



Sustainability Action Plan



2025-2030

Who is Community Transit?

Community Transit is a public transit agency helping Snohomish County residents get from where they are to where they want to be. We enhance our communities and the greater Puget Sound region through innovative services and a commitment to ensuring public transit options are made easy and accessible for all.

Transportation is the biggest source of greenhouse gas emissions in Washington, and public transit is inherently beneficial to the environment. Everyone who takes transit instead of driving a gas- or diesel-powered car helps to reduce climate-changing pollution. But simply operating transit is not enough. We are committed to expanding the availability and ease of transit services, while also identifying actions we can take to reduce the environmental impact of expanding those services.

Sustainability is about more than the environment, so we are committed to enhancing and maintaining organizational and financial sustainability as well. It is by sustaining these three pillars that we can keep providing a healthy benefit to our community for decades to come.

Join us on this journey to a future that thrives; one which is focused on people, the planet, and prosperity for all.



Ric Ilgenfritz
Community Transit, Chief Executive Officer



Prioritizing Sustainability

Community Transit has identified three key strategic priorities; Strengthening the Employee Experience, Attracting and Retaining Customers, and Prioritizing Sustainability (see Figure 1). Our strategic priorities set the vision that we will be environmentally, financially, and organizationally sustainable over time.

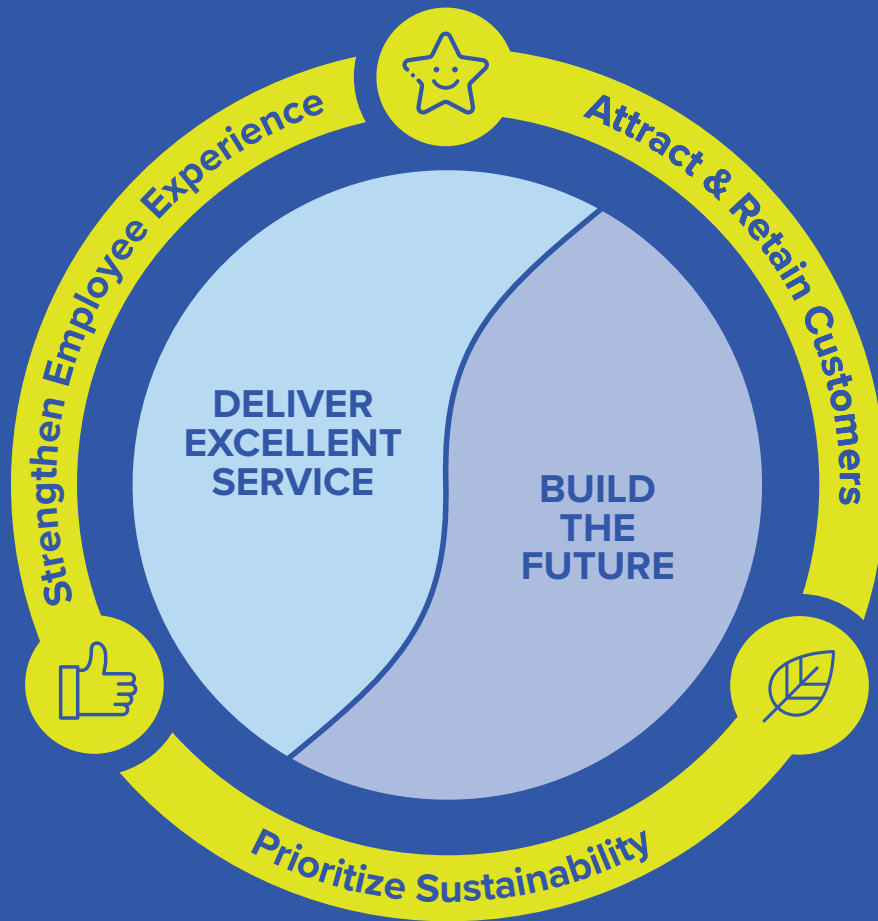


Fig. 1: Community Transit Strategic Themes & Priorities



Defining Sustainability

The agency defines sustainability as “the processes and methods used to protect the environment, foster financial stewardship, and provide for the well-being of others.” To view our formal commitment to sustainability, see our Sustainability Policy Statement.

ctgo.org/sustainability

Why Sustainability Matters

At Community Transit, we believe public transit is not just good for the environment—it is a powerful way to make our world a better place. That is why we are committed to doing more, by focusing on the three pillars of sustainability, which guide every decision we make and every action we take.

