Maintenance Plan
- PW will work with ES to identify projects where we can maximize the impact and leverage funding

- **Capital Projects**

- Projects will be pulled from the TMP Project List, Six Year TIP, and Capital Facilities Plan
- Staff will recommend projects and present to the Transportation Commission on projects

Upcoming Dates

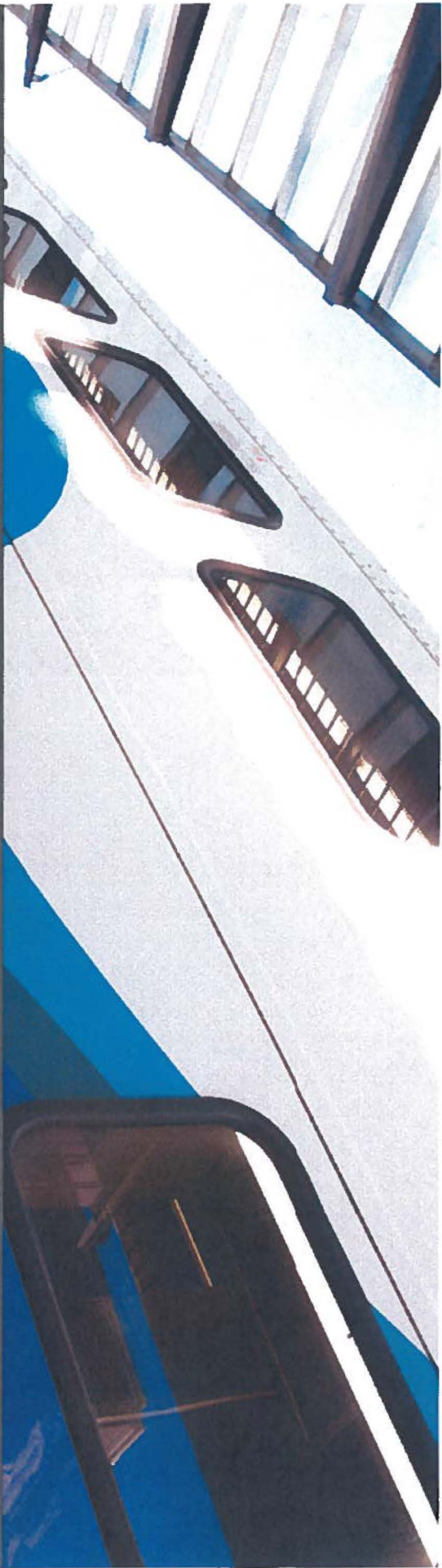
- **January 20** – Transportation Commission, PW Presenting 2016 Capital Grant Project Recommendations
- **January 26** – Study Session, PW Presenting on Props A and 3 Work Plans, and performance reporting

Grants 101

| Grant | Funding Timeline | Example Projects |
|---|---|---|
| Fed. Congestion Mitigation and Air Quality | Approximately every 2 years | Pac Ave. Streetscape, Flume Line Trail Phase 4 |
| Fed. Surface Trans Program | Approximately every 2 years | Stadium Way, Prairie Line Trail, Port of Tac Road. |
| Fed. Transportation Alternative Program | Approximately every 2 years | Prairie Line Trail, Top 4 Bikeways |
| Fed. Highway Safety Improvement Program | No funding at this time, anticipate 2019 call | Mildred Street, SR7/ Pac Ave. |
| Freight Mobility Strategic Investment Board | Next call 2016 | Port of Tac Road, Puyallup River Bridge |
| Fed. Safe Routes to Schools | Intermittent, no call at this time | Sheridan Elementary Sidewalks and Bulbouts |
| Bridge Advisory Review Committee | 2016 call canceled due to lack of funding | Tac Ave S. Bridge, Schuster Pkwy Bridge Deck, Puyallup River Bridge |

Grants 101 cont.

| Grant | Funding Timeline | Example Projects |
|--|---|---|
| TIB Urban Arterial and Sidewalk Program | Annual | Stadium Way, S. Tac Way, Port of Tacoma, |
| TIB Complete Streets Program | New program – details to come | - |
| State Community Economic Revitalization Board | Ongoing app. acceptance, requires developer component | Foss Esplanade Site 11 phase 2 |
| Fixing America's Surface Transportation Act (FAST Act) | New program – details to come | - |
| WA. Wildlife and Recreation Program (WWRP) | Next grant cycle 5/16, award 6/17 | Foss Esplanade Site I, Water Flume Line Trail Phase 2 |
| State Recreation Conservation Office of Boating Infrastructure | Next grant cycle 5/16, award 6/17 | Foss Waterway North Moorage Float Phase 2 |



