

**King County Metro**

# **Transit Development Plan 2024-2029**

August 2024





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## Introduction

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King County Metro Transit (Metro) created the 2024-2029 “Transit Development Plan” in compliance with Washington State Department of Transportation (WSDOT) guidance 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, 2021-2030; the 10-year Capital Improvement Plan; and the 2023-2024 Biennial Budget. It also includes information from Metro’s long-range plan (Metro Connects), the King County Metro Service Guidelines and the most recently published 2023 System Evaluation.

The Strategic Plan, Metro’s long-range plan, and the Service Guidelines are all available on King County Metro’s website.<sup>1</sup> Metro also measures its progress towards implementing the Strategic Plan on an annual basis on Metro’s Accountability Center website.<sup>2</sup>

There are seven sections in Metro’s Transit Development Plan, described below:

- I. **System Overview.** This section describes the organization, facilities, service characteristics, service connections and fare structure of King County Metro.
- II. **Current Activities and Programs.** This section highlights recent activities at Metro.
- III. **State and Agency Goals, Objectives, and Strategies.** This section describes Metro’s strategies for the next five years, and how the strategies align with WSDOT goals.
- IV. **Performance Measurement and Targets.** This section describes King County Metro performance measures and how the agency evaluates service on an annual basis.
- V. **Capital Improvement Program, 2024-2029.** This section summarizes Metro’s Capital Improvement Program as budgeted for the current year and next five years.
- VI. **2023 Operating Data and 2024-2029 Projections.** This section includes operating data for 2023 and projections for 2024-2029.
- VII. **Projects of Regional Significance.** This section includes Metro’s regional project schedule for major mobility and capital projects.

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<sup>1</sup> King County Metro, Metro’s Policies (<https://kingcounty.gov/depts/transportation/metro/about/policies.aspx>).

<sup>2</sup> King County Metro, Strategic Plan for Public Transportation 2021-2030, Strategic Plan Dashboard (<https://kingcounty.gov/depts/transportation/metro/about/accountability-center/strategic-plan-dashboard.aspx>).

# I. System Overview

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The following chapter summarizes King County Metro Transit’s organizational structure, facilities, service characteristics, service connections and fare structure.

## I-a. Organization

King County Metro Transit, or Metro, is a department of King County government. The Metropolitan King County Council adopts plans, policies, and budgets for Metro and the King County Executive oversees the 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 2024, King County Government and the Department of Metro Transit are structured as follows:

- Dow Constantine, King County Executive
- Michelle Allison, General Manager, Metro Transit Department

King County Metro serves the incorporated and unincorporated communities within King County. The King County Council currently includes the following nine members representing the geographic areas shown in Figure 1:

- Rod Dembowski, District 1
- Girmay Zahilay, District 2
- Sarah Perry, District 3
- Jorge Barón, District 4
- Dave Upthegrove, District 5
- Claudia Balducci, District 6
- Pete von Reichbauer, District 7
- Teresa Mosqueda, District 8
- Reagan Dunn, District 9

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. Figure 2 shows the Metro Transit Department’s organizational structure as of December 2023.

Figure 1: King County Council Districts and Councilmembers as of 2024

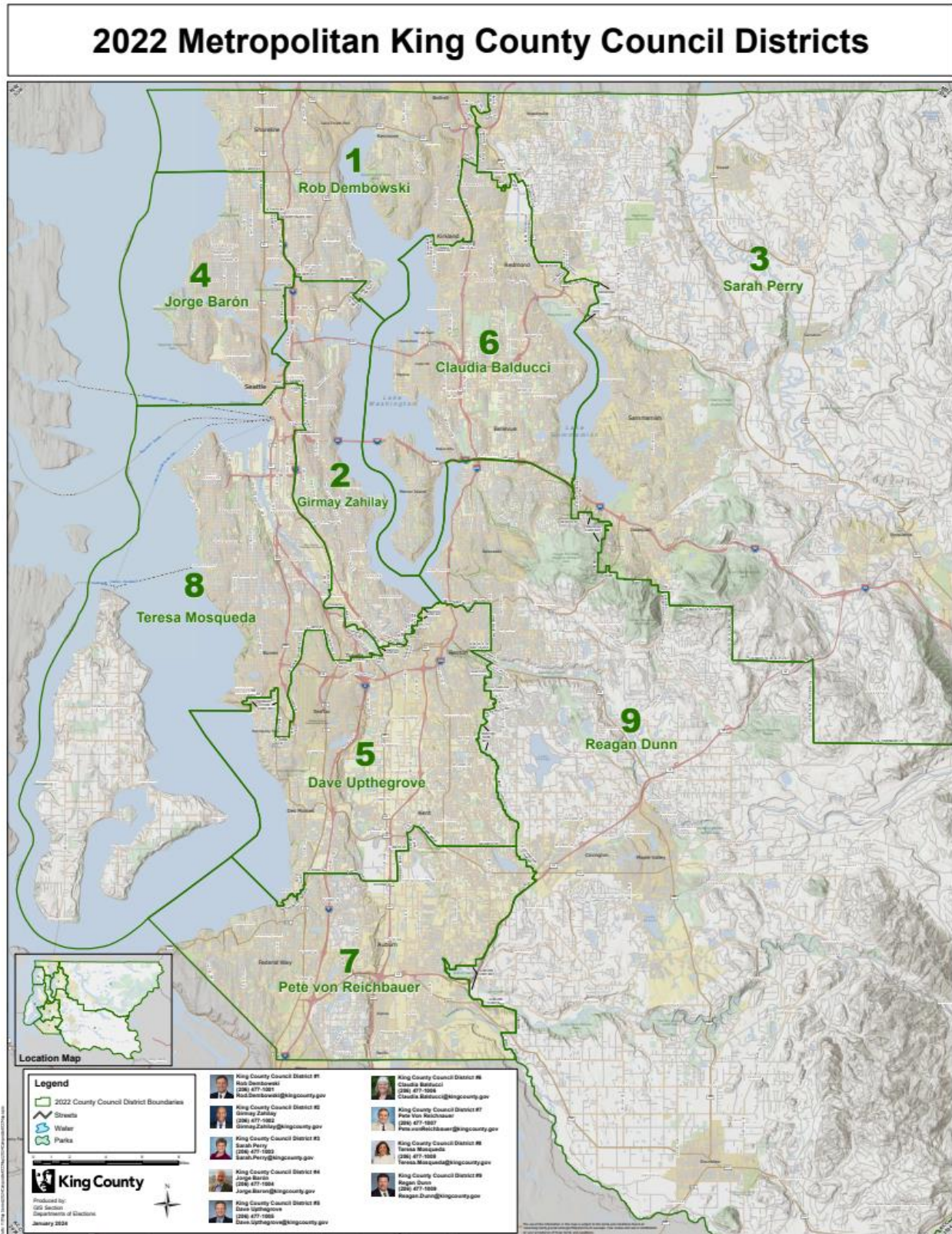
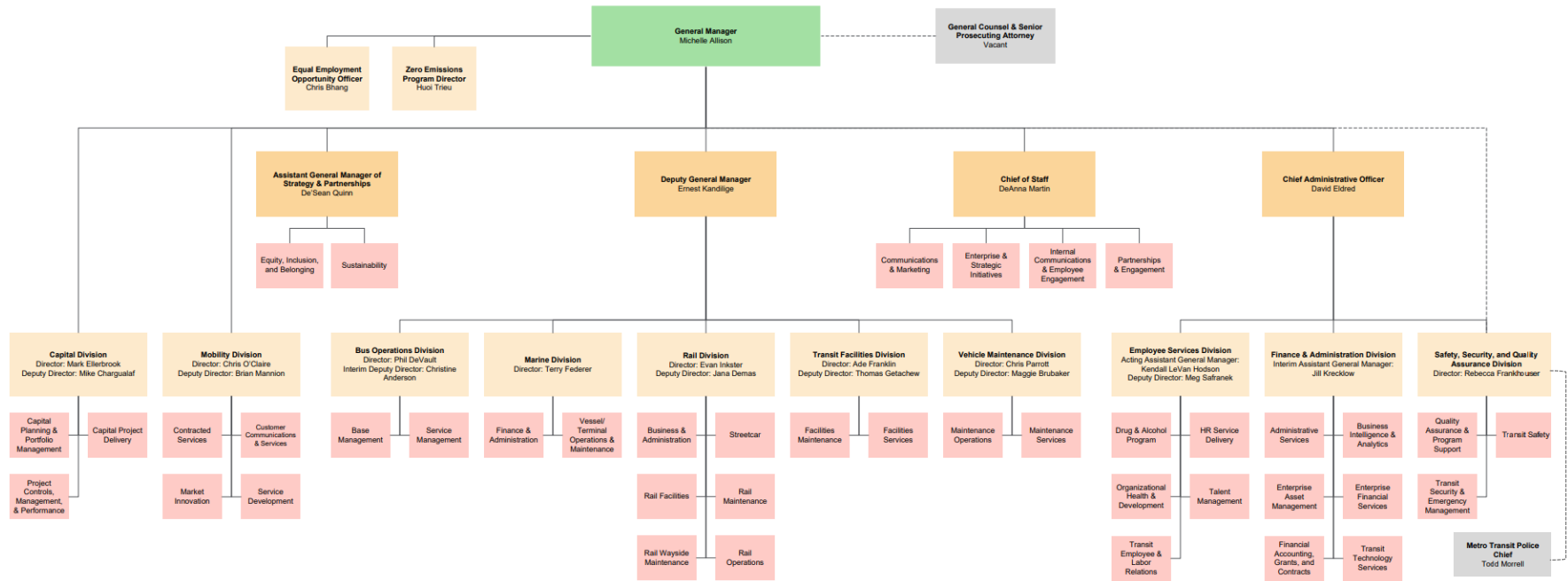


Figure 2: Metro Transit Department organizational structure (April 2024)



## I-b. Facilities

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

### **Central Campus (Seattle)**

- Atlantic/Central Operations Building, 1270 6th Ave S, Seattle
- Atlantic Maintenance Building, 1555 Airport Way S, Seattle
- Atlantic-Central Base Tire and Millwright Shop, 1555 Airport Way S, Seattle
- Central Maintenance Building, 640 S Massachusetts St, Seattle
- Ryerson Base, 1220 4th Ave S, Seattle
- Transit Control Center, 1263 6th Ave S, Seattle
- Central Employee Parking Garage, 1505 6th Ave S, Seattle
- Information Distribution Center<sup>3</sup>, 1523 6th Ave S, Seattle
- Power Distribution, 2255 4th Ave S, Seattle
- Non-Revenue Vehicle Maintenance Building<sup>4</sup>
- Revenue Processing Center<sup>5</sup>
- 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, Seattle
- ORCA Mail Center and in-person customer service (Pass Sales Office) 201 S Jackson St, Seattle

### **East Campus (Bellevue)**

- Bellevue Base, 1790 124th Ave NE, Bellevue
- East Base, 1975 124th Ave NE, Bellevue

### **South Campus (Tukwila)**

- South Base, 12100 E Marginal Way S, Tukwila
- Safety and Training Center, 11911 E Marginal Way S, Tukwila
- South Facilities Maintenance, 11911 E Marginal Way S, Tukwila
- Component Supply Center, 12200 E Marginal Way S, Tukwila
- South Campus Office and Storage Annex, 12677 E Marginal Way S, Tukwila
- South Interim Base, 12400 E Marginal Way S, Tukwila
- South Base VM Annex: New Coach Prep and Fleet Engineering (leased property) - 12119 E Marginal Way S, Tukwila
- Safety & Training Center, 3401 S Norfolk St, Seattle<sup>6</sup>

### **North Campus (Shoreline)**

- North Base, 2160 N 163rd St, Shoreline

### **Seattle Streetcar (Seattle)**

- South Lake Union Streetcar OMF, 318 Fairview Ave N, Seattle

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<sup>3</sup> Formerly Metro's Marking Distribution Center.

<sup>4</sup> Not a core-base function, it is located within the AC Base property.

<sup>5</sup> Not a core-base function, it is located within the AC Base property.

<sup>6</sup> This building is located nearest to the South Campus.

- Charles Street Streetcar OMF, 848 7th Ave S, Seattle

**Access Transportation**

- South Park Operations Base, 8100 8th Ave S, Seattle
- Access Control Center, (Contractor leased) 675 S Lane St #400, Seattle
- Kent Operations Base, (Contractor leased) 8657 S 190th St, Kent
- Bellevue Operation Base, (Contractor leased) 2000 118th Ave SE, Bellevue
- Shoreline Operations Base, (Contractor leased) 16325 5th Ave NE, Shoreline
- Vashon Island Operations Depot, (Contractor leased) 20716 Vashon Hwy SW, Vashon

**Rideshare and Flexible Services**

- Van Distribution Center, 18655 NE Union Hill Rd, Redmond

**I-c. Service Characteristics**

**Fixed-route & DART**

As of January 2024, Metro operates 143 fixed-route and DART services, including Link light rail. These fixed-route services include:

- 85 All-Day Routes
- 23 Peak Period Routes
- 9 Peak Period School or Custom Routes
- 15 Dial-a-Ride Transit (DART) Routes & Water Taxi shuttles
- 2 Seattle Streetcar lines
- 7 Sound Transit Bus Routes
- 2 Link light rail lines

Through these routes, Metro provides service using 1,433 vehicles, including 35’, 40’, and 60’ hybrid buses; 40’ and 60’ electric trolley buses; and 40’ and 60’ battery-electric buses (BEBs). Metro also operates 106 vehicles for Sound Transit. All Metro bus routes are ADA-accessible (lift-equipped) and have bike racks for three bikes, and all are low-floor. Table 1 displays details of Metro’s bus fleet.

**Table 1: Metro Bus Fleet, January 2024**

Vehicle Type	Number of Vehicles
35’ Hybrid	60
40’ Hybrid	443
60’ Hybrid	606
60’ Diesel & Hybrid (ST)	106
40’ Trolley	110
60’ Trolley	64
40’ Battery	24
60’ Battery	20

Many of these fixed route and DART services have unique characteristics in terms of how and where they operate. Additional details are included below:



- **DART:** Metro Dial-a-Ride Transit (DART) routes operate on fixed time points but offer the flexibility to deviate from regular routes within specified service areas. All DART vehicles are lift-equipped. Metro provides DART service through a private contractor.
- **Special Bus Services:** Metro provides limited special event service as a subcontractor to a private transportation firm in compliance with the FTA charter guidance. Metro also supplements regular routes with added service for major events. In 2023, Metro also operated a free special event shuttle in downtown Seattle for limited events.
- **Contract:** Metro serves as the scheduler and operator for other transit services in Seattle and King County. Currently, Metro operates Regional Express bus routes, Link light rail, and ADA paratransit for Sound Transit. Similarly, Metro operates both of the Seattle Streetcar lines in South Lake Union and First Hill for the City of Seattle. In addition to operating the streetcar, Metro and the City of Seattle work together to plan and implement service funded by the Seattle Transit Measure (STM; approved by voters in November 2014 and renewed in November 2020). This contracted service supplements the fixed-route transit service operating primarily within the City limits. As of the 2023 Fall Service Change, the City of Seattle is supporting approximately 141,000 annual hours of service.
- **RapidRide (Bus Rapid Transit):** RapidRide is a network of easy to use, high-quality, and convenient bus rapid transit lines, and it is an integral part of the region's high-capacity transit network. Riders use a proof-of-payment system on RapidRide, enabling off-board fare payment via ORCA and all-door loading to speed operations. Metro charges the same fares for RapidRide as it does for standard fixed-route service. Important features of RapidRide service include fast and reliable service, bus stop upgrades, and accessibility improvements. Metro currently operates seven RapidRide lines throughout King County. The RapidRide H Line, launched in March 2023, is the newest RapidRide line in the expanding network. The RapidRide G Line is currently under construction but scheduled to launch revenue service in September, 2024. Metro is currently planning and designing four additional lines: I Line, J Line, K Line, and R Line.

