2016-2021
Transit Development Plan

Increased Service
More commuter and vanpool trips, improved county connections, and expanded DART service

Second Line of Swift
Between state’s largest manufacturing job center at Boeing/Paine Field and county’s high-tech job center at Canyon Park/Bothell

New Routes
To jobs, housing, retail, health and education, with new connections, and funding for a third Swift line in Lynnwood

Jon Nehring, Chair - Marysville, Stephanie Wright, Vice Chair - Snohomish County, Leonard Kelley, Secretary - Stanwood,
Dave Earling - Edmonds, Jennifer Gregerson - Mukilteo, Tom Hamilton - City of Snohomish, Lance Norton - Labor Representative,
Terry Ryan - Snohomish County, Jan Schuette - Arlington, Mike Todd - Mill Creek, Emmett Heath - CEO

ADOPTED 5/5/2016
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1. Introduction

For the past 40 years, Community Transit has provided public transit services to communities throughout Snohomish County. Over these four decades, our region has prospered and grown in ways that were difficult to imagine in 1976. Population and job growth have been dramatic, urbanization is widespread and traffic congestion is a daily fact of life.

Community Transit has also grown and our services are more important than ever to the communities we serve. Each weekday we carry up to 40,000 passengers on our bus, vanpool and DART services. That’s more than the entire population of Lynnwood. Twenty thousand of these passengers are traveling to jobs in Snohomish or King Counties. Six thousand passenger are traveling to universities, colleges, primary and secondary schools each day. During mid-day hours people take our buses to shopping and appointments. In the evening, our service provides a ride home from entertainment and late jobs.

In addition to the economic and mobility benefit of all these trips, Community Transit’s services help to relieve pressure on our congested highways and support healthier communities. On I-5 between Everett and Seattle, buses carry 25% of commuters but represent less than 1% of vehicle traffic. If we didn’t have this service, I-5 would need at least one more lane in each direction. With more than half of our service running on state highways, the efficiency of transit saves taxpayers millions of dollars each year in unnecessary road expansion costs.

Finally, Community Transit services are an economic engine in Snohomish County. With the access to jobs, schools, commercial activity and the incentive we provide for more dense development, we are a vital amenity in the community. Studies demonstrate that every dollar invested in public transit provides at least $3.50 in economic return due to this positive multiplier effect (American Public Transit Association, 2009).

Our Vision

Our future plans envision a community where public transportation helps the economy grow, protects our quality of life and offers appealing choices for travel to your destination every day with a network of Swift bus rapid transit lines with a bus coming every 10 minutes on the county’s major east-west and north-south corridors. The goal is providing quick and safe trips from neighborhoods to jobs, schools and errands. There will be seamless integration with Sound Transit light rail stations in Mountlake Terrace, Lynnwood and Everett.
Community Transit already has the basic network in place and is ready to move forward with three themes.

1. **Making what we have better . . .**

   We plan to increase the number of trips throughout the system, so schedules become less important and connections more reliable. This includes more buses in the mid-day, more trips on the weekend and more seats to Seattle and the University District.

   We plan to expand our daily hours of service so people can catch a bus earlier in the morning and later at night. We want to take you to work and get you home.

2. **More Swift lines . . .**

   Major metropolitan areas often have trains that get you everywhere at any time. In Snohomish County, we have *Swift*: bus rapid transit that acts like a train for fast, frequent transit service.

   *Swift* serves fewer stops than regular buses and runs more frequently to create more predictability and faster service. Our first *Swift* has become the agency's highest ridership route and has ushered new economic development along Highway 99 from Everett to Edmonds.

   We help create jobs, and we take people to those jobs!

   Planning is well underway for a second *Swift* line that would connect Paine Field/Boeing with Canyon Park/Bothell. In addition to serving nearly 100,000 jobs at those two endpoints, this line will cross paths with the first *Swift* at Highway 99, creating fast and easy connections between both corridors.

   The best part: This second *Swift* line can be up and running as early as 2018! Early planning is also underway for a third line by 2023.

3. **Going more places more often . . .**

   In addition to making our current system better and adding more *Swift* lines, we will expand our overall service. This involves creating new routes in areas we don't currently serve, and connecting communities we already serve in new ways. Think Marysville-Lake Stevens, Stanwood-Everett or service along Highway 9.
Introduction

The 2016-2021 Transit Development Plan (TDP) describes how Community Transit will implement this vision. We are able to move forward quickly with service expansion due to the passage of Proposition 1 in the November 2015 election. The successful ballot measure adds 0.3 cents (3 cents on a $10 purchase) to the retail sales tax Community Transit collects within the Public Transportation Benefit Area (PTBA map on page 5). Proposition 1 is forecast to provide an additional $30 million in annual sales tax revenue for new services, vehicles and facilities.

The TDP provides a framework describing annual growth in hours of transit service as well as the vehicles, personnel and facilities required to support this growth. The plan also gives an overview of new service priorities through 2018. These priorities clarify where new routes are planned, where extra bus trips will be added and new facilities to be constructed. Some highlights from the plan include:

- Capacity for nearly 140,000 hours of new bus service (a 40% increase over 2015 levels).
- Construction and implementation of the second Swift line between Boeing/Paine Field and Canyon Park.
- New routes on corridors like SR-9 and connections between communities like Quil Ceda Village, Lake Stevens, Snohomish, Cathcart and Ash Way.
- Improved east-west connections on major arterial roadways.
- More trips on local and commuter routes to increase capacity and provide better connections.
- More trips in mid-day and evening hours so taking the bus is always an option.
- Purchase of 167 new buses, expanding the current fleet by 62.
- Purchase of 367 new vans, expanding the current fleet by 45.
- Construction of Mukilteo Park & Ride and Seaway Transit Center.
- Implementation of new technologies to improve customer information, operations and efficiency of service.

Building a Transit Legacy

The growth enabled by Proposition 1 will allow Community Transit to deliver much of the vision described in our Long Range Transit Plan. By the end of this six year period, we will deliver a robust, efficient transit network supported by new technologies, enhanced facilities and an expanded vehicle fleet. Our services will connect new destinations, be more frequent, have greater reliability and be available throughout the day.

By the end of this plan, two Swift lines will be providing fast, convenient connections for thousands of daily riders and a third line will be in development. This network of Swift lines will provide the high capacity transit network needed for integration with Sound Transit’s Link light rail when it opens in Lynnwood and Mountlake Terrace in 2023.
The future of transportation in our region is improving. While growth and prosperity bring more people and traffic to our roads, we are working to provide transit services that integrate with our partners and provide options to keep everyone moving. Together we are building a world-class transit system that will enable continued economic growth and high quality of life in all our communities.
2. The Agency

Community Transit is a special-purpose, municipal corporation providing public transportation services. Snohomish County voters created Community Transit in 1976 when they approved a sales tax to support a public transportation benefit area authority, which now encompasses most of urbanized Snohomish County excluding the City of Everett.

Community Transit began operations on October 4, 1976. Community Transit’s original service area consisted of the communities of Edmonds, Lynnwood, Marysville, Mountlake Terrace, Brier, Snohomish, and Woodway. Subsequent annexations added Lake Stevens, Monroe, Granite Falls, Mukilteo, Stanwood, Sultan, Arlington, Gold Bar, Index, Darrington, Mill Creek, the Snohomish County portion of Bothell, Silver Firs and the Tulalip Indian Reservation to the service area.

Community Transit now serves 555,637 residents, about 73 percent of Snohomish County’s population. The remainder of the county’s population resides in Everett (105,800) and in less populated areas of north and east Snohomish County.

**FIGURE 2-1 SNOHOMISH COUNTY PUBLIC TRANSPORTATION BENEFIT AREA**
Community Transit’s Governing Body

Community Transit’s governing body is a Board of Directors consisting of nine voting members as follows:

- Two members of the Snohomish County Council
- Two elected officials from cities Community Transit serves with populations of 35,000 or more
- Three elected officials from cities Community Transit serves with populations between 15,000 and 35,000
- Two elected officials from cities Community Transit serves with populations of less than 15,000

In addition, a non-voting labor representative serves on the Board of Directors. This representative is selected by the unions who represent some Community Transit employees for wages, hours and working conditions.

Community Transit’s 2016 budget, pre-Proposition 1, provides for 605 full time equivalent employees (FTE) in eight departments. The agency’s Corporate Organizational Chart is provided below.
3. Service Characteristics

Fixed-Route

Community Transit operates regular fixed-route bus services which connect most communities in Snohomish County as well as peak period commuter services to major destinations like Everett Boeing, the University District and downtown Seattle.

Community Transit returned to a seven day a week, 365 day a year operation in June 2015. Commuter services operate during peak commute hours on weekdays.

Community Transit bus services integrate with the services provided by King County Metro, City of Seattle, Sound Transit, Everett Transit, Island Transit, Skagit Transit, Amtrak, and the Washington State Ferry System.

Community Transit is also Sound Transit’s contractor for operation of a portion of Sound Transit Regional Express Bus Service.

Most Community Transit bus service is directly operated by Community Transit employees out of the Merrill Creek Operating Base in southwest Everett. A portion of Community Transit’s commuter routes to downtown Seattle and all Community Transit-contracted Sound Transit Regional Express Bus Services are operated under contract with First Transit, Inc. out of the Kasch Park Operating Base in southwest Everett.

In 2011, Community Transit adopted a Long Range Transit Plan (LRTP) to guide our long term vision and future service goals for the next 20 plus years. The LRTP further describes the fixed-route network as consisting of Core, Community-Based and Commuter services. Maps showing the geographic extent of these service types and descriptions of key characteristics are provided below.

- **CORE SERVICE**

  Community Transit provides frequent service on Transit Emphasis Corridors, including Swift Bus Rapid Transit (BRT) and other corridor-based routes. These core service routes are in high-demand transit markets, and provide straight, direct connections between centers in the urbanized areas of Snohomish County. About 44 percent of all Community Transit passenger boardings are on core service routes.
Swift Bus Rapid Transit

Swift Bus Rapid Transit (BRT) is Community Transit’s High Capacity Transit (HCT) service and represents the pinnacle of public transit in Snohomish County. Swift incorporates key elements of bus rapid transit design such as landmark stations, uniquely branded vehicles, off-board fare collection, real-time customer information, priority bus lanes and fast, frequent and reliable service. Long range plans call for a network of Swift lines connecting destinations in urban areas throughout the County. Swift on Highway 99 between Everett and Shoreline was Washington State’s first BRT line, starting service in November 2009. It has quickly become a cornerstone of our service with one in six Community Transit boardings on Swift.

Swift on Highway 99 is partially financed through a partnership agreement with the City of Everett whereby a fraction of the City’s transit sales tax revenue is allocated to Community Transit. The City of Everett also financed construction of Swift stations within the City and the north terminal at Everett Station.

Local jurisdictions have embraced Swift, recognizing its potential to re-shape their communities. Lynnwood, Everett, Mukilteo and Snohomish County have either adopted or are considering land use changes incentivizing transit-oriented development (TOD) around Swift stations.

As described in this Transit Development Plan, Community Transit is in the design and engineering phase of developing the second Swift line between the Boeing/Paine Field manufacturing center and the Canyon Park high-tech center. Service on the new line is expected to start in late 2018 or early 2019.

BRT design characteristics that make Swift our most popular service include:

- **No need for a schedule** - Swift operates every 12 minutes (to be improved to 10 minutes in 2018) weekdays from 6 a.m. to 7 p.m., and every 20 minutes early mornings, nights, Saturdays, Sundays and holidays.
- **Pay fares first** – Riders pay their fares at the station while waiting for the bus, then board at any door when the bus arrives.
- **Fast boarding** – *Swift* buses have three doors and people can enter at any one. Bicycles can be rolled onto bike racks located inside by the back door.

- **Accessibility** – Most station platforms are just a few inches shorter than the floor of the bus, making it easy to step aboard. People who use wheelchairs enter at the front door and have an option to use a passive restraint system that doesn’t require coach operator assistance.

- **Priority infrastructure** – Business Access and Transit (BAT) lanes provide a dedicated path for *Swift* on sections of Highway 99 and the new route for *Swift* II. A recently completed queue jump in the northbound direction at 148th Street provides a dedicated traffic signal for *Swift* on Highway 99, giving buses a six-second jump on adjacent lanes and allowing them to merge ahead of general purpose traffic. Both BAT lanes and queue jumps help keep *Swift* on schedule.

- **High tech, high speed** – Transit Technologies make *Swift* work better. ORCA smart card readers and ticket vending machines at each station make paying fares fast and easy. Signal priority throughout the corridor can provide a shortened red light or an extended green light to keep *Swift* moving quickly. Automated stop announcements clearly indicate upcoming stations. Automatic vehicle locating systems provide for consistent bus spacing on the corridor. Automated passenger counters track ridership at each station.
**Other Core Routes**

Other core routes in Community Transit's system generally provide straight, direct frequent service between major destinations. In addition to *Swift*, core service includes Routes 101, 105, 115, 116, 196, 201 and 202. These are the trunk lines of Community Transit’s local service network, providing the fastest way to get between major destinations on the bus. As described in the Long Range Transit Plan, over time, some of these corridors will transition to *Swift* service. Timing of future *Swift* implementation will be dependent on agency financial capacity, development of market demand, and construction of transit priority infrastructure such as bus lanes.

*Figure 3-2  Core Routes*

- **COMMUNITY-BASED SERVICE**

Community-based service feeds core service and connects outlying communities. Routes in this category are less frequent but more flexible than core routes, sometimes following a less direct path to link smaller scale destinations. While not considered to be trunk lines, community-based service routes play a vital supporting role to the transit network and provide 17 percent of all Community Transit passenger boardings.
**Feeder Routes**

In southwest Snohomish County, the Marysville-Tulalip area, and the Highway 2 corridor from Everett to Monroe, local feeder routes provide neighborhood connections and carry riders to core service routes. Feeder service includes Routes 106, 111, 112, 113, 119, 120, 130, 222 and 271.

![Feeder Routes Map](image)

**Figure 3-3 Feeder Routes**
**Rural Routes**

In less-densely populated areas of north and east Snohomish County, rural routes provide important connections between outlying communities and the core service network. Rural service includes Routes 220, 230, 240, 270, 277 and 280.

**Figure 3-4 Rural Routes**
**COMMUTER SERVICE**

Commuter service generally provides peak period, peak direction service for trips destined to and from major activity centers. This service is comprised of in-county commuter routes serving Boeing in southwest Everett and inter-county commuter routes to downtown Seattle and the University District. Commuter service provides 28 percent of all Community Transit passenger boardings.

Commuter service includes Routes 227, 247, 277 and 280 to Boeing-Everett; Routes 402, 405, 410, 412, 413, 415, 416, 417, 421, 422, 424, 425 and 435 to downtown Seattle; and Routes 810, 821, 855, 860, 871 and 880 to the University District.

![Commuter Service Routes](image-url)
Fixed-Route Frequency

All of Community Transit’s bus services (core, community-based and commuter) combine to provide an efficient transit network designed to match levels of service to market demand. Bus frequency or “headway” is the number of minutes between bus trips at a bus stop. Headways build from 60 minutes or longer between buses in lower demand areas to 30 minutes between buses in higher demand areas and 15 minutes or less between buses on the most intensively traveled corridors. Figure 3-6 shows network frequency during peak commute hours.

![Map of Community Transit routes](image)

**Figure 3-6** Bus Frequency During Peak Hours
Vanpool/Ride-Matching

Community Transit’s vanpool program is one of the largest in the nation. The fleet consists of 408 vehicles which include 7-, 12-, and 15-passenger vans. Vanpools serve commuter groups with an origin or destination in Snohomish County. The groups pay a fare each month based on the size of their van and round-trip mileage. Fares cover program supervision, fuel, maintenance and insurance. Community Transit staff is responsible for assisting vanpool groups with monthly bookkeeping, maintenance, emergencies, and group conflict issues. A staff person is on call 24 hours a day to respond to vanpool emergencies such as accidents or breakdowns.

