



# Annual Sustainability Report & Roadmap

Prepared By :

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## DEVELOPMENT OF THE

# Sustainability Action Plan

- Mapped out a five-year commitment.
- Conducted agency-wide feedback sessions.
- Incorporated diverse employee perspectives to shape the plan collaboratively.

[READ THE 2025-2030  
SUSTAINABILITY ACTION PLAN](#)



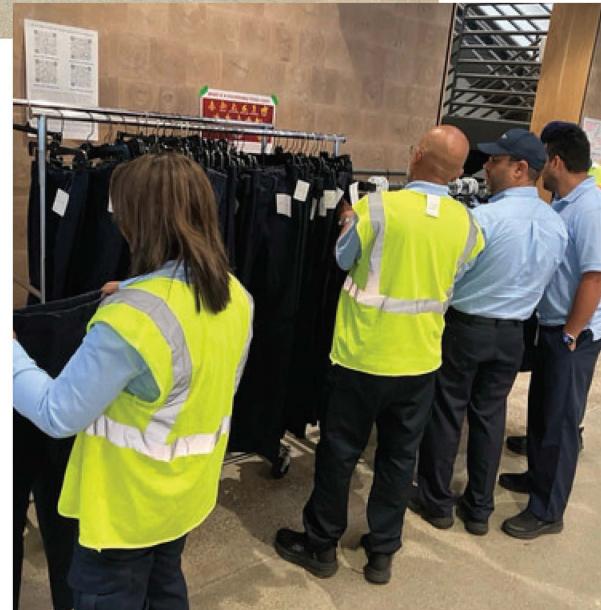
## About the Sustainability Report

The Annual Sustainability Report serves as a look back at the year's accomplishments, offering a comprehensive overview of Community Transit's progress.

This report includes status updates on key tactics, measuring our achievements and identifying areas for improvement. By highlighting both completed and ongoing efforts, the report provides insight into the impact of our sustainability initiatives and our commitment to continuous growth.

Each report reflects our agency's dedication to transparency, celebrating successes and guiding adjustments to meet evolving sustainability goals.





# About the Sustainability Program

2025 Report

The Sustainability Program at Community Transit (CT) serves as a conduit for education, initiatives, and efforts across the agency that align with our vision of integrating sustainability into everything that we do. The program provides a framework for coordinating sustainability efforts across departments and aligning them with the agency's strategic goals and tactics.

**The Sustainability Program provides the following functions:**

- Maintaining Certifications & Compliance
- Developing & Executing Initiatives
- Engagement & Education

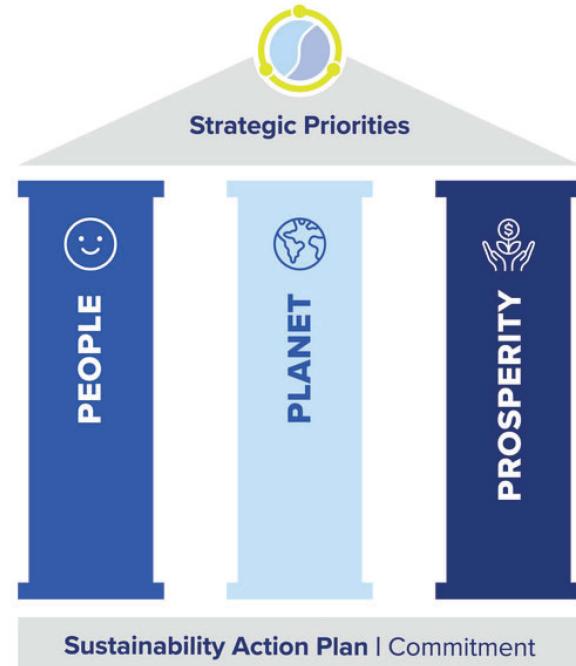
# Reflecting On Our Progress

The first year of Community Transit's 5-year commitment was dedicated to growth and learning around sustainability across the agency. Cross-collaborative work was successfully strengthened to execute 2025 tactics in support of the Sustainability Action Plan goals.