We care deeply about the community we live in and serve. With a profound sense of responsibility, we are dedicated to building a healthier, more prosperous, and sustainable future for Snohomish County and the communities we affect and operate in. Transit isn't just a way to get from one place to another—it's a tool to combat climate change and protect what matters most. At Community Transit, sustainability is our business.



The Three Pillars of Sustainability

Community Transit uses a systems-based, holistic approach that incorporates each element of the Three Pillars of Sustainability — People, Planet, and Prosperity¹. These Three Pillars of Sustainability support the strategic priorities of the agency and require interdisciplinary and collective support.

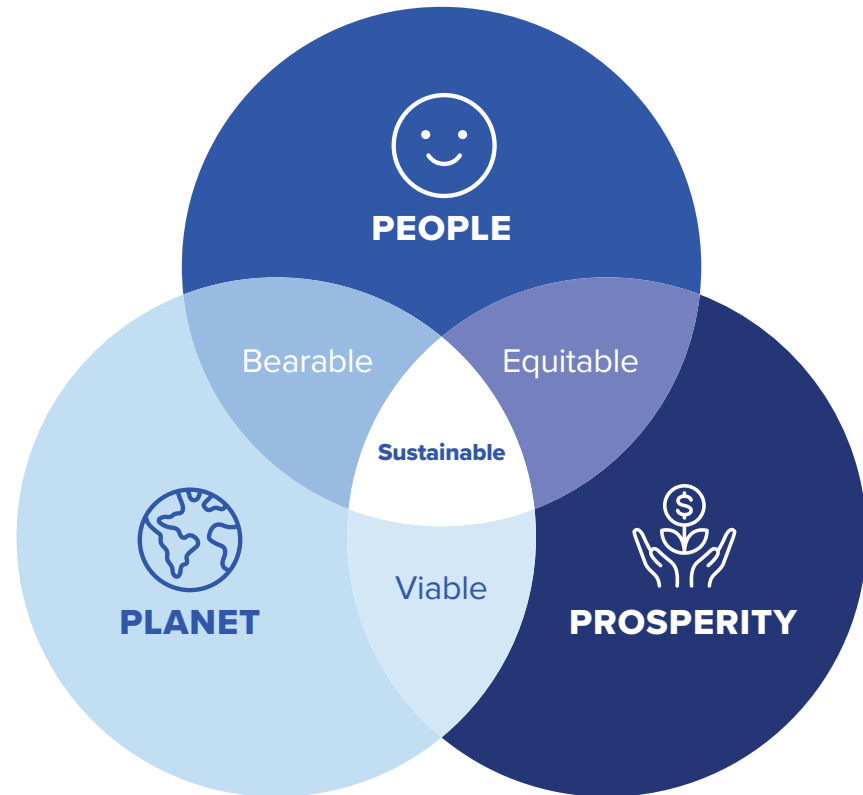


Fig. 2: The Three Pillars of Sustainability (also known as the Triple Bottom Line) serve as a guiding framework in the sustainability industry, widely recognized by organizations such as the Federal Transit Administration, the American Public Transportation Association, and the United Nations.

Equitable: The balance between social and economic factors, ensuring fairness and justice

Bearable: Where environmental and social concerns overlap, supporting well-being without degrading the environment

Viable: The intersection of environmental and economic priorities, promoting long-term growth without harming ecological systems.

¹ The Three Pillars of Sustainability typically uses the term “profit”, which was substituted here as Community Transit is a nonprofit agency.

Foundational Efforts

The three pillars of sustainability support the overarching agency-wide strategic priorities of attracting and retaining customers, strengthening the employee experience, and prioritizing sustainability.

This dedication is reinforced by the three pillars of sustainability and the projects and initiatives that make up the building bricks of each pillar, such as the Long-Range Staffing Plan and DEI Program (People), Zero Emissions Program (Planet), and Long-Range Financial Plan (Prosperity).

Community Transit's devotion to sustainability is supported by the strategic framework that builds the foundation of this Sustainability Action Plan.

