

**SKAGIT TRANSIT SYSTEM**  
**Maintenance Operations and Administration**  
**Facility Project**  
**SKAGIT COUNTY, WASHINGTON**

**2017 TIGER**  
**DISCRETIONARY GRANTS**  
**PROGRAM APPLICATION**



**Submitted by:**  
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## TABLE OF CONTENTS

APPLICATION AT A GLANCE	Page 3
PROJECT AREA MAP	Page 4
CONCEPTUAL DRAWINGS	Page 5
I. PROJECT DESCRIPTION	Page 6
A. Current Challenges	Page 7-10
B. Skagit Transit Background	Page 11-12
C. Project Background	Page 13
D. Project Timeline	Page 14
E. Benefits	Page 15
F. Project Costs	Page 16
G. 2016 TIGER Grant Project Request	Page 17
H. Project Supporters	Page 17
II. PROJECT FUND SOURCES	Page 18
III. PRIMARY SELECTION CRITERIA	Page 19
A. Long Term Outcomes	Page 19
i. State of Good Repair	Page 19
ii. Economic Competitiveness	Page 20
iii. Livability	Page 20
iv. Environmental Sustainability	Page 21
v. Safety	Page 21
B. Benefit Cost Analysis	Page 22-23
C. Job Creation	Page 24
D. Innovation	Page 24
E. Partnership	Page 24
IV. PROJECT READINESS AND NEPA	Page 25
V. FEDERAL WAGE CERTIFICATION	Page 26
VI. Sources of Supporting Information	Page 27

## APPLICATION AT A GLANCE

Proposal Title:	Skagit Transit System Maintenance Operations and Administration Facility Project
Location:	11784 Bay Ridge Drive Burlington, WA Skagit County
County Demographics:	Population (2016) <b>123,681</b> Median Household Income: <b>\$54,129</b> <b>2016 Data</b> Personal Per Capita Income: <b>\$27,794</b> Persons Below Poverty Level: <b>14.9%</b> Unemployment Rate: <b>4.9%</b>
Legislative:	10th Legislative District
Congressional:	2nd Congressional District
Project Classification:	Non-urbanized Rural
Type of Eligible Applicant:	Transit Authority
Special Consideration:	According to US Census Bureau, Washington State's average for persons below poverty level is 11.3%. Skagit County currently has 14.9% of it's population below poverty level.
Funding Request:	\$11,000,000
Other Funds:	<u>\$6,767,045</u>
Total Project Funds:	\$17,767,045
Project Contact:	Marcia Smith, Skagit Transit 600 County Shop Lane Burlington, WA 98233 msmith@skagittransit.org 360-757-1377

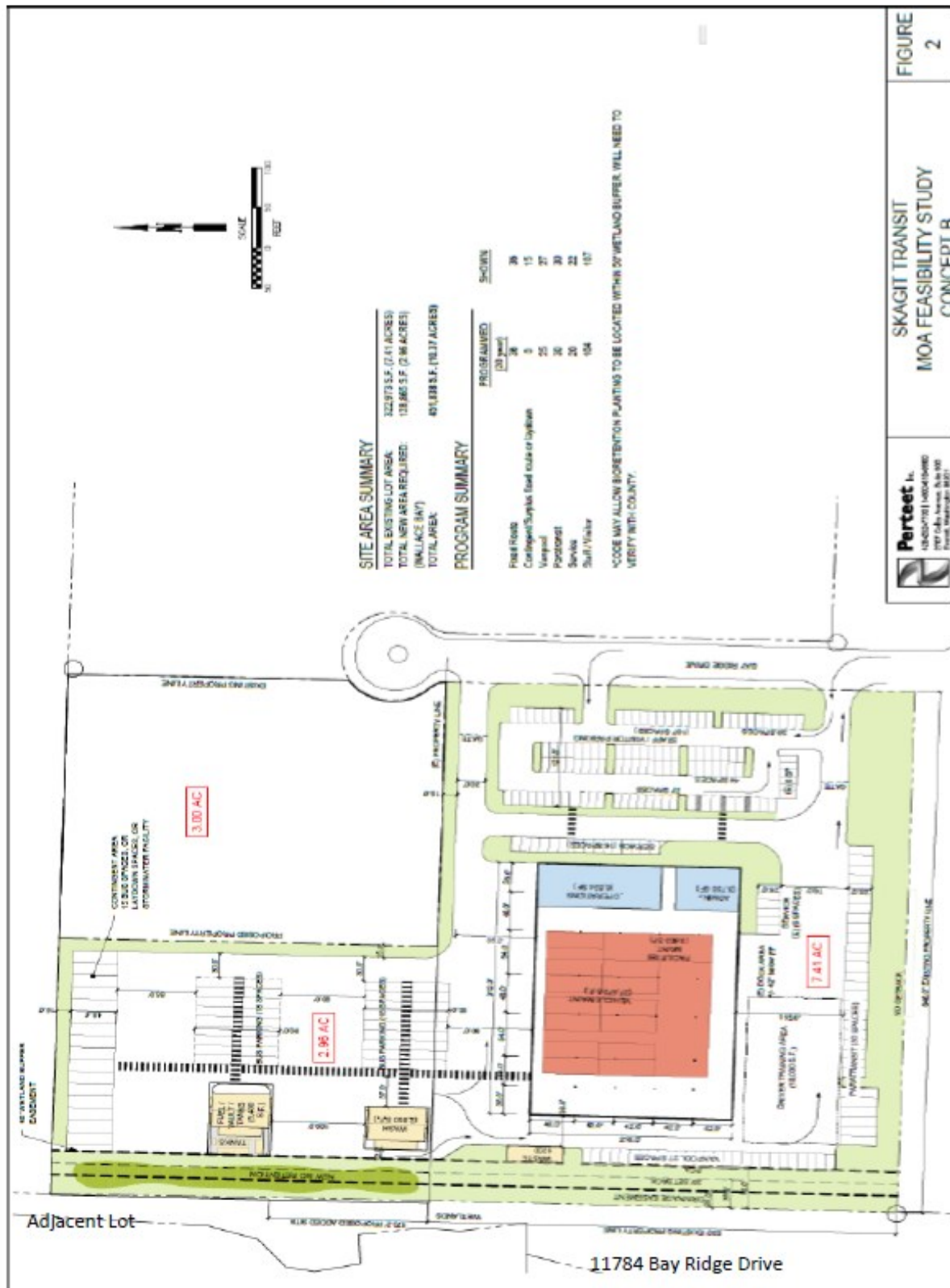
*Highlighted text has supporting documentation. Links can be found on page 24..*