Sustainability is embedded in the agency's core strategic priorities of strengthening the customer experience, attracting and retaining customers, and prioritizing sustainability. Strengthening the employee experience reflects the people pillar by fostering a safe, supportive, and equitable workplace. Prioritizing sustainability advances the planet pillar by reducing environmental impacts and using resources responsibly.

Attracting and retaining customers supports the prosperity pillar by providing reliable, accessible service that connects our community to essential destinations.

Together, these priorities show that sustainability isn't a standalone effort, it's integrated into how Community Transit operates, serves our community, and plans for the future.



# 2025 Look Back

In year one of our five-year Sustainability Action Plan (SAP), the agency successfully began the execution of tactics outlined in the 2025 SAP Roadmap. In this time, we have grown our Sustainability Corner volunteer group to 19 members representing 8 departments from across the agency. Additionally, we have stabilized the Sustainability Squad with a designated individual that represents each respective department at Community Transit.

SAP year one tactics and projects have been executed, started, or better defined reflected on our progress shown in Figure 1.

This year, the agency has developed an enhanced understanding of what sustainability means to CT and how it looks for sustainability to be integrated across the agency. This has led to refining of published tactics and increased involvement from key stakeholders.

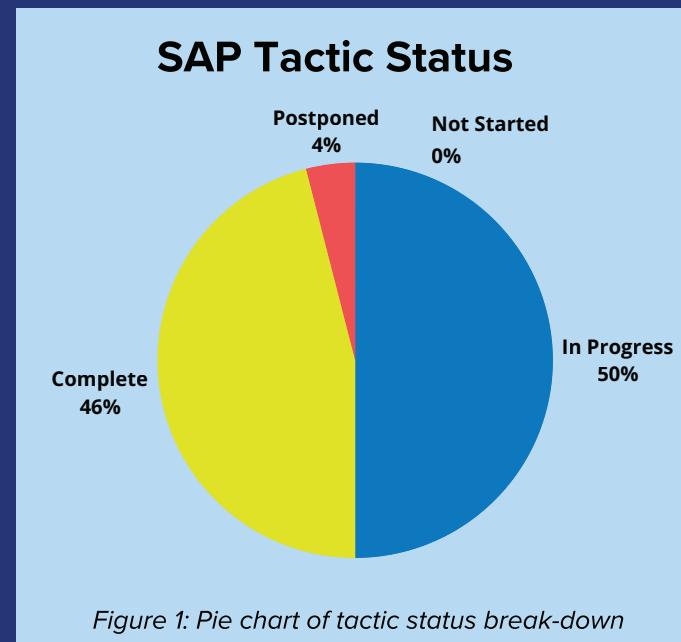


Figure 1: Pie chart of tactic status break-down



[READ THE FULL 2025 TACTICS PROJECT TRACKER](#)



## Employee & Workforce Wellbeing

- Piloted the EV Charging Benefit Program.
- Implemented Wellness Incentive instead of gym reimbursement benefit.
- Started Work Hardening Program and brought audiology in-house.

In-house audiology testing resulted in easier access for employees while also decreasing costs by **67%**.

## Rider Access & Community Experience

- Conducted focus groups to better understand and improve on the DART customer journey.
- Hosted trip planning sessions with the public for the Revive I-5 project commute impacts.
- Increased accessibility for income-eligible customers through commuter fare elimination, regional day pass, annual subsidized pass, and expanded authentication options.



## Operational Efficiency & Innovation

- Implemented a customer-paid shipping return option by reusing packaging from vehicle parts in order to ship lost items to customers.



# Salmon-Safe Certified!

Planet

Community Transit is the first transit agency in the nation to certify!

Taking the steps to certify reflects our dedication to stormwater stewardship in our watershed. Over the next five years, we will implement Salmon-Safe's certification conditions across our campuses to maintain this certification and continue strengthening watershed health in the region.

## Reducing Our Waste

1

### Baselined Waste Diversion Rate

Conducted a campus-wide waste audit to determine waste diversion rate and areas for improvement.

