

Transit Development Plan: 2021-2026

King County Metro

August 2021



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Introduction

King County Metro Transit’s “Transit Development Plan” for 2021-2026 is designed to comply with the six-year planning requirements of the Washington State Department of Transportation (WSDOT) as required by RCW 35.58.2795.

This “Transit Development Plan,” includes information extracted from or consistent with King County Metro Transit’s Strategic Plan for Public Transportation, 2011-2021, amended in 2013 and 2016. Metro is currently working to update its Strategic Plan and will update it by the end of July 2021. The information in this document aligns with the information included in Metro Transit’s 2020-2021 Biennial Budget and the Business Plan.

The current Strategic Plan for Public Transportation is published on the King County website, and other jurisdictions may easily consult the plan for local and regional transportation and land use issues. That document, as well as additional information about Metro’s long-range planning, is available at <https://kingcounty.gov/depts/transportation/metro/about/planning.aspx>. Metro also measures its progress towards implementing the Strategic Plan on an annual basis. These annual progress reports can be found in Metro’s Accountability Center: <https://kingcounty.gov/depts/transportation/metro/about/accountability-center.aspx>.

There are seven sections in this plan, described below:

- I. **2021 System Overview.** This section describes the organization, physical plant, service characteristics, and service connections of King County Metro.
- II. **2020 Activities.** This section describes the activities that Metro undertook in 2020.
- III. **Activities and Actions towards WSDOT Transportation Goals.** This section summarizes Metro’s activities that correspond with WSDOT’s goals.
- IV. **Planned Strategies, 2021-2026.** This section describes Metro’s strategies for the next five years, and how the strategies align with WSDOT goals.
- V. **Planned Activities, 2021-2026.** This section describes Metro’s planned activities for the next five years.
- VI. **Capital Improvement Program, 2021-2026.** This section summarizes Metro’s Capital Improvement Program as budgeted for the next five years.
- VII. **2020 Operating Data and 2021-2026 Projections.** This section includes operating data for 2020 and projected operating data for 2021-2025.

I. System Overview

The following chapter summarizes King County Metro Transit’s functional aspects, including organization, plant, service, and multimodal connectivity.

I-a. Organization

King County Metro Transit, or Metro, is a department of King County government. Metro transitioned from a division to a department in January 2019. The Metropolitan King County Council adopts plans, policies, and budgets for Metro and the King County Executive oversees implementation of these legislative actions. The Regional Transit Committee, a group of local elected officials from cities within King County, provides recommendations to the King County Council on policy and plans for Metro.

As of January 2021, King County Government and the Department of Metro Transit are structured as follows:

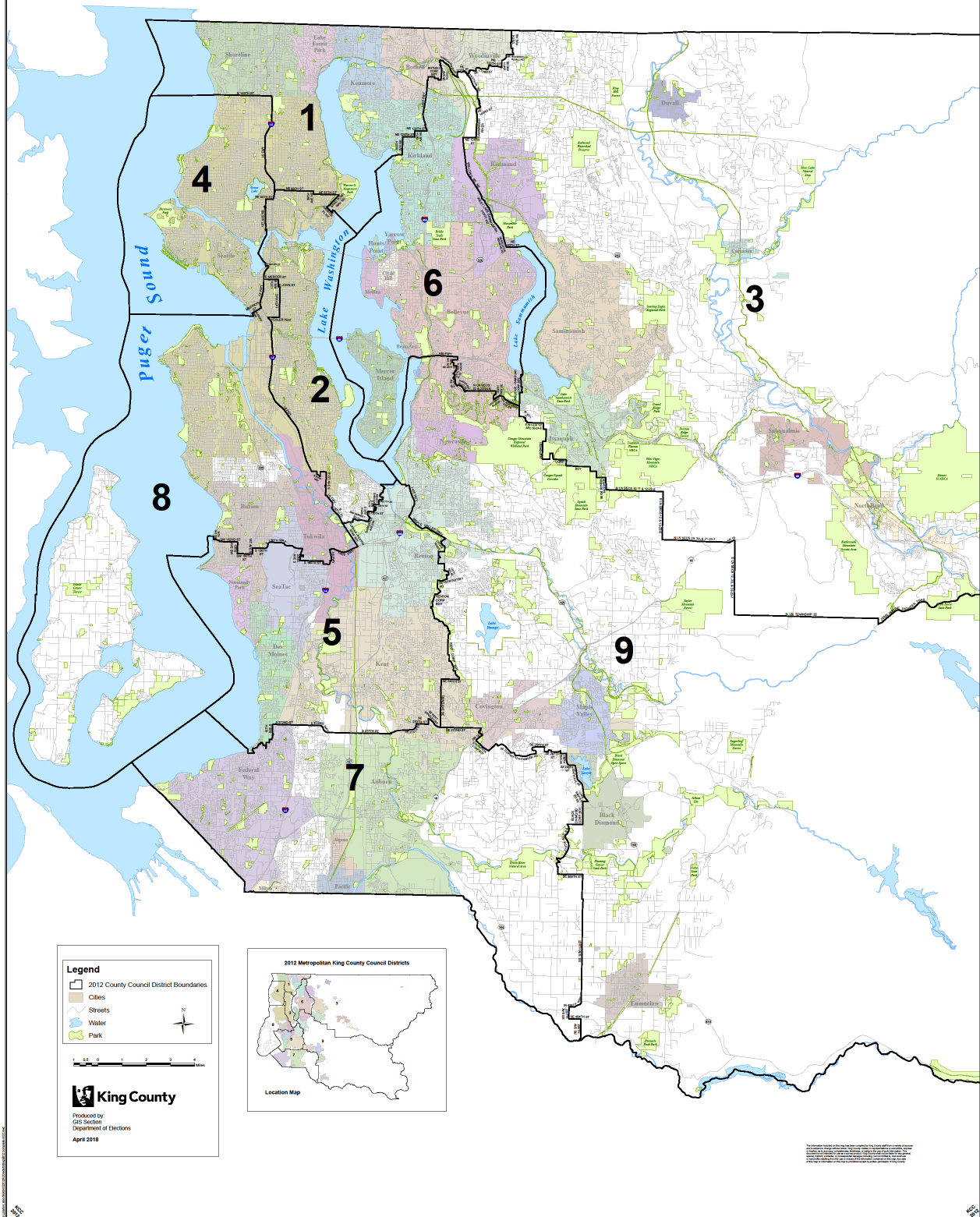
- Dow Constantine, King County Executive
- Terry White, General Manager, Metro Transit Department

As of January 2021, the King County Council included the following nine members representing the geographic areas shown in Figure 1:

Rod Dembowski	District 1
Girmay Zahilay	District 2
Kathy Lambert	District 3
Jeanne Kohl-Welles	District 4
Dave Upthegrove	District 5
Claudia Balducci	District 6 (Chair)
Pete von Reichbauer	District 7
Joe McDermott	District 8 (Vice Chair)
Reagan Dunn	District 9 (Vice Chair)

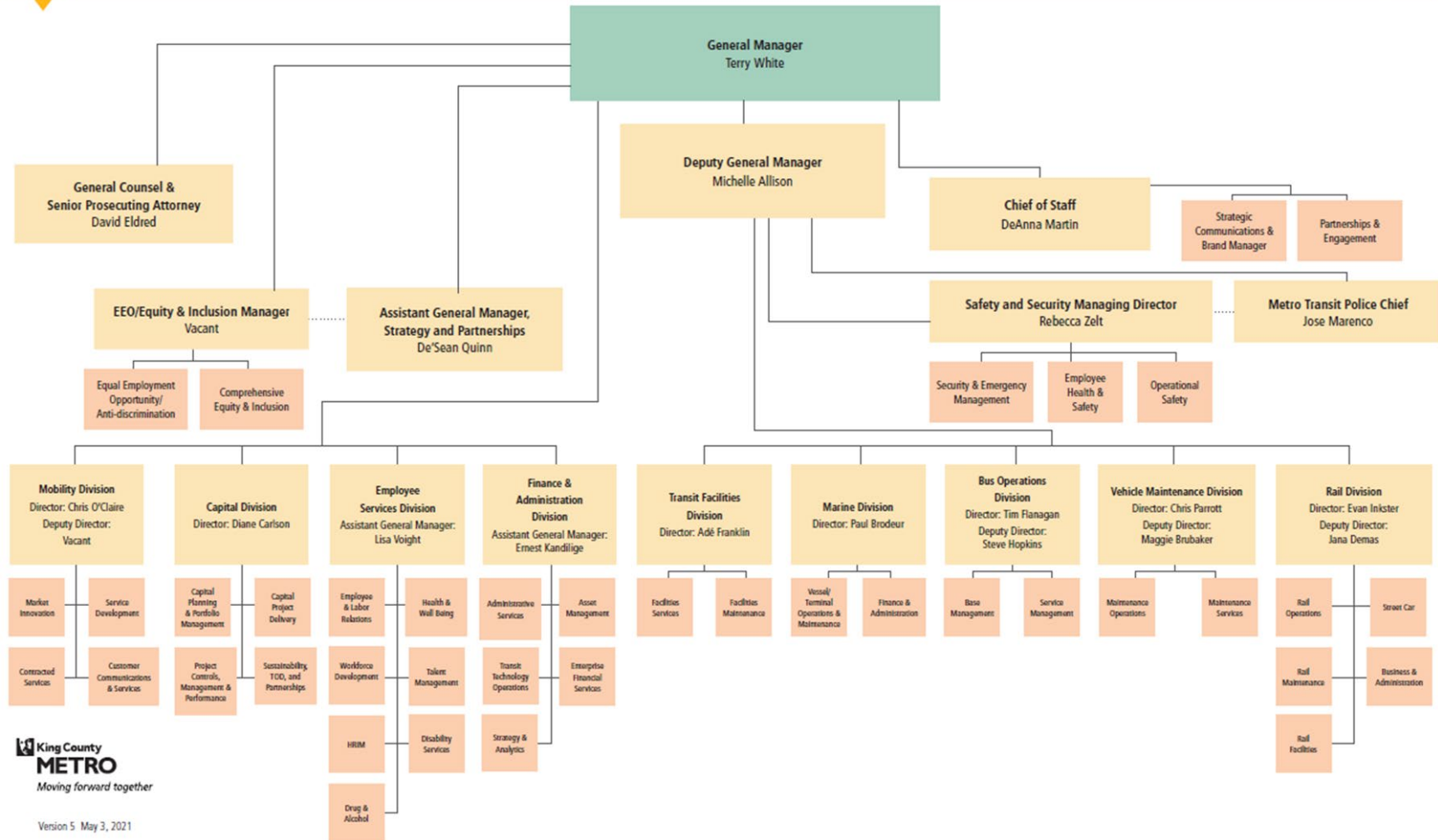
Metro—the Municipality of Metropolitan Seattle—was created from a 1958 ballot measure to provide wastewater treatment to clean Lake Washington. The transit function was added to the existing Metro through a ballot measure in 1972, consolidating Seattle Transit and suburban bus operators into a single countywide operator. Metro began providing bus service in January 1973. After voter approval in 1992, Metro’s authority and functions (transit and wastewater treatment) were transferred to King County government on January 1, 1994 and since that time, King County Metro Transit has been governed by the executive and legislative branches of King County. Metro’s ridership grew in 2019, reaching a new all-time high of over 122 million passenger trips. Figure 2 shows the Metro Transit Department organizational structure as of January 2020.