## PROJECT AREA MAP





# Conceptual Drawings



## I. PROJECT DESCRIPTION

This 2017 TIGER Grant Application is for the construction of Skagit Transit's Maintenance, Administration and Operations Facility which is located in Skagit County in Northwest Washington State. This project proposes to remodel a newly acquired former FedEx Distribution Center to correctly program the existing interior and exterior improvements to accommodate all activities performed in support of Skagit Transit's transit services. The project also proposes to construct a vehicle wash station, fueling station and operator training area on a parcel of land north of the project site. The site location is just east of the Port of Skagit County Industrial Park located outside the Mount Vernon UZA 4 miles west of the city of Burlington Washington. The warehouse is situated on 7.4 acres and was purchased by Skagit Transit in December 2015 for the purpose of transit support services relocation. The additional land to the north is currently in the process of being acquired by Skagit Transit.



Skagit Transit's Newly Acquired Facility "MOA II"

The newly acquired facility is a pre-engineered, steel fabricated building with a concrete floor which was constructed in 2004 and expanded in 2008. On-site improvements include a 68,230 sf distribution building (64,729 distribution warehouse and 3,900 sf office space, truck trailer parking, staff and visitor parking, fencing, security lighting, cameras, and storm water detention. The site's configuration and existing building size and flexibility are already well suited to transit needs and will easily accommodate the changes needed to correctly program the space for Skagit Transit's operations, maintenance and administration for the next 20 years and beyond. Remodeling construction will include up to 14 maintenance bays (the facility is currently equipped with bays) office space for maintenance, operations and administration that will ease the current overcrowding with room to grow, storage space for vital records, vehicle and facility inventory, and overall larger areas for all operations, administration and maintenance activities, i.e. workrooms, dispatching, meeting spaces, etc. The exterior will need minimal adjustment as the current improvements are well suited to transit operational needs.

The adjacent lot acquisition is 2.96 acres of a 5.93 acre lot currently for sale.

## A. Current Challenges

Skagit Transit's current Maintenance Operations and Administration (MOA) facility built in 1998 is situated on four acres, includes improvements suitable for transit operations, maintenance and administration.

The building footprint is 23,000 sf. The land is leased from Skagit County and is located in the 100 year flood plain of the Skagit River watershed. Structures on the property are owned outright by Skagit Transit with the exception of one leased modular building, for Information Technology and Safety and Driver Training staff.

Since the facility was built Skagit Transit implemented two new modes of transit, which were not considered in future space needs for the facility at the time of planning or construction of the facility.

In 2005 Skagit Transit implemented commuter bus service and a vanpool program to meet the transit needs of the changing county demographics where more residents are choosing to live where the cost of living is less and commute to the bigger cities to the north and south where more and better paying job opportunities are located. As the services grow, the need for support personnel has grown adding to the capacity restraints on the facility.

Skagit Transit has reached the capacity of the current facility.

Since 2012 the following capacity issues have had to be remedied through various methods;

- Office space was created in storage closets, meeting and training rooms, leaving one small 10x20 conference room available for meetings, trainings and conferences.
- Converting training office into an open office space for five supervisors, no privacy for supervisory functions. Moved training staff and training activities to a leased 20X40 modular building installed on current facility property.
- Converting the leased training modular into a three person open office space and IT inventory storage, relocating training activities to the empty facility which is the subject of this application.



**Leased Modular Building for  
Additional Office Space**

## Current Challenges Continued

- Purchase of a small modular building to perform fare revenue administration.
- Vital storage has been moved to an off-site leased storage unit as storage areas have been converted to offices.
- Leased office space for travel and mobility training personnel located near to Skagit Transit's multi modal Skagit Station 5 miles from the base of operations.