Community Transit also offers ride-matching services throughout the region to those interested in carpooling and vanpooling. Commuters are matched by where they live, their destination, and their work schedule. When a person applies for a ride match, a list of others looking to share the ride will be sent to them. In addition, their name will be added to the Rideshareonline database of more than 25,200 commuters who want to share the ride within the Puget Sound region.

In 2015, vanpools provided 9 percent of all Community Transit passenger trips, or more than 0.9 million rides. In 2015, there were 366 active Community Transit vanpools. As described in the Service Plan section of this plan, the vanpool program will have an important role to play in Community Transit’s goal of increasing ridership to 12 million boardings by 2017.

DART Paratransit

For patrons who cannot use fixed-route bus services due to disability, Community Transit offers comparable origin to destination paratransit service within ¾-mile of all local fixed-routes during hours of fixed-route operation. Community Transit currently provides Dial-A-Ride Transit (DART) paratransit service to almost 4,400 registered disabled customers, with an average daily ridership greater than 600. Community Transit’s paratransit service requirements are strongly tied to the local service network. As local service expands or contracts in geographic coverage and span, DART operations are adjusted in response. Community Transit currently meets all of its legally-required paratransit service obligations. DART service is operated under contract with Senior Services of Snohomish County.

Education Programs

Community Transit has two programs to educate targeted populations how to ride the bus. One program targets child and young adults while the other works with seniors and the disable.
School Transit Education Program (STEP)

The STEP program engages students throughout Snohomish County about our transit system and how to ride the bus. STEP is an entertaining and informative program developed by Community Transit to promote sustainable and active transportation. The program focuses on the benefits and safety of public transportation. Immediately following the in-classroom presentation, everyone boards a bus for a 30-minute bus ride on a comfortable 60-foot articulated bus. The “rolling classroom” allows students to apply their newly-discovered skills. The program reaches approximately 10,000 children each school year in Snohomish County, with over 200 classroom presentations and 250 bus rides.

Transit Instruction Program

The Transit Instruction Program is like Bus Riding 101 and provided to senior citizens, persons with disabilities, and non-English speaking customers. The free program is designed to provide the necessary assistance for each person to successfully learn how to use Community Transit’s regular fixed-route bus system.

Instruction is customized to meet individual needs and can last from one hour to several days however long it takes for the rider to feel safe and confident using Community Transits regular bus service.

Group presentations and training are available for senior centers and residential facilities, adult family homes, schools, and other organizations. These presentations provide a basic orientation to Community Transit’s bus system and public transit options for Snohomish County residents.

Van GO Program

There are some customers with special transportation needs that cannot conveniently use bus, vanpool or DART service. These customers, including senior citizens and children, are important to Community Transit. Though their needs are already prominent when bus service changes are considered, there are other ways that Community Transit can support the transportation needs of these riders at less cost than expanding either bus or DART service. One way is by granting used Community Transit vehicles to community organizations that provide special needs transportation services. Now in its fourteenth year, the Community Transit Van GO Program has donated 95 vans and 21 mini-buses to non-profits throughout Snohomish County. These 116 vehicles have provided 550,000 trips for seniors, low-income adults, and children who would not have otherwise been able to travel. The program also has been replicated at other agencies around the country.
Fare Structure

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Adult (age 19-64)</th>
<th>Youth (age 6 to 18)</th>
<th>Reduced Fare Permit (age 65+, disabled, Medicare)</th>
<th>Monthly Pass (Adult Fare)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>$2.25</td>
<td>$1.50</td>
<td>$1.00</td>
<td>$81</td>
</tr>
<tr>
<td>Commuter - South/Everett</td>
<td>$4.25</td>
<td>$3.00</td>
<td>$2.00</td>
<td>$153</td>
</tr>
<tr>
<td>Commuter – North/East</td>
<td>$5.50</td>
<td>$4.00</td>
<td>$2.50</td>
<td>$198</td>
</tr>
<tr>
<td>DART Paratransit</td>
<td>$2.25</td>
<td></td>
<td></td>
<td>$81</td>
</tr>
<tr>
<td>Vanpool</td>
<td></td>
<td></td>
<td>Vanpool rates are based on van size, daily mileage and number of days used. Rates effective January 1, 2014 vary from $250 to $1,681 per van per month for currently active Vanpool groups.</td>
<td></td>
</tr>
</tbody>
</table>

Passenger fares cover about 24% of the cost to provide transit service. In 2009, Community Transit, along with other central Puget Sound transit agencies, introduced the ORCA electronic fare card. The smart card provides a seamless, customer-friendly way for riders to pay their bus, ferry or train fare without worrying about the complexities of fare payment on different services and transit systems. Customers can load monthly passes onto the card or use E-purse, a pre-paid value that may be used to pay a fare. Many employers and academic institutions purchase annual business account ORCA cards for their employees and students. ORCA has been very successful, with 82% of Community Transit’s bus riders using the card.
4. Facilities

Operations/Administration

Community Transit’s primary operating and maintenance functions and corporate administrative offices are located at the Merrill Creek Operating Base at 7100 Hardsen Road, Everett, Washington.

Contracted bus service, and vanpool/fleet vehicle maintenance as well as additional administrative offices are located at the Kasch Park Operating Base at 2300 Kasch Park Road, Everett, Washington.

Facilities maintenance and distribution/storage are located at the Kasch Park Casino Road site at 2312 W. Casino Road, Everett, Washington.

Community Transit’s RideStore provides ORCA fare card and Regional Reduced Fare Permit (RRFP) sales and information as well as Lost and Found. The RideStore is located at the Lynnwood Transit Center at 20110 46th Avenue W, Lynnwood, Washington.

Park & Rides and Transit Centers

Community Transit serves twenty-four park and rides and transit centers with parking capacity for more than 8,500 automobiles and 172 bicycles. Major facilities (defined by the Puget Sound Regional Council as regionally significant if more than 250 spaces) are located in southwest Snohomish County from Everett to the King County line. Smaller park & rides (250 and fewer spaces) are located in north and east Snohomish County. Eastmont and South Everett park & rides are listed in the table but are served by Sound Transit and Everett Transit buses only.

There are also 15 park & pool lots in Snohomish County with a total of 482 parking stalls. The park & pool at I-5 and SR-531 is owned by WSDOT. The remaining 14 park & pools are leased by Community Transit from churches and other private parties. Some park & pools are near Community Transit fixed-route service and provide a parking alternative to some of the larger park & ride facilities. All park & pools provide a convenient gathering place for formation of carpools and vanpools.
The tables and maps that follow provide the name, location and size of park & rides, transit centers and park & pools in Snohomish County.

**Figure 4-1 Park & Rides and Transit Centers**
FIGURE 4-2 PARK & POOL LOTS
### TABLE 4-1 MAJOR PARK & RIDES AND TRANSIT CENTERS

(Park & Rides with 250 or more parking stalls, Transit Centers with frequent bus service, sorted by size)

<table>
<thead>
<tr>
<th>Name</th>
<th>Owner</th>
<th>Service Provider</th>
<th>Maintenance</th>
<th>Car Stalls</th>
<th>Bicycle^1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynnwood Transit Center</td>
<td>WSDOT/ST</td>
<td>Community Transit /ST</td>
<td>Community Transit /ST</td>
<td>1,370</td>
<td>32</td>
</tr>
<tr>
<td>Everett Station</td>
<td>Everett</td>
<td>Community Transit /ET/ST/ST/KAT</td>
<td>ET</td>
<td>1,188</td>
<td>10+</td>
</tr>
<tr>
<td>Ash Way Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit /ST</td>
<td>Community Transit</td>
<td>1,042</td>
<td>22</td>
</tr>
<tr>
<td>Mountlake Terrace Transit Center &amp; Freeway Station</td>
<td>WSDOT</td>
<td>Community Transit /ST/KCM</td>
<td>Community Transit</td>
<td>877</td>
<td>13</td>
</tr>
<tr>
<td>Mariner Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit /ET</td>
<td>Community Transit</td>
<td>644</td>
<td>4</td>
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<tr>
<td>Swamp Creek Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit</td>
<td>Community Transit</td>
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<td>2</td>
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<tr>
<td>McCollum Park Park &amp; Ride</td>
<td>Snohomish County</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>409</td>
<td>8</td>
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<tr>
<td>South Everett Freeway Station</td>
<td>WSDOT</td>
<td>ST/ET</td>
<td>Community Transit /ST</td>
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<td></td>
</tr>
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<td>Eastmont Park &amp; Ride</td>
<td>WSDOT</td>
<td>ST/ET</td>
<td>Community Transit /ST</td>
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<td>Canyon Park Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit /ST</td>
<td>Community Transit /ST</td>
<td>302</td>
<td>10</td>
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<tr>
<td>Edmonds Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit</td>
<td>Community Transit</td>
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<td>6</td>
</tr>
<tr>
<td>Aurora Village Transit Center*</td>
<td>KCM</td>
<td>Community Transit /KCM</td>
<td>KCM</td>
<td>202*</td>
<td></td>
</tr>
<tr>
<td>Edmonds Com. College Transit Center</td>
<td>EdCC</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Edmonds Station (bus facility)</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Smokey Point Transit Center</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>0</td>
<td>16</td>
</tr>
</tbody>
</table>

^1 Bicycle storage is in the form of lockers and racks: there are 5 bike spaces per bicycle rack.

Service Provider: ST = Sound Transit, ET = Everett Transit, KCM = King County Metro, SKAT = Skagit Transit

*Aurora Village Transit Center is listed under major facilities due to the regional nature of this hub and the frequency of service.*
## Table 4-2 Smaller Park & Rides

<table>
<thead>
<tr>
<th>Name</th>
<th>Owner</th>
<th>Service Provider</th>
<th>Maintenance</th>
<th>Car Stalls</th>
<th>Bicycles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marysville Cedar and Grove Park &amp; Ride</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>Community Transit</td>
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<td>18</td>
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<tr>
<td>Lake Stevens Transit Center</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>207</td>
<td>13</td>
</tr>
<tr>
<td>Marysville Ash Ave Park &amp; Ride</td>
<td>WSDOT</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>202</td>
<td>8</td>
</tr>
<tr>
<td>Stanwood I-5 Park &amp; Ride</td>
<td>Stanwood/Snohomish County</td>
<td>Community Transit</td>
<td>Community Transit</td>
<td>147</td>
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<td>Stalls</td>
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<tr>
<td>Martha Lake Covenant Church</td>
<td>Snohomish County</td>
<td>Private Party</td>
<td>Owner Provided</td>
<td>75</td>
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<tr>
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<td>I-5 &amp; SR-531</td>
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<td>WSDOT</td>
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<td>Lynnwood</td>
<td>Private Party</td>
<td>Owner Provided</td>
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<td>Mill Creek Community Church</td>
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<td>Private Party</td>
<td>Owner Provided</td>
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<td>Private Party</td>
<td>Owner Provided</td>
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<td>Mountlake Terrace</td>
<td>Private Party</td>
<td>Owner Provided</td>
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<td>Bethesda Lutheran Church</td>
<td>Mountlake Terrace</td>
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<td>Owner Provided</td>
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<td>Calvary Chapel</td>
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<tr>
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<td>Private Party</td>
<td>Owner Provided</td>
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<tr>
<td>Ebenezer Lutheran Church</td>
<td>Lake Stevens</td>
<td>Private Party</td>
<td>Owner Provided</td>
<td>10</td>
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</tr>
<tr>
<td>Edgewood Baptist Church</td>
<td>Edmonds</td>
<td>Private Party</td>
<td>Owner Provided</td>
<td>10</td>
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<tr>
<td>North Creek Presbyterian Church</td>
<td>Mill Creek</td>
<td>Private Party</td>
<td>Owner Provided</td>
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</table>
Bus Stops & Swift Stations

Community Transit buses serve more than 1,584 bus stops in Snohomish and King Counties; 257 of these bus stops are equipped with a passenger shelter. In addition to regular bus stops, Community Transit’s system includes 31 Swift BRT stations, which have raised platforms, passenger shelters, benches and off-board fare payment.

Figure 4-3 Bus Stops & Swift Stations
5. Fleet

Community Transit currently owns, operates, and maintains 240 fixed-route buses, 408 vanpool vans and 52 DART paratransit vehicles. Our bus fleet is comprised of 30-foot, 40-foot and 60-foot buses as well as 62-foot Swift BRT buses, and 42-foot double decker buses dubbed “Double Talls,” the first of their kind in Washington State. The average age of our fixed-route fleet is greater than nine years. Innovations within our bus fleet include passive restraint systems for wheelchair users, on-board bicycle racks on our Swift BRT buses and the agency’s first fixed-route 40-foot diesel-electric hybrid buses. The fleet by vehicle type beginning March 2016 is shown in Table 5-1.

<table>
<thead>
<tr>
<th>Type</th>
<th>Propulsion</th>
<th>Count</th>
<th></th>
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<td>30 Foot Bus</td>
<td>Diesel</td>
<td>13</td>
<td></td>
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<tr>
<td>40 Foot Bus</td>
<td>Diesel</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>40 Foot Bus</td>
<td>Hybrid</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>60 Foot Bus</td>
<td>Diesel</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Double Tall Bus</td>
<td>Diesel</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Swift Bus</td>
<td>Hybrid</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>Fixed-Route Subtotal</strong></td>
<td></td>
<td><strong>240</strong></td>
<td></td>
</tr>
<tr>
<td>DART</td>
<td>Gasoline &amp; Diesel</td>
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</tr>
<tr>
<td>Vanpool</td>
<td>Gasoline</td>
<td>408</td>
<td></td>
</tr>
<tr>
<td><strong>Total Fleet All Types</strong></td>
<td></td>
<td><strong>700</strong></td>
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</tr>
</tbody>
</table>
Over the course of this six-year Transit Development Plan, Community Transit’s bus, DART and vanpool fleets will undergo significant change. Many aging vehicles will be replaced and the fleets will grow. Additionally, in order to support near-term service expansion, many buses that had been retired to the Contingency Fleet will be activated into service while we await delivery of new buses from the manufacturer.

Details of vehicle fleet replacement and expansion are provided in the *Capital Plan* section of this plan.
6. Technology

Community Transit relies on technology to assist with nearly every aspect of delivering service to our customers. This includes business applications that support administrative functions like payroll and purchasing, planning and operating functions like scheduling trips and assigning drivers to work. It also includes rider facing tools to deliver timely information to our customers via their personal devices, vehicle and station signage. Intelligent Transportation Systems (ITS) provide for operational and customer needs like wireless connectivity for voice and data communications to our bus fleet, fare collection, real-time fleet management, automatic vehicle locating, trip planning and signal priority for buses in traffic.

Corporate IT Backbone

In recent years, Community Transit has worked to replace and upgrade corporate technology infrastructure comprising the “backbone” of our technology systems. This work, encompassing cabling, switches, servers, backup systems and other components, was an important step required to provide a foundation for many current and future critical technology systems and applications.

Customer Information

Much of Community Transit’s customer information is now delivered via technology systems. Our corporate website, blog and social media are all active forums for sharing the latest information on our services and interacting with customers. Community Transit’s mobile and desktop website allow customers to find important information regarding their journey such as trip planning and real-time departure information. Additionally, electronic rider alerts allow riders to sign up for information regarding specific routes and services. Community Transit’s call center is also supported by technology with voice over Internet Protocol (IP) telephones and desktop applications to help customers with trip planning.

Intelligent Transportation Systems

Intelligent Transportation Systems (ITS) is an industry term describing the many technologies that improve transit system operations, allow for a seamless customer experience, and provide transit priority on congested roadways.