Sound Transit – ST3 Update

Tacoma Transportation Commission

December 16, 2015

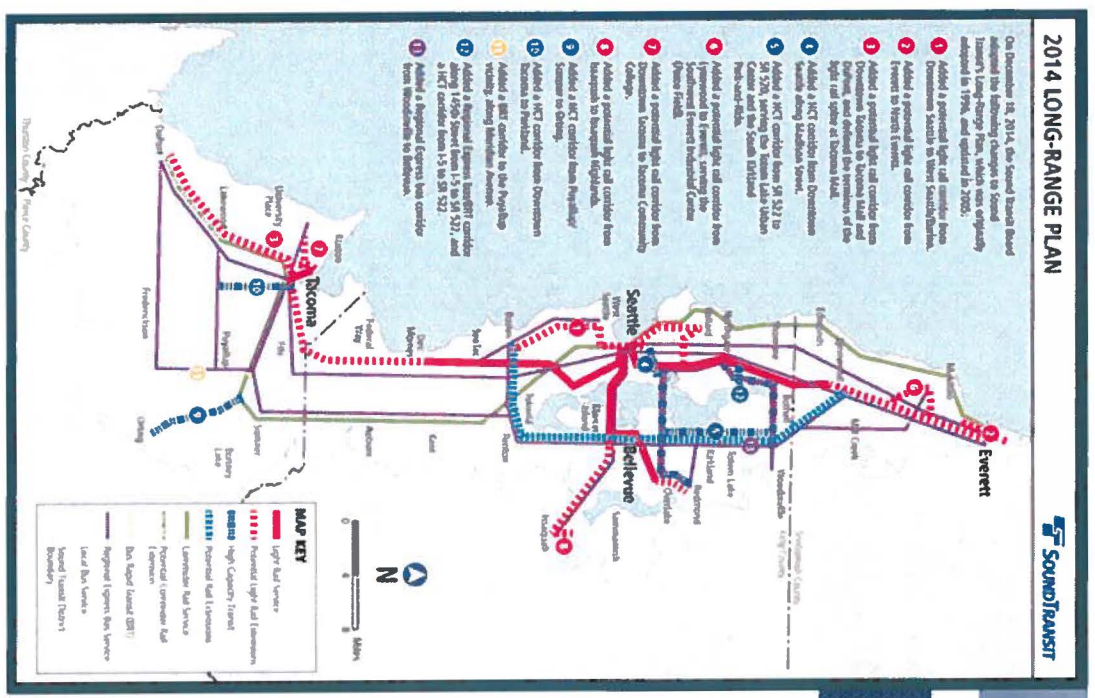


Sound Transit District



Long-Range Plan

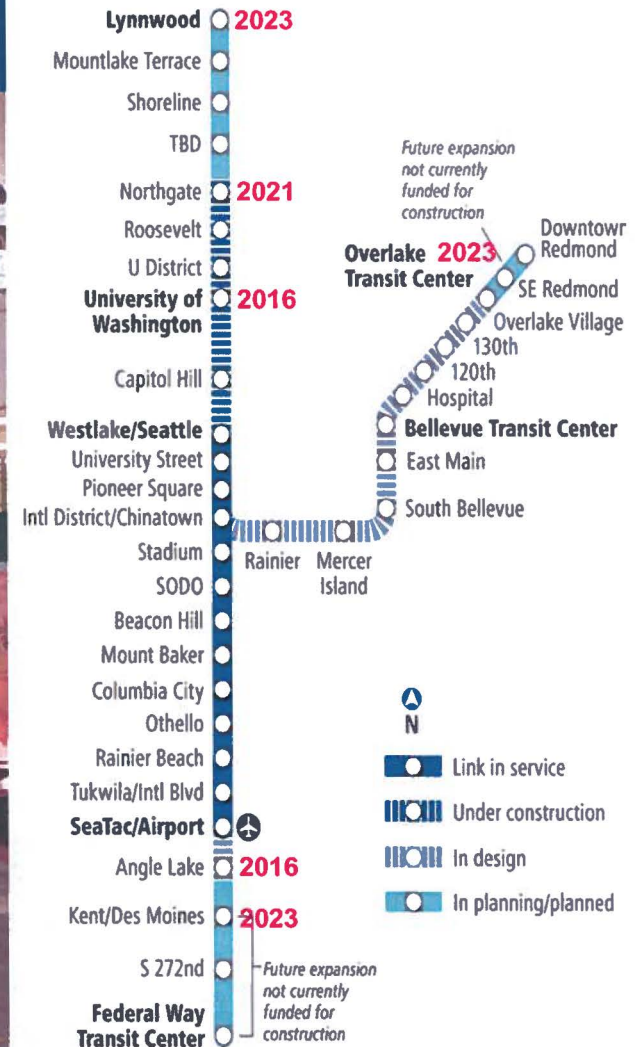
- Updated in 2014
- 2040 Vision
- Financially unconstrained



Regional Link light rail expansion



By 2023, Puget Sound will have 50+ miles of light rail, with 30+ stations, directly connecting 11 cities



University Link

Stations – Capitol Hill & UW

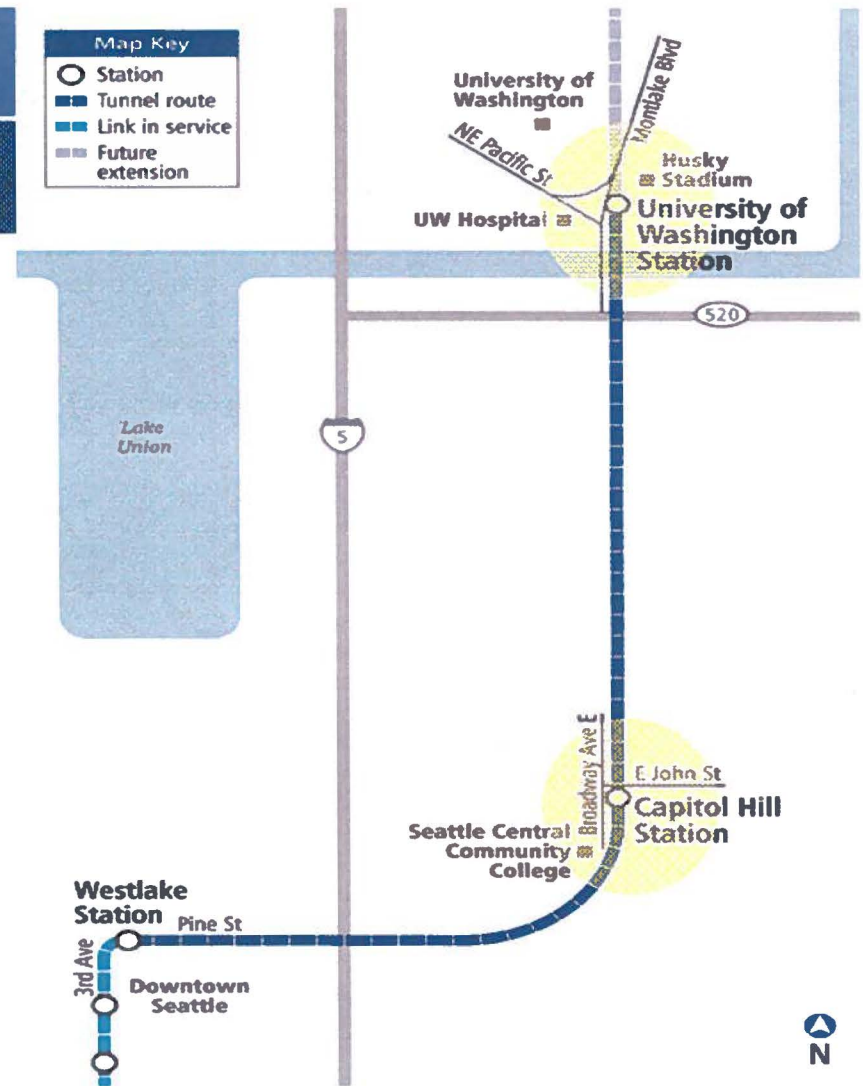
Length: 3.15 miles connects downtown Seattle to UW (Husky Stadium)