Capacity issues that continue;

- A 550 sf lunch/break/driver relief room. This small room contains the all employee kitchen, driver's lockers which are located along the perimeter of the room, driver mailboxes, tables which double in use for breaks and lunches and are used as desks for drivers to perform review of their daily manifest, and other route required paperwork in addition to employment required paperwork, i.e. timesheets, leave requests, etc.



Multiple purpose Lunch/Breakroom Late



Multiple purpose Lunch/Breakroom at PM Shift Change

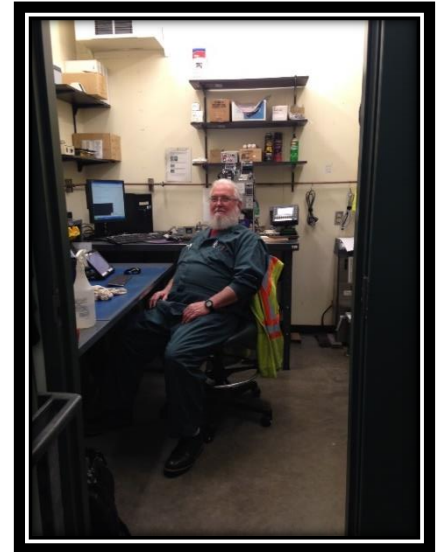
- Insufficient inventory space preventing effective purchase and storage of parts for the maintenance departments.
- Too few workstations to accommodate on-shift Dispatchers and Paratransit Schedulers, creating lost productivity;



## Current Challenges Continued

- Storage closet converted to electrical room/fare box machine repair;
- Bus maintenance bay in maintenance shop converted to nighttime bus wash stall;
- Too few bus bays for number of vehicles that need repair and preventive maintenance service
- Five bus maintenance bays and 118 revenue vehicles, all preventative maintenance is performed by Skagit Transit Maintenance staff;
- Records storage closet converted to Admin. Manager Office;
- Facilities maintenance equipment stored at empty facility the subject of this application.
- All office and maintenance space at capacity leaving zero room for future growth.
- Five Operations Supervisors sharing one, open office area, no privacy for supervisory functions;
- Insufficient 9-person conference/meeting room not adequate for on-site public meetings, planning meetings, or board meetings.

Electrical Room/ Fare box  
Machine Repair.



Shared offices

### FUTURE PLANS

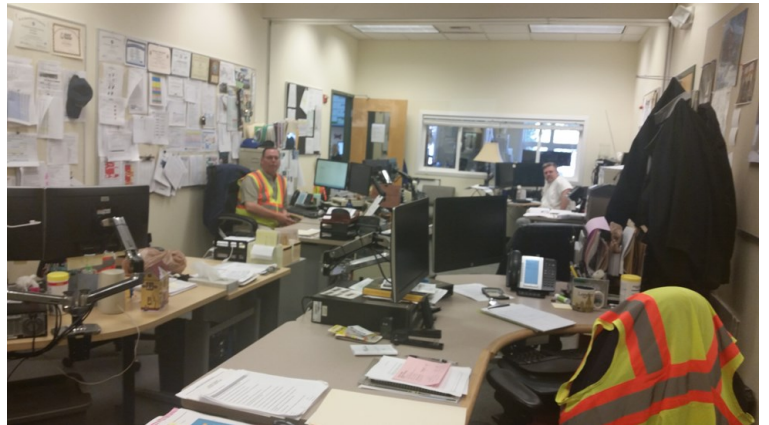
- 2017 - Skagit Transit has increased services with an additional 9,292 hours of new service to unserved areas of the PTBA and began operating on weekends and added mid-day runs to the popular commuter routes increasing frequency of service. The commuter services operate in 3 UZA's removing vehicle travel from the busy I-5 corridor.
- 2017-2022 Skagit Transit's Transit Development Plan includes activities to include adding services to increase frequency and adjust routes in the urban core. Plans to add service to un-served and underserved communities in the rural areas are also planned. A Strategic plan will be developed in order to assist in efficient and effective changes.

# Current Challenges Continued

**Maintenance Shop Area at Capacity**



**Five Supervisors Sharing Office Space**



**Parking Capacity Issues**



# Skagit Transit Background



**Skagit Transit** is the sole public transportation agency operating in the Skagit Public Transportation Benefit Area under Washington State Law, Section 36.57A RCW.

Skagit Transit operates fixed route and ADA paratransit services available to 95% of the population Skagit County (currently 123,681), the service area reaches east to the rural towns of Skagit County to the island town of Anacortes in the western section of the county, covering 760 miles in total. The service area also includes the Urbanized Area of Mount Vernon, Burlington, and Sedro Woolley.

The local fixed route system connects with Island Transit to the west, Whatcom Transit to the north, and the Washington State Ferry System which serves the San Juan Islands in the Puget Sound.

Skagit Transit's commuter routes operate in coordination with Island and Whatcom Transit.

The northern commuter route connects with Island Transit, Amtrak and Greyhound at Skagit Station in Mount Vernon and travels to Bellingham where it connects with Whatcom Transit's local services.