**Waste Diversion** - Materials kept out of the landfill and redirected to recycling, composting, or reuse.

- Baseline **26%** diversion

2

### Paper Reduction Efforts

Reused Commuter Service ticket books for local routes.

- Reused roughly **800** paper tickets that would have been destroyed, also saving **~\$1,900**.

3

### Launched the Uniform Reuse Program

This program allows staff to claim gently used uniform pieces, reducing waste, and extending their life.

- Filled gaps in Transportation uniform needs
- **\$3,000** saved per TSO that does not make it through the Field Training Officer Program.





# Launched Additional Zip Pilots



This year, Community Transit launched additional Zip pilots to increase our innovative service options in Arlington, Darrington, and Lake Stevens to provide added mobility options and connectivity to public transit.

The launch of these service pilots resulted in **4,100** new customers and a total of **212,500** boardings.

## Increased Fixed-Route Service

In 2025, Community Transit **added 30,000 fixed-route service hours** to improve reliability, coverage, and access for riders. The expansion included longer weekend service hours and more weekday trips in South County. Small route changes were also made to improve local connections in Arlington, Marysville, Bothell, Monroe, and Everett (Paine Field). These updates led to a **10.6% increase** in boardings compared to 2024.





# Annual Roadmap

The Annual Sustainability Action Plan Roadmap serves as a look ahead to our commitments and projects for the coming year. It defines tactics to achieve our outlined goals, as well as estimated cost, and time implications of those tactics.

Also detailed in the Roadmap are key performance indicators (KPIs) that will be used to measure the impact of the tactic; the status of each tactic will be reflected in our Annual Report. Some projects will span over the course of multiple years, and some are more finite items.

Each year, a Roadmap will be created as part of the Annual Sustainability Report and will reflect what will take place in the coming year based on current agency conditions.

2020

# 2026 Actions

## Nurture the internal sustainability culture

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Host events, educational sessions, and bring sustainability into conversations across the agency.	1 event per quarter	2025-2030	\$
Integrate sustainability into Community Transit events <ul style="list-style-type: none"> <li>• Launch Sustainable Events Guideline &amp; Sustainable Events Kits</li> <li>• Develop Safety Plans for events</li> </ul>	Complete/Incomplete	2025-2030	\$
Publish regular communications for internal audiences.	<ul style="list-style-type: none"> <li>• Monthly topical posts</li> <li>• CSO Quarterly Report on Interact</li> </ul>	2025-2030	N/A

## Increase employee retention

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Outline actions to respond to annual Employee Engagement Survey results.	Improvement of scores year over year	2025-2030	N/A
Support Worker's Compensation Light Duty Program <ul style="list-style-type: none"> <li>• Create a goal for increasing Light Duty Opportunities</li> <li>• Execute a communications plan for Light Duty Program advancement</li> </ul>	Percentage of Worker's Comp eligible employee hours used (Target: 70%, Current: ~40%)	2025-2028	N/A
Explore employee benefits to address cost and service levels. <ul style="list-style-type: none"> <li>• Capture current benefit structure and enrollment &amp; Investigate opportunities to improve benefits</li> </ul>	Complete/Incomplete	2025-2030	\$\$\$\$
Standardize onboarding process for all employees <ul style="list-style-type: none"> <li>• Create a plan for coordinating efforts around standardizing the onboarding process</li> <li>• Continue drafting Standard Operating Procedures around employee onboarding</li> </ul>	Complete/Incomplete	2025-2030	\$\$\$
Improve access to mental health resources for employees. <ul style="list-style-type: none"> <li>• Create and execute training for managers and staff on Indicators of Mental Health Crisis and Crisis Response</li> <li>• Investigate manager training opportunities</li> <li>• Promote EAP offerings for mental health support</li> </ul>	Complete/Incomplete	2025-2028	N/A