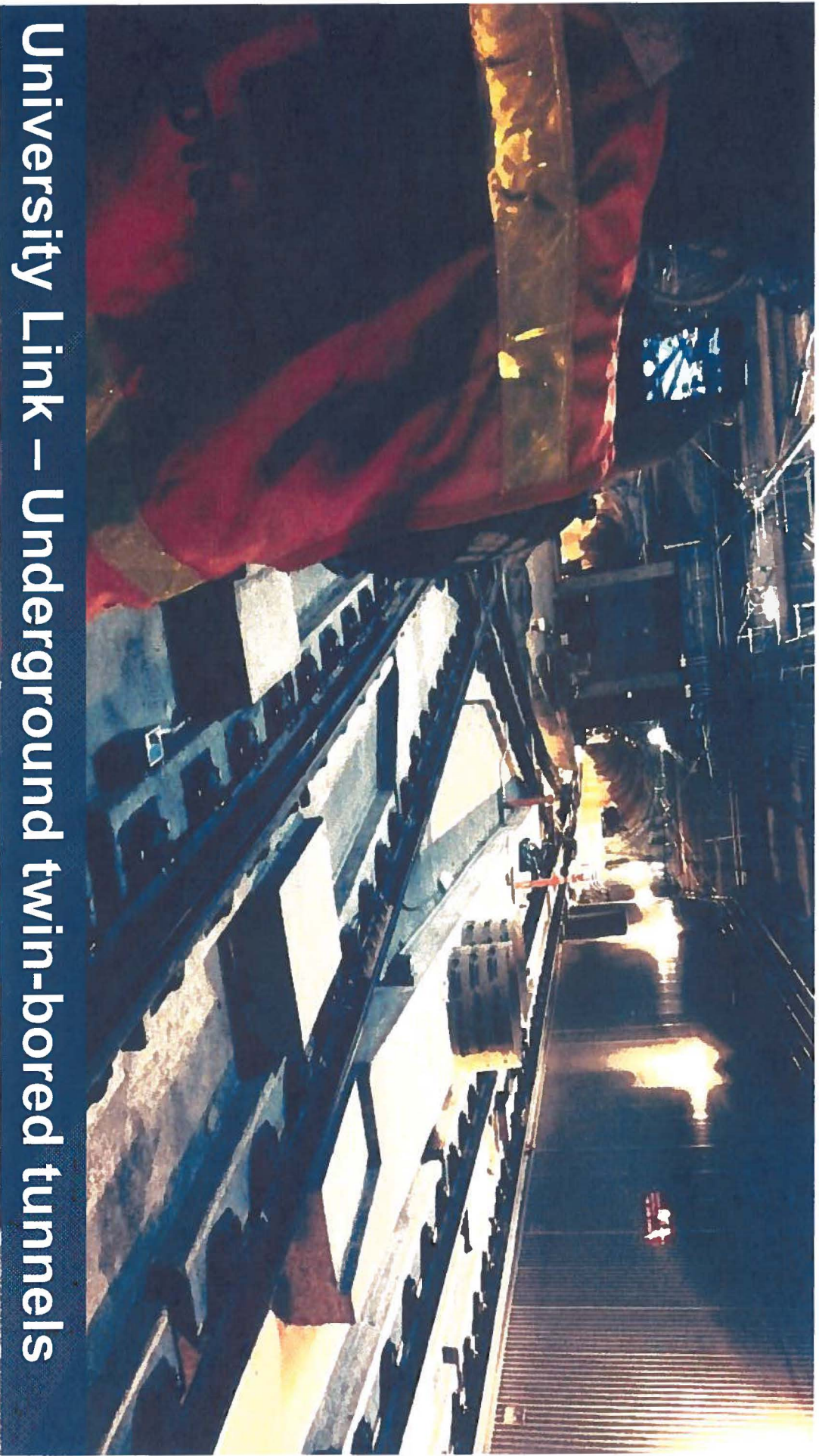
Rider projection: 71,000 daily riders by 2030, bringing the system-wide total to 114,000

Budget: \$1.9 billion
(Federal funding - \$813m)

