

Proposed 2026-2027 Budget

Board of Directors -- Board Workshop

October 23, 2025



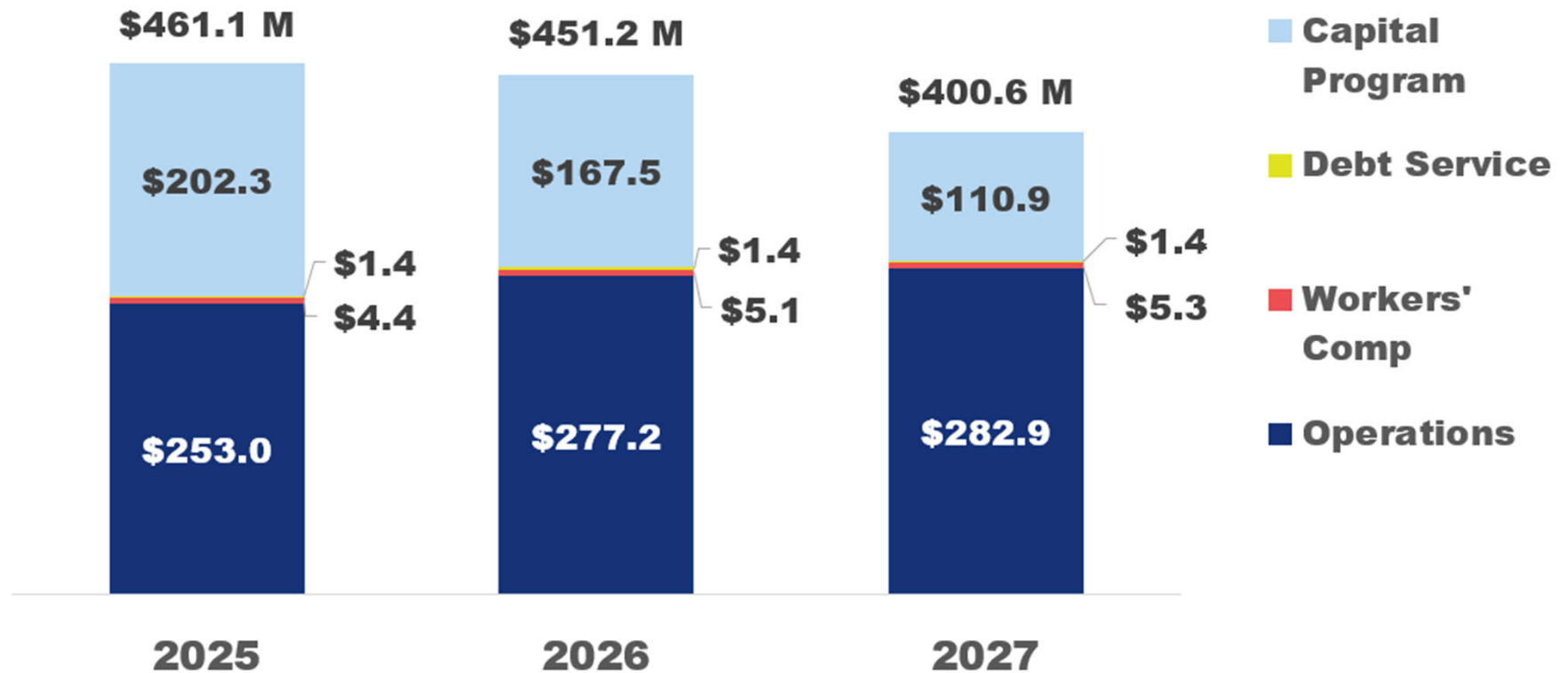
2026-2030 Strategy

VISION & MISSION	VISION: Travel made easy for all MISSION: We help people get from where they are to where they want to be		
STRATEGIC THEMES	DELIVER EXCELLENT SERVICE BUILD THE FUTURE		
STRATEGIC PRIORITIES	 Attract & Retain Customers <i>We will listen to customers so they will see their needs reflected in our products and services.</i>	 Strengthen Employee Experience <i>Employees are engaged and feel heard, seen, safe, and valued.</i>	 Prioritize Sustainability <i>Sustainability measures will provide long-term protection for our people, planet and prosperity.</i>
CORE VALUES	Accountability Initiative Mutual Respect Diversity, Equity & Inclusion Integrity Service-Focused Teamwork		

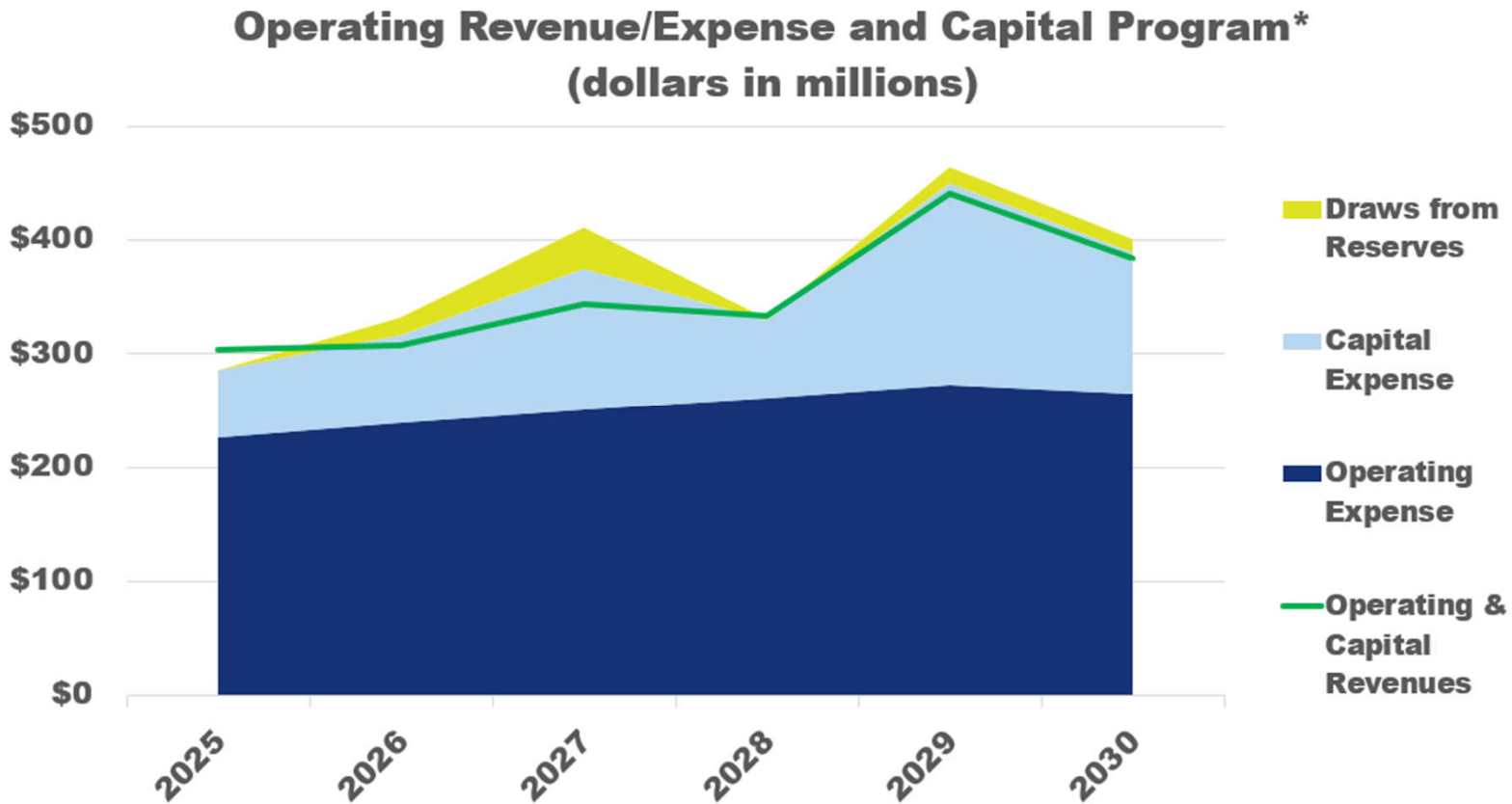


2026-2027 Proposed Budget

\$851.8 Million - Biennial



Six Year Outlook



*From the 2025-2030 Transit Development Plan

PROPOSED 2026-27 BUDGET



Budget Overview

- Major Changes
- Sources & Uses of Funds
- Revenues
- Service Hours
- Operating Expenses
- Capital Program
- Cash and Reserves
- Ending Balance
- Schedule



2026-'27 Budget Highlights

Operations

- 130k hours added over the biennium
- Kasch Park Contracted Services Transition Plan
- Two new Zip pilot zones
- 198 new staff
- Increases for Prof Services, Maintenance, Software

New Capital

- Smokey Pt Transit Center
- Swift Green Line Expansion, including new vehicles
- Vehicle Replacements – Buses, DART, Vans
- Bus Stop Program
- ZE Technology
- KPZE / FMP 8 Design
- Underground Storage Tank

Capital Carried Over

- FMP 3b: HCVM Office & Parts Remodel
- ZE Pilot and other projects
- Swift Gold Line Design
- Next Gen Orca Phase 2
- Transit Coach Driver Doors