- Transit Technology Suite

Transit Technologies has been implemented on both the DART paratransit fleet and fixed-route buses, allowing dispatchers to increase productivity, improve on-time performance and reduce operating costs. These technology suites are continuously collecting data, further improving access to high quality data, and enabling Community Transit to more rapidly respond to customer needs.
Transit Technologies were launched on commuter buses to Seattle in 2012 and the entire fixed-route bus fleet was operational with real-time location technology by fall of 2013. With the new system, customers now experience onboard automated audio announcements identifying their bus route and major destinations along the way. Onboard electronic signs provide visual identification of the next stop, alerting passengers when their destination is approaching.

“Next-bus” arrival signs have been installed at Swift stations and at major transit centers to help customers complete their trips by providing real-time departure information.

Community Transit launched its BusFinder application in 2015 that provides real-time bus information. Customers are able to check real-time information for any bus by phone, computer or mobile devices up to an hour before a stop is scheduled.

The complete suite includes the following components:

- Tracking each vehicle’s location with GPS
- Providing passengers with an estimated time of departure at any given stop
- Automatically counting passengers
- Automatically announcing stops
- Utilizing computer-aided dispatch
- More sophisticated tools and communication for drivers and dispatchers

**ORCA**

Community Transit participates in the regional ORCA electronic fare card program. Our customers have embraced the ORCA program with more than 80 percent of Community Transit’s bus fares paid via the electronic fare card. This technology is an important element of providing seamless and convenient transit service among six Puget Sound transit agencies and Washington State Ferries.

**Radio**

Community Transit operates and maintains both 800 MHz Voice and 700 MHz Mobile Data radio systems to support fixed-route and paratransit operations. These systems are critical to ongoing safe and efficient operation of the transit system. Voice communications support operation of fixed-route services from both the Merrill Creek and Kasch Park operating bases. The 700 MHz Mobile Data radio system supports operation of the Transit Technologies suite on fixed-route operations at both operating bases as well as DART paratransit service. Current activity to upgrade and replace the radio system is described in the Capital section of this plan.

**Transit Signal Priority (TSP)**

Transit Signal Priority (TSP) is an on-street technology provided by local jurisdictions to improve the reliability of bus service on congested roadways. TSP can provide a longer green light or a shorter red light to buses equipped with appropriate
transponder equipment. TSP is an important component of local partnerships to develop multimodal transportation corridors. The technology helps keep buses on schedule and saves operational dollars that might otherwise be expended waiting in traffic.

Community Transit’s Swift line currently uses two TSP systems. In Edmonds, Lynnwood and Snohomish County, the radio tag-based McCain system provides priority for Swift buses along Highway 99. In Everett, Swift uses the Opticom system based on optical signals between the bus and traffic signal. During the next two years, the entire TSP system is being migrated to the Opticom system. This will reduce the operational costs and provide consistency throughout the entire corridor.

Community Transit is coordinating with Snohomish County, WSDOT and Everett on design for a new Adaptive Signal Control Technology / Transit Signal Priority project that has been funded for implementation in the future Swift II corridor. This new ASCT/TSP architecture will represent a new standard for transit priority and the integration of bus and traffic operations in Snohomish County. The project will be completed in 2017.

Queue Jump

Queue jumps are another element of on-street technology that help buses maintain speed and reliability. Swift buses now get a head start with a queue jump light at Highway 99 and 148th Street between Lynnwood and Everett, where the northbound transit lane ends.

The new traffic signal on the northbound traffic pole at 148th above the pedestrian light is visible only to those in the right-hand transit lane. When a Swift bus is in this lane, the queue jump arrow lights green several seconds before the regular green light is activated for all northbound traffic. This head start allows time for the bus to cross the intersection and safely merge into the general traffic lane.

When a Swift bus is not at this intersection, the arrow matches the color of the regular signal – green, yellow or red.
7. Transportation Demand Management/Transportation System Management

Transportation Demand Management (TDM) at Community Transit is a set of programs and strategies targeted at changing travel behavior to minimize use of single occupant vehicles (SOV). These strategies connect travelers with existing bus, vanpool, carpool and active transportation options, incentivize non-drive-alone travel and change long-term travel demand through land-use and community development processes. Closely related to TDM, Transportation System Management (TSM) involves the supply of transportation services and infrastructure.

Community Transit’s TDM and TSM programs include the following elements:

**Destination-Based TDM: Choice Connections**

*Destination-based TDM focuses on where people are traveling to as their final destination, for example to work or school.*

Under the *Choice Connections* program, Community Transit works with 69 large employers, colleges and universities representing 31,152 employees and students to develop and implement successful transportation programs in conjunction with Washington State’s Commute Trip Reduction Efficiency Act. Customized employer services provided include:

- Commute Trip Reduction (CTR) Program Development and Support
- Trip Reduction Strategy Consultation
- TDM Training Courses and Marketing/Incentive Programs
- Transportation Fairs, Guaranteed Ride Home and Ride Matching Services
- Evaluation of Employer Trip Reduction Programs
- ORCA Business Transit Pass Program Development

Community Transit works with nine jurisdictions in Snohomish County and north King County affected by the CTR Efficiency Act to provide the following services:

- CTR Plan Development and Review
- CTR Ordinance Development and Review
- Jurisdiction Comprehensive Plan Updates
In 2014, Community Transit expanded the *Choice Connections* program to provide employers in the southwest Snohomish County Urban Growth Area (SW UGA) with enhanced products and services to assist their employees in choosing smart alternatives to driving alone. This expansion included making our successful *Curb the Congestion* program available to employees in this geographical area. This new program was one of only 5 selected in our state by the Washington State CTR Board to pilot progressive alternative transportation programs from 2014 through 2017.

As part of this expansion, Community Transit also provides resources and services to smaller employers (5-99) along targeted corridors in the SW UGA to increase the use of alternative transportation modes by their employees. Outreach and resources are tailored to employers based on the business need and size.

**Origin-Based TDM: Curb the Congestion**

*Origin-based TDM is centered on where people live, and targets transportation strategies to where they begin their travel.*

Through an ongoing partnership with Snohomish County and King County Metro, Community Transit is continuing to implement *Curb the Congestion*, a progressive, community-based TDM program proven to reduce vehicle trips on congested corridors in Snohomish County (164th St SW, 128th St SW, 196th St SW, SR-522, SR-527 and I-405). *Curb the Congestion*’s primary goal is to reduce single occupant vehicle trips in congested corridors during peak commute hours. Since 2013, the program has expanded partnerships with corridor-impacted jurisdictions (Bothell, Mill Creek, Lynnwood and Snohomish County) to promote transportation options to key markets. Expansion of this partnership element is an ongoing goal of the program. This program can be modeled for other transit emphasis corridors and has produced measurable results, fostering long-term behavior change.

The *Curb the Congestion* program has received Puget Sound Regional Council’s prestigious Vision 2040 Award and the Governor’s Commute Smart Award for accomplishments and achievements. In 2015, *Curb the Congestion* eliminated 398,359 drive-alone trips on the 6 target corridors and reduced vehicle miles driven by 7 million miles. This represents a 27 percent increase in drive-alone vehicle trips removed, compared to 2014’s program. The program also demonstrated valuable environmental benefits, by preventing 3.7 million pounds of carbon dioxide from being emitted.

Community Transit also participates in several local and regional TDM initiatives, including:

- Oversight of Snohomish County’s voluntary trips reduction program for new multi-family developments.
- Coordination with TDM implementers on regional programs and projects through the Puget Sound Regional Council’s TDM Steering Committee.
- Participation in statewide TDM education and marketing programs (i.e. Wheel Options).
FIGURE 7-1 COMMUNITY TRANSIT TDM PROGRAM SERVICE AREAS
Land Use & Road Planning (Transit System Management - TSM)

Community Transit works with local jurisdictions to coordinate transit and land use planning. Cities and counties have great influence over transit market development through land use and infrastructure decisions that direct the location and design of housing, commercial and public facilities. The Long Range Transit Plan describes a coordinated framework for matching frequent transit service with high levels of development density on Transit Emphasis Corridors. This coordinated planning is proving to be an effective strategy for many communities in Snohomish County. Some examples of Community Transit’s role in ongoing work include:

- Participation in Washington State Department of Transportation (WSDOT) Route Development Planning.
- Review of development proposals and sub-area plans for transit-supportive land use and strategic TDM elements.
- Coordination with local jurisdictions on designation of transit-oriented development (TOD) land use development overlay zones around transit facilities.
- Participation in development of Countywide Planning Policies.
- Participation in development of Countywide roadway policies and standards.
- Support of local jurisdiction Comprehensive Plan updates.
- Advocacy for transit priority infrastructure such as Business Access and Transit (BAT) lanes as well as preservation or enhancement of existing transit access.
- Coordinate with local jurisdictions to implement transit signal priority (TSP) systems within key transit corridors.

Service Development (TSM)

Community Transit’s service levels are planned to match the market. As described in the Long Range Transit Plan, service guidelines prioritize frequent service on Transit Emphasis Corridors where high transit travel demand can be expected to develop. A key element of the overall TDM/TSM program is ongoing monitoring of travel demand, community development and infrastructure investment to ensure that service levels keep pace with overall corridor development.
8. System Performance & Market

Ridership

Community Transit provided more than 10 million passenger trips in 2015 on bus, DART paratransit and vanpool service. Ridership was 2% higher than in 2014, but largely in part to the return of Sunday and holiday service. The chart below illustrates ridership by mode and performance center, with 8.9 million fixed-route boardings, 0.9 million vanpool boardings, and 0.2 million DART boardings. Average weekday ridership was 36,769. Ridership on Saturdays averaged 11,385, while Sunday ridership was 6,538 average riders, and holiday service had 4,889 average ridership.

![2015 System Ridership By Mode & Performance](image_url)

**Figure 8-1 Ridership by Service Type**

*Transit Development Plan 2016–2021*
*Adopted 5/5/2016, Resolution 3-16*
Figure 8-2 compares 2015 annual ridership by route and mode. *Swift*, with more than 1.6 million boardings, carried more than double the ridership of any other route. In 2015, more than one in six Community Transit bus boardings were on *Swift*. Total vanpool and DART ridership is also shown in the chart for comparison with individual fixed-routes.
**Fixed-Route Bus**

Fixed-route service accounts for 89% of Community Transit’s ridership with 8.9 million boardings in 2015. The chart below illustrates monthly 2015 fixed-route ridership. The monthly variation in ridership follows historic patterns, largely driven by college and university schedules as well as seasonal vacations for commuters.

![Figure 8-3: Monthly Fixed-Route Boardings](image-url)
DART

DART provided 190,366 Americans with Disabilities Act (ADA) paratransit trips in 2015. DART ridership continues to be below pre-recession levels due to the reduced span and extent of fixed-route service, which determines the scope of DART availability. The chart below provides 2015 monthly DART ridership. In 2015, DART service provided 2.24 passenger trips per hour of service. DART productivity numbers are lower than fixed-route due to the federally-required curb-to-curb, demand-response nature of this service.

![Figure 8-4 Monthly DART Paratransit Boardings](image)

Vanpool

Community Transit’s vanpool program continues to be among the largest in the nation with 366 active vans and 908,488 passenger trips in 2015. Each weekday, Community Transit’s vanpool program carries commuters to more than 70 employers in the central Puget Sound area. At year-end, there were 2,649 riders registered in the vanpool program. The following chart provides 2015 monthly vanpool ridership.

A fleet utilization table shows the composition of Community Transit’s vanpool fleet and the average occupancy of vans in each category. Note that 30 of the 408 van fleet are reserved as spares.
Ridership Forecast

Ridership is expected to grow substantially over the next six years as service levels are increased by 40%. More trips on existing routes, more mid-day service, more evening service, more weekend service and new routes to new destinations will all provide more opportunities for customers to use transit. More vanpools will also provide opportunities to increase ridership. The projection below is an estimate of potential ridership based on planned service growth and expected productivity (riders per hour of service). By 2021, projected ridership could exceed 14 million annual boardings. Achieving this forecast will require effective marketing of services and partnerships with employers and other agencies to incentivize transit use.
The future ridership forecast is shown as a range, recognizing that new service takes time to reach its full market potential. External factors like employment levels and the cost of gasoline also significantly impact transit ridership and the ability to forecast future growth.

**Figure 8-6** Annual System Boardings 1976-2015 & Forecast 2016-2021

Future ridership dependent on market factors such as employment and gas prices.

Annual Fixed Route, Vanpool and DART ridership as reported to National Transit Database.
Population and Employment

Snohomish County and Community Transit’s service district continue to experience strong travel demand as people commute to work or school and conduct their daily lives. In 2015, the Public Transit Benefit Area (PTBA) was home to more than 555,637 people (Washington State Office of Financial Management estimate). The geographic distribution of population is illustrated in Figure 8-7. In 2015, 47% of PTBA population and 37% of overall Snohomish County population lived within $\frac{1}{4}$-mile of a Community Transit bus stop. Based on 2015 ridership and population, Community Transit provided 18 rides per capita.

![Figure 8-7 Population Distribution](image)

**Figure 8-7 Population Distribution**
In 2010, the Puget Sound Regional Council estimated Snohomish County employment at more than 254,000 jobs. Approximately 153,000 of these jobs are in the PTBA. Based on the current service network, 45% of all jobs in the county and 76% of all jobs in the PTBA are within ¼-mile walk distance of Community Transit bus service (Figure 8-8). An additional 154,000 jobs in King County and 24,000 jobs in Everett are also within ¼-mile walk distance of Community Transit bus service. **In all, nearly 260,000 jobs are within ¼-mile walk distance of Community Transit bus service.** Some job sites that do not have convenient access to fixed-route service are destinations for other services like Community Transit’s vanpool program.

**FIGURE 8-8 EMPLOYMENT DISTRIBUTION**
Between 2010 and 2040, population in Snohomish County is forecast to increase by more than 50 percent and employment is forecast to grow by more than 60 percent (Community Transit Long Range Transit Plan, Puget Sound Regional Council Vision 2040). A high proportion of this growth is planned to occur in urbanized areas. A key transportation assumption in local and regional plans is that transit will carry a significantly greater proportion of future travel demand than it does today. Current regional plans forecast the need for a 100 percent increase over 2008 levels in local transit service to meet this demand. For Community Transit, this increase is forecast to be an additional 500,000 annual hours of bus service over the baseline level of transit operated in 2008 – a 170 percent increase over 2014 service (Community Transit Long Range Transit Plan).

With the passage of Proposition 1, Community Transit is now able to make substantial progress towards meeting the travel demand needs of Snohomish County. During the next six years, the agency plans to add nearly 140,000 hours of new transit service. Figure 8-9 illustrates how this infusion of new revenue enables the agency to grow service, including the progress that has already been made during the past two years.

**Figure 8-9** Transit Service Growth, 2016-2021 and PSRC Transportation 2040
Current Market Factors

In addition to longer-term population and employment growth, there are more immediate factors impacting the operating environment and demand for transit service. Significant market forces include post-recession land use development, a growing job market, limited road capacity, the cost and scarcity of parking, traffic congestion and volatility of gasoline prices.

New Land Use Development

As described earlier in this section, Community Transit coordinates with local land use authorities regarding land use applications and long range planning efforts. As a result of this planning, higher density developments are being constructed near major transit facilities and along transit corridors. Examples include the multi-family residential units along 164th Street SW and Ash Way within walking distance of the transit center and buses running on the 164th Street corridor. More than 1,600 residential units have been constructed or permitted during the last three years. Hundreds more are currently under construction near the Swift station at Airport Road and Highway 99. More than 600 new units and new commercial development are approved along the 128th Street corridor. Finally, the City of Lynnwood has approved the construction of several hundred units and a new hotel within the 196th Street corridor.