The southern commuter route connects with Whatcom and Island Transit, Amtrak and Greyhound at Skagit Station and travels to the City of Everett in Snohomish County where connections to Community Transit, Sound Transit's light rail and local services can be made at Everett Station.

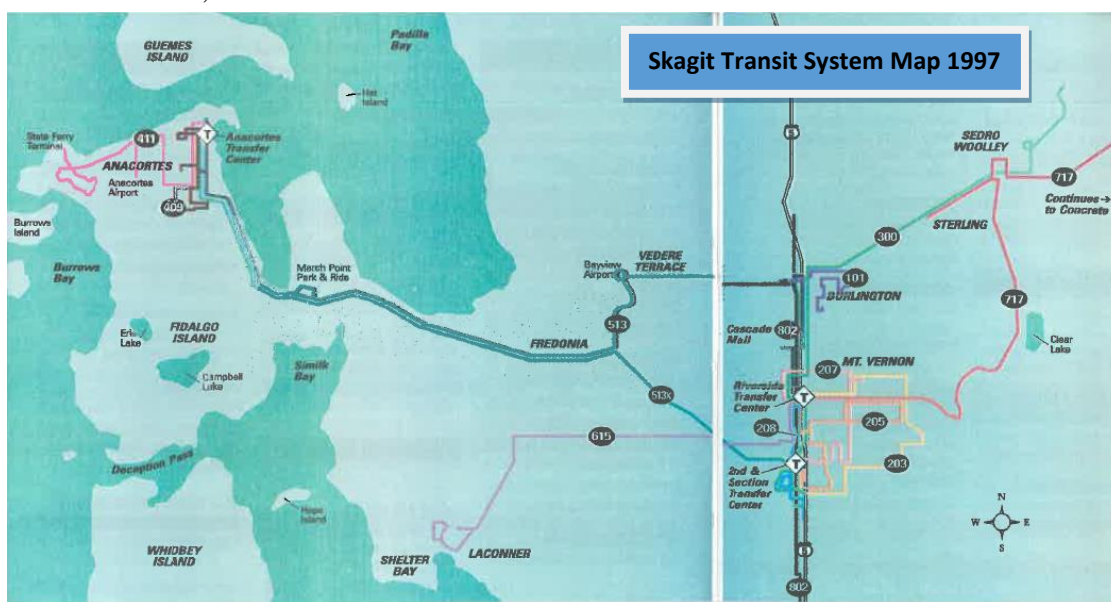
Skagit Transit also provides vanpool services and has vanpool groups making daily commutes to businesses such as Microsoft, Greenberry and Boeing located in the Seattle area. We also have groups commuting to businesses in Everett, and also to the Naval Air Station located in Oak Harbor Washington.





# Skagit Transit Background

Skagit Transit began revenue service in the cities of Mount Vernon and Burlington in 1993 and expanded service to most of populated Skagit County by 1997. The population of Skagit County in 1997 was 97,539.



**Multi-modal Skagit Station in Mount Vernon**

In 2005, Skagit Station, Skagit County's multi modal facility was transferred to Skagit Transit from the City of Mount Vernon. The City obtained multiple State and Federal grants to build the facility where local, intercity bus service and light rail are available. In 2005 regional/commuter bus service was added to the services available at the multi modal facility.

In 2009 and 2013 Skagit Transit was awarded state and federal grants to construct 3 park and ride facilities with transit transfer centers.



**Skagit Transit Maintenance Operations and Administration Facility in Burlington Washington**

In 2008 the residents in the Skagit PTBA voted to increase sales tax revenue to benefit transit; the passage of Proposition 1 increased Skagit Transit's sales tax revenue apportionment from .02% to .04%.

The increase has allowed Skagit Transit to make service improvements and expansions, however the MOA has not been able to keep pace with the continued growth.



## **C. Project Background**

In 2010, Skagit Transit began looking for funding opportunities to study current and future space needs for its Maintenance, Operations, and Administrative base (MOA). Inadequate parking and facility space had begun to be seen as limiting factors in the agency's future growth and the provision of transit service expansions in the years to come. In 2012, Skagit Transit secured a small FHWA Surface Transportation Program (STP) grant to pay for a Feasibility Study. In the fall of 2014, Skagit Transit hired a consultant to complete a [Feasibility Study](#) to identify what Skagit Transit's MOA needs would be in the year 2035 and beyond. [Projections of future space and programming needs](#) were based on an assessment of the current MOA's size and programming, staffing numbers, and vehicle counts. The horizon year for planning was 2035 however accommodations that would support growth beyond 20 years were also considered. This study found that the MOA would need to be located on a site with a minimum of 8.7 acres of usable land, preferably on a site with 9.7 acres of usable land to accommodate future expansions. This study found that building space needs would total approximately 51,239 sf.

Multiple properties were identified and reviewed using a two tier evaluation criteria. Approximately 20 sites were narrowed down to 4 sites. The study estimated the cost to purchase and develop raw land and to engineer and construct a facility suitable for the Skagit Transit's needs was just under \$30 million dollars. Skagit Transit requested an independent study to review the findings, the resulting estimate was just over \$31 million dollars.