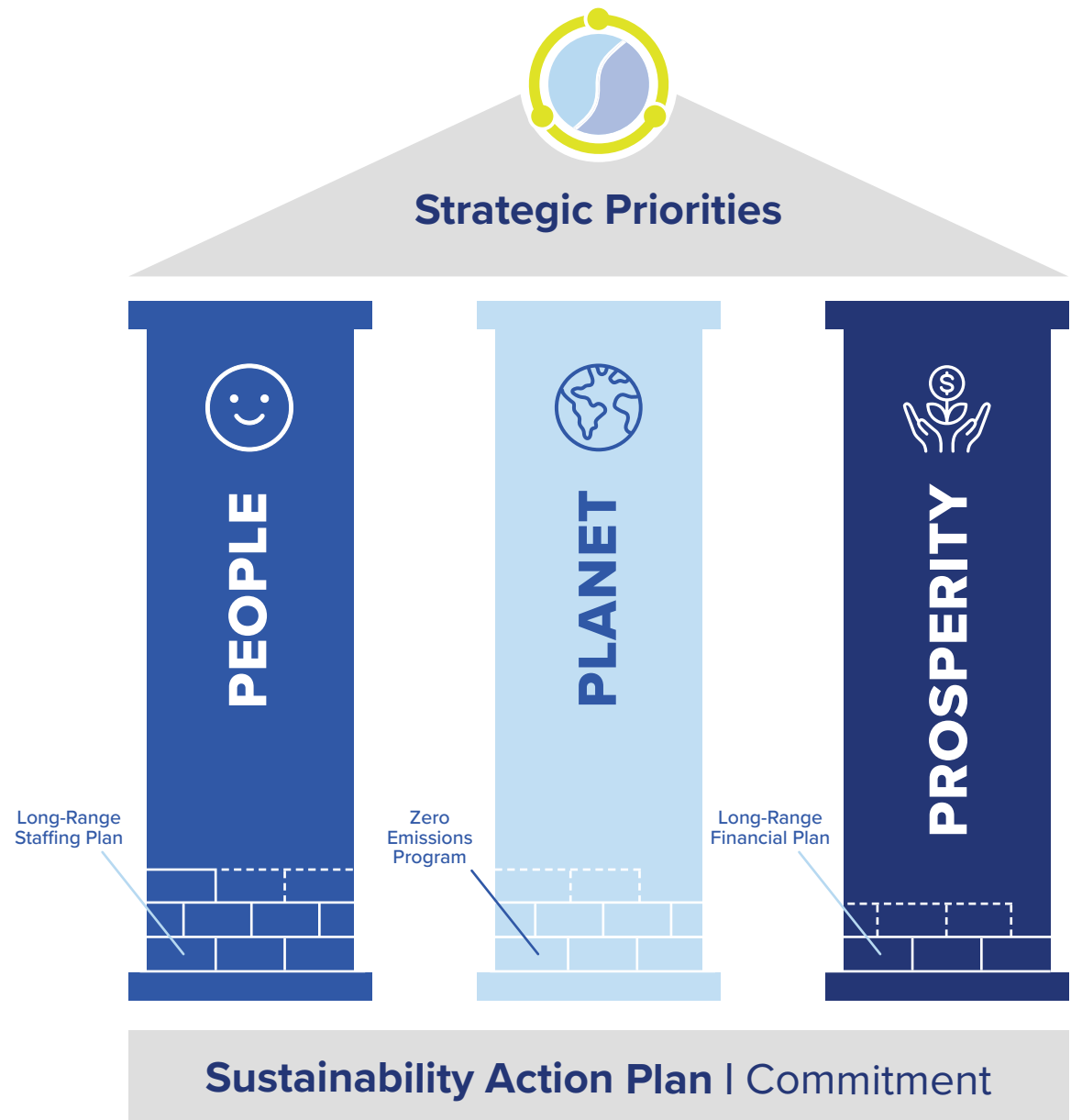


Fig. 3: Foundational Efforts of Sustainability



People

Long-range Staffing Plan

Community Transit is developing a comprehensive long-range staffing plan with the intention of optimizing staffing levels over the next 25 years. By analyzing the agency's business strategy, identifying critical roles, and assessing staffing needs based on current and future service plans, we can thoughtfully grow in a manner that supports employees and best serves our community. This plan will provide a flexible framework for adjusting to changing conditions and aligning with the agency's long-range financial goals.