### ***Flexible Services Program***

The Flexible Services program complements the fixed-route bus network in King County and helps fill transportation gaps, especially in areas where the fixed-route network alone can't meet community needs. A defining feature of the flexible services program is the ability to launch, test, and refine innovative service solutions through pilot programs developed with communities and other partners. These services leverage Metro's long-standing success in both ridesharing and DART services in combination with emerging mobility technologies. In addition to the current service areas described below, Metro continues to develop new products and services through ideas that emerge from community partnerships and needs, as well as emerging national and international best practices for mobility services. Current services include:

- **Metro Flex:** this program is an on-demand public transit service that allows anyone to request rides anywhere within a service area at the tap of a button. Current service areas include Othello, Rainier Beach/Skyway, Tukwila, Renton, Kent, Sammamish/Issaquah, Delridge/South Park, and Juanita.
- **Community Access Transportation:** this program expands mobility options for people with disabilities, older adults, and people with low incomes through partnerships with community agencies and jurisdictions in King County. A Community Access Transportation program may

serve a specific location (such as a senior center) or operate as a community shuttle taking older adults and people with disabilities to appointments, shopping destinations, and other activities within the community. Agencies benefit since they can customize their transportation services to meet their clients' needs.

- **Community Van:** this program is a volunteer-driven van service for local group trips scheduled by a community transportation coordinator to meet local needs. Metro provides vans through community partnerships with select local jurisdictions. Current service areas include Algona-Pacific, Bothell-Woodinville, Duvall- Carnation, Shoreline-Lake Forest Park, Kenmore-Kirkland, Redmond, Skyway, Sammamish, and Vashon.
- **Trailhead Direct:** this service provides transit to hiking destinations along I-90 from downtown Seattle, Mt. Baker Station, Capitol Hill, Bellevue, and Issaquah. The service helps Metro to ease vehicle congestion, increase safety, and expand access to recreation opportunities.

### ***Access Paratransit***

Access Paratransit is a pre-scheduled, demand-responsive, shared-ride transportation service. Metro's paratransit services complement Metro's fixed-route bus system, the Seattle Streetcar, and Sound Transit bus and rail services. Metro exceeds the Americans with Disabilities Act (ADA) requirements for individuals whose disabilities prevent the use of accessible, non-commuter, fixed-route transit services.

As required by the ADA, *Access* service is provided within  $\frac{3}{4}$  of a mile on either side of non-commuter fixed-route bus and rail 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 or rail 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  $\frac{3}{4}$  of a mile. Individuals must be evaluated and deemed eligible prior to using *Access* services. *Access* eligibility is based on whether a disability prevents a person from performing the tasks needed to ride regular bus and/or rail service some or all the time.

Metro provides *Access* service through a private contractor that uses dedicated drivers as well as taxi and other transportation companies. As of July 2024, the contractor directly operates 471 Metro-owned, wheelchair-accessible, paratransit vans.

In March 2024, Metro launched Metro Flex Access On-Demand, a pilot program designed to provide *Access* customers with an affordable, accessible, and reliable option for taking spontaneous rides or rides that require flexibility. Access On-Demand uses the Metro Flex network to allow customers to book on-demand rides on the same day.

### ***Marine Services (Water Taxi)***

Metro's Marine Division operates water taxi service in King County. As of January 2024, Metro operates two water taxi routes. The Vashon Island/downtown Seattle route provides year-round service during weekday commute periods and recently launched a pilot program to expand mid-day service in 2024. The West Seattle/downtown Seattle route provides all-day ferry service year-round, including weekends.

### ***Seattle Streetcar***

The Seattle Streetcar is comprised of the South Lake Union line and the First Hill line. The South Lake Union line opened in 2007 and the First Hill line opened in 2016. 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.

**Table 2: Streetcar Fleet, January 2024**

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

***Rideshare Services, Commute Trip Reduction, and Partnership Programs***

Metro provides multiple programs, products, and tools to help people share rides to work, school, community events, and to connect to fixed-route service. Major Metro programs include vanpool, vanshare, RideshareOnline.com, SchoolPool/Safe Routes to School, Community Access Transportation, Home Free Guarantee, Job Access Transportation, ORCA Business Products and multiple transportation demand management (TDM) and commute trip reduction efforts. These programs help Metro serve a diverse cross-section of riders in King County, including commuters, students, older adults, people with disabilities, populations with low-incomes, employers, community agencies, and other customers and partners.

- Rideshare Services:** Metro manages one of the largest, longest-running public commuter van program in the nation. The Vanpool program allows commuters to rideshare from their homes or pick-up location to work with co-workers or neighbors for a monthly fare in a Metro-provided vehicle. One fare covers it all: van, fuel, insurance, maintenance and more. Metro also provides rideshare vehicles that allow commuters to rideshare from their neighborhood to a transit hub or rideshare from a transit hub the last few miles to their worksite. Metro offers several different vehicle sizes for vanpooling, including minivans, ADA-compliant vans, and smaller, 100%-electric, zero-emission vehicles that fit five.
- RideshareOnline.com:** Metro administers and manages RideshareOnline.com, a statewide ride-matching service with thousands of participants. RideshareOnline.com provides commuters with vanpool and carpool searches and trip tracking. It also includes tools for communities and businesses to help start, administer, and incentivize their commute trip reduction programs.
- SchoolPool/Safe Routes to School:** Metro offers support, tools, activities, and resources for schools to plan and promote ridesharing, walking, and cycling. In addition to helping people get to and from school safely, these programs help decrease traffic congestion, improve air quality, and reduce emissions around schools and their surrounding neighborhoods.
- Home Free Guarantee/Guaranteed Ride Home/Emergency Ride Home:** Various Metro programs provide cost-free or reimbursable emergency trips home for registered commuters who rideshare, take transit, or walk/bicycle to work. Additionally, employers can offer similar commute programs directly to their employees, users, and clients as benefits or incentives programs.
- The ORCA Passport:** One Regional Card for All (ORCA) is the regional branding for the combined agency transit pass. This program allows employers, universities, and other institutions to provide their employees, students, or residents access to a variety of transportation services. Fees for the ORCA Passport program are based on the use of the program services. ORCA covers various transit services in King County including the bus, streetcar, Link light rail, Sounder

commuter rail, Monorail, vanpool, the King County Water Taxi, and emergency rides home. Participating businesses are required to provide a minimum 50% subsidy of the per-person cost.

- **Retail Passes for Transit Users (Choice):** Employers, universities, and other institutions purchase retail passes and/or e-purse (electronic purse) provided via ORCA cards for employees, clients, and others to access public transportation services. These institutions may or may not subsidize these products.

### ***Ridership Summary***

In 2023, Metro services had approximately 77.6 million boardings across various types of transit:

- Fixed-route bus ridership: 74.7 million boardings
- Vanpool ridership: 1.1 million boardings
- Access paratransit ridership: 0.7 million boardings
- DART ridership: 0.6 million boardings
- Water Taxi ridership: 0.4 million boardings

Metro also operates other services in the county, including Sound Transit bus, rail, and paratransit services and the streetcar in the City of Seattle. Ridership details for these Metro-operated services in 2023 are included below:

- Metro-operated Sound Transit bus service: 4.2 million boardings
- Metro-operated Sound Transit rail services: 28.6 million boardings
- Metro-operated Sound Transit paratransit services: over 54,000 boardings
- Metro-operated South Lake Union Streetcar and First Hill Streetcar: over 1.4 million boardings

One major obstacle in restoring service and rebuilding ridership across the county is ongoing workforce shortages, particularly shortages of operators and mechanics. Hiring and retaining a qualified workforce is essential in improving transit service and restoring suspended transit service across the county. Metro is employing several strategies to ensure there is sufficient capacity to continue restoring service, including enhancing recruitment, streamlining training courses, and increasing the number of operator trainings.

### **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, Kitsap Transit Fast Ferries, and Sea-Tac International Airport. Metro also connects with other bus services including Sound Transit, Community Transit, Pierce Transit, and the paratransit services of Community Transit and Pierce Transit.

Metro serves 14 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 lockers, public art, park-and-ride lots, and extra space to park buses when operators need to take breaks or switch shifts.

Transit centers include:

- Auburn Station
- Aurora Village Transit Center
- Bellevue Transit Center
- Burien Transit Center
- Federal Way Transit Center
- Issaquah Transit Center
- Kent Station
- Kirkland Transit Center
- Mount Baker Transit Center
- Northgate Station
- Redmond Technology Center
- Redmond Transit Center
- Renton Transit Center
- Totem Lake Transit Center

Metro also serves other transit hubs including 29 Link light rail stations in Seattle, Tukwila, SeaTac, Shoreline, Bellevue, and Redmond. It also serves four Sounder commuter rail stations in Seattle, Tukwila, Kent, and Auburn. Metro connects with Amtrak at King Street Station in downtown Seattle and Tukwila Station. Metro connects to Washington State Ferries services at Colman Dock in downtown Seattle, Fauntleroy Ferry Terminal in West Seattle, and both the Tahlequah Terminal and Vashon Island North-end Ferry Terminal on Vashon Island. Metro connects to Kitsap Fast Ferry service at Colman Dock in downtown Seattle and also provides passenger-only ferry service on the Water Taxi, a passenger-only ferry service operated by the Marine Division in King County Metro.

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

King County Metro manages 96 permanent and leased park-and-ride lots with a total of 19,094 vehicle spaces. Of the 54 permanent lots, 22 are owned by King County (about 8,500 spaces); 17 are owned by WSDOT (about 6,000 spaces); and 15 additional permanent lots, collectively providing more than 1,400 spaces, are owned by cities or private entities. Metro also leases 38 lots with more than 1,700 spaces from churches and other landowners for transit customer use.

### I-e. Fare Structure

Effective July 1, 2018, Metro provides a \$2.75 adult flat-rate fare for Metro buses and flexible services and offers a range of reduced fare options to meet the needs of various priority populations. Under the goal of improving access to mobility options, the 2021-2031 Strategic Plan for Public Transportation directs Metro to employ an income-based approach to fares, ensuring that discounts are provided to those who cannot afford to pay the full fare. Metro's reduced fare options include:

- **Regional Reduced Fare Permit (RRFP):** Medicare cardholders, seniors, and people with disabilities are eligible for reduced fares through the RRFP. The RRFP fare is \$1.00 on most services, \$2.50 - \$3.00 on Water Taxi. Riders can show their RRFP card to the Metro driver to prove eligibility for a lower fare and pay their fare in cash. Additionally, riders can add value to their ORCA card with e-purse, monthly Metro Pass, or monthly Puget Pass values to pay for their trips at the reduced rate. Some paper RRFP cards are still in circulation. This cash payment feature is not available to ORCA LIFT enrollees. Riders enroll at transit agency customer service offices.
- **Youth:** children ages 0-5 ride free with a paying adult, and youth ages 6-18 can ride free as part of the Free Youth Transit Pass program. Currently, youth can enroll in the program and either tap their ORCA card or show a student ID or other identification.

- **ORCA LIFT:** people with low incomes (at or below 200% of federal poverty level) are eligible for a reduced fare through ORCA LIFT. The ORCA LIFT fare is \$1.00 on bus and flexible services, \$3.75 - \$4.50 on Water Taxi. The ORCA LIFT fare is only available on an ORCA card and customers enroll at partnering human service agencies that can easily verify income eligibility.
- **Subsidized annual pass:** Metro subsidizes the cost of an annual pass for some ORCA LIFT customers who are enrolled in specific state benefit programs and whose income falls at or below 80% of the federal poverty level. Eligible people sign up at partner enrollment agencies and Metro adds an annual pass to their ORCA cards, which currently covers rides on King County Metro, Sound Transit, Everett Transit, and the City of Seattle’s Monorail and Streetcar services.
- **Human Service Bus Ticket Program:** Metro sells one-way paper tickets to human service agencies at a 90% discount of the retail ticket price. These human service agencies can give tickets to their clients with incomes at or below 138% of the federal poverty level, free of charge, so they can travel to medical appointments and other services. Riders can transfer to other Metro buses with a paper transfer but cannot transfer to other transit agency services.
- **Access Paratransit:** Access Paratransit adult fares are \$1.75 per ride, payable by cash, through the Transit GO Ticket app, or through a monthly ORCA PugetPass or Access pass.

Metro offers the ORCA card in partnership with Puget Sound area transit agencies: Community Transit, Everett Transit, 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 (with the exception of Washington State Ferries and paratransit customers). For cash-paying customers, Metro offers paper transfers that are valid only on Metro buses. ORCA monthly PugetPasses are priced at 36 times the one-ride fare (i.e., a one-month pass valid for \$2.75 fares costs \$99) while regional day passes are priced at \$8.00/\$4.00 (adult/reduced fare). Metro launched a new ORCA system in May 2022, which included a new ORCA app, real-time card loading, more retail locations to buy cards and add value, and a new ORCA website with customer-friendly features.

The fare for the Seattle Streetcar is \$2.25 for adults, \$1.00 for ORCA LIFT and RRF, and free for youth under 19. The average monthly fare for vanpools is approximately \$104 for a 45-mile round trip commute with seven participants.

**Table 3: King County Metro Fares as of Spring, 2024<sup>7</sup>**

Fare Category	One-way fare	Fare media
Regular fare	\$2.75	Cash, transfer, ORCA (with e-purse, monthly Metro or Puget Pass), Transit GO Ticket, paper fare tickets, Human Service Bus Ticket
Child & youth fare (0-18, 18+ with student pass)	No charge	--
Senior (65+) and person with disabilities fare	\$1.00	RRFP card, <sup>8</sup> cash
Low-income fare (200% of federal poverty level)	\$1.00	ORCA LIFT card

<sup>7</sup> Includes Metro buses, trolleys, transit vans, dial-a-ride vehicles, paratransit.

<sup>8</sup> The RRF (Regional Reduced Fare Permit) is an ORCA card for seniors and people with disabilities.

Fare Category	One-way fare	Fare media
Access paratransit (ages 19+)	\$1.75	Cash, paper ticket, Transit GO ticket, monthly PugetPass or Access pass <sup>9</sup>
Very low income (enrollment in state benefit programs)	No charge	Subsidized Annual Pass on an ORCA LIFT or RRF card

**Table 4: King County Metro Water Taxi Fares as of Spring 2024**

Fare Category	West Seattle	Vashon	Fare media
Cash fare	\$5.75	\$6.75	Cash
Regular prepaid fare	\$5.00	\$5.75	ORCA
Child & youth fare (0-18, 18+ with student pass)	No charge	No charge	--
Senior (65+) and person with disabilities fare	\$2.50	\$3.00	RRFP
Low-income fare (200% of federal poverty level)	\$3.75	\$4.50	ORCA LIFT card
Very low income (enrollment in state benefit programs)	No charge	No charge	Subsidized Annual Pass on an ORCA LIFT or RRF card
Bicycle fare	No charge	No charge	--

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<sup>9</sup> The monthly Access pass is a unique fare media option for Access riders. It currently costs \$63 per month and entitles riders to unlimited rides on Access for the month of the pass. Riders must contact Metro customer service to apply their pass to Access rides.

## II. Current Activities and Programs

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In 2023 and 2024, Metro engaged in several key activities and programs that improve transit service for customers and support and advance Metro's policies and goals.