Construction type: Twin-bored tunnels

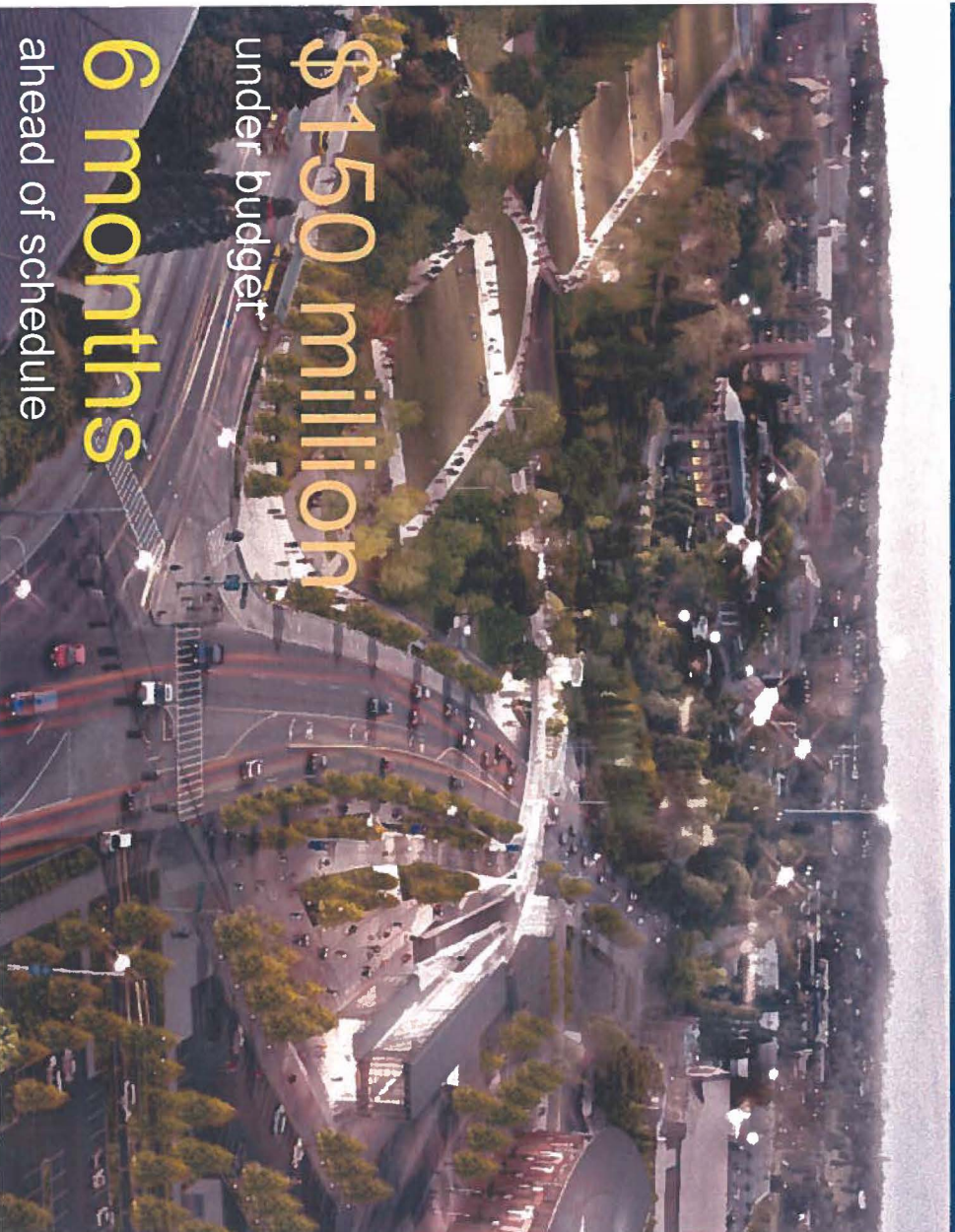
Opening: 1Q 2016





University Link – Underground twin-bored tunnels

UW Station



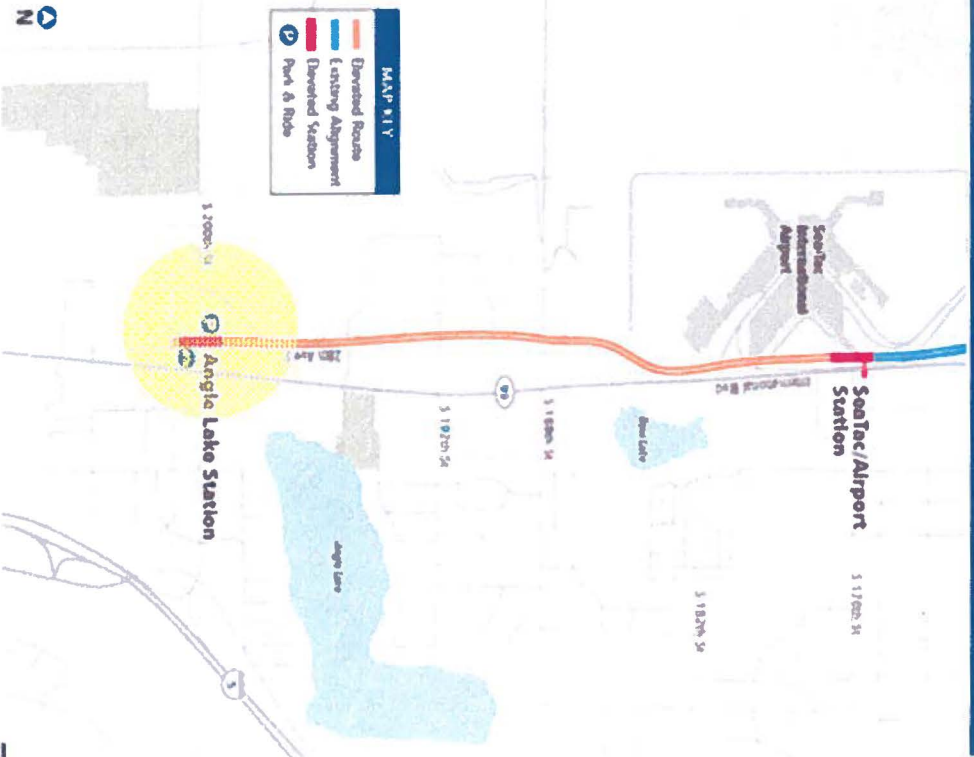
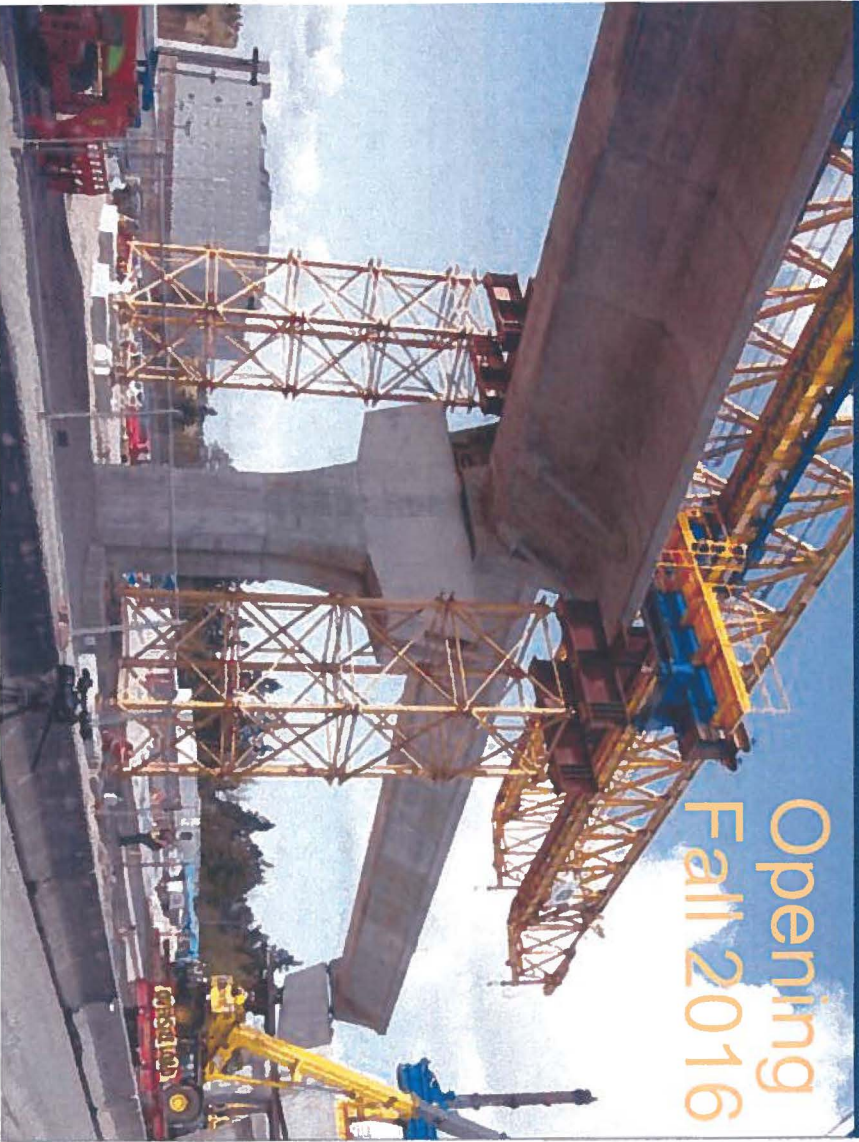
\$150 million
under budget

