

CONNECTING
YOUR
FUTURE



EVERETT TRANSIT

Everett Transit

LONG RANGE PLAN



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1 Why a LONG RANGE PLAN?

Guiding Policy & Vision

A long range plan is necessary to prepare for the ever-changing demands of the future. Guided by the vision of Puget Sound Regional Council's (PSRC) Vision 2040 and Transportation 2040 as well as the City of Everett's Comprehensive Plan, this Long Range Plan is designed to respond to growing transportation demand and the need to provide effective and efficient service. The document was developed in the past year with input from community members to reflect their values and vision. As Everett Transit looks to provide continued service for residents and employers, this Long Range Plan defines the vision, goals, and objectives that will guide the agency out to 2040.

Everett has enjoyed local public transportation since 1893. In the next 20 years, PSRC forecasts the city's population to grow by up to 60 percent and the labor market by 45,000 new jobs. Everett houses one of the largest employers in the state of Washington.



In 2016, the population of Everett was 109,000.

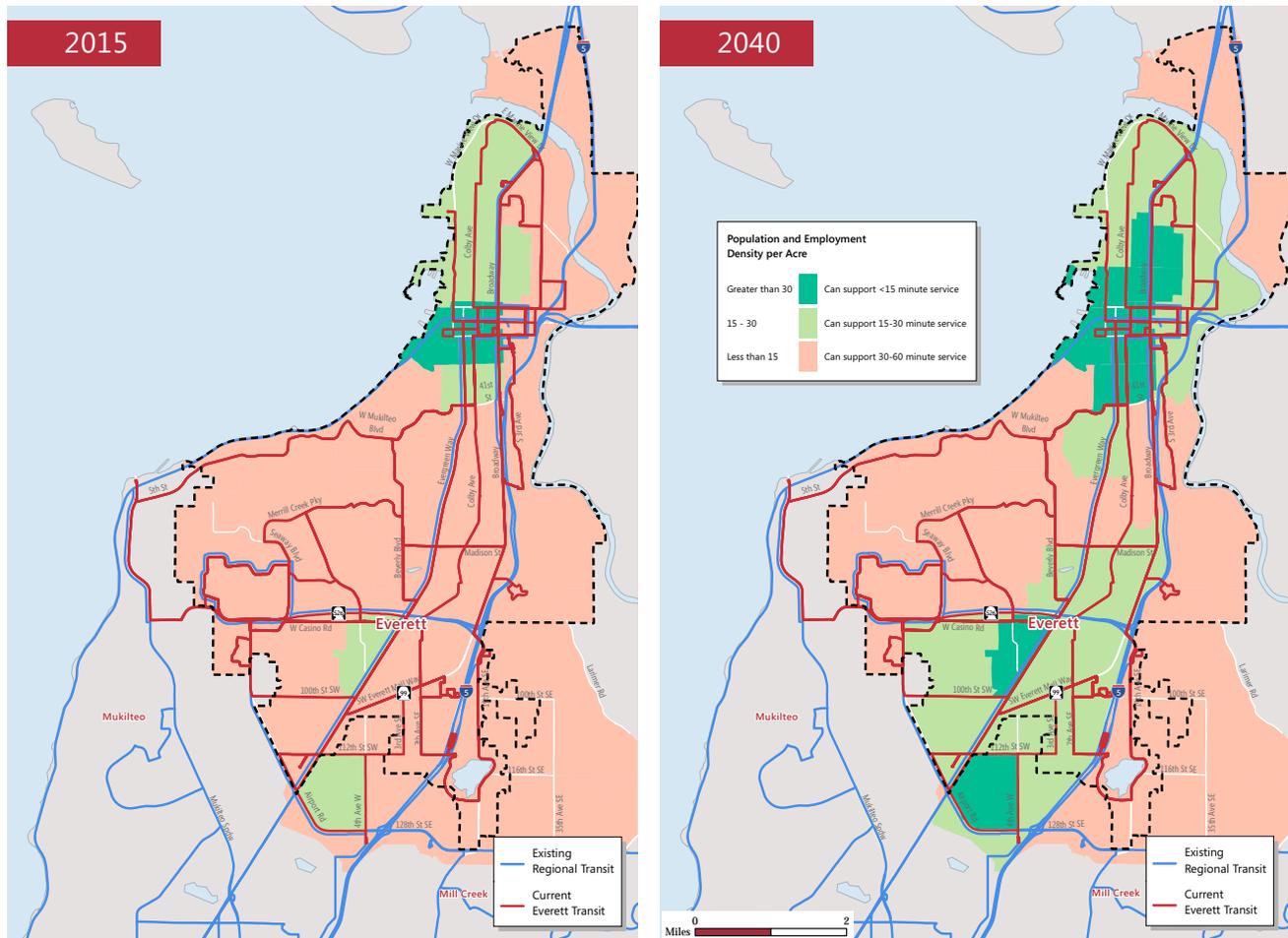
It is forecasted to grow up to 60% in the next 20 years...



..along with an increase of 45,000 new jobs and 25,000 new households.



Where Growth is Planned



Source: City of Everett Comprehensive Plan [Chapter 5 - Transportation Element; p. 25-26] and Puget Sound Regional Council Puget Sound Regional Council Land Use Targets

Future growth will lead to an increased demand on the transportation network. PSRC identified a number of strategies to support and guide growth in the region as part of the Transportation 2040 Plan. The strategies included growing local and regional transit service in order to support a higher transit mode share for the increase in travel demand on the network. PSRC recommends an annual growth rate of 1.1% for peak “Connector” service and 0.5% for off-peak “Connector” service in addition to growth in “Core” service of 2.3% and 2.1% for peak and off-peak respectively. “Connector” service is primarily the type of service provided by Everett Transit while Swift Bus Rapid Transit is part of the “Core” service network. Everett Transit today and into the future fills a need for transportation within the city and provides services to regional connections by helping to alleviate congestion and supporting sustainable growth.

It is crucial that Everett Transit develops a transportation plan that not only looks to the future but also adapts to the geographic, technological, financial, and demographic changes in the future.

Everett Transit’s current mission statement has reflected the agency’s goals and objectives since 2003. During our Long Range Plan outreach process, our efforts to engage our community in the dialogue have highlighted what has always been our underlying focus and drive - our customers. We added customer focus in our mission statement to showcase that foundational element.

Everett Transit provides safe, customer-focused, cost-efficient, effective, and innovative public transit and transportation management services in support of sustainable growth and a livable community.

This Long Range Plan services three main goals:



Identify future transit service

throughout Everett connecting key destinations and providing connectivity to regional service. The plan includes a “growth” service plan developed with input from the community that describes how Everett Transit should look in the future.



EVERETT TRANSIT
Funding

Item	Amount
Assets	\$\$
Net	\$\$\$

Determine options for how Everett Transit will implement the Long Range Plan

by detailing funding opportunities to appropriately finance the system and to integrate with regional transit investments.



Establish a set of service standards

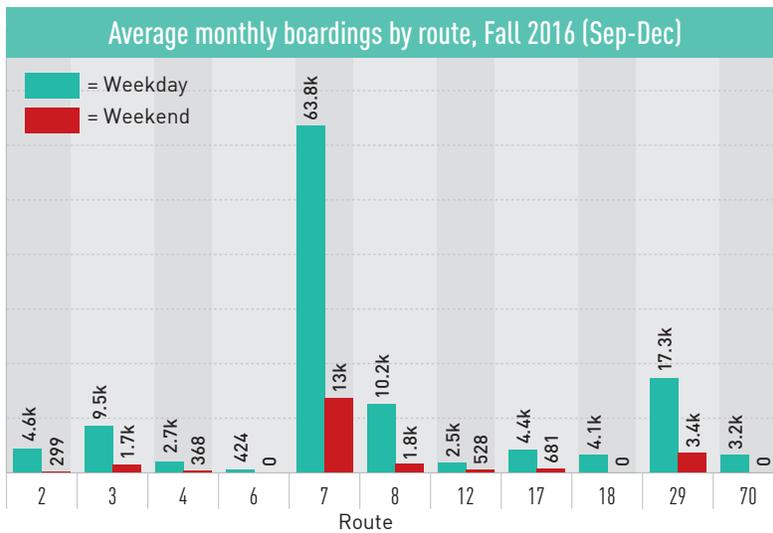
to create metrics that can help Everett Transit make data-driven decisions in service planning and service investments.

2 Transit Today AND IN THE FUTURE

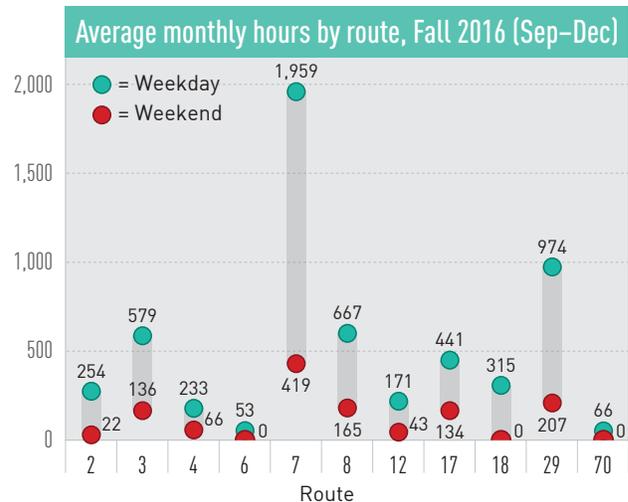
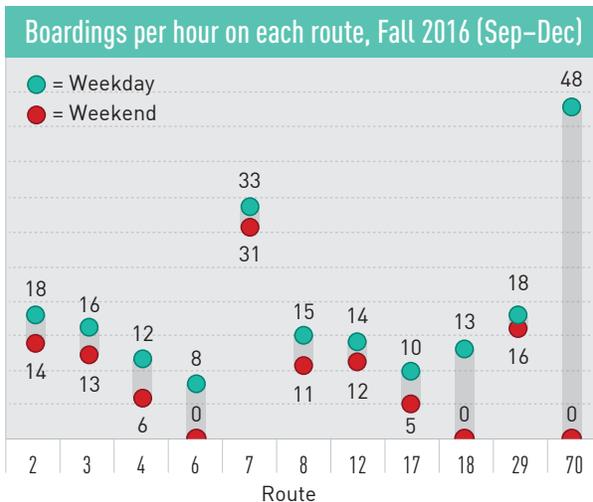
Existing Conditions & Planning Context

Everett is the only city in Snohomish County with its own local transit system. As a division of the City's Transportation Services Department, the Mayor has authority to modify service and adjust schedules. In addition, the Everett City Council has the authority to establish fares and recommend tax rate changes, which are subject to voter approval.

Everett Transit supports the City's goals for improving the quality of life for all residents by helping to reduce congestion and travel times for riders and non-riders alike. The agency operates 11 fixed-routes and paratransit services that provide weekday and weekend service to residents and employees across a 34-square mile service area. These important services get you and your neighbors to work, connect you to your friends and community services, and get you safely where you need to go.



As shown in the following figures, Route 7 is Everett Transit's most productive route. It has the highest average monthly boardings and hours for the Fall 2016 time period (Sept - Dec).



The 11 fixed routes operate over 1.2 million miles annually and carry almost two million passengers. With a system-wide average of 19 boardings per hour, the cost per fixed-route passenger trip is \$7.10. Paratransit operate over 500 thousand miles annually and carry almost 120 thousand annual passengers. This translates into an average cost per paratransit trip of approximately \$52.

Metrics (2016)	Fixed-Route	Paratransit
Total Vehicles Operated in Max Service (VOMS)	34	24
Vehicle Revenue Miles	1,239,254	563,880
Vehicle Revenue Hours	103,589	48,123
Passenger Miles	7,364,883	642,464
Unlinked Passenger Trips	1,948,785	118,357
Passengers per Hour	18.8	2.46
Fare Revenues per Unlinked Passenger Trip	\$0.66	\$0.88
Cost per Passenger	\$7.10	\$51.97

National Transit Database, 2016

While 83 percent of operating hours are deployed during the weekdays, over 87 percent of all boardings occur on weekdays. This is consistent with the passenger activity charts from the previous page, with higher boardings per hour during the weekday versus the weekend.