Coordination with cities and Snohomish County to concentrate high-density and mixed-use developments around arterials with frequent bus service is a central goal of Community Transit’s Long Range Transit Plan. The strategy is working. All of the new development cited above is within walking distance of frequent bus service. More than half of all Community Transit bus ridership is happening along these corridors.

Employment

Employment is the largest driver of Community Transit ridership: nearly three quarters of all Community Transit trips are trips for work (55%). In December 2015, the seasonally adjusted unemployment rate for the Seattle-Bellevue-Everett area rose to 5.0%, after remaining very low during the first three quarters of the year, when it ranged from 4.4% to 4.5%. Currently projects by with Washington State Economic and Revenue Forecast Council (ERCF) point towards continued low unemployment rates in Washington State through the year 2021. This suggests sustained demand by commuters for transit service.

The ERCF also predicts a slight gradual decline in aerospace employment through 2019. This is due to Boeing’s increased productivity through automation, in its pursuit of lower costs, but should be moderated by a backlog of orders for Boeing planes. This project is further supported by an April 1st report in the Wall Street Journal, where Boeing indicated it would reduce headcount by 4,000 employees or 5%, in an attempt to remain price-competitive with rival Airbus. The Puget Sound Economic Forecaster (March 2016) indicates that the Puget Sound region “is no longer outpacing the nation” in terms of job growth. Still, any small decline in aerospace employment would be likely moderated by employment growth by other large employers, including Amazon, Google
and Microsoft. That said, ridership and crowding on buses to Seattle and the Eastside, and on routes that connect with these trips, point toward a strong demand for transit.

Traffic Congestion, Travel Time, Parking
Traffic congestion, long travel times and the lack and cost of available parking present both opportunities and challenges for transit. Two key drivers of our ridership success in the I-5 corridor to Seattle are the long, unpredictable travel times, and high cost of parking faced by commuters who drive a single occupant car. Buses are economical, convenient and are granted a measure of priority in HOV lanes that bypass much of the daily traffic congestion.

As employment has grown, traffic has increased and the incentive to take transit is higher than ever. The Washington State Department of Transportation’s (WSDOT) 2014 Corridor Capacity Report further confirms what commuters already know; congestion is on the rise within the I-5 corridor. The report states the target travel time between Everett and Seattle is 28 minutes, while it’s taking an average of 50 minutes during the morning commute. The problem became particularly acute in fall 2014, with a remarkable series of difficult commutes. Puget Sound Regional Council’s “Stuck in Traffic: 2015 Report” also noted the dramatic increase in HOV travel time to Seattle and the impact on Community Transit service (Figure 8-10).

![I-5 HOV Travel Time: Everett to Seattle](image)

**FIGURE 8-10** I-5 TRAVEL TIME, FALL 2014 (PSRC STUCK IN TRAFFIC: 2015 REPORT)
Unfortunately, congestion also affects bus commuters. Policies managing HOV lanes on I-5 have not kept up with the demand. Travel times for transit have become significantly longer and less reliable. Many transit users who willingly stand up for a 20-30 minute commute to Seattle are too frequently encountering 60-90 minute or longer travel times due to congested HOV lanes. As noted earlier, buses carry 25% of the people on I-5 during the peak commute hour but represent less than 1% of the vehicles.

Maintaining performance for transit in this corridor is critical to the entire roadway as well as the regional economy. In September 2015, Community Transit invested more than $2 million in additional running time for I-5 commuter bus trips just to make schedules more reliable. This did not add any new trips or capacity, nor did it make trips faster. The added time makes schedules more realistic, reflecting actual conditions and improving reliability and predictability for customers. The added annual expense is a real indicator of the cost of traffic congestion and underperforming HOV lanes in this corridor.

Community Transit is committed to working with WSDOT and other stakeholders to identify solutions that will continue to make transit the preferred choice for I-5 and I-405 commuters. Two solutions include buses running in Express Toll Lanes (ETLs) and on the shoulders. Community Transit began using the right-hand shoulder lane on I-405 during the morning commute and under limited circumstances, with the implementation of the toll lanes in October 2015. Initial analysis indicates the transit using ETLs and curb lanes on I-405 are experiencing significant time savings when comparing travel times in the corridor between 2014 and 2015.

**Gasoline Prices**

Gasoline prices are often cited as a big driver of transit ridership. This is true, to a degree, but the effect is variable and asymmetric. According to a 2012 article written by the American Public Transit Association (APTA), *Public Transportation Protects Americans from Gas Price Volatility*, there is a stronger link to increases in transit ridership when gas prices rise than decreases in transit ridership when gas prices fall. The article cites eight separate studies, including one completed by Maley and Weinberger that concludes sustained growth in ridership, even after gas prices fall, could be the result of changes in people’s commuting behavior.

This pattern is reflected in Community Transits ridership, with the largest demand for service occurring in 2008 when gasoline prices first exceeded $4 per gallon, to today when gasoline prices have dropped to $2 or less per gallon. As gas prices have remained low for the past year, Community Transit is seeing some impacts. While ridership remains strong, growth was slower in 2015 and in recent months showed a slight decline over 2014 levels. An effective marketing campaign may help reconnect riders with our service, and re-establish ridership habits. This will be an important strategy as service expands into new areas and the agency’s hours of operations are extended.
9. Service Plan

Fixed-Route Bus Service: This Transit Development Plan forecasts capacity to add more than 138,000 hours of bus service over the next six years. Building on a base of 340,000 hours, this represents a 40% increase in service. This service expansion, funded by the recently approved Proposition 1, will provide significantly enhanced transit throughout Community Transit’s service area.

Guiding the service plan are future network and integration principles described in Community Transit’s Long Range Transit Plan. The plan emphasizes service investment on Transit Emphasis Corridors to provide direct, frequent trips between jobs, commercial activity and housing throughout our service area. The focus is on building a convenient, and reliable transit network that will sustain economic growth and quality of life for decades to come. As described above, service expansion is planned in three themes:

1. Making what we have better: more trips throughout the system to increase capacity and reliability.
3. Going more places more often: new routes in areas we don’t currently serve and connecting communities we already serve in new ways.

This chapter provides an overview of planned service increases for each year. Greater detail is provided in years 2016-2018 while 2019-2021 are more conceptual. Specific service proposals will be refined and approved through annual public outreach and input provided to Community Transit staff and its board of directors. The first round of outreach occurred in March 2016 for service expansion to be implemented in September 2016 and March 2017.

Planned service will also require significant growth in equipment. By 2021, Community Transit’s bus fleet will be considerably larger than our pre-recession high-water mark. Table 9-1 provides a forecast of growth in annualized bus service hours and fleet through 2021. Service expansion will also require more employees to drive buses, perform maintenance and provide other supporting functions. A discussion and forecast of workforce needs is provided in this chapter.

**ACTION: 40% expansion of bus service by 2021.**
## 2016 Service Expansion

Service expansion for March 2016 was approved in late 2015 as an immediate response following the successful Proposition 1 ballot measure. These initial service additions are achievable with existing resources and represent a first step in expansion while the agency prepares for much larger growth later in 2016.

**March 2016 (approved, implemented March 27, 2016)**

“Making what we have better” is the overall theme addressed by the March 2016 expansion. Strategies include adding trips to commuter service, extending the operating span of local service and adding more mid-day service.

Additional commuter trips will add needed capacity to attract more riders who are commuting by car today and to alleviate crowding on existing bus trips. Extended span will provide earlier morning trips and later evening trips, making our system more flexible and useable for everyone. New trips in mid-day hours add consistency to the system and provide more options for shopping, appointments and other non-commute travel. This service change also extends all trips on Route 880 to the Mukilteo Ferry Terminal. Previously, six trips on this route were shorter, terminating at 35th Ave W and 148th St SW in Lynnwood. The change will make all trips on Route 880 consistent and provides a higher level of service to Mukilteo and the ferry terminal.

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Bus Service Hours Added</th>
<th>Total Hours Operated</th>
<th>Total Bus Fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 Baseline</td>
<td></td>
<td>340,000</td>
<td>235</td>
</tr>
<tr>
<td>March 2016</td>
<td>5,000</td>
<td>345,000</td>
<td>240</td>
</tr>
<tr>
<td>September 2016</td>
<td>32,000</td>
<td>377,000</td>
<td>260</td>
</tr>
<tr>
<td>March 2017</td>
<td>6,000</td>
<td>383,000</td>
<td>260</td>
</tr>
<tr>
<td>September 2017</td>
<td>21,000</td>
<td>404,000</td>
<td>275</td>
</tr>
<tr>
<td>March 2018</td>
<td>10,000</td>
<td>414,000</td>
<td>277</td>
</tr>
<tr>
<td>September 2018</td>
<td>35,000</td>
<td>449,000</td>
<td>290</td>
</tr>
<tr>
<td>2019</td>
<td>10,000</td>
<td>459,000</td>
<td>295</td>
</tr>
<tr>
<td>2020</td>
<td>10,000</td>
<td>469,000</td>
<td>300</td>
</tr>
<tr>
<td>2021</td>
<td>10,000</td>
<td>479,000</td>
<td>305</td>
</tr>
<tr>
<td>March 2016</td>
<td>Additional Service Hours: 5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Theme: Making what we have better</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: More trips on commuter service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 413 (Swamp Creek to Seattle) – add one southbound trip</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 415 (Seattle – North Lynnwood) – add one northbound trip</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 421 (Marysville – Seattle) – add one southbound trip</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 435 (Seattle – Mill Creek) – add one northbound trip</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: Extended span of service (earlier morning, later evening)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Swift</em> (Everett Station – Aurora Village) – add two early morning trips, one in each direction</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Route 240 (Stanwood – Smokey Point) – add one weeknight eastbound trip</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 271 (Gold Bar – Everett) – add one weeknight westbound trip</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Strategy: More mid-day service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 112 (Mountlake Terrace – Ash Way) – add seven mid-day weekday trips to provide 30 minute service throughout the day, until 7 p.m.</td>
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<td></td>
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<tr>
<td><strong>Strategy: Extended Trips</strong></td>
<td></td>
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</tr>
<tr>
<td>Route 880 (Mukilteo – University District) – all trips extended to Mukilteo Ferry.</td>
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<td></td>
</tr>
</tbody>
</table>
September 2016 (Proposed)
“Going more places more often” and “making what we have better” are the organizing principles of the September 2016 service expansion. Strategies include adding new routes in areas with no service, restructuring routes to improve efficiency or access and adding more trips to commuter service.

New Routes 109 and 209 will provide a major service increase for communities east of Interstate 5, bringing all-day bus service to several Transit Emphasis Corridors identified in the Long Range Transit Plan. The routes will provide north-south connections along SR-9 and establish important east-west routes that are alternatives to the congested US-2 Trestle. With these improvements, travel from Quil Ceda Village and Marysville to Lake Stevens or Snohomish is possible without a transfer in Everett. Likewise, Lake Stevens and Snohomish will have direct connections to Mill Creek, south Everett and Ash Way with access to SR-527 (to Bothell/Canyon Park) and regional Sound Transit routes (at Ash Way).

A restructured Route 222 will complement Route 209 and provide better access for residents in east Marysville. More commuter trips will continue to add needed capacity in the I-5 corridor to Seattle.

<table>
<thead>
<tr>
<th>September 2016</th>
<th>Additional Service Hours: 32,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme: Going more places more often</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: New routes</strong></td>
<td></td>
</tr>
<tr>
<td>Route 109 (Ash Way to Lake Stevens) – new all-day, bi-directional route connecting Ash Way Park &amp; Ride and Lake Stevens Transit Center via I-5, 128th/132nd Street SE, Cathcart Way and SR-9. Hours of operation are approximately 5:30 am to 10:30 pm (weekday) with buses departing every 30 minutes during AM and PM peak hours Monday-Friday, and every 60 minutes mid-day, evenings and on weekends.</td>
<td></td>
</tr>
<tr>
<td>Route 209 (Lake Stevens to Quil Ceda and Marysville) – new all day, bi-directional route connecting Lake Stevens Transit Center and Quil Ceda Village via SR-9, SR-528 (64th Street NE/4th Street), 27th Avenue NE and Quil Ceda Boulevard/Parkway. Hours of operation are approximately 5:30 am to 10:30 pm (weekday) with buses departing every 30 minutes during AM and PM peak hours Monday-Friday, and every 60 minutes mid-day, evenings and on weekends.</td>
<td></td>
</tr>
<tr>
<td><strong>Theme: Making what we have better</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: Restructured routes</strong></td>
<td></td>
</tr>
<tr>
<td>Route 222 (Marysville to Tulalip) – Revised routing within Marysville to improve local coverage and complement the new Routes 109 and 209.</td>
<td></td>
</tr>
</tbody>
</table>
**Route 417 (Mukilteo to Seattle)** – Eliminate Lynnwood Transit Center routing and return the route to its original path between Mukilteo ferry terminal and downtown Seattle via SR-525 and I-5. Streamline route and reduce travel time.

**Strategy: More trips on commuter service**

| Route 402 (Lynnwood Transit Center to Seattle) | add one southbound trip |
| Route 412 (Silver Firs to Seattle) | add one southbound trip |
| Route 415 (North Lynnwood to Seattle) | add one southbound trip and two northbound trips |
| Route 860 (McCollum Park & Ride - University District) | add one southbound trip |
| Route 871 (Edmonds Park & Ride - University District) | add one southbound trip |

**Legend**

- New Routes
- Increased Service
- Restructured Routes
- More Trips
- Existing Bus Routes

**Map: September 2016**

- Route 222 Restructure
- New Route 209 Lake Stevens to QuilCeda / Marysville
- Routes 402, 412, 415, 860, 871 More Trips
- Route 417 Restructure
- New Route 109 Ash Way to Lake Stevens
2017 Service Expansion

Service expansions proposed for March 2017 and planned for September 2017 continue to build on the improvements being implemented in 2016.

March 2017 (Proposed)

“Making what we have better” continues to be an important theme for March 2017 service expansion. Strategies include extending the hours of operation and adding more trips to local service.

Extended span will provide primarily later evening trips, making our system more flexible and useable for everyone. Evening trip additions are proposed for Swift and Routes 101, 113, 115, 201, 202, and 222. Swift service would be extended a full hour on weeknights. Saturday service would also be extended for Routes 201, 202 and 222. Another morning trip is also included with this proposal for route 222. New trips in mid-day hours add consistency to the system and provide more options for shopping, appointments and other non-commute travel.

<table>
<thead>
<tr>
<th>March 2017</th>
<th>Additional Service Hours: 6,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme: Making what we have better</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: Extended span of service (earlier morning, later evening)</strong></td>
<td></td>
</tr>
<tr>
<td><em>Swift</em> (Everett Station – Aurora Village) – add six evening trips, three in each direction to extend evening service by one hour.</td>
<td></td>
</tr>
<tr>
<td>Route 101 (Mariner P&amp;R – Aurora Village) – add four weekday evening trips, four in each direction to extend evening service to complement later <em>Swift</em> operation.</td>
<td></td>
</tr>
<tr>
<td>Route 113 (Mukilteo – Lynnwood) – add one trip weekday northbound to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 115 (Mariner P&amp;R – Aurora Village) – add one weekday trip southbound to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 201 (Smokey Point – Lynnwood) – add one weekday southbound trip to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 201 (Smokey Point – Lynnwood) – add one Saturday northbound trip to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 202 (Smokey Point – Lynnwood) – add one weekday northbound trip to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 202 (Smokey Point – Lynnwood) – add one Saturday southbound trip to extend evening service</td>
<td></td>
</tr>
<tr>
<td>Route 222 (Marysville - Tulalip) – add one weekday eastbound trip for earlier morning service</td>
<td></td>
</tr>
<tr>
<td>Route 222 (Marysville - Tulalip) – add two Saturday evening trips, one in each direction to extend evening service</td>
<td></td>
</tr>
</tbody>
</table>
March 2017

<table>
<thead>
<tr>
<th>Strategy: More mid-day service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route 119 (Ash Way P&amp;R – Mountlake Terrace) – add 10 weekday mid-day trips, five in each direction</td>
</tr>
<tr>
<td>Route 120 (Canyon Park – Edmonds Community College) – add 11 weekday midday trips, 6 eastbound and 5 west bound</td>
</tr>
</tbody>
</table>

**ACTION:** Implement approved September 2016 and March 2017 service changes.
September 2017 (Conceptual)
Restructured routes and more trips carry the “Making what we have better” theme into the September 2017 service plan. Strategies include adding trips to commuter service, extending operating span for weekend service and system restructures for south Snohomish County local routes and commuter services to King County.