2012 Metropolitan King County Council Districts



METRO TRANSIT Department Structure

For orientation purposes only—not for staffing, business or financial decision making.



I-b. Physical Plant

Metro's administrative offices are located at 201 South Jackson Street in downtown Seattle. Metro has seven operating bases, and a variety of other physical facilities to support the provision of transit and ridesharing service. Major facilities include:

Central Campus (Seattle)

- Atlantic/Central Operations Building, 1270 6th Ave. S., Seattle
- Atlantic Maintenance Building, 1555 Airport Way South, Seattle
- Central Maintenance Building, 640 South Massachusetts, Seattle
- Ryerson Base, 1220 4th Ave. S., Seattle
- Transit Control Center, 1263 6th Ave. S., Seattle
- Central Employee Parking Garage, 1505 6th Avenue South, Seattle
- Atlantic-Central Base Tire and Millwright Shop, 1555 Airport Way South, Seattle
- Information Distribution Center¹, 1523 6th Ave South, Seattle
- Power Distribution, 2255 4th Avenue South, Seattle
- Non-Revenue Vehicle Maintenance Building²
- Revenue Processing Center (also not a core-base function, but also located within the AC Base property)
- Transit Police Center (10-year lease on the property), 5303 1st Ave S, Seattle
- Holgate Warehouse: Storage of Transit Assets (leased property), 8th and Holgate St.

East Campus (Bellevue-Redmond)

- Bellevue Base, 1790 124th NE, Bellevue
- East Base, 1975 124th NE, Bellevue
- Vanpool Distribution Center, 18655 NE Union Hill Road, Redmond

South Campus (Tukwila)

- South Base, 12100 East Marginal Way S., Tukwila
- Safety and Training Center, 11911 East Marginal Way S., Tukwila
- South Facilities Maintenance, 11911 East Marginal Way S., Tukwila
- Component Supply Center, 12200 East Marginal Way S., Tukwila
- South Campus Office and Storage Annex, 12677 E. Marginal Way S.
- South Interim Base (Online 2021), 12400 E. Marginal Way S.
- South Base VM Annex: New Coach Prep and Fleet Engineering (leased property)- 12119 E Marginal Way S

North Campus (Shoreline-Seattle)

- North Base, 2160 N. 163rd St., Shoreline

Seattle Streetcar (Seattle)

- South Lake Union Streetcar OMF, 318 Fairview Ave N, Seattle
- Charles Street Streetcar OMF, 848 7th Ave S, Seattle

¹ Formerly 'Marking Distribution Center'

² Not a core-base function, it is located within the AC Base property

Fourteen Metro routes use electric trolley buses. To support the electric trolley bus network, Metro operates and maintains a network of overhead power infrastructure and electrical substations to power the system.

I-c. Service Characteristics

Fixed-route & DART Bus

As of December 2020, Metro operates a total of 207 fixed-route and DART services, including the Seattle Streetcar. These fixed-route services include:

- 83 All-Day Routes
- 37 Peak Period Commuter Routes
- 0 Peak Period School or Custom Routes
- 14 Dial-a-Ride Transit (DART) Routes
- 2 Seattle Streetcar lines
- 2 Water Taxi Shuttles
- 5 Sound Transit Routes

As of December 2020, Metro operates 1,404 vehicles for fixed-route service including 35', 40', and 60' hybrid buses; 40' and 60' electric trolley buses; and 40' battery-electric buses. Metro also operates 123 vehicles for Sound Transit. All Metro bus routes are ADA-accessible (lift-equipped) and have bike racks for 3 bikes, and many are low-floor. Table 1 displays details of Metro's fleet.

Table 1. Metro Fleet, December 2020

Vehicle Type	Number of Vehicles
35' Hybrid	60
40' Hybrid	454
40' Diesel (ST)	3
60' Hybrid	705
60' Diesel & Hybrid (ST)	120
40' Trolley	110
60' Trolley	64
40' Battery	11

Metro Dial-a-Ride Transit (DART) and Community Shuttle routes operate on fixed time points but offer the flexibility to deviate from regular routes within specified service areas. All DART and Community Shuttle vehicles are lift-equipped. Metro provides DART and Community Shuttle service through private contractors.

Flexible Services Program

The Flexible Services program became a regular program within Metro starting in 2019. In 2020, there were six types of services piloted by Metro in over 20 communities throughout the county.

Metro is beginning the evaluation process for these different services as part of its phase gate process to determine which services become permanent and which are discontinued.

One of the defining features of the Flexible Services program is the capability to launch, test and refine innovative service solutions. These services leverage Metro's long-standing success in both DART and ridesharing services with emerging mobility technologies. In addition to the services described below, Metro is considering new ideas for service that responds to requests in real-time, promotional partnerships with taxi and transportation network companies. As we continue to work with communities on our pilot projects, we expect to develop other ideas for innovative, customized services. Current services include:

- **Via to Transit:** On-demand, feeder-to-fixed-route service connecting riders to and from transit hubs in southeast Seattle and Tukwila, and soon expanding to new service areas in Skyway and Renton.
- **Crossroads Connect:** On-demand feeder-to-fixed-route service connecting riders to RapidRide B Line stations and the Eastgate Park and Ride
- **Community Ride:** On-demand point-to-point services for appointments, errands, and other local trips in Sammamish and Juanita areas.
- **Community Shuttle:** Metro DART route with a flexible service area, provided through community partnerships.
- **Community Van:** Metro vans for local group trips scheduled by a community transportation coordinator to meet local needs, provided through a community partnership with select local jurisdictions.
- **On-Demand Services:** Partnering with a private company to provide a service which allows users to hail trips to and from a transit center or park and ride, on-demand, using a mobile app or by making a call.
- **Trailhead Direct:** Provides van service from South Seattle, Capitol Hill, Bellevue, Issaquah, Tukwila International Boulevard Station, and Renton to hiking destinations along I-90 to ease vehicle congestion, reduce safety hazards and expand access to recreation opportunities.

Access Paratransit

Access Paratransit is a pre-scheduled, demand-responsive, shared-ride transportation service provided by the Mobility Division of King County Metro. Metro provides paratransit services that exceed the requirements of the Americans with Disabilities Act (ADA) for individuals whose disabilities prevent the use of accessible, non-commuter, fixed-route bus service. As required by the ADA, *Access* service is provided within 3/4 of a mile on either side of non-commuter fixed-route bus service on the days and during the times those routes operate. In addition to the ADA minimum requirement, *Access* extends service to ADA eligible individuals in some areas not served by non-commuter fixed-route bus service between 9 a.m. and 6 p.m., provides service in areas where Metro routes have been previously deleted, and fills gaps in the

Metro service area beyond 3/4 of a mile. Individuals must be evaluated and deemed eligible prior to using *Access* services. Eligibility is based on whether a disability prevents a person from performing the tasks needed to ride regular bus service some or all the time. Metro provides *Access* service through private contractors, including dedicated drivers as well as the use of taxi and other transportation network companies.

Rideshare Services, Commute Trip Reduction, and Partnership Programs

Metro develops, operates, and promotes multiple programs, products, and tools to help people share rides to work, school, and for community events and to connect to fixed-route service. These are provided to employers, community agencies, and individuals. Employers offer some of these programs to their employees, users, or clients as benefits or incentives programs. Major Metro programs include Commuter Van Services, Community Access Transportation (CAT), Home Free Guarantee, Job Access Transportation, In Motion, Rideshare Online, and ORCA Business Products.

- **Commuter Vans Services:** Metro manages the largest, longest-running public commuter van program in the nation.
 - Vanpool – Metro’s one-seat-ride allows commuters to rideshare from their homes to work with co-workers or neighbors for a monthly fare.
 - Vanshare – Metro’s first/last-mile solution allows commuters to rideshare from their neighborhood to a transit hub or take the van from a transit hub the last few miles to their worksite for one low, monthly fare split between riders.
 - Metropool – Metro’s 100%-electric, zero-emission vehicles fit five and are available for registered commuter van groups.
- **RideshareOnline.com** – Metro provides administrative support for, and participates in, RideshareOnline.com, an extensive and inclusive regional ride-matching service with thousands of participants countywide. RideshareOnline.com provides commuters with vanpool and carpool searches and trip tracking as well as jurisdiction and employer with tools to help start, administer and incentivize their commute trip reduction program.
- **Emergency Ride Home** – Various Metro programs provide free emergency trips home for registered commuters who rideshare, take transit or walk/bicycle to work.
- **Community Access Transportation (CAT)** – This program expands mobility options for people with disabilities, senior citizens, and people with low incomes through partnerships with social service agencies and jurisdictions in King County. A CAT program may serve a specific location, such as a senior center or operate as a community shuttle, taking seniors and people with disabilities to appointments, shopping, and activities within the community. Agencies benefit since they can customize their transportation services to meet their clients’ needs.

Below are additional details on the ORCA Business Products program that is most relevant to this report. Metro offers the following types of business products:

- The ORCA Passport program allows employers, universities, and other institutions to provide their employees, students, or residents access to a variety of transportation services. Fees of the ORCA Passport program are based on the use of the program services. The covered services include bus, ferry, streetcar, train, vanpool, and emergency ride home. Participating businesses are required to provide a minimum 50% subsidy of the per-person cost.
- Retail Passes for Transit Users (Choice) – Employers purchase retail passes and/or e-purse (electronic purse) provided via ORCA cards for employees to access public transportation services. Employers may or may not subsidize passes.

Special & Custom Bus Services

Metro only provides special event service as a subcontractor to a private transportation firm in compliance with the FTA charter guidance. In 2020, Metro did not operate service for any special events or provide transportation for any school districts due to the pandemic.

Contract

Metro serves as the scheduler and operator for other transit services in Seattle and King County. Metro operates nine Regional Express bus routes and Central Link light rail for Sound Transit. Metro operates the Seattle Streetcar South Lake Union and First Hill Streetcar lines for the City of Seattle. Under the Community Mobility Contract (CMC) between King County and the City of Seattle for regular, fixed-route transit service that operates primarily within the City limits. The City of Seattle invested approximately 280,000 hours in 2020. Please note that service funded by the Seattle Transportation Benefit District (STBD) in 2020 included COVID-related suspensions on the Metro end as well as reductions in funding from the renewed STBD. Additionally, King County had a contract with Amazon from September 2018 through September 2020. Amazon purchased 6,000 annual service hours on existing bus routes.