Statistic	Fixed-Route
Percent of revenue hours allocated on weekdays	83%
Per each weekday	16.6%
Per each weekend day	8.5%
Percent of boardings on weekdays	87%
Percent of boardings on each weekday	17.4%
Percent of boardings on each weekend day	6.6%

National Transit Database, 2016

2017 Everett Transit System Map

EVERETT TRANSIT SYSTEM MAP

Effective September 17, 2017

Routes

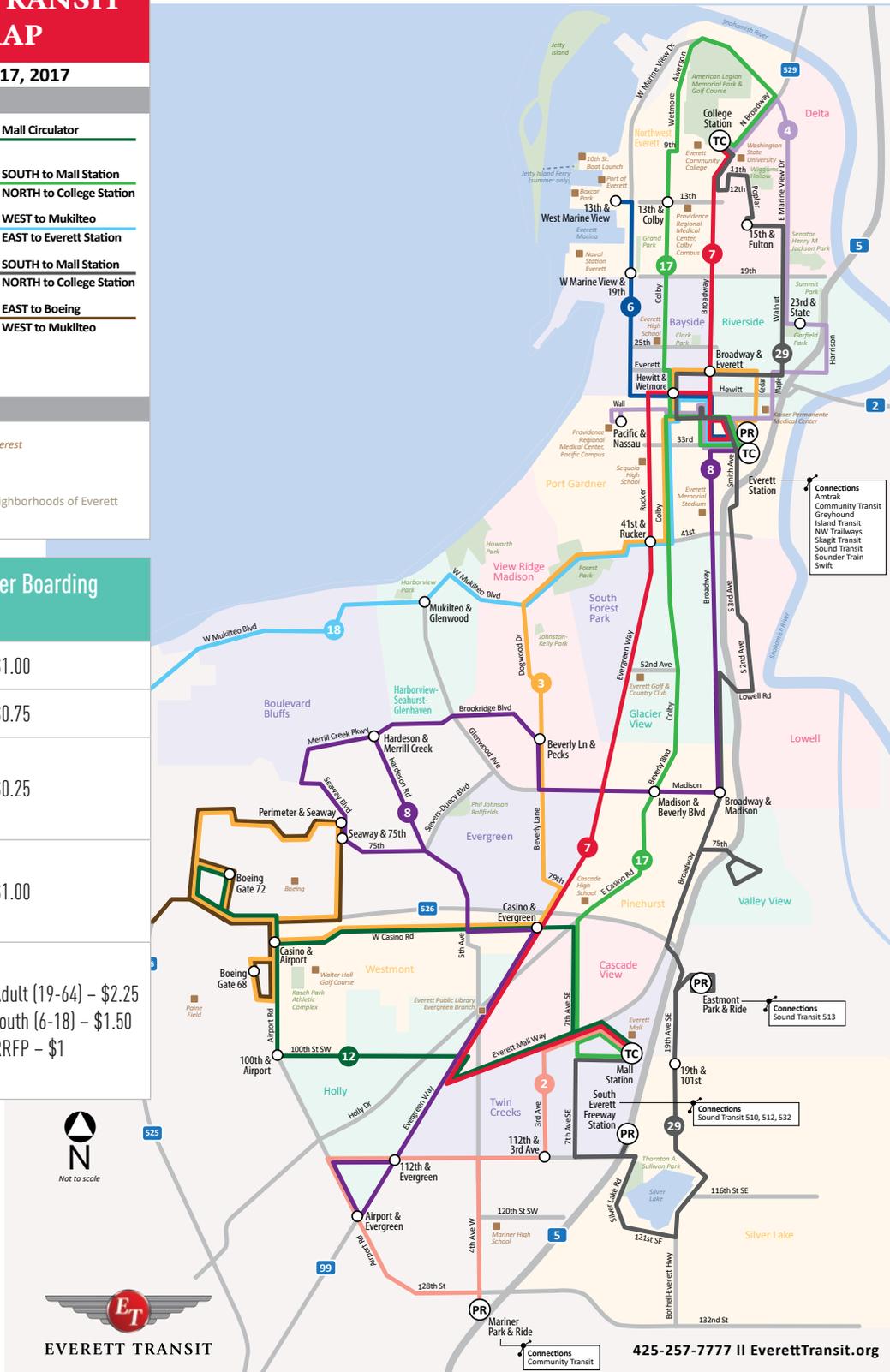
- 2** South Everett Circulator
- 3** SOUTH to W Casino Rd
- 4** SOUTH to Downtown
- 6** NORTH to Harborfront
- 7** SOUTH to Mall Station
- 8** SOUTH to Airport Rd
- 12** Mall Circulator
- 17** SOUTH to Mall Station
- 18** WEST to Mukilteo
- 29** SOUTH to Mall Station
- 70** EAST to Boeing
- 17** NORTH to Everett Station
- 18** NORTH to College Station
- 29** NORTH to College Station
- 70** WEST to Mukilteo

Map Key

- TC** Transit Center
- PR** Park & Ride
- Time Point
- Street
- Point of Interest
- Park
- Neighborhoods of Everett

Current Fare Structure per Boarding (as of January 1, 2017)

Fixed-route, Full Fare	\$1.00
Fixed-route, Youth (6-18)	\$0.75
Fixed-route, Regional Reduced Fare Permit (RRFP)	\$0.25
Para Transit, ADA or age 65 and over (Demand Responsive Service)	\$1.00
Fixed-route commuter fare is applicable to ET route 70 and is equal to Community Transit's local fare	Adult (19-64) - \$2.25 Youth (6-18) - \$1.50 RRFP - \$1



425-257-7777 | EverettTransit.org

Existing Transit Route Frequency



This map highlights the frequency of service by route within the Everett Transit system. Route 7, with connections between Everett Community College, Everett Station, and the Everett Mall is the most frequent, with service every 15 minutes or better during the peak period. Other corridors are served by 30 or 45 to 60 minute service.

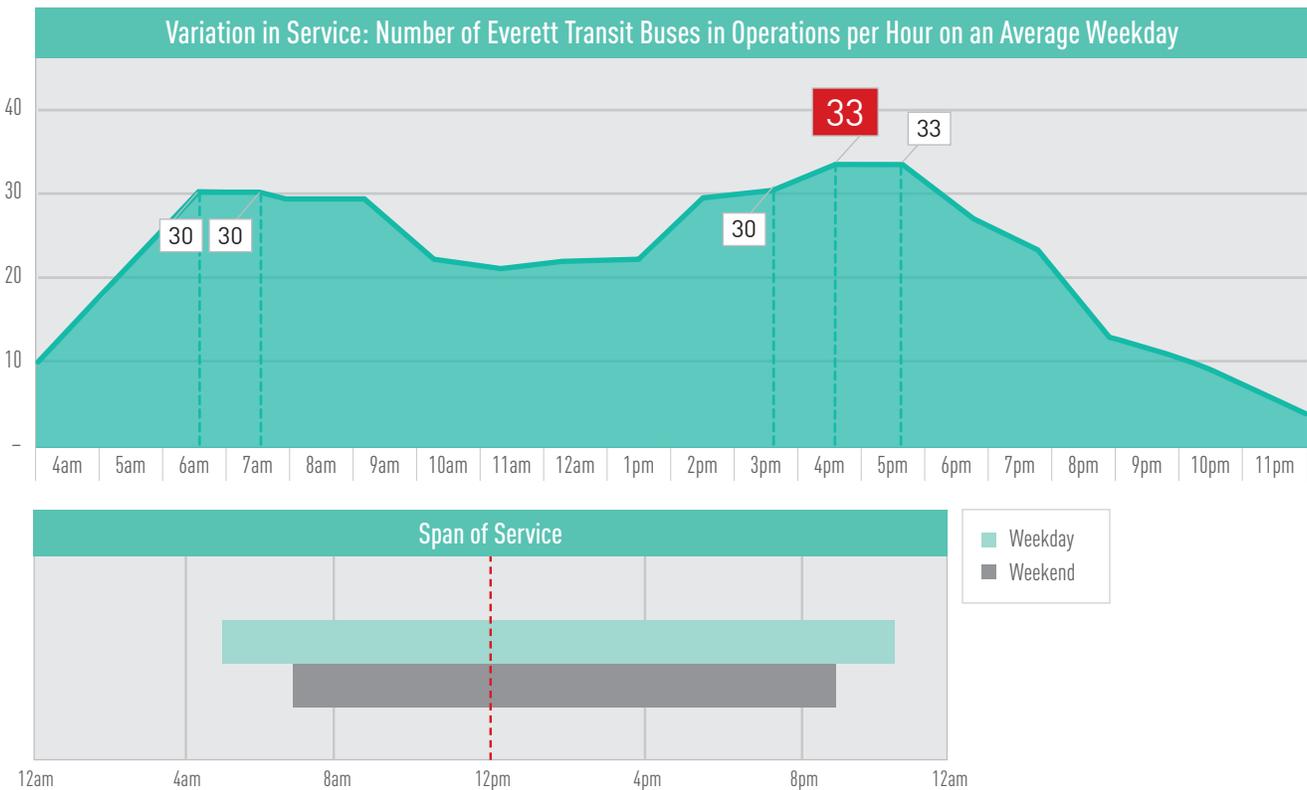
Existing Operating Conditions

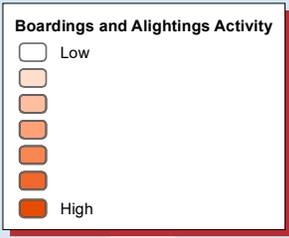
Everett Transit operates seven days week, with higher levels of service during the peak travel times on weekdays. This broad level of service throughout the day and the weekend ensures residents and employees can use Everett Transit for trips both to and from their destination.

		 Routes	 Frequency	 Stop Spacing	 Hours of Service
Frequent 	Fixed-route service designed to provide convenient service between key destinations; starts early and runs late in the day	7	15 minutes	1/2 to 1/4 mile	5am–11:30pm
Local 	Fixed-route buses serving a majority of Everett	2, 3, 4, 6, 8, 12, 17, 18, 29	45–60 minutes	1/2 to 1/4 mile	5am–11pm
Commuter 	Limited-stop service between key regional destinations	70	45–60 minutes	1 to 2 miles	5-7:30am 2:30-5:30pm

Snapshot of Everett Transit in 2017

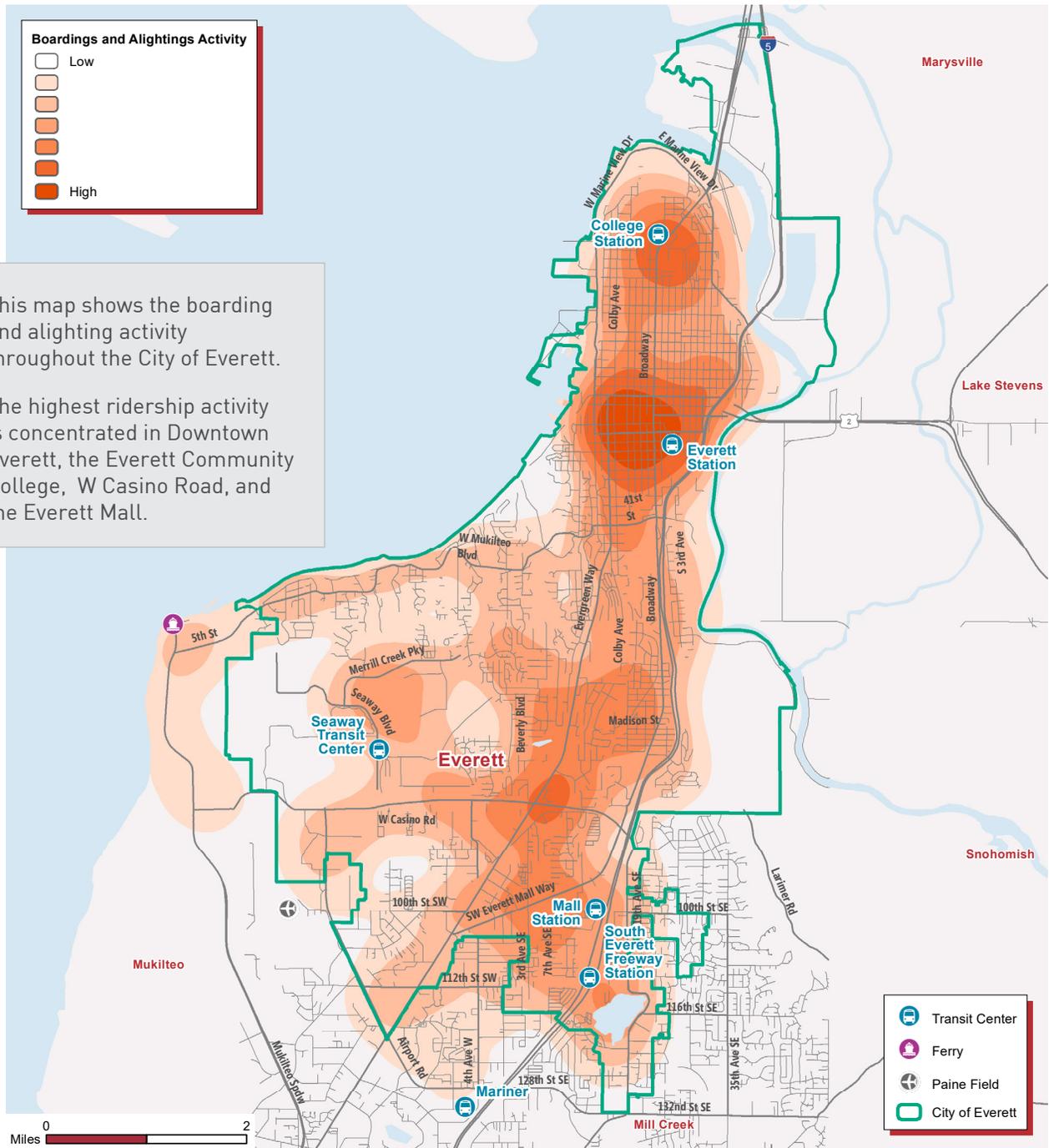
On a typical weekday, Everett Transit operates 33 buses during its busiest hour. This number is determined by the frequency of service provided by Everett Transit. As a result, an increase in frequency will increase the number of buses needed to meet the peak service and thus increase Everett Transit’s operating costs. Additionally, operating during more hours of the day and increasing the span of service would not increase the number of buses required, but would add service hours and operating costs.