<table>
<thead>
<tr>
<th>Theme: Making what we have better</th>
<th>Additional Service Hours: 21,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>September 2017</strong></td>
<td></td>
</tr>
<tr>
<td>Strategy: Restructured routes</td>
<td></td>
</tr>
<tr>
<td>South County local service restructure</td>
<td></td>
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<tr>
<td>Commuter service restructure</td>
<td></td>
</tr>
<tr>
<td>Strategy: Extended span of service (earlier morning, later evening)</td>
<td></td>
</tr>
<tr>
<td>Weekend service span</td>
<td></td>
</tr>
<tr>
<td>Strategy: More weekend service</td>
<td></td>
</tr>
<tr>
<td>Weekend service additions</td>
<td></td>
</tr>
<tr>
<td>Strategy: More trips on commuter service</td>
<td></td>
</tr>
<tr>
<td>Commuter service additions</td>
<td></td>
</tr>
</tbody>
</table>
2018 Service Expansion

Service expansions for 2018 focus on Swift BRT service.

March 2018 (Conceptual)

“Making what we have better” is the overall theme for the March 2018 expansion. The strategy is improving frequency (departures every 10 minutes) and span of operations for the existing Swift BRT service between Everett Station and the Aurora Village Transit Center.

Swift is Community Transit’s most popular route. Returning the weekday service to 10 minute headways will reduce wait times, provide better connections to other routes, and provide consistency with the second Swift line to be implemented in September 2018.

Increased frequencies are also planned for other routes, improving connections and enhancing the network by providing more options to move around the county using transit. More early morning and late evening trips are also planned to continue extending operating span and provide more consistent connections throughout the day.

<table>
<thead>
<tr>
<th>March 2018</th>
<th>Additional Service Hours: 10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme: Making what we have better</strong></td>
<td></td>
</tr>
<tr>
<td>Strategy: Extended span of service</td>
<td></td>
</tr>
<tr>
<td>(earlier morning, later evening)</td>
<td></td>
</tr>
<tr>
<td>Local service span</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy: More trips on local service</strong></td>
<td></td>
</tr>
<tr>
<td>Swift BRT (Everett – Aurora Village)</td>
<td></td>
</tr>
<tr>
<td>return weekday service to 10 minute</td>
<td></td>
</tr>
<tr>
<td>frequencies, 6:00 a.m. to 7 p.m.</td>
<td></td>
</tr>
<tr>
<td>Local service frequency</td>
<td></td>
</tr>
</tbody>
</table>
September 2018 (Conceptual)
Implementation of the second *Swift* line is one of the cornerstones of the Proposition 1 service expansion plan. Continuing the theme of “Going more places more often,” *Swift* II will provide a new connection between the Boeing/Paine Field manufacturing center and the Canyon Park high-tech job center. The new line crosses the first *Swift* line at Airport Road and Highway 99, making a *Swift* network that will provide much of south Snohomish County with convenient access to frequent BRT service.

Infrastructure to support *Swift* II includes a new transit center terminal at Seaway Blvd. and 75th St SW, adjacent to the Boeing-Everett site. Seaway Transit Center will provide a connection point between *Swift* II, other bus routes and shuttles throughout southwest Everett. Other infrastructure for the project includes new transit lanes on the approaches to the Interstate 5 overcrossing along 128th St SW and more than 30 BRT stations at 16 intersections along the 12.3 mile route.

When complete, *Swift* II will provide world-class bus rapid transit to thousands of residents and commuters traveling in Bothell, Mill Creek, Snohomish County and Everett.

<table>
<thead>
<tr>
<th>September 2018</th>
<th>Additional Service Hours: 35,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme:</strong> Going more places more often</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> New routes</td>
<td></td>
</tr>
<tr>
<td><em>Swift</em> II (Seaway Transit Center – Canyon Park P&amp;R) – new all day, bi-directional bus rapid transit service connecting the Paine Field Manufacturing and Industrial Center, in Everett, and the Canyon Park Regional Center, in Bothell, via Seaway Blvd., SR-526, Airport Road, 128th Street and SR-527 (Bothell-Everett Highway). <em>Swift</em> II will intersect with the first <em>Swift</em> line at Airport Road.</td>
<td></td>
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</tbody>
</table>

**ACTION:** Refine service change proposals for September 2017, March 2018 and September 2018, complete public review process, Board adoption and implement approved proposal.
2019 - 2021 Service Expansion Concepts

Service expansion is expected to continue through the final years of this plan. Priorities will continue to include improvement to existing routes, implementation of new routes and continued development of the Swift network. Financial forecasts indicate capacity for an additional 10,000 hours of bus service each year for 2019-2021. Specific service initiatives will be developed and described in subsequent annual updates to this plan. Conceptual plans for this period include:

- Adding trips to existing routes to provide service more often.
- Investing in commuter trips to increase capacity and improve reliability.
- Adding more trips and longer operating hours on Sundays to provide more consistent weekend service.
- Studying options for new routes and new connections.
- Restructuring service to be more effective and convenient (such as redesigning how existing local routes connect to the new Swift II line).
- Planning and designing the third Swift line with a goal of service startup by 2023.
- Implementing services that will integrate with Link light rail opening in Mountlake Terrace and Lynnwood in 2023.

**ACTION:** Develop service expansion proposals for 2019, 2020 and 2021.

**DART:** Along with bus service growth, this plan anticipates approximately 3% annual growth in DART paratransit service hours. This forecast growth is attributed to both the general trends of an aging population and increasing travel demand of all types as well as new routes and increases in bus service hours of operation. New Routes 109 and 209, planned to operate on SR-9 between Marysville and Cathcart and expanded Routes 222, will extend DART service availability to new areas in east Snohomish County.

**TABLE 9-8 DART SERVICE LEVELS**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>85,000</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>85,000</td>
<td></td>
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<tr>
<td>2017</td>
<td>88,000</td>
<td></td>
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<tr>
<td>2018</td>
<td>91,000</td>
<td></td>
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<tr>
<td>2019</td>
<td>94,000</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>97,000</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>100,000</td>
<td></td>
</tr>
</tbody>
</table>

**ACTION:** Provide complementary paratransit service to meet demands of expanding fixed-route bus service and aging population.
Vanpool: The Vanpool program is expected to grow in terms of total fleet and active vans. There were 408 vans in the fleet and 366 active vanpools in 2015. This plan includes a 20-vehicle increase in the vanpool fleet in 2016, with an additional 5 vans being added per year thereafter through 2021. Vanpool maintenance requirements reserve 30 vehicles as spare/loaner vans. The 2016-2021 forecast assumes that all available vans (excluding spares) are assigned to active vanpool groups.

![Vanpool Program, 2016-2021](image)

**ACTION:** Expand vanpool program by 45 vans. Maximize number of vanpool groups and ridership per van to meet growing demands for service.

Swift Network Development

Community Transit’s Long Range Transit Plan identifies a service network constructed around transit emphasis corridors that provide convenient travel options along arterial streets. Building on the transit emphasis corridors concept, Community Transit began operation of its first line of Swift Bus Rapid Transit along Highway 99 from downtown Everett to Aurora Village Station in 2009. *Swift* was the first Bus Rapid Transit in the Puget Sound region. It traverses a 16.7-mile signalized route through the cities of Everett, Mukilteo, Lynnwood, Mountlake Terrace, Edmonds and Shoreline, as well as Snohomish and King Counties.

In 2013, Community Transit identified the second *Swift* line, which combines portions of two transit emphasis corridors: Airport Road/128th Street (Paine Field to SR-9) and SR-526/SR-527 (Everett to Bothell). To date, the agency has completed a state-funded
corridor planning study that confirmed the market and feasibility of the proposed route, and entered the Federal Transit Administrations (FTAs) Project Development phase for a Small Starts grant.

Swift II will operate between a new transit center on Seaway Boulevard, in Everett, and the Canyon Park Park & Ride, in Bothell, via Airport Road, 128th Street/132nd Street SE and SR-527. Significant capital components of the project include a transit center at the northern terminal adjacent to Boeing, roadway improvements at the 128th/I-5 interchange and 30 BRT stations. In September 2015, Community Transit submitted the design a package to the FTA for a project rating. All environmental documents have also been submitted to the FTA and are awaiting review and approval. In February 2016, Swift II received a successful FTA rating, moving the project forward for Small Starts funding at the provisional level of $43 million in the President’s draft budget.

Major components of the Swift II project include:

- Construction of Seaway Transit Center as the northern terminus for Swift II.
- Lane widening at the approaches to I-5 on 128th Street for transit speed and reliability.
- Construction of 31 Swift stations at 16 intersections in the corridor.
- Purchase of 13 Swift buses.

Next steps:

- Begin right-of-way activities
- Complete 60% design
- Order buses
- Negotiate Small Starts grant
- Complete 100% design
- Construct capital elements

ACTION: Complete the second line of Swift for service in 2018.
Second Line of Swift

Figure 9-2 Proposed Second Line of Swift
During the planning horizon for this TDP, Community Transit will also begin planning the third Swift line. The tentative Swift III line runs in the 196th Street/164th Street corridors. Swift III will be an important part of bus services planned for integration with Sound Transit’s Lynnwood Link Extension light rail to open in Lynnwood in 2023. Confirmation of route alignment and project feasibility will be the subject of a feasibility study planned for 2017.

**ACTION:** Complete Planning and Route Definition Study for Swift III, in the 196th Street/164th Street corridors.

When Sound Transit’s Lynnwood Link Extension opens for service in 2023, there will be a planned connection between Link and the first Swift line at the N 185th Street/I-5 Link station. This connection will require extension of Swift south along Highway 99/Aurora Avenue to N 185th Street and then east along N 185th Street to Interstate 5. Sound Transit is constructing a Swift platform at its N 185th Street station to facilitate this connection. Before the 2021 end year of this TDP, Community Transit will need to complete a feasibility study to determine Swift station locations and any transit priority infrastructure required to provide this extension to Link.

**ACTION:** Complete Swift Extension to N 185th Street Feasibility Study.
FIGURE 9-3 LONG RANGE TRANSIT PLAN: FUTURE BRT CORRIDORS
Service Performance

Community Transit’s service expansion plan for 2016-2021 is based on objectives reflecting significant public-facing planning efforts including the Long Range Transit Plan, annual Transit Development Plan updates, market surveys, and a Transit Values Exercise outreach program. These efforts involved stakeholders such as transit system users, the general public, community groups, partner agencies, and business and elected leaders. Themes common throughout these plans and conversations are:

- Service every day, including Sundays and holidays.
- An efficient and productive system, providing high value for every dollar spent.
- Complete network, providing connections throughout the PTBA.

The first of these themes was addressed in June 2015 when Community Transit restored Sunday and holiday bus and DART services. The community has embraced the new 365 day operation with more people riding per hour of Sunday and holiday service in 2015 than prior to service cuts in 2009.

Most recently, these themes were incorporated into the successful 2015 Proposition 1 ballot measure as a foundation for service expansion. Specific objectives for Proposition 1 include:

- Increased service on existing routes.
- More Swift service.
- New routes connecting more destinations.

Figure 9-4 shows how each of these values and priorities has been addressed by recent service growth and by planned expansion for 2016-2021 described in this TDP.
Note that the three most significant phases of service growth, in 2015, 2016/2017 and 2017/2018, map to an overarching value-driven strategy for system development:

- **2015**: Sunday & Holiday service
- **2016/2017**: New Markets (new routes)
- **2017/2018**: Productivity/Efficiency (*Swift* and commuter service)

As the service expansion plan is implemented, bus service ridership and productivity will change according to the characteristics of new service. The overall plan is designed to significantly increase ridership while maintaining an efficient, productive system. As service grows, there will be years where productivity (riders per hour of service) is reduced while ridership matures on new routes. Some services (like new routes in rural areas) will take longer to mature and will have lower overall productivity than other routes in more urban markets. In general, it is expected that new routes may take up to three years to reach their expected ridership potential.

Table 9-9 illustrates recent trends in ridership and service levels, highlighting a significant increase in productivity (boardings per hour of service) between 2009 and 2015 (due in large part to elimination of lower productivity service). Looking forward, productivity is expected to moderate with the 2016/2017 service expansion, where the goal is network coverage and new connections. Productivity will grow again following the 2017/2018 service changes as higher ridership *Swift* and commuter services are added in more urban areas.
### Table 9-9 Service Level & Productivity

<table>
<thead>
<tr>
<th>Service Level/Performance (bus only)</th>
<th>2009</th>
<th>2012</th>
<th>2015</th>
<th>2016-2017 Service Proposals</th>
<th>2017-2018 Service Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Recession</td>
<td>414,000</td>
<td>287,000</td>
<td>321,000</td>
<td>382,000</td>
<td>448,000</td>
</tr>
<tr>
<td>Recession, Service Cuts</td>
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<td></td>
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<tr>
<td>Recovery, Sunday Service</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion, New Markets</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Expansion, Swift II &amp; Commuter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Hours</td>
<td>9.7 M</td>
<td>7.9 M</td>
<td>8.9 M</td>
<td>9.6 M</td>
<td>12.1 M</td>
</tr>
<tr>
<td>Ridership</td>
<td>23.4</td>
<td>27.7</td>
<td>27.9</td>
<td>25.1</td>
<td>27</td>
</tr>
<tr>
<td>Productivity (boardings per hour)</td>
<td></td>
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</tbody>
</table>

### Regional Connections

Community Transit’s network includes important connections with several partner agencies at a variety of regional transit centers and terminals. These connections include:

**Sound Transit**: ST Express bus at Everett Station, Ash Way Park & Ride, Lynnwood Transit Center, Mountlake Terrace Transit Center, Canyon Park Park & Ride and UW Bothell/Cascadia CC. Sounder Commuter rail at Everett Station, Mukilteo Station and Edmonds Station.

**Everett Transit**: Everett Station, Mariner Park & Ride, North Broadway and the **Swift** corridor.

**King County Metro**: Aurora Village Transit Center, Mountlake Terrace Transit Center, UW Bothell/Cascadia CC, the University District and downtown Seattle.

**Washington State Ferries**: Mukilteo and Edmonds ferry terminals.

**Skagit Transit**: Everett Station

**Island Transit**: Stanwood
Through regular, ongoing coordination with partner agencies, Community Transit works to maintain and improve inter-system connections to provide a convenient regional transit experience for the riding public.