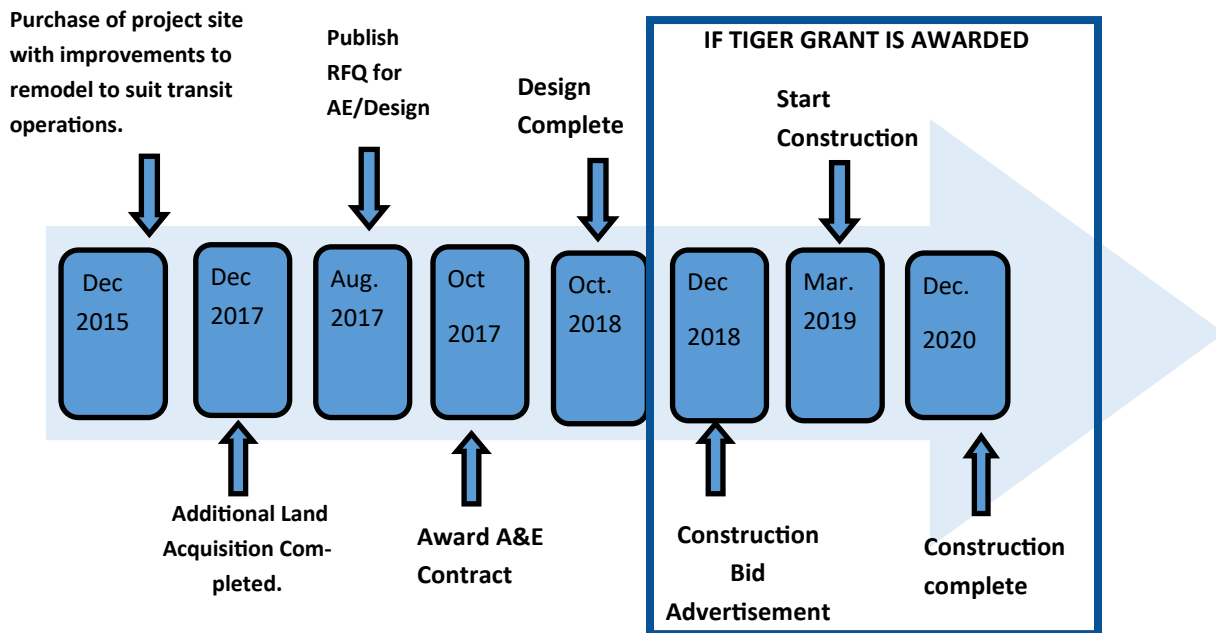
Fortunately during the public notification for the Feasibility Study, Skagit Transit became aware of property with improvements for sale; the site was evaluated using the criteria as set forth in the study and emerged as the top ranking site, an amendment to the feasibility report was posted. The site includes improvements that would be used and modified by Skagit Transit, these improvements would need to be correctly programed for Skagit Transit's needs. The site's history of land use does not raise concerns for hazardous materials and contamination, and is located outside of the floodplain. Operational considerations for deadhead and public access are similar to nearby sites that were included in the study. Total costs of property acquisition and tenant improvements to program building space to fit Skagit Transit's needs are estimated to be half the cost of new development. Skagit Transit quickly sought Board approval to begin the required due diligence under the Uniform Relocation Act and FTA requirements for property acquisition and completed all requirements. The purchase was finalized in December 2015, thereby saving millions of dollars over building on raw land.

*[Highlighted text has supporting documentation. Links can be found on page 24.](#)*

## D. Project Timeline

In December 2015, Skagit Transit finalized the purchase of a former FedEx distribution warehouse situated on 7.4 acres of land. Skagit Transit performed the due diligence required by federal, state and local laws for a public entity to purchase land with improvements. It was during that time a conceptual design was developed, a feasibility review by consultant to ensure the site/ project compatibility was performed, SEPA and Special Land Use Permit approval, NEPA and FTA concurrence were completed. Since December Skagit Transit has secured the funding necessary to purchase additional property to the north of the project site for placement of a wash station, fueling station and operator training pad. Funding has also been secured for the A&E for the remodel of the facility and the new construction project elements.

The following demonstrates the milestones leading to project completion:



## **E. Benefits**

Completing the Skagit Transit Maintenance Operations and Administration Facility would provide the following benefits:

### **BENEFITS**

Provide opportunity for growth of services to commuters, transit-dependent and special needs customers. This would create increased revenue to further expand services.

Provide decreased operating costs for support of agency facility needs and reallocate funding to transit services.

Move transit operations out of the flood plain. As a member of the county emergency response team providing evacuation transportation services in the event of a flood, Skagit Transit would first need to move necessary equipment and personnel to higher ground and set up operations from another facility. A flood event would displace personnel and equipment for the time needed to repair any damages caused by the flood.

Provide safer egress from base operations by eliminating left turns, and safer conditions for driver training..

Provide opportunities for partnerships with other municipalities.

*Use of Conference/Meeting rooms by other local government agencies, possible use of wash system by near by local agencies.*

Provide space for all employees and departments, eliminating segregation of employee/supervisor and essential departments from base operations.