### II-a. Service Investments

Metro prioritizes service investments in order to address crowding, reliability, and service growth needs. In the last year, Metro has not observed any chronic crowding issues that require additional investments. Metro occasionally adjusts schedules to address reliability issues, which have largely been related to early operations rather than late operations in recent years. However, the 2023 System Evaluation noted around 31,050 total service hours of reliability investment needs across 56 routes.<sup>10</sup> Although Metro has been limited in making service-related investments in recent years, Metro continues to monitor reliability and crowding issues at the route level as congestion, ridership, and travel times increase. The 2024 System Evaluation will include updated figures and is scheduled to be transmitted to council for review later in Fall, 2024.

Most service investments today revolve around restoring service on routes and in communities where Metro suspended service between 2020 – 2023. In early 2023, Metro developed a *Service Recovery Plan* to guide the agency's service restoration efforts and prepare for upcoming restructures associated with partner projects.<sup>11</sup> Metro also launched a Service and Workforce Initiative in 2023 to help expand Metro's operational capacity. This Initiative is already helping to provide an organization-wide approach to first stabilize operations, then grow service, which will position Metro to launch new RapidRide lines, support the expansion of Link light rail, and enhance mobility options across King County. Last year, Metro doubled the number of Part-Time Operator Classes and doubled the size of the Mechanic Apprenticeship Program while also creating additional training programs for Electric Technician and Sheet Metal Workers. These efforts have helped increase Metro's hiring capacity by 30% and have helped alleviate many of the capacity constraints that limited service investments over the last two years.

In fall 2023, Metro reduced service levels to better align bus schedules with operational capacity – this change helped significantly reduce unplanned trip cancelations over the last year and improved real-time information for riders. In the first half of 2024, service was restored on eight subcontracted Dial-a-Ride Transit (DART) routes. Later this year in fall, Metro will implement changes associated with two service redesigns, as follows:

- **Lynnwood Link Connections:** this work will deliver integrated transit service that responds to Sound Transit Link light rail (Link) expansion to Snohomish County. When fully implemented, this proposal will add approximately 132,000 annual service hours to the system compared to fall 2023, restoring all service hours in the project area that had been suspended since the onset of the COVID-19 global pandemic. Implementation will occur in three phases, starting with the 2024 Fall Service Change.

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<sup>10</sup> King County Metro, 2023 System Evaluation, 2023 (<https://kingcounty.gov/-/media/king-county/depts/metro/documents/about/data-and-reports/2023/system-evaluation.pdf>).

<sup>11</sup> King County Metro, Service Recovery Plan, 2023 ([King County - File #: 2023-0035](#)).



- **RapidRide G Line:** this RapidRide route will be implemented in Fall 2024, along with changes to other routes that operate in the area. When implemented, this proposal will put approximately 47,000 hours of service investment into the RapidRide G Line, while maintaining the same budget on project area routes.

## II-b. Transit Integration

Metro and Sound Transit continue to plan together and with other jurisdictions to create an integrated network that gives riders the best possible transit experience. As Sound Transit's Link light rail and Stride bus rapid transit (BRT) services expand, this coordination will maximize the total regional investment in transit while aiming to provide efficient and seamless connections for transit riders.

Metro and Sound Transit are coordinating with their many agency and jurisdictional partners to meet the region's diverse mobility needs, including integration with Link. Building on successful integration of services around Central Link (2009-10), University Link (2016), and Northgate Link (2021), Metro continues to plan for multiple upcoming Link light rail expansion and Stride BRT projects. The 1 Line extension between Northgate and Lynnwood City Center stations is planned for August 30, 2024. This project will include the Lynnwood Link Connections Mobility Project bus restructure as part of Metro's 2024 Fall Service Change.

Sound Transit continues to partner with Metro on the East Link Connections Mobility Project (which includes the East Link and downtown Redmond Link extensions) and with Metro and Community Transit on the Lynnwood Link Connections Mobility Project. Through these projects, each transit agency will restructure their respective bus networks to integrate with Link light rail extensions to the downtown Redmond and Lynnwood City Center stations. As of April 2024, the recent expansion along the "East Link Starter Line," provides service between South Bellevue Station and Redmond Technology Station. The East Link Connections Mobility Project restructure is planned to coincide with the full 2 Line opening, currently estimated for the fall 2025 or spring 2026 service change.

In 2024, Metro also started engagement with Sound Transit and Pierce Transit on the Federal Way Link Extension project for a major restructure of bus routes in south King County (South Link Connections Mobility Project). Metro is participating in the planning, design, and environmental review for the West Seattle and Ballard Link Extensions, Tacoma Dome Link Extension, 130th Street Infill Station, Graham Street Infill Station, Boeing Access Road Infill Station, Stride S1/S2 (I-405 BRT), Stride S3 (SR 522/NE 145th BRT), and Kent Station Parking and Access Improvements projects.

Table 5 lists key corridors in King County where Sound Transit is the primary provider of two-way, all-day transit service. As Sound Transit expands Link light rail and Bus Rapid Transit, they will become the high-capacity transit provider in more corridors. As services are introduced and modified, Metro and Sound Transit will continue to integrate to offer fast, frequent, and reliable connections to jobs, education, and other opportunities that advance social equity.

**Table 5: Corridors Served Primarily by Sound Transit**

Between	and	Via	Route
Woodinville Park and Ride	Roosevelt Station	Bothell, Kenmore, Lake Forest Park, Lake City	522
Lynnwood Transit Center	Bellevue Transit Center/ Downtown Bellevue Station	Totem Lake, UW Bothell	535
Bear Creek Park and Ride	Downtown Seattle	Downtown Redmond, Redmond Technology Station, Evergreen Point Park and Ride	545
Downtown Bellevue	Downtown Seattle	Mercer Island, South Bellevue Station, Bellevue Transit Center/Downtown Bellevue Station	550
Issaquah Highlands Park and Ride	Downtown Seattle	Issaquah Transit Center, Eastgate Park and Ride, Mercer Island	554
West Seattle/ Westwood Village	Bellevue Transit Center/ Downtown Bellevue Station	Burien, SeaTac, Renton, Bellevue Transit Center/Downtown Bellevue Station	560
Auburn Sounder Station	Redmond Technology Station	Kent, Renton, Bellevue, Bellevue Transit Center/Downtown Bellevue Station	566
SeaTac Airport	Lakewood TC	Tacoma Dome, Federal Way Transit Center. SeaTac	574
Federal Way Transit Center	Downtown Seattle	I-5	577
Puyallup	Downtown Seattle	Auburn, Federal Way Transit Center	578
Angle Lake Station	Northgate Station	SeaTac Airport, Rainier Valley, downtown Seattle, Capitol Hill, U District	Link (1 Line)
South Bellevue Station	Redmond Technology Station	Downtown Bellevue, Spring District, Overlake Village	Link (2 Line)

### II-c. Flexible Services Program

Metro Flex is Metro’s on-demand microtransit service. Metro Flex complements fixed-route bus service and provides service in areas where the land use and demand are not well-suited to bus service.

With Metro Flex, customers can book trips on-demand using a phone to take trips anywhere within the service area. Riders may be required to walk to a nearby corner to meet their vehicle unless they have unique mobility needs. Additionally, riders with a good fixed-route alternative will be directed to that option via the app.

A defining feature of Metro Flex is the ability to launch, test, and refine innovative service solutions as pilots in partnership with communities. These services leverage Metro’s long-standing success in both DART and ridesharing services in combination with emerging mobility technologies. In addition to Metro Flex, Metro is continuing to develop new pilot products and services through ideas that emerge from community partnerships and needs, as well as emerging national and international best practices for mobility services. The current Metro Flex service areas as of August 2024 include:

- Issaquah – launched in October 2023
- Juanita – launched in September 2020
- Kent – launched in September 2021

- Othello – launched in April 2019
- Rainier Beach – launched in April 2019
- Sammamish – launched in June 2019
- Skyway – launched in August 2021
- Tukwila – launched in April 2019
- South Park and Delridge – launched in July 2024

Metro evaluates active Metro Flex service areas to determine which pilots become ongoing, regular services, and which are discontinued. It also looks at various transit connection locations around the county to prioritize new prospective service areas that might be a strong fit for Metro Flex. The results of this analysis will be included in the upcoming 2024 System Evaluation. Metro is also working on an Integrated Service Planning effort to better integrate the various flexible services and mobility programs available to people in the county. In addition to Metro Flex, Metro continues to operate the Community Van and Trailhead Direct programs, as well as innovate new features and approaches across mobility services.

#### **II-d. Zero-Emissions Transition**

Metro is committed to moving to a 100% zero-emissions fleet by 2035, focusing on procurement of battery buses to replace diesel hybrids that make up a majority of Metro's fleet at present. This transition is building on decades of experience operating electric trolley buses and several years of experience operating both short-range and extended range battery-electric buses. Metro continues to plan for the transition and organizational changes required to support a fully zero emissions fleet, including changes in training, operations, maintenance, construction of charging infrastructure, and coordination with electric utilities and jurisdictions. Starting in 2022, Metro deployed battery-electric bus coaches into service. Metro received its 40th battery-electric bus in January of 2024. These buses are operating out of Metro's South Base and are providing Metro an opportunity to test and familiarize itself with new charging infrastructure in the bus yard while also delivering zero-emissions revenue service for the public.

In 2026, Metro currently plans to add 89 more 40' electric buses as it opens the first 100% zero emissions base in King County. In 2028, Metro will open another 100% zero emissions base across the street which will hold up to 250 more electric buses. Metro also currently plans to procure 20 more trolley buses in 2027. This transition supports Metro's Strategic Plan—the blueprint for centering equity and sustainability in the agency's policies—which provides several objectives and strategies for meeting the county's climate goals by electrifying Metro's fleet and promoting climate justice. Additional details about Metro's efforts to support emissions reductions are included in Section III.

#### **II-e. Facilities Master Plan: Operational Capacity Growth Strategy**

Metro has an abundance of operational base capacity today, as peak service levels and fleet requirements were reduced in response to the pandemic. Metro is working on recovering and growing to former service levels by 2028, but with a different service profile that is less peak intensive, thereby reducing peak coach requirements compared to previous highs in 2019 while increasing mileage per coach. Metro is also at the beginning of a major transition from primarily operating diesel-hybrid (hybrid) fleet to using battery-electric buses. As part of this transition, Metro is opening two new all electric bases in 2026 (Interim Base) and 2028 (South Annex Base). As charging infrastructure is added to the base and electric buses potentially lose some operating efficiencies due to range limitations, Metro

may again see peak fleet requirements grow beyond future base capacity. Metro is still developing an implementation timeline as it integrates future service assumptions relating to zero emissions facility needs.

## **II-f. 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 risks, and then mitigated to acceptable levels before entering the operations.

Metro developed an SMS implementation plan with four focus areas that correspond to the SMS pillars: Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. Once completed, each of the four components involves concrete tasks and activities that will signify that the objectives of that SMS implementation have been achieved. Below are tasks and activities to be completed in each phase of SMS implementation.

### ***Component 1: Safety Policy***

- Create a process to update and sign the safety policy (complete)
- Create Agency Safety Plan Review Committee with Labor partners (complete)
- Create an SMS Liaison role for SMS implementation support for each division (complete)
- Conduct a review of existing safety programs at Metro compared to new federal and state regulations
- Conduct a gap analysis to determine activities necessary to implement SMS successfully
- Ensure the Metro Agency Safety Plan meets regulatory requirements under federal regulations
- Establish a system that tracks and documents all tasks from Safety Assurance
- Establish a system that tracks and documents all tasks from Safety Risk Management
- Create a policy on making updates to Agency Safety Plan
- Create a web-based platform to house and share SMS documentation

### ***Component 2: Safety Risk Management***

- Identify SMS accountabilities of Metro management (complete)
- Improve criteria and guidance for hazard identification/analysis tools and activities (complete)
- Finalize the Safety Risk Management Policy (complete)

### ***Component 3: Safety Assurance***

- Identify Safety Assurance inputs
- Create a report processing program (complete)
- Review and enhance the process to ensure that no service delivery operations are initiated before changes have been evaluated for safety impact
- Develop Corrective Action Plan documentation to capture all corrective actions from Safety Assurance (complete)
- Develop and execute training on Safety Assurance Corrective Action Plans
- Develop a strategy to compile, analyze and find trends in data coming from the system (complete)

- Determine how to review and track the trends at a division level (safety meeting structure)
- Develop a process to identify Safety Risk Management triggers and Corrective Action Plans at the division level (complete)
- Determine how the information will be disseminated from the divisions to accountable executive and senior leaders
- Refine safety performance indicators and targets for continuous improvement (complete)

**Component 4: Safety Promotion**

- Create, deliver, and document Initial SMS Basic Training
- Create, deliver, and document training for people accepting risk
- Create, deliver, and document training for people performing risk assessments
- Create a process for housing all SMS records in a Learning Management System (complete)
- Develop the infrastructure for safety performance communication throughout Metro
- Establish an SMS Steering Committee and SMS Transition Team for the implementation of SMS
- Promote the employee safety reporting program to frontline employees
- Set up communication platforms for the successful distribution of Safety Risk Management processes from division leaders to frontline staff. Measure employee perceptions of safety and culture at Metro, communicate the results, and take actions related to safety culture improvement

Metro continues to focus on continuous improvements, an essential part of having a highly functioning SMS. Metro 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 helps Metro apply resources to prioritize risk and ensure that the organizational infrastructure continues to support safety risk decision-making at all levels.

## III. Plan Consistency

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King County Metro coordinates on planning with both the state and local jurisdictions within King County. Coordinating between jurisdictions at all levels of government helps make sure that Metro can successfully deliver service and capital investments across the county.

### III-a. State and Agency Goals

The current activities and programs listed in Section II and other Metro actions over the last year met the WSDOT transportation goals set out by the Washington State legislature ([RCW 47.04.280](#)). Other Metro actions that advanced WSDOT goals are identified below.

#### 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" 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.

Metro oversees state of good repair efforts annually, including 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.

Additional strategies include:

- Providing and maintaining capital assets to support efficient and effective service delivery.
- Working with transit partners, WSDOT, and others to manage park-and-ride capacity needs.

#### Safety and Security

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

Metro's continuous improvements to the Safety Management System include the updated Agency Safety Plan, which focuses 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. This update, approved by King County Council in June 2024, includes new safety policy, additional details on the Public Transportation

Agency Safety Plan Review Committee, updated safety, security and quality assurance responsibilities, updated safety targets, and a new safety risk management matrix.<sup>12</sup>

In addition to the Safety Management System, Metro leads other safety efforts across the agency. 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. Riders can report incidents by alerting the bus operator, calling a number to connect directly with Metro security, or submitting a non-emergency incident report to an online form.

Metro is also implementing the Safety, Security, and Fare Enforcement (SaFE) Reform Initiative, which launched in 2021 as an effort to co-create new strategies for transit safety and security. The initiative also seeks to advance equity by building upon Metro's past efforts and its current work with partners. SaFE's work informs practices, policies, and department-wide procedures to eliminate harm and emphasize customer and employee well-being. The SaFE Initiative convened the SaFE Equity Workgroup, which consists of community members partnering with Metro staff to take transit safety recommendations from idea to implementation. The initiative already completed several rounds of engagement and is currently in the implementation phase, having launched and expanded several programs, which are detailed below.