6 months
ahead of schedule

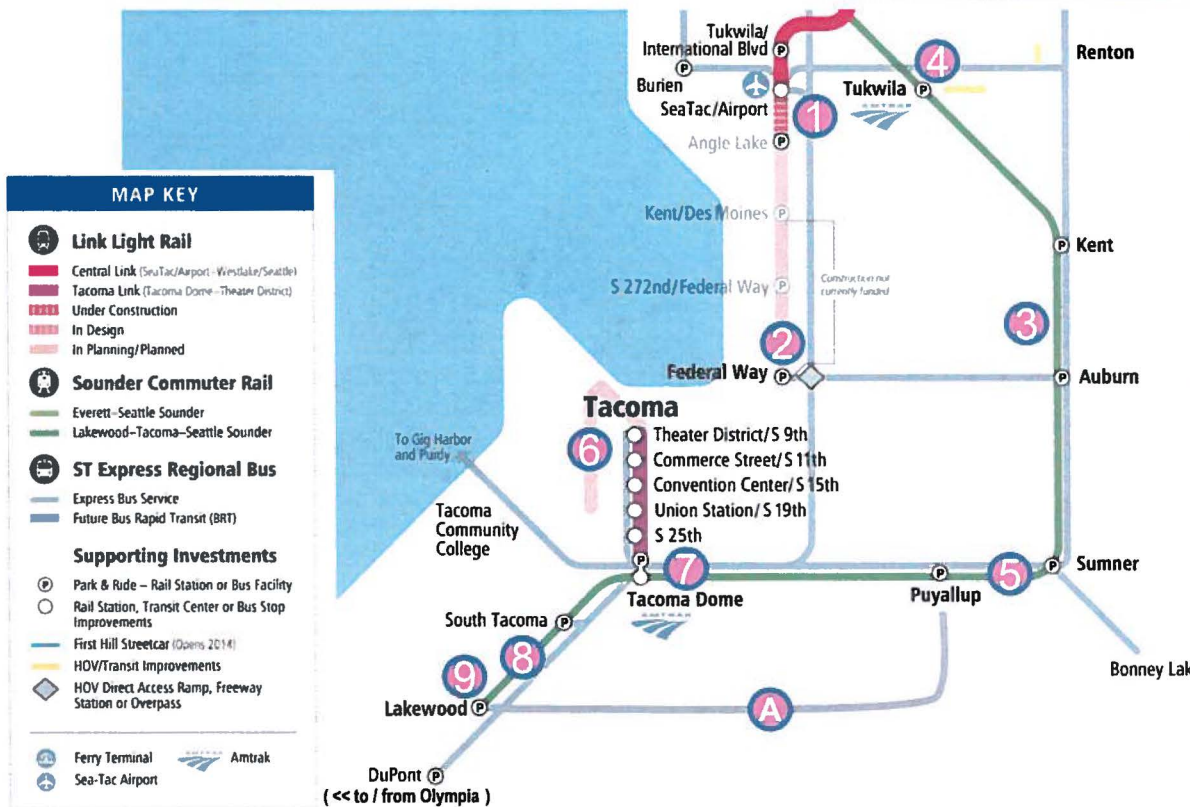


Angle Lake Station

Opening
Fall 2016



ST2 Projects in S. King & Pierce Counties



- 1 **South 200th Link Extension** - under construction, opening 2016
- 2 **Federal Way Link Extension** - planning to Federal Way, opening to Kent/Des Moines 2023
- 3 **Sounder service expansion** - 4 new roundtrips; one already added
- 4 **Tukwila Sounder station improvements**
- 5 **Sumner & Puyallup Station Access Improvements** - in planning
- 6 **Tacoma Link Expansion** - in planning
- 7 **Tacoma Trestle** - in design
- 8 **Lakewood Sounder layover & yard expansion** - in design
- 9 **Lakewood Station bridge** - completed
- A **ST Express connector** - in service 2016

ST3 - Planning for the future

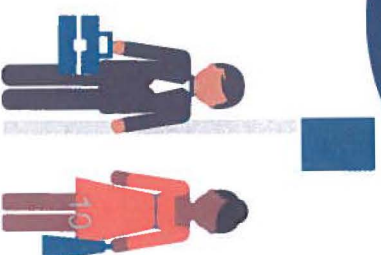
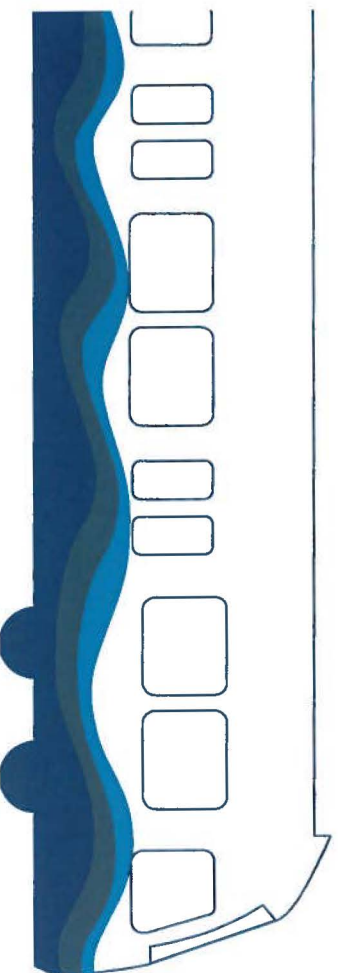
WE ARE HERE