DEI Program

Community Transit's Diversity, Equity, and Inclusion (DEI) division is focused on embedding diversity, equity and inclusion into our policies, practices, and resources. The goal is to create an environment where everyone has opportunities to fully participate, thrive, and belong. Through targeted initiatives, Community Transit advocates for inclusion across the entire organization, creating equitable opportunities for all employees, ensuring all voices are heard and respected, and actively working to eliminate barriers that may exist for riders and employees. To do this, Community Transit focuses DEI efforts on:

- **Customer and Community:** Prioritizing accessibility, engagement, and safety for all.
- **Talent:** Developing a diverse and inclusive workforce that is representative of the communities and riders we serve.
- **Employee Experience:** Embedding diversity, equity, inclusion, and belonging into our culture.



Planet

Zero Emissions Program

The Community Transit Zero Emissions Program is committed to the transition of our bus fleet to zero emissions vehicles, with the intent to significantly reduce greenhouse gas emissions and promote better air quality. This supports the broader goal of creating a more sustainable transit system, thereby contributing to healthier communities and a cleaner environment.

ctgo.org/ct_zeroemission



Prosperity

Long-range Financial Plan

Community Transit has developed a long-range financial model that enables the agency to ensure the fiscal health and sustainability of the organization. The objective is to make informed estimates about what might happen in the future, based on past and current data and forecasts of the agency, the economy, and other external factors. Modeling different revenue, service, capital, and technology scenarios allows agency leadership to make informed decisions that lead to long-term financial sustainability of service to our customers.

How was this plan created?

The Sustainability Leadership Team mapped out the five-year commitment by identifying goals and tactics and considering the implications of proposed strategies. This path was solidified after multiple agency-wide feedback sessions, allowing the agency's diverse voices and perspectives of our employees to shape this plan collaboratively.



Sustainability Leadership Team

This team is made up of an interdisciplinary group of representatives from across the agency. They each play an important role in our success.



Appointed by the Executive Leadership Team



Develop & execute the Sustainability Action Plan



Create goals, KPIs & programmatic initiatives



Subject-matter experts in their respective areas

Sustainability Achievements

Since its inception in 1976, Community Transit has made significant strides in reducing its carbon footprint, enhancing operations, and committing to a more sustainable future. This Sustainability Action Plan reflects a renewed dedication to our commitment to sustainability.

Figure 4 illustrates some of Community Transit's key achievements with respect to the three pillars of people, planet, and prosperity.

For more details about these milestones, visit:

ctgo.org/sustainabilityjourney



Community Transit's Sustainability Journey

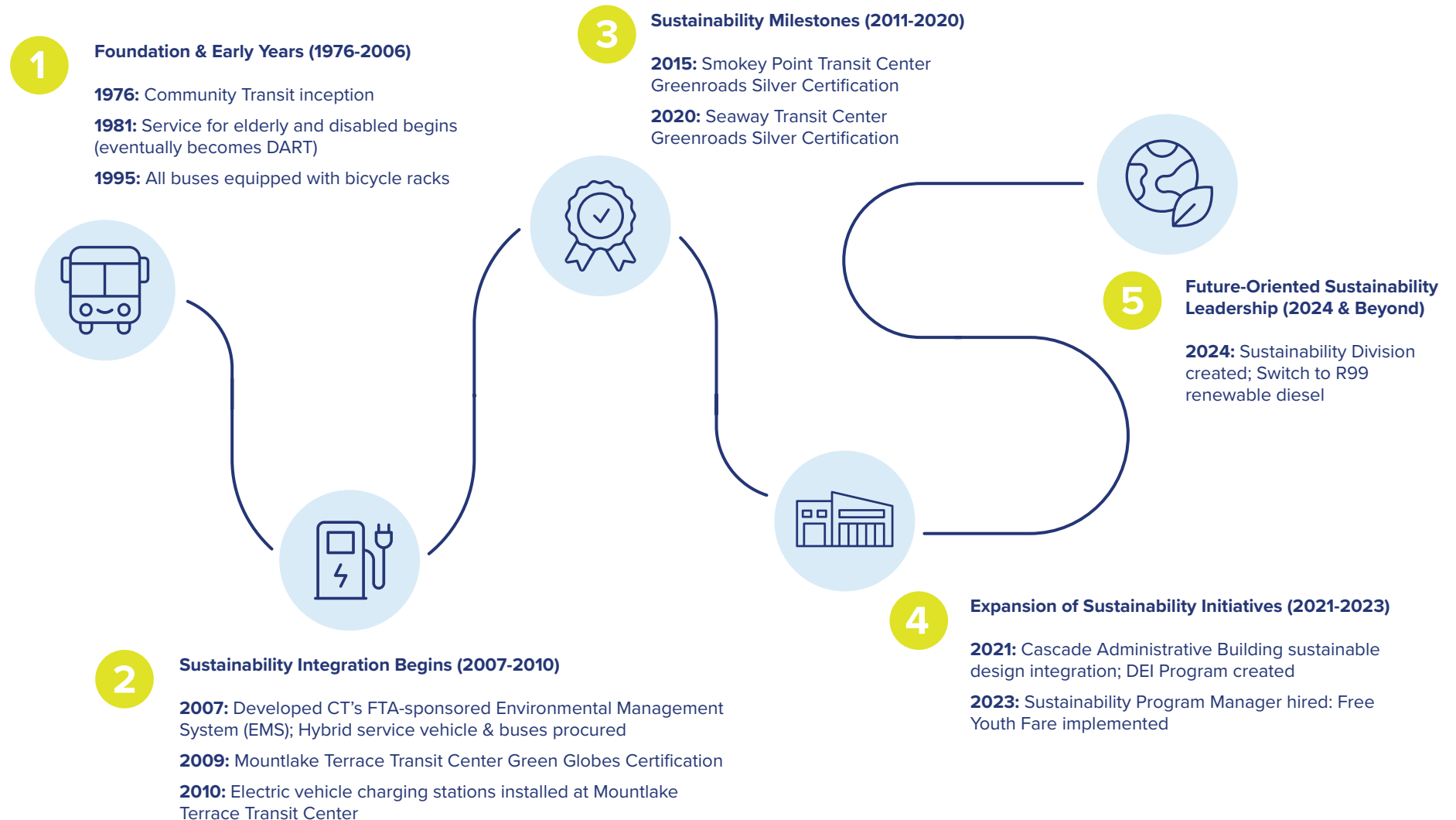


Fig. 4: Community Transit's Sustainability Journey Timeline from inception through present

People



Community Transit believes the people who work here are more than just employees—they are the heartbeat of the agency. Their health, happiness, and motivation directly influence our ability to serve the community. When our people thrive, so does our mission.



People

The people who work here are more than just employees—they are the heartbeat of the agency.

Goals

Nurture the internal sustainability culture

We will build a workplace where everyone has a common understanding of the three pillars of sustainability, to ensure employees can apply it to their work and decision-making. This will create an agency-wide culture where we make sustainable practices and goals a natural part of everyone's daily routines.

Increase employee retention

We will foster a supportive and safe work environment that prioritizes employee health, well-being, and job satisfaction. By encouraging feedback, enhancing benefits, improving safety practices, and reducing workplace injuries, we aim to lower turnover rates. Retaining employees is essential, as it conserves agency resources.

Improve access and accessibility for employees & customers

We will enhance physical and digital access to ensure all employees and customers can easily reach and use our services. This will create an inclusive environment where barriers are minimized, leading to greater satisfaction and participation from both our team and the community we serve.