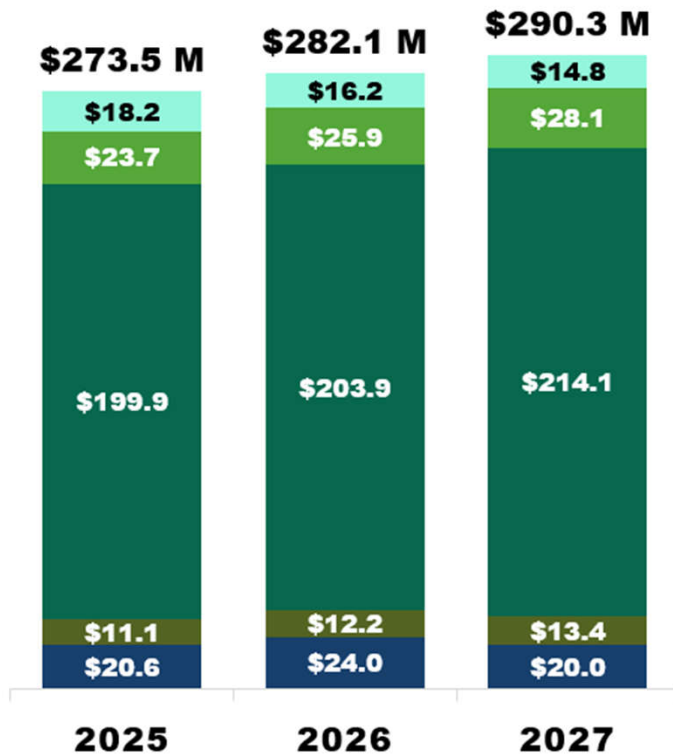


Executive Summary, pages 10-61
Department Sections, Pages 75-144

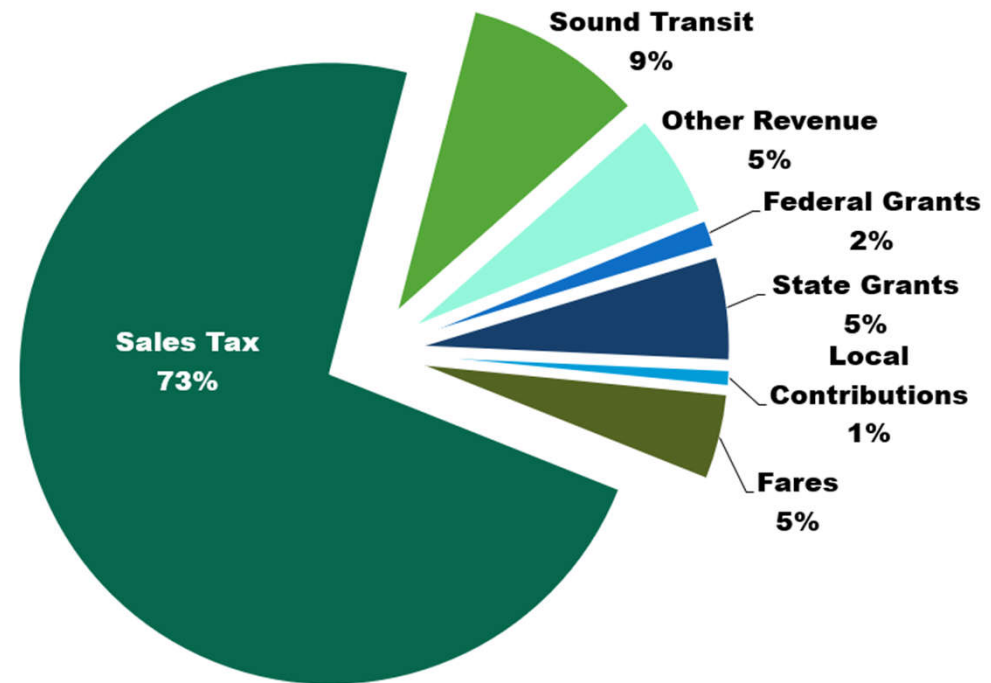


Operating Revenue

\$572.4 Million - Biennial

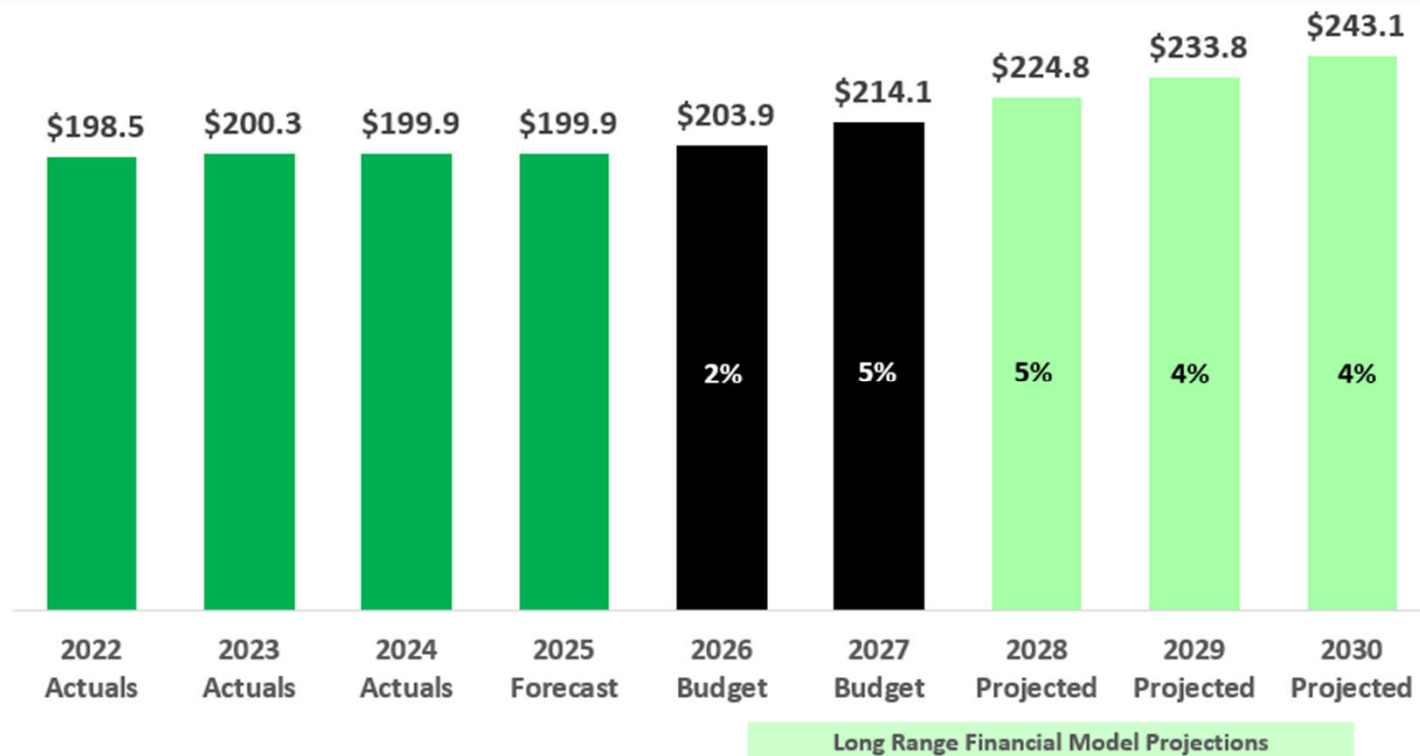


Biennial Distribution



Sales Tax Revenue

Dollars in Millions



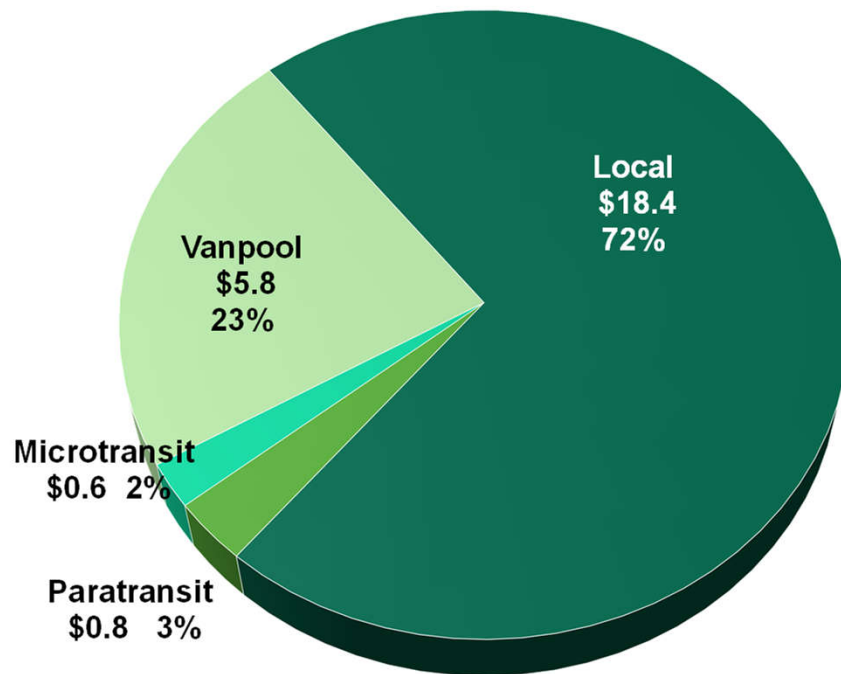
**The 2025 Forecast does not include an increase over 2024 actuals, based on Puget Sound Economic Forecaster projections*



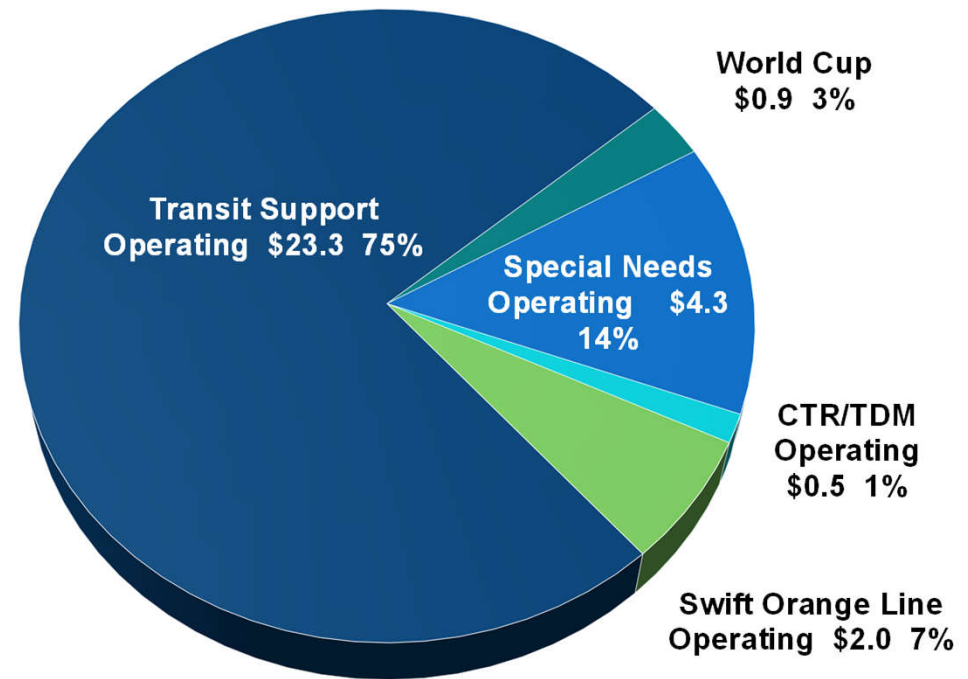
Other Key Revenues

Biennial – Dollars in Millions

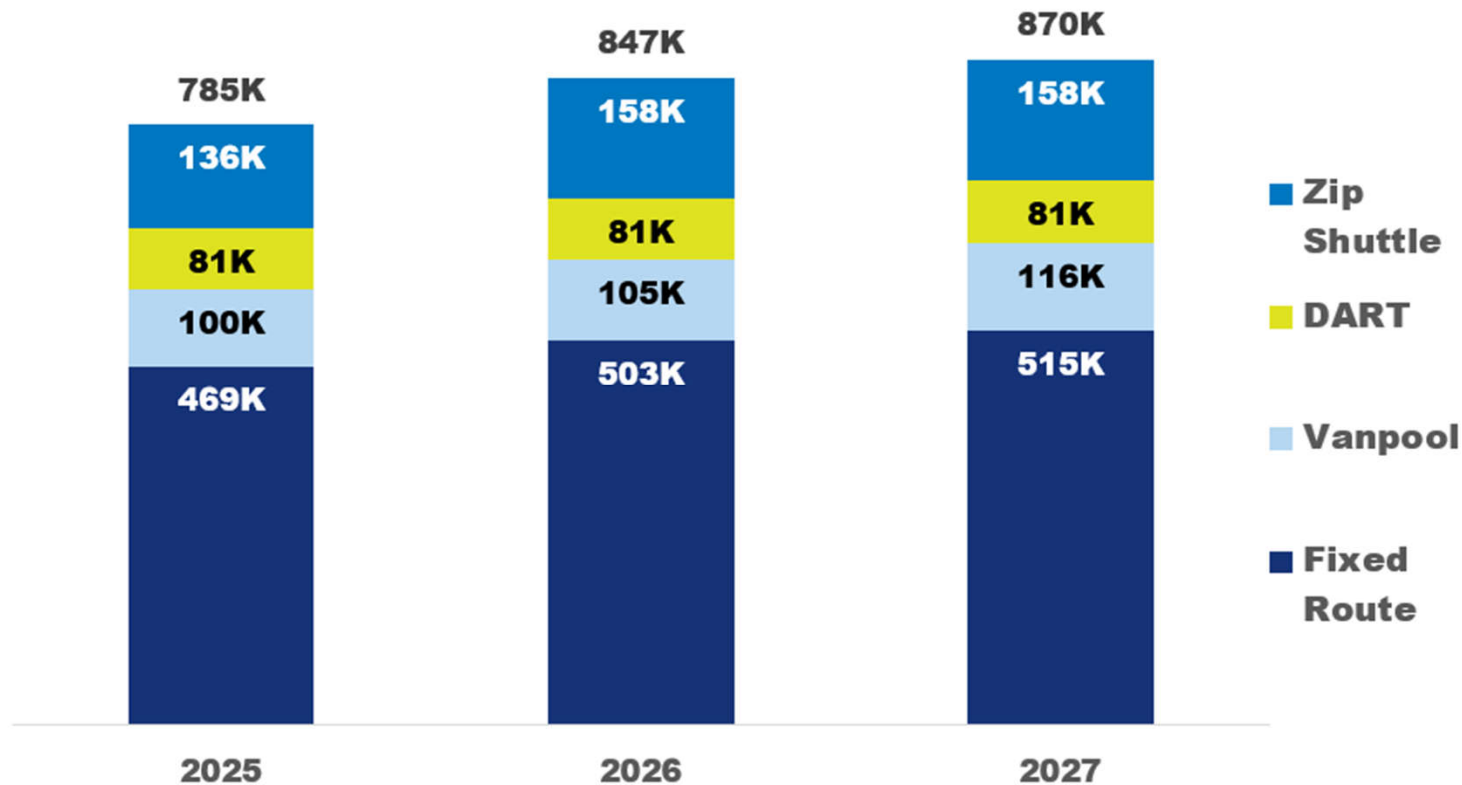
Fare Revenue \$25.6m



State Grant Revenue \$30.9m



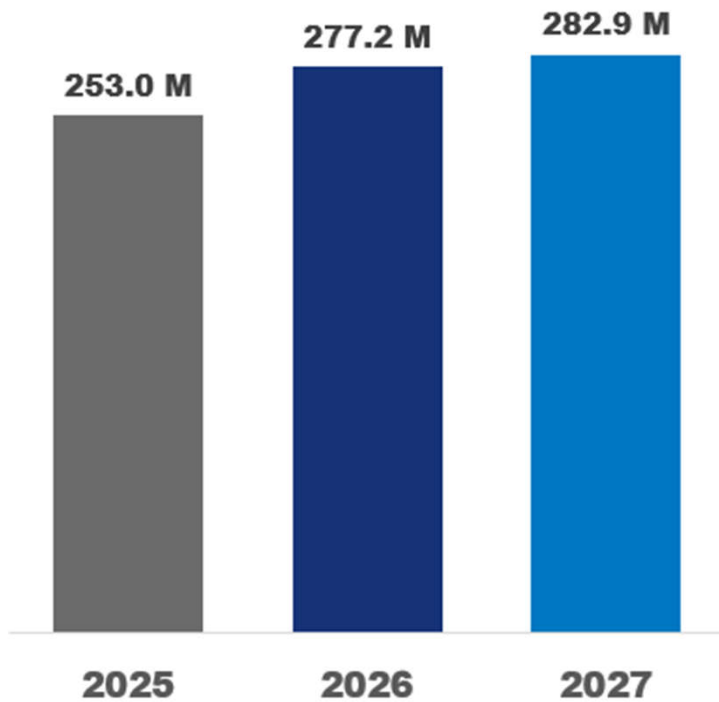
Service Hour Projections by Mode



General Fund Expenditures

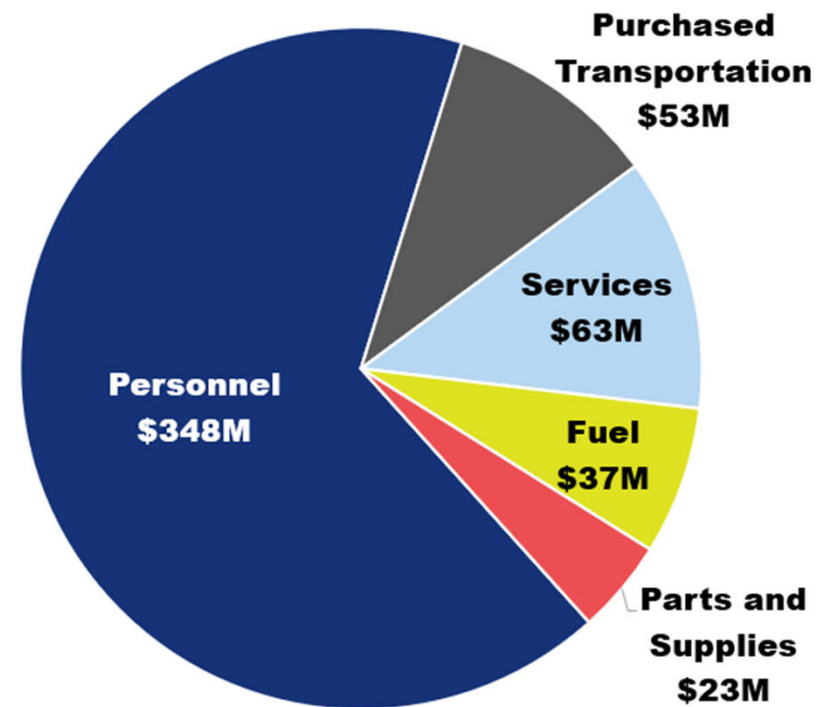
\$ 560.1 Million - Biennial

General Fund Expenditure Budget



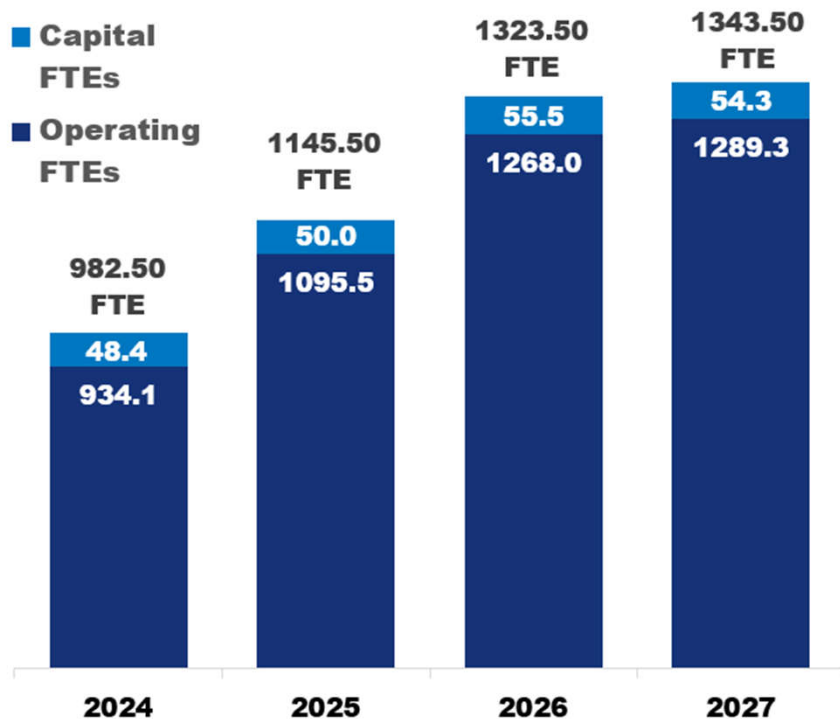
Department Expense – \$522.9 Million Biennial