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

People

## Improve access and accessibility for employees and customers

Tactics	Key Performance Indicators	Timeframe	Investment (\$-\$\$\$\$\$)
<p>Increase opportunities for fare payment options</p> <ul style="list-style-type: none"> <li>Enable credit card payment and other mobile wallet options</li> </ul>	Complete/Incomplete	2025-2027	\$\$\$\$
<p>Improve equitable access to information</p> <ul style="list-style-type: none"> <li>Enable audio announcements at Swift Stations</li> <li>Meet regulations for publicly accessible documents on webpage</li> <li>Provide digital on-board signage on Swift buses</li> <li>Explore and identify additional opportunities to increase signage at transit centers</li> </ul>	Complete/Incomplete	2025-2030	\$\$\$\$
<p>Implement software solutions to increase efficiencies for the agency, across departments, and reduce paper and time waste.</p> <ul style="list-style-type: none"> <li>Identify technologies to improve Transportation operations</li> <li>Identify technologies to improve Facilities operations</li> <li>Launch Safety Management Information Software (SMIS) across the agency</li> <li>Upgrade CAD RMS Software</li> <li>Implement a SharePoint / OneDrive migration agency-wide</li> </ul>	<ul style="list-style-type: none"> <li>Technology identified <ul style="list-style-type: none"> <li>Transportation</li> <li>Facilities</li> </ul> </li> <li>% of employees trained on SMIS</li> <li>Complete/Incomplete software upgrade</li> <li>% of departments / employees complete</li> </ul>	2025-2027	\$\$\$\$

## Increase external awareness of sustainability efforts

Tactics	Key Performance Indicators	Timeframe	Investment (\$-\$\$\$\$\$)
Apply for the American Public Transportation Association (APTA) Sustainability Commitment.	Signatory status achieved	2026	N/A
<p>Engage in community and regional events to promote alternative transportation in our region.</p> <ul style="list-style-type: none"> <li>Hand out promotional Orca Cards to encourage the community to try riding our service.</li> <li>Participate in summer event series put on by local organizations.</li> <li>Encourage and educate our community about ways to seek alternative transportation options. <ul style="list-style-type: none"> <li>Revive I-5 commute planning &amp; FIFA World Cup transportation options</li> <li>Bussin' Basics Youth Demo Program</li> <li>Travel training sessions for seniors</li> </ul> </li> </ul>	5% overall growth over 2025 baseline	2025-2030	\$
Produce and publish monthly That Transit Show episodes to educate viewers about transit operations, planning, and how to use transit for activities around the region.	Maintain over 500 views per episode	2025-2030	N/A

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

## Increase external awareness of sustainability efforts

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Publish quarterly external blog posts on sustainability topics.	5% growth over 2025 baseline views	2025-2030	N/A

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

# 2026 Actions

Develop greenhouse gas inventory to inform ongoing emissions reduction efforts



Planet

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Determine necessary measures to reduce greenhouse gas emissions from facilities operations in line with WA House Bill 1257 Clean Air Act.	Decision Memo	2026	\$\$\$
<p>Reduce vehicle greenhouse gas emissions impacts where possible.</p> <ul style="list-style-type: none"> <li>Begin to implement measures for minimizing fuel consumption as service grows.</li> <li>Replace internal combustion Vanpool vehicles with hybrids &amp;/or zero emissions vehicles when they reach the end of their useful life</li> <li>Continue operations of the ZE Bus pilot to collect operational data, experience, and learnings throughout 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or improve consumption over 2025 baseline</li> <li>Complete/Incomplete</li> <li>Complete/Incomplete</li> </ul>	2025-2030	\$\$\$\$

## Reduce solid waste generation through prevention and diversion

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
<p>Create and execute a Waste Management Plan to increase waste diversion rate.</p> <ul style="list-style-type: none"> <li>Identify opportunities to reduce paper consumption across the agency</li> </ul>	<ul style="list-style-type: none"> <li>Waste Management Plan Document</li> <li>Target diversion rate created to improve 26% diversion baseline</li> </ul>	2026-2030	\$\$\$\$

## Reduce water consumption and promote stormwater stewardship

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Implement Salmon-Safe Certification Conditions outlined in the Community Transit Certification Report.	Recertification in 2030	2026-2030	\$\$\$\$
<p>Explore water reduction opportunities</p> <ul style="list-style-type: none"> <li>Bus wash schedule</li> </ul>	Decision made (Complete/Incomplete)	2026	N/A