- **Terminal Support Teams:** Terminal Support Teams consist of behavioral health experts stationed at transit locations to support customers and transit employees by offering outreach services to people experiencing crisis. The teams are trained in de-escalation and prevention to reduce the need for police or security. Behavioral Health Specialists provide food, hygiene items and cold weather supplies, and connections to community partners. Teams are currently present at the Aurora Village Transit Center and Burien Transit Center from 6am to 2pm daily. This pilot fits into the overall care and presence approach, which also includes Transit Security Officers and Metro Transit Police.
- **Increased Transit Security Officer Presence:** Transit Security Officers offer a calming, proactive presence that deters incidents, and Metro Transit Police provide law enforcement and other community services. Following community engagement and requests for increased Transit Security Officer Presence, Metro increased the number of officers from 70 to 160 between 2021 and 2023. These efforts have contributed to decreasing the number of incidents by 12% from 2019 and 22% from the peak in 2020.<sup>13</sup>
- **Terminal Ambassador Program:** The Terminal Ambassador Program deploys light-duty operators to engage with customers and the general public to offer transit information and increase Metro's presence at high-traffic transit locations in the county.<sup>14</sup> Ambassadors complete two weeks of training and are equipped with an on-demand language translation tool to be able to support riders in more than 140 languages. Many ambassadors are former Metro

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<sup>12</sup> King County Metro, Public Transportation Agency Safety Plan, 2024 ([King County - File #: 2024-0192](#)).

<sup>13</sup> Metro Matters Blog, "Metro Improves Safety with Boosted Security Presence." 2 May 2023 (<https://kingcountymetro.blog/2024/03/05/metro-improves-safety-with-boosted-security-presence/>).

<sup>14</sup> King County Metro, SaFE Reform Initiative (<https://kingcounty.gov/en/dept/metro/about/policies/safe-reform-initiative>).

operators and have deep familiarity with the system’s operations. Initial public response to the ambassador program has been positive.<sup>15</sup>

Additional strategies include:

- Promoting safety and security in public transit operations and facilities.
- Reviewing the Rider Code of Conduct and ensuring it is communicated clearly to all riders while adjusting Metro’s response to different violations. Aim to ensure response procedures don’t disproportionately harm communities of color, the unhoused, and other populations most affected by security policies on or near transit. Coordinate with city programs and officials to support care teams and task forces addressing security issues in downtown Seattle.
- Coordinating with Puget Sound Regional Council on Metro’s ongoing FTA-established Safety Performance Targets for each mode.

## Mobility

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

Metro’s mission is to provide the best possible public transportation services and improve regional mobility and quality of life in King County. To support this mission, Metro is working to provide high-capacity fixed-route public transit and integrate new travel options to meet growing demand and customers’ changing mobility needs. In doing so, Metro can lead the way in improving people’s ability to get to work, school, services and more. Metro will continually evaluate and adjust transit service while working with regional partners to expand and improve the high-capacity fixed-route bus and rail network.

Metro developed and is now implementing 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 program. Metro is now incorporating land use and equity considerations in planning for high-frequency transit routes. Construction will soon begin on 235 affordable housing units at King County Metro’s property just east of Northgate station. All units will be affordable to households earning 60 percent or less of the area median income and the development will provide a mix of unit sizes. King County Metro is providing the land to affordable housing developers BRIDGE Housing Corporation and Community Roots Housing for a long-term \$1-per-year lease. The developers will manage the construction and completed property. Pre-development and planning work is underway to support Kenmore and Burien equitable transit-oriented development projects.

Additional strategies include:

- Designing and offering a variety of public transportation products and services appropriate to different markets and mobility needs.
- Expanding services to accommodate the region’s growing population and serve new transit markets.
- Partnering with employers to make public transportation products and services more affordable and convenient for employees.
- Coordinating and developing services and facilities with other providers to create an integrated and efficient regional transportation system.

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<sup>15</sup> Metro Matters Blog: “‘People need us out there’ Metro Ambassadors engage and inform.” 2 May 2023 (<https://kingcountymetro.blog/2023/05/02/people-need-us-out-there-metro-ambassadors-engage-and-inform/>).



- Integrating equity and social justice principles highlighted in King County’s Strategic Plan during the development and implementation of products and services.
- Facilitating convenient and safe access to transit by all modes of transportation, including for people walking, biking, and rolling.

## Environment

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

Metro operates a transportation system that is nationally recognized for its performance, lowering the region’s transportation emissions substantially. As a founding signatory to the American Public Transportation Association’s Sustainability Commitment, Metro achieved gold recognition.

Metro’s services play a direct role in sustainability across the region. Prior to 2020, public transportation in King County helped take an estimated 190,000 cars off the road each weekday across King County. Metro ridership continues to show strong and consistent growth across the region. Furthermore, Metro continues to expand its secure bike parking network, adding on-demand electronic bike lockers using the BikeLink system. Sound Transit is upgrading its secure bike parking to the BikeLink system as well, thus growing a regionally compatible network for our shared customers. Metro offers over 250 bike locker spaces at 28 locations, 16 of which provide on-demand bike storage. All bike locker locations as of mid-2024 are listed online and mapped at [www.bikelink.org/maps](http://www.bikelink.org/maps).<sup>16</sup>

Metro is committed to confronting climate change and continues to operate a nationally recognized, environmentally-friendly fleet. Metro retired its last diesel bus in 2020, and now all Metro coaches are either fully-hybrid (diesel-electric) or zero-emission coaches (electric trolleys and battery-electric buses). 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 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 is planning to transition its entire fleet to zero-emission vehicles by 2035 per the 2020 King County Strategic Climate Action Plan.<sup>17</sup> Moving to an entirely zero-emission fleet will help eliminate 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. Metro is currently updating the Strategic Climate Action Plan and will include details following its adoption.

Metro continues to install additional vehicle charging infrastructure at its bases and other facilities to support the transition of its light duty, non-revenue vehicles fleet. Metro completed planned upgrades to vehicle charging infrastructure at six sites throughout King County, including at two Metro park-and-rides. Metro is piloting 10 plug-in hybrid electric vehicles Chrysler Pacificas in its commuter van fleet.

Metro is also committed to reducing energy use at its facilities 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.

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<sup>16</sup> King County Metro, Bike parking locations (<https://kingcounty.gov/depts/transportation/metro/travel-options/bike/parking/locations.aspx>).

<sup>17</sup> King County, 2020 Strategic Climate Action Plan (<https://your.kingcounty.gov/dnrp/climate/documents/scap-2020-approved/2020-king-county-strategic-climate-action-plan.pdf>).

Additional strategies in the current Strategic Climate Action Plan include:

- Optimizing the 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 is continuing to pursue its goal of increasing weekend utilization to 90% over the next four years. In 2022, Metro completed a Trolley Expansion Strategic Plan to identify and prioritize opportunities to expand and enhance the trolley system, and as of 2024 Metro has budgeted funds for a mid-life replacement and upgrade to the fleet’s onboard energy storage system.
- Receiving 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. This certification was announced in April 2024.
- Advocating and engaging in regional conversations to evaluate and implement options for equitable vehicle pricing and management policies. Activities include expansion of Metro’s park-and-ride pricing program, development of King County’s position on pricing tools, and identification of near-term opportunities to build incentives for pricing into transit planning and policy agreements.
- Increasing communication about Metro’s services, including innovative mobility services, public services, and fare products, such as ORCA LIFT, to ensure that people from all communities know about these services and how to use them.
- Launching at least one transportation demand management campaign per year.
- Improving 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.
- Developing and implementing new policies to reduce emissions from Metro’s facilities via capital improvements:
  - » Install no new natural gas or fossil fuel powered equipment, with exceptions for generators and specialized equipment where an all-electric version is not feasible. An all-electric option must be included in an alternative analysis and include the 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 renewables) when cost-effective over the warranted life of the system, generally 25 years, and install to the greatest extent that it pays back over the life of the project/equipment.
  - » If renewable energy production is not feasible at construction, make a facility solar-ready for future generations.
  - » All electricity needs not met through on-site generation shall source carbon neutral electricity from utility providers.
  - » All facilities over 5,000 sq. ft. must be assessed for feasibility toward high-efficiency/low-carbon performance.
- Using 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.
- Incorporating 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.

- Investing in and using the best available science and other technical information to inform climate preparedness work at King County. Metro conducted a climate change vulnerability assessment and identified actions that can be taken to address those impacts – implementation is ongoing.
- Designing bus stops to account for more extreme weather events, particularly at stops serving communities disproportionately impacted by those events.

## Stewardship

### ***Continuously improve the quality, effectiveness, and efficiency of the transportation system.***

Metro continued to improve upon its agencywide performance management system in 2023. The agency continues to hold Monthly Business Reviews (MBR) where senior management and staff scrutinize performance information, asks questions, identify problems, and initiate problem-solving efforts. MBR meetings review 16-18 key performance indicators. Metro continues to review and update division-level MBRs to track action-oriented metrics 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 various pilot programs and new mobility services.

Additional strategies include:

- Maintaining the transit system in accordance with Metro’s service guidelines and other performance measures.
- Encouraging land uses, policies, and development in communities that transit can serve efficiently and effectively.
- Continually exploring and implementing cost efficiencies including operational and administrative improvements.
- Securing long-term sustainable funding.
- Establishing fund management policies that ensure stability through a variety of economic conditions.
- Managing 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.
- Tracking progress on strategic planning goals, actions, and strategies through a publicly available online dashboard.<sup>18</sup>

## **III-b. Strategic Plan: Consistency with WSDOT Goals, Objectives, and Strategies**

King County Metro’s adopted 2021-2030 Strategic Plan for Public Transportation 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 following goal areas:

- Invest upstream and where needs are greatest.
- Address the climate crisis and environmental justice.
- Innovate to improve mobility, complement transit, and advance equity and sustainability.

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<sup>18</sup> King County Metro, Strategic Plan for Public Transportation 2021-2030, Strategic Plan Dashboard, (<https://kingcounty.gov/depts/transportation/metro/about/accountability-center/strategic-plan-dashboard.aspx>).

- Keep passengers, employees, and communities safe.
- Support thriving, equitable, transit-oriented communities that foster economic development.
- Improve access to mobility options.
- Provide fast, reliable, and integrated mobility services.
- Build a skilled, diverse, and well-supported workforce that has opportunities to grow.
- Be responsible stewards of financial resources and invest in line with values and goals.
- Conduct deliberate and transparent community engagement.

Table 6 on the next page summarizes how these strategies promote the WSDOT State Transportation Goals. Full details of Metro’s strategies through 2030 can be found in Metro’s Strategic Plan for Public Transportation, 2021-2030 starting on page 39.<sup>19</sup>

Metro updated its Strategic Plan in 2021. The new Strategic Plan aligns with Metro’s Mobility Framework, which the King County Council adopted in March 2020, and better reflects Metro’s current values and direction. The Mobility Framework directs Metro to center equity and sustainability in its policies, services, and operations. It includes guiding principles and recommendations for how Metro can support a regional mobility network that is innovative, integrated, equitable, and sustainable. Many of the strategies outlined in the Strategic Plan and Mobility Framework will continue to support the WSDOT state transportation goal areas as featured in Table 6.

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<sup>19</sup> King County Metro Strategic Plan, 2021-2030 (<https://kingcounty.gov/~media/depts/metro/about/planning/pdf/2021-31/2021/metro-strategic-plan-111721.ashx>).

Table 6: Strategic Plan 2021-2030 and Alignment with WSDOT Goals

Goals, Objectives, and Strategies	State Goal Areas					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal: Invest Upstream Where Needs are Greatest</b>						
<p>Objective: Invest in and measure the outcomes of services, programs, and improvements in geographic areas, at times of day, and within priority populations where there are unmet needs. Lead with racial justice.</p> <p><i>Strategy: To support access to mobility, use a targeted universalism approach and lead with racial justice, prioritizing services, programs, policies, and products that are tailored to the needs of priority populations.</i></p> <p><i>Strategy: Continue complying with all legal requirements related to serving priority populations.</i></p> <p><i>Strategy: Regularly evaluate the unmet needs of priority populations and how populations shift across King County.</i></p> <p><i>Strategy: Prioritize service in geographic areas that have highly dense, transit-supportive development; a high proportion of priority populations; and limited midday and evening service.</i></p>				X		
<p>Objective: Create and promote products, services, programs, and partnerships that are accessible and easy to use and understand.</p> <p><i>Strategy: Engage with communities to understand barriers to transit ridership.</i></p> <p><i>Strategy: Develop, evaluate, and adjust products, services, and programs that address barriers and increase mobility, especially among priority populations.</i></p>				X		X
<b>Goal: Address the Climate Crisis and Environmental Justice</b>						
<p>Objective: Reduce demand for single-occupant and high emissions transportation modes and increase transit ridership.</p> <p><i>Strategy: Prioritize investments that reduce greenhouse gas emissions, including providing more frequent service and expanding service areas, as funding allows.</i></p> <p><i>Strategy: Support equitable policies and programs for pricing vehicle usage to disincentivize driving alone.</i></p>				X	X	
<p>Objective: Help King County achieve its greenhouse gas emissions reduction and other climate goals through Metro’s operations.</p> <p><i>Strategy: Reduce vehicle emissions in all of Metro’s fleets through transition to zero-emissions, efficient operations, and other strategies .</i></p> <p><i>Strategy: Reduce energy use in Metro facilities, make investments to reduce fossil fuel use in buildings, and produce more renewable energy.</i></p> <p><i>Strategy: Build, maintain and operate Metro facilities consistent with the highest practices for green building and equitable development.</i></p> <p><i>Strategy: Minimize use of resources in operations, maximize reuse and recycling, and choose products and services with low environmental and carbon impacts.</i></p>		X			X	
<p>Objective: Partner with communities to prepare for the impacts of climate change and support resilience in disproportionately affected communities.</p> <p><i>Strategy: Consider and reduce climate justice impacts of Metro’s actions on communities disproportionately affected by climate change.</i></p> <p><i>Strategy: Incorporate climate preparedness into policies, plans, processes, and practices that influence decision making and outcomes at Metro.</i></p>					X	X
<b>Goal: Innovate to Improve Mobility, Complement Transit, and Advance Equity and Sustainability</b>						
<p>Objective: Metro and partners adopt innovative services and products that complement and support transit and make efficient, equitable use of public spaces.</p> <p><i>Strategy: Develop criteria for innovative mobility pilot projects that address community needs, help deliver key outcomes, and align with policy goals.</i></p>				X		X