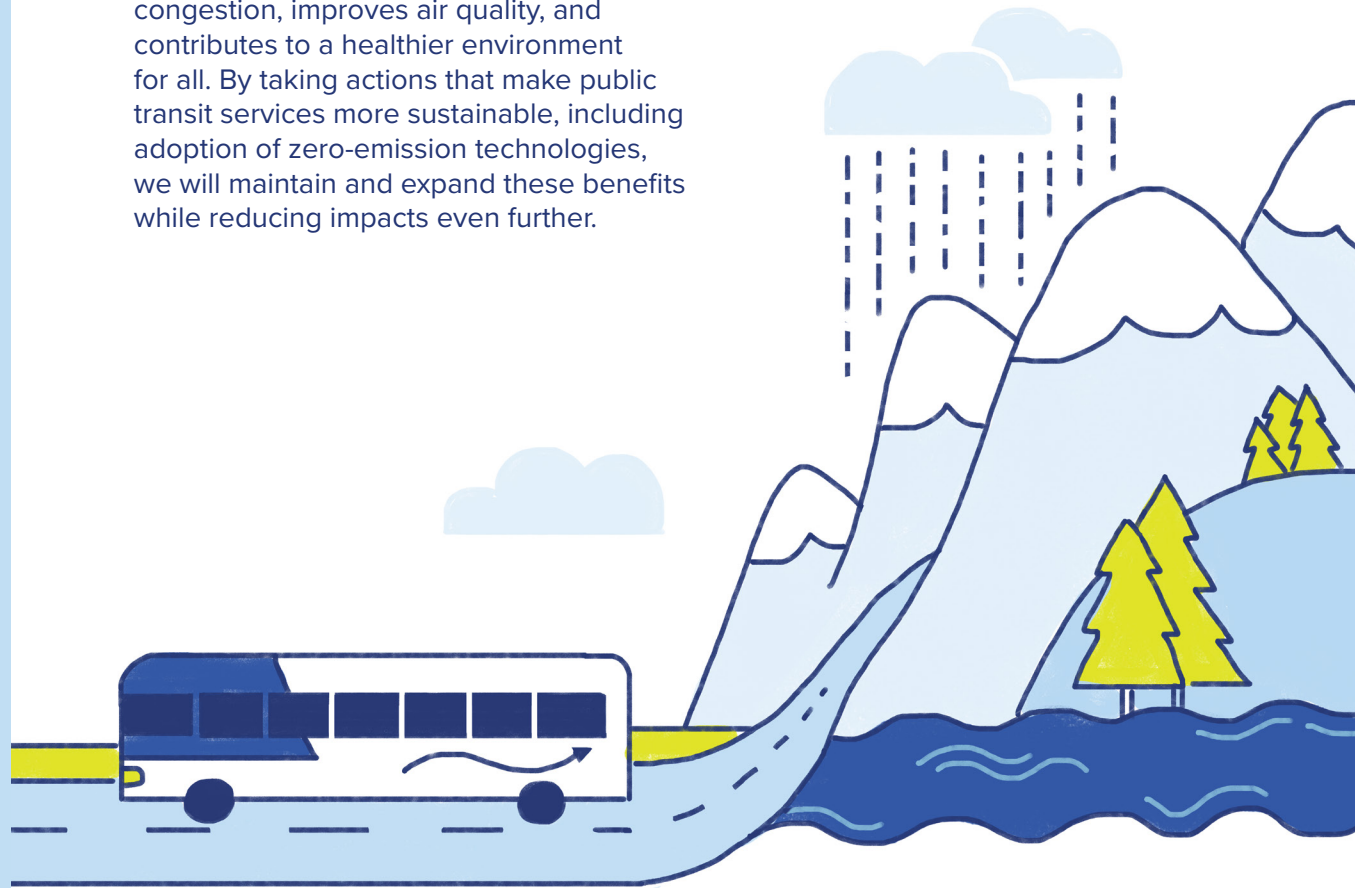
Increase external awareness of sustainability efforts

We will actively engage with the community and stakeholders around our efforts and progress toward sustainability. By involving the public and showcasing Community Transit's efforts, the agency can inspire broader support and drive collective community action towards a more sustainable future.

Planet



Transportation is the largest source of greenhouse gas emissions in Washington. While transit contributes to those emissions, every person who uses transit instead of driving helps to reduce the problem. Our service not only decreases overall greenhouse gas emissions in our community but alleviates traffic congestion, improves air quality, and contributes to a healthier environment for all. By taking actions that make public transit services more sustainable, including adoption of zero-emission technologies, we will maintain and expand these benefits while reducing impacts even further.





Planet

“Every vehicle taken off the road makes a difference in preserving the beauty and integrity of the planet that we humbly share, and with every bus ride, we further that aim.”

Logan Scheffler, Finance & Data Specialist

Goals

Develop greenhouse gas inventory to inform ongoing emission-reduction efforts

A comprehensive inventory of greenhouse gas emissions will help us better understand and further reduce the impact of the agency’s operations. It will support changes as big as moving to a zero-emission fleet and as small as determining where to install motion-activated light sensors. We will identify key areas for improvement and implement targeted actions to reduce the agency’s carbon footprint. This data-driven approach will support effective decision-making that can be thoughtfully executed and long-lasting.

Reduce solid waste generation through prevention & diversion

We will minimize the agency’s environmental impact and enhance its sustainable practices by further embracing the mantra: reduce, reuse, and recycle. This will be done by focusing on waste prevention and diversion strategies.