Long Range
Plan Update
December 2014

Seek revenue
authority from
Legislature
January 2015

System Planning
(Develop ballot measure)
January 2015-mid 2016

ST3 ballot
measure
November 2016



Sound Transit receives revenue authority



0.5%

Sales and Use Tax

50 cents per
\$100 purchase



0.8%

MVET

\$80 on
a \$10K vehicle



\$.25*

Property Tax

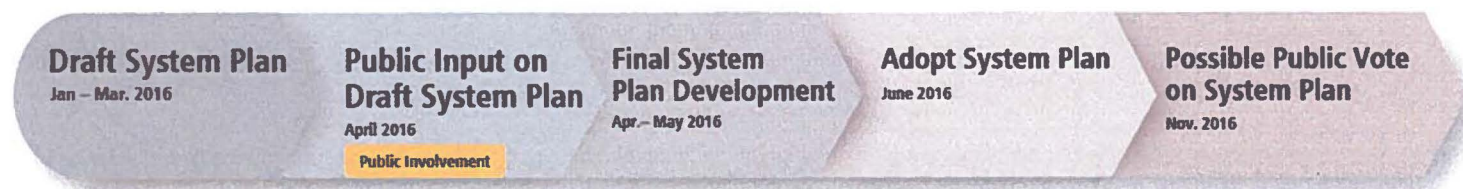
\$75 annually
for a \$300K home

ST3 timeline

2015



2016



ST Board's Core Priorities for ST3

COMPLETING THE LINK
LIGHT RAIL SPINE



RIDERSHIP



CONNECTING THE REGION'S
DESIGNATED CENTERS
WITH HCT



SOCIO-ECONOMIC
EQUITY



INTEGRATION WITH OTHER
TRANSIT OPERATORS/
TRANSPORTATION SYSTEMS



MULTI-MODAL ACCESS



PROMOTING TRANSIT
SUPPORTIVE LAND USE
AND TOD



ADVANCING "LOGICAL
NEXT STEPS" PROJECTS
BEYOND THE SPINE; WITHIN
FINANCIAL CAPACITY

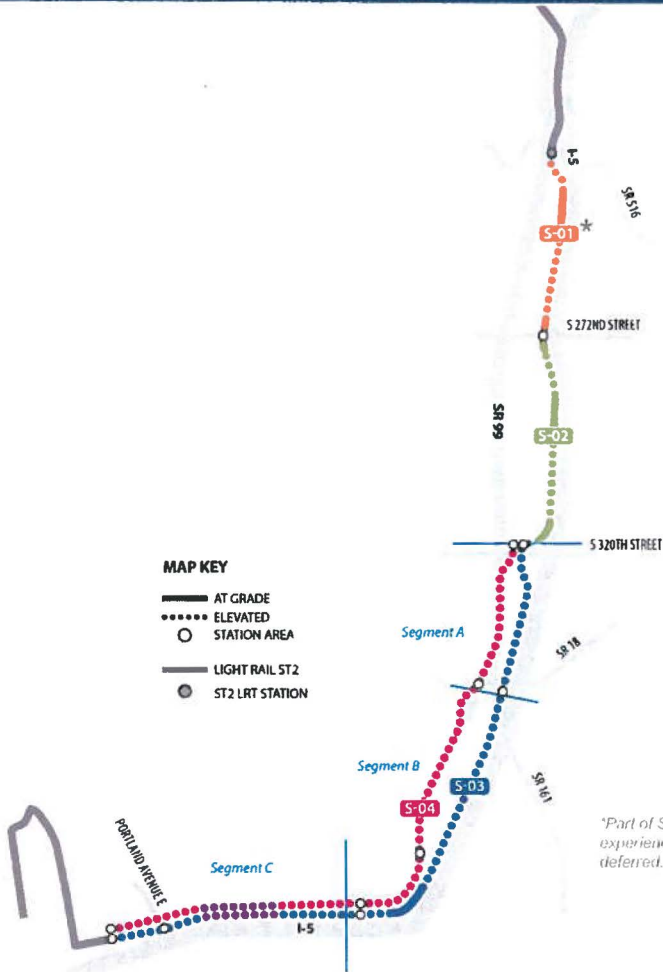


Review of ST3 Candidate Projects in South King & Pierce Counties

South King and Pierce County Candidate Projects

- S-1 Kent/Des Moines to Redondo/Star Lake (272nd) [*Light Rail*]
- S-2 Redondo/Star Lake (272nd) to Federal Way [*Light Rail*]
- S-3/4 **Federal Way to Tacoma Dome Station via I-5 or SR99** [*Light Rail*]
- S-5 **Tacoma Dome Station to Tacoma Mall** [*Light Rail*]
- S-6 Expand Sounder South Train Platforms to 8 cars
- S-7 Additional South Sounder platform extensions
- S-8 **Additional South Sounder service**
- S-9 Auburn Station access improvements
- S-10 Kent Station access improvements
- S-11 **Tacoma Link Extension**
- S-12 **Bus capital enhancements for speed, reliability, convenience along Pacific Avenue (Tacoma)**
- S-13 Bus capital enhancements for speed, reliability, convenience along Meridian/SR 161 (Puyallup)
- S-14 Capital enhancements to improve speed and reliability on Traffic Ave. or SR 162 for potential bus connections between east Pierce County cities (Bonney Lake and Orting) and Sounder stations
- S-15 South Sounder Access Improvements
- S-16 Commuter rail station and service expansion from McMillan (near Orting) to either Sumner or Puyallup Sounder stations
- S-17 Sounder expansion to DuPont including station in Tillicum neighborhood of Lakewood

S-01 to S-04: Kent-Des Moines to Tacoma Dome LRT



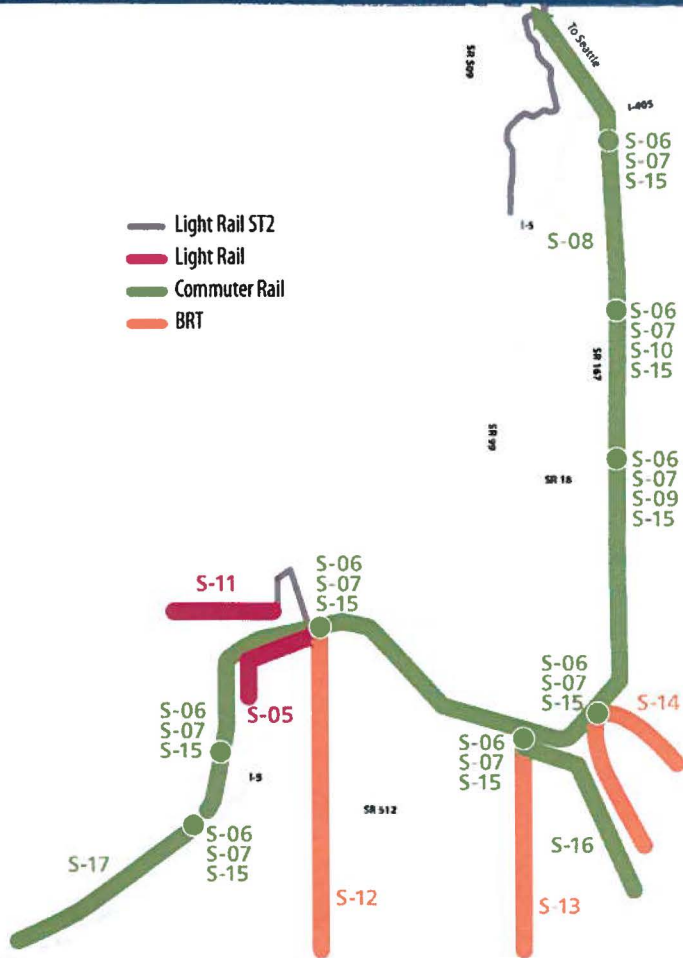
*Part of ST2 program; Due to reduced agency revenues experienced during the recession, implementation has been deferred.