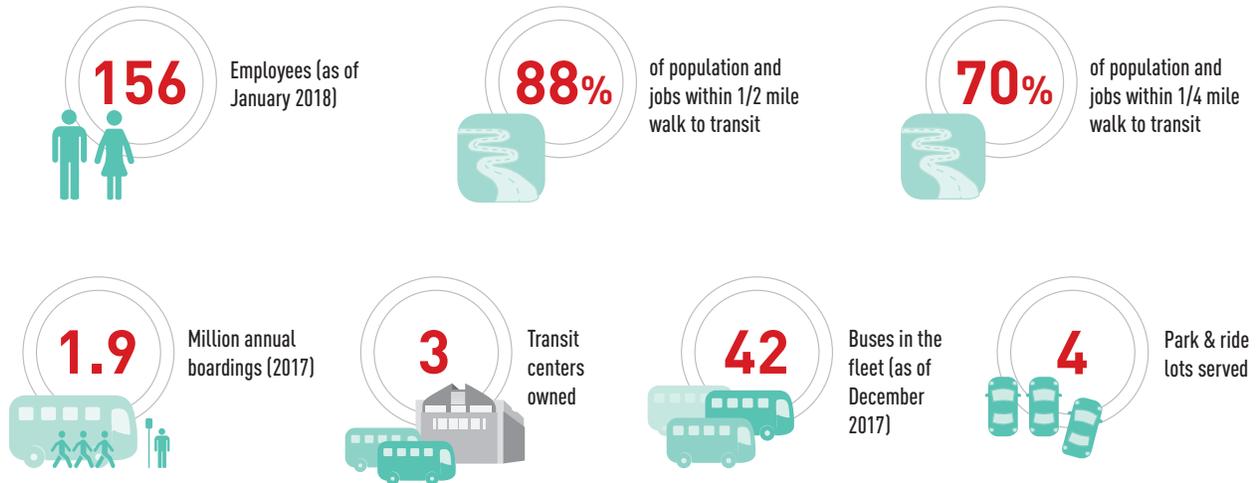




This map shows the boarding and alighting activity throughout the City of Everett.

The highest ridership activity is concentrated in Downtown Everett, the Everett Community College, W Casino Road, and the Everett Mall.





Current Operations and Maintenance Base conditions include:

- ▶ The Operations Base is at its maximum parking capacity, housing the current fleet of 42 buses, diesel and hybrid-electric. The conversion to electric vehicles will constrain parking capacity, due to the addition of charging stations, to parking no more than 18 all-electric and 14 diesel & hybrid-electric vehicles (for a total of 32). As electric vehicles are added to the fleet, temporary arrangements with the Public Works department are made to accommodate buses across the street from the Operations building.
- ▶ The Everett Transit paratransit fleet of 29 vans is currently located at a leased location.
- ▶ In 2017, Everett Transit purchased a site adjacent to the Everett Station property that can accommodate both the fixed-route and paratransit fleet in the future, to be developed as funding is available.



Financial Conditions

Since 2007, Everett Transit has faced a difficult fiscal situation. Although operating revenues have increased since 2011 it is still recovering from a decrease from 2007 to 2011 due to the recession. During this time, its operational expenditures have slowly increased. As a result, the agency had to use its operating reserves to cover any shortfalls for annual operating expenses. Overall, Everett Transit's operating reserves have declined since 2009. Along with this decline, revenue hours and boardings have also decreased from 2007 to 2016. Throughout, Everett has been committed to providing as much service as feasible and will continue to provide services to the degree that they are supported by Everett's residents.

In 2016, Everett Transit's operating expenditures totalled to \$22 million which includes Everett Station operations, administration, paratransit, and fixed-route transit. The capital expenditures totalled \$3.8 million which primarily includes spending on bus replacement but can also include right-of-way improvements and operational bases/facility improvements. From 2007 to 2016 Everett Transit has received on average \$1.7 million in capital grant revenues per year. The \$25 million operating revenues come from a variety of sources which are shown in the Operating Revenues by Type figure below.

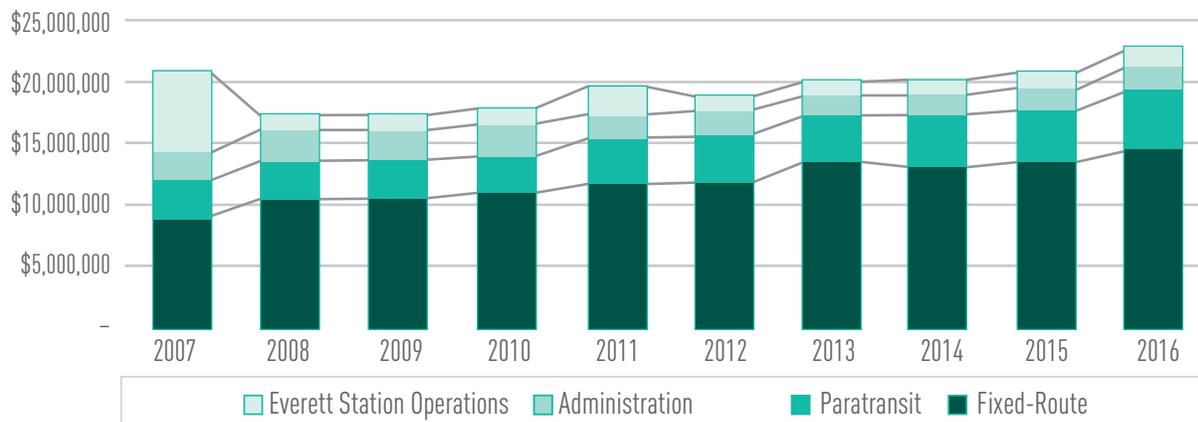
\$22
Million in operating expenditures (2016)

\$3.8
Million capital expenditures (2016)

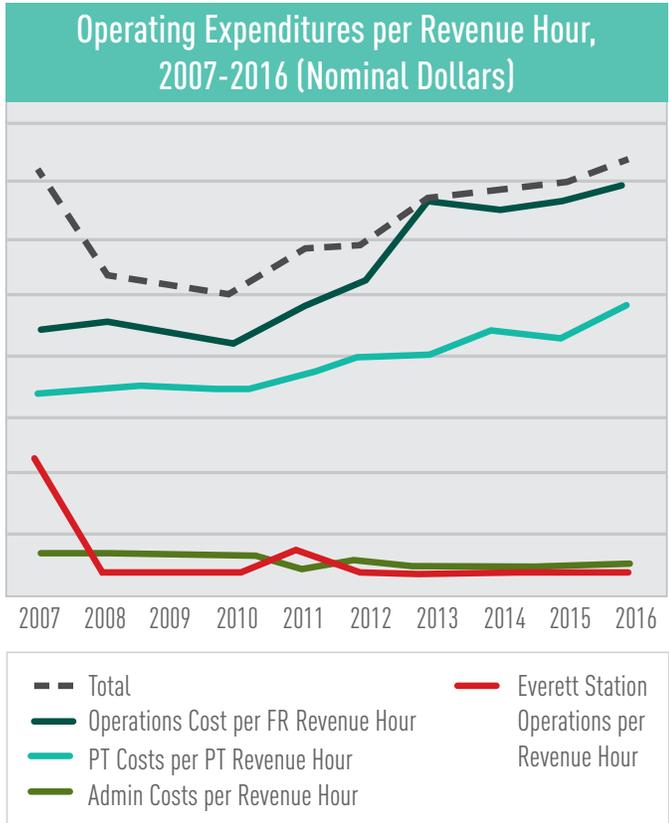
\$1.7
Million in capital grant revenues (yearly average from 2007-2016)

\$25
Million in operating revenues (2016)

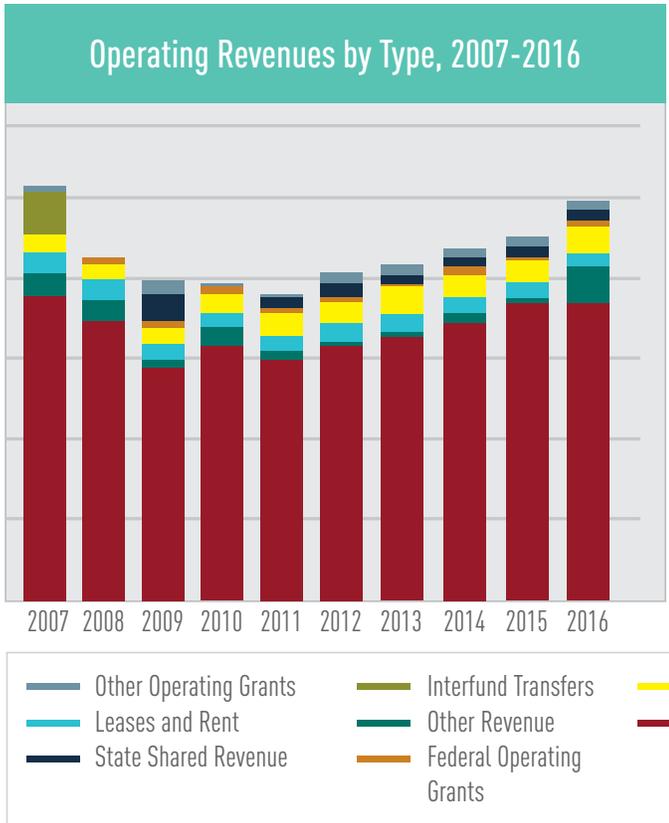
Operational Expenditures by Category, 2007-2016 (Nominal Dollars)



This figure shows the breakdown of Operational Expenditures from 2007 to 2016. In 2007 Everett Transit completed the payment the City's general fund, for a \$8.1 million loan, used to complete the Everett Station. The expenditures for that year reflect that one-time transaction.



Fixed-route and paratransit costs per revenue hour have increased starting in 2010 and they are the largest sources of expenditures.



Operating revenues come from a variety of sources. Revenues have increased since 2011 but have not reached their 2007 levels. Most of Everett Transit's revenues are generated by sales tax.



Revenue and Cost Projections

Baseline Cost Projections

Cost projections for both operational and capital expenditures were developed to assess the implications for the Long Range Plan and future service levels. Operational cost projections applied growth rates for individual expenditure items on a revenue hour basis - such as wages, maintenance, professional services, and fuel expenditures - for each program through 2040. Capital cost projections are based on Everett Transit' six-year Capital Improvement Program (CIP) and assumptions about vehicle replacement and facility needs through 2040. Projected costs over the next twenty years are reflected in the "Baseline Scenario," where current operations and levels of service are assumed to remain unchanged.

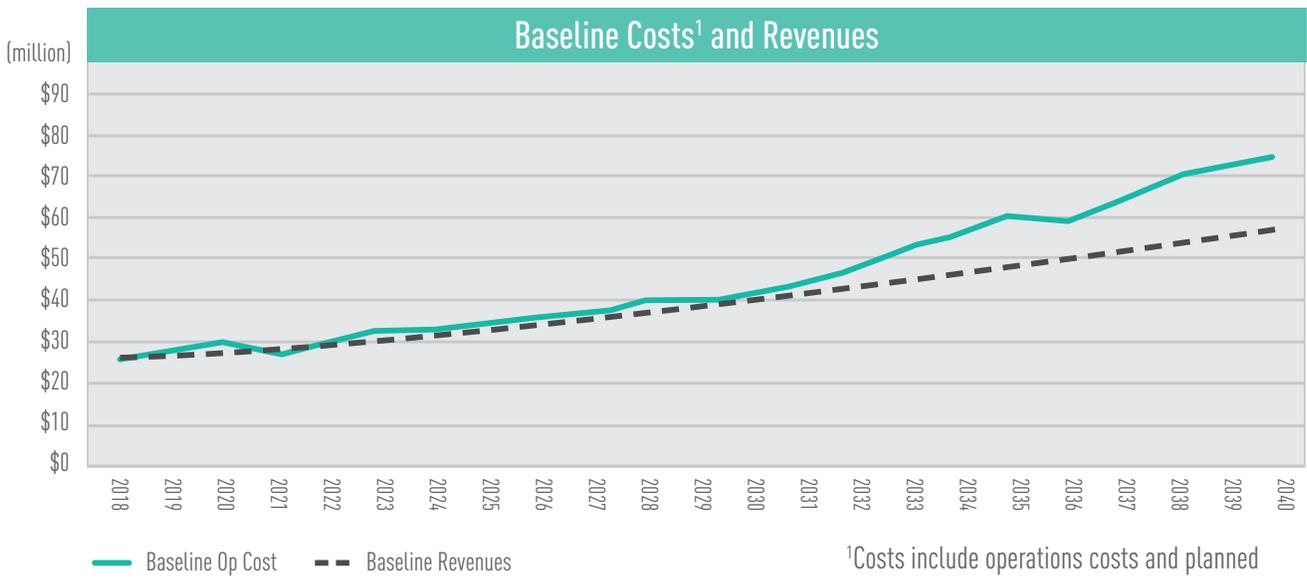
Operational cost projections assumed future annual growth rates mostly based on the expenditures for the previous 10-year period (2007-2016). However, some line items used rates from a five-year trend, or other assumptions, to account for large differences in 2007 and 2016 expenditures (positive and negative) that are not likely to continue over the next 20 plus years. Additionally, a minimum capital investment is required in order to replace the fleet as vehicles age out of service. Those capital costs are included in the annual operating costs.