Maintain proper storage of all vital records

Leave a smaller environmental footprint through energy efficient upgrades throughout the new facility.

Provide adequate work space for all employees maximizing productivity and creating a healthier environment.

## **F. PROJECT COSTS**

### **Planning Level Opinion of Costs**

Purchase of Land with Improvements	\$5,100,000
11784 Bay Ridge Drive Burlington, Washington	

Design and Engineering of Remodel and New Construction	\$867,045
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Construction Remodel -	\$5,120,000
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Affixed Maintenance Equipment	\$1,000,000
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Construction Contingency	\$853,500
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Purchase of Two Additional Acres, Site Development, Construction of Bus Wash System and Fueling Station	\$4,075,600
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Construction Engineering and Project Management	\$750,900
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<b>Total Project Costs</b>	<b>\$17,767,045</b>
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## **G. 2017 TIGER Grant Project Request    \$11.0 Million**

Awarding this 2017 TIGER Grant request would provide for the full completion of Skagit Transit's Maintenance Operations and Administration facility needs. The awarded funds will provide the following components to be built at the time of construction:

- Remodel of the interior of the existing warehouse facility and properly program the building for all aspects of transit operational support.
- Construction of on-site automatic bus wash system
- Construction of on-site diesel and propane fuel station
- Installation of driver training pad
- Refitting facility for energy efficient systems such as LED lighting, wash-rack water recycling and electric vehicle charging station.

Skagit Transit's 2017 TIGER grant request is for \$11.0 million.

## **H. Project Supporters**



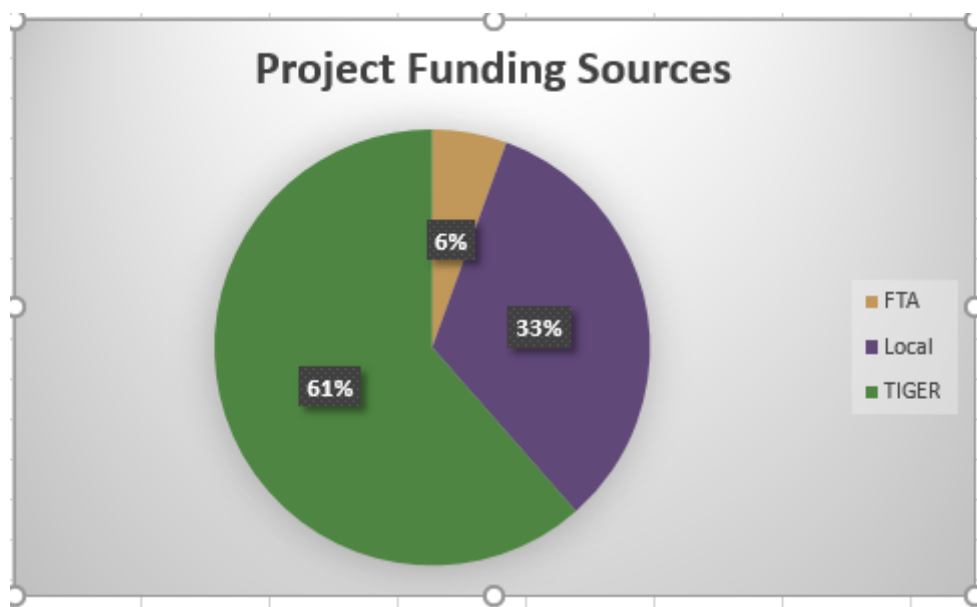
## II. PROJECT FUNDS AND SOURCES

The estimated cost to complete Skagit Transit's facility project is \$17.7 million. Skagit Transit committed \$5.1 million for the purchase of 7.4 acres plus improvements, in addition Skagit Transit has secured local funds for the purchase of additional acreage for additions to the site. \$867,045 FTA Section 5307 formula funds have been secured and programed for design and engineering services for the project.

### **Millions of Dollars Already Saved by Repurposing Existing Facility**

Skagit Transit has saved millions of dollars by purchasing property with improvements that are compatible with transit operations. By acting quickly we were able to work with Skagit County Planning Department to obtain a [Special Use Permit](#) for Major Public Use approval, FTA for [NEPA and Just Compensation approval](#) and the former owners to acquire the property through negotiation. Thus saving millions of dollars over constructing from the ground up. By repurposing an existing site with improvements we not only save taxpayer funds we also reduce environmental impacts.

*The estimated cost as determined by the Feasibility Study for the purchase of approximately 8-10 acres of raw land, development, design/engineering and construction of a 51,000 sf facility was \$29.7 to \$31.2 million (cost differential was due to site differences in cost and development). This is an immediate savings of \$13.5 million dollars.*



*Highlighted text has supporting documentation. Links can be found Section on page 24.*

### III. PRIMARY SELECTION CRITERIA

#### A. LONG TERM OUTCOMES

##### *i. State of Good Repair*

To be able to continue to keep pace with the growth and the future demands of public transportation of Skagit County, Skagit Transit needs a facility that will allow for future growth and enable a productive, efficient work environment and to create a safer workplace. The current facility was designed just 6 years after the agency's inception, the land is owned by Skagit County and was offered for lease to help reduce costs at that time. There is no more room for growth, the land is locked on all sides and any available open areas are being filled with modular buildings to make up for the lack of office and meeting space in the building. The footprint of the facility and land has become insufficient for meeting the needs of this agency.