Excludes Cost Pools and Insurance



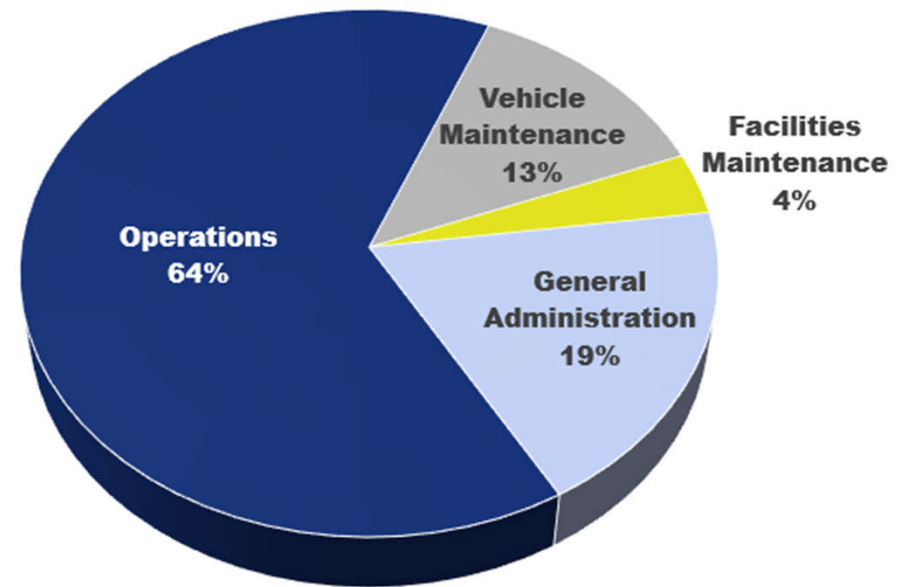
Employees by Category

Total Staffing



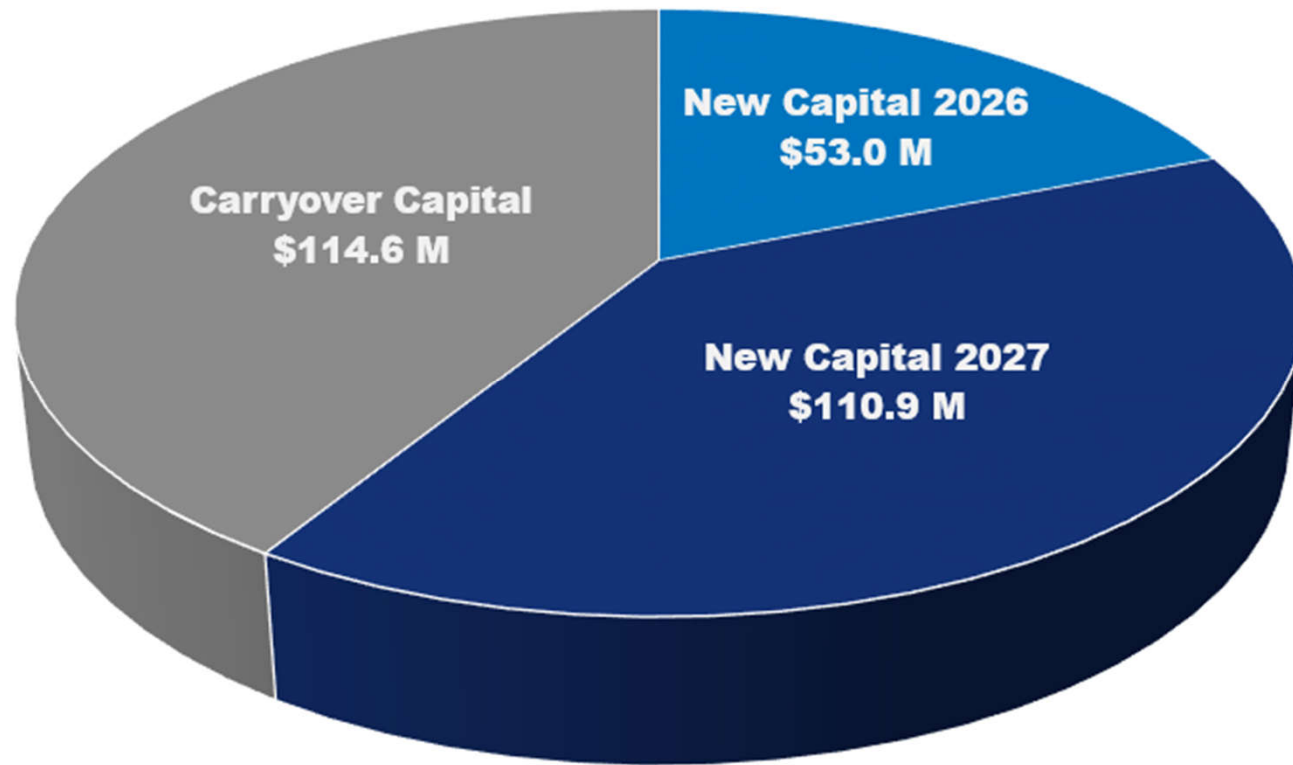
Operating Employees – 5 Year Ratio

By National Transit Database definitions
(excludes capital FTEs)



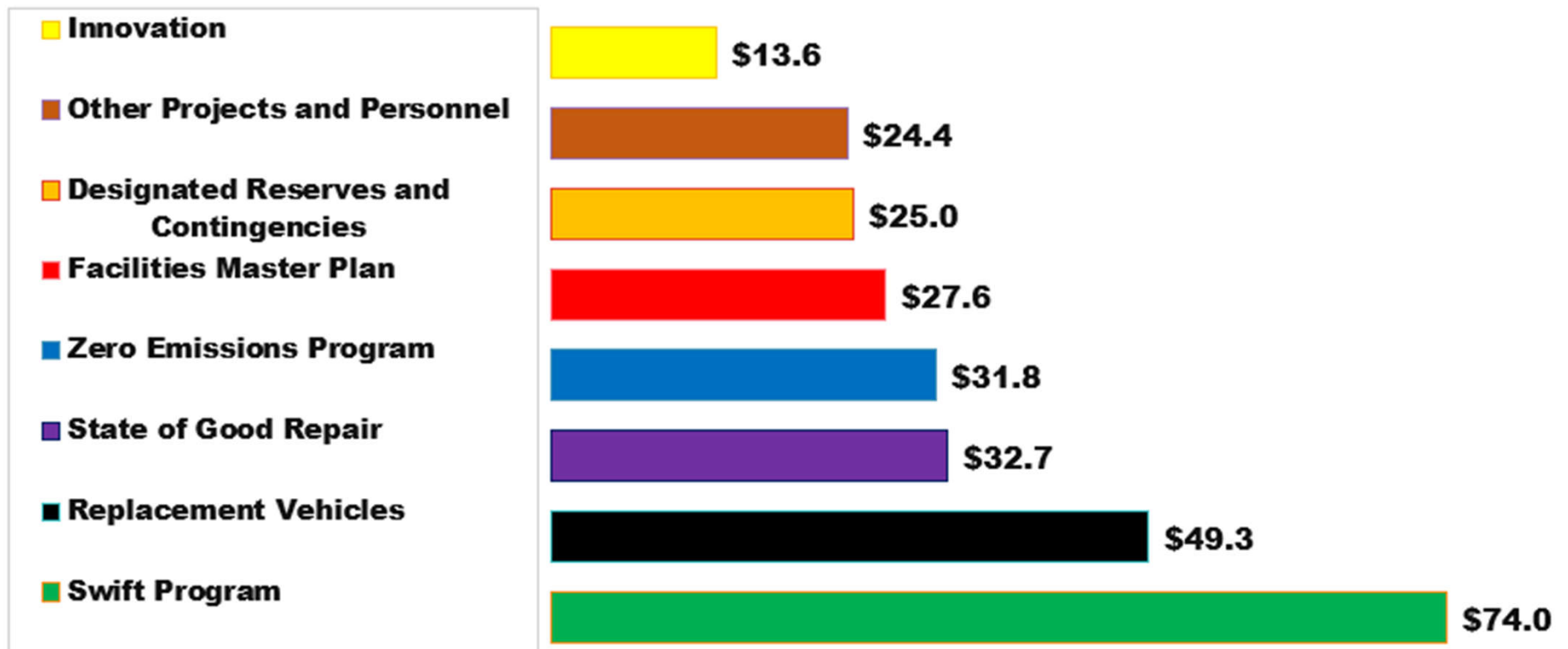
Proposed Capital Budget

\$278.5 Million - Biennial



Capital Program

\$278.5 Million New and Carried Over Projects



Proposed Budget Operating Fund

Dollars in Millions

	2026	2027
Beginning Cash	\$ 144.7	\$ 76.3
Total General Fund Revenue	\$ 282.1	\$ 290.3
Total Current Expenses and Obligations	(277.2)	(282.9)
Operating Margin	5.0	7.4
Transfer to Capital/Reserves/Other Funds	(76.8)	(45.4)
Transfer from Capital/Reserves/Other Funds	3.4	12.9
Ending Cash	\$ 76.3	\$ 51.2
Operating and Fuel Reserves	(48.2)	(48.9)
Capacity for Sustainability and Expansion	\$ 28.1	\$ 2.3



Summary of Reserve Balances

Dollars in Millions

Fund	Notes	2026 Cash Balance	2027 Cash Balance
Operating Reserves	• Designated: Operating and Fuel Reserves ¹	\$ 48.2	\$ 48.9
	• Capacity for Sustainability/Expansion	28.1	2.3
	Operating Reserves Total	76.3	51.2
Replacement Reserve	• Revenue Vehicle Replacement	46.5	39.3
Infrastructure Preservation Reserve	• Facilities Infrastructure	17.5	17.1
	• Information Technology Infrastructure	10.0	10.0
	Infrastructure Preservation Reserve Total	27.5	27.1
Facilities and Technology Reserves	• Zero Emissions Reserve	127.4	127.4
	• Service Quality, Innovation & Sustainability Reserve	77.0	27.1
	• Reserved for FMP and Other Projects	42.3	58.5
	Facilities and Technology Reserves Total	246.6	213.0
Workers' Compensation	• Includes statutorily restricted 4.4m per year	4.9	4.8
Bonds/Debt Service		0.7	0.7
Total End of Year		\$ 402.6	\$ 336.1

¹ Includes 2 Months Operating Cash Flow Reserve and \$5.5 million Fuel Reserve



Schedule: 2026-2027 Proposed Budget

NOVEMBER

- | | |
|-------|---|
| 11/6 | Public Hearing on Proposed Budget |
| 11/14 | Due date for Board Members to send questions to Staff
Public Comment Period closes |
| 11/20 | Staff provides Budget Q&A Responses to Finance, Performance and Oversight Committee or by email; Budget Resolution presented to Committee. Potential budget amendment |

DECEMBER

- | | |
|-------|--|
| 12/4 | Target Date for Board Budget Approval |
| 12/31 | Deadline for Board Approval of 2026-'27 Budget |