Goals, Objectives, and Strategies	State Goal Areas					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
<p><i>Strategy:</i> Use guidance in Metro’s Service Guidelines to design, work with community and partners, and evaluate pilot programs.</p> <p><i>Strategy:</i> Enhance communications and outreach to raise awareness about innovations.</p> <p><i>Strategy:</i> Support jurisdictions in developing innovation partnerships that center around Metro’s values.</p>						
<p>Objective: Innovative services follow fair labor practices, share data or other accountability measures, and serve priority populations.</p> <p><i>Strategy:</i> Develop guidelines and invest in innovative solutions that promote private providers to offer services and products that align with Metro’s values, labor agreements, and ensure accessibility for people with disabilities.</p> <p><i>Strategy:</i> Help partners develop mechanisms for customers to plan and pay for integrated transportation services, including mechanisms that people without bank accounts or smartphones can use.</p>				X		X
<b>Goal: Keep Passengers, Employees, and Communities Safe</b>						
<p>Objective: Coordinate safety and enforcement programs in ways that are equitable, culturally appropriate, and focused on the customer experience.</p> <p><i>Strategy:</i> Partner to reimagine Metro’s approach to transit police, security functions, and fare enforcement to center equity, the customer experience, and safety.</p> <p><i>Strategy:</i> With community, co-create a universal definition of safety with targeted approaches to create safety for priority populations.</p>			X			
<p>Objective: Provide a safe and secure experience for passengers, communities, and Metro employees.</p> <p><i>Strategy:</i> Promote safety and security equitably in operations and facilities.</p> <p><i>Strategy:</i> Provide safety-enhancing features that are accessible and responsive to community input on buses, at transit stops, and at transfer locations.</p> <p><i>Strategy:</i> Continue exploring technologies that provide safe and convenient ways for passengers to communicate safety information or concerns.</p>			X			
<p>Objective: Be prepared to respond to emergencies and support community resilience in coordination with partners and the public.</p> <p><i>Strategy:</i> Review transit emergency plans to ensure Metro is prepared to provide safe and ongoing transportation during all hazards or crises.</p>			X			
<b>Goal: Support Thriving, Equitable, Transit-Oriented Communities that Foster Economic Development</b>						
<p>Objective: Support healthy communities, a thriving economy, and a sustainable environment.</p> <p><i>Strategy:</i> Support Metro’s equitable transit-oriented communities’ policy, using Metro’s authority and influence as a transit provider and property owner.</p> <p><i>Strategy:</i> Support jurisdictions and planning organizations in implementing the regional growth Strategy that envisions an integrated transportation system linking cities and centers.</p> <p><i>Strategy:</i> Support equitable economic development and improved regional mobility through Metro’s mobility services, use of transportation infrastructure, and partnerships.</p> <p><i>Strategy:</i> Encourage transit-supportive land use.</p>	X					
<p>Objective: Partner with local jurisdictions and other organizations to minimize displacement and increase affordable housing in urban areas near transit.</p> <p><i>Strategy:</i> Enable development of affordable housing on suitable Metro owned property.</p> <p><i>Strategy:</i> Advocate for and support jurisdictions in adopting policies and land uses to minimize displacement near transit.</p>	X					

Goals, Objectives, and Strategies	State Goal Areas					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal: Improve Access to Mobility Options</b>						
<p>Objective: Support access to mobility in public spaces and with private partners.</p> <p><i>Strategy: Develop station area guidelines that prioritize passenger access and support access for people with disabilities and discourage single occupant vehicle access at transit stops and stations.</i></p> <p><i>Strategy: Partner with local jurisdictions to develop plans for transit corridors that provide safe opportunities to walk, roll, or bike safely to transit connections.</i></p> <p><i>Strategy: Use traditional, innovative, and emerging mobility modes to connect people to services.</i></p>				X		
<p>Objective: Increase awareness, use, and accessibility of mobility options, emphasizing priority populations.</p> <p><i>Strategy: Increase communications about Metro’s services, products, and programs so that people, especially priority populations, know about and how to use them.</i></p> <p><i>Strategy: Ensure marketing campaigns, signs, wayfinding, and other communications are culturally appropriate, provided in multiple languages and formats, accessible to community members, provided in coordination with community-based organizations, and evaluated and upgraded regularly.</i></p> <p><i>Strategy: Ensure customer-facing information systems and services are easy to use, accurate, and integrated.</i></p> <p><i>Strategy: Employ an income-based approach to Metro’s fare structure, ensuring discounts are provided to those who cannot afford to pay full fare.</i></p>				X		
<p>Objective: Provide equitable access to parking and other assets that connect people to transit.</p> <p><i>Strategy: Actively manage parking to maximize capacity for transit riders and ensure equitable access for priority populations and off-peak travelers.</i></p> <p><i>Strategy: Provide parking programs that are nimble, cost-effective, and in accord with Metro Connects.</i></p> <p><i>Strategy: Integrate parking and other access infrastructure and options with transportation demand management technologies, tools, and incentives.</i></p>				X		
<b>Goal: Provide Fast, Reliable, and Integrated Mobility Services</b>						
<p>Objective: Grow a regional, innovative, and integrated mobility network of traditional and new mobility services that is safe, equitable, and sustainable.</p> <p><i>Strategy: Provide a range of mobility services that enable seamless connections among modes and destinations.</i></p> <p><i>Strategy: Invest in flexible services that address community-identified needs and connect people to high-capacity transit.</i></p> <p><i>Strategy: Deliver mobility services that connect people to jobs and job centers, opportunities, and activities of daily living. Improve service during non-peak periods.</i></p> <p><i>Strategy: Be flexible and responsive to changes in demand for service and community engagement.</i></p>	X			X		
<p>Objective: Make improvements to enhance transit speed and reliability, and support jurisdictions in doing so.</p> <p><i>Strategy: Improve speed and reliability consistent with Metro Connects.</i></p> <p><i>Strategy: Encourage and support jurisdictions in making improvements in and near the right-of way that increase transit speed and reliability.</i></p> <p><i>Strategy: Continue advocating for policies that support fast, reliable, affordable, and integrated transit.</i></p>				X		X

Goals, Objectives, and Strategies	State Goal Areas					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
<b>Goal: Build a Skilled, Diverse, Well Supported Workforce that has Growth Opportunities</b>						
Objective: Partner with employees, unions, contractors, and communities to offer high-skill, high-wage careers that support a high quality of life. <i>Strategy: Utilize equitable employment practices and encourage partners to do the same.</i> <i>Strategy: Help employees benefit from the opportunities offered by new mobility technologies.</i> <i>Strategy: Implement organizational health framework and develop measures.</i>	X					
Objective: Use innovation and new pathways to jobs to attract, recruit, and retain quality employees. <i>Strategy: Cultivate a diverse, highly skilled applicant pool Hire and onboard in ways that bring the best talent and promote equity and transparency.</i> <i>Strategy: Develop a consistent, equitable approach for supporting professional development.</i> <i>Strategy: Support employees in maximizing their potential through equitable performance management.</i> <i>Strategy: Support employees' health and well-being.</i>	X					
Objective: Recruit and hire from populations facing the greatest barriers to transit employment <i>Strategy: Use targeted approaches and partnerships to recruit priority populations for Metro jobs.</i> <i>Strategy: Leverage and partner with other King County departments and programs to hire employees from diverse backgrounds.</i> <i>Strategy: Partner with state agencies, colleges, and community-based organizations to support pre-employment career training or innovative programs to connect people with mobility jobs.</i>	X					
<b>Goal: Be Responsible Stewards of Financial Resources and Invest in Line with Values and Goals</b>						
Objective: Budget and invest in ways that deliver Metro Connects safely, equitably, and sustainably. <i>Strategy: Seek additional funding sources that are equitable and financially sustainable.</i> <i>Strategy: Use Metro's Service Guidelines and performance measures to ensure service investments align with needs and values and build toward Metro Connects.</i> <i>Strategy: Develop and deliver capital projects consistent with the guidance in Metro Connects.</i> <i>Strategy: Expand RapidRide in accordance with Metro Connects.</i> <i>Strategy: Plan for Metro's mid-range future by updating its business and other plans.</i>		X		X		X
Objective: Exercise sound financial management and ensure Metro's long-term financial sustainability. <i>Strategy: Develop and deliver services, capital projects, and programs on time, within budget, and in alignment with Metro's values.</i> <i>Strategy: Adhere to Metro's adopted fund management policies.</i> <i>Strategy: Continually explore and implement operational and administrative cost efficiencies.</i> <i>Strategy: Align fares with other service providers, meet revenue targets, and advance equity through Metro's income-based approach to fares.</i>						X



Goals, Objectives, and Strategies	State Goal Areas					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
<p>Objective: Align investments with values and measure and communicate progress.</p> <p><i>Strategy: Continue evidence-informed and data-driven decision-making.</i></p> <p><i>Strategy: Track, measure, and communicate progress publicly toward this Strategic Plan for Public Transportation.</i></p> <p><i>Strategy: Track, measure, and communicate progress within Metro to support value driven data-informed decision-making and continuous improvement.</i></p>						X
<b>Goal: Conduct Deliberate and Transparent Community Engagement</b>						
<p>Objective: Be open to shared decision-making and co-creation with community.</p> <p><i>Strategy: Seek opportunities for co-creation and upstream engagement.</i></p> <p><i>Strategy: Coordinate with other King County departments and public agencies on engagement processes and communication with communities.</i></p> <p><i>Strategy: Engage with communities that have the greatest needs.</i></p> <p><i>Strategy: Continue commitment to partner with and compensate community-based organizations to mutually build each other's capacity in engagement efforts.</i></p> <p><i>Strategy: Value qualitative information, such as community feedback, in addition to quantitative data.</i></p>						X
<p>Objective: Use community-driven approaches to develop, program, and evaluate mobility services and infrastructure that serve priority populations.</p> <p><i>Strategy: Take a long-term approach to engagement, rather than a project by-project approach.</i></p> <p><i>Strategy: Use best practices for making engagement inclusive, accessible, and community driven.</i></p> <p><i>Strategy: Demonstrate how community input influences decisions.</i></p> <p><i>Strategy: Develop a community liaison program that hires community members to design effective engagement and facilitate engagement of local communities.</i></p>			X			X

### III-c. Coordination with Local Jurisdictions

Metro supports local jurisdictions in several ways, including reviewing comprehensive plan drafts, ongoing project coordination, and planning work to align capital investments with proposed service levels. This coordination helps ensure that Metro can gradually implement the vision outlined in Metro Connects.

Metro regularly coordinates with local jurisdictions through the Regional Transit Committee in King County.<sup>20</sup> The Regional Transit Committee reviews and makes recommendations to the King County Council on countywide policies and plans for public transportation services operated by the County. The committee's responsibilities include the Strategic Plan for Public Transportation, which sets objectives, goals and strategies for King County Metro; the King County Metro Service Guidelines, the blueprint for allocation of transit service and measuring performance; and the Metro Connects long-range plan.

In 2023, King County Metro developed a Transit Supportive Comprehensive Plan Checklist to help ensure that local jurisdictions' comprehensive plans are consistent with Metro's policies and plans for system-wide growth. This checklist serves as a communication tool that helps align transit service expectations across the county. It includes various planning tools and resources so that local jurisdictions can ensure that local and county planning efforts are in alignment, information on how to work with Metro on project partnerships, including technical assistance, letters of support, partnerships in grant funding proposals, and capital project coordination. Metro also provides additional resources that help ensure plan consistency across different agencies and jurisdictions.

#### ***Transit Supportive Comprehensive Plan Checklist - Resources:***

- **Metro's Regional Project Schedule:** this project schedule shows capital and mobility projects of regional significance by biennium.<sup>21</sup>
- **Metro Connects:** Metro's long-range plan for service growth and capital investment shows Metro's vision for service at a route level across the county. This long-range plan also includes specific phases of development for the fixed-route transit network across the county. The Metro Connects interim network depicts the vision for fixed route transit prior to the launch of the West Seattle Ballard Link Extension, which is anticipated for 2037-2039. The Metro Connects 2050 network depicts the county-wide vision for transit service in 2050.<sup>22</sup>
- **Metro's Service Guidelines:** this policy document describes how Metro evaluates, designs, and modifies service, and give specific guidance on land uses that support different types of service. It includes details on fixed route transit, flexible services, and marine services.<sup>23</sup>
- **Metro's Speed and Reliability Guidelines and Strategies:** this document outlines strategies that Metro and local jurisdictions can implement and use to make transit faster and more reliable.<sup>24</sup>

<sup>20</sup> King County, Regional Transit Committee, (<https://kingcounty.gov/en/dept/council/governance-leadership/council/committees/regional-transit-committee>).

<sup>21</sup> King County Metro, Regional Project Schedule, 2023 (see section VII-b).

<sup>22</sup> King County Metro, Metro's Policies, Metro Connects, 2021 (<https://kingcounty.gov/depts/transportation/metro/about/policies.aspx>).

<sup>23</sup> King County Metro, Metro's Policies, Service Guidelines, 2021 (<https://kingcounty.gov/depts/transportation/metro/about/policies.aspx>).

<sup>24</sup> King County Metro, Transit Speed & Reliability, Guidelines & Strategies, 2021 (<https://kingcounty.gov/~media/depts/metro/accountability/reports/2021/2021-speed-and-reliability-guidelines.pdf>).

- **Metro’s Transit Route Facilities Guidelines:** these guidelines provide a framework for the design, permitting, and construction of transit facilities.<sup>25</sup>

### ***Countywide Planning Policies***

King County adopted a set of Countywide Planning Policies in 2021 (Ordinance 19384), which were ratified in April 2022. These policies create a shared and consistent framework for growth management planning for all jurisdictions in King County, including Metro. The document is published on the King County website and covers a wide range of topics, including a vision and framework for growth, the environment, development patterns, housing, the economy, transportation, and public facilities and services. There are over 30 transportation-specific policies designed to support growth, improve mobility, and ensure efficient transportation system operations across the county.<sup>26</sup> A few examples of the transportation policies related to Metro services are included below:

- **T-3:** Increase the share of trips made countywide by modes other than driving alone through coordinated land use planning, public and private investment, and programs focused on centers and connecting corridors, consistent with locally adopted mode split goals.
- **T-5:** Prioritize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, particularly to and within centers and along corridors connecting centers.
- **T-6:** Develop station area plans for high-capacity transit stations and mobility hubs based on community engagement. Plans should reflect the unique characteristics, local vision for each station area including transit-supportive land uses, transit rights-of-way, stations and related facilities, multimodal linkages, safety improvements, place-making elements and minimize displacement.
- **T-7:** Support countywide growth management and climate objectives by prioritizing transit service and pedestrian safety in areas where existing housing and employment densities support transit ridership and to designated regional and countywide centers and other areas planned for housing and employment densities that will support transit ridership.
- **T-10:** Integrate transit facilities, services, and active transportation infrastructure with public spaces and private developments to create safe and inviting waiting and transfer environments to encourage transit ridership countywide.
- **T-19:** Address the needs of people who do not drive, either by choice or circumstances (e.g., elderly, teens, low-income, and persons with disabilities), in the development and management of local and regional transportation systems.
- **T-31:** Provide equitable opportunities for an active, healthy lifestyle by integrating the needs of pedestrians and bicyclists in local transit, countywide, and regional transportation plans and systems.

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<sup>25</sup> King County Metro, King County Metro Transit Route Facilities Guidelines, 2018 ([https://kingcounty.gov/~media/depts/metro/design-construction-standards/passenger-facilities/construction/TRF\\_Guidelines\\_Final\\_2020.pdf](https://kingcounty.gov/~media/depts/metro/design-construction-standards/passenger-facilities/construction/TRF_Guidelines_Final_2020.pdf)).

<sup>26</sup> King County Metro, King County Countywide Planning Policies, 2021 (<https://kingcounty.gov/en/legacy/depts/executive/performance-strategy-budget/regional-planning/CPPs.aspx>).

- **T-34:** Promote the expanded use of alternative fuel and zero emission vehicles by the general public with measures such as converting transit, public, and private fleets; applying incentive programs; and providing for electric vehicle charging stations.

## IV. Performance Measurement and Targets

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Performance measurement is a core part of Metro’s work for continuous improvements. Metro has several performance measurement activities it engages in tracking progress, identifying issues, and informing policies and decisions.

### IV-a. Monthly Business Reviews

Metro continues to improve upon its agency-wide performance management system through monthly business reviews where senior management scrutinizes performance information, asks questions, identifies problems, assign action items and initiates problem-solving efforts. These meetings review 16-18 key performance indicators focused on service quality and other operational metrics. Metro continues to evaluate information about trip delivery and ridership recovery across the system. Metro also facilitates division-level reviews, which monitor various action-oriented metrics that help identify challenges and potential solutions across the transit system.