The size and design of our current facility leads to many areas of lost productivity every day. Small offices are shared, for those with supervisory roles this means they must make arrangements for meetings with their staff. Inadequate storage and improper vital record storage creates loss in productivity and risk of damage, theft and security breach. The location within the [100 year flood plain](#) is a present and real danger to the property and the operations of Skagit Transit.



A flood event that affects the location of Skagit Transit's current facility would cause the agency to immediately move operations and equipment to enable response to the evacuation needs of the community during a flood event. This effort will cost precious time during a situation where time matters the most.



The new facility is located far above the flood plain and has space to accommodate our current and future needs for the next 30 years and beyond.

*Highlighted text has supporting documentation. Links can be found on page 24.*

## ***ii. Economic Competitiveness***

Skagit County has a 4.9 % unemployment rate, this compares with the Washington State UE rate of 4.1% .

This project will temporarily create jobs in the construction trades and supporting industries which will support and possibly add jobs to local service businesses such as restaurants, coffee shops, and mini marts.

The long term jobs will be created when Skagit Transit is able to expand on transit services, this will help those with no transportation to have better access, connections and reliable transportation to employment and employment opportunities. With expansion of services will also come long term transit industry jobs such as drivers, operations support, maintenance, and administration positions.

## ***iii. Livability***

For Skagit Transit to continue to do it's part in making Skagit County a desirable place to live and work, transit services provided by our agency must be able to keep up with growth in population and businesses.

The project to increase the capacity of our transit support operations facility and in turn our local services will sustain the livability of our community by keeping up with the transportation needs for all our residents, especially those that depend on the services for access to jobs, housing, shopping, social and medical services.

Transportation infrastructure is changing in the Snohomish and King Counties to the south of Skagit County, our connecting services will need to grow to enable access to the light rail and BRT systems that are making it much easier for residents who live in outlying areas to commute to jobs in the larger cities where these systems operate. This project will support the growth needed to keep up with change and continue the livability attractiveness of our county and region.

*Highlighted text has supporting documentation. Links can be found on page 24.*



#### iv. Environmental Sustainability

The on-site fuel island will include propane as well as ultra low sulfur diesel. The addition of on-site propane is new to Skagit Transit and will reduce fuel expense, reduce emissions and additional wear and tear on the buses that are currently fueling off-site. Agency plans include the introduction of electric transit vehicles. The infrastructure for charging these types of vehicles will be included in the project.

The new facility will have LED lighting throughout the interior and exterior, a water recycler at the wash station and an electric vehicle charging station. There are also plans to upgrade the heating and water systems which will be brought up to current standards which are [energy reducing standards over what was in place when the facility was built](#). Plans will also include solar energy options to maximize energy efficiency.

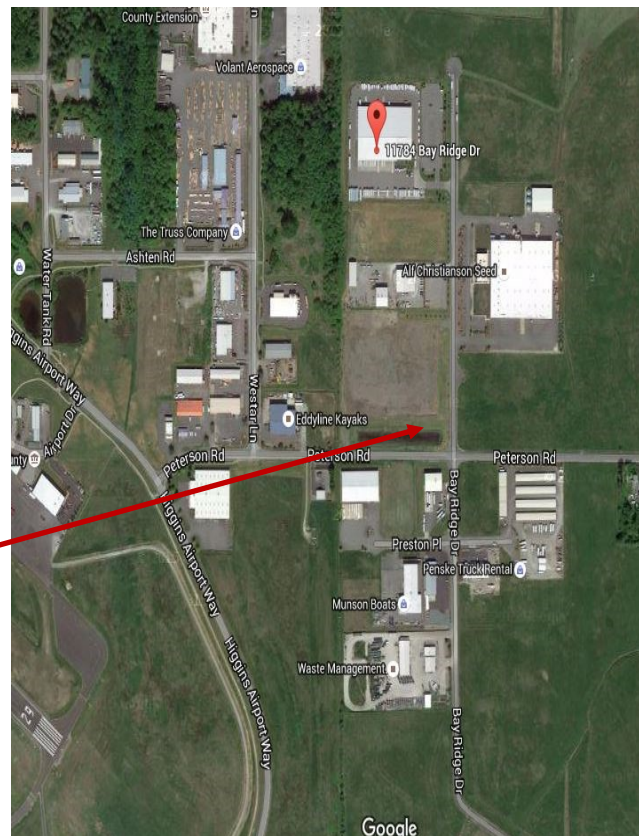
This project will minimize environmental impacts that would usually occur during site development as the majority of the work will be conducted inside an existing facility. The new construction development will be placed on property that has previously undergone buffer zone placement and wetland mitigation.

The purchase of the land and existing improvements were approved as categorical exclusion by FTA in October 2015.

#### v. Safety

The new facility will benefit the safety of Skagit Transits operations. At our current location 95% of the routes begin with a left turn after leaving the depot to [access the main road](#), this creates a safety concern and increases deadhead time. The project site is located in an area where right and left turns can be made safely, as the road is in an industrial park and does not have the throughway traffic or pedestrians that the current location has.