| OPTION 1 | OPTION 2 |
|---|---|
| Via I-5 | Via SR 09 |
| Length: 15.2 Miles | Length: 15.1 Miles |
| ST3 Candidate Project S-01 + S-02 + S-03 | ST3 Candidate Project S-01 + S-02 + S-04 |



| | | | |
|--|--|-----------------|-----------------|
| REGIONAL LIGHT RAIL SPINE | YES | YES | |
| RIDERSHIP (DAILY PROJECT RIDE/HR) | 49,000—69,000 | 49,000—69,000 | |
| CAPITAL COST (2014 \$ M) | \$3,474—\$3,718 | \$3,902—\$4,175 | |
| ANNUAL O&M COST (2014 \$ M) | \$49.17 | \$49.44 | |
| TRAVEL TIME (HR/HR) | 28 | 28 | |
| RELIABILITY | HIGH | HIGH | |
| SYSTEM INTEGRATION | MEDIUM-HIGH | MEDIUM-HIGH | |
| EASE OF NON-MOTORIZED ACCESS | MEDIUM-LOW | MEDIUM-LOW | |
| PERCENT OF HIGH-MOTORIZED ACCESS | 20—35% | 20—35% | |
| CONNECTION TO PSRC-DESIGNATED REGIONAL CENTERS | 3 CENTERS | 3 CENTERS | |
| PLANS AND POLICIES | MEDIUM | MEDIUM | |
| MARKET SUPPORT | MEDIUM-LOW | MEDIUM-LOW | |
| LAND USE AND DEVELOPMENT POTENTIAL | POP PER ACRE (2014, 2040) | 4 / 7 | 5 / 7 |
| | ACTIVITY UNITS EMP PER ACRE (2014, 2040) | 3 / 6 | 3 / 6 |
| | POP + EMP PER ACRE (2014, 2040) | 7 / 13 | 8 / 13 |
| MINORITY/LOW INCOME | 52% / 20% | 49% / 19% | |
| SOCIOECONOMIC BENEFITS | POPULATION (2014, 2040) | 13,200 / 21,500 | 13,700 / 21,800 |
| | EMPLOYMENT (2014, 2040) | 10,400 / 19,300 | 10,500 / 19,000 |

Additional South Projects



| | | | | | | |
|---------------------|--|------------------------------|----------------|-------------|-------------|-----------|
| | REGIONAL LIGHT RAIL SPINE | YES | NO | NO | NO | NO |
| | RIDERSHIP (DAILY PROJECT RIDERS) | 12,000—16,000 | < 1,000 | < 1,000 | TBD | N/A |
| | CAPITAL COST (2014 \$ M) | \$975—\$1,043 | \$98—\$105 | \$133—\$142 | TBD | \$41—\$44 |
| | ANNUAL O&M COST (2014 \$ M) | \$11.80 | \$2.49 | \$4.53 | TBD | \$0.42 |
| | TRAVEL TIME (MIN) | 8 | N/A | N/A | TBD | NA |
| | RELIABILITY | MEDIUM-HIGH | N/A | N/A | MEDIUM-HIGH | NA |
| | SYSTEM INTEGRATION | MEDIUM | N/A | N/A | N/A | N/A |
| | EASE OF NON-MOTORIZED ACCESS | MEDIUM | N/A | N/A | N/A | N/A |
| | PERCENT OF NON-MOTORIZED ACCESS | 50—60% | 30—40% | 30—40% | N/A | N/A |
| | CONNECTION TO PSRC-DESIGNATED REGIONAL CENTERS | 3 CENTERS | 10 CENTERS | 10 CENTERS | 10 CENTERS | 1 CENTER |
| PLANS AND POLICIES | | MEDIUM-HIGH | N/A | N/A | N/A | N/A |
| MARKET SUPPORT | | MEDIUM | N/A | N/A | N/A | N/A |
| | LAND USE AND DEVELOPMENT/TOD POTENTIAL | POP PER ACRE (2014/2040) | 4 / 13 | N/A | N/A | N/A |
| | ACTIVITY UNITS | EMP PER ACRE (2014/2040) | 11 / 19 | N/A | N/A | N/A |
| | | POP+EMP PER ACRE (2014/2040) | 15 / 32 | N/A | N/A | N/A |
| MINORITY/LOW-INCOME | | 43% / 24% | N/A | N/A | N/A | N/A |
| | SOCIOECONOMIC BENEFITS | POPULATION (2014/2040) | 3,300 / 10,400 | N/A | N/A | N/A |
| | | EMPLOYMENT (2014/2040) | 8,400 / 14,700 | N/A | N/A | N/A |

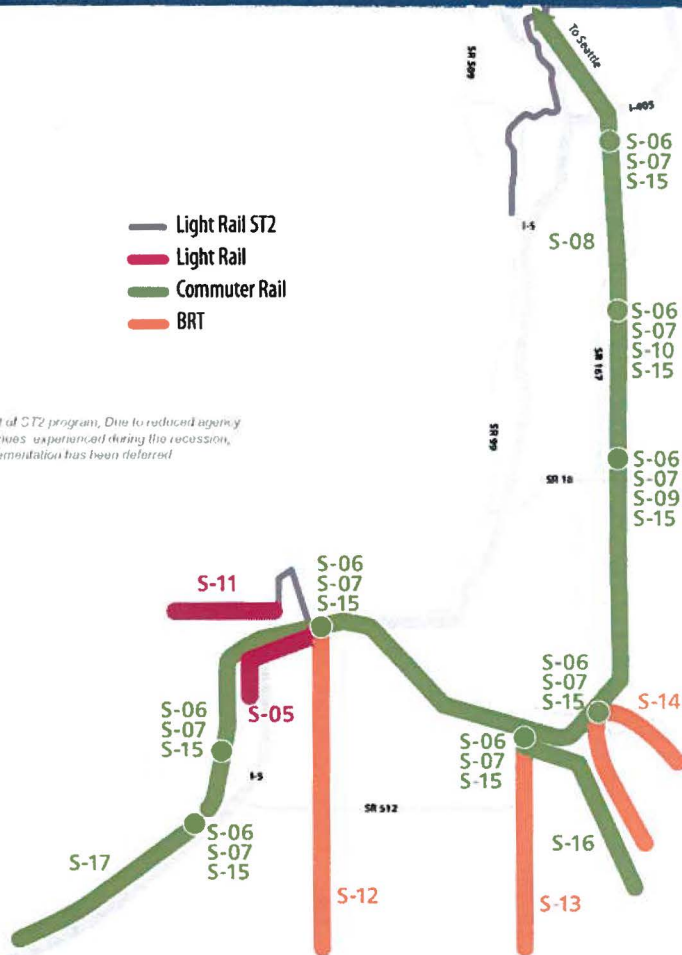
| ST3 Candidate Project | ST3 Candidate Project | ST3 Candidate Project | ST3 Candidate Project | ST3 Candidate Project |
|--|--|--|----------------------------|-------------------------------------|
| S-05 | S-06 | S-07 | S-08 | S-09 |
| Tacoma Dome Station to Tacoma Mall LRT | Expand Sounder South Train Platforms to 8 cars | Additional South Sounder Platform Extensions (beyond 8-car extension included in S-06) | Additional Sounder Service | Airburn Station Access Improvements |
| YES | NO | NO | NO | NO |
| 12,000—16,000 | < 1,000 | < 1,000 | TBD | N/A |
| \$975—\$1,043 | \$98—\$105 | \$133—\$142 | TBD | \$41—\$44 |
| \$11.80 | \$2.49 | \$4.53 | TBD | \$0.42 |
| 8 | N/A | N/A | TBD | NA |
| MEDIUM-HIGH | N/A | N/A | MEDIUM-HIGH | NA |
| MEDIUM | N/A | N/A | N/A | N/A |
| MEDIUM | N/A | N/A | N/A | N/A |
| 50—60% | 30—40% | 30—40% | N/A | N/A |
| 3 CENTERS | 10 CENTERS | 10 CENTERS | 10 CENTERS | 1 CENTER |
| MEDIUM-HIGH | N/A | N/A | N/A | N/A |
| MEDIUM | N/A | N/A | N/A | N/A |
| 4 / 13 | N/A | N/A | N/A | N/A |
| 11 / 19 | N/A | N/A | N/A | N/A |
| 15 / 32 | N/A | N/A | N/A | N/A |
| 43% / 24% | N/A | N/A | N/A | N/A |
| 3,300 / 10,400 | N/A | N/A | N/A | N/A |
| 8,400 / 14,700 | N/A | N/A | N/A | N/A |