Seattle Streetcar

The Seattle Streetcar is comprised of the South Lake Union line and the First Hill line. Four vehicles operate on the South Lake Line while six are deployed on the First Hill line. Service operates 365 days a year with additional peak service on weekdays during the AM and PM commute period. The South Lake Union line opened in 2007 and the First Hill line opened in 2016. Total streetcar ridership in 2020 was 749,443, down considerably from 1,863,000 in 2019 due to Covid-19.

Table 2. Streetcar Fleet, December 2020

Vehicle Type	Number of Vehicles
Inekon Trio 12	3
Inekon Trio 121	7

Transportation for Pandemic Response

King County Metro launched Transportation for Pandemic Response (TPR) - a separate program and transportation system to transport individuals who are confirmed or presumed carriers of COVID-19. This specialized service is a partnership between Public Health - Seattle & King County and King County Metro.

This service utilizes specially modified Access vehicles to service this unique situation. Access vehicles in service with TPR are removed from the Access Transportation program and retrofitted by Metro with a barrier that isolates the driver cabin. Operators and utility personnel volunteer to serve TPR and are removed from serving regular Access service. All cleaning and maintenance operations occur at a separate, dedicated operations base.

I-d. Service Connections

Metro service connects to a wide range of other transportation services in King County, including hubs for bus, rail, ferry, and air travel. Metro provides intermodal connections with Sound Transit Link light rail and Sounder commuter rail service, Amtrak rail service, Washington State Ferries, and Sea-Tac International Airport. Metro also connects with other bus services including Sound Transit, Community Transit, Pierce Transit, and intercity Greyhound and Bolt bus service.

Metro serves 15 designated transit centers and several other transit hubs where multiple routes connect to facilitate transfers, such as light rail stations. Transit centers generally have facilities beyond those provided at regular bus stops, such as larger shelters, multiple bays, bicycle racks and bike lockers, public art, park-and-ride spaces, and bus layover space. Transit centers include:

- Auburn Station
- Aurora Village Transit Center
- Bellevue Transit Center
- Burien Transit Center
- Federal Way Transit Center
- International District/Chinatown Station
- Issaquah Transit Center
- Kent Station
- Kirkland Transit Center
- Mount Baker Transit Center
- Northgate Transit Center
- Redmond Technology Center (temporarily closed for LINK construction)
- Redmond Transit Center
- Renton Transit Center
- Totem Lake Transit Center

Other major hubs that Metro serves include all 16 Link light rail stations in Seattle, Tukwila, and SeaTac, and four Sounder commuter rail stations in Seattle, Tukwila, Kent, and Auburn. Metro connects with Amtrak at King Street Station in downtown Seattle and at Tukwila Station. Metro connects to Washington State Ferries services at Colman Dock in downtown Seattle, Fauntleroy Ferry Terminal in West Seattle, and Vashon Island Ferry Terminal. Metro also provides passenger-only ferry service that crosses Puget Sound on the Vashon Island-Seattle ferry route and between West Seattle and downtown Seattle.

Metro connects to Community Transit services in Seattle, Shoreline, and Bothell. Metro connects to Pierce Transit services in Federal Way and Auburn. Metro connects to Sound Transit services at multiple transit centers and hubs throughout King County. Metro also coordinates with the other agencies to facilitate inter-county transfers between paratransit operations.

King County Metro manages nearly 100 permanent and leased park-and-ride lots with a total of nearly 18,500 vehicle spaces as of 2020. Of the 49 permanent lots, 23 are owned by King County (about 8,500 spaces); 18 are owned by WSDOT (about 7,000 spaces); and eight additional permanent lots, collectively providing about 1,100 spaces, are owned by cities or private entities. Metro also leases 50 lots with nearly 1,800 spaces from churches and other landowners for transit customer use.

I-e. Fare Structure

Effective July 1, 2018, Metro replaced the zone and peak-specific fare structure with a simplified flat-rate fare for all Metro buses. Metro offers reduced fares for youth, individuals with low incomes, and Regional Reduced Fare Permit (RRFP) holders, including seniors, Medicare cardholders, and persons with disabilities. Metro offers ORCA monthly passes, which are priced at 36 times the one-ride fare (i.e. a one-month pass valid for \$2.75 fares costs \$99), with the exception of ACCESS monthly passes.

Beginning in 2009, Metro implemented the ORCA card in partnership with other Puget Sound area transit agencies including Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce Transit, Sound Transit, and Washington State Ferries. Riders who use an ORCA card receive a transfer credit for two hours between transit agencies. For cash-paying customers, Metro offers paper transfers that are valid only on Metro services and not any other agencies' transit services.

Beginning in 2010, Metro implemented RapidRide, a bus rapid transit service now operating on six corridors. A proof-of-payment system is used on RapidRide, enabling off-board fare payment via ORCA and all-door loading to speed operations. Metro's regular fares in all categories are charged on RapidRide.

Metro launched the ORCA LIFT reduced-fare program in March 2016, making transit more affordable for qualified riders whose incomes are at or below 200% of the federal poverty level. ORCA LIFT cardholders can save nearly 50% on Metro and other participating agencies including Sound Transit, Community Transit, Kitsap Transit, Everett Transit and the Seattle Streetcar.

There were 57,266 ORCA LIFT enrollees at the end of 2020. Due to COVID-19, King County Metro Transit waived fare collection for the second and third quarters of 2020. ORCA LIFT cardholders took 1.4 million trips in 2020, down 71% compared to 2019.

One of the largest undertakings of its kind in the country, a new subsidized annual pass is available to qualified riders living in King, Pierce and Snohomish counties and covers travel on services provided by King County Metro, Sound Transit, and the City of Seattle. The pass will cover travel on:

- King County Metro's buses, Access paratransit, water taxi, Via to Transit, and Trailhead Direct;
- Sound Transit's Link light rail, Sound Transit Express buses, and Sounder commuter rail;
- The City of Seattle's Monorail and Streetcar.

The new program implemented in October 2020 is intended to serve people with no income or very low income who cannot afford the reduced fare on public transportation already available through ORCA LIFT, the Regional Reduced Fare Program, or the ORCA Youth fare. Sound Transit committed to join the program for a two-year pilot period.

Participants qualify if they receive services from one or more of the following programs, each of which has income qualifications at or below 80% of the Federal Poverty Level:

- Aged, Blind, or Disabled Cash Assistance
- Housing & Essential Needs
- Pregnant Women Assistance
- Refugee Cash Assistance
- Supplemental Security Income, and/or
- Temporary Assistance for Needy Families/State Family Assistance

Depending on demand, an estimated \$30 million of fare value will be provided to riders annually. The program is entering its startup year and administrative costs are estimated to be \$3 million for 2021-22. Metro, Sound Transit, and program partners will be monitoring participation, and researchers will assist in evaluating the broader impacts of providing this travel benefit to riders.

Table 3. Metro Fares as of July 1, 2018

Fare Group	Fare Type	Cash Fare Per Trip
Adult (age 19-64)	Flat Rate	\$2.75
Youth (age 6-18)	Flat Rate	\$1.50
Children (age 0-5)	Flat Rate	Up to four children (ages 5 and under) may ride free with a fare-paying passenger.
ORCA LIFT reduced fare	Flat Rate	\$1.50

RRFP (Seniors, Medicare cardholders and persons with disabilities)	Flat Rate	\$1.00
Access	Access Transportation	\$1.75 (\$63 monthly unlimited ride pass)
Regional day pass	Up to \$3.50 / \$1.75 for senior or disabled	\$8.00 / \$4.00 reduced fare categories

Fare for the Seattle Streetcar is \$2.25 for adults, \$1.50 for youth, \$1.50 for ORCA LIFT, and \$1.00 for RRFP. The average monthly fare for vanpools is \$104 for a 45-mile round trip commute with 7 participants.

II. 2020 Activities

Metro fixed-route bus ridership was 57 million in 2020. Vanpool and Vanshare ridership was 1.1 million, and total Access paratransit ridership was 0.5 million. Boardings on Metro-operated Sound Transit bus service totaled 2.6 million, while boardings on Metro-operated Sound Transit rail services was 9.7 million. Boardings on the Metro-operated South Lake Union Streetcar and First Hill Streetcar totaled 0.7 million. Over 3,400 Transportation for Pandemic Response rides were also provided in 2020.

Major Metro accomplishments in 2020 included the following:

II-a. Performance Measurement and Transparency

Metro continued to improve upon its agency-wide performance management system in 2020. The agency continued to hold Monthly Business Reviews (MBR) where senior management scrutinized performance information, asked questions, identified problems, and began problem-solving efforts. MBR meetings review 16-18 key performance indicators. 2020 began with adapting the process to provide actionable information associated with impacts arising from the COVID-19 pandemic, creating a new dashboard and additional metrics that aided Metro in managing the system during this unprecedented time. Metro wrapped up the year with a process review and began to revamp division-level MBRs to enable more action-oriented metrics to be tracked as part of a new performance dashboard and process branded “Metro Pulse.”

Metro is part of the International Bus Benchmarking Group (IBBG), which includes ten international and three North American transit agencies. IBBG agencies submit specific financial and operating data annually. The data are compiled and summarized in an annual report and also available at a more detailed level for peer comparison purposes. In addition, the IBBG agencies participate in two broad case studies looking in-depth at specific transit topics affecting all agencies. IBBG agencies also have access to an online forum for asking specific transit-related questions of peer agencies.

Metro also compares itself to 30 of its peers using data from the National Transit Database (NTD). From this, Metro produces a peer comparison report that looks at changes in performance on an annual, five-year, and ten-year basis.

For over 25 years, Metro conducted an annual Random Digit Dialing (RDD) telephone survey of Riders and Non-Riders. In the fall of 2018 Metro changed its survey methodology and began conducting an ongoing random Address Based Sample (ABS) survey of Riders and Non-Riders in King County. The survey is used to collect a reliable measure of market share, track customer characteristics, awareness, travel habits, demographics, and satisfaction with various transit elements/services. The survey also tracks attitudinal data to better understand Non-Rider perceptions of Metro and barriers to ridership. Metro maintains an online accountability center, which includes electronic versions of the reports described above. The accountability center contains quarterly performance highlights, as well as annual and monthly performance dashboards. It houses electronic copies of Metro’s customer research surveys and tracks park-and-ride usage.