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

## Update and expand design standards for agency capital projects

Tactics	Key Performance Indicators	Timeframe	Investment (\$-\$\$\$\$\$)
Create product standards for Community Transit spaces for consistency of materials and design.	Complete/Incomplete	2025-2026	\$\$\$
Reduce impacts of construction of facilities <ul style="list-style-type: none"> <li>Determine path to LEED certification for CT facilities.</li> </ul>	Decision made (Complete/Incomplete)	2025-2030	\$\$
Evaluate opportunities for alternative energy sources in capital construction projects.	Decision made (Complete/Incomplete)	2025-2030	N/A

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

# 2026 Actions

Improve community resilience through continuity of operations and emergency management efforts



Prosperity

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Revitalize Emergency Operations and Business Continuity processes.	Complete/Incomplete	2025-2026	\$\$
Conduct an agency-wide assessment of policies <ul style="list-style-type: none"> <li>Update and maintain agency-wide policies in an easy to access Library Management System</li> <li>Conduct a departmental review and update outdated policies</li> <li>Develop a Departmental Policy Review Workflow for Future Policy Maintenance</li> <li>Procure a Policy Library Management System to launch agency-wide</li> </ul>	<ul style="list-style-type: none"> <li>Complete/Incomplete</li> <li>% Departments / policies complete</li> <li>Complete/Incomplete</li> <li>Contract awarded for Policy Library Management System</li> </ul>	2025-2026	\$\$\$\$

Prioritize procurement of sustainable goods and services

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Review vendor contracts and realign with agency sustainability commitments. <ul style="list-style-type: none"> <li>Landscaping contract</li> </ul>	Amended Contract, Contract Awarded	2025-2026	\$\$
Develop a Small Business Program to include regional economic development. <ul style="list-style-type: none"> <li>Create a Small Business Policy</li> <li>Complete measures to impact ability for Small &amp; Disadvantaged Business Enterprise (SBE/DBE) businesses to work with Community Transit.</li> </ul>	<ul style="list-style-type: none"> <li>Small Business Policy advanced to Board Adoption level</li> <li>5 measures completed</li> </ul>	2026-2030	\$\$
Explore opportunities to create sustainable procurement guidelines. <ul style="list-style-type: none"> <li>Identify opportunities to develop product standards across the agency.</li> </ul>	Complete/Incomplete	2026-2030	N/A

Attract and retain customers through increasing access to frequent and reliable service

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
Improve stop site infrastructure to increase customer accessibility, safety and comfort.	20 stops completed per year	2025-2030	\$\$\$\$
Integrate contracted commuter service from TransDev to CT in-house service.	All routes transitioned from contracted to directly-operated	2025-2026	\$\$\$\$

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column

# 2026 Actions

Attract and retain customers through increasing access to frequent and reliable service



Prosperity

Tactics	Key Performance Indicators	Timeframe	Investment (\$\$\$\$\$)
<p>Increase service near populations with a high transit propensity (need).</p> <ul style="list-style-type: none"> <li>Begin to implement measures for achieving increased service to populations with high transit propensity.</li> </ul>	Baseline and measures defined in Transit Propensity memo	2025-2030	\$\$\$\$
<p>Evaluate the success of the Innovative Service pilots for Arlington, Darrington, and Lake Stevens to make a decision on rolling these into regular service</p> <ul style="list-style-type: none"> <li>Explore opportunities to expand Innovative Service pilots</li> </ul>	Decision Made (Complete/Incomplete)	2025-2027	\$\$\$\$
Expand Voice of the Customer practice to better understand customer needs and agency performance through the customer's eyes.	Measures defined within Maturity Matrix	2026-2030	\$\$\$\$

Investment Key: \$ (\$1-\$10,000); \$\$ (\$10,000-\$25,000); \$\$\$ (\$25,000-\$100,000); \$\$\$\$ (\$100,000 and up)  
Dollars represent a combined estimate for all actions listed in tactics column