Swift Gold Line

Engagement and Research

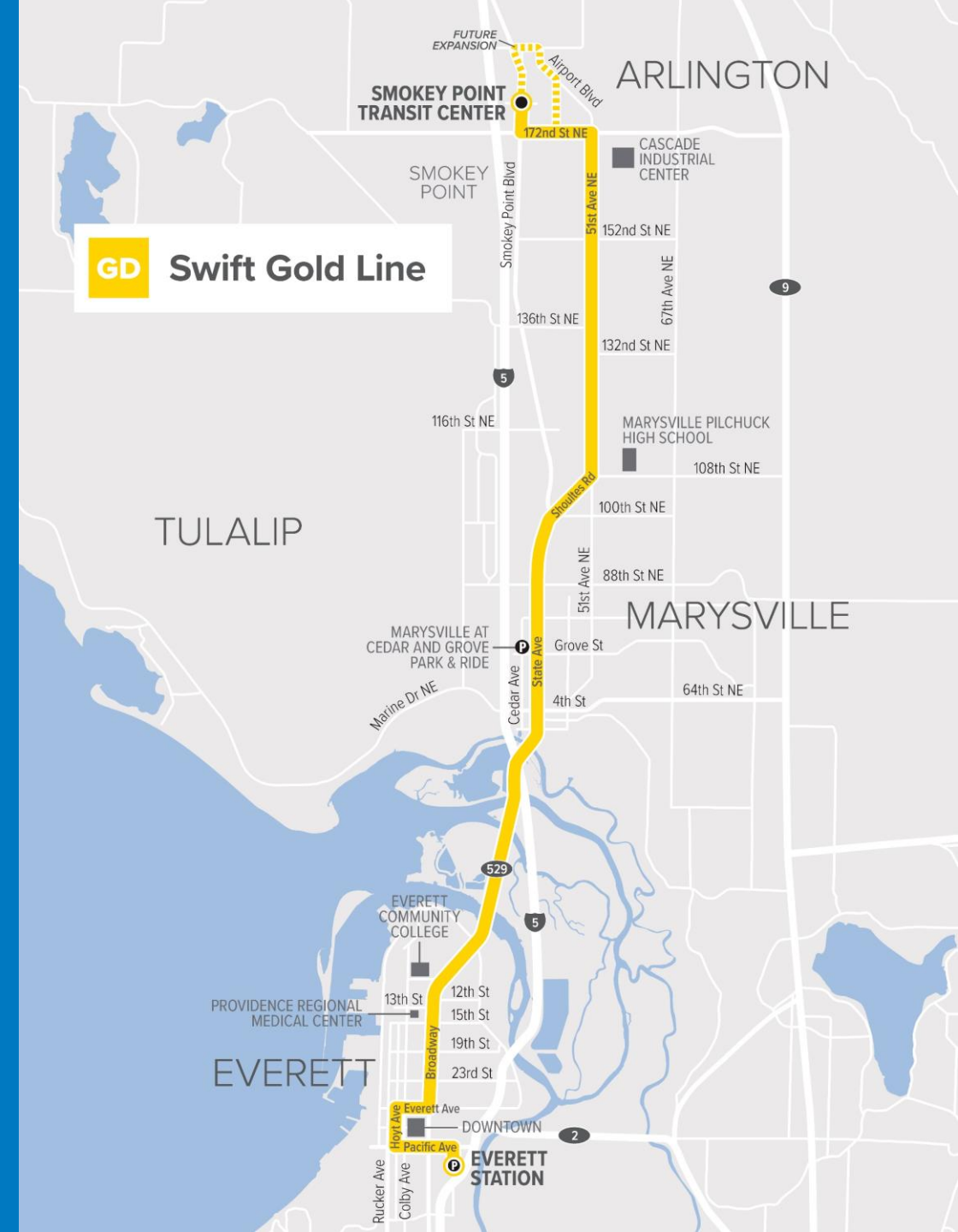
Board Workshop

Oct. 23, 2025



Swift Gold Line Overview

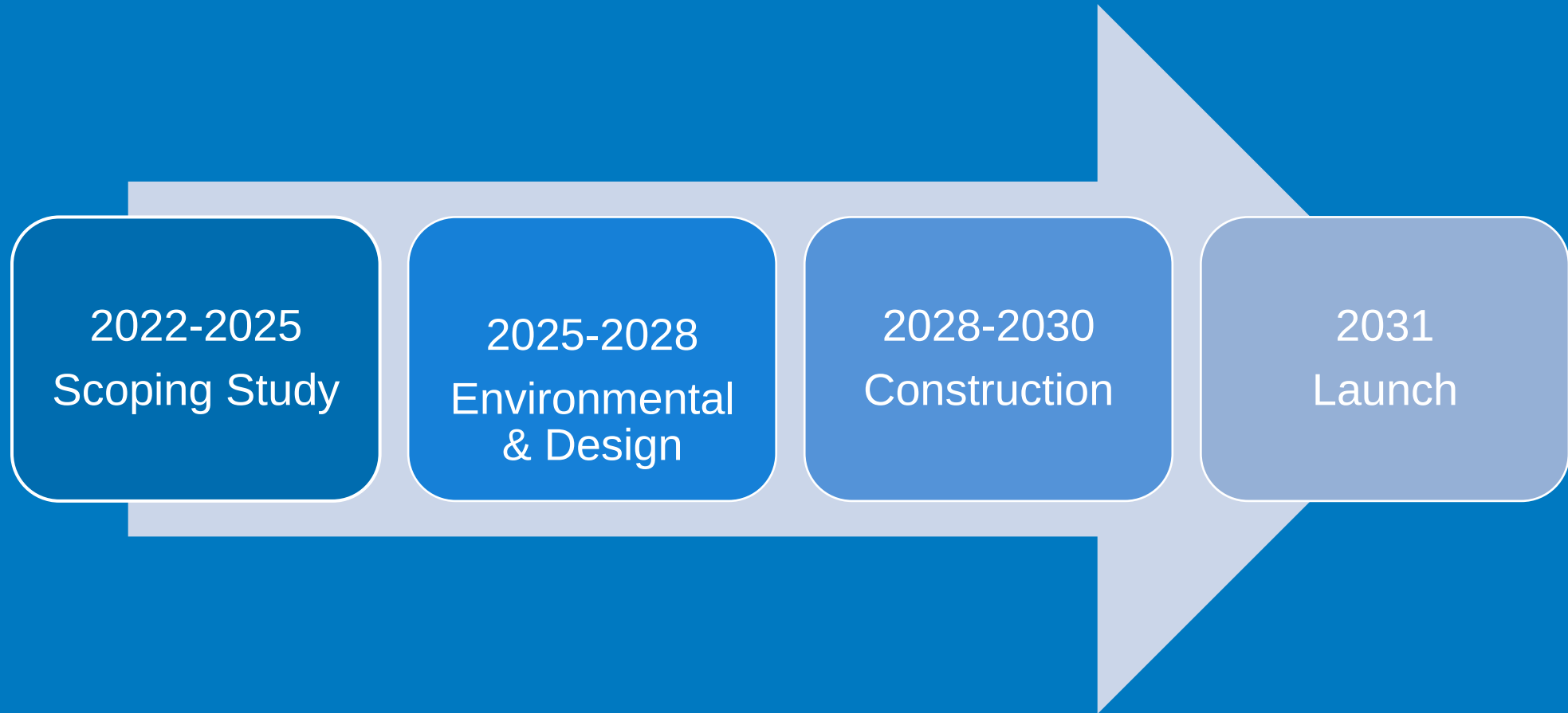
- Project Timeline
- Phase 2 Community Engagement
- Research
- Key Findings
- Next Steps



Project Timeline

Swift Gold Line

Project schedule



Swift Gold Line

Community Engagement Timeline

Phase 1 (July 2024)

- Route alignment

Phase 2 (Sept. 4 – Oct. 2, 2025)

- Station locations and bus lane options

Phase 3 (2026)

- Preliminary Design & Environmental review

Phase 4 (2026)

- Draft locally preferred alternative

Phase 2 Community Engagement

Phase 2 Community Engagement

By-the-Numbers

626 total survey responses and comments		
Online Open House  8,133 views 4,681 visitors 550 surveys 28 quick poll	Briefings  14 businesses and community organizations 10 State and Federal elected officials 4 neighborhood meetings	Video and Ads  719 That Transit Show views 102,974 impressions on Google ads
Postcards and Emails  24k+ postcards to residents within 0.5 mi 500+ business postcards - Email updates to businesses, community organizations, and riders	Events  668 conversations at 21 community events/ presentations	Partnerships  4 paid partnerships with community organizations 210 surveys gathered

Phase 2 Community Engagement

What We Asked

Feedback or thoughts about:

- Proposed station locations
- Bus lane options
- Potential pedestrian improvements to reach future stations



Community Engagement Survey Methodology

- Online survey available via the online open house (ctgo.org/swiftgold)
Sept. 4 – Oct. 2, 2025
- These results also reflect paper surveys received from partner organization events
- Respondents had the opportunity to enter a sweepstakes

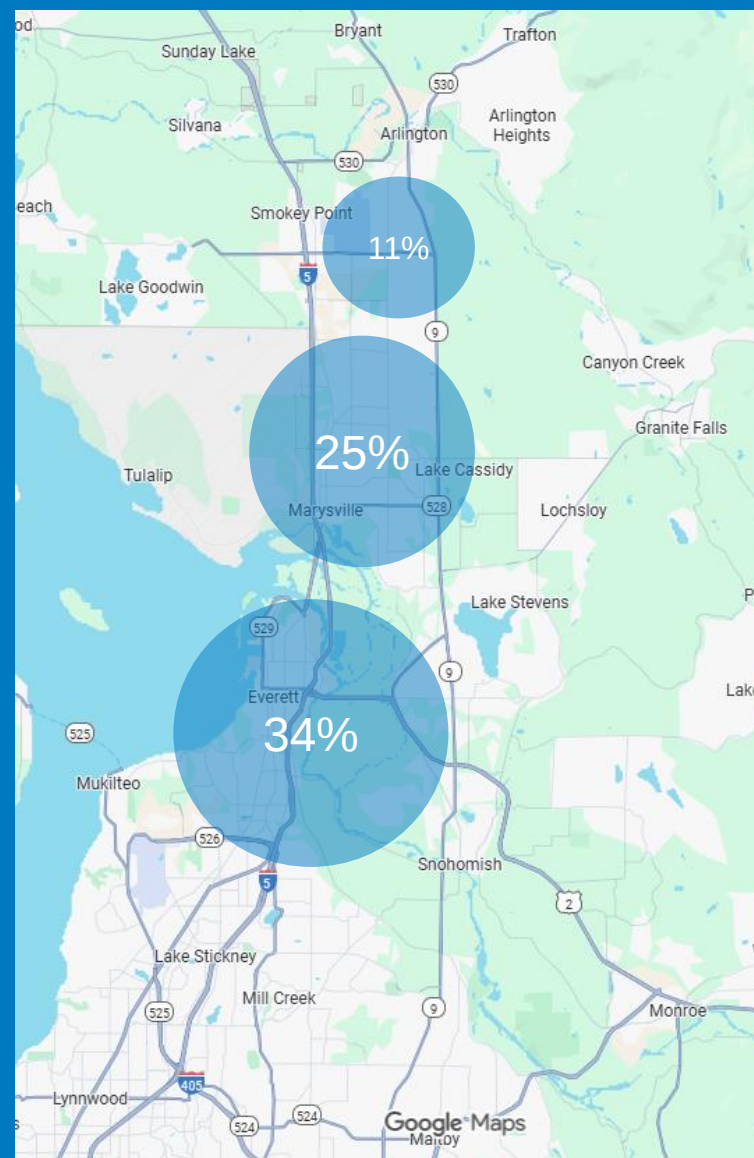
This engagement survey is not a statistically significant scientific survey.

Location

What is your home zip code? (n=469)

Responses are aggregated by jurisdiction.

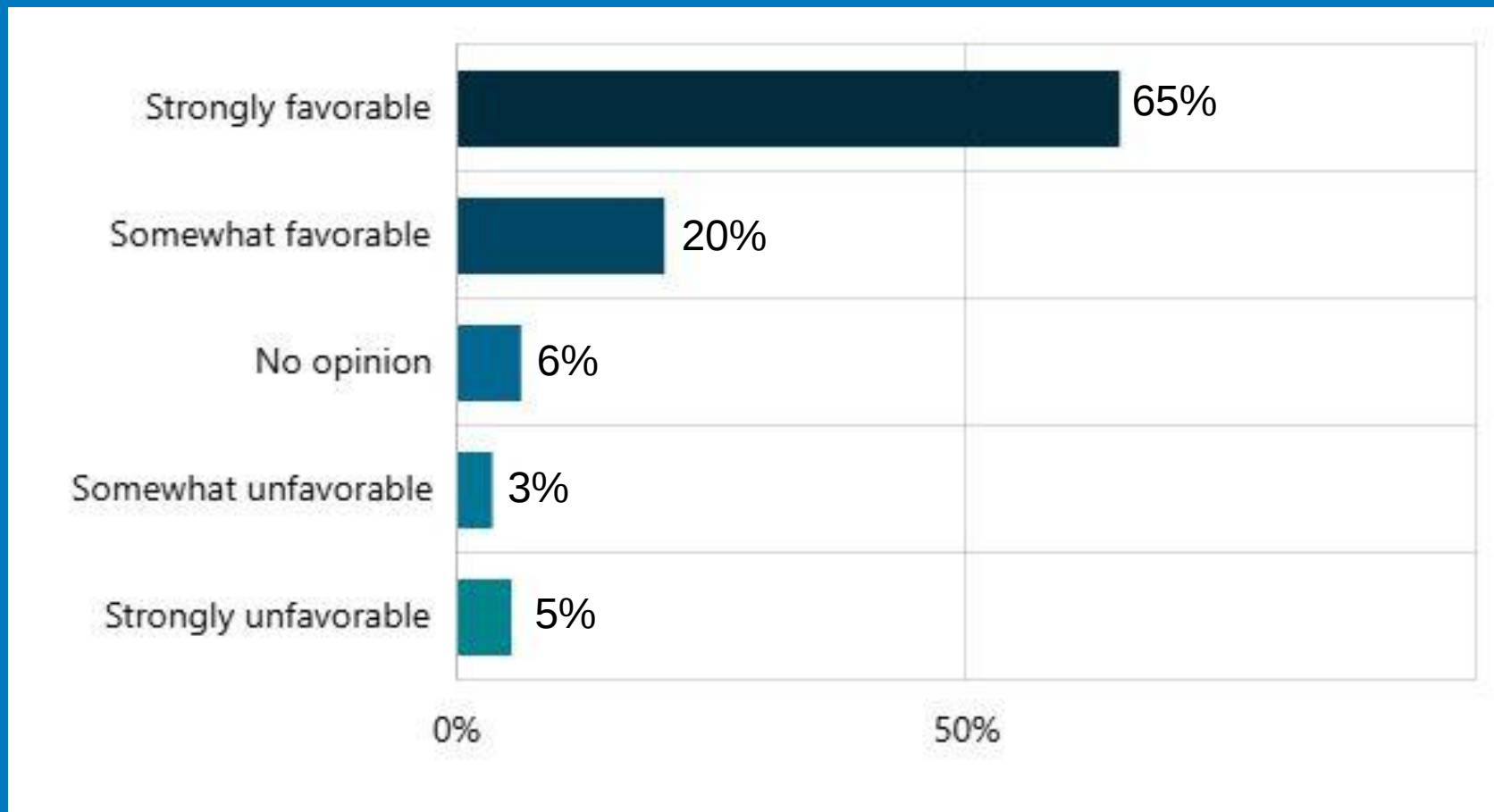
- **34% Everett**
- **25% Marysville**
- **11% Arlington**



Opinions of Swift Gold Line

85% of respondents expressed a favorable opinion of the proposed Swift Gold Line.

What is your opinion of the proposed Swift Gold Line? (n=536)

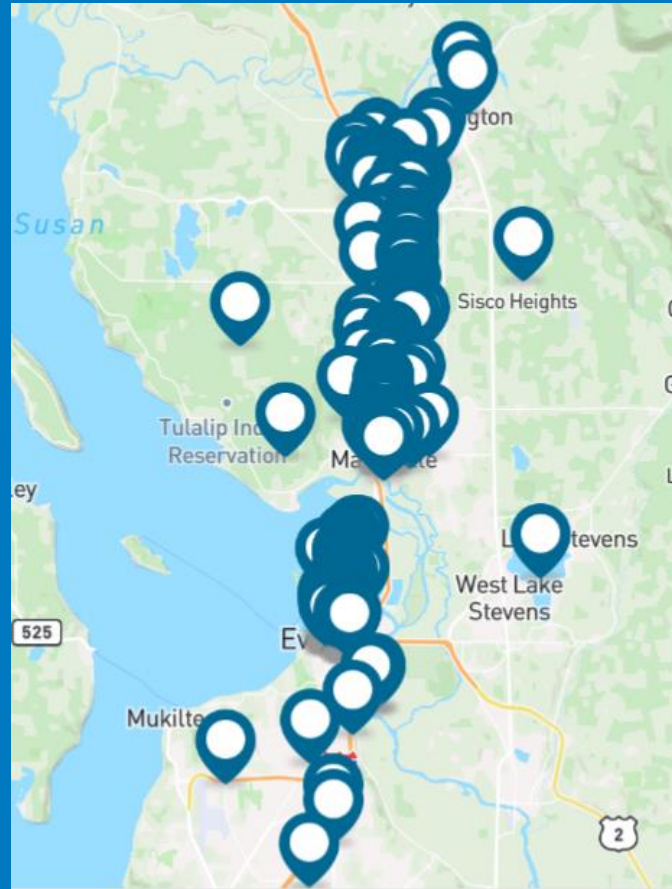


Station Locations & Access Improvements

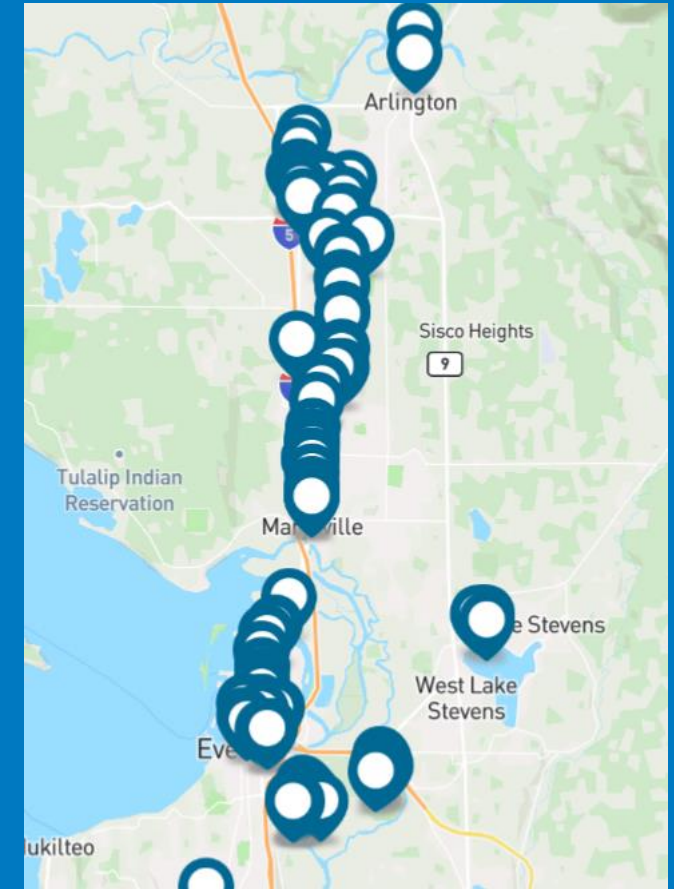
Respondents could add a pin to an interactive map to indicate:

- **Station** they would use the most
- **Improvements** along the corridor for better access to station locations

Station



Access Improvements



Station Locations & Access Improvements

Key Themes

Stations

- Key destinations in Smokey Point & Everett
- Transit connections at Everett Station
- Connections to schools and colleges along the corridor

Access Improvements

- Requests for sidewalks and crosswalks
- Suggestions to add bike lanes

Center-Running Transit-Only Lanes

Respondents generally expressed support or interest in center-running transit-only lanes with some questions and concerns about impacts to traffic and access to businesses, as well as safety for riders using the center stations.