Overall, operational costs are projected to increase by about \$51 million by 2040 with an average annual growth rate of 5.4 percent (including required capital investment such as fleet replacements). The large share of the growth in expenditures is from Fixed Route service due to assumed growth rate of wage and benefit expenditures. In 2016 Fixed Route wages and benefits totaled \$8.5 million. By 2040 wages and benefits are projected to increase to \$37.3 million, over half of all expenditures.

Baseline Revenue Projections

Everett Transit's sales tax revenues were projected over the planning period by regressing Everett Transit sales tax revenues against the Snohomish County sales tax base. This allows revenue projections to make use of a forecast of the Central Puget Sound economy that produces estimates of the Snohomish County retail sale tax base and other variables of interest. The regression model controls for changes in the Everett Transit sales tax rate, which also permits direct estimates of revenue yield from rate changes. The method also provides confidence intervals around the point estimates of the coefficients from the models. These confidence intervals were then employed in the development of low- and high-range estimates of revenue yield.

The revenue projections estimate total operating revenue in 2040 of over \$56 million in nominal dollars. Sales tax revenues grow to an even larger share of Everett Transit's revenue base. In 2016 sales tax revenues were 79 percent of total revenues. By 2040, sales tax revenues would be 85 percent of total revenues.



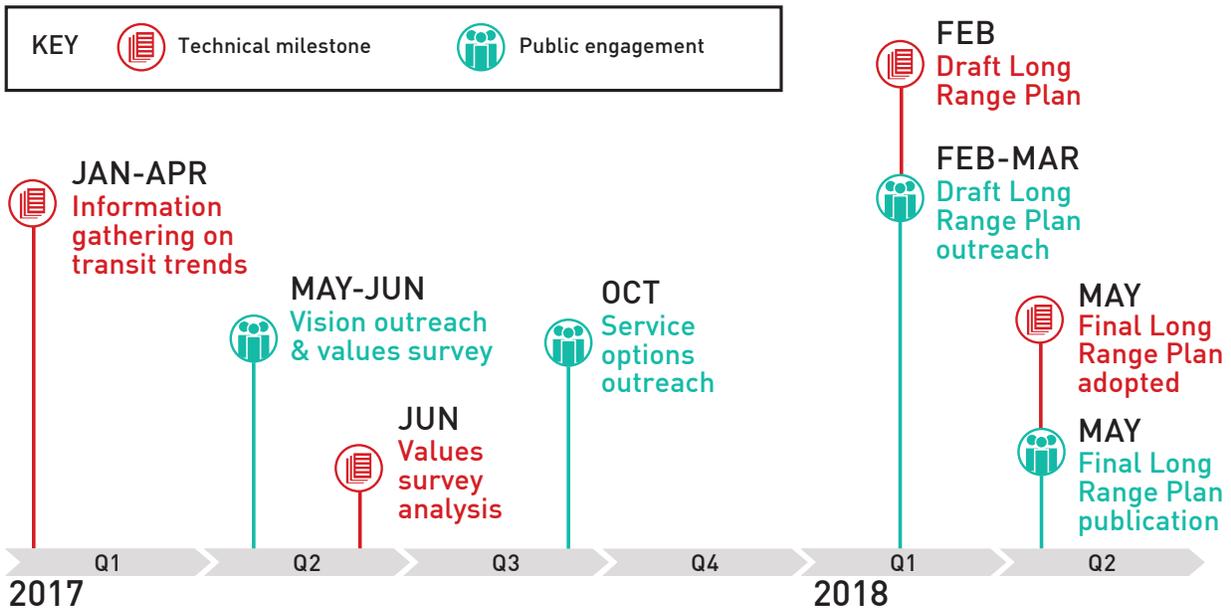
Incorporating both operating expenses and expected fleet replacement costs, the Baseline Scenario projections identified a gap between revenues and expenses as early as 2022. Costs are primarily made up of wages and benefits for staff and operators and these costs historically have outpaced the growth in revenues. This is a common issue for most transit agencies. Additionally, buses must be replaced every 12 to 15 years, and the increasing costs for fleet purchases are typically covered by operating revenue due to reduced grant funding opportunities. Finally, sales tax currently makes up almost 80 percent of operating revenue. In the future, sales tax revenue growth will fluctuate because of a number of factors, including:

- ▶ Changes to consumer spending trends
- ▶ Shifting share of Everett-based retail sales versus broader Snohomish County
- ▶ Uncertainty of growth in Everett versus the Puget Sound Region

3 Everett TRANSIT'S ROLE

What We Heard

As part of the Long Range Plan, we asked the public what Everett Transit's role should be in the future. The first outreach phase focused on the public's vision for future service and their transit values in the provision of that service. Based on the feedback received, two network options were developed, and the second outreach phase asked community input on those options. Public preference between those options guided the Growth Network, which is the direction of growth incorporated in the Long Range Plan. The third outreach phase asked the public to review the draft plan, which also incorporated the financial analysis of our future service.



First Outreach Phase: Vision & Priority for Everett Transit

What We Heard

Provide a locally-focused transit network with high frequency and expanded service hours that connects to key destinations and regional transit services.

Outreach opportunities: In-person and online

Everett Transit hosted several in-person events, including one Visioning Workshop and two Drop-in Sessions. The Visioning Workshop included “Open House” time, where visitors could view display boards showing project information and talk one-on-one with project staff, as well as a presentation and question and answer session. In-person and online, participants were encouraged to complete a transit values survey. Translated printed copies were available in Spanish and Russian. Drop-In Sessions included elements of the Visioning Workshop, including several of the display boards and copies of the brochures and transit value surveys. Additional surveys were gathered at by-request events and briefings.

- ▶ More than 1,000 people participated either via the online open house or at nine in-person events
- ▶ More than 600 participants visited the online open house
- ▶ 423 transit values survey responses submitted in person or online
- ▶ More than 20,000 postcards mailed to residents and businesses in the project area
- ▶ Distribution of brochure information at in-person events and on Everett Transit buses, with translated copies available in Spanish and Russian

Event/appearance	Date	Location
Council of Neighborhoods	Monday, May 22, 2017	The Wall Street Building
Visioning Workshop	Thursday, June 8, 2017	Everett Station
Drop-In Session #1	Saturday, June 10, 2017	Everett Mall
Drop-In Session #2	Monday, June 12, 2017	Everett Community College
Transportation Advisory Committee	Thursday, May 18, 2017 Thursday, June 15, 2017	Public Works Service Center
Everett Station District Alliance	Thursday, June 15, 2017	Everett Station
Planning Commission	Tuesday, June 20, 2017	Everett City Council Chambers
Elder Fair	Thursday, June 22, 2017	Everett Community College
Senior Center	Friday, June 23, 2017	The Carl Gipson Senior Center of Everett

Online Open House

Community members could also attend an online open house on their own time, which provided a similar experience as the in-person Visioning Workshop and included an online version of the transit values survey. The online open house was live for approximately three weeks (June 1 to June 26, 2017).

Summary of feedback

A total of 423 survey responses were received through the initial visioning outreach period. Staff also took note of questions and comments they received at the in-person events. The following key themes emerged from the survey:

- ▶ In terms of participation, active riders responded most frequently (62%), referencing existing service. Those existing riders use Everett Transit most frequently to travel to work and special events/leisure.
- ▶ Everett Transit is a valuable community asset because it helps residents who are transit dependent.
- ▶ 56% of participants stated a preference for Everett Transit to keep working on its mission of local service, rather than commute or high-capacity service.

Incentives to ride

Throughout feedback, participants noted specific tactics and values that would incentivize them to use Everett Transit service more often. Emerging themes advised the team to focus on:

- ▶ Increased frequency of current routes and/or the addition of new routes.
- ▶ Increased geographic coverage.
- ▶ Improved wayfinding.
- ▶ Reduced fares.
- ▶ Increased convenience - enough to replace cars as, with an aging population, reliance on services like Everett Transit will increase.
- ▶ Recognized advantages for an aging population.
- ▶ Increased cleanliness.
- ▶ Improved bus stop safety and comfort.
- ▶ Continued maintenance of fleet for the future, including electric buses.
- ▶ Improved connections and advertisement of a multi-modal system, including to Community Transit and other services, and increasing planned stops with other transit routes in mind. These comments at times also referenced the diaspora of Seattle residents moving to Everett and Snohomish County, requiring more commute options.

The screenshot shows the 'CONNECTING YOUR FUTURE' website for the Everett Transit Long Range Plan. The page is titled 'Background' and includes sections for 'Everett Transit today', 'How will Everett's growth affect the future of transit?', and 'Take notes as you go'. The 'Take notes as you go' section features a text input field and a 'Sign up for email updates' button. The 'Contact' section provides information for the Program Manager, including an email address and phone number. The website is powered by IntuitHub.



Online and Printed Transit Values Survey

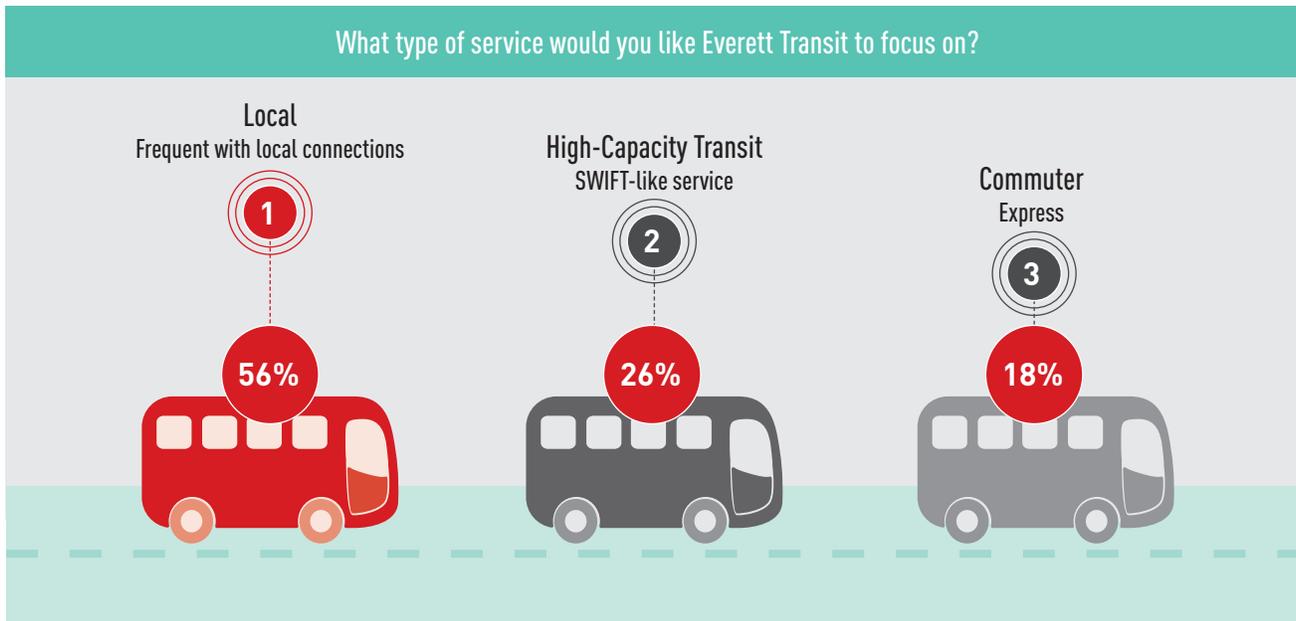
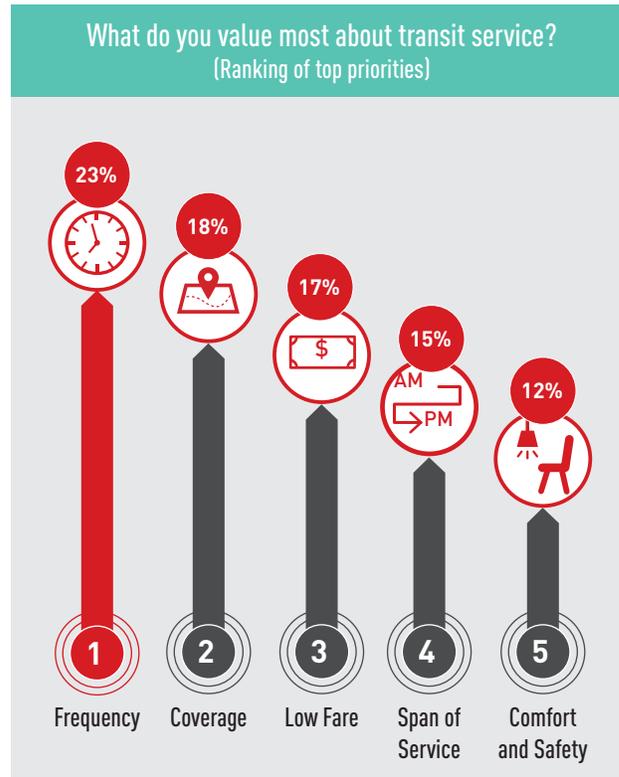
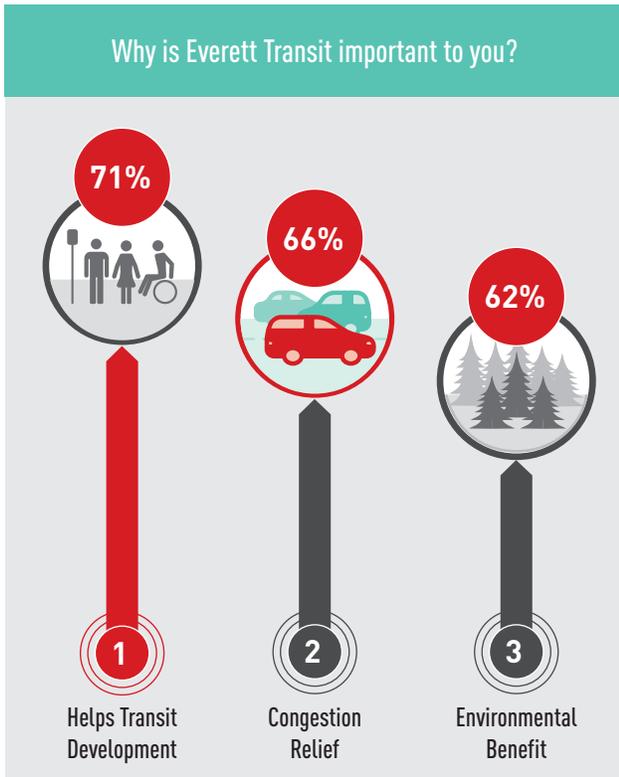
Participants were encouraged to take a transit values survey, where they could share how they currently use Everett Transit and what is most important to them in their transit service. A modified “operator survey” was also created for Everett Transit drivers in order to gain their feedback. The transit values survey was featured online, and could be translated into over 100 languages via Google Translate. Paper copies of the transit values survey were also available at the in-person events in English, Spanish and Russian. 423 people took the transit values survey. Results from the survey showed:

- ▶ 38% of survey takers do not currently use Everett Transit
- ▶ Most who do use Everett Transit use it to for events and activities (34 %) or to go to work (32%)
- ▶ Those that connect to other transit options primarily connect to Community Transit (37%) or the Sound Transit Express Bus (34%)
- ▶ Top reasons for why people surveyed value Everett Transit are:
 - ▶ “It helps people in my community who are transit dependent” (71%)
 - ▶ “It helps reduce congestion” (66%)
 - ▶ “It (transit) is good for the environment” (62%)
- ▶ High frequency scored the highest out of a list of transit priorities, followed by:
 - ▶ Low cost to ride
 - ▶ Increased span of service
 - ▶ Greater coverage
 - ▶ Increased comfort and safety
- ▶ Most said local service (56%) is more important to them than commute (18%) and high-capacity service (26%).
- ▶ Access-to-transit (e.g. improved wayfinding and connections to transit and park and rides) was voted the most important emerging trend for Everett Transit to consider further (67%), followed by battery-powered buses (52%) and alternative mobility options (e.g. rideshare, carshare, bikeshare) (36%).

Demographics

- ▶ 24.1% of those who took the survey do not currently live in the City of Everett
- ▶ “Student” was the most frequently listed primary occupation

Summary of Phase One Feedback



Second Outreach Phase: Network Concepts

With this in mind, Everett Transit began developing a future network that would best meet the needs and values of the community. Two service options were developed that focused on delivering local service through two primary transit values: frequency vs. coverage. These options were presented to the community to further identify which option would resonate with their values and vision more than the other.

Outreach opportunities: In-person and online

Everett Transit hosted in-person Drop-In Sessions at Everett Station, Everett Community College, Everett Mall, and the Everett Farmers Market in October 2017. During these Drop-In Sessions, Everett Transit staff answered questions on the Long Range Plan and provided information via display boards and factsheets. Everett transit staff also encouraged visitors to take a survey regarding service options. Translated printed copies of the survey and factsheet were available in Spanish and Russian. Additional surveys were gathered at by-request events and briefings.

- ▶ More than 1,000 people participated either via the online open house or at 16 in-person events
- ▶ More than 400 participants visited the online open house
- ▶ 422 service options survey responses submitted in person or online
- ▶ More than 20,000 utility mailers mailed to residents and businesses in the project area
- ▶ Distribution of information at in-person events and on Everett Transit buses, with translated copies available in Spanish and Russian

Event/appearance	Date	Location
Everett Essentials Class	Sat, Oct. 7	Everett Station
Everett Station Drop-In Session	Wed, Oct. 11	Everett Station
Everett Farmers Market Drop-In Session	Sun, Oct. 15	Everett Farmers Market
Cascade View/Twin Creeks Neighborhood Meeting	Mon, Oct. 16	South Precinct Police Station
Planning Commission Meeting	Tues, Oct. 17	Everett City Council Chambers
Bayside Neighborhood Meeting	Wed, Oct. 18	Everett High School
Drop-In Session Everett Community College	Wed, Oct. 18	Everett Community College
Transportation Advisory Committee Meeting	Thurs, Oct. 19	Public Works Service Center
Everett Station District Alliance	Thurs, Oct. 19	Everett Station
Northwest Neighborhood Meeting	Thurs, Oct. 19	Everett Community College
Carl Gipson Senior Center	Mon, Oct. 23	Carl Gipson Senior Center
Council of Neighborhoods Meeting	Mon, Oct. 23	The Wall Street Building
Casino Road Stakeholders Meeting	Tues, Oct. 24	Children's Village
Pinehurst/Beverly Park Neighborhood Meeting	Tues, Oct. 24	Cascade High School
Silver Lake Neighborhood Meeting	Tues, Oct. 24	Monroe Elementary School
Everett Mall Drop-In Session	Sat, Oct. 28	Everett Mall

Online Open House

Community members could also attend an online open house on their own time, which provided a similar experience to the in-person Drop-In Sessions and included an online version of the service options survey. The online open house was live for approximately four weeks (October 9 to November 5, 2017).

Summary of feedback

A total of 422 survey responses were received through the service options outreach period. Staff also took note of questions and comments they received at the in-person events. The following key themes emerged from the survey:

- ▶ 23% of respondents were “very satisfied” with the frequency service option, while 21% were “very satisfied” with the coverage service option. These results varied by neighborhood and trip type.
- ▶ When asked to rank aspects of both service options together, the two highest ranking aspects derived from the frequency service option:
 - ▶ “Buses come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel” was ranked as first most important (part of the frequency service option)
 - ▶ “Buses come more often during the busiest times, so you wouldn’t always have to check a schedule” was ranked second most important (part of the frequency service option)
 - ▶ “People wouldn’t have to walk as far to reach a transit stop” was ranked third most important (part of the coverage service option)

ONLINE OPEN HOUSE, October 9 - October 30, 2017

Select Language

CONNECTING YOUR FUTURE

Everett Transit Long Range Plan

Future planning | Listening to the community | **Frequency service option** | Coverage service option | Let's compare | Thank you

Frequency service option

Frequency service option: Frequency means how often the bus comes

The "frequency" service option focuses transit in key areas that can support more frequent transit service. The benefits of this option are:

- Buses would come more often during the busiest times, so you wouldn't always have to check a schedule
- Buses would come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel
- More people would choose to ride the bus, so not as many people would be driving cars
- Riders could connect more easily to the broader region at key transit centers for light rail, commuter rail, and bus rapid transit

3. On a scale of 1 to 5, please tell us your level of satisfaction with a service option that focuses transit into key areas that can support more frequent transit service.

1 = Very dissatisfied	2 = Somewhat dissatisfied	3 = Neither satisfied nor dissatisfied	4 = Somewhat satisfied	5 = Very satisfied
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4. Which aspect of a frequency service option is most important to you? (select one)

Buses would come more often during the busiest times, so you wouldn't always have to check a schedule

Buses would come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel

More people would choose to ride the bus, so not as many people would be driving cars

Riders could connect more easily to the broader region at key transit centers for light rail, commuter rail, and bus rapid transit

Other:

Submit

Interactive Map

Bus service in Everett with the frequency service option. Click the image above to access an interactive map and explore the frequency service option or click here for a [list of the frequency service option stops](#). Please note that light rail is a recommendation and subject to the Sound Transit planning process.



Online and Printed Transit Values Survey

Participants were encouraged to take a service options survey, where they could share feedback on the two service options and which aspects of service are most important to them. The service options survey was featured online, and could be translated into over 100 languages via Google Translate. Paper copies of the service options survey were also available at the in-person events in English, Spanish and Russian. 412 people took the service options survey. Results from the survey showed:

- ▶ 31% of survey takers do not currently use Everett Transit
- ▶ Most who do use Everett Transit use it to for events and leisure (35%), for shopping and errands (30%), or to go to work (30%)
- ▶ 23% were “very satisfied” and 36% were “somewhat satisfied” with the frequency service option
 - ▶ 35% selected “Buses would come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel” as the aspect of the frequency option that is most important to them
- ▶ 21% were “very satisfied” and 34% were “somewhat satisfied” with the coverage service option
 - ▶ 33% selected “Service may take you directly where you’re going, so you wouldn’t have to transfer as often” as the aspect of the coverage option that is most important to them
- ▶ Slightly more people said they were “very satisfied” with the frequency service option than the coverage service option and two aspects of the frequency service option were ranked as most important to respondents when ranking aspects of both service options
 - ▶ “Buses come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel” was ranked as first most important (part of the frequency service option)
 - ▶ “Buses come more often during the busiest times, so you wouldn’t always have to check a schedule” was ranked second most important (part of the frequency service option)
 - ▶ “People wouldn’t have to walk as far to reach a transit stop” was ranked third most important (part of the coverage service option)
 - ▶ 20% of respondents chose “Offers direct service for connections I’m interested in” as a high priority when ranking aspects of both service options. Respondents indicated various locations across and outside of Everett.

Summary of Phase Two Feedback



Frequency

The frequency service option focuses transit in key areas that can support more frequent transit service. The benefits of this option are:



- ▶ Buses would come more often during the busiest times, so you wouldn't always have to check a schedule
- ▶ Buses would come more often in the middle of the day, at night, and on weekends, so that transit would be available when you need to travel
- ▶ More people would choose to ride the bus, so not as many people would be driving cars
- ▶ Riders could connect more easily to the broader region at key transit centers for light rail, commuter rail, and bus rapid transit



Coverage

The coverage service option focused on covering a larger geographic area by continuing existing coverage and improving frequency in some areas. The benefits of this option are:

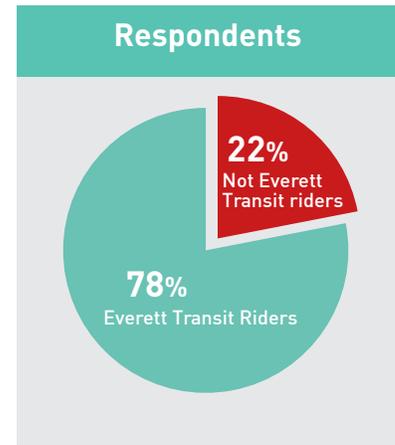
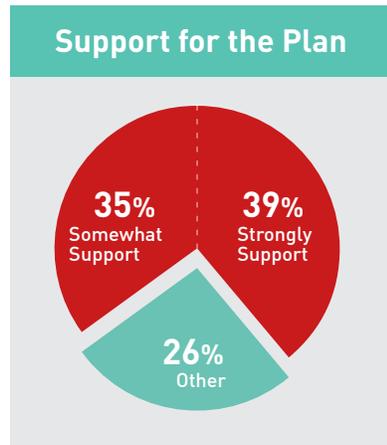


- ▶ People wouldn't have to walk as far to reach a transit stop
- ▶ More households and jobs would be within walking distance of transit
- ▶ Service may take you directly where you're going, so you wouldn't have to transfer as often
- ▶ Service would be more accessible to low-income and minority Everett residents

For the public, the frequency service option was slightly more favorable than the coverage option. Additionally, a frequency-based approach provided Everett Transit with the ability to carry the most riders and accommodate the expected growth. Based on the public's response, Everett Transit developed a Growth Network Plan that would be based on the frequency service option while incorporating elements from the coverage concept.

Third Outreach Phase: Draft Long Range Plan

A third outreach phase allowed for public feedback on the Draft Long Range Plan. This public engagement builds on two previous outreach periods: an initial “visioning” outreach period in Spring 2017, where feedback was gathered on transit priorities, and a second outreach period in Fall 2017, that focused on vetting service options with the community. This phase of outreach yielded the following key themes:



Outreach opportunities

Everett Transit hosted an in-person Question & Answer Session regarding the Draft Long Range plan on March 7, 2018. During the Question & Answer Session, Everett Transit staff gave a presentation on the Draft Long Range Plan, answered questions, and provided information via display boards. Staff also encouraged visitors to take a feedback survey. Additional surveys were gathered online.

- ▶ 110 survey responses submitted in person or online
- ▶ More than 700 views of the project webpage
- ▶ More than 3,000 fliers distributed
- ▶ Distribution of information at in-person events and on Everett Transit buses, with translated information available in Spanish

Event/appearance	Date	Location
City Council Meeting	February 28, 2018	City Council Chambers
Planning Commission Meeting	March 6, 2018	City Council Chambers
Draft Long Range Plan Question & Answer Session	March 7, 2018	Everett Station
Transportation Advisory Committee Meeting	March 15, 2018	Public Works Service Center
Council of Neighborhoods Meeting	March 26, 2018	The Wall Street Building

Project webpage and online survey

Community members could also view information from the Question & Answer Session and view the Draft Long Range Plan online. An online feedback survey, which matched the feedback survey available at the Question & Answer Session, was live for approximately four weeks (February 28 to April 2, 2018).