Future Planning
Community Transit is also engaged with partner agencies and jurisdictions in planning for future improvements to the regional transit system, new stations, terminals and modes and their integration with our network. Examples of this planning include:

- Coordination with Sound Transit and local jurisdictions around extension of Link light rail to Lynnwood in 2023 and eventually Everett.
- Participation in WSDOT’s planning of new multi-modal Washington State Ferry terminals in Mukilteo and Edmonds.
- Coordinate transit integration with WSDOT’s design of the Legislative Evaluation & Accountability Committee (LEAP) Transportation projects.
- Cooperation with the City of Shoreline in their Transit Service Integration Plan (TSIP) that will identify policies addressing future transit needs throughout Shoreline once light rail service begins (2023). The TSIP is a coordinated plan in which Shoreline is working with Community Transit, King County Metro Transit and Sound Transit.
- Coordination with Sound Transit, City of Seattle, WSDOT and King County Metro in Downtown Seattle Transit Coordination (DSTC). This group successfully coordinated on planning and delivery of projects with a common goal of maintaining or improving mobility in downtown Seattle during the next decade while major projects such as the Highway 99 tunnel, waterfront seawall, ST-2 Link extension and street car lines are constructed. Accomplishments include:

  - Delivered improvements for transit on surface streets in downtown Seattle.
  - Relocated some bus routes out of the downtown transit tunnel for U-Link opening.
  - Provided monthly performance monitoring that is helping effectively manage and deliver transit services.
  - Kept the public informed and engaged throughout the planning process.
  - Developed 2015 and 2016 Action Plans and provided ideas for future funding.

- Participation in the Seattle City Center Mobility Plan. This plan will further the efforts of the Downtown Seattle Transit Coordination by considering longer range investments and policies that will be completed by the City of Seattle, in partnership with King County Metro, Sound Transit, the Downtown Seattle Association, Community Transit, WSDOT and others. This effort will also include more in-depth technical analysis of approaches to improve transportation, land use and community development near downtown Seattle.
• Ongoing participation in Regional Fare Coordination System (ORCA) project development as the region plans for future upgrades and evolution of electronic fare collection.

**ACTION:** Continue working with partner transit agencies and local jurisdictions to improve connections between transit systems and plan for integration with new modes such as light rail.
Supporting Service Expansion

As Community Transit increases service, the agency staffing will need to grow to support more trips on the road. The greatest need will be hiring additional coach operators. We will also need more mechanics to maintain a larger fleet and other support staff to support longer hours of operation and more facilities.

Community Transit currently has 627 full and part-time employees. Most are staff who operate or directly support service in Transportation and Maintenance. Remaining staff support operations through Customer Relations, Information Technology, Planning & Development, Public Affairs, Administration and the Executive Department. Over the next six years, the Agency will need to increase the coach operator ranks by upwards of 115 to operate higher service levels. With mechanics and all other supporting functions, overall employment may increase to more than 800 by 2021.

![Figure 9-5 Potential Staffing Increase 2016-2021](image)

Potential Staffing Increase 2016-2021

Employment Experience

Community Transit is a company that creates an employment experience, where employees feel valued and are inspired to contribute as part of a world-class team. Many employees have made a career of working here, with tenures spanning 15, 20 and even 25 or more years. The company has a reputation for attracting and retaining high-quality people. Community Transit’s services are innovative, effective and seen as leading examples by the industry. Competitive wages, excellent benefits, opportunity for advancement, and a culture that values the individual, all contribute to the depth of our workforce.
Recruiting for Service Expansion

Increasing staff to support new service is an agency-wide effort. Service Planners and Schedulers coordinate with Transportation operations staff to forecast how many coach operators will be needed to deploy new trips. Human Resources, Training and Transportation collaborate to determine the scope and schedule for recruitment and training. Marketing plays a key role in creating materials and media to spread the word about new employment opportunities. Finance ensures that resources and budgets are in place to support the expanded operation.

The first recruitment effort is already underway, with online, electronic and print media describing new career opportunities at Community Transit.

Drive it, Plan it, Network it, Maintain it.

WE’RE HIRING.

There are lots of careers at Community Transit. Great wages plus excellent benefits for the entire family. Check our website for new job openings.

Submit your application online at www.communitytransit.org/jobs

It takes, on average, five months for a new coach operator to complete the hiring and training process, from the time an application is accepted. Allowing adequate time for this process, along with planning for more vehicles, new bus stops and the other requirements that go with more bus trips are important considerations when planning the scope and pace of service expansion.

ACTION: Recruit staff to operate and support service expansion
Annexing New Areas to the PTBA

As illustrated in the map below, there are areas within Snohomish County, outside the City of Everett, that are not part of Community Transit’s PTBA, such as Cathcart, Maltby, Clearview and Lake Goodwin. Annexation is generally required before Community Transit will provide transit service outside the PTBA because it is the mechanism for the agency to collect sales tax revenue that supports such service.

There are three ways that an area can annex into Community Transit’s PTBA: Community Transit’s Board of Directors (Board) can call for an election, the Board can consider valid petitions for annexation presented by four percent of the area’s eligible voters, or a jurisdiction that is already within the PTBA approves an annexation of land that is not currently within our boundary, thereby expanding the PTBA.

![Snohomish County Public Transportation Benefit Area](image)

**Figure 9-6** Public Transportation Benefit Area

In 2008, Community Transit’s Board, using the election method, initiated a ballot measure for the voters within the Cathcart, Clearview and Maltby areas to consider annexing into Community Transit’s PTBA. After the ballot measure failed, the Board recommended that future consideration of annexations be only when a valid petition is presented, instead of pursuing an annexation through a Community Transit-initiated process.
A primary consideration in whether or not to annex a new area to the PTBA is potential revenues that would be generated from the area versus potential costs of services and facilities for the area. This is critical to determine if the area could be reasonably served without reducing service in other areas of the PTBA.

SR-9 has been identified in regional and state transportation plans as a highway of statewide significance. This important transportation link is also identified as a transit emphasis corridor with long-term transit market potential in Community Transit’s long-range planning. Future annexation of the SR-9 corridor into the PTBA and growth of transit service on this highway may be desirable as markets continue to develop. In anticipation of future transit service, Community Transit participated with local jurisdictions, Snohomish County and WSDOT in defining a Route Development Plan for SR-9 in Snohomish County in 2009. Since 2009, we have been active in the SR-9 Coalition, a group of agencies and officials who advocate for funding and implementation of projects identified in the Route Development Plan.

**ACTION:** Continue to monitor economic development, travel demand and transit service potential in areas eligible for annexation to the PTBA.
10. Capital Plan

Supporting the 40% increase in transit service forecast by 2021 requires an ambitious capital program encompassing fleet, facilities and technology. Fleet plans call for both major replacements and expansion to maintain quality and meet higher service levels. Park & ride and transit center construction will improve opportunities for system access and integration of services. New BRT stations and roadway improvements will be built as part of the Swift II project. Master planning for operating facilities will identify improvements needed to accommodate service growth. Technology projects will replace aging legacy systems as well as provide new capabilities to enhance customer information, fare payment and operational effectiveness.

Fleet Replacement

**Bus:** Regular fleet replacement is a high priority for Community Transit in terms of providing the best possible service as well as a cost-effective vehicle maintenance program. While FTA guidelines provide for fixed-route bus replacement after 12 years or 500,000 miles, Community Transit extends bus life significantly beyond this target due to the work of our award-winning mechanics as well as via mid-life engine rebuilds. The average age of fixed-route buses to be replaced under this plan (2016-2021) is 16 years, a target established during the recent recession to conserve capital funding. The vehicle replacement reserve strategy in this plan returns the agency to bus replacements at 15 years, our pre-recession target, by the year 2022.

Specific bus orders planned to replace older vehicles include 33 40-foot buses, 54 60-foot buses and 18 Double Tall buses (replacing 60-foot buses).

**Vanpool:** Replacements include 45 to 57 vans per year for a total of 322 vehicles, 2016-2021.

**DART:** Fleet replacement will total 52 DART buses over the plan period.

Fleet Expansion

**Bus:** Planned service expansion will require significant growth in the bus fleet. By 2021, Community Transit will add 62 additional buses. The largest increase is required early in the plan, with 54 expansion vehicles to be ordered in 2016 (in addition to 18 replacement buses described above). These include 26 40-foot buses, 13 Double Tall buses and 15 Swift BRT buses. New buses require a significant specification process and build times can be long. Community Transit typically plans for a 12 to 24 month development cycle from vehicle order to delivery. Given the priority on delivering service expansion quickly and the time required to acquire new buses, Community Transit’s contingency fleet will play an important role in supporting new service growth. Contingency fleet buses will provide the required extra vehicles to support service expansion in 2016 and 2017. As new buses arrive in late 2017 and 2018, contingency buses will be phased out of active operation.
Vanpool: Community Transit is also planning for continued growth of the Vanpool program. A grant-funded 20 van expansion will be completed in 2016. Further expansion, adding five vans per year, is planned for 2017-2021.

DART: The agency will study future DART fleet needs in 2016. New bus routes will expand the footprint of Community Transit’s network and the corresponding DART service area. A study is required to determine what level of fleet expansion is required to support future DART service demand.

Figure 10-1 and Table 10-1 provide a summary of overall fleet growth by mode and a detailed breakdown of vehicle replacement and expansion by type and year.
Table 10-1  Fleet Replacement & Expansion (Year of Vehicle Order from Manufacturer)

<table>
<thead>
<tr>
<th></th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>Year 2018</th>
<th>Year 2019</th>
<th>Year 2020</th>
<th>Year 2021</th>
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<tr>
<td><strong>Bus Fleet Replacement</strong></td>
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<td>40 Foot Bus</td>
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<td>60 Foot Bus</td>
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<td>Double Tall Bus (replace 60')</td>
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<td><strong>Bus Fleet Expansion</strong></td>
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<td>60 Foot Bus</td>
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<td>Double Tall Bus</td>
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<td>Swift BRT</td>
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<td><strong>Vanpool Replacement</strong></td>
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<tr>
<td>Vanpool Van</td>
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<td>54</td>
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<tr>
<td><strong>Vanpool Expansion</strong></td>
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<tr>
<td>Vanpool Van</td>
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<td>5</td>
<td>5</td>
<td>5</td>
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</tr>
<tr>
<td><strong>DART Replacement</strong></td>
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<tr>
<td>DART Bus</td>
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</tr>
</tbody>
</table>

**ACTION:** Maintain regular replacement of Fixed-Route, DART and Vanpool fleet.

**ACTION:** Expand fleet, adding 62 buses and 45 vanpools.

**ACTION:** Complete market and operations study to inform DART fleet plans.

New Capital Facilities

- Mukilteo Park & Ride

In partnership with Snohomish County, Paine Field Airport and the City of Mukilteo, Community Transit received funding from the State Regional Mobility grant program to design and construct a park & ride facility located within the City of Mukilteo on the SR-525 corridor. The park & ride will consist of approximately 200 vehicle spaces, accommodate 9 bicycles and will serve commuters utilizing Routes 417 and 880 to downtown Seattle and the University District, respectively. In 2016 we will work on the property lease and completing design, to be followed by construction activities.

**ACTION:** Continue partnership with Snohomish County and City of Mukilteo to develop Mukilteo Park & Ride.
- **204<sup>th</sup> Street SW/Highway 99 Swift Station (College Station)**
  
  The 204<sup>th</sup> Street SW and Highway 99 Swift Station is part of the original Swift line; however, construction was deferred until the City of Lynnwood extended 204<sup>th</sup> Street SW between 68<sup>th</sup> Avenue W and Highway 99. The City completed the 204<sup>th</sup> Street road project, including the installation of a signal at Highway 99 and 204<sup>th</sup> Street in late 2015. Community Transit opened College Station in early 2016.

- **Seaway Transit Center**

  The future Seaway Transit Center will be located on a three acre parcel at the intersection of Seaway Boulevard and 75<sup>th</sup> Street SW cross from the Boeing factory in southwest Everett. Seaway Transit Center will be the northern terminus for the new Swift II line connecting Boeing/Paine Field with Canyon Park in Bothell. Buses will access the transit center via Seaway Boulevard and enter and exit via 75<sup>th</sup> Street SW. The facility is being designed to accommodate up to 13 bus zones, including Swift II, other Community Transit routes, Everett Transit, King County Metro and private employer shuttles. The facility will include passenger shelters, walkways, landscaping, driver restrooms, accommodation for supervision and security and will take advantage of low impact development practices.

  Seaway Transit Center has been funded through a State Regional Mobility grant and local match. Design will be completed in 2016 and construction will start in 2017.

  **ACTION:** Finalize the design, engineering and environmental review for Seaway Transit Center; complete cost estimates; and construct project.

- **I-5 Approach Widening on 128<sup>th</sup> Street for Swift II**

  The second line of Swift will cross Interstate-5 at 128<sup>th</sup> Street. This is an already congested interchange that adds significant delay to east-west bus trips crossing I-5. Approaches to the interchange require modifications to maintain speed and reliability for the Swift service. The proposed 128<sup>th</sup> Street and I-5 approach widening project includes:

  - Add an eastbound queue jump at 128<sup>th</sup> Street/I-5 southbound ramps. This includes adding an additional eastbound right-turn lane from just east of 4<sup>th</sup> Avenue W, extending to the southbound I-5 on-ramp. Swift buses will proceed eastbound from the in-lane stop west of 4<sup>th</sup> Avenue W, continuing in the same lane which becomes the 2<sup>nd</sup> lane from the curb as the new right turn lane begins. Dual right-turns are maintained at the I-5 ramp so the transit queue jump is shared with right turns.
• Add an additional westbound lane from 3rd Avenue SE to the east bridge abutment. General purpose traffic can use this lane to make right-turns, but otherwise it is a transit-only lane.
• Add a westbound queue jump at the 128th Street/I-5 northbound ramps.
• Add bus refuge areas after the 128th Street and I-5 ramp intersections in both directions.
• Optimize signal timing offset and phase order.

The approach widening project is a component of the overall Swift II program. Snohomish County and the Washington State Department of Transportation are partners in the project, providing design input, and following construction, ongoing maintenance. The project will be finance with a FTA Small Starts grant and local match funds. Final design and funding are expected to be complete in 2016. Construction will begin in 2017 and the improvement will be ready for Swift II service startup in September 2018.

**ACTION: Complete Swift II I-5 at 128th Street interchange approach widening project.**

**Swift II Corridor Stations**
In addition to the future terminus at Seaway Transit Center, the Swift II project includes construction of 31 BRT stations at 16 intersections in the corridor and a station at Canyon Park Park & Ride. Station design will be consistent with the first Swift line on Highway-99. Amenities include the uniquely branded Swift shelter design, benches, wind screens, 10 inch raised curbs for near-level boarding, ORCA fare card readers, ticket vending machines, maps and customer service information and electronic real-time passenger information signs. Concrete improvements to the adjacent road lane will provide a durable platform for Swift buses stopping at the stations.

From north to south, stations will be constructed at the following intersections:

• Airport Road & Kasch Park Road
• Airport Road & 100th Street SW
• Airport Rd & 112th Street SW
• Airport Road & Highway 99
• Airport Road & Gibson Road
• 128th Street SW & 4th Avenue W
• 128th Street SE & 3rd Avenue
• 132nd Street SE & Dumas Road
• 132nd Street SE & 16th Avenue
• SR-527 & Trillium Road
• SR-527 & 153rd Street SE
• SR-527 & 164th Street SE
• SR-527 & 180th Street SE
Station design and locations have been selected to prioritize customer safety and efficient transit operations. Station construction will be financed with an FTA Small Starts grant and local match funds. Final design and funding will be completed in 2016. Right-of-way acquisition will conclude and construction will begin in 2017. Stations will be complete for *Swift II* service startup in September 2018.

**ACTION:** Complete *Swift II* corridor station construction.

### Capital Facilities Preservation

Community Transit operates and maintains transit facilities consisting of administrative offices, two operating bases, the Mountlake Terrace Transit Center Garage, 31 *Swift* Bus Rapid Transit stations, 24 park & rides, numerous park & pool lots and 1,584 bus stops. Many of our facilities are nearing their life expectancy. The Capital Development Division regularly updates an assessment of building conditions to evaluate and prioritize capital needs for Community Transit.