What questions or concerns do you have about center-running transit-only lanes? (n=288)

Key themes included:

- Many responses reflect generally positive or neutral support for center-running transit-only lanes.
- Concerns about impacts to general traffic flow.
- Concerns about how pedestrians will safely access the center stations.
- Questions about how drivers would access businesses without the center-turn lane.

Research

About EMC, Purpose, and Approach

- ▶ EMC is a nationwide opinion research company with more than 30 years of experience and offices in Seattle.
 - Clients include Sound Transit, Seattle Chamber, Puget Sound Energy, King County Library, multiple local cities, and dozens more.
- ▶ Project launched to understand and measure opinion on Community Transit's Swift Gold Line project within the project area.
- ▶ Survey carefully constructed to balance respondents' unfamiliarity with the project, and a survey progression designed to minimize bias while measuring opinion and reaction to Gold Line information and attributes.

Methodology

- ▶ Online survey of registered voters in the cities of Arlington, Marysville, and North Everett, WA
 - Email and text invitations sent with a unique link to web survey
 - Survey length averaged 15 minutes
- ▶ Survey conducted July 13 – 20, 2025
- ▶ 500 interviews; overall effective margin of error ± 4.5 percentage points
 - 100 interviews in Arlington; MoE ± 9.8 percentage points
 - 275 interviews in Marysville; MoE ± 5.9 percentage points
 - 125 interviews in North Everett; MoE ± 8.8 percentage points
 - *Note: Following oversampling, jurisdictions were weighted to their natural proportions*

North Everett Region Map



Please note that due to rounding, some percentages may not add up to exactly 100%.



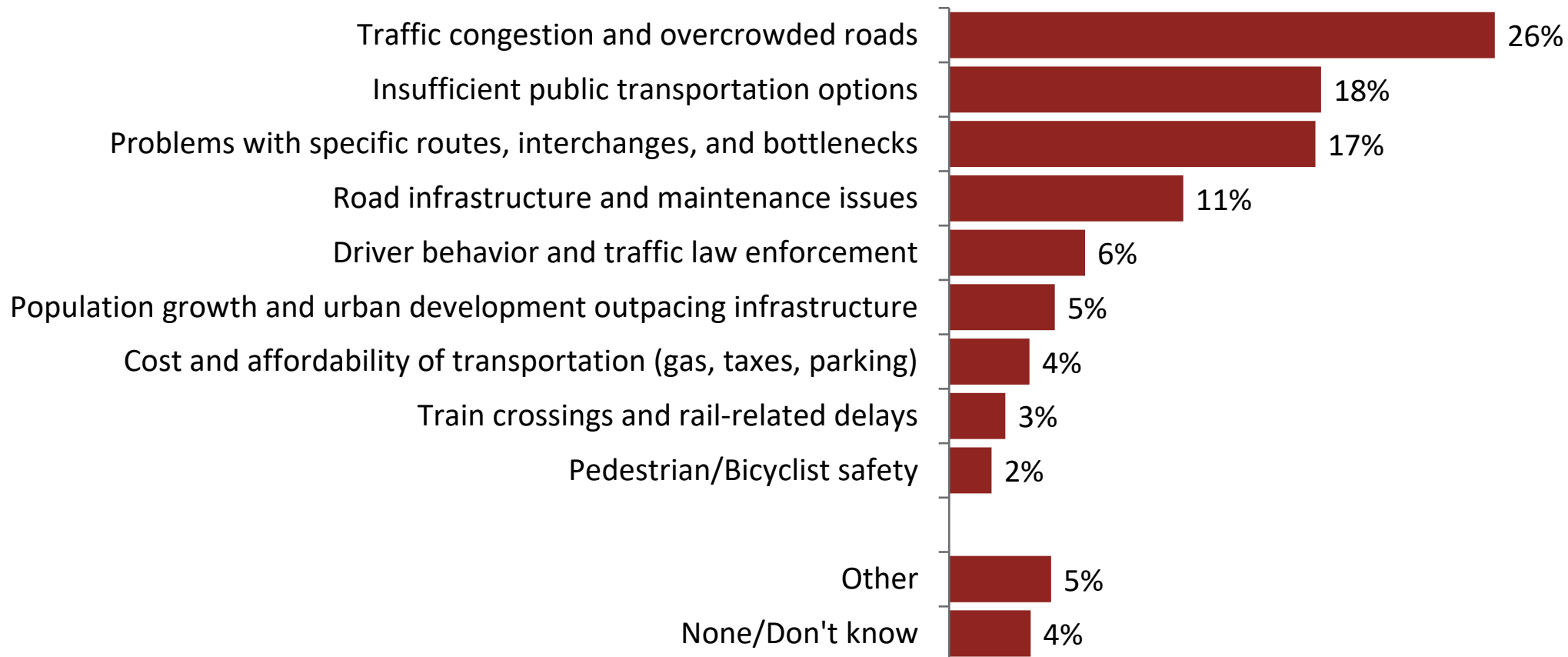
Issue Environment and Swift Gold Intro

Most Important Transportation Problem

Traffic congestion and overcrowded roads are the most frequently-mentioned transportation problem in their area, followed by insufficient public transportation options and problems with specific trouble spots.

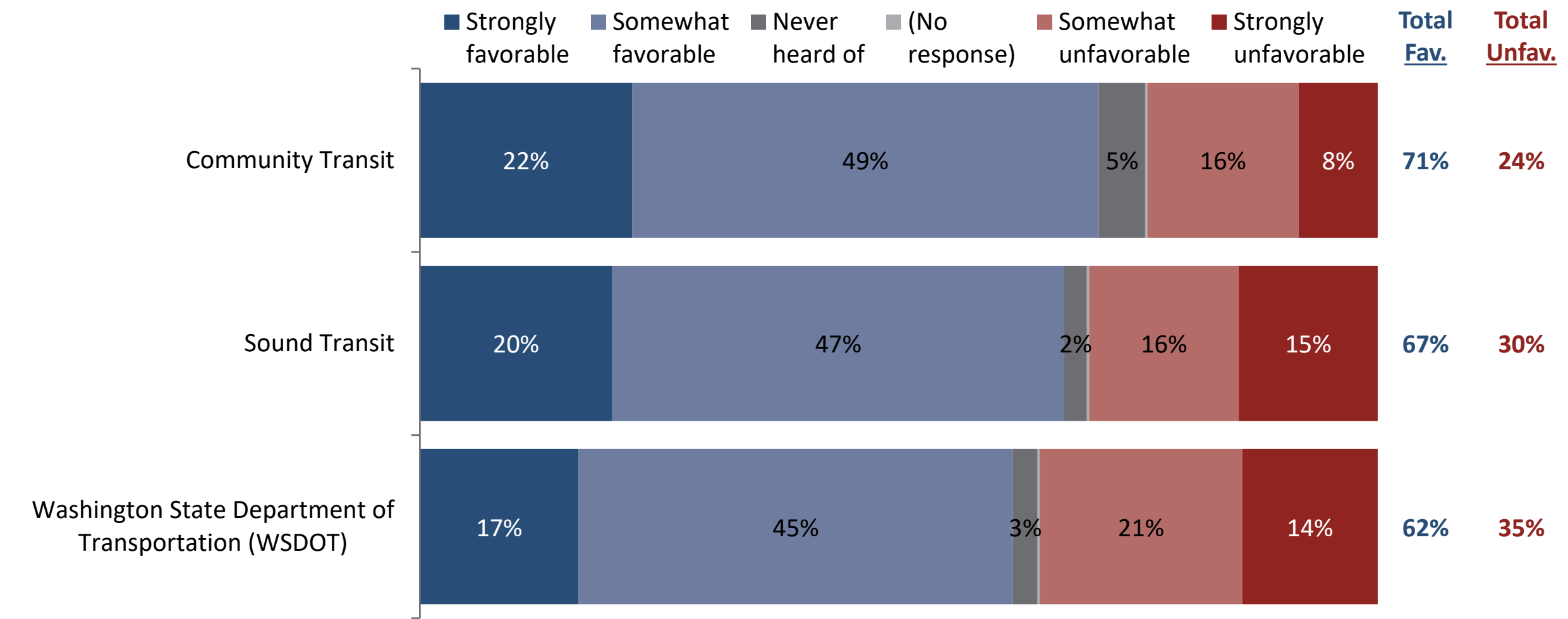
What do you think is the most important transportation problem in your area today?

(Open-ended question; verbatim responses coded into categories)



Organization Ratings

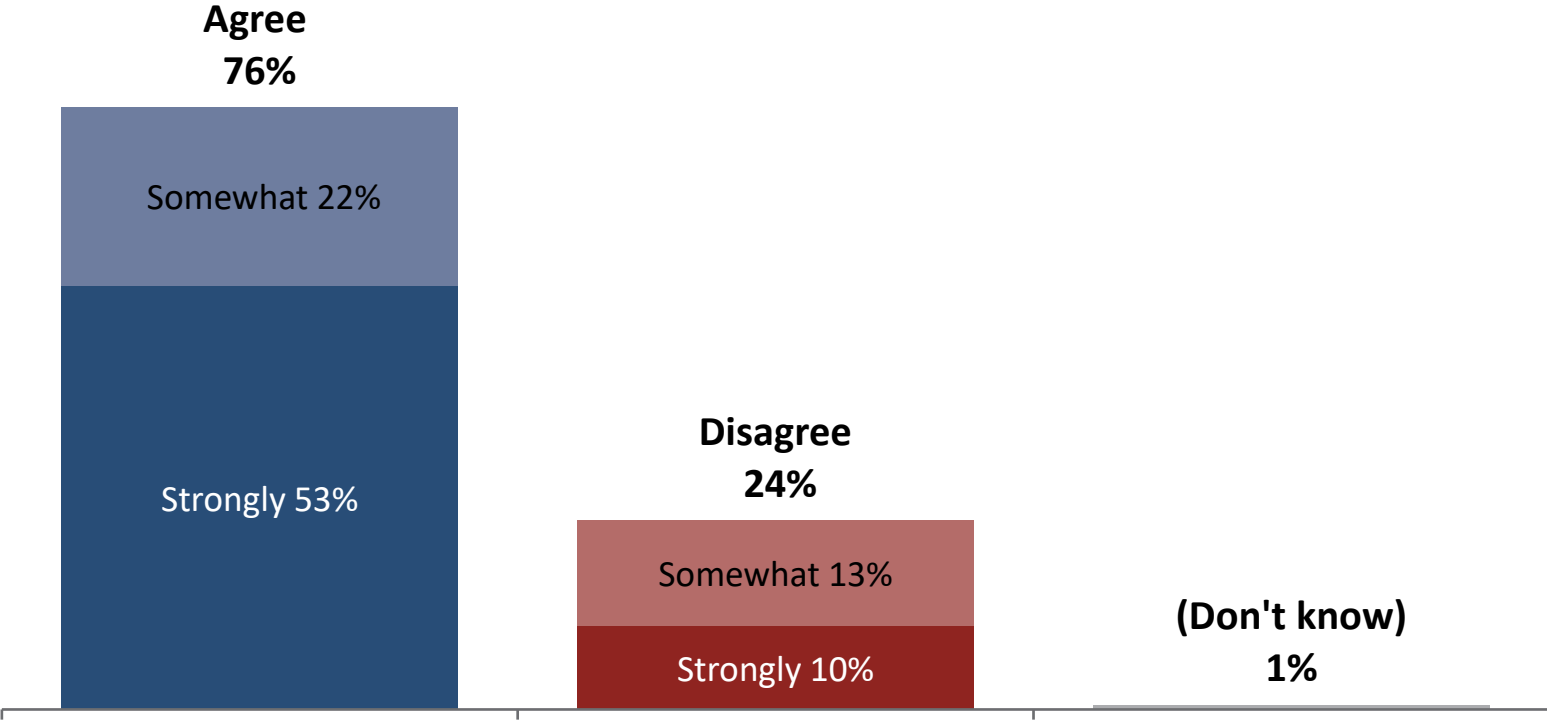
Community Transit as an organization is rated favorably by 7-in-10 residents. All tested agencies are favorable with at least 60% of respondents.



Adding More Transit

3-in-4 residents agree that adding more transit service in Snohomish County is a good thing, and over half strongly agree.