### IV-b. Reporting and Benchmarking

#### *King County Metro’s Accountability Center and Rider Dashboard*

Metro maintains an online accountability center, which includes electronic versions of the various reporting and benchmarking information.<sup>27</sup> 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. The accountability center also includes a rider dashboard, which shows summary service and performance data for the system and individual routes.<sup>28</sup>

#### *International Bus Benchmarking Group*

Metro is also part of the International Bus Benchmarking Group (IBBG), which includes 16 international transit agencies. IBBG agencies submit specific financial and operating data annually. The data are compiled and summarized in an annual report which is 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.

#### *Transit asset management performance measures and targets*

Metro maintains targets to support transit asset management within rolling stock, equipment, facilities, and infrastructure. Data from 2023 and targets for 2024 are included in Table 7.

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<sup>27</sup> King County Metro, Performance Reporting, Accountability Center (<https://kingcounty.gov/depts/transportation/metro/about/accountability-center/performance.aspx>).

<sup>28</sup> King County Metro, Rider Dashboard, Accountability Center (<https://kingcounty.gov/depts/transportation/metro/about/accountability-center/rider-dashboard.aspx>).

**Table 7: Transit Asset Management Performance Data and Targets (2023 - 2024)**

Rolling Stock (2023 actuals)				2023 Actuals	2023 Targets	2024 Targets
161	out of	1328	buses exceed their normal Useful Life Benchmark (ULB)	12.1%	6.5%	28.7%
418	out of	1640	vans/minivans exceed their normal Useful Life Benchmark (ULB)	25.5%	8.8%	51.1%
0	out of	3	ferries exceed their normal Useful Life Benchmark (ULB)	0.0%	0.0%	0.0%
Equipment (2023 actuals)				2023 Actuals	2023 Targets	2024 Targets
142	out of	600	non-revenue service vehicles exceed their normal Useful Life Benchmark (ULB)	23.7%	22.7%	21.8%
Facilities (2023 actuals)				2023 Actuals	2023 Targets	2024 Targets
1	out of	70	support facilities (maintenance, administrative) have a condition rating of less than 3	1.4%	14.3%	15.7%
0	out of	10	passenger facilities (rail terminals, bus transfer stations) have a condition rating under 3	0.0%	0.0%	0.0%
1	out of	46	parking facilities (parking garages, park-and-ride lots) have a condition rating under 3	2.2%	4.7%	6.5%
Infrastructure - King County Metro Trolley Bus Overhead wire, pole, valut/duct & sub-stations (2023 Actuals)				2023 Actuals	2023 Targets	2024 Targets
0	out of	70	fixed guideway miles of 2-way overhead wire are under a performance restriction	0.0%	0.0%	0.0%
0	out of	0	power segments of underground feeders wire that are under a performance restriction	n/a	n/a	n/a
0	out of	38	structures are under a performance restriction	0.0%	0.0%	0.0%
0	out of	0	systems are under a performance restriction	n/a	n/a	n/a

**Safety performance measures and targets**

King County Metro tracks safety measures for its Agency Safety Plan and regular reporting to the National Transit Database. The safety data for 2023 and targets for 2024 are included in Table 8.

**Table 8: Safety Data and Performance Targets (2023 - 2024)**

Safety Metric	2023 Actuals		2023 Targets		2024 Targets	
	Fixed Route Bus	Non-Fixed Route Bus	Fixed Route Bus	Non-Fixed Route Bus	Fixed Route Bus	Non-Fixed Route Bus
Fatalities	3	0	0	0	0	0
Fatalities Rate (per 100K VRM)	0.009	0	0	0	0	0
Injuries	77	0	133	0	133	0
Injuries Rate (per 100K VRM)	0.239	0	0.388	0	0.388	0
Safety Events	84	0	192	0	192	0
Safety Events Rate (per 100K VRM)	0.261	0	0.558	0	0.558	0
System Reliability	4,798 miles between trouble calls	6 breakdowns per 100,000 mi	< 6000 miles between trouble calls	< 1 breakdowns per 100,000 miles	< 6000 miles between trouble calls	< 1 breakdowns per 100,000 miles
Vehicle Revenue Miles (VRM)	32,151,050	7,693,791	n/a	n/a	n/a	n/a

### IV-c. Rider/Non-Rider Survey

For over 25 years, Metro has regularly surveyed both riders and non-riders to understand how people use and perceive the transit system in King County. This semi-annual survey collects information about transit market share and tracks customer characteristics, awareness, travel habits, demographics, and satisfaction with various transit elements and services. It also tracks attitudinal data to better understand riders' and non-riders' perceptions of Metro and barriers to ridership. This survey contains a core set of questions used every survey cycle, and a changing module of questions to help Metro learn more about new issues or specific services in King County. The survey targets a representative group of county residents using a stratified, random, address-based sample. Selected residents receive a postcard inviting them to complete the survey online or by phone. The results inform Metro projects, programs, and priorities.

### IV-d. Service Guidelines and Annual System Evaluation Report

As required by King County Ordinances, Metro uses official Service Guidelines to conduct an annual assessment of its transit network, known as the System Evaluation. The annual System Evaluation identifies Metro's service hour investment needs across the system, primarily focusing on crowding, reliability, and service growth. The 2023 System Evaluation used methodology established in the 2021 updated version of the Service Guidelines to evaluate performance and progress towards growth targets.<sup>29</sup> Although the 2023 report did not identify any crowding investment needs, the data showed a slight year-over-year increase in reliability-focused investment needs due to increasing congestion and traffic. Additionally, Metro documented over 1.6 million hours of fixed route transit investments necessary to implement the Metro Connects interim network over the next 15 years. The data for this time period is still irregular because most service investments made in the last several years have been focused on aligning service levels with current operational capacity. Metro remains focused on improving service as funding and operators are available.

The annual System Evaluation, transmitted to the King County Council in late October, uses the 2021 Service Guidelines to identify ongoing investment needs and annual operational changes in the transit system. Metro's investment priorities will continue to address needs associated with crowding, reliability, and service growth. The guidelines also highlight service reduction priorities, considering both route productivity and how well a route serves different priority populations. Beyond fixed-route bus service, the Service Guidelines include evaluation measures for flexible on-demand services and marine services.

A full version of the Service Guidelines is available online and additional details on the Service Guidelines methodology are included in Table 9.<sup>30</sup> These performance measures are evaluated and published annually in the System Evaluation Report, which is typically posted online after it is formally adopted by the King County Council.<sup>31</sup>

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<sup>29</sup> King County Metro, 2023 System Evaluation, 2023 (<https://kingcounty.gov/-/media/king-county/depts/metro/documents/about/data-and-reports/2023/system-evaluation.pdf>).

<sup>30</sup> King County Metro, Service Guidelines, 2021 (<https://kingcounty.gov/~media/depts/metro/about/planning/pdf/2021-31/2021/metro-service-guidelines-111721.pdf>).

<sup>31</sup> King County Metro, Performance Reporting – Route Performance, Accountability Center (<https://kingcounty.gov/depts/transportation/metro/about/accountability-center/performance.aspx>).

**Table 9: Service Guidelines investment priorities, performance measures, and targets**

Investment Priority	Performance Measures	Target(s)
Priority 1: Crowding	Overcrowding and standing loads	Routes with overcrowded trips or standing loads for more than 20 minutes are candidates for investments
Priority 2: Reliability	On-time performance and headway adherence (for very frequent service)	Routes that operate late more than 20 percent of the time are candidates for investments
Priority 3: Service Growth	Equity, land use, and connectivity	The larger of the two: <ul style="list-style-type: none"> <li>- Target service levels established in the Metro Connects Interim Network</li> <li>- Target service levels determined by route type</li> </ul>



## V. Capital Improvement Program, 2024-2029

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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 expanding and maintaining existing infrastructure and systems, partnering with other regional transportation agencies, and providing the physical capacity needed to support projected service. King County's currently adopted 2023-2024 biennial budget and additional information about the public review process is available online.<sup>32</sup> Specific details on Metro's capital program from the department's 10-year CIP is included in table 10. Major capital efforts for Metro in 2024-2029 include:

- Fleet procurement, which consists of a range of vehicles including battery-electric buses, electric trolleys, and a limited purchase of hybrid buses. The procurement of battery-electric buses will be a significant element to meet Metro's goal for a zero-emission fleet by 2035. Metro also has vanpool, Access paratransit, and non-revenue fleet vehicles.
- Coordinated integration planning with Sound Transit for Link light rail, BRT, and Sounder commuter rail projects, including the construction of East Link, Federal Way Link Extension, Lynnwood Link Extension, West Seattle Link Extension, and Ballard Link Extension projects.
- Speed and reliability improvements to support RapidRide expansion. Major RapidRide investments include the I Line (Renton-Kent-Auburn), J Line (Downtown Seattle-Eastlake-U District), K Line (Totem Lake-Bellevue-Eastgate), and R Line (Downtown Seattle-Mt. Baker-Rainier Beach).
- Major facility and asset maintenance efforts include refurbishment of the Atlantic Base yard, replacement of South Base HVAC, South Facilities HVAC, refurbishment of 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 projects include updating Metro's data infrastructure, upgrading the scheduling and operations support system, systems to support ORCA fare card replacement and implementing 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 zero emissions bus and paratransit fleets.
- Electrification of Access Transportation's operations on Vashon Island. This effort includes the purchase of four new battery-electric Access paratransit vans along with supporting charging infrastructure.

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<sup>32</sup> King County, King County's 2023-24 Biennial Budget, 2023-2024 Adopted Budget Book (<https://kingcounty.gov/en/legacy/council/budget.aspx>).

Table 10: 2024-2029 Capital Expenses (adapted from Metro's approved 2023-2024 10-year CIP)<sup>33</sup>

Portfolio/Subportfolio/Program/Parent Project/Project	2024	2025	2026	2027	2028	2029
<b>CIP Admin</b>						
CIP Admin	2,103,828	2,098,354	2,098,354	2,098,354	2,103,828	2,098,354
<b>CIP Admin Total</b>	<b>2,103,828</b>	<b>2,098,354</b>	<b>2,098,354</b>	<b>2,098,354</b>	<b>2,103,828</b>	<b>2,098,354</b>
<b>Fixed Assets</b>						
<b>Facility Improvements</b>						
Comfort Stations	1,359,834	917,958	109,491	278,664	1,031,446	503,084
Marine Facilities	899,561	304,167				
Off Street Layovers	10,305,705	1,321,854	149,488			
Operational Capacity Growth	20,812,229	55,451,403	55,990,943	154,396,600	122,936,493	4,253,308
Opt. Fac. Improvements	5,906,983	2,912,385	9,928,149	17,098,294	11,704,604	755,045
<b>Facility Improvements Total</b>	<b>39,284,311</b>	<b>60,907,767</b>	<b>66,178,071</b>	<b>171,773,557</b>	<b>135,672,543</b>	<b>5,511,437</b>
<b>Passenger Infrastructure</b>						
Access to Transit	2,850,025	1,479,289	1,559,358	1,537,470	1,356,271	1,351,985
Bus Stops	8,637,165	1,731,000	1,731,000	1,502,994	1,497,006	1,308,115
Transit Hubs	18,015,218	14,078,764	7,134,532	935,938	1,014,723	4,685,529
<b>Passenger Infrastructure Total</b>	<b>29,502,407</b>	<b>17,289,053</b>	<b>10,424,890</b>	<b>3,976,403</b>	<b>3,868,000</b>	<b>7,345,628</b>
<b>Regional Transit Integration</b>						
Partnerships	2,021,444	1,219,629	1,199,483	1,197,362	1,194,584	1,197,362
Transit Oriented Communities	759,642	544,773	643,192	434,961	365,469	261,531
<b>Regional Transit Integration Total</b>	<b>2,781,086</b>	<b>1,764,402</b>	<b>1,842,675</b>	<b>1,632,323</b>	<b>1,560,053</b>	<b>1,458,893</b>
<b>Speed and Reliability Improvements</b>						
Corridor/Spot Improvements	7,969,461	8,982,522	6,032,686	2,513,275	1,817,821	1,169,550
RapidRide	81,551,507	58,113,302	30,282,529	99,779,320	38,960,513	29,996,091
<b>Speed and Reliability Improvements Total</b>	<b>89,520,968</b>	<b>67,095,825</b>	<b>36,315,214</b>	<b>102,292,595</b>	<b>40,778,335</b>	<b>31,165,641</b>
<b>State of Good Repair (SGR)</b>						
Building Envelope	2,169,698	18,736				
Building Systems	22,646,388	26,899,692	17,564,621	5,393,374	7,708,607	3,462,786
Equipment	4,817,139	3,127,200	3,449,085	2,988,989	3,436,418	1,903,851
Infrastructure	16,209,136	13,508,699	23,462,175	24,565,171	32,262,813	22,819,749
SGR Admin	3,193,402	2,084,616	3,130,003	2,629,788	2,120,480	1,609,634
Site and Paving	19,942,370	25,513,584	19,460,103	1,506,925	1,931,372	731,538
<b>State of Good Repair Total</b>	<b>68,978,133</b>	<b>71,152,526</b>	<b>67,065,987</b>	<b>37,084,245</b>	<b>47,459,690</b>	<b>30,527,558</b>
<b>Zero Emissions Infrastructure</b>						

<sup>33</sup> Replacement and preservation projects are noted under the State of Good Repair heading.

Portfolio/Subportfolio/Program/Parent Project/Project	2024	2025	2026	2027	2028	2029
Trolley	8,877,467	11,812,483	4,476,468	3,523,046	3,509,010	2,388,167
Vehicle Charging Stations	98,534,409	39,912,655	83,971,710	85,526,976	125,944,672	130,361,866
Zero Emissions Infrastructure Total	107,411,876	51,725,138	88,448,177	89,050,022	129,453,681	132,750,034
Fixed Assets Total	337,478,781	269,934,713	270,275,014	405,809,145	358,792,302	208,759,191
<b>Fleet</b>						
<b>Fixed Route Vehicles</b>						
Battery Electric Buses	420,638	164,253,912	17,124,980	418,969	440,180,542	28,155,419
Trolley Buses	13,439,500	6,455,326		70,230,038		
Hybrid Buses	12,441,122					
Marine Vessels	1,300,000	7,000,000	5,000,000	2,502,994	1,497,006	
Fixed Route Vehicles Total	27,601,260	177,709,238	22,124,980	73,152,001	441,677,548	28,155,419
<b>Non Fixed Route Vehicles</b>						
Accessible Services Vehicles	9,653,158	14,074,674	18,169,100	18,559,021	24,661,837	33,982,599
Vanpool	4,283,257	9,262,747	14,998,022	16,795,149	191,041	196,199
Alternative Services	1,441,626	1,929,028	4,094,024	1,425,960	262,617	6,110,096
Non Revenue Vehicles	6,852,681	4,946,701	4,946,701	5,060,397	5,189,973	5,060,397
Non Fixed Route Vehicles Total	22,230,722	30,213,150	42,207,847	41,840,527	30,305,467	45,349,291
Fleet Total	49,831,982	207,922,388	64,332,827	114,992,528	471,983,015	73,504,710
<b>Technology</b>						
<b>Technology</b>						
Asset Management	7,659,961	2,900,199	2,900,199	400,199	398,605	400,199
Customer Info Management	8,119,127	5,021,080	6,823,695	9,613,226	602,248	
Data Analytics and Reporting	2,023,902	1,292,857	1,682,143	250,000	249,501	250,499
Networks, Tools and Communications		2,931,932	3,167,837	13,341,142	14,408,015	2,830,762
Safety and Security	12,329,348	11,837,638	600,000	299,590	300,410	600,000
Service Delivery	9,053,917	18,896,662	8,550,429	13,778,017	11,700,187	8,427,103
Technology Total	39,186,256	42,880,368	23,724,303	37,682,174	27,658,966	12,508,564
Technology Total	39,186,256	42,880,368	23,724,303	37,682,174	27,658,966	12,508,564
<b>Grand Total</b>	<b>428,600,847</b>	<b>522,835,822</b>	<b>360,430,497</b>	<b>560,582,201</b>	<b>860,538,111</b>	<b>296,870,818</b>