II-b. Sound Transit-Metro Transit Integration

Following the passage of the ballot measure known as Sound Transit 3 (“ST3”) in November 2017, together with the adoption of METRO CONNECTS in January 2017, it was recognized that in order to effectively integrate bus and light rail facilities to best meet the needs of shared customers, Sound Transit and Metro would come together to create a consistent and efficient structure to develop new capital facilities and transit services in a coordinated manner. In May 2018, a System Expansion Transit Integration Agreement was signed by Metro and Sound Transit outlining the roles, responsibilities, expectations, and strategies to achieve the common interests of both agencies with the focus being on the customer experience. These common interests include:

- Well-integrated bus connections with rail and BRT services
- Easy, safe and convenient bus-rail/rail-bus transfers for customers
- Strong, collaborative interagency relationship
- Reasonable accommodation for future passenger and service growth
- Efficient use of transit funding and resources

As part of this collaborative effort, Metro has been coordinating with Sound Transit on planning, design, and construction of their ST2 and ST3 system expansion projects. 2020 highlights include:

- Enhanced passenger facility design and construction for Northgate Link Extension as well as programmatic capital coordination
- Design and construction coordination for East Link, Lynnwood Link Extension, Federal Way Link Extension, and Downtown Redmond Link Extension
- Planning for West Seattle and Ballard Link Extension, Tacoma Dome Link Extension, 130th Street Infill Station, I-405 BRT, SR 522/NE 145th BRT, Kent Station Parking and Access Improvements, Bus on Shoulder, North Sammamish Park-and-Ride, and RapidRide C&D Line Improvements.

II-c. Service Quality Investments

In 2020, service quality investments gave way to Metro’s effort to respond to the impact of the pandemic on Metro’s service, both in terms of riders and lost revenue. By early 2021, Metro was able to remove 32,303 hours for the Spring 2021 service change in response to reduced traffic volumes and faster travel times around the system. An additional 3,467 hours were removed as part of the Fall 2021 service change. These hours will be reinvested in 2022 as Metro expects to see the return to similar traffic conditions as were present prior to the pandemic. During the pandemic period, Metro also developed a stronger ability to introduce “Supplemental Service” similar to special event service, that can be used to address crowding issues, or early implementation of planned service adds that otherwise would not be added until the following service change.

II-d. Flexible Services Program

Metro continued to implement new services as part of the Flexible Services Program. The program completed its four-year demonstration phase in 2018 (2015-2018), when it was called Community Connections. The Flexible Services program became a regular program within Metro starting in 2019. In 2019, there were six types of services piloted by Metro in over 20 communities throughout the county. Metro is beginning the evaluation process for these different services as part of its phase gate process to determine which services become permanent and which are discontinued.

II-e. Committed to Zero-Emissions Buses

Metro completed testing of ten leased buses and found the results encouraging. A charging facility is being built at South Base and 40 Battery Electric Buses have been ordered, buses that will use that facility. Metro expects that charging project, South Base Test Facility, to complete and commission by end of 2021, at which time the 40 buses can start charging there and Metro can start training staff in maintenance and operations.

II-f. Facilities Master Plan: Operational Capacity Growth Strategy

King County Metro developed a 2019 Operational Capacity Growth Report outlining a strategy for increasing operational and bus base capacity. The report identifies Metro's strategy for adding the operational capacity needed to support its envisioned bus system growth described in its long-range plan, METRO CONNECTS. The strategy includes steps to optimize and expand existing base facilities as well as recommends new construction. The first steps in the strategy are to expand Metro's South Base Campus, the construction of a new Interim Base in 2020, and construction of a new permanent base on the South Annex site by 2027.

II-g. New Operating Base Plans

As part of the Facilities Master Plan, King County Metro is currently developing a property adjacent to South Base into an Interim Base. Demolition of the old structure and design of the new facility began in 2018. The facility is scheduled to be reach substantial completion in 2021 and will be leveraged to offset leased space until electric bus charging infrastructure overlay is complete in 2025 and the base is activated.

Metro will design and construct the South Annex Base to add capacity for 250 electric buses on land currently occupied by the Training Center and construction management offices. The Training Center will relocate to leased facilities near the South Campus in late 2021.

II-h. Safety Management System

Metro has started the implementation of its Safety Management System (SMS) as required by the Agency Safety Plan. SMS is a formal, top-down, organization-wide approach to managing safety risks and ensuring the effectiveness of Metro's safety risk mitigations. SMS includes systematic procedures, practices, and policies for managing risks and hazards. SMS can be proactive because all changes that impact the operation will be evaluated for hazards and risk, and then mitigated to acceptable levels before entering the operations.

An SMS implementation plan has been developed with four focus areas that correspond to the SMS pillars: Safety Management Policy, Safety Assurance, Safety Risk Management and Safety Promotion. The implementation plan should be fully executed within a three-year period. Once this plan is complete, SMS will focus on continuous improvement which is an essential part of having a highly functioning SMS. KCM will be continuously monitoring, measuring, and evaluating the operation to identify, assess, and mitigate hazards. The policies and processes used to perform these functions will also be assessed to ensure a high functioning system. SMS is about applying resources to prioritize risk and ensure that KCM has the organizational infrastructure to support safety risk decision-making at all levels.

II-i. System Evaluation Report

Metro conducts an annual assessment of its transit network, which is required by King County Ordinances. The 2020 report measures the last major service change before COVID-19 emerged. While the time period analyzed mostly reflects service metrics of pre-COVID-19 service, some limited early impacts of COVID-19 are reflected in the data due to impacts on travel that began in early March. The assessment found service improved as a result of investments to reduce crowding and improve reliability and to improve corridors around the county to meet their target service levels. Crowding and reliability needs have decreased and service growth needs have stayed constant compared to the prior year. The decline in crowding and reliability needs also reflects the early impacts of COVID-19 on both ridership and congestion toward the end of the reporting period. However, despite our investments, 438,000 annual service hours are still needed to meet target service levels and improve service quality—a slight decrease from last year’s figure.

Metro remains focused on growing its network as funding is available. Next year’s report will summarize service during the pandemic. Crowding, reliability and service growth needs will continue to be monitored in future years.

II-j. RapidRide Expansion Program

In 2020, significant progress and program revisions were made on the RapidRide Expansion Program. The RapidRide H Line secured permits and began the process to bid the project’s construction phase. Construction for the H Line began in 2021. The RapidRide G Line continued to work through its Federal Transit Administration process in order to secure the project’s approximately \$60 million federal grant. This included completing final design for the project. The G Line made substantial progress to this goal including receiving an FTA determination of “Ready” to receive an award by the Federal Transit Administration. The RapidRide I Line and J Line both progressed through their project development phases and submitted the necessary federal environmental clearance (NEPA) documentation. All of these projects involved substantial community engagement and jurisdictional coordination efforts. Overall, these four projects continue to receive broad public and political support from our constituents and local jurisdictions.

2020 also included a substantial revision to the program due to COVID 19 related budget reductions. This included the indefinite pausing of the RapidRide R and K Lines. The program

continues to advocate for these lines and paused them in a manner so they can return at a later date if funding is restored in the future.

II-k. Transit Funding Service Agreement Renewal

King County Metro and the Seattle Department of Transportation negotiated new Transit Service Funding Agreement for the Seattle Transportation Benefit District (STBD) funding measure that passed on the November 2020 ballot. The renewed STBD funding measure would replace the expiring measure and raise an estimated \$39 million per year for funding transit service, capital improvements, and fare subsidies. The existing “Transit Service Funding Agreement” served as the base document and the starting point for the new agreement.

Most items are updates or revisions to the existing agreement. However, a few issues were new items that were not addressed in the previous agreement, which include:

- Adding common high-level goals/priorities of service investment outcomes
- New section on the funding of alternative service pilots and other non-traditional investments (Trailhead Direct, Via, etc.)
- New section on transition and ramp-down of service gets at the end of the contract

The new agreement ensures continued City of Seattle funding of additional transit service for another six years through 2027.

III. Activities and Actions Towards WSDOT Transportation Goals

These accomplishments and other Metro actions in 2020 met the WSDOT transportation goals set out by the Washington State legislature ([RCW 47.04.280](#)). Other Metro actions that met WSDOT goals included:

Preservation

Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.

Metro’s asset management plan for fixed assets meets “State of Good Repair” (SGR) principles in compliance with FTA guidelines and its strategic plan for capital reinvestments called MAP-21. Fixed assets are defined as buildings and structures, building systems, sites, infrastructure, and equipment. The objectives for keeping fixed assets in states of good repair are to:

- Implement routine maintenance and repair to optimize asset performance.
- Operate asset systems and equipment cost effectively.
- Reinvest assets according to defined indicators for timely renewals.
- Financially plan to reduce backlogs of unmet capital needs.

2020 state of good repair efforts included bus shelter refurbishments, trolley pole replacements, refurbishments to elevators, roofs, paving, as well as major and minor equipment replacements that include portable vehicle lifts, hydraulic press, and air dryers. The maintenance and replacement program is based on industry-standard lifecycles as well as the assessed condition of the equipment.

Vehicle Maintenance also ensures the fleet (both revenue and nonrevenue vehicles) remains up-to-date. In 2020, we retired 165 coaches and 70 nonrevenue vehicles. Vehicle Maintenance put 52 new coaches and 98 nonrevenue vehicles into service.

Safety and Security

Provide for and improve the safety and security of transportation customers and the transportation system.

Metro has begun to implement the Federal Transit Administration’s requirements of MAP-21 with the integration of the Safety Management System (SMS) pillars and elements across the organization. This emphasis brings a cultural shift that harnesses all the disparate aspects of safety and security across the organization under a performance-based, data-driven hazard management system led by the Chief Safety Officer. In 2020, Metro completed its Agency Safety Plan focused on increasing employee and system safety and security through competency-based training, accountability, hazard identification and mitigation, increased employee engagement, and strategic application of resources to achieve maximum impact.

Metro is involved in a long-term anti-harassment program, designed to increase the safety and security of passengers and provide for a welcoming environment on the system. This program combines public messaging that is varied, engaging and encourages passengers to report bad behavior. Metro is also preparing to test and then launch a cellphone-based Text-to-Metro Security application that will allow customers and the public to communicate security incidents and concerns directly to Metro security. Metro will also be preparing for the closure of the Downtown Seattle Transit Tunnel to buses, which will bring coaches to the surface streets. To move traffic on the surface more swiftly, Metro is pursuing off-board fare payment along 3rd Avenue. As a result of this programmatic shift, Fare Enforcement Officers will be present on non-Rapid Ride buses, a new concept for Metro. Their presence will not only enhance the pay-to-ride atmosphere but will decrease security incidents for both operators and the riding public.

Mobility

Improve the predictable movement of goods and people throughout Washington State.