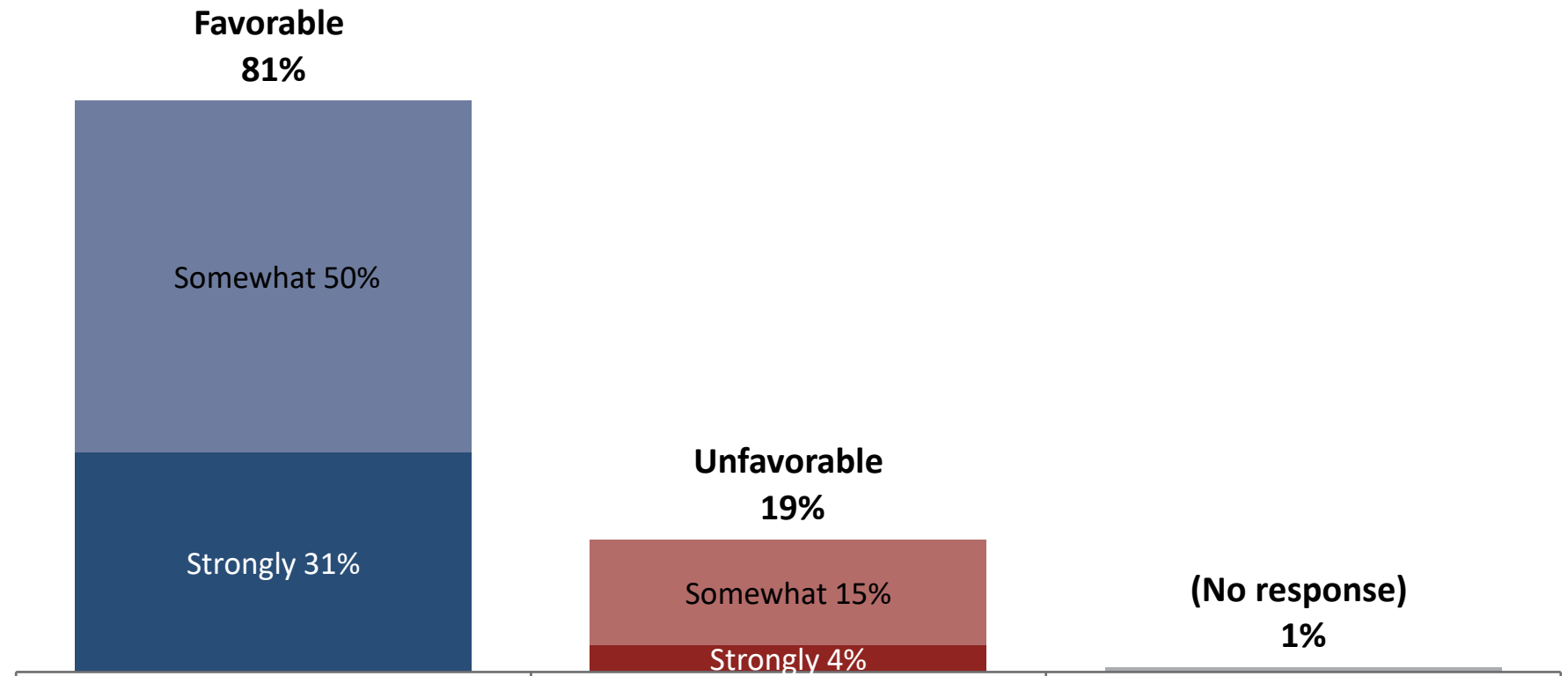
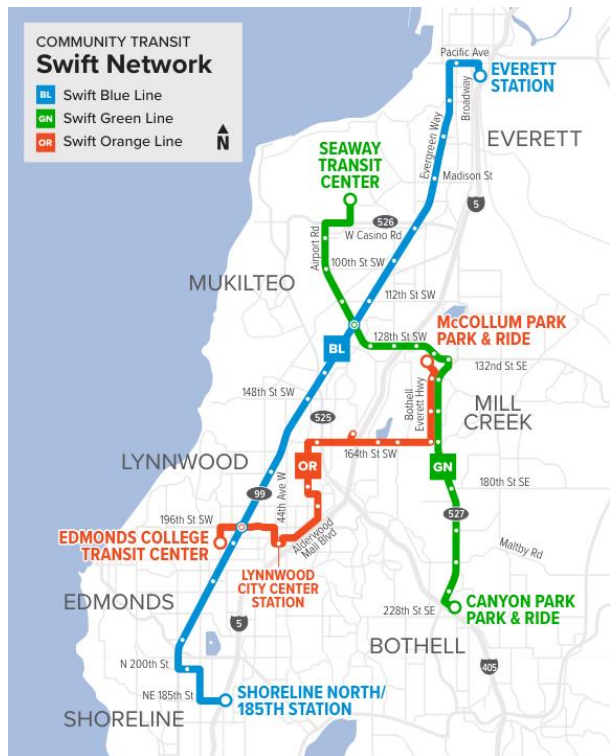
Please indicate whether you agree or disagree with this statement: Adding more transit service in Snohomish County is a good thing, whether or not I personally use it.



Existing Swift Lines Favorable Rating

After a brief explanation and current network map, over 80% of residents rate existing Swift lines favorably and nearly a third say they have a strongly favorable opinion.

As you may know, Swift is Community Transit's bus rapid transit (BRT) service, operating three lines: Swift Blue, Swift Green, and Swift Orange, on the routes shown below. Swift buses arrive every 10 minutes on weekdays. Swift is Community Transit's most popular service. What is your opinion of the three existing Swift Lines?

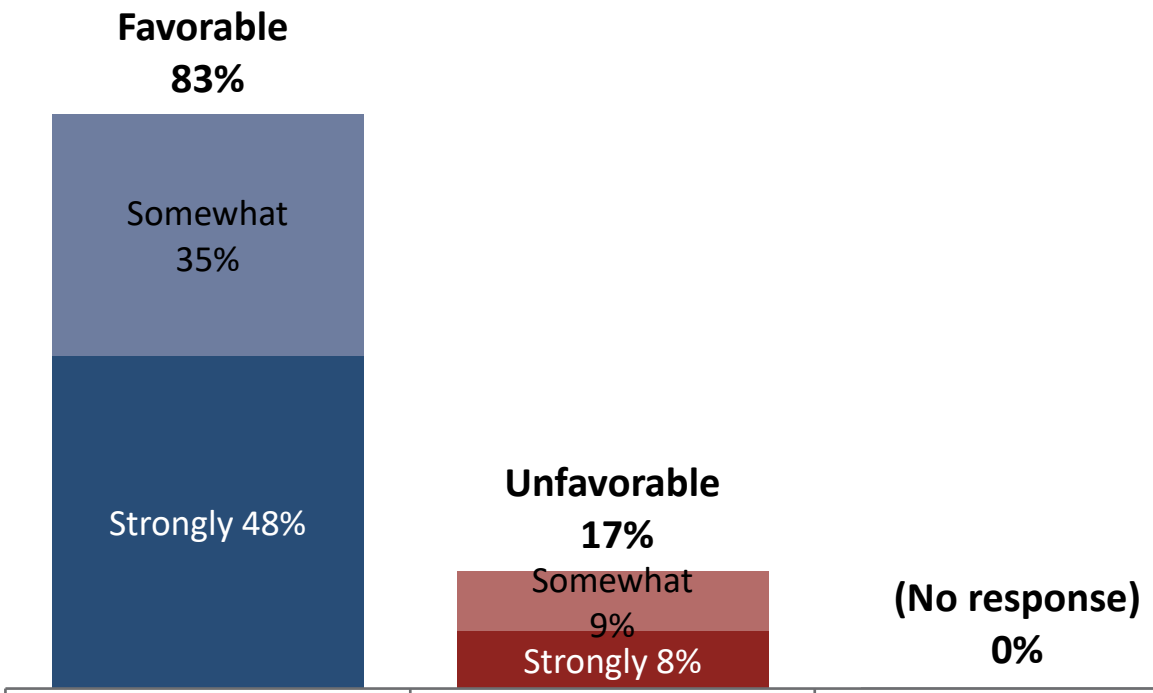


Swift Gold Line Favorable Rating

Favorable ratings of the Swift Gold Line are high after both a brief description of the line and the proposed route map.

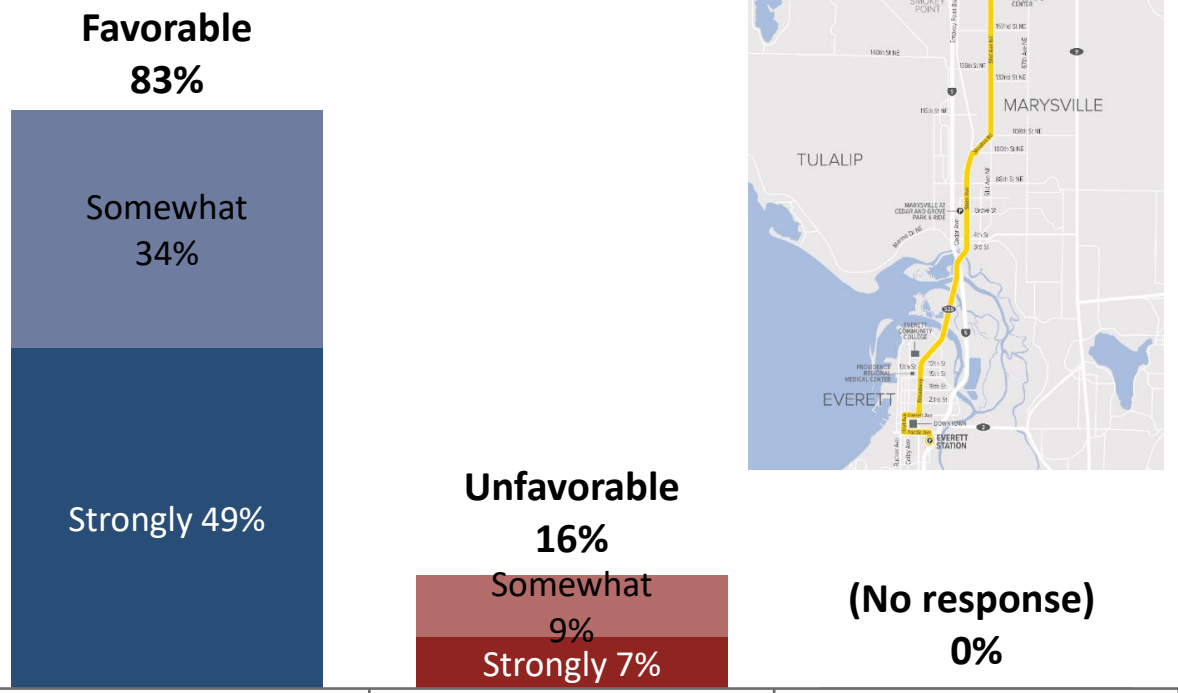
Initial

Community Transit’s proposed new Swift Gold Line will connect downtown Everett, Marysville, and Arlington. It will also connect to the existing Swift network that serves Everett and south Snohomish County, as well as the Sounder and future Link Light Rail service at Everett Station.



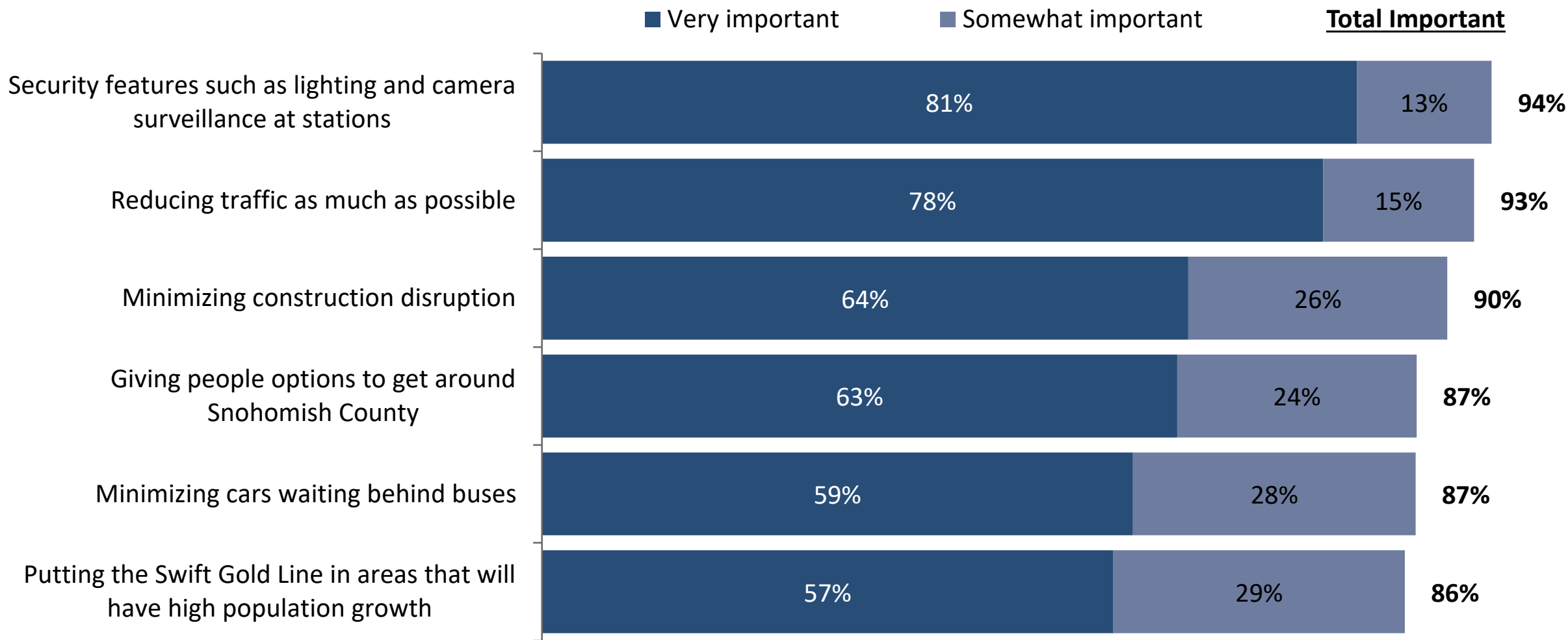
After Route Map

Swift Gold Line will be a 15-mile bus rapid transit line, connecting Everett Station with Smokey Point Transit Center in Arlington along the route shown below.



Top Swift Gold Line Features

About four-in-five residents rate security features at stations and reducing traffic as much as possible as very important potential features.

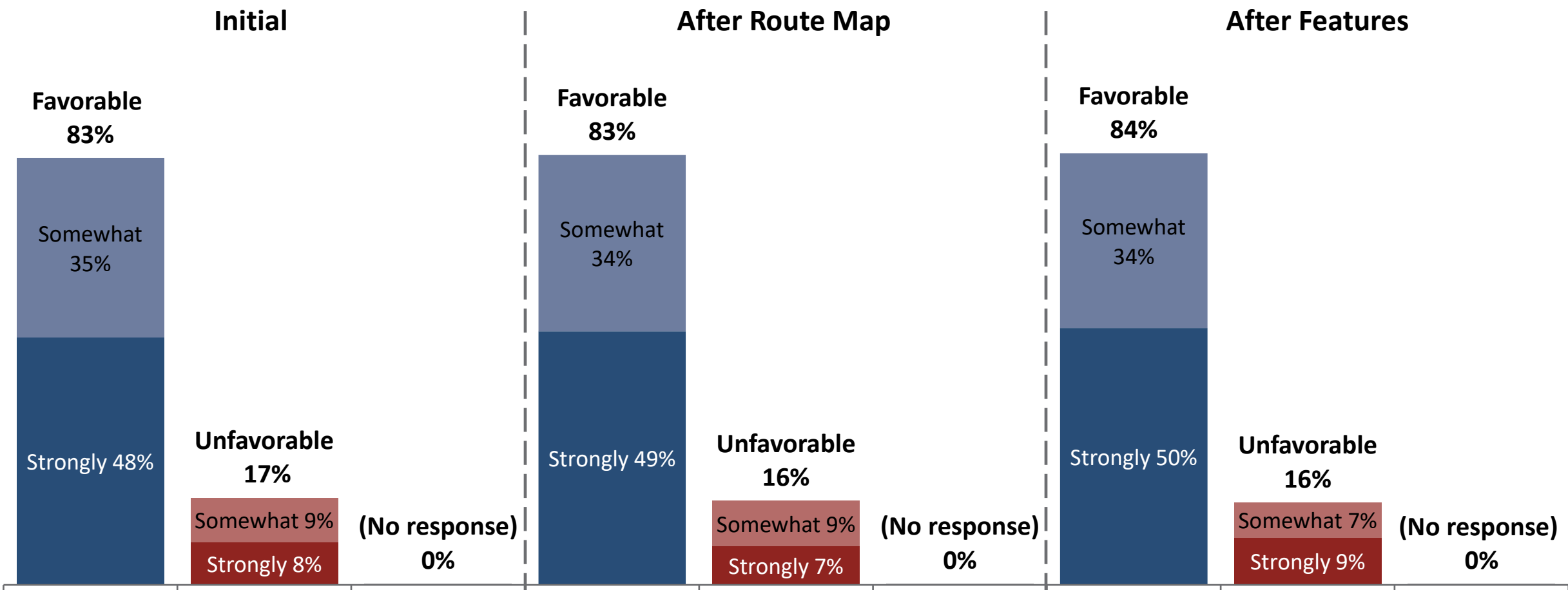


Q15-Q26. Next, you will see some potential features of this new service.
After each, please indicate how important that feature is to you.