Community Transit’s Capital program will continue to address preservation and rehabilitation in the next six years, which is in line with the federal transportation plan, Fixing America’s Surface Transportation (FAST) Act. In 2011 a dedicated fund was created to defray these annual preservation and rehabilitation needs. This TDP continues to invest in this fund as part of ensuring regular maintenance and preservation of capital facilities.

Preservation projects completed in 2015 included renewing the pavement at our Kasch Park Operating Base, and rehabilitation of our Swamp Creek Park & Ride and Ash Way Park & Rides, as well as smaller scale projects such as a renovation of the McCollum Park & Ride bus lane and upgrading the HVAC system at the Kasch Park Casino Road building.

In 2016, capital preservation projects include the Merrill Creek Operating Base trench and yard repairs, roof replacement of the Merrill Creek Administration building, Kasch Park Building C HVAC replacement, and efficient lighting updates for both operating bases.

**ACTION:** Continue to fund capital facility preservation projects.
Future Capital Facility Needs

By 2018, Community Transit will return to pre-recession service levels and fleet size. Service and fleet expansion beyond 2018 will begin to stretch the capacity of maintenance bays, bus parking and operational support space. Additionally, the Merrill Creek operating base does not currently support operation of Double Tall buses. Retrofitting the base to fully accommodate Double Talls would increase operational flexibility and open this bus platform to more routes and customers. During the next two years, the agency will study operating base capacity, identify deficiencies, scope base expansion needs and/or retrofits, and build the financial capacity to design, engineer and construct identified projects.

**ACTION:** Study operating base capacity and complete project and funding plans for future base expansion and retrofits.

Technology

Technology infrastructure (network and servers) modernization and applications development is underway as the agency readies itself for the deployment of critical Intelligent Transportation Systems such as the Transit Technologies Suite (see below). These systems are new to the agency in that they operate on a 24X7 basis, require high availability, and are customer facing. Finishing the required infrastructure to run Transit Technologies will be a challenge with constrained funding for the upcoming years and ongoing capital improvement and maintenance will be required.

Wireless Communication System: Upgrade and Replacement

In 2013 Community Transit completed a project that expanded the radio network and addressed coverage gaps with new tower sites but the underlying communication equipment is in need of upgrade and integration with newer technology. There has been an increasing rate of failure with the existing radio system and its obsolete technology will no longer be supported after 2017. Community Transit’s entire wireless communication system needs to be modernized so that it is supportable and can provide a platform for other future technologies.

Voice and data communications are critical to daily operation of our fixed-route and DART services. Early estimates of cost to implement a new wireless communication system have been as high as $26 million; however, as the scope is refined, the ultimate cost for the modernization of the voice and data system could be much less. $13 million is ready to use in the capital preservation reserve, which is sufficient for currently identified project activities. Additional funding will be identified as needed. This will ensure that viable voice and data communication which is fundamental to supporting transit service is maintained. In 2015, Community Transit undertook a study to determine user needs, alternatives and high level design to refine the scope and cost estimates for this project. In early 2016, Community Transit’s Board of Directors approved staff’s recommendation to use cellular for both voice and data.
communications which also allows the agency to have a communications platform for future communication needs such as the next generation ORCA system.

**ACTION:** Begin design, engineering and operational changes to implement cellular voice and data communications system.

### Next Generation ORCA

Community Transit participates in the regional ORCA electronic fare card program, which launched in 2009 and is nearing its end of life from a technology perspective. The regional ORCA partners (Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce Transit, Sound Transit and the Washington State Ferries) hired Four Nines and CH2M Hill, consulting firms, in 2014 to help the region develop a strategy for procuring and implementing the next generation of the ORCA fare system in the Puget Sound Region. The resulting document, *ORCA Next Generation Strategy*, was accepted by the ORCA Joint Board in early 2015. The next generation of ORCA will build on the success of the existing system, utilize next generation technologies, will be flexible in providing for new services, will be scalable in expansion of existing services and system upgrades, and will provide security for the agencies and public while improving the customer experience.

This work is scheduled to conclude in 2021, when Next Generation ORCA is fully integrated and implemented.

**ACTION:** Complete design and implementation planning to refine Next Generation ORCA project costs and identify needed operational changes.

### Open Data

In the coming years, Community Transit plans to make data resources publicly available in open-standard formats, to promote the use of transit and wide dissemination of information related to our transit service.

This includes a schedule published in the General Transit Feed Specification (GTFS) format, web services for Sound Transit to provide GTFS application programming interfaces for schedule and real-time information. This transparency allows software developers to use Community Transit’s data in smart, innovative mobile applications that help riders, at no additional cost to Community Transit. Best of all, the data accuracy and consistency, means no matter how a customer obtains Community Transit information, it will be the same.

**ACTION:** Become a provider of GTFS real-time data to software application developers and the community at large.
**Bus Video System Upgrade**
Community Transit will upgrade the video surveillance system on 130 older buses in 2016. The legacy video system is no longer supported by the manufacturer. The new surveillance system will be consistent with the camera system installed on new buses in our fleet.

**ACTION:** Complete bus video system upgrade.

**Research & Development**
Evolution of equipment and technology will drive several research initiatives over the 2016-2021 period of this Transit Development Plan.

**Farebox Replacement**
Aging cash fareboxes on our buses will soon be at end-of-life and will no longer be supported by our vendor. At the same time, the success of ORCA and a significant reduction in cash fare payment has allowed for realistic consideration of a lower-cost cash farebox solution. Further study of the implications of a less costly and less complex farebox will be required before decisions are made on farebox replacement.

**ACTION:** Complete research to inform farebox replacement recommendation.

**Mobile Ticketing**
Related to fareboxes and ORCA Next Generation, mobile ticketing or “e-ticketing” is a developing trend in public transit. Mobile ticketing may allow customers to pay for transit with their mobile device (phone, watch, wearable, etc.). Community Transit will monitor industry developments in this area and evaluate the technology for possible implementation.

**ACTION:** Complete mobile ticketing study.

**Electric Vehicles**
Vehicle propulsion is a rapidly evolving area of bus technology. Propulsion choices are important to the agency; buses represent Community Transit’s largest capital expense. The agency’s current bus inventory is primarily a conventional diesel fleet using ultra-low sulfur diesel fuel. Recent additions to the fleet have also included hybrid-electric diesel buses. Experience with hybrid-electric vehicles and associated maintenance costs are driving a re-evaluation of future bus purchase decisions and a new consideration of fully electric propulsion. Study of electric propulsion will be a focus of vehicle research during this plan.

**ACTION:** Complete electric vehicle study.
Managed Parking

Demand for parking at crowded park & rides presents an ongoing challenge for auto-based transit access in our service area. Demand management strategies, dynamic customer information on capacity and other tools may be considered to help mitigate these issues. Regional pilot projects are underway to test initial options. Community Transit will monitor these efforts and may study the issue, including related technology elements during the horizon of this plan.

**ACTION: Continue to monitor regional parking management.**

Opportunities linking several of these research efforts create efficiency through integration. Examples include the nexus between farebox replacement, electronic ticketing and planning for replacement of the ORCA electronic fare card. There is also a potential link between these fare-centered development efforts and technology/information flow related to the parking management issue. As these studies move forward, we will continue to look for integration opportunities to improve efficiency, leverage investments and streamline the customer experience.
11. Financial Plan

This Transit Development Plan continues with key financial policies that guided Community Transit through the economic recovery and have made the agency a model for fiscal responsibility and business management in a public setting. Evidence of this success is seen with the public support and trust expressed in voter approval of Proposition 1 in November 2015. With Proposition 1, and with renewed federal support for transit in the Fixing America’s Surface Transportation (FAST) Act, we now have resources to build a legacy for transit in Snohomish County. The overall financial goal of this TDP is to manage these resources to provide maximum public benefit and long-term sustainability. Key fiscal strategies in the plan include:

- Effective control of agency cost growth.
- Regular fare increases for bus, DART and vanpool.
- Priority on service effectiveness to reduce operating cost per rider.
- Align revenue forecasts with realistic expectations and regional peers.
- A new bond issue to complete funding of bus fleet expansion.
- Reserves at recommended levels for operations, vehicle replacement and facility preservation.
- Planning for long term financial health and the ability to withstand and rebound from adverse financial circumstances.

Controlling Cost Growth

The forecast capacity to add more than 138,000 hours of new bus service is dependent on our ability to control average annual agency cost growth to 4% per unit of service. Effective management of cost growth allowed Community Transit to rebound successfully after the 2008-2009 recession. While Proposition 1 provides substantial capacity for expansion, the agency remains focused on efficiency and stewardship of resources to ensure that the focus is on maximizing the level of service that will be sustainable over the long-term.

The chart below provides a forecast of hourly bus service cost and how the growth of that cost must be controlled. This financial plan limits annual service unit cost growth to 4 percent. The cost includes all direct and indirect bus service expense, including coach operators, fuel, maintenance, supervision, security, training, facilities, technology, customer service, planning and administration.
Figure 11-1 Hourly Cost of Bus Service

Fully-Allocated Cost: One Hour of Bus Service

Average of directly operated & contracted bus revenue service, operating expense only.

Unit cost increases 4% annually

$249, $259, $269, $280, $291, $303, $315


Actual  Forecast
Cost per Rider

In 2010, Community Transit began to monitor the “cost per rider” or net cost (after fare payment) per passenger trip on all of our services. Cost per rider is a fundamental measurement of fiscal responsibility and system efficiency.

The agency identified three strategies and several associated measures to be emphasized and tracked in making progress on cost per rider. These strategies are:

1. **Reduce Expenses**
   Every Community Transit employee has a role to play in controlling the cost of service. For some, this will entail efficiency and cost savings in the direct operation of our services through strategies such as improved health and attendance. For others, it may involve negotiation of lower rates for goods and services. Still others may find new efficiencies in administrative processes. Everyone can contribute to controlling cost growth.

   **Measures:**
   - Cost per Service Hour
   - Cost per Platform Hour
   - Ratio of time buses are in-service, carrying passengers to the time they are out of service between trips.

2. **Increase Service Productivity and Ridership**
   A key element of reducing cost per rider is ensuring that services are productive, carrying as many riders as possible. Most new services will be directed to markets with a demonstrated potential to reduce cost per rider. Where agency mission requires service coverage in lower productivity areas (such as rural towns and Sunday service), these services will be scaled appropriately to demand.

   **Measure:**
   - Passenger Boardings per Service Hour

3. **Increase Fare Revenue**
   Cost per rider is the expense per trip not covered by fares. An increase in fare revenue for the same service expense will reduce cost per rider. Growth in ridership productivity, fare increases and reduced fare evasion will all increase fare revenue and reduce cost per rider.

   **Measures:**
   - Fare Revenue Per Quarter
   - Fare Revenue per Service Hour
   - Average Fare Per Boarding
   - Farebox Cost Recovery
Cost per rider measures for the past three years are provided below. Overall, the agency has been successful in controlling cost growth while maintaining market share and increasing fare revenue. In 2015, cost per vanpool rider and cost per DART rider were both lower than in 2014. Cost per bus rider increased in 2015, primarily due to higher expense associated with implementation of Sunday and Holiday service and a slowing of ridership growth due to market factors such as lower gasoline prices.

**Figure 11-2 Cost per Rider**

<table>
<thead>
<tr>
<th>Cost Per Rider, Agency</th>
<th>Cost Per Bus Rider</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Net cost per passenger trip, after fare payment)</td>
<td>(Net cost per passenger trip, after fare payment)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost Per Vanpool Rider</th>
<th>Cost Per Dart Rider</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Net cost per passenger trip, after fare payment)</td>
<td>(Net cost per passenger trip, after fare payment)</td>
</tr>
<tr>
<td>$1.31 $1.63  $1.18</td>
<td>$36.79 $37.55 $37.07</td>
</tr>
</tbody>
</table>

**ACTION:** Continue efforts to reduce Cost per Rider by controlling cost growth, increasing ridership and increasing fare revenue.
Operating Expense Forecast

Overall operating expense for the baseline service level is forecast to grow from $126 million in 2016 to $150 million in 2021. This operating expense includes bus service, DART and vanpool. Growth of baseline operating expense is limited to a four percent annual increase, reflecting increases in labor, benefits, fuel, supplies and services required to support transit operations.

New service, added to baseline operating expense, in each year of the plan, is projected to grow in cost from $5.3 million in 2016 to $42 million in 2021.

The chart below provides a summary of forecast operating expense through 2021. Total cost of operations, baseline and new service, is forecast to grow from $128 million in 2016 to $192 million in 2021.

Sources of Revenue

Community Transit is a locally-funded agency. Retail sales tax collected in the Public Transportation Benefit Area (PTBA) is our primary revenue source. PTBA residents recently approved an increase to a new maximum taxation rate of 1.2%, or 12 cents on a $10 purchase. Through a partnership agreement, Everett Transit also contributes sales tax funding (½ of one tenth of one percent or ½ cent on a $10 purchase) toward operation of Swift service in Everett. In 2016 retail sales tax accounts for about 68 percent of the agency’s operating revenue. Rider fares provide about 15 percent of total operating revenue and cover about 23% of the cost to operate Community Transit branded service (excluding Sound Transit routes). Pass-through funding for Sound Transit ST Express bus service represents 13 percent of operating revenue.
State and local grant funding represent less than two percent and federal operating subsidies are at about 1.4 percent. Advertising and miscellaneous revenues comprise less than one percent of the total.

FiguRe 11-4 OPerating Revenue Forecast - 2016

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fares</td>
<td>$23,740,000</td>
</tr>
<tr>
<td>Sound Transit contract</td>
<td>$17,970,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>$750,000</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>$104,030,000</td>
</tr>
<tr>
<td>Federal</td>
<td>$2,560,000</td>
</tr>
<tr>
<td>State &amp; Local</td>
<td>$2,720,000</td>
</tr>
<tr>
<td>State &amp; Local Investment income</td>
<td>$150,000</td>
</tr>
<tr>
<td>Other misc. revenues/ (expenses)</td>
<td>$170,000</td>
</tr>
<tr>
<td>Total</td>
<td>$152.1 million</td>
</tr>
</tbody>
</table>
Retail Sales Tax

In 2015, Community Transit collected $83.4 million in local retail sales tax revenue. Revenue was 5.6% higher than in 2014, exceeding budget projections by $1.3 million. Sales tax revenue for 2016-2021 is expected to grow substantially due to the expansion of Community Transit’s taxation authority from the previous 0.9% to 1.2% with approval of Proposition 1. Collection of the additional 0.3% will start in April 2016, with revenue flowing to the agency beginning in June 2016. In 2016, the 7 months of Proposition 1 funding from June to December will increase agency revenues by about $17 million. By December 2017, the full-year value of the new taxation authority will be $30 million.

The underlying growth rate for retail sales tax in the PTBA is forecast to be 5% in 2016 and 4% each year 2017 through 2021. Growth over the previous five years has averaged 6% with a high of 10.9% in 2013. The 4% assumption for 2017-2021 is in alignment with the 20+ year growth trend for sales tax. The more conservative forecast allows for the possibility of an economic downturn during the next six years.

With underlying growth and expanded taxation authority, revenue from retail sales tax is forecast to exceed $141 million by 2021.

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**Sales Tax: 2015 Actuals & 2016-2021 Forecast**

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Passenger Fares

Fare revenue is a critical component of funding service in this plan. In 2015, Community Transit collected more than $20 million in fares. This revenue covered about 23% of operating expense, not including service operated for Sound Transit. Community Transit has established a regular pattern of passenger fare increases, helping to sustain service and maintaining consistency with peer agencies in the region. Since 2008, fares have been raised three times and the average fare paid per passenger boarding has increased by 36 percent.