With rapid population and job growth, King County has an urgent need to lower congestion and improve regional mobility. Meanwhile, though high-capacity fixed-route public transit remains the most effective way to move the most people in dense urban environments, the transportation landscape itself is also transforming. Technological advances such as connected and autonomous vehicles, and new mobility models like ride-hailing, ridesharing, and microtransit, are beginning to offer new, convenient, and flexible ways to get around.

Metro is working to become a mobility agency that provides high-capacity fixed-route public transit and integrates new travel options to meet growing demand and customers' changing needs. In doing so, Metro can lead the way in reducing congestion and improving people's ability to get to work, school, services and more. Metro will transform mobility by continually evaluating and adjusting our mix of services and working with regional partners to expand and improve the high-capacity fixed-route bus and rail network. We will improve the quality and cost-effectiveness of flexible route and demand response services and adopt open and interoperable systems. Finally, we will help develop regulations, incentives, and subsidies that support safe and equitable mobility services, while working to proactively transform our workforce through development and training programs so everyone can benefit from opportunities created by the mobility transformation.

Environment

Enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

Metro Transit operates a transportation system that provides half a million rides every weekday and is nationally recognized for its performance, lowering the region's transportation emissions substantially.

Prior to the pandemic, public transportation in King County helped take an estimated 190,000 cars off the road each weekday across King County. The pandemic has created uncertainty in travel and commute patterns. Metro is a founding signatory to the American Public

Transportation Association (APTA) Sustainability Commitment and has achieved Gold recognition.

In 2020, Metro's Safe Routes to Transit Program (SR2T) had partnerships underway with jurisdictions to design or build safe and convenient walk, bike and roll connections to transit services in Renton, Kent, Auburn, Des Moines, Tukwila and White Center. Between 2017-20 program funds supported design or construction of about 35 projects on the frequent transit network in 11 King County communities, adding sidewalks, pedestrian crossings and bike facilities. Metro local funds have successfully leveraged 70% of total project costs through grants and partner funds. These partnerships help deliver the Metro Connects Access to Transit vision for 84% of riders to reach transit by walking or biking. Projects were already completed between 2017-2019 in Federal Way, Redmond, Seattle, Skyway, and Bellevue.

Metro expanded its secure bike parking network, adding on-demand electronic bike lockers using the BikeLink system at four more locations in 2020. Sound Transit is upgrading its secure bike parking to the BikeLink system as well, thus growing a regionally compatible network for our shared customers. As of the end of 2020, Metro offered over 250 leased or on-demand bike locker spaces at 28 locations. Of those, 116 on-demand spaces can be found at 16 locations. All locations as of mid-2021 are listed at <https://kingcounty.gov/depts/transportation/metro/travel-options/bike/parking/locations.aspx> and mapped at www.bikelink.org/maps

King County has prioritized Transit-Oriented Development to increase ridership opportunities close to new growth. Metro developed and has begun implementation of both a County-wide and a Metro-specific, Equitable Transit-Oriented Communities (ETOC) policy and implementation plan, and related processes to support a strategic and robust ETOC program. Metro is now incorporating land use and ETOC considerations in alignment and planning for high-frequency transit routes. Pre-development and planning work is underway to support Kenmore and Burien ETOD projects. In addition, at the Northgate transit center, King County Metro Transit released a developer solicitation for transit oriented development, in partnership with funders at the Department of Community and Health Services and the City of Seattle, to include at least 240 units of affordable housing to householders making at or below 60 percent of the area median income at no cost to the developer.

Metro is committed to confronting climate change and continues to operate a nationally recognized, environmentally-friendly fleet. In October 2020, Metro retired its last diesel-only bus. All Metro coaches are now either fully-hybrid (diesel-electric) or zero-emission coaches (electric trolleys and battery-electric coaches). Metro proudly joins only a handful of large transit agencies in the U.S. that have a fleet that does not include fully-diesel coaches. Transitioning from diesel-only buses to hybrid buses made an already green system even greener by generating 17% fewer greenhouse gases and 97% fewer particulate air pollution emissions per bus. Additionally, Metro's entire fleet will be comprised of zero-emission vehicles powered by renewable energy by 2035, as technology and capital projects allow. Moving to an entirely zero-emission fleet powered by renewable energy allows for the elimination of all emissions while keeping our county moving forward. Once this transition is complete fleetwide, it will reduce greenhouse gas emissions equivalent to taking another 30,000 cars off the road.

In 2020, Metro initiated a study of the feasibility and strategic approach for transitioning non-bus fleets to zero emissions, including non-revenue vehicles (NRV), rideshare, and Access

paratransit fleets. The study also included consideration of opportunities to expand publicly accessible EV charging infrastructure at King County park and rides. Metro is continuing to install additional vehicle charging infrastructure, at its bases and other facilities to support transition of its light duty NRV fleet. Metro has completed planned upgrades to vehicle charging infrastructure at 6 sites throughout King County including at 2 Metro park-and-rides. Metro is piloting 10 plug-in hybrid electric vehicles (PHEV) Chrysler Pacificas in its commuter van fleet. To help inform zero-emission bus purchase and operations, Metro completed a performance test of 10 leased extended range battery electric buses, including a mix of 40-foot and 60-foot buses from three manufacturers.

Metro is also committed to reducing energy use at its facilities. In 2020, Metro achieved a 13.4% energy use reduction (normalized for weather variability) in buildings and facilities relative to our 2014 baseline. These were achieved through continued investments in resource conservation, such as LED lighting upgrades and optimizing the operation of our HVAC systems to further reduce Metro's utility costs and resource consumption.

In 2020, 100 percent of the 5 King County owned capital projects with construction elements that reached substantial completion achieved or exceed green building certification at King County Sustainability Infrastructure Scorecard at the Platinum level. 100 percent of the construction and demolition debris from these projects was diverted from landfills.

Stewardship

Continuously improve the quality, effectiveness, and efficiency of the transportation system. Metro continued to improve upon its agencywide performance management system in 2020. The agency continued to hold Monthly Business Reviews (MBR) where senior management scrutinized performance information, asked questions, identified problems and began problem-solving efforts. MBR meetings review 16-18 key performance indicators. 2020 began with adapting the process to provide actionable information associated with impacts arising from the Covid-19 pandemic, creating a new dashboard and additional metrics that aided Metro in managing the system during this unprecedented time. Metro wrapped up the year with a process review and began to revamp division-level MBRs to enable more action-oriented metrics to be tracked as part of a new performance dashboard and process branded "Metro Pulse."

In addition, Metro is pursuing a series of major mobility projects to implement the METRO CONNECTS network. Mobility projects are route and system restructures focused on different regions of the county to improve service, increase reliability, and integrate flexible service options through Metro's Community Connections program. The North Eastside was the first mobility project that Metro pursued in 2018, which was adopted by the King County Council in July 2019. The planning process included extensive community outreach to understand local needs and preferences.

IV. Planned Strategies, 2011-2021

King County Metro's adopted 2011-2021 Strategic Plan reflects the priorities of King County residents, businesses and leaders. The mission, goals, and objectives included in the plan are designed to guide budget and implementation decisions. Objectives and strategies included in the plan guide Metro's actions in the areas of safety, human potential, economic growth and built environment, environmental sustainability, service excellence, financial stewardship, public engagement and transparency, and quality workforce.

How these strategies promote the WSDOT State Transportation Goals is summarized below. Full details of Metro's strategies through 2021 can be found in Metro's Strategic Plan for Public Transportation, 2011-2021 which can be accessed from the Metro website at: <http://metro.kingcounty.gov/planning/>

Metro is currently working to update its Strategic Plan and will work with the King County Executive to transmit an updated document to the King County Council by the end of July 2021. The main goal of this update process is to align the Strategic Plan with Metro's Mobility Framework, which the King County Council adopted in March 2020, and make sure the Strategic Plan better reflects Metro's current values and direction.

The Mobility Framework directs Metro to center equity and sustainability to its policies, services and operations and included guiding principles and recommendations for how Metro can support a regional mobility network that is innovate, integrated, equitable and sustainable. The Mobility Framework's guiding principles will become the new goal areas:

- Invest where needs are greatest
- Address the climate crisis and environmental justice
- Innovate equitably and sustainably
- Ensure safety
- Encourage dense, affordable housing in urban areas near transit
- Improve access to mobility
- Provide fast, reliable, integrated mobility services
- Support our workforce
- Align our investments with equity, sustainability and financial responsibility
- Engage deliberately and transparently

Since the Strategic Plan is currently being updated, its strategies in the future will change. However, many of its strategies will continue to support the WSDOT state transportation goal areas as follows:

Preservation

- Provide and maintain capital assets to support efficient and effective service delivery.
- Work with transit partners, WSDOT, and others to manage park-and-ride capacity needs.

Safety

- Promote safety and security in public transportation operations and facilities.
- Hire an SMS Implementation Program Manager to guide the three-year implementation of SMS (detailed below).
- Hire a Transit Security Coordinator charged with updating and maintaining security and emergency management plans, programs, and policies.
- Create quality assurance (audit) positions in Safety and Security.
- Coordinate with Puget Sound Regional Council on Metro's ongoing FTA-established Safety Performance Targets for each mode: fatalities, injuries, safety events, and system reliability.
- Evaluate the current fare enforcement program for efficacy and alignment with Metro's core values.
- Plan for and execute regional emergency response and homeland security efforts.

Each of the three phases of SMS implementation involves concrete tasks and activities that, once completed, will signify that the objectives of that SMS implementation phase have been achieved. Below are tasks and activities to be completed in each phase of SMS implementation.

Phase 1: Planning, Organization, Organization, and Policy Development

Tasks to be completed within Phase 1 of SMS implementation include:

- Conduct a Gap Analysis to determine activities necessary to successfully implement SMS.
- Establish an SMS Steering Committee and SMS Transition Team for the implementation of SMS.
- Conduct a review of existing safety programs at KCM to new federal and state regulations.
- Update KCM Safety Policy in accordance to new federal and state regulations.
- Draft and certify the initial KCM Agency Safety Plan in accordance with federal and state regulations.
- Ensure KCM's current voluntary, confidential, non-punitive employee safety reporting program meets federal and state regulations.
- Identify SMS accountabilities of KCM management.
- Develop a safety risk matrix to evaluate safety risks associated with service delivery operations.
- Outline essential activities and tools for the Safety Risk Management processes and Safety Assurance processes.
- Identify safety management training requirements.
- Develop the infrastructure for safety and safety performance communication throughout KCM.
- Identify safety assurance and oversight activities performed by external agencies.

Phase 2: Safety Risk Management

Tasks to be completed within Phase 2 of SMS implementation include:

- Improve criteria and guidance for hazard identification/analysis tools and activities.
- Improve KCM's voluntary, confidential, non-punitive employee safety reporting program.
- Refine criteria for the elevation of safety risks to executive management.
- Develop Safety Risk Assessment tools that executive and field management can use.
- Develop, deliver and document training on Safety Risk Management.
- Promote the employee safety reporting program to frontline employees.
- Communicate the completion of Safety Risk Management tasks to relevant KCM personnel.