Gold Line Favorable Rating After Features

Favorability remains high after features.

Having seen these potential features, what is your opinion of the proposed Swift Gold Line?

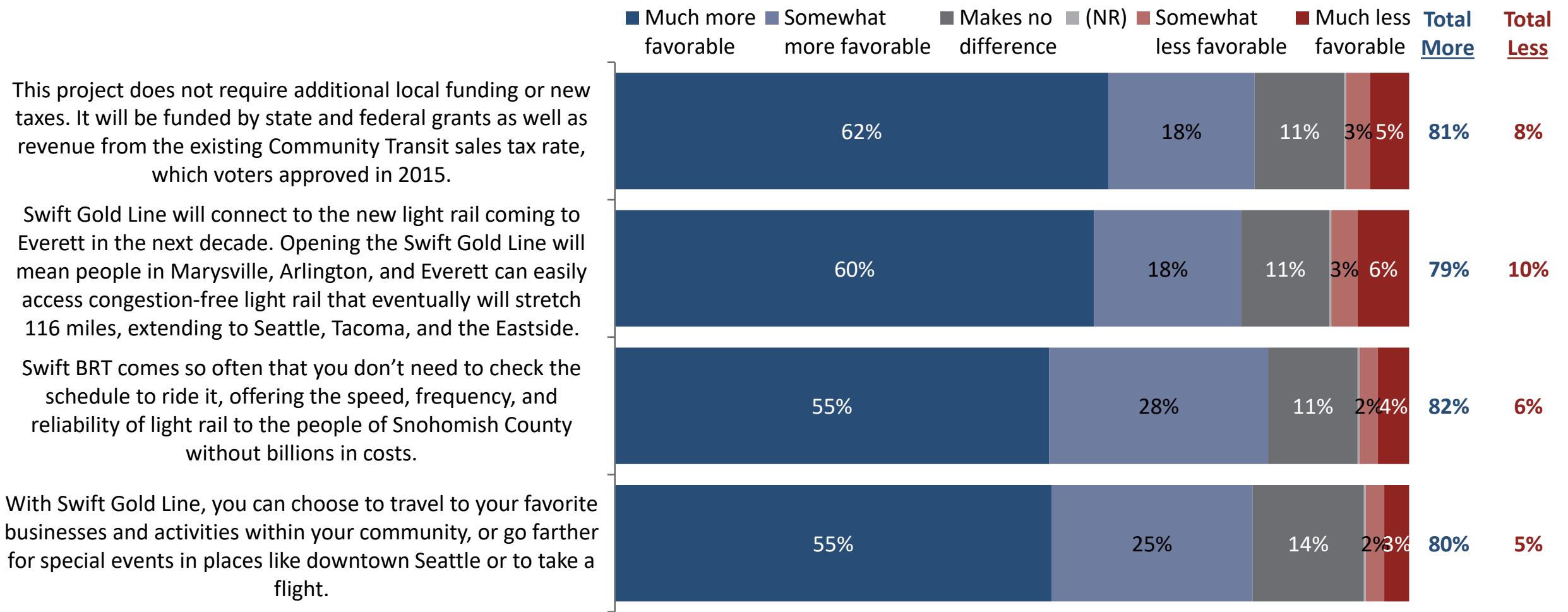




Gold Line Additional Information

Additional Information

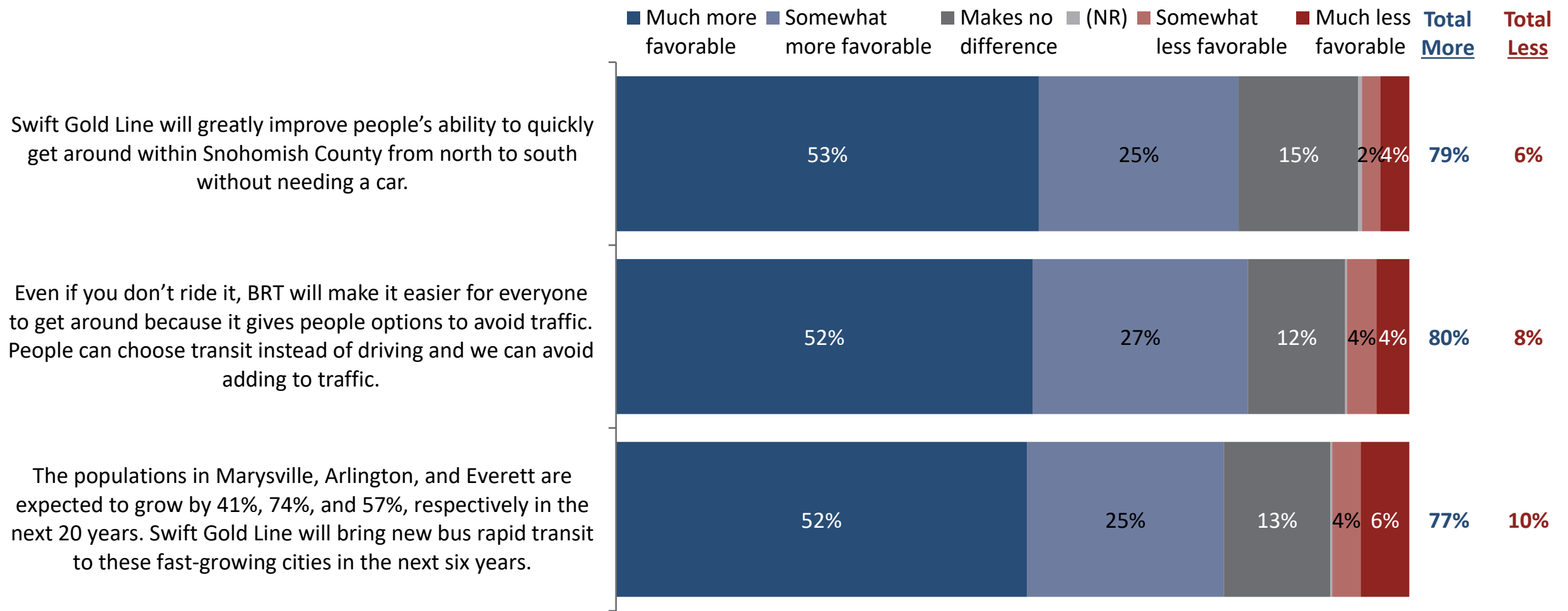
All BRT information shown was popular. Highlighting that funding has already been secured and the light rail connection are particularly impactful items.



Q28-Q34. Next, you will read some additional information about bus rapid transit (BRT). After you read each statement, please indicate whether that makes you feel more or less favorable towards the new Swift Gold Line.

Additional Information

Over half report that each piece of information makes them feel much more favorable towards the new line.

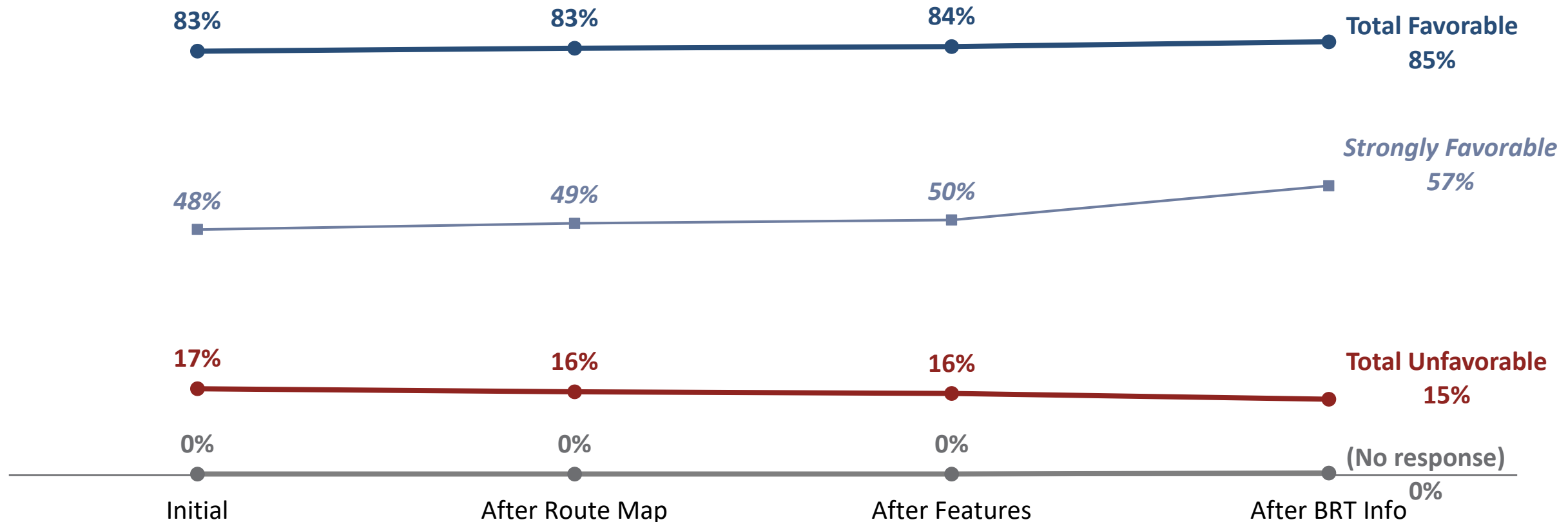


Q28-Q34. Next, you will read some additional information about bus rapid transit (BRT). After you read each statement, please indicate whether that makes you feel more or less favorable towards the new Swift Gold Line.

Favorable Rating After Information

While total favorability remains steady, strongly favorable ratings increase by 7 points after additional information about BRT.

Now that you've learned more, what is your opinion of the proposed Swift Gold Line?





Center-Running Transit-Only Lanes

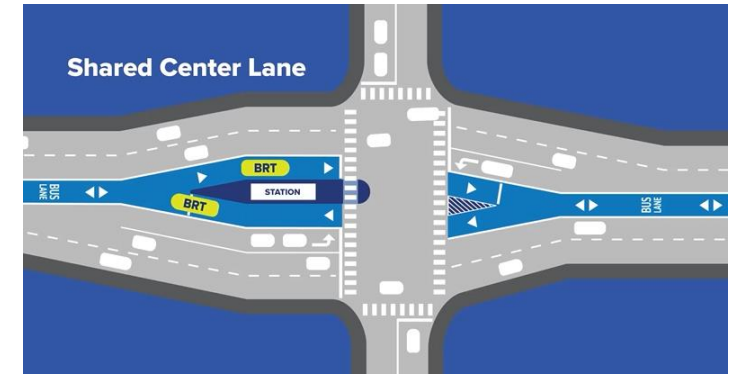
Center-Running Lanes Favorable

After a brief explanation, two-thirds are favorable toward center-running lanes. Opinion is similar after an explanatory video.

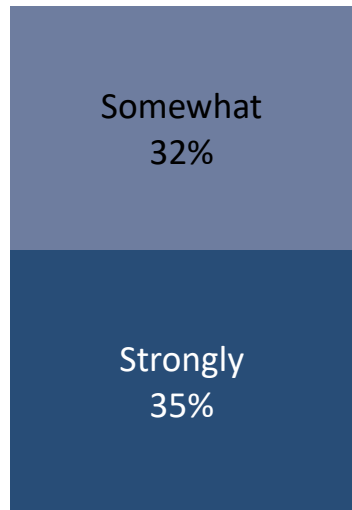
Initial

One idea under consideration for the proposed Swift Gold Line is dedicated lanes in the center of the roadway for transit use only, called center-running transit-only lanes. Swift Gold Line buses would travel in the center of the roadway, isolating Swift buses from cars while maintaining the same number of general-purpose through-lanes for driving cars as there are today.

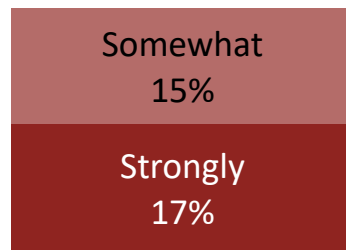
After Video



Favorable
67%

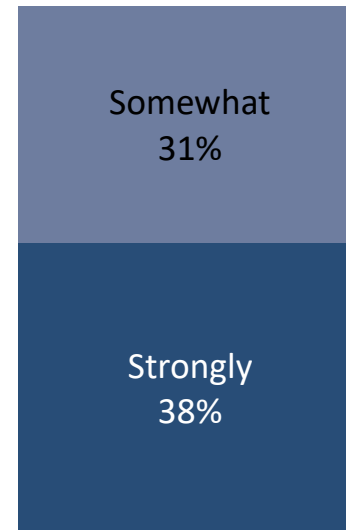


Unfavorable
32%

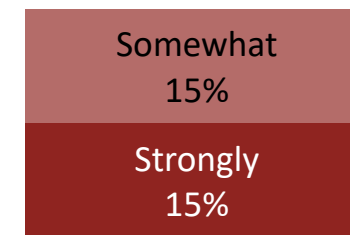


(No response)
1%

Favorable
70%



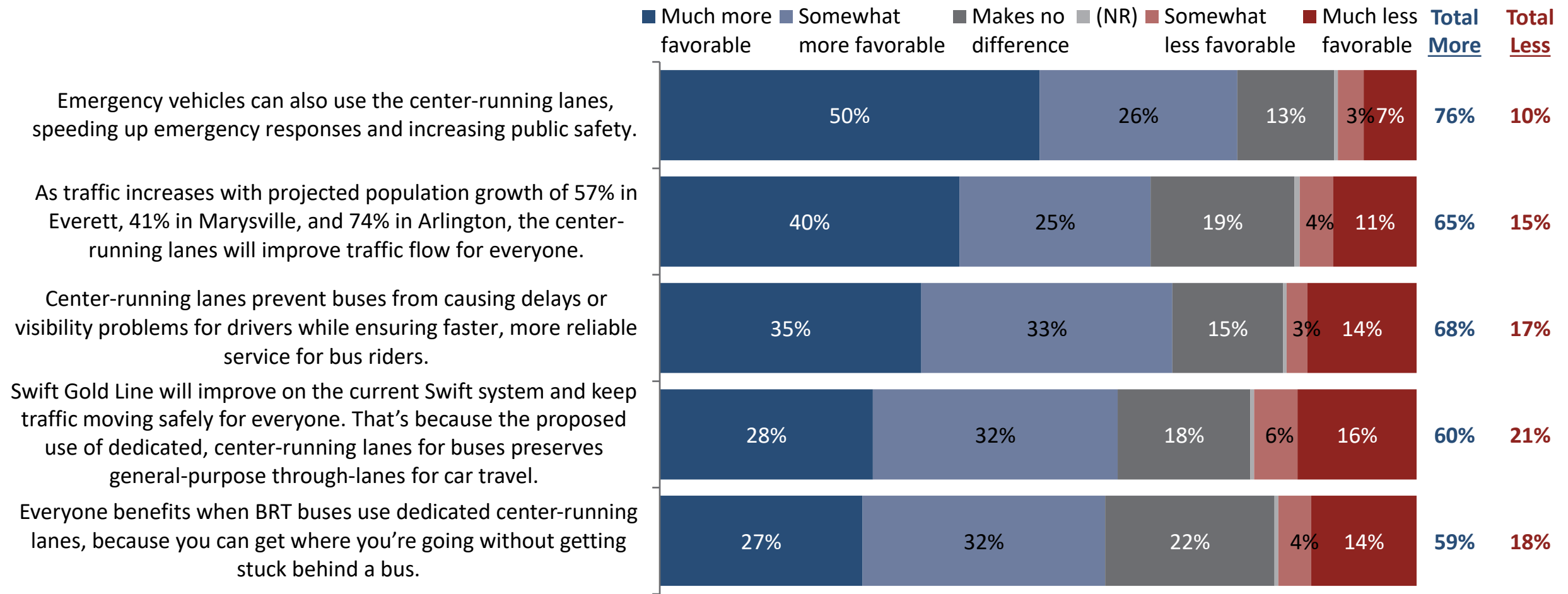
Unfavorable
30%



(No response)
0%

Additional Info About Center-Running Lanes

Half say that emergency vehicles' ability to use center-running lanes makes them feel much more favorable about them.