*Part of ST2 program. Due to reduced agency revenues experienced during the recession, implementation has been deferred.

Additional South Projects

- Light Rail ST2
- Light Rail
- Commuter Rail
- BRT

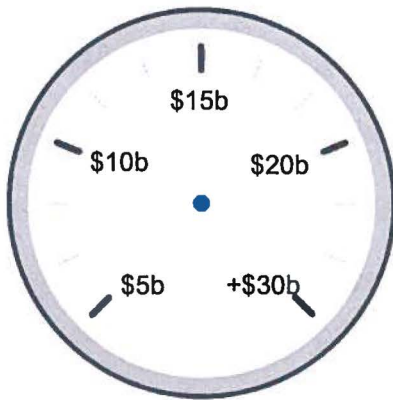
**Part of ST2 program. Due to reduced agency resources experienced during the recession, implementation has been deferred.*



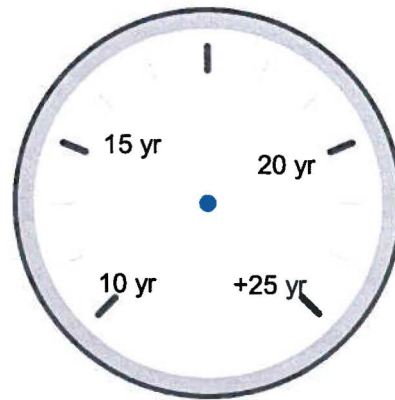
| | |
|--------------------|--|
| | REGIONAL LIGHT RAIL SPINE |
| | RIDERSHIP (DAILY PROJECT RIDERS) |
| | CAPITAL COST (2014 \$ M) |
| | ANNUAL O&M COST (2014 \$ M) |
| | TRAVEL TIME (MIN) |
| | RELIABILITY |
| | SYSTEM INTEGRATION |
| | EASE OF NON-MOTORIZED ACCESS |
| | PERCENT OF NON-MOTORIZED ACCESS |
| | CONNECTION TO PSRC-DESIGNATED REGIONAL CENTERS |
| PLANS AND POLICIES | |
| MARKET SUPPORT | |
| | LAND USE AND DEVELOPMENT/TOD POTENTIAL |
| | ACTIVITY UNITS |
| | MINORITY/LOW-INCOME |
| | SOCIOECONOMIC BENEFITS |

| S13 Candidate Project *S-10 | S13 Candidate Project S-11 | S13 Candidate Project S-12 | S13 Candidate Project S-13 | S13 Candidate Project S-14 |
|---------------------------------|---|--|---|--|
| Key Station Access Improvements | Tacoma Link Extension to Tacoma Community College | Bus Capital Enhancements for Speed, Reliability, Convenience along Pacific Avenue (Tacoma) | Bus Capital Enhancements for Speed, Reliability, Convenience along Meridian Avenue/ SR 161 (Puyallup) | Capital Enhancements to Improve Bus Speed and Reliability between East Pierce County cities and Sumner Sounder Station |
| NO | NO | NO | NO | NO |
| NA | 10,000—14,000 | N/A | N/A | <1,000 |
| \$36—\$39 | \$642—\$687 | \$270—\$289 | \$61—\$66 | \$31—\$33 |
| \$0.42 | \$11.16 | N/A | N/A | N/A |
| NA | 16 | N/A | N/A | N/A |
| NA | MEDIUM-HIGH | MEDIUM | MEDIUM-LOW | LOW |
| N/A | MEDIUM-LOW | N/A | N/A | N/A |
| N/A | MEDIUM-LOW | N/A | N/A | N/A |
| N/A | 70—80% | N/A | N/A | N/A |
| 1 CENTER | 2 CENTERS | 1 CENTER | 2 CENTERS | 0 CENTERS |
| N/A | MEDIUM | N/A | N/A | N/A |
| N/A | MEDIUM | N/A | N/A | N/A |
| N/A | 7 / 11 | N/A | N/A | N/A |
| N/A | 6 / 10 | N/A | N/A | N/A |
| N/A | 13 / 21 | N/A | N/A | N/A |
| N/A | 38% / 17% | N/A | N/A | N/A |
| N/A | 17,000 / 25,400 | N/A | N/A | N/A |
| N/A | 13,000 / 23,200 | N/A | N/A | N/A |

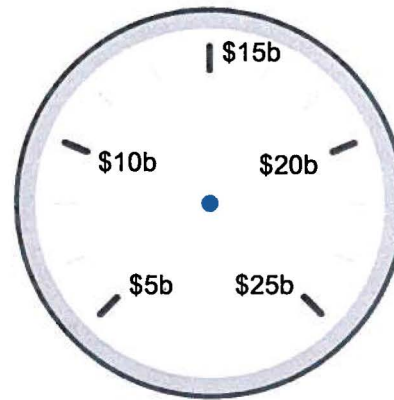
Building the ST3 Finance Plan



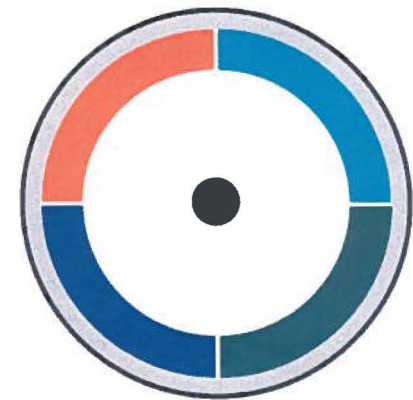
**Capital
Scope
(Cost)**



Time



Tax Level



Equity

Upcoming Schedule

- **December 7, 2015:**
 - Letter to jurisdictions/partners requesting acknowledgement of project scopes and comments
 - Responses requested by January 21, 2016
- **March 2016: Draft System Plan**
- **April 2016: Public and Stakeholder Outreach**
- **June 2016: Potential adoption of Final System Plan**



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