Phase 3: Safety Assurance

Tasks to be completed within Phase 3 of SMS implementation include:

- Refine safety performance monitoring and measurement activities.
- Refine safety performance indicators and targets.
- Review and enhance the process to ensure no service delivery operations are initiated in a changed environment before the change has been evaluated for safety impacts.
- Develop criteria for SMS continuous improvement.
- Refine and enhance internal SMS assessment activities.
- Develop, deliver, and document training on Safety Assurance.
- Communicate the completion of Safety Assurance tasks to relevant KCM personnel.
- Measure employee perceptions of safety and culture at KCM, communicate the results, and take actions related to safety culture improvement.

Mobility

- Design and offer a variety of public transportation products and services appropriate to different markets and mobility needs.
- Expand services to accommodate the region's growing population and serve new transit markets.
- Partner with employers to make public transportation products and services more affordable and convenient for employees.
- Coordinate and develop services and facilities with other providers to create an integrated and efficient regional transportation system.
- Integrate Equity and Social Justice (ESJ) principles highlighted in King County's Strategic Plan during the development and implementation of products and services.
- Facilitate convenient and safe access to transit by all modes of transportation, including for people walking, biking and rolling.

Environment

- In 2021, 40 new battery-electric coaches will arrive at Metro bases and onto the streets of King County along with supporting charging infrastructure at South Base. These New Flyer vehicles are the next generation of coaches and, by 2028, Metro will add 260 more battery-electric buses to the fleet along with the accompanying charging infrastructure. This transition supports Metro's "Mobility Framework"—the agency's blueprint for centering equity and sustainability in our policies—recommendation in meeting the county's climate goals by electrifying Metro's fleet and promoting climate justice.

- Metro is pursuing Envision certification of the new RapidRide H line at the Platinum certification level. To ensure the capital infrastructure project achieves the highest level of green and equitable infrastructure.
- Metro is pursuing Living Building Certification of a bus shelter project. Certification will serve to identify strategies that can be broadly applied in our bus shelter program.
- Update Metro's policies including Service Guidelines and Metro Connects, to reflect service priorities in routes that will reduce greenhouse gas emissions, balancing ridership and climate priorities with other identified investment needs. Ensuring adherence to climate goals will require service priorities that focus on higher ridership services.
- Advocate and engage in regional conversation to evaluate and implement options for equitable vehicle pricing and management policies. Activities include expansion of Metro Transit's park-and-ride pricing program, development of King County position on pricing tools, and identification of near-term opportunities to build incentives for pricing into transit planning and policy agreements.
- Increase communication about Metro's services, including innovative mobility services, public services and fare products, such as ORCA LIFT, that connect to Metro's services to ensure that people from all communities know about these services and how to use them. Launch at least one transportation demand management campaign per year.
- Develop and implement both a County-wide and a Metro-specific, Equitable Transit-Oriented Communities policy and implementation plan, and related processes to support a strategic and robust ETOC program. Incorporate land use and ETOD considerations in alignment and planning for high-frequency transit routes. Conduct pre-development and planning work to support Kenmore and Burien ETOD projects.
- Optimize zero-emission trolley bus fleet. Explore efficiencies, enhancements, and expansion opportunities for Metro's electric trolley bus system. Metro has set targets for increasing utilization of the electric trolleys on weekends, and met its initial target of 10% utilization on weekends in December 2020. Metro is continuing to pursue its goal of increasing weekend utilization to 90% over the next five years. Metro is also preparing a Trolley Expansion Master Plan to identify and prioritize opportunities to expand and optimize the trolley system.
- Improve equity and social justice efforts by supporting capacity building with small contractors, consultants and community leaders to effectively meet County's equity and social justice priorities.
- New policies to reduce emissions from Metro's facilities via capital improvements:
 - No new natural gas or fossil fuel powered equipment will be installed, with exceptions for generators and specialized equipment where an all-electric version is not feasible. All electric option must be included in alternative analysis and include cost of carbon in lifecycle cost assessments.
 - Pursue all energy efficiency measures for each system type that pay back over the total life of the equipment
 - Maximize onsite solar energy installation (or other renewable) when cost-effective over the warranted life of the system, generally 25 years - install to the greatest extent it pays back over the life of the project/equipment. If renewable energy production is not feasible at construction, make facility solar ready for future generation.

- All electricity needs not met through on-site generation shall source carbon neutral electricity from utility.
- All facilities over 5,000 sq. ft. must be assessed for feasibility toward high efficiency/low carbon performance.
- Use the Embodied Carbon in Construction Calculator (EC3) tool to identify low embodied emissions materials that meet construction specifications, and to inform decisions in materials selections in accordance with King County's Sustainable Purchasing Guide.
- Incorporate climate preparedness into policies, plans, processes, and practices that influence day-to-day decision making and outcomes at King County. Update operating protocols and plans to account for wildfire smoke and other extreme events.
- Invest in and use best available science and other technical information to inform climate preparedness work at King County. Conduct a climate change vulnerability assessment for Metro and identify actions that can be taken to address those impacts.
- Design bus stops to account for more extreme weather events, particularly at stops serving communities disproportionately impacted by those events.

Stewardship

- Maintain the transit system through service guidelines and performance measures.
- Encourage land uses, policies, and development that lead to communities that transit can efficiently and effectively serve.
- Continually explore and implement cost efficiencies including operational and administrative efficiencies.
- Secure long-term sustainable funding.
- Establish fund management policies that ensure stability through a variety of economic conditions.
- Manage fixed assets, rolling stock, and information technology assets as part of a comprehensive asset management system and monitor the performance and state of good repair of those assets

V. Planned Activities, 2021-2026

2021	Planned Activities
Services	<ul style="list-style-type: none"> • Manage the transit system according to the Metro Service Guidelines and the METRO CONNECTS Long-Range Plan • Implement North Link Connections restructure • Continue first/last mile programs with private providers in SE Seattle (Via to Transit) • Launch new first/last mile program with private providers in Skyway and Kent • Launched new Community Van services in Algona, Pacific, Redmond, Skyway and Tukwila • Launch new first/last mile micromobility incentive program in White Center and Seattle • Continue to develop and implement alternative services through the Flexible Services Program • Deploy off-board fare payment system for Access • Discontinue operation of Transportation for Pandemic Response service • Relocate King/Pierce paratransit transfer point to support construction of Sound Transit's Federal Way Link station • Implement ways to improve customer information and communications
Planning	<ul style="list-style-type: none"> • Implement and apply Metro Transit Service Guidelines and Metro Connects Long-Range Plan network • Initiate planning and engagement for East Link Connections mobility project • Update Metro's Strategic Plan, Service Guidelines and Metro Connects to align with the Mobility Framework. • Adopt of Metro co-lead 2020 King County Strategic Climate Action Plan • Update Metro's Transit Asset Management Plan and Transit Asset Management Policy • Conduct Asset Vulnerability Assessment as part of 2020 SCAP action items • Begin outreach and planning for Eastside Restructure project • Continue coordinated bus-rail integration planning with Sound Transit for ST2 and ST3 Link, BRT, and Sounder projects • Plan and design off-street layovers at priority locations • Continue to monitor Access contract performance and plan for service enhancements • Prepare to launch a same-day, on-demand program to compliment the Access paratransit service • Work with ORCA consortium to develop the next generation of ORCA fare payment system

2021	Planned Activities
	<ul style="list-style-type: none"> • Continue planning for increased all-door boarding
Facilities	<ul style="list-style-type: none"> • Safety and Training is scheduled to relocate to a new leased facility south of the King County International Airport in fall 2021 • South Annex Base to begin formal pre-design phase. The site will house and maintain up to 250 buses and will be designed and built to support a battery electric fleet. Base will be green building certified by LEED or Living Building Challenge. • Purchase land for Metro's first Mobility Base in Seattle's South Park neighborhood. • Continue analysis and planning for Access program operations facilities to meet the program's long-term needs • Construct bus stop improvements (shelters, benches, lighting) • Complete Metro Facilities Planning Report • Begin construction on G and H RapidRide lines • Project development and design for new RapidRide lines (I, J) • Continue Safe Routes to Transit improvements in Renton, Kent, White Center. Enter into agreement with WSDOT for Skyway sidewalk. • Add or upgrade on-demand bike lockers at 4 locations.
Equipment	<ul style="list-style-type: none"> • Continue replacement of existing bus, paratransit, Community Access Transportation and vanpool fleets as appropriate to support planned service levels • Pilot test long-range battery electric buses and charging systems • Continue implementation of Transit Business Intelligence Reporting Database (T-BIRD) to link disparate datasets together • Continue installation of vehicle charging infrastructure at Metro bases and other facilities to support electrification of light duty non-revenue vehicles. • Take delivery of 40 new extended range battery electric buses • Begin operation of South Base Test Charger Facility to support 40 new battery electric buses

2022	Planned Activities
Services	<ul style="list-style-type: none"> • Manage the transit system according to the Metro Service Guidelines and the Metro Connects Long-Range Plan • Continue first/last mile programs with private providers in SE Seattle, Skyway and Kent • Implement and open Delridge/Burien (H-line) Rapid Ride Line • Continue to develop and implement alternative services through the Flexible Services Program • Work with ORCA consortium to launch the next generation of ORCA fare payment system

2022	Planned Activities
	<ul style="list-style-type: none"> • Implement ways to improve customer information and communications • Relocate paratransit intra-county transfer point to new South Bellevue Link station (if warranted)
Planning	<ul style="list-style-type: none"> • Complete triennial Title VI Program Report • Continue planning and engagement for East Link Connections mobility project • Complete outreach and planning for restructuring of service for the Eastside Restructure project and submit to Council for review and approval. • Begin outreach and planning for Federal Way Link restructure • Begin outreach and planning for Lynnwood Link restructure • Plan and design off-street layovers at priority locations • Continue coordinated bus-rail integration planning with Sound Transit for ST2 and ST3 Link, BRT and Sounder projects • Continue planning for transition of Metro's non-bus fleets to zero emissions operations.
Facilities	<ul style="list-style-type: none"> • Construct Eastlake Layover facility (WSDOT grant-funded) • Open Eastlake off-street facility • Construct East Link passenger facility improvements • Plan, design and implement off-street layovers at priority locations • Complete conceptual design of zero emission Mobility Base in Seattle's South Park neighborhood. • Continue analysis and planning for Access program operations facilities to meet the program's long-term needs • Construct bus stop improvements (shelters, benches, lighting) • Begin construction of electric charging infrastructure at Interim Base Expansion • Complete Zero Emissions Transition Tactical Plan • Continue construction on RapidRide G Line • Continue project design for RapidRide lines (I, J) • Add partnerships for Safe Routes to Transit improvements where needs are greatest, supporting restructures and filling other access gaps. • Further expand on-demand bike parking at priority locations funded by ST System Access Award to Metro.
Equipment	<ul style="list-style-type: none"> • Continue planning, design and installation of infrastructure to support an expanded battery bus fleet and the long-term transition to a zero emissions fleet • Launch pilot of Access zero emissions vehicles. • Begin planning for transition of Access paratransit fleet to zero emissions vehicles