Reduce water consumption & promote stormwater stewardship

As a transit agency with a large vehicle fleet and numerous paved bus yards, we recognize the importance of being responsible stewards of water resources. To reduce the risk of stormwater pollution, we strive to decrease water usage through efficient bus-washing practices and mindful landscaping, while proactively managing stormwater runoff to protect local ecosystems.

Update & expand design standards for agency capital projects

Enhance the sustainability and functionality of the agency’s capital projects by updating design standards to further prioritize environmentally friendly materials, energy efficiency, and inclusivity. Additionally, we will address environmentally friendly sustainable practices such as sustainable landscaping and use of mindful materials to reduce the environmental impact of facilities we build and maintain.

Prosperity



As a government agency, our commitment to prosperity focuses on the responsible stewardship of public resources. The agency is dedicated to providing reliable, efficient, and accessible transit services that connect people to jobs, education, healthcare, and essential services. We also transport people to family get-togethers, sporting events, farmers markets, and other daily activities. By doing so, we support local economies, reduce barriers to opportunity, and enhance the quality of life for all residents and visitors. These strategic investments and sustainable practices ensure that every dollar is spent with the goal of building a more connected, resilient, and equitable community.



Prosperity

True prosperity is measured by the well-being of the people and places we serve.

Goals

Improve community resilience through continuity of operations and emergency management efforts

We will strengthen the greater Snohomish County community's resilience by ensuring that Community Transit operations can continue smoothly during emergencies. Through comprehensive emergency management planning, regular exercises, clear communication, and close collaboration with partner agencies, we will be better prepared to support the community during crises, minimize disruptions, and ensure a swift recovery.

Prioritize procurement of sustainable goods & services

We will prioritize the procurement of environmentally friendly, durable, and cost-effective goods and services. By aligning purchasing decisions with sustainability principles, supporting local and small businesses, and integrating green practices as appropriate into contracts, the agency can reduce its environmental impact and set a strong example for others.

Attract and retain customers through increasing access to frequent and reliable service

We will enhance transit services to meet the needs of the community by expanding access to services. By increasing ridership, improving service coverage, and reducing transfer times, we will attract and retain more customers.

Who is involved in executing this plan?

Implementing a Sustainability Action Plan of this scope takes a coordinated effort from all departments and divisions, as it has great reach across the agency. As a priority of the agency, it is the responsibility of all employees to find ways to connect sustainability to their work. Sustainability cannot advance without a full collective effort from each individual within the agency. Figure 5 shows the respective group roles in the advancement of sustainability across the agency.



Fig. 5: Agency Sustainability Roles & Responsibilities

How will this plan be implemented?

The agency’s CEO and Executive Leadership Team will join program staff in supporting the Community Transit Board’s regular review of sustainability efforts and consideration of formal supportive actions where applicable. The Board is scheduled to consider adopting the agency’s overarching sustainability policy in January 2025.

The Sustainability Program will regularly convene the Sustainability Leadership Team to report on the plan’s progress and address any barriers to success. Together, they will develop the following:



Sustainability Program

Every year, the Sustainability Program will develop an annual report outlining the goals and tactics for the upcoming year and share progress from the previous year.



Sustainability Leadership Team

The Sustainability Leadership Team will provide input to the Sustainability Program Manager that will contribute to the annual report.



Sustainability Corner

The Sustainability Corner will continually involve and engage all staff around the topic of sustainability through education, outreach, and events.



Sustainability Action Plan Tracking and Updates

The Community Transit Sustainability Action Plan will be updated on a 5-year cadence, where the actions from each current Sustainability Action Plan will be sunsetted or renewed for the following 5-year period. Quarterly updates will be made to a Sustainability Action Plan Dashboard, which will track the status of each goal and provide key performance indicators. Annual reports will be drafted and presented to the Executive Leadership Team for approval.

Getting from where we are to where we want to be...sustainably.

*“Individually, we are one drop.
Together, we are an ocean.”*




Ryunosuke Satoro



“Moving Sustainability Forward”

Andrew Walther, Journey Mechanic

Sustainability is integral to the fabric of Snohomish County and Community Transit. The commitment we’ve made through this Sustainability Action Plan illustrates our dedication to transformational change; making the three pillars part of our agency foundation.

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