**Table 11: Summary of Capital Expenses: Rolling Stock, Equipment, Facilities and Infrastructure<sup>34</sup>**

Year Received/ Expensed	Expense Type	Preservation/ Replacement	Expansion/ Improvement
<b>Rolling Stock</b>			
2024	Fixed route heavy duty buses (Hybrids)	13	0
	Alternative services	0	0
	Vanpool vehicle purchase	120	0
	ADA van procurement	4	0
	CAT vehicles procurement	13	0
2025	Fixed route heavy duty buses (Hybrids)	0	0
	Alternative services	4	0
	Vanpool vehicle purchase	171	50
	ADA van procurement	44	0
	CAT vehicles procurement	9	0
2026	Fixed route heavy duty buses (BEBs)	89	0
	Alternative services	50	0
	Vanpool vehicle purchase	266	50
	ADA van procurement	45	0
	CAT vehicles procurement	0	0
2027	Fixed route heavy duty buses (BEBs)	20	0
	Alternative services	11	0
	Vanpool vehicle purchase	244	50
	ADA van procurement	60	0
	CAT vehicles procurement	53	0
2028	Fixed route heavy duty buses (Electric trolleys)	200	0
	Alternative services	12	0
	Vanpool vehicle purchase	283	50
	ADA van procurement	58	0
	CAT vehicles procurement	5	0
2029	Fixed route heavy duty buses (BEBs)	100	0
	Alternative services	27	0
	Vanpool vehicle purchase	181	50
	ADA van procurement	31	0
	CAT vehicles procurement	44	0
<b>Equipment</b>			
2024	Replacement of HVAC Systems, Bus Vacuum System, Routine Paving, Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	23	0
2025	Replacement of HVAC Systems, Bus Vacuum System, Routine Paving, Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	22	0
2026	Replacement of HVAC Systems, Bus Vacuum System, Routine Paving, Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	18	0
2027	Replacement of HVAC Systems, Routine Paving, Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	11	0
2028	Replacement of HVAC Systems, Routine Paving, Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	8	0
2029	Replacement of Routine Equipment & Infrastructure, Underground Storage Tank Refurbishment	8	0
<b>Facilities and infrastructure<sup>35</sup></b>			
2024	Base Expansion, Comfort Station, Routine Facility Improvements	1	16
	RapidRide G Line Stations	0	21
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	3	3
	Bike parking racks (locations)	0	0
	Bus shelters	175	30
	Bus stop seating	5	25

<sup>34</sup> This table represents Metro-led projects and does not include capital contributions towards projects led by other jurisdictions or agencies.

<sup>35</sup> Routine Facility Improvements are displayed as a single unit under the Expansion/Improvement category.

Year Received/ Expensed	Expense Type	Preservation/ Replacement	Expansion/ Improvement
2025	Base Expansion, Comfort Station, Routine Facility Improvements	0	1
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	3	3
	Bike parking racks (locations)	0	0
	Bus shelters	175	30
	Bus stop seating	5	30
2026	Base Expansion, Comfort Station, Routine Facility Improvements	0	1
	RapidRide I Line Stations	0	72
	RapidRide J Line Stations	0	20
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	3	3
	Bike parking racks (locations)	3	3
	Bus shelters	175	25
	Bus stop seating	5	30
2027	Base Expansion, Comfort Station, Routine Facility Improvements	0	1
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	0	2
	Bike parking racks (locations)	2	2
	Bus shelters	180	20
	Bus stop seating	5	30
2028	Base Expansion, Comfort Station, Routine Facility Improvements	0	1
	RapidRide A Line Stations <sup>36</sup>	12	0
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	0	2
	Bike parking racks (locations)	2	2
	Bus shelters (no approved budget)	180	20
	Bus stop seating (no approved budget)	5	30
2029	Base Expansion, Comfort Station, Routine Facility Improvements	0	0
	Bike locker location upgrades at P&Rs/TCs (leased lockers removed/replaced; new on-demand locker added)	0	2
	Bike parking rack (locations)	2	2
	Bus shelters (no approved budget)	180	20
	Bus stop seating (no approved budget)	5	30

<sup>36</sup> RapidRide A Line Station development was originally assumed for 2025 in the 2023 report - this work is now scheduled to happen in 2028 as noted in table 11. RapidRide R Line Station development was removed from this table but anticipated for 2030 due to project delays, funding complexities, and jurisdictional partnership agreements.

## VI. 2023 Operating Data and 2024-2029 Projections

The financial plan provided in this document reflects planning based on Metro’s 2023-2024 Revised Adopted Budget. The financial plan was updated in mid-2024 and reflects 2023 actuals, King County economic and financial planning assumptions for 2024-2029, and estimated revenue and service levels. The adopted 2023-2024 budget assumed that Metro would have the resources to restore much of the fixed route bus system that was scaled back in the previous financial plan, but ongoing labor shortages have limited the full recovery of service. Additional financial challenges that have developed in recent years will inform Metro’s upcoming budget development assumptions. Ridership, and as a result, fares revenue, continue to lag far behind pre-Covid collections, but are starting to show a recovery.

### VI-a. Annual Operating Data and Projections

Table 12: Annual Operating Data (2023 actuals, 2024 – 2029 projections)

ANNUAL OPERATING INFORMATION	2023	2024	2025	2026	2027	2028	2029
<b>Fixed Route Services</b>							
Revenue Vehicle Hours	3,148,927	3,530,000	3,680,000	3,800,000	3,830,000	3,850,000	3,950,000
Total Vehicle Hours	3,491,733	3,910,000	4,080,000	4,210,000	4,240,000	4,260,000	4,370,000
Revenue Vehicle Miles	32,151,050	37,840,000	39,160,000	40,740,000	41,720,000	41,970,000	42,450,000
Total Vehicle Miles	37,857,604	44,560,000	46,110,000	47,970,000	49,120,000	49,420,000	49,980,000
Passenger Trips	74,336,814	79,750,000	91,300,000	102,630,000	108,170,000	109,570,000	110,870,000
Diesel Fuel Consumed (gallons)	7,402,726	N/A	N/A	N/A	N/A	N/A	N/A
Electricity Consumed (Kwh)	2,411,807	N/A	N/A	N/A	N/A	N/A	N/A
Employees FTEs	3,750	4,348	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$804,254,375	\$904,890,000	\$926,610,000	\$987,490,000	\$1,038,670,000	\$1,073,950,000	\$1,116,660,000
Farebox Revenues	\$70,709,958	\$85,200,000	\$101,350,000	\$118,210,000	\$124,600,000	\$130,730,000	\$136,860,000
<b>Contracted Fixed Route Services (Sound Transit Regional Express)</b>							
Revenue Vehicle Hours	234,887	170,000	170,000	130,000	100,000	100,000	100,000
Total Vehicle Hours	260,458	190,000	190,000	150,000	120,000	120,000	120,000
Revenue Vehicle Miles	3,635,084	2,830,000	2,680,000	2,490,000	1,970,000	1,720,000	1,720,000
Total Vehicle Miles	4,280,282	3,330,000	3,150,000	2,930,000	2,320,000	2,020,000	2,020,000
Employees FTEs	270	232.8	N/A	N/A	N/A	N/A	N/A

ANNUAL OPERATING INFORMATION	2023	2024	2025	2026	2027	2028	2029
Operating Expenses	\$56,759,428	\$45,720,000	\$44,560,000	\$43,780,000	\$35,780,000	\$32,010,000	\$32,930,000
Farebox Revenues	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Streetcar Rail Services (South Lake Union and First Hill)</b>							
Revenue Vehicle Hours	36,982	41,000	41,000	41,000	41,000	41,000	41,000
Total Vehicle Hours	38,533	43,000	43,000	43,000	43,000	43,000	43,000
Revenue Vehicle Miles	177,754	198,000	198,000	198,000	198,000	198,000	198,000
Total Vehicle Miles	183,850	205,000	205,000	205,000	205,000	205,000	205,000
Passenger Trips	1,411,817	1,570,000	1,570,000	1,570,000	1,570,000	1,570,000	1,570,000
Electricity Consumed (Kwh)	2,122,439	N/A	N/A	N/A	N/A	N/A	N/A
Employees FTEs	70	72	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$13,786,717	\$12,650,000	\$12,670,000	\$13,170,000	\$13,550,000	\$13,920,000	\$14,390,000
Farebox Revenues	\$617,795	\$1,100,000	\$1,300,000	\$1,330,000	\$1,360,000	\$1,390,000	\$1,430,000
<b>Contracted Light Rail Services (Sound Transit LINK)</b>							
Employees FTEs	695.22	1,161.70	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$113,346,188	\$181,040,000	\$192,670,000	\$200,130,000	\$204,940,000	\$210,330,000	\$217,090,000
Farebox Revenues	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Demand Response Services</b>							
Revenue Vehicle Hours	552,077	590,000	600,000	610,000	610,000	620,000	620,000
Total Vehicle Hours	724,517	774,000	787,000	800,000	800,000	813,000	813,000
Revenue Vehicle Miles	6,710,756	7,170,000	7,290,000	7,410,000	7,410,000	7,530,000	7,530,000
Total Vehicle Miles	8,825,073	9,430,000	9,590,000	9,750,000	9,750,000	9,910,000	9,910,000
Passenger Trips	888,663	950,000	960,000	970,000	980,000	990,000	1,000,000
Diesel Fuel Consumed (gallons)	17,880	N/A	N/A	N/A	N/A	N/A	N/A
Gasoline Fuel Consumed (gallons)	889,628	N/A	N/A	N/A	N/A	N/A	N/A
LPG Fuel Consumed (Therms)	292,568	N/A	N/A	N/A	N/A	N/A	N/A

ANNUAL OPERATING INFORMATION	2023	2024	2025	2026	2027	2028	2029
Employees FTEs	23	24	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$72,757,323	\$87,970,000	\$98,440,000	\$102,860,000	\$106,760,000	\$110,750,000	\$114,930,000
Farebox Revenues	\$769,281	\$960,000	\$1,240,000	\$1,260,000	\$1,270,000	\$1,570,000	\$1,580,000
<b>Contracted Services (DART)</b>							
Revenue Vehicle Hours	83,273	218,000	228,000	228,000	228,000	228,000	228,000
Total Vehicle Hours	92,828	243,000	254,000	254,000	254,000	254,000	254,000
Revenue Vehicle Miles	983,035	2,570,000	2,680,000	2,680,000	2,680,000	2,680,000	2,680,000
Total Vehicle Miles	1,221,897	3,200,000	3,340,000	3,340,000	3,340,000	3,340,000	3,340,000
Passenger Trips	623,887	670,000	770,000	870,000	920,000	930,000	940,000
Diesel Fuel Consumed (gallons)	43,135	N/A	N/A	N/A	N/A	N/A	N/A
Gasoline Fuel Consumed (gallons)	126,689	N/A	N/A	N/A	N/A	N/A	N/A
Employees FTEs	19	20	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$29,515,001	\$42,180,000	\$41,460,000	\$42,580,000	\$43,770,000	\$44,870,000	\$46,050,000
Farebox Revenues	\$389,164	\$469,000	\$558,000	\$651,000	\$686,000	\$720,000	\$754,000
<b>Vanpool Services</b>							
Total Vehicle Hours	224,129	321,000	368,000	413,000	435,000	441,000	447,000
Total Vehicle Miles	6,705,162	7,080,000	7,740,000	7,740,000	7,740,000	7,740,000	7,740,000
Passenger Trips	1,104,484	1,580,000	1,810,000	2,030,000	2,140,000	2,170,000	2,200,000
Vanpool Fleet Size	1,223	1,223	1,223	1,223	1,223	1,223	1,223
Vans in Operation	948	1,000	1,000	1,000	1,000	1,000	1,000
Gasoline Fuel Consumed (gallons)	379,932	N/A	N/A	N/A	N/A	N/A	N/A
Employees FTEs	32	33	N/A	N/A	N/A	N/A	N/A
Operating Expenses	\$10,337,957	\$10,800,000	\$11,410,000	\$11,770,000	\$12,140,000	\$12,480,000	\$12,890,000
Vanpooling Revenue	\$6,664,059	\$5,620,000	\$7,330,000	\$7,150,000	\$5,560,000	\$6,360,000	\$6,360,000



### VI-b. Multi-year Financial Plan

**Table 13. 2023-2024 Revised Adopted Financial Plan<sup>37</sup>**

Category	2023-2024 Estimated	2025 Projected	2026-2027 Projected	2028-2029 Projected
<b>Beginning Fund Balance</b>	<b>2,058,727,319</b>	<b>1,968,833,519</b>	<b>1,728,964,226</b>	<b>1,477,345,034</b>
<b>Revenues</b>				
Sales Tax	1,710,366,463	907,988,196	1,963,575,383	2,144,372,311
Property Tax	79,293,261	41,332,219	85,614,752	89,731,272
Fares (All Modes)	176,047,651	113,771,225	265,998,444	292,016,888
Other Operations	20,997,325	12,186,852	26,162,861	28,832,980
Sound Transit Payments	397,650,325	238,911,913	488,111,962	496,020,422
Seattle Service	77,933,389	47,234,567	113,528,765	120,167,138
Grants	345,306,129	258,699,206	515,986,645	421,287,489
Interest Income	121,289,062	56,922,214	85,071,632	53,872,685
Subsidized Annual Pass Program	15,633,491	15,633,491	31,266,982	31,663,886
Miscellaneous	17,565,108	14,856,767	32,865,650	33,379,096
<b>Total Revenues</b>	<b>2,962,082,204</b>	<b>1,707,536,649</b>	<b>3,608,183,076</b>	<b>3,711,344,167</b>
<b>Expenditures</b>				
<i>King County Bus Operations</i>	1,670,469,651	902,762,644	1,972,257,044	2,091,941,102
<i>DART &amp; Alt Services Operations</i>	72,922,087	41,457,813	86,358,515	90,925,553
<i>ACCESS Operations</i>	158,545,826	98,438,668	209,618,301	225,684,245
<i>Sound Transit Link Operations</i>	289,475,534	192,674,088	405,068,510	427,421,342
<i>Sound Transit REX Operations</i>	98,519,530	44,558,420	79,558,756	64,943,120
<i>Seattle Bus Operations</i>	69,515,579	41,846,338	93,244,296	98,659,266
<i>Streetcar Operations</i>	24,851,016	12,674,524	26,729,229	28,313,531
<i>Vanpool Operations</i>	20,183,491	11,411,617	23,904,483	25,368,953
<i>Marine Operations</i>	21,508,522	12,137,285	25,423,446	26,969,461
<b>Transit Operating Total</b>	<b>2,410,357,744</b>	<b>1,357,961,397</b>	<b>2,922,162,579</b>	<b>3,080,226,573</b>
Infrastructure Capital	567,504,061	430,539,210	922,962,004	691,293,547
Revenue Fleet Capital	58,178,925	226,578,017	196,443,267	535,237,355
Debt Service	13,283,052	8,041,506	32,634,771	87,764,813
<b>Total Expenditures</b>	<b>3,064,957,273</b>	<b>2,023,120,130</b>	<b>4,074,202,621</b>	<b>4,437,724,321</b>
<b>Estimated Underexpenditures</b>	<b>(11,169,270)</b>	<b>(11,542,672)</b>	<b>(24,838,382)</b>	<b>(26,549,143)</b>
<b>Other Fund Transactions</b>				
Debt Proceeds	0	63,265,516	187,749,972	237,322,010
Misc Balance Adj. & Other Transfers	1,812,000	906,000	1,812,000	1,812,000
<b>Total Other Fund Transactions</b>	<b>1,812,000</b>	<b>64,171,516</b>	<b>189,561,972</b>	<b>239,134,010</b>
<b>Ending Fund Balance</b>	<b>1,968,833,519</b>	<b>1,728,964,226</b>	<b>1,477,345,034</b>	<b>1,016,648,033</b>
<b>Reserves</b>				
Revenue Stabilization Reserve	333,175,793	347,305,485	384,242,476	419,227,682
Operating Ending Target Requirement	58,795,728	61,289,203	67,807,496	73,981,356
Electrification Infrastructure Reserve	460,769,761	436,551,496	386,767,120	222,442,902
Capital Designated Revenue	6,379,976	6,379,976	6,379,976	6,379,976
Revenue Fleet Replacement Reserve	169,829,272	71,743,400	164,918,220	113,382,627
Marine Balance Designation	23,631,536	20,838,465	17,422,058	14,687,685
Capital Carryover Reserve	304,072,691	187,001,979	76,761,180	14,971,480
<b>Total Reserves</b>	<b>1,356,654,757</b>	<b>1,131,110,004</b>	<b>1,104,298,526</b>	<b>865,073,706</b>
<b>Ending Undesignated Fund Balance</b>	<b>612,178,762</b>	<b>597,854,222</b>	<b>373,046,509</b>	<b>151,574,327</b>

<sup>37</sup> This multi-year financial plan reflects the 2023-2024 revised adopted budget, updated for 2023 actuals and King County economic and financial planning assumptions for 2024-2029. King County Ordinance 19712 adopted the 2<sup>nd</sup> omnibus supplemental for the 2023-2024 biennial budget for the Public Transportation Fund (4641, 3641, 3642, 4643, 8430). King County is shifting its biennial budget to even-years and will develop a 1-year transition budget for 2025.