Summary of feedback

A total of 110 survey responses were received through the Draft Long Range Plan outreach period. The following key themes emerged from the feedback survey:

- ▶ 39% of respondents said they would strongly support a plan like the Growth Network Plan, and 26% said they would somewhat support it.
- ▶ 74% of respondents recommend the new adult fare to be \$2.00 or higher. 26% wrote-in specific answers to this question, most of which asked for a fare below \$2.00 or no fare at all.
- ▶ 22% of respondents are not current Everett Transit riders.
- ▶ Some themes from the open-ended responses included:
 - ▶ Request for greater coverage to/from specific locations, including:
 - ▶ Paine Field, Seaway Transit Center, SE Everett, Silver Lake, outside of city limits (e.g. Mill Creek), etc.
 - ▶ Neighborhood streets, so people wouldn't have to walk as far to reach a bus stop
 - ▶ Request for more frequent service to places like Everett Community College, Everett Mall, etc.
 - ▶ Request for full weekend service (and early morning/late night service) for those who work weekends and/or don't own cars
 - ▶ Request for Everett Transit bus schedules to better align with other bus schedules and ferry schedules
 - ▶ Request for the current level of paratransit service to be maintained through the Growth Network Plan

Online and printed service options survey

Through the above notification methods, community members were encouraged to take the online feedback survey, where they could share their thoughts on the Draft Long Range Plan. Paper copies of the feedback survey were also available at the Question & Answer Session and were distributed to interested Everett employers and community members.

Summary of Phase Three Feedback



Frequency

Request for more frequent service to places like Everett Community College and Everett Mall among others



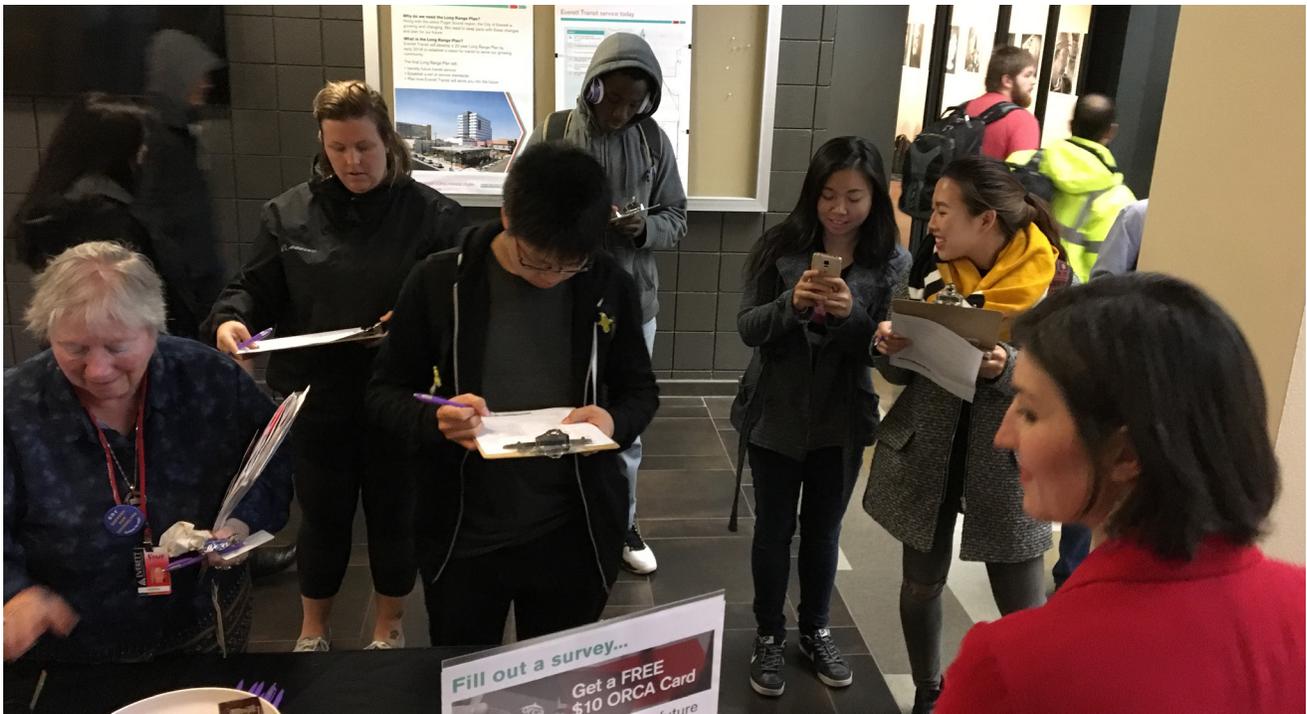
Coverage

Greater coverage to/from:

- ▶ Paine Field
- ▶ Seaway
- ▶ SE Everett
- ▶ Silver Lake

Additional requests include:

- ▶ Request for full weekend service (and early morning/late night service) for those who work weekends and/or do not own cars
- ▶ Request for Everett Transit bus schedules to better align with other bus schedules and ferry schedules
- ▶ Request for the current level of paratransit service to be maintained through the Growth Network Plan



4 Our Plan TO MOVE FORWARD

Connecting Your Future

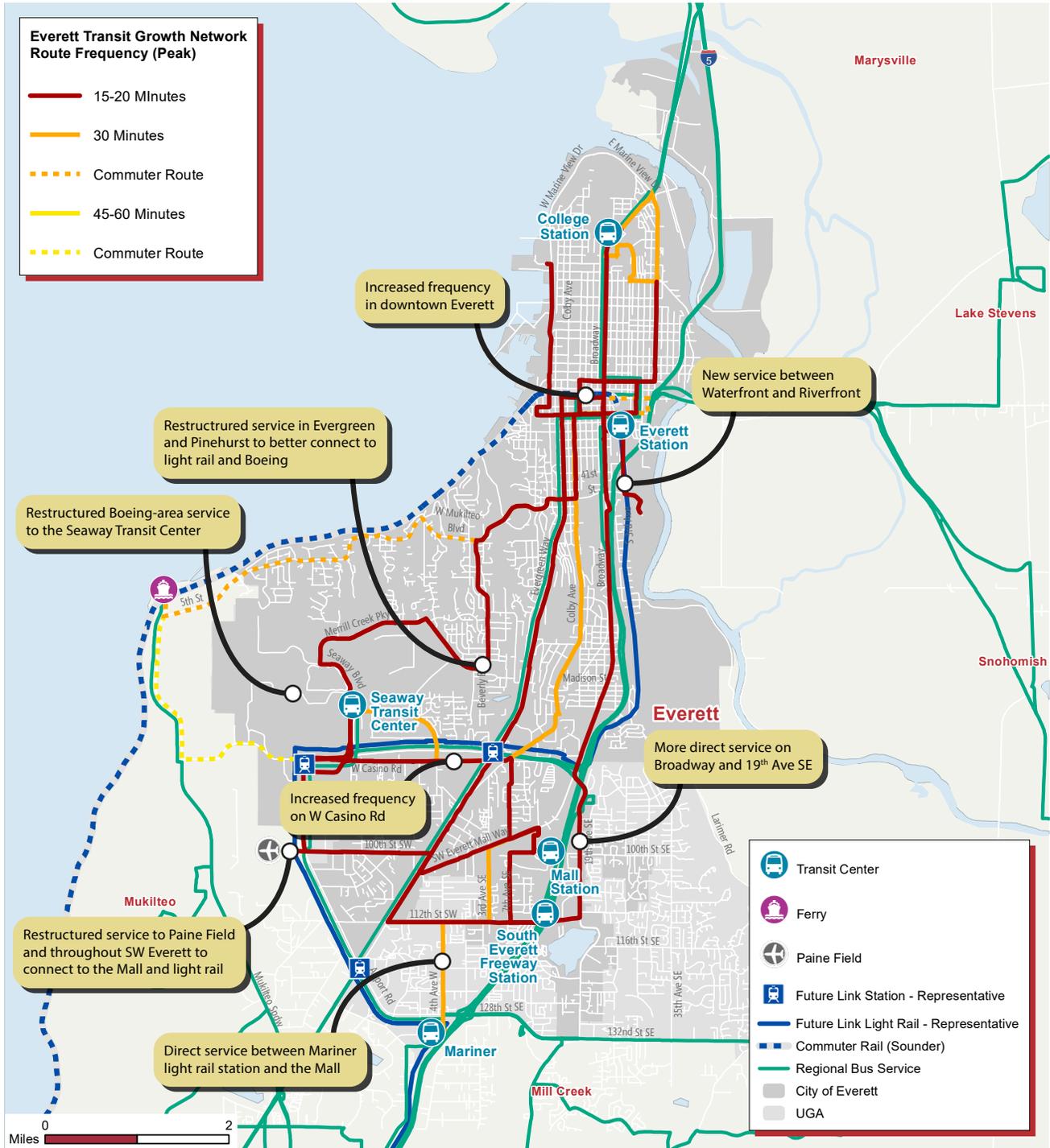
The City of Everett and the Puget Sound Regional Council (PSRC) envision a future with 25,000 new households and 45,000 jobs in the next twenty years. To accommodate this growth, transit service must increase as the city grows by providing an efficient and robust solution for mobility and accessibility. As part of the PSRC Transportation 2040 plan, local transit service is expected to grow by 20 to 25 percent over the next twenty years in order to address congestion, greenhouse gas emissions, and regional mobility needs.

The Growth Network Plan was developed through input from the community and interested stakeholders to envision how Everett Transit should grow to meet these increasing needs. It is a locally-focused restructured network that aims to accomplish the following objectives:

- 1 Prioritize transit service into the areas that will likely see the greatest amount of growth
- 2 Ensure the level of transit service along a corridor is supported by future household and job density
- 3 Restructure routes to integrate with regional transit investments

Growth Network Plan

The Growth Network will require additional operations and maintenance facilities for the expected increase in fleet size. Whether this includes an additional base or expansion of an existing base remains to be determined. Bus storage, layover, comfort stations, and other capital needs will also need to be considered for this network as service is expanded.

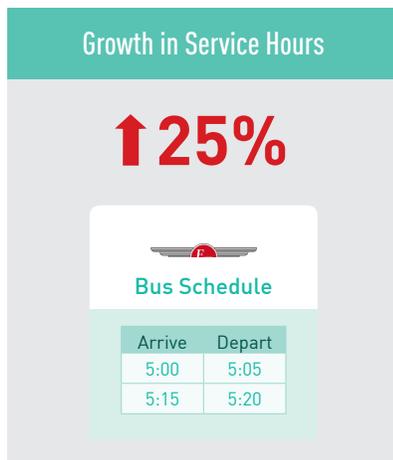


Growth Network Plan Outcomes & Supporting Investments

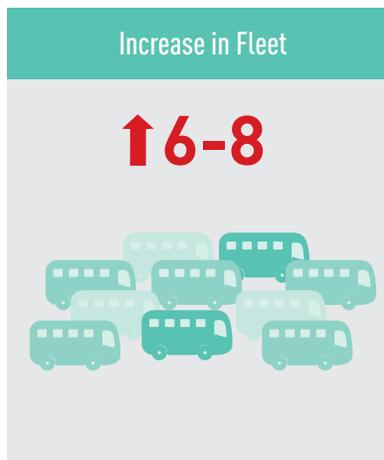
To achieve this vision, Everett Transit must make additional investments beyond the current operating structure. The vision requires an increase from its current levels in vehicle hours, fleet, operators, and supporting facilities in order to provide the increase in frequency both in the peak and off-peak periods identified in the Growth Network Plan.

The Growth Network Plan includes the following:

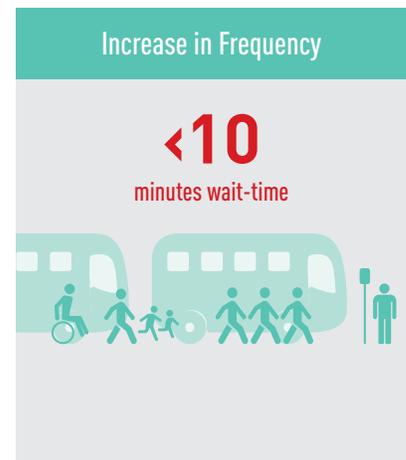
- ▶ Increased frequency in downtown Everett
- ▶ New service between the Waterfront and Riverfront areas
- ▶ Restructured service in Evergreen and Pinehurst to better connect to light rail and Boeing
- ▶ Restructured Boeing-area service to the Seaway Transit Center
- ▶ Increased frequency on W Casino Road
- ▶ More direct service on Broadway and 19th Avenue SE
- ▶ Restructured service to Paine Field and throughout SW Everett to connect to the Mall and light rail
- ▶ Direct service between Mariner light rail station and the Mall



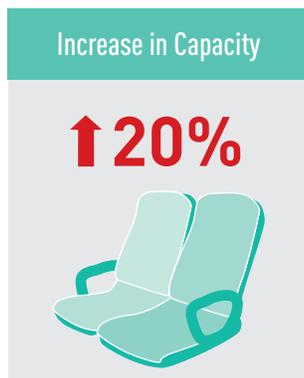
Up to 25% growth in annual service hours



Increase in total fleet from 42 today to between 48-50 buses



Increased frequency, with wait-times on average below 10 minutes as compared to over 15 minutes today



Increase in peak period seated capacity by 20%



People are willing to walk farther when transit is more frequent. The percent of population and jobs in the city within 1/2 mile to transit is approximately the same as today



The service is more productive, with up to 38 riders per revenue hour compared to 19 per hour today



Up to 17,000 daily riders estimated to use Everett Transit by 2040 due to land use growth and service

Regional Transit Integration



Everett Transit complements regional transit networks such as Community Transit, Sound Transit, and more. As Everett Transit looks to the future, it is vital to consider what our partners are planning in order to leverage regional mobility efforts efficiently. With the anticipated arrival of light rail to Everett by 2036, Everett Transit will need to adapt to the regional changes around it.