2022	Planned Activities
	<ul style="list-style-type: none"> Continue replacement of existing bus, paratransit, Community Access Transportation and vanpool fleets as appropriate to support planned service levels

2023	Planned Activities
Services	<ul style="list-style-type: none"> Manage the transit system according to the Metro Service Guidelines and the Metro Connects Long-Range Plan Implement the East Link Connections to restructure service around East Link light rail Launch new first/last mile program with private providers in Auburn and Federal Way Continue outreach and planning for Federal Way Link restructure Continue outreach and planning for Lynnwood Link restructure Continue coordinated bus-rail integration planning with Sound Transit for ST2 and ST3 Link, BRT, and Sounder projects Continue to develop and implement alternative services through the Flexible Services Program Conduct pilot of Access zero emissions vehicles Implement ways to improve customer information and communications
Planning	<ul style="list-style-type: none"> Initiate planning and engagement for restructuring of service related to RapidRide G Line and submit to Council for review and approval Continue to monitor Access contract performance and plan for service enhancements Determine whether to unify Mobility's on-demand services and paratransit into single software platform. Continue planning for transition of Metro's non-bus fleets to zero emissions operations.
Facilities	<ul style="list-style-type: none"> Construct Downtown Redmond Link passenger facility improvements Construct Federal Way Link passenger facility improvements Construct Lynnwood Link passenger facility improvements Finalize design for Mobility Base Continue analysis and planning for Access program operations facilities to meet the program's long-term needs Construct bus stop improvements (shelters, benches, lighting) Construct Interim Base Charging Infrastructure Complete design of Rainier Avenue RapidRide line Project development and construction on RapidRide I and J Lines Project development and design for K and R RapidRide line Initiate planning on Transit Control Center expansion Initiate construction on South Annex Base

2023	Planned Activities
	<ul style="list-style-type: none"> • Add partnerships for Safe Routes to Transit improvements to support I Line, using awarded federal grant, and other locations where needs are greatest to fill access gaps. • Further expand on-demand bike parking and bike-ped circulation at priority locations funded by ST System Access Award to Metro and state grant.
Equipment	<ul style="list-style-type: none"> • Continue planning, design and installation of infrastructure to support an expanded battery bus fleet and the long-term transition to a zero emissions fleet • Continue planning for transition of Access paratransit to zero emissions vehicles • Continue replacement of existing bus, paratransit, Community Access Transportation and vanpool fleets as appropriate to support planned service levels

2024	Planned Activities
Services	<ul style="list-style-type: none"> • Manage the transit system according to the Metro Service Guidelines and the Metro Connects Long-Range Plan • Implement additional East Link Connections changes around Redmond Link • Continue first/last mile programs with private providers in Auburn and Federal Way • Implement and open Madison (G Line) RapidRide line • Implement and open RapidRide I Line • Implement route restructure and service improvements related to G Line • Continue to develop and implement alternative services through the Flexible Services Program • Relocate King/Snohomish paratransit transfer point to Aurora Village in conjunction with opening of Sound Transit's Lynnwood Link extension • Integrate Access paratransit fare payment systems with next generation ORCA fare payment system
Planning	<ul style="list-style-type: none"> • Continue to monitor Access contract performance and plan for service enhancements • Determine whether to renew agreement with existing Access operations contractor or issue new RFP • Issue RFP or contractor change order for Mobility unified software platform (if warranted).
Facilities	<ul style="list-style-type: none"> • Construct Mobility Base in Seattle's South Park neighborhood • Construct bus stop improvements (shelters, benches, lighting) • Continue construction on electric charging infrastructure at Interim Base

2024	Planned Activities
	<ul style="list-style-type: none"> • Install operator comfort stations at priority locations • Continue construction on South Annex Base • Continue design on Transit Control Center Expansion • Project development and construction of RapidRide J line • Purchase land for second Mobility Base • Continue analysis and planning for Access program operations facilities to meet the program's long-term needs • Continue partnerships for Safe Routes to Transit improvements to support I Line, using awarded federal grant, and other locations where needs are greatest to fill access gaps. • Further expand on-demand bike parking and bike-ped circulation at priority locations funded by ST System Access Award to Metro and state grant.
Equipment	<ul style="list-style-type: none"> • Begin purchasing zero emissions vehicles for Access program • Continue replacement of existing bus, paratransit, Community Access Transportation and vanpool fleets as appropriate to support planned service levels

2025	Planned Activities
Services	<ul style="list-style-type: none"> • Move Mobility program operations to completed South Park Mobility Base (Access, VanPool, CAT, etc.)
Planning	<ul style="list-style-type: none"> • Continue to monitor Access contract performance and plan for service enhancements
Facilities	<ul style="list-style-type: none"> • Continue Construction on South Annex Base • Complete construction of charging infrastructure on South Interim Base to support up to 120 buses • Conclude design on transit control center expansion • Continue analysis and planning for Access program operations facilities to meet the program's long-term needs • Complete conceptual design of second zero emission Mobility Base
Equipment	<ul style="list-style-type: none"> • Receive delivery of first zero emissions Access vehicles • Receive delivery of at least 105 battery electric buses • Begin construction of layover charging infrastructure for South Annex Base routes

2026	Planned Activities
Planning	<ul style="list-style-type: none"> • Continue to monitor Access contract performance and plan for service enhancements
Facilities	<ul style="list-style-type: none"> • Continue Construction on South Annex Base • Begin construction on Transit Control Center expansion • Finalize design for second Mobility Base • Continue analysis and planning for Access program operations facilities to meet the program's long-term needs • Purchase land for third Mobility Base
Equipment	<ul style="list-style-type: none"> • Continue construction of layover charging infrastructure for South Annex Base routes • Continue to order and receive zero emissions Access vehicles

VI. Capital Improvement Program, 2021-2026

King County Metro's Public Transportation Fund Capital Program provides for the ongoing replacement of aging infrastructure and supports service delivery and expansion. The focus of the Capital Improvement Program (CIP) is on expanding and maintaining existing infrastructure and systems, partnering with other regional transportation agencies, and providing the physical capacity needed to support projected service. As of December 31, 2020, the net book value of Metro-owned assets totaled approximately \$1.45 billion, which includes buses and other vehicles, technology systems, and a network of passenger facilities and operating facilities among other things. Major capital efforts for 2021-2026 include:

- Fleet procurement, which is the largest element of Metro's capital program. Metro's bus fleet consists of a range of vehicles including battery electric buses, electric trolleys, and hybrid buses. Procurement of battery electric buses will be a significant element to meet Metro's goal for its bus fleet to be all zero-emission by 2035. Metro also has vanpool, ACCESS paratransit and non-revenue fleet vehicles.
- Coordinated bus-rail integration planning with Sound Transit for ST2 and ST3 Link, BRT and Sounder projects, including construction of East Link, Federal Way Link Extension and Lynnwood Link extension projects.
- Speed and Reliability improvements and new RapidRide lines for service in Seattle and South King County.
- Major facility and asset maintenance efforts including refurbishment of the Atlantic Base yard, replacement of Atlantic Base HVAC, replacement of the East Base underground storage tanks, and replacement of bus lifts at multiple locations.
- Ongoing work for the replacement of non-revenue vehicles, modifications to the trolley overhead structure, and the replacement of trolley poles, bus shelter refurbishment, and improvements to bus zones and shelters. Other transit systems projects include updating Transit's data infrastructure, upgrading the scheduling and operations support system, systems to support ORCA fare card replacement, and implementation of a capital management and reporting system.
- Operational capacity growth planning and development, including the creation of an interim base and new South Annex Base in Tukwila.
- Electrification infrastructure, including base and layover charging facilities, to support the transition to a zero emissions fleet.

VII. 2020 Operating Data and 2021-2026 Projections

The financial plan provided in this document reflects planning based on Metro’s 2021-2022 Adopted Budget. The financial plan was developed during the early stages of the Covid-19 pandemic and reflect the estimated revenue and service levels. Since the Adopted Budget was approved, Sales Tax revenues and Federal recovery grants have provided enough financial stability to restore much of the fixed route bus system that was scaled back in the current financial plan. Ridership, and as a result, fares revenue, continue to lag far behind pre-Covid numbers, but is starting to show a recovery. Metro expects to update the financial plan at the next budget cycle to reflect the improved revenue situation.

	2020	2021	2022	2023	2024	2025	2026
Fixed Route Services							
Revenue Vehicle Hours	3,264,956	3,394,082	3,394,082	3,460,476	3,460,476	3,058,355	3,013,675
Total Vehicle Hours	3,653,700	3,798,200	3,798,200	3,872,500	3,872,500	3,422,500	3,372,500
Revenue Vehicle Miles	33,245,936	34,523,784	35,644,727	35,877,153	36,342,005	34,934,310	31,962,508
Total Vehicle Miles	41,400,671	42,991,957	44,387,850	44,677,287	45,256,160	43,503,178	39,802,438
Passenger Trips	57,250,971	44,958,333	56,026,126	71,583,756	88,033,984	102,610,797	96,231,405
Diesel Fuel Consumed (gallons)	7,793,576	N/A	N/A	N/A	N/A	N/A	N/A
Electricity Consumed (Kwh)	14,042,674	N/A	N/A	N/A	N/A	N/A	N/A
Employee FTEs	3,811	4,096	N/A	N/A			
Operating Expenses	\$711,623,323	\$765,932,135	\$799,395,097	\$779,412,001	\$797,320,784	\$802,897,458	\$783,314,210
Farebox Revenues	\$48,550,426	\$53,950,000	\$72,540,000	\$96,306,364	\$119,978,182	\$144,855,458	\$141,675,693

Contracted Fixed-Route Services (Sound Transit Regional Express)

Revenue Vehicle Hours	Reported by Sound Transit
Total Vehicle Hours	Reported by Sound Transit