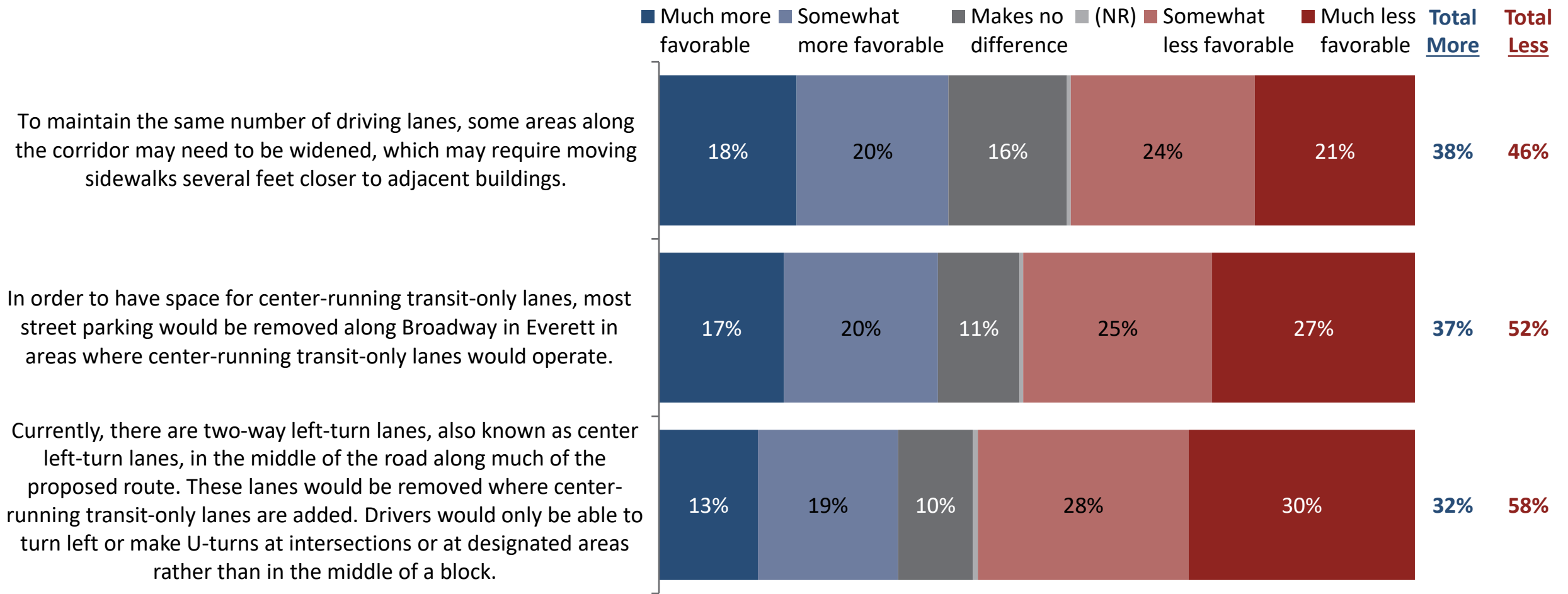


Q39-46. Next you will read some additional information about the proposed center-running transit-only lanes. After each, please indicate if that information makes you feel more or less favorable about center-running transit-only lanes along the proposed portions of the new Swift Gold Line route.

Additional Info About Center-Running Lanes



About 6-in-10 say getting rid of two-way left-turn lanes makes them feel less favorable about center-running lanes.

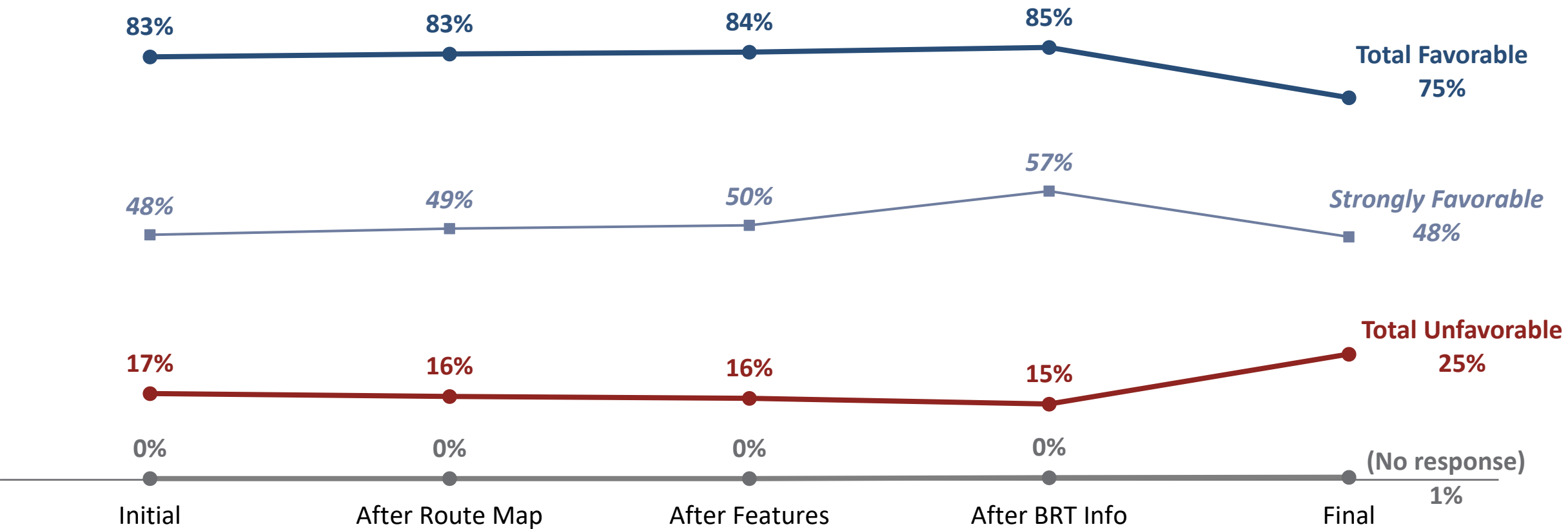


Q39-46. Next you will read some additional information about the proposed center-running transit-only lanes. After each, please indicate if that information makes you feel more or less favorable about center-running transit-only lanes along the proposed portions of the new Swift Gold Line route.

Swift Gold Line Progression

Three-quarters hold favorable opinions of the Swift Gold Line after information about center-running lanes.

Finally, after everything you've seen, what is your opinion of the proposed Swift Gold Line?



- ▶ Traffic congestion and lack of transit are the leading transportation problems in the region.
- ▶ The vast majority (76%) say adding more transit service is a good thing, even if they don't use it.
- ▶ The vast majority (81%) have a favorable view of existing Swift lines.
- ▶ Across the three communities, the proposed Swift Gold Line is well received throughout its introduction and initial details.
- ▶ The concept of center running lanes does reduce positive opinion initially, but three-quarters still have a positive opinion of the project after hearing all information, including nearly half (48%) who are strongly favorable.



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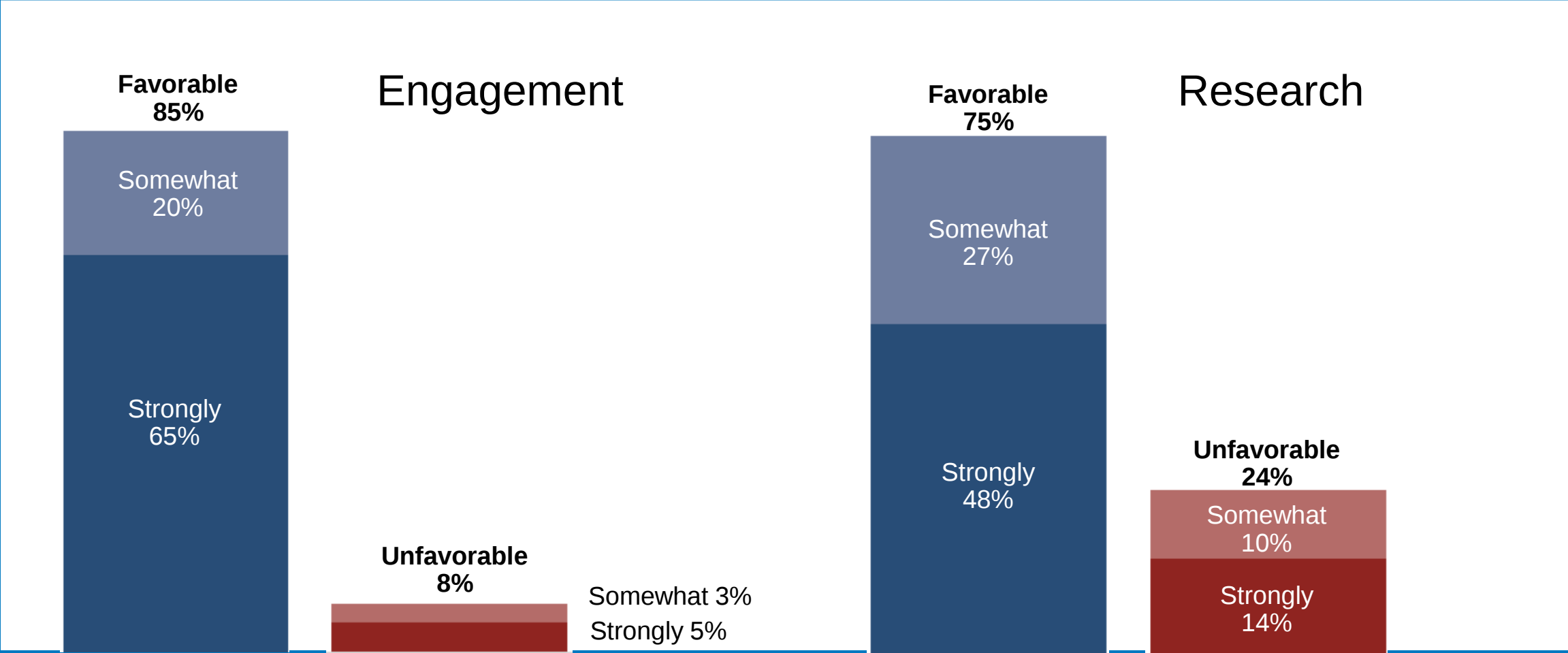
erogers@emcresearch.com

206.204.8037

Key Findings and Conclusions

Key Findings

What is your opinion of the proposed Swift Gold Line?



Key Findings

- Majority of respondents support the Swift Gold Line project overall, routing through Downtown Everett, and proposed use of center-running transit-only lanes
- Enthusiasm for improvements to sidewalks, crosswalks, and the flow of traffic
- Concerns about how pedestrians will safely access center stations
- Requests to further study impacts to:
 - Parking along Broadway
 - Businesses in north Everett and downtown Marysville
 - Removal of the two-way center-turn lane

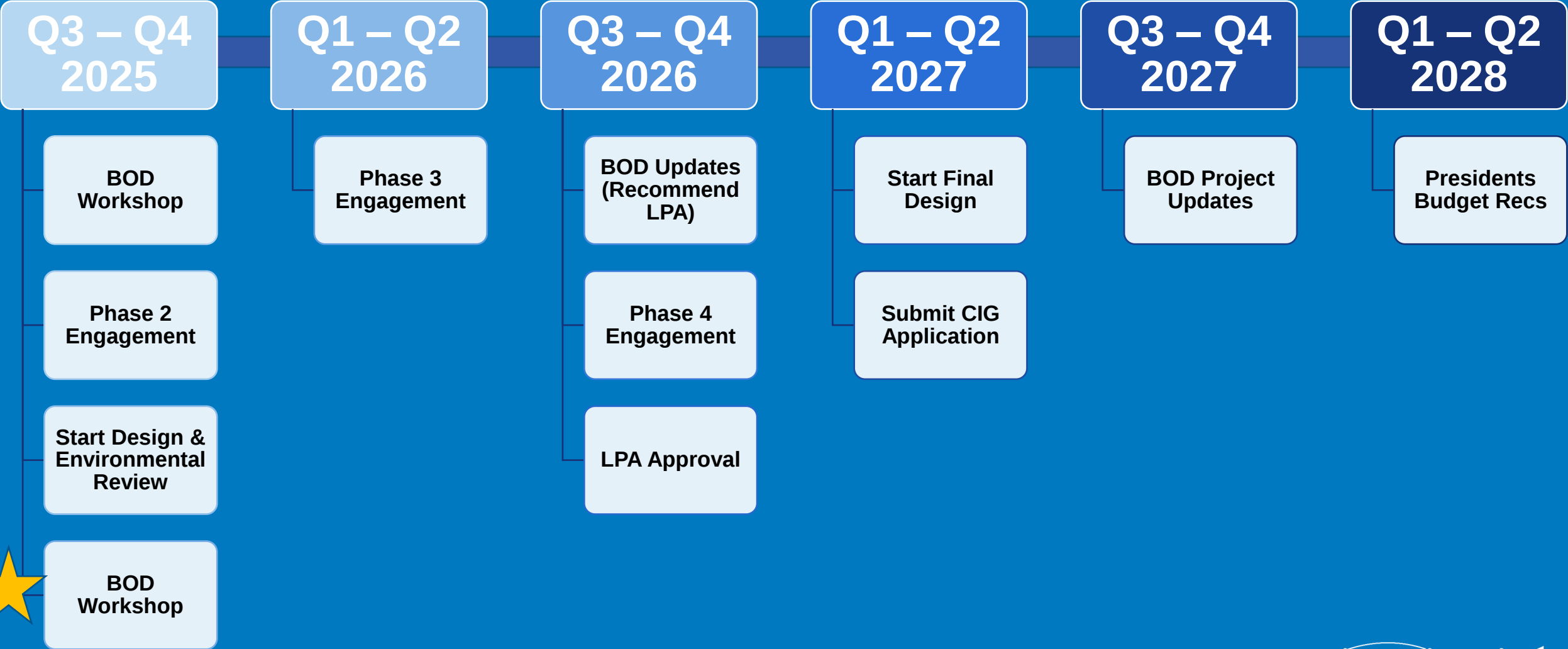
Next Steps

Next Steps

- Continue to evaluate, compile, and study
 - Parking impacts
 - Impacts to traffic and center turn-lane
 - Impacts to businesses
 - Project communications and visuals
- Continue Preliminary Design efforts
 - Data collection
 - Review existing conditions
 - Corridor survey
 - Begin design concepts

Swift Gold Line

Board Updates & Actions



Questions