PSRC Transportation 2040 calls for the region’s designated growth centers and other areas of high employment to be connected through a transit network that is supported by local high frequency bus routes, community connector routes, and specialized express routes. Partnership with Community Transit and Sound Transit provide the regional service that complement the local service that Everett Transit provides. The network of services meet a variety of needs in the City while effectively serving a diverse set of neighborhoods within the City.

The Growth Network Plan is focused on efficient integration with major regional transit investments that include:



The Seaway Transit Center

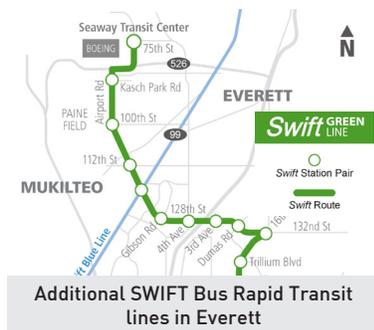
Source: www.communitytransit.org/seaway

Each of these regional investments will enhance transit connections for residents and employees in Everett. The Seaway Transit Center serves as a regional connection between Everett Transit and Community Transit. This Transit Center also serves as a main terminal for the Swift Green Line, a Bus Rapid Transit services from the Seaway Transit Center to Bothell.



Light Rail to Downtown Everett

In addition, Light Rail service between Seattle and Everett will provide fast and reliable service for riders. Everett Transit will leverage these investments to provide improved regional connectivity for the City’s residents and employees.



Additional SWIFT Bus Rapid Transit lines in Everett

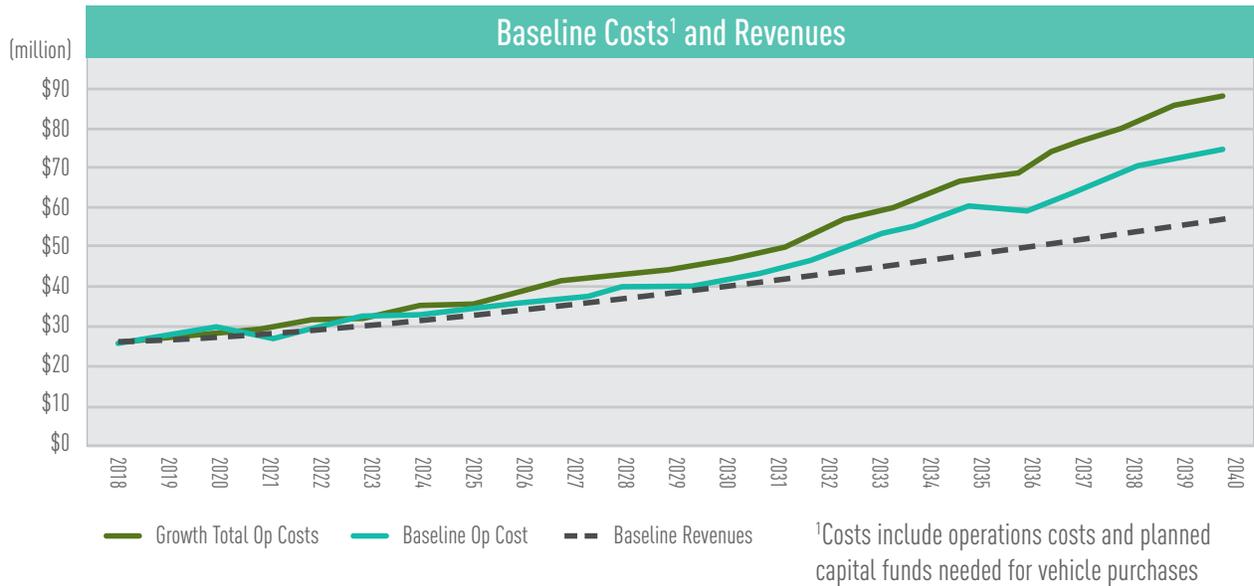
Source: www.communitytransit.org/swiftgreen

The current Swift Blue Line which provides service from the Everett Station to the Aurora Village Transit Center served more than 1.7 million riders in 2016 with approximately 6,000 passengers each weekday. The current contract between Community Transit and Everett Transit provides sales tax funding support for Community Transit within the City of Everett. This contract is set to expire in 2022 but the Long Range Plan assumes the contract will be extended. The value of this service and the trade-offs required if Everett Transit is required to provide the same level of service is an element that will be studied as part of the contract negotiation.

5 Our Financial FUTURE

Costs of the Growth Network

The financial implications of the Growth Network were developed through estimates of growth in service hours and capital investments such as fleet replacement. The Growth Network assumes that Everett Transit increases the number of revenue hours by up to 25% from the Baseline Scenario. Operational costs are forecast to increase \$64 million by 2040 in non-inflation adjusted dollars including the required fleet replacement capital costs. Most of the growth in costs are from an increase in fixed route service. Additionally, the increase in fleet required to support the Growth Network would require construction of an expanded Operations Base. This base is estimated to cost approximately \$30 million when completed. As shown in the chart below, even without implementing the Growth Network, Everett Transit is facing a gap in revenues as compared to costs as early as 2022. Additionally, there is uncertainty in sales tax revenue, the level of wage and benefit growth, and grant revenue opportunities. In order to address the uncertainty and to ensure financial sustainability as a means to expand into the Growth Network Plan, Everett Transit will need to address the near-term gap by identifying additional revenue streams or restructuring operations. Options to achieve sustainability are described in the next section.



A Financially Sustainable Near-term Solution

What options exist to become financially sustainable?

Before attempting to implement the Growth Network Plan, Everett Transit must address near-term constraints in order to continue to provide efficient and effective service. A number of options are available, both to reduce costs and to increase revenues.

Cost Reduction Options	Impact	Revenue Growth Options	Impact
Reduced peak vehicle needs Restructure service in order to reduce the number of buses required	\$3M in 10 years	Sales tax Make use of the existing taxing authority, increase from 6/10th to 9/10	\$9-10M/year
10% Service Hour Reduction	\$1-1.5M/year	Fares Raise the current \$1.00 fare	\$200-500k/year
No Sunday service Ensure good weekday service by removing service on Sundays	\$1-1.5M/year	Additional operating grants Federal and state grants to aid in operations and/or capital purchases	\$200-500k/year
Reduced span of service Operate the buses either not as early or not as late in the day	\$1-1.5M/year	Additional advertising opportunities Partner with advertisers for additional bus stop or vehicle advertising	\$100-200k/year
Paratransit policy adjustments Restrict paratransit use to only those riders who meet the ADA requirements	\$400-600k/year	Private Partnerships Leverage potential private funding for capital improvements or specific operations	\$100-200k/year
Organizational Efficiencies Identify cost-saving administration strategies and organizational restructuring	\$100-200k/year		

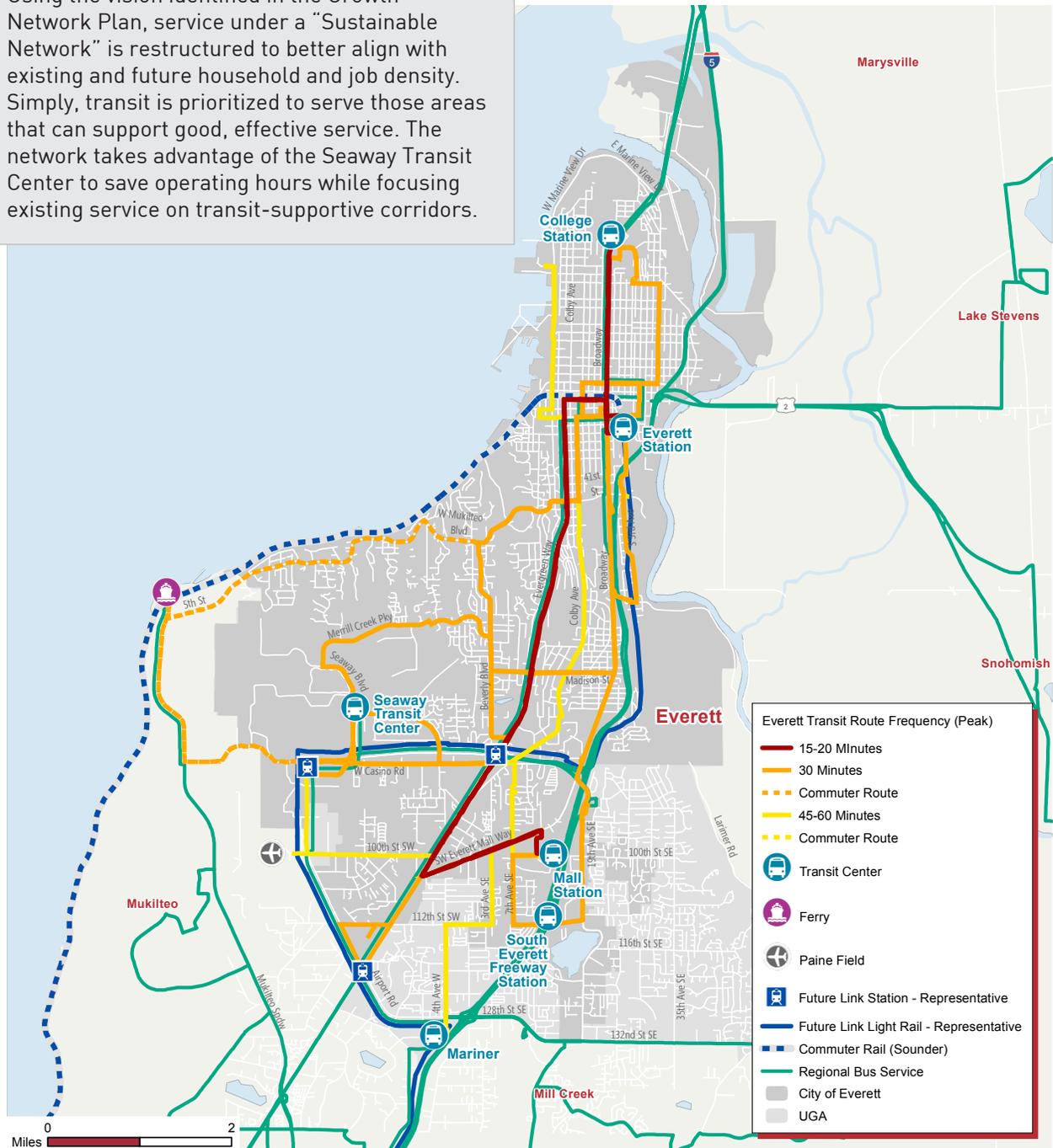
As an example, reducing the peak vehicle needs through restructured service would reduce the number of buses that need to be replaced. These cost savings would allow operating revenues to better match total costs and extend financial sustainability into the future. A summary of how this may be achieved is shown on the next page.

These options provide the opportunity to move toward the vision of the Long Range Plan by focusing resources to achieve the priorities of the Growth Network which include:

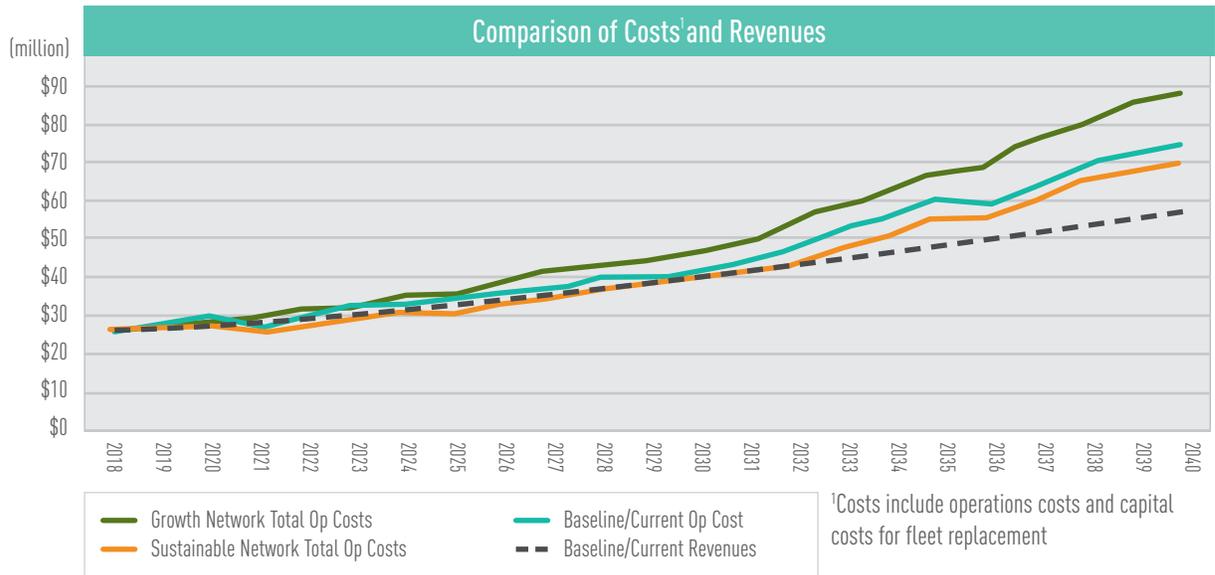
- ▶ Ensuring effective and cost-efficient service along transit-supportive corridors
- ▶ Prioritizing the increase of transit service into areas that will likely see the largest amount of growth
- ▶ Providing customer-focused transit service that is adaptable to changing needs and transportation trends

How May Service be Restructured?