	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Miles	Reported by Sound Transit						
Total Vehicle Miles	Reported by Sound Transit						
Passenger Trips	Reported by Sound Transit						
Diesel Fuel Consumed (gallons)	Reported by Sound Transit						
Electricity Consumed (Kwh)	Reported by Sound Transit						
Employee FTEs	Reported by Sound Transit						
Operating Expenses	Reported by Sound Transit						
Farebox Revenues	Reported by Sound Transit						
Streetcar Rail Services (South Lake Union and First Hill)							
Revenue Vehicle Hours	29,321	41,208	41,208	41,208	41,208	41,208	41,208
Total Vehicle Hours	30,424	42,758	42,758	42,758	42,758	42,758	42,758
Revenue Vehicle Miles	147,792	207,708	207,708	207,708	207,708		
Total Vehicle Miles	152,125	213,798	213,798	213,798	213,798		
Passenger Trips	749,443	1,053,272	1,053,272	1,053,272	1,053,272		
Electricity Consumed (Kwh)	1,992,782	N/A	N/A	N/A			
Employee FTEs	67	63	N/A	N/A			
Operating Expenses	\$10,591,196	\$10,252,207	\$10,070,256	\$10,696,300	\$10,943,067	\$11,299,436	\$11,665,633
Farebox Revenues	\$809,556	\$1,214,335	\$1,457,202	\$1,700,069	\$1,744,610	\$1,789,970	\$1,838,120

		2020	2021	2022	2023	2024	2025	2026
Contracted Light Rail Services (Sound Transit LINK)								
Revenue Vehicle Hours	Reported by Sound Transit							
Total Vehicle Hours	Reported by Sound Transit							
Revenue Vehicle Miles	Reported by Sound Transit							
Total Vehicle Miles	Reported by Sound Transit							
Passenger Trips	Reported by Sound Transit							
Electricity Consumed (Kwh)	Reported by Sound Transit							
Employee FTEs	Reported by Sound Transit							
Operating Expenses	Reported by Sound Transit							
Farebox Revenues	Reported by Sound Transit							
Demand Response Services								
Revenue Vehicle Hours		447,065	563,256	619,019	680,921	704,070	704,070	704,070
Total Vehicle Hours		570,584	718,878	790,046	869,051	898,597	898,597	898,597
Revenue Vehicle Miles		4,818,436	6,070,738	6,671,741	7,338,915	7,588,422	7,588,422	7,588,422
Total Vehicle Miles		6,348,763	7,998,793	8,790,674	9,669,741	9,998,492	9,998,492	9,998,492
Passenger Trips		541,851	425,508	530,258	677,503	833,196	971,158	910,781
Diesel Fuel Consumed (gallons)		128,946	N/A	N/A	N/A			
Gasoline Fuel Consumed (gallons)		572,171	N/A	N/A	N/A			
LPG Fuel Consumed (Therms)		398,139	N/A	N/A	N/A			

	2020	2021	2022	2023	2024	2025	2026
Employee FTEs	23	26	N/A	N/A			
Operating Expenses	\$65,887,361	\$76,172,660	\$80,409,153	\$81,443,443	\$84,566,650	\$86,679,525	\$88,820,250
Farebox Revenues	\$467,071	\$867,062	\$952,901	\$1,048,191	\$1,393,492	\$1,393,492	\$1,393,492
Contracted Services (DART) (includes Alternative Services, which were not included prior to 2019)							
Revenue Vehicle Hours	72,232	196,962	196,962	196,962	196,962	196,962	196,962
Total Vehicle Hours	77,140	210,345	210,345	210,345	210,345	210,345	210,345
Revenue Vehicle Miles	779,440	2,125,377	2,125,377	2,125,377	2,125,377	2,125,377	2,125,377
Total Vehicle Miles	902,132	2,459,934	2,459,934	2,459,934	2,459,934	2,459,934	2,459,934
Passenger Trips	391,935	307,781	383,550	490,056	602,673	702,464	658,792
Diesel Fuel Consumed (gallons)	66,554	N/A	N/A				
Gasoline Fuel Consumed (gallons)	75,268	N/A	N/A				
Employee FTEs	8	11	N/A				
Operating Expenses	\$19,413,462	\$28,476,224	\$26,974,947	\$27,659,446	\$28,376,382	\$29,129,424	\$29,926,117
Farebox Revenues	\$305,056	\$338,983	\$455,789	\$605,120	\$753,857	\$910,168	\$890,189
Vanpool Services							
Total Vehicle Hours	147,548	115,867	144,391	184,487	226,882	264,450	248,009
Total Vehicle Miles	5,295,537	16,790,535	16,790,535	16,790,535	16,790,535	16,790,535	16,790,535
Passenger Trips	1,556,194	1,222,056	1,522,900	1,945,787	2,392,936	2,789,163	2,615,758
Vanpool Fleet Size	1,992	N/A	N/A				

	2020	2021	2022	2023	2024	2025	2026
Vans in Operation	1,641	N/A	N/A				
Diesel Fuel Consumed (gallons)	N/A	N/A	N/A				
Gasoline Fuel Consumed (gallons)	319,751	N/A	N/A				
Employee FTEs	36	38	N/A				
Operating Expenses	\$8,226,684	\$10,341,963	\$10,576,658	\$10,860,080	\$11,138,357	\$11,475,031	\$11,823,856
Vanpool Revenue	\$744,510	\$8,186,648	\$9,095,744	\$9,036,290	\$8,806,251	\$9,760,991	\$9,441,805
Annual Revenues							
Sales Tax	\$636,716,491	\$620,384,889	\$664,223,642	\$702,911,558	\$728,609,652	\$755,105,629	\$787,106,268
Utility Tax			Subject to King County Council Approval				
MVET			Subject to King County Council Approval				
State Bridge Allocation			Subject to King County Council Approval				
Federal Section 5307 Operating			Subject to King County Council Approval				
Federal Section 5307 Preventive			Subject to King County Council Approval				
Federal Section 5311 Operating			Subject to King County Council Approval				
FTA JARC Program			Subject to King County Council Approval				
Other Federal Operating	\$523,394,479	\$30,684,824	\$15,513,236	\$15,285,073	\$16,114,952	\$11,673,341	\$24,894,549
State Rural Mobility Grants			Subject to King County Council Approval				
State Special Needs Grants			Subject to King County Council Approval				
Sales Tax Equalization			Subject to King County Council Approval				

	2020	2021	2022	2023	2024	2025	2026
Other State Operating Grants			Subject to King County Council Approval				
County Tax Contributions (Property Tax)	\$30,039,733	\$36,836,541	\$37,092,407	\$37,894,509	\$39,007,340	\$40,199,977	\$41,101,190
RTA Reimbursement			Subject to King County Council Approval				
Sound Transit Payments	\$125,145,904	\$128,638,948	\$144,094,599	\$138,626,466	\$128,072,752	\$129,923,261	\$134,875,157
Miscellaneous	\$171,429,478	\$237,497,304	\$281,066,574	\$290,366,190	\$273,027,274	\$422,695,152	\$290,280,494
Congestion Relief Charge			Subject to King County Council Approval				
Total Revenue to Public Trans. Fund	\$1,486,726,086	\$1,054,042,506	\$1,141,990,458	\$1,185,083,796	\$1,184,831,971	\$1,359,597,360	\$1,278,257,657
Annual Operating Expenses							
Annual Operating Expenses	\$932,381,362	\$1,025,014,637	\$1,076,600,019	\$1,056,444,003	\$1,068,350,107	\$1,079,582,777	\$1,068,858,870
Other							
Total	\$932,381,362	\$1,025,014,637	\$1,076,600,019	\$1,056,444,003	\$1,068,350,107	\$1,079,582,777	\$1,068,858,870
Debt Service							
Interest	\$2,123,534	\$1,873,041	\$1,748,226	\$1,615,983	\$1,476,560	\$1,329,093	\$1,173,674
Principal	\$5,842,574	\$2,915,000	\$3,020,000	\$3,125,000	\$3,250,000	\$3,370,000	\$3,500,000
Total	\$7,966,108	\$4,788,04	\$4,768,226	\$4,740,983	\$4,726,560	\$4,699,093	\$4,673,674
Annual Capital Purchase Obligations							
Federal Section 5309 Capital Grants	\$24,849,678	\$79,302,129	\$85,890,731	\$67,203,757	\$29,924,626	\$152,939,595	\$19,312,085
Federal Section 5311 Capital Grants			Subject to King County Council Approval				

	2020	2021	2022	2023	2024	2025	2026
FTA JARC Program			Subject to King County Council Approval				
Federal STP Grants			Subject to King County Council Approval				
CM/AQ and Other Federal Grants			Subject to King County Council Approval				
State Rural Mobility Grants			Subject to King County Council Approval				
State Special Needs Grants			Subject to King County Council Approval				
Federal Section 5307 Capital Grants			Subject to King County Council Approval				
Sales Tax Equalization			Subject to King County Council Approval				
State Vanpool Grants			Subject to King County Council Approval				
Other State Capital Grants			Subject to King County Council Approval				
Transportation Improvement Board			Subject to King County Council Approval				
Local Funds			Subject to King County Council Approval				
Capital Leases			Subject to King County Council Approval				
Capital Reserve Funds	\$6,132,087	\$6,132,087	\$6,132,087	\$6,132,087	\$6,132,087	\$6,132,087	\$6,132,087
Operational Revenues			Subject to King County Council Approval				
Bonds Proceeds			Subject to King County Council Approval				
Other	\$121,030,031	\$373,846,254	\$281,656,976	\$224,024,480	\$183,538,915	\$403,768,189	\$228,035,002
General Fund			Subject to King County Council Approval				
Unrestricted Cash and Investments			Subject to King County Council Approval				
Total	\$152,011,796	\$459,280,470	\$373,679,795	\$297,360,325	\$219,595,629	\$562,839,871	\$253,479,174

	2020	2021	2022	2023	2024	2025	2026
Ending Balances as of December 31, 2020							
General Fund	\$664,332,450	672,471,861	482,439,296	336,280,821	227,584,288	176,134,493	163,407,560
Unrestricted Cash and Investments			Subject to King County Council Approval				
Operating Reserve	\$46,302,429	46,302,429	46,302,429	47,446,530	49,181,152	50,969,630	53,129,673
Working Capital			Subject to King County Council Approval				
Capital Reserve Funds	\$6,132,087	6,132,087	6,132,087	6,132,087	6,132,087	6,132,087	6,132,087
Rate Stabilization Reserve	\$262,380,429	262,380,429	262,380,429	268,863,671	278,693,192	288,827,903	301,068,148
Fleet Replacement Funds	\$64,508,316	10,204,399	61,747,345	92,850,638	136,283,042	116,373,058	166,116,084
Debt			Subject to King County Council Approval				
Debt Service Fund	\$23,331,722	17,176,819	10,188,188	8,954,866	6,437,896	8,057,760	4,142,940
Insurance Fund			Subject to King County Council Approval				
Other			Subject to King County Council Approval				
Total	\$1,462,920,922	1,095,003,945	860,580,744	744,166,774	677,961,437	613,178,086	652,352,036