*Highlighted text has supporting documentation. Links can be found on page 24.*



Overhead view of the new facility location.



Selection Criteria	Description	Inputs	Value	Discount Rate 7%	Discount Rate 3%
State of Good Repair	Construction Cost Savings, Productivity & Operating Savings	*Operating, Maintenance & Administration *Construction Cost Savings	\$13,473,274	\$10,714,787	\$11,574,205
Economic Competitiveness	Construction of Facility	Not Calculated	Not Calculated	Not Calculated	Not Calculated
Livability	Increased Mobility & Connectivity	Vehicle Miles Traveled increased by transit users	Not Calculated	Not Calculated	Not Calculated
Environmental Sustainability	Reduced Pollution, Fuel Savings, Collisions and Energy Savings	LED Lighting Savings, Vehicle Miles Traveled though increased transit services	\$935,000	\$229,840	\$461,631
Safety	Routing Safety and Facility Relocation for Emergency	Operating Cost Savings, Relocation Cost Savings (Flood Event) VMT Reduction Safer Area for Driver Training	\$18,573,210	\$15,553,890	\$16,779,993
Total Costs				\$22,027,338	\$25,679,282
Total Benefits				\$26,498,516	\$28,815,829
Net Present Value				\$4,471,178	\$3,136,547
Cost to Benefit Ratio				1: 1.20	1: 1.12

## C. JOB CREATION

The construction of the project will sustain and create opportunities for workers in the construction industry and the construction support industries, this would result in more stimulus in the service industry through food and fuel purchases.

Potential expansion of existing and future industry both locally and regionally with improved accessibility. Lastly, transit industry jobs will be in demand as services increase.

## D. INNOVATION

While not a traditional definition of innovative, the purchasing of an existing distribution warehouse to repurpose as transit operations is financially innovative.

As stated earlier in this application the purchase of a site with the improvements that can easily be reprogrammed for transit operations instead of the purchase and development of raw land is worth millions and is an environmentally friendly action.



## E. PARTNERSHIP

Skagit, Island, and Whatcom Transit's commuter services connecting at Skagit Station

Skagit Transit's plans for replacing the current facility with this project is included in the [Skagit 2040 Regional Transportation Plan](#), and the [Regional and State TIP](#).

Letters of Support for this project are can be accessed in the link on page 23, Sources for Supporting Documentation.

*Highlighted text has supporting documentation. Links can be found on page 24.*



## IV. PROJECT READINESS AND NEPA

The property acquisition which included improvements received Federal Transit Administration Documented Categorical Exclusion approval. FTA has determined that when Skagit Transit intends to proceed with making the site improvements; an environmental review will be required for the project to advance.

The environmental review for the property acquisition for the additional operational features was completed

Engineering and design of the entire project is expected to begin in October 2017, the environmental review for that phase can begin shortly after the consultant is on board, and will be completed prior to October 2018 at which time the engineering and design phase will be complete.

Skagit Transit completed working with the local jurisdiction on the Special Use Permit and SEPA in October 2015. The SEPA reviewed the project as a whole and will not have to be reviewed for the additional property or phases.

[Funding for the above milestones have been secured with local funds and a small FTA Section 5307 grant.](#)

If TIGER funds are awarded construction documents can be prepared as soon as the engineering and design are completed in the later part of 2018.

*[Highlighted text has supporting documentation. Links can be found on page 24.](#)*

## V. FEDERAL WAGE CERTIFICATION

Skagit Transit [certifies](#) that work performed under the contract funded by this grant will be required to comply with all applicable state and federal laws including but not limited to Subchapter IV of chapter 331 of Title 40 of the United States Code.

*Highlighted text has supporting documentation. Links can be found on page 24.*

## V. SOURCES FOR SUPPORTING INFORMATION

### **Completed Project Actions**

[Environmental Site Assessment Phase I Findings](#)

[Federal Transit Administration National Environmental Planning Act \(NEPA\) Concurrence](#)

[State Environmental Planning Act Determination of Non-Significance](#)

[Special Use Permit Decision](#)

[Property and Improvements Bay Ridge Drive Purchase Documentation](#)

[FTA Concurrence Just Compensation](#)

[Federal Wage Certification](#)

### **Project Planning Documentation**

[2016 STIP](#)

[Feasibility Study](#)

[2040 Regional Transportation Plan](#)

### **In Process**

**Actions for the Purchase of Additional Property**

[Board Resolution for Acquiring Adjacent Lot](#)

[Funding](#)

[Planning Level Opinion of Cost](#)

### **Links to Highlighted Text**

[Demographic Data](#)

[Unemployment Rate Skagit County](#)

[Sound Transit Opening U Link / Plans for More Light Rail](#)

[Flood Plain Map](#)

[Overview of Current Facility Area](#)

### **Letters of Support**

[Whatcom Transit Authority](#)

[Island Transit](#)

[Washington State Dept. of Transportation](#)

[Skagit Council of Governments](#)

[Skagit County Commissioners](#)