Using the vision identified in the Growth Network Plan, service under a "Sustainable Network" is restructured to better align with existing and future household and job density. Simply, transit is prioritized to serve those areas that can support good, effective service. The network takes advantage of the Seaway Transit Center to save operating hours while focusing existing service on transit-supportive corridors.



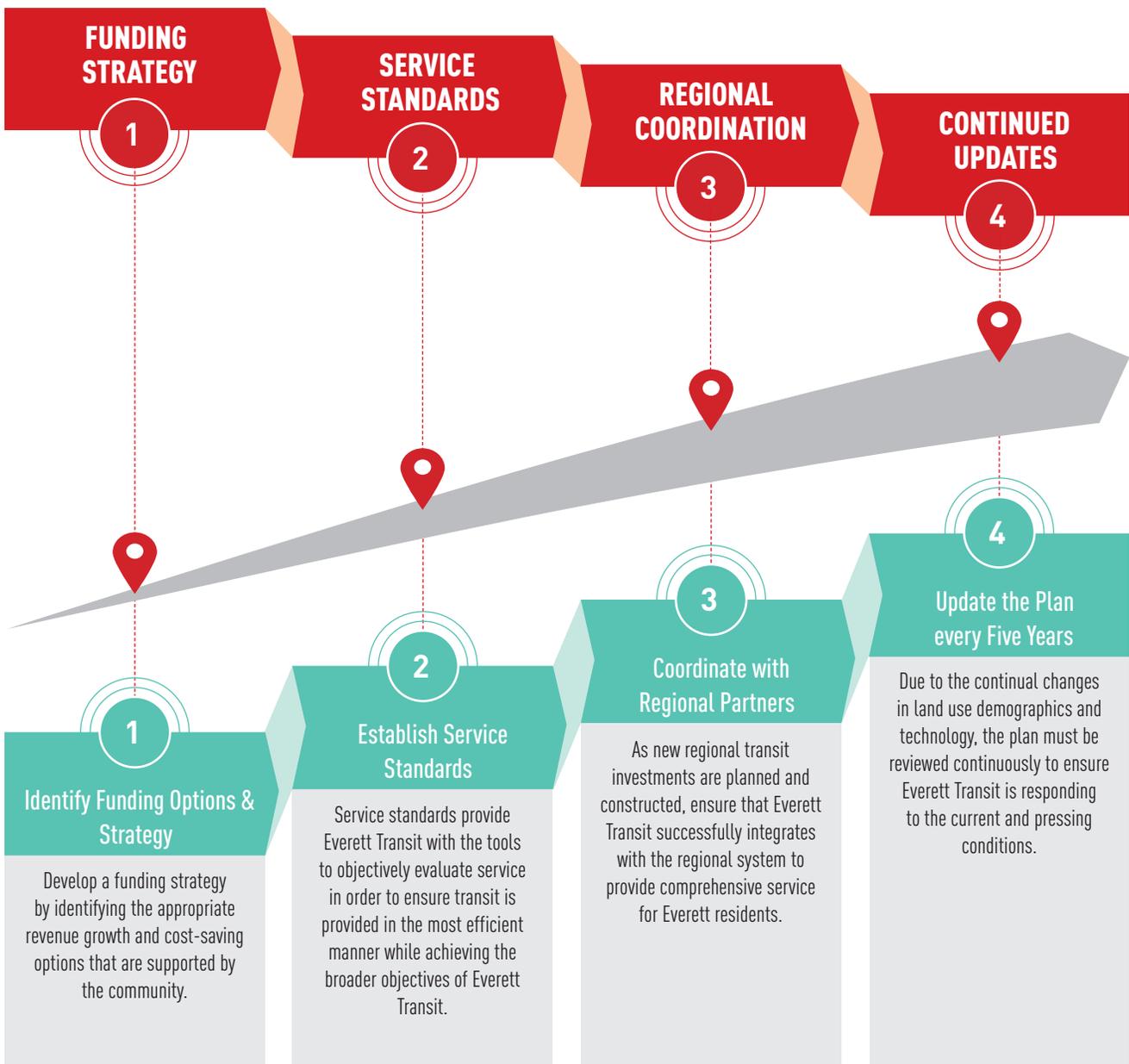
The Sustainable scenario assumes that Everett Transit reduces service by decreasing the number of revenue hours by 10 percent from the Baseline Scenario. Under this scenario, total operational costs (and required fleet replacement costs) increase by \$45 million compared to \$64.6 million in Growth Network Plan by 2040. Again, most of the increase in costs is associated with the increase in fixed route service. Implementing a Sustainable Network will ensure a cost/revenue balance for approximately the next ten to thirteen years.



6 Strategy FOR IMPLEMENTATION

Next Steps

The Plan includes a number of next steps to both achieve financial sustainability and move towards the Growth Network Plan. The implementation strategy ensures service is appropriately funded, is efficiently provided, and is integrated into the larger region. It includes the following next steps:

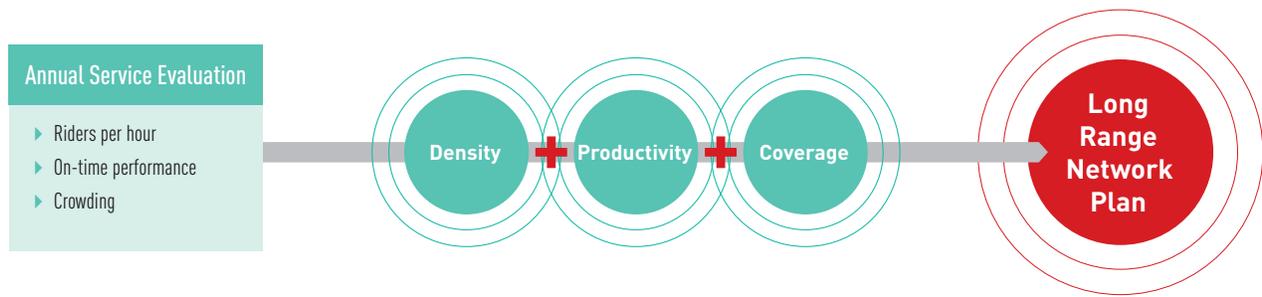


How Service Standards Support the Plan

Service standards provide an objective metric to measure service and ensure that the system is achieving the broader mission of Everett Transit. To ensure financial sustainability and to implement the Growth Network Plan, a set of service standards were developed to simply and clearly convey how transit service may be evaluated.

Evaluated on an annual basis, these three core service standard elements guide service to meet the vision identified in the Growth Network Plan. A final service standard Implementation Plan will detail the steps necessary to finalize and leverage these standards.

These three service standards are meant to provide a simple and transparent method to carry forward the objectives of the Long Range Plan. They were developed based on peer agency review, the City of Everett’s Comprehensive Plan transit standards, and community outreach.



Density	Productivity	Coverage	Other Standards
<p>A certain level of land use density provides the necessary amount of activity to support transit. The frequency of peak period* service on a corridor is provided based on the household and job density. This metric will need to be reviewed every five years.</p> <ul style="list-style-type: none"> > 15 min. peak – 15 households / acre or 30 people + jobs / acre > 15-30 min. peak – 7 households / acre; 15 people + jobs / acre > 30 min. peak - Minimum of 10 people + jobs / acre for fixed-route service. <p>*Peak period is between 6-9 am and 4-7 pm.</p>	<p>Route productivity ensures that the system is operating efficiently to serve the most riders possible. Route-level and system-wide averages for riders per revenue hour should meet a minimum threshold. Evaluation is required for any routes or the system if they fall below the threshold.</p> <p>Route-level: Minimum of 12 riders per revenue hour</p> <p>System-wide: 20 riders per revenue hour</p>	<p>As transit becomes more frequent, people are willing to walk farther to their stop because the service is faster and more reliable.</p> <p>The standard for coverage measures the percent of the city’s population and jobs that are within half-mile of transit service.*</p> <p>85% of the population and jobs is the standard recommended.</p> <p>*Half-mile distance is typically used for service at 15-minute or better frequency.</p>	<p>Other standards that may be included for more specific operational evaluation include:</p> <ul style="list-style-type: none"> > On-time performance The percent of trips that arrive within 5 minutes of the scheduled time > Crowding The number of people standing on the bus

Coordination with our Regional Partners

Everett Transit’s role as a local service provider complements the regional focus of our partners and enables a comprehensive transportation network for the people that live and work in our community. During all phases of implementing the plan, coordination should include the following elements:



Sound Transit	Community Transit	PSRC & Snohomish County	WSDOT
<ul style="list-style-type: none"> ▶ Light Rail Expansion (ST3 Overview) Identify transit service levels at stations to ensure seamless bus-to-rail transfers and restructure service to connect to the stations ▶ Sound Transit Express Planning (2025 Network Plan) Understand how Sound Transit may restructure express bus service with light rail in place and how that may integrate with Everett Transit service 	<ul style="list-style-type: none"> ▶ SWIFT Bus Rapid Transit Expansion (Swift Fact Sheet 2017) Evaluate how local Everett Transit service can complement Bus Rapid Transit on future corridors in Everett ▶ Regional Service Restructure (Community Transit-Transit Development Plan) Coordinate with Community Transit as they allocate new service to better serve the light rail stations 	<ul style="list-style-type: none"> ▶ Regional Land Use Planning (PSRC Vision 2040, Snohomish County Comprehensive Plan) As land use patterns and projections change, ensure service is being provided and planned for those areas that will see the most substantial growth and that can support more frequent levels of service 	<ul style="list-style-type: none"> ▶ State Corridor Planning (WSDOT - Current Plans and Planning Studies) Remain involved in any state roadway planning and design processes that may impact or could benefit transit. In addition to the service that Everett Transit provides along State Route 99, many routes cross a number of state roadways and stop locations and/or service may be impacted.

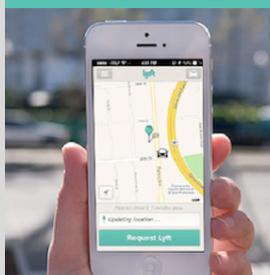


Emerging Trends & Continued Updates

We live in a time in which transportation may be dramatically changing. From emerging mobility solutions such as ridesharing, bike share, and microtransit to new technologies such as autonomous vehicles, battery technology, and intelligent transportation systems, the tools available to provide mobility solutions continues to evolve. Therefore, the plan and the steps Everett Transit takes to implement the plan should be continuously monitored, discussed and revised as necessary to ensure that we are providing the most efficient and effective service to support a growing city.

Everett Transit will update the Long Range Plan every five years to provide the most current information for the public and stakeholders to help guide how the agency should serve the community. Highlighted below are the trends and factors Everett Transit will use to continuously update the plan.

Emerging Technology



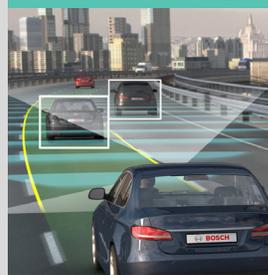
What we do now

Everett Transit provides realtime arrival information to riders.

Action

Monitor shared-use mobility options (such as Uber, Lyft, bikeshare, and carshare) to understand the opportunities and challenges for transit to provide first and last mile connections.

Autonomous Technology



What we do now

Autonomous technology is likely too early to affect near-term plans.

Action

As technology progresses, monitor and consider potential fleet changes.

Electric Vehicles



What we do now

Everett Transit is procuring electric vehicles in 2018.

Action

Continue to assess how conversion to an electric fleet may impact operations and capital needs.

Speed & Reliability



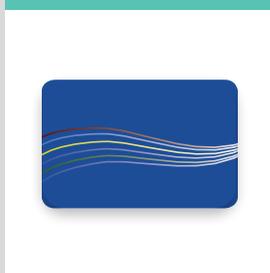
What we do now

Track on-time performance.

Action

As traffic congestion increases, more service hours will be allocated to service reliability unless other priority treatments are provided.

NextGen ORCA



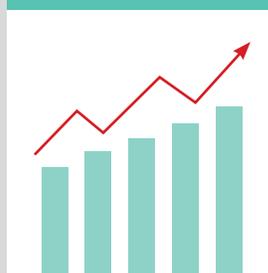
What we do now

The Puget Sound region is investing in the next generation of the ORCA transit fare system.

Action

Everett Transit will continue to coordinate with regional partners on emerging fare media.

Growth & Finances



What we do now

Track land use and financial conditions.

Action

As the city experiences growth and as the financial environment continues to change, evaluate how to best meet demand for service while remaining financially sustainable.



Update to the Long Range Plan

Connecting Your Future

The Everett Transit Long Range Plan provides a vision for how transit may be provided to serve the needs of a growing community. The next steps include identifying a funding strategy, implementing service standards, and ensuring regional coordination with our partner agencies. These steps will be guided by an open discussion that will continue beyond the adoption of this plan.

This continual look at where we are and where we are going will ensure a safe, customer-focused, cost-efficient, and effective public transit and transportation management services in support of sustainable growth and a livable community.

Timeline of Next Updates