## VII. Projects of Regional Significance

King County Metro leads and supports various projects of regional significance in the Puget Sound. These projects of regional significance are tracked in both the statewide transportation improvement program and the county’s regional project schedule.

### VII-a. King County Metro Statewide Transportation Improvement Program

The Metro Statewide Transportation Improvement Program projects in Table 14 highlight the various grant sources Metro uses to implement projects of regional significance in King County. It also includes project tracking numbers, funding amounts, and project descriptions.

**Table 14: Metro Statewide Transportation Improvement Program Projects (as of 5/29/2024)**

Tracking No.	Project Description	Grant	Funding
KCFD-05	Seattle Central Waterfront Regional Passenger-Only Ferry Terminal	5307	\$ 128,346
KCFD-11	Vessel Maintenance FY 2021-2022	5307	273,776
		5337	1,797,220
		<b>Subtotal</b>	<b>\$ 2,070,996</b>
MET-214	500K Substation Breaker Replacement	5337	\$ 5,120,000
MET-215	Atlantic Base Maintenance Building HVAC Replacement	5337	\$ 1,000,000
MET-216	Atlantic Base Pavement Replacement	5337	\$ 21,783,370
MET-217	Broad Street Substation Transformer Re	5337	\$ 5,388,000
MET-218	KCM Service Expansion Battery Electric Bus Service	5307	\$ 5,840,000
MET-222	Bus Replacements 2021-2022	5307	3,285,339
		5339	7,254,463
		<b>Subtotal</b>	<b>\$ 10,539,802</b>
MET-223	Atlantic Base Trolley Infrastructure Replacement	5337	\$ 2,000,000
MET-227	Replacement of Overhead Trolley Infrastructure 2021-2022	5337	\$ 12,330,611
MET-228	Trolley Pole Replacement 2021-2022	5337	\$ 1,600,000
MET-229	Trolley System Transit Asset Management 2021-2022	5337	\$ 7,402,812
MET-232	Atlantic Base Vehicle Maintenance Bus Lifts	5337	4,400,000
		5337	7,071,207
		<b>Subtotal</b>	<b>\$ 11,471,207</b>
MET-234	Trolley System Infrastructure SGR Master Drawings	5337	\$ 1,948,352
MET-235	Atlantic Base Trolley Power System Replacement	5337	\$ 1,864,761
MET-238	King County Metro Bus Acquisition 2023-2024	5307	22,017,333
		5339	6,462,902
		5339C	33,552,634
		5307	13,588,782
		5337	8,038,793
		5339	3,819,168
		<b>Subtotal</b>	<b>\$ 87,479,612</b>
MET-240	Safe Routes to Transit: RapidRide I Line	STBG(UL)	\$ 927,649
MET-241	South King County Corridor Speed and Reliability Improvements	5307	737,000
		5307	2,913,000
		<b>Subtotal</b>	<b>\$ 3,650,000</b>
MET-243	Trolley System Transit Asset Management 2023-2024	5337	3,842,610
		5337	3,261,942
		<b>Subtotal</b>	<b>\$ 7,104,552</b>
MET-246	Vessel Maintenance 2023-2024	5337	900,000
		FBP	770,794
		5337	900,000
		FBP	163,816
		<b>Subtotal</b>	<b>\$ 2,734,610</b>
MET-249	Atlantic Base Wash Systems Vacuum Replacement	5337	440,000
		5337	1,984,880
		<b>Subtotal</b>	<b>\$ 2,424,880</b>
MET-250	Interim Base Battery Electric Bus Charging Depot	5307	\$ 7,950,000
MET-251	KCM Sound Transit Link Passenger Improvements	5,307	3,300,000

Tracking No.	Project Description	Grant	Funding
		5,307	10,840,751
		<b>Subtotal</b>	<b>\$ 14,140,751</b>
MET-252	Metro Base Facilities HVAC Replacements	5307	4,089,766
		5339	567,885
		5307	12,382,349
		<b>Subtotal</b>	<b>\$ 17,040,000</b>
MET-253	Vehicle, Equipment and Facilities Maintenance 2021-202	5307	109,969,731
		5337	30,285,175
		<b>Subtotal</b>	<b>\$ 140,254,906</b>
MET-255	Route 36 Speed and Reliability Corridor Improvements	5307	2,449,000
MET-256	12th and Jackson Transit Hub	CMAQ	1,000,000
		CMAQ	1,000,000
		<b>Subtotal</b>	<b>\$ 4,449,000</b>
MET-257	King County Post Pandemic TDM	CMAQ	1,000,000
		CMAQ	1,000,000
		<b>Subtotal</b>	<b>\$ 6,449,000</b>
MET-258	South Annex Base Expansion and Electrification	CMAQ	<b>\$ 8,225,000</b>
MET-259	Trolley Energy Storage System Replacement	<b>5337</b>	<b>\$ 26,350,000</b>
MET-260	Rapid Ride I Line	5307	1,629,476
		5307	3,000,000
		5309	10,030,855
		STATE	9,447,431
		5309	7,454,200
		5307	5,657,586
		STATE	18,033,778
		5309	49,235,842
		<b>Subtotal</b>	<b>\$ 104,489,168</b>
MET-261	500 KW Traction Power Substations State of Good Repair	5337	3,511,966
		5337	14,975,289
		5337	5,593,700
		<b>Subtotal</b>	<b>\$ 24,080,955</b>
MET-262	Bus Acquisitions 2025-2026	5339	4,192,490
		5337	11,849,866
		5307	28,792,294
		5339	4,294,491
		5337	12,138,166
		<b>Subtotal</b>	<b>\$ 61,267,307</b>
MET-263	RapidRide K Line	<b>5309</b>	<b>\$ 8,134,600</b>
MET-264	Marine Vessel Engine Overhaul	<b>5337</b>	<b>\$ 1,842,602</b>
MET-265	RapidRide K Line	5337	1,000,000
		5337	1,000,000
		<b>Subtotal</b>	<b>\$ 2,000,000</b>
MET-267	TPSS Switch Gear Replacements	5337	1,255,247
		5337	1,696,839
		<b>Subtotal</b>	<b>\$ 2,952,086</b>
MET-268	Vehicle, Equipment and Facilities Maintenance 2025-2026	5307	26,208,268
		5307	32,078,530
		<b>Subtotal</b>	<b>\$ 58,286,798</b>
MET-269	Trolley Bus Acquisition 2025-2026	<b>5307</b>	<b>\$ 24,260,163</b>
MET-270	Atlantic Base Substation Replacement	5337	5,062,459
		5337	7,444,599
		<b>Subtotal</b>	<b>\$ 12,507,058</b>
MET-271	Trolley System Transit Asset Management 2025-2026	5337	5,000,000
		5337	5,000,000
		<b>Subtotal</b>	<b>\$ 10,000,000</b>
MET-272	Pier 48 Gangway Replacement	<b>5337</b>	<b>\$ 4,805,000</b>
SEA-199	Route 48 South Electrification	<b>5307</b>	<b>\$ 4,400,000</b>
SEA-213	Rainier Rapid Ride Corridor	<b>5307</b>	<b>\$ 1,819,350</b>

### VII-b. King County Metro Regional Project Schedule

The 2023 Regional Project Schedule included in Table 15 includes various details on the upcoming projects between 2023 and 2028. The schedule includes several major mobility projects that Metro directly leads and major capital projects where it leads and partners with local jurisdictions. Although some of these projects are already complete (ex: H Line RapidRide expansion launched in March, 2023), most of the projects on this list are planned, in the design phase, or still under construction. The regional project schedule only includes projects that impact other jurisdictions or transit agencies and is not comprehensive of all Metro projects included in the Puget Sound Regional Council’s Transportation Improvement Program. Since the approval of Metro’s 2023-2024 10-year CIP, timelines for some mobility and capital projects have changed – Metro will update this project schedule online following the approval of the 2025 budget.

**Table 15: 2023 King County Metro Regional Project Schedule**

Category	Projects	Location	2023-2024	2025-2026	2027-2028	Partner / Metro Led <sup>38</sup>
MAJOR MOBILITY PROJECTS	Link Expansion Restructures	N Seattle & Shoreline	Lynnwood Link Connections			
		Eastside cities		East Link Connections		
		Federal Way		South Link Connections		
	BRT Expansion Restructures	Seattle (Madison)	G Line			
		Bothell - Shoreline			ST Stride S3 (SR 522)	
		Bellevue - Burien			ST Stride S1 (I-405 S)	
Other Mobility Projects	Seattle & Vashon Is.		Seattle & Vashon Service Recovery			
MAJOR CAPITAL PROJECTS	<b>RapidRide</b>					
	H Line	Burien - Seattle	Construction and completion			Partnership
	G Line	Seattle (Madison)	Construction and completion			Partnership
	I Line	Renton - Kent - Auburn	Design	Construction	Construction and completion	Metro led
	J Line	Seattle (Eastlake)	Project planning and design	Construction	Construction and completion	Partnership
	R Line	Seattle (Rainier)	Project planning and design	Project planning and design	Design	Partnership
	K Line	Kirkland - Bellevue	Project planning	Project planning and design	Construction (pending funding availability)	Metro led
	<b>Corridor Improvements</b>					
	Spot Improvements	County-wide	Ongoing program	Ongoing program	Ongoing program	Metro led

<sup>38</sup> "Partnership" indicates projects that are delivered or supported via funding or in-kind contribution via a partnership agreement with Sound Transit or jurisdiction.

Category	Projects	Location	2023-2024	2025-2026	2027-2028	Partner / Metro Led <sup>38</sup>	
	Route 40 Improvements	Seattle	Design and construction	Construction and completion		Partnership	
	Route 44 Improvements	Seattle	Construction and completion			Partnership	
	Route 48 Improvements	Seattle	Design and construction			Partnership	
	Route 36 Improvements	Seattle	Project planning and design	Design and construction	Construction and completion	Metro led	
	Route 5 Improvements	Seattle	Project planning and design	Design and construction	Construction and completion	Metro led	
	Route 165 Improvements	Kent - Des Moines	Complete planning and design	Construction and completion		Metro led	
	Route 181 Improvements	Federal Way - Auburn	Complete planning and design	Construction and completion		Metro led	
	N 130th St (East of I-5)	Seattle	Planning and design	Design and construction	Construction and completion	Partnership	
	Harrison Street	Seattle	Planning and conceptual plan	Design	Design and construction (pending funding availability)	Partnership	
	Bellevue Connector	Bellevue	Design	Design	Design and construction (pending funding availability)	Partnership	
	<b>Connecting To Transit</b>						
	Bus Stop Improvements	County-wide	Ongoing program	Ongoing program	Ongoing program		Metro led
	East Link	East KC cities	Design and construction	Construction and completion			Partnership
	Downtown Redmond Link	Redmond Town Center	Design and construction	Construction and completion			Partnership
	Lynnwood Link	Northgate - Lynnwood	Construction and completion				Partnership
	Federal Way Link	South KC cities	Complete planning and design	Construction and completion			Partnership
	130th Station Partnership	Seattle		Construction and completion			Partnership
	405 BRT Passenger Imp.	Kirkland		Design and construction	Construction and completion		Partnership
	405 BRT South Renton TC	Renton	Design and construction	Construction and completion			Partnership
	Kent Station Layover	Kent	Design and construction	Construction and completion			Partnership
	12th and Jackson Hub	Seattle	Project planning and design	Construction and completion			Metro led
	<b>Transit Oriented Communities</b>						
	Burien TOD	Burien Transit Center	Planning and design	Design and construction (pending funding availability)			Metro/KC led
	Kenmore TOD	Kenmore	Concept development	Planning and design	Design and construction (pending funding availability)		Partnership
	Shoreline TOD	Shoreline (Aurora)	Concept development	Planning and design	Design and construction (pending funding availability)		Metro/KC led
	<b>Operational Facilities</b>						

Category	Projects	Location	2023-2024	2025-2026	2027-2028	Partner / Metro Led <sup>38</sup>
	Interim Base	Seattle	<i>see "Interim Base" line below</i>			Metro Led
	South Annex Base	Seattle	Planning and design	Design and construction	Opens for operations; 250 BEBs	Metro led
	<b>Base Electrification</b>					
	Interim Base	Seattle	Design and construction	Opens for operations; 120 BEBs		Metro led
	East Base	Bellevue	Planning	Planning and design	Design and construction	Metro led
	South Base	Seattle			Planning	Metro led
	Ryerson Base	Seattle			Planning	Metro led
	Atlantic/Central Base	Seattle	Planning and design	Design and construction	Construction	Metro led
	Bellevue Base	Bellevue			Planning	Metro led
	North Base	Shoreline			Planning	Metro led
	<b>Vehicle Infrastructure</b>					
	Burien Layover Charging	Burien	Design	Construction		Metro led
	Kent Layover Charging	Kent	Design	Construction		Metro led
	S. Renton Layover Charging	Renton	Planning and design	Construction		Metro led
	Kent Des Moines Layover Charging	Kent	Design	Construction		Metro led
	Federal Way Transit Center Layover Charging	Federal Way	Design	Construction (pending Sound Transit's schedule)		Metro led
	Additional Layover Charging	Locations TBD	Study and planning (multiple bases)	Ongoing design and construction	Ongoing design and construction	TBD
	Route 48 Trolley	Seattle	Design	Construction and completion		Metro Led
	<b>Fleet</b>					
	Battery Electric Bus (BEB)	County-wide		Up to 120 BEBs	Up to 250 BEBs	Metro led
	Trolley	Seattle			Up to 30 additional trolleys	Metro led
	5-Door Hybrid (G-LINE)	Seattle	Begin service			Metro led

\*Some Metro projects are not fully funded – tentative construction schedules are subject to change.