This Transit Development Plan includes fare increases for bus and DART services in 2017, 2019 and 2021. Vanpool rates are evaluated annually and will be adjusted as part of annual budget adoption.
Increased fare revenue will help maintain and expand service levels, offsetting cost increases due to the rising price of goods, services, insurance and benefits. It is likely that overall cost recovery may decline as Community Transit expands service over the next six years and operating cost increases more rapidly than ridership and fare revenue. A goal will be maintaining cost recovery above the 20% minimum and working to increase ridership and fares to improve this ratio to 25%. Figure 11-6 provides a forecast of operating expense, fare revenue and cost recovery for 2016-2021.

**ACTION: Implement regular fare increases in 2017, 2019 and 2021.**

![Figure 11-6 Farebox Cost Recovery](image)

**Grant Funding**

The FAST Act was signed into law on December 4, 2015, and is effective October 1, 2016 through September 30, 2020. The FAST Act is the first long-term federal transportation authorization act in a decade. It provides five years of funding certainty for infrastructure planning and investment and authorizes $61.1 billion dollars of FTA funding. Funding levels for all FTA programs were increased, formula funding programs...
from MAP 21 were retained and a discretionary Bus & Bus Facilities (5339) program was reintroduced.

Community Transit’s formula fund share is tied to the amount of service we operate, so as service expansions are implemented we will see an increase in federal funding. There is also opportunity to secure funding through the discretionary FTA 5339 bus and bus facility program for capital projects.

Due to the large scope of capital expansion, both vehicles and facilities, in this TDP, competitive grants are a significant element of the project financing. Competitive grant awards and assumptions include:

- $2.7 million WSDOT Regional Mobility grant for Mukilteo Park & Ride (awarded)
- $6.8 million WSDOT Regional Mobility grant for Swift II Seaway Transit Center (awarded)
- $10 million WSDOT LEAP operational funding for Swift II ($3.4 million 2016-2021)
- $43.5 million FTA Small Starts grant for Swift II construction & vehicles (planned)

The six-year forecast for grant revenue is illustrated in Figure 11-7:

**Figure 11-7 Grant Funding Forecast**

**Bond Issue: Funding Bus Fleet Expansion**

Bonding is a finance tool that Community Transit has used successfully to buy vehicles and pay for capital construction. Community Transit’s existing debt obligation will be retired with a final principal and interest payment of $1.85 million in 2016.
The agency plans to issue new bonds for the purpose of bus fleet expansion in 2017. As described in the Capital section of the TDP, 72 new buses will be ordered in 2016 for delivery in 2017 and 2018. Bond funding will be an important component of the finance plan to purchase these vehicles. This planned $13 million bond issue is incorporated into the six-year cash flow and the first principal and interest payment of $1.87 million would be paid in 2018.

**Sound Transit Contract**

Sound Transit Regional Express operating expense is a pass-through element of this plan, fully funded by Sound Transit via an Operating Agreement. Since 1999, Sound Transit has contracted with Community Transit to provide ST Regional Express bus service between Snohomish County and King County. The current Operating Agreement is effective through 2017 with options to extend through 2019.

**Planning for Resilience**

As this 6-Year TDP plans for substantial growth in service, the agency continues to carefully manage cost growth and follow financial strategies to ensure Community Transit remains sustainable, even during economic downturns. Given the history of financial cycles and the fact that the current phase of economic growth began seven years ago, it is likely that we will experience a recession within the six-year horizon of this TDP.

Resilience and sustainability balanced with growth is the goal of the TDP financial plan. The pace of service expansion and planned financial strategies are designed to meet these objectives:

- High priority on delivering a substantial portion of service and facility expansion identified in Proposition 1 ballot measure by 2021.
- Maintaining financial reserves at recommended levels to sustain services and complete capital projects without cutting jobs or requiring major changes to agency programs in the event of an economic downturn.
- Retaining sufficient unallocated financial capacity to fund projects currently under study for which there is not yet a clear funding scope (such as operating base expansion).

Community Transit’s fiscal planning is designed to sustain service plans and programs during a typical economic recession without requiring significant organizational change. Should a much more unusual financial event occur (such as the recent Great Recession), the focus would shift to sustaining current services with a revised plan and adjust future growth and agency programs to achieve that goal.

**ACTION:** Maintain resilient financial strategies to ensure sustainability of services and programs through future economic downturns.
Reserves

The 2016-2021 TDP maintains reserve cash balances at required and/or recommended levels. Community Transit maintains three significant cash reserve funds designated for operating, vehicle replacement and facility preservation. Two smaller reserve funds are maintained for workers compensation claims and bond debt payments.

Operating Reserve

The Operating Reserve Fund provides capacity to maintain transit service in the event of a revenue shortfall or unforeseen increase in operating expense. Contractual and policy guidance for this reserve calls for maintaining a minimum cash balance consisting of:

- A legally-required bond covenant equal to 10 percent of the current year's total operating budget.
- Two months' capacity for all agency operating expenses, exclusive of Sound Transit service.
- A $3 million fuel reserve to cover increases in the cost of fuel above budget and not covered by fuel hedging.

Over the 2016-2021 horizon, this minimum balance is forecast to increase from $34 million to $49 million. In 2016, Operating Reserve cash is forecast to be $41 million. The balance in this reserve over and above the minimum requirement represents new revenue from Proposition 1. Over the plan period, this capacity is utilized to add 138,000 hours of new bus service, increase the size of our fleet and construct new facilities. The TDP calls for moving $60 million in Proposition 1 funding to the Facility and Technology Expansion Fund. $10 million of this funding will be applied to capital construction elements of the Swift II project. The remaining $30 million will be held for capital expansion needs to be identified in studies over the next two years. These projects are likely to include operating base expansion and modification to support higher service levels as well as funding for Swift III.
Vehicle Replacement Reserve

The Vehicle Replacement Reserve Fund provides for the locally-funded portion of costs to replace both vehicles for revenue service and support. The balance in this fund is based on a calculation of the anticipated lifespan of each vehicle, the forecast replacement cost at end-of-life and the planned local funding share of that replacement cost. For example:

1. Bus purchased in 2015, expected life of vehicle is 15 years, to be replaced in 2030.
2. Forecast replacement cost is $500,000, local share $100,000, grant share $400,000.
3. Reserve funding required in year one is 1/15 of $100,000 local share ($6,700)
4. Reserve funding required in year two is 2/15 ($13,300).
5. Additional local share reserved each year until $100,000 is available at replacement.

The balance of this fund over the 2016-2021 horizon averages about $36 million. Current policy guidance regarding the locally-funded share of vehicle replacement is:

<table>
<thead>
<tr>
<th></th>
<th>Local share equals 20 percent of replacement cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus</td>
<td>Local share equals 100 percent of replacement cost</td>
</tr>
<tr>
<td>DART</td>
<td>Local share equals 100 percent of replacement cost</td>
</tr>
<tr>
<td>Vanpool</td>
<td>Local share equals 100 percent of replacement cost</td>
</tr>
<tr>
<td>Support</td>
<td>Local share equals 100 percent of replacement cost. Replacement need is 60 percent of support fleet due to 40 percent consisting of retired vanpool vehicles.</td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
</tr>
</tbody>
</table>
Facility Preservation Reserve

Beginning in 2013, Community Transit began to reserve funds to cover both planned and unplanned expenses related to preservation of service and operating facilities. Needs in this area are becoming significant as many of the agency’s facilities are 30 or more years old. A key element of planning for this reserve fund was completion of a facility condition assessment (FCA) in 2012, documenting the condition and useful life of all major facilities and systems, and their associated replacement/preservation costs. Policy guidance for this reserve fund consists of:

- The local share of current year preservation projects.
- The local share of preservation projects anticipated in the two years following the current year.
- 1.5 percent of the total replacement cost of all facility/system/technology assets, excluding vehicles.
- Any additional reserve designated for special preservation/replacement projects.

In the 2016 – 2021 plan horizon, the balance in this fund is comprised of approximately $8 million covering ongoing preservation needs and $19 million designated for special projects. The largest component of the fund is $13 million designated for the wireless communication project to replace the aging voice and data radio system, which will be expended in 2017. The reserve also includes $5 million designated for the ORCA2 project, to be expended in 2020.
Total Reserve Balance

Overall, Community Transit’s cash reserve and fund balance is forecast to vary between $128 million and $158 million over the 2016-2021 plan horizon. The balance in each year reflects compliance with policy guidance for each reserve, as well as funding designated for facility expansion to support service growth described in this plan.

ACTION: Maintain reserve balances at legally required and/or recommended levels.
12. The Route Ahead

Community Transit is moving forward with more service, more often, to serve the daily transportation needs of more people. We are improving the quality of today’s network and planning for new services that will expand future mobility in Snohomish County. With Proposition 1, and new State and Federal funding we are building a future transit vision that will continue to grow our economy and maintain quality of life in our communities for decades to come. Important steps toward that vision are included in this Transit Development Plan such as:

- A Second Line of Swift connecting Boeing/Paine Field and Canyon Park
- More trips serving Seattle and the University District
- Better connections for east Snohomish County and SR-9
- Faster trips to job centers in Snohomish County
- More connections to more places, more often and more reliably
- More buses and vanpools
- DART service growing with increased ADA travel demand
- Planning for Swift III on 164th Street and 196th Street
Table 12-1 provides a list of the goals and actions called out in the 2016-2021 Transit Development Plan:

**Summary of Goals & Actions**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Forty percent (40%) expansion of bus service by 2021.</td>
</tr>
<tr>
<td>2</td>
<td>Implement approved September 2016 and March 2017 service changes.</td>
</tr>
<tr>
<td>3</td>
<td>Refine service change proposals for September 2017 and March 2018, complete public review and Board adoption process, and implement adopted proposal.</td>
</tr>
<tr>
<td>4</td>
<td>Develop service expansion proposals for 2019, 2020 and 2021.</td>
</tr>
<tr>
<td>5</td>
<td>Provide complementary paratransit service to meet demands of expanding fixed-route bus service and aging population.</td>
</tr>
<tr>
<td>6</td>
<td>Expand vanpool program by 45 vans. Maximize number of active vanpool groups and ridership per van to meet growing demands for service.</td>
</tr>
<tr>
<td>7</td>
<td>Complete and launch the second line of <em>Swift</em> in 2018.</td>
</tr>
<tr>
<td>8</td>
<td>Complete Planning and Route Definition Study for <em>Swift</em> III, in the 196th Street/164th Street corridor.</td>
</tr>
<tr>
<td>9</td>
<td>Complete <em>Swift</em> Extension to 185th Feasibility Study.</td>
</tr>
<tr>
<td>10</td>
<td>Continue working with partner transit agencies and local jurisdictions to improve connections between transit systems and plan for integration with new modes such as light rail.</td>
</tr>
<tr>
<td>11</td>
<td>Recruit staff to operate and support service expansion.</td>
</tr>
<tr>
<td>12</td>
<td>Continue to monitor economic development, travel demand and transit service potential in areas eligible for annexation to the PTBA.</td>
</tr>
<tr>
<td>13</td>
<td>Maintain regular replacement of Fixed-Route, DART and Vanpool fleet.</td>
</tr>
<tr>
<td>14</td>
<td>Expand vanpool fleet, adding 62 buses and 45 vanpools.</td>
</tr>
<tr>
<td>15</td>
<td>Complete market and operations study to inform DART fleet plans.</td>
</tr>
<tr>
<td>16</td>
<td>Continue partnership with Snohomish County and City of Mukilteo to develop Mukilteo Park &amp; Ride.</td>
</tr>
<tr>
<td>17</td>
<td>Finalize the design, engineering and environmental review for Seaway Transit Center; complete cost estimates; and construct project.</td>
</tr>
<tr>
<td>18</td>
<td>Complete <em>Swift</em> II I-5 128th Street interchange approach widening project.</td>
</tr>
<tr>
<td>19</td>
<td>Complete <em>Swift</em> II corridor station construction.</td>
</tr>
<tr>
<td>20</td>
<td>Continue to fund capital facility preservation projects.</td>
</tr>
<tr>
<td>21</td>
<td>Study operating base capacity and complete project and funding plans for future base expansion and retrofits.</td>
</tr>
<tr>
<td>22</td>
<td>Begin design, engineering and operational changes to implement cellular voice and data communications system.</td>
</tr>
<tr>
<td>23</td>
<td>Complete design and implementation planning to refine ORCA Next Generation project costs and identify needed operational changes.</td>
</tr>
<tr>
<td>24</td>
<td>Become a provider of GTFS real-time data to software application developers and the community at large.</td>
</tr>
<tr>
<td>25</td>
<td>Complete bus video system upgrade.</td>
</tr>
<tr>
<td>26</td>
<td>Complete research to inform farebox replacement recommendation.</td>
</tr>
<tr>
<td>27</td>
<td>Complete mobile ticketing study.</td>
</tr>
<tr>
<td>28</td>
<td>Complete electric vehicle study.</td>
</tr>
</tbody>
</table>
## Summary of Goals & Actions

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>29.</strong></td>
<td>Continue to monitor regional parking management.</td>
</tr>
<tr>
<td><strong>30.</strong></td>
<td>Continue efforts to reduce Cost per Rider by controlling cost growth, increasing ridership and increasing fare revenue.</td>
</tr>
<tr>
<td><strong>32.</strong></td>
<td>Maintain resilient financial strategies to ensure sustainability of services and programs through future economic downturns.</td>
</tr>
<tr>
<td><strong>33.</strong></td>
<td>Maintain reserve balances at legally required and/or recommended levels.</td>
</tr>
</tbody>
</table>
Appendix A: Environmental Determination of Non-Significance

Snohomish County Public Transportation Benefit Area Corporation, DBA Community Transit

Notice of Determination of Non-Significance: 2016-2021 Transit Development Plan

Community Transit issued a determination of non-significance (DNS) under the State Environmental Policy Act (SEPA) Rules (WAC 197-11-34(2) and Community Transit SEPA Rules (Resolution 3-05) for the following non-project Transit Development Plan (TDP) update. The draft 2016-2021 TDP planning document outlines service, financial and capital investment strategies for the next six years. This TDP update includes adding nearly 140,000 service hours of new bus service, construction and implementation of the second Swift line, new routes and more trips on existing local and commuter service, purchase of 167 buses and 295 vans, construction of the Mukilteo Park & Ride and Seaway Transit Center. Copies of the draft 2016-2021 TDP, SEPA Checklist and DNS are available upon request at Community Transit. The public is invited to comment on this DNS by submitting written comments no later than March 18, 2016, to Community Transit, Attn. Strategic Planning, 7100 Hardeson Rd., Everett, WA 98203-5834.

Published: March 4, 2016
Appendix B: Public Comments

The draft 2016-2021 Transit Development Plan was available for public comment from March 4, 2016 through April 8, 2016. The draft plan and opportunity to comment were publicized through a media release, on-board bus brochures, Social Media posts on Facebook, outreach at 18 locations, notification on Community Transit’s website and legal notices advertising an April 7th public hearing in local English and Spanish language newspapers.

Staff also completed a State Environmental Policy Act (SEPA) review of the plan and filed a Determination of Non Significance (DNS) with the State Department of Ecology. Notice of the DNS and SEPA comment period was sent to local city and county agencies.

Community Transit received 17 comments via email and regular mail: some emails contained more than one comment in the categories below. Comments were provided to staff and board members for consideration. There were no comments received at the April 7th public hearing and no comments through the SEPA process.

A summary of comments follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Comments Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making existing service better (span, frequency and reliability)</td>
<td>4</td>
</tr>
<tr>
<td>More <em>Swift</em> lines</td>
<td>3</td>
</tr>
<tr>
<td>Going more places more often (new routes, new connections)</td>
<td>5</td>
</tr>
<tr>
<td>Facilities (park &amp; rides, transit centers, shelters)</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>