

**AGENDA**  
**INTERCITY TRANSIT AUTHORITY**  
**CITIZEN ADVISORY COMMITTEE**  
**JOINT MEETING**  
**September 17, 2014**  
**5:30 P.M.**

**CALL TO ORDER**

- |           |  |                |
|-----------|--|----------------|
| <b>1)</b> | <b>APPROVAL OF AGENDA</b>  | <b>1 min.</b>  |
| <b>2)</b> | <b>INTRODUCTIONS - Attendees provide self-introductions</b>  | <b>10 min.</b> |
| <b>3)</b> | <b>PUBLIC COMMENT</b><br><i>Public Comment Note: This is the place on the agenda where the public is invited to address the Authority on any issue. The person speaking is requested to sign-in on the General Public Comment Form for submittal to the Clerk of the Board. When your name is called, step up to the podium and give your name and address for the audio record. If you are unable to utilize the podium, you will be provided a microphone at your seat. Citizens testifying are asked to limit testimony to three minutes.</i><br><br><i>The Authority will not typically respond to your comments this same evening; however, they may ask some clarifying questions.</i> | <b>5 min.</b>  |
| <b>4)</b> | <b>APPROVAL OF DAL'S UPDATED NO-SHOW POLICY DL-6251</b><br><i>(Emily Bergkamp)</i>   | <b>15 min.</b> |
| <b>5)</b> | <b>CAC SELF-ASSESSMENT</b> <i>(Karen Messmer and Michael Van Gelder)</i>   | <b>20 min.</b> |
| <b>6)</b> | <b>BUS REPLACEMENT OPTIONS</b> <i>(Paul Koleber)</i>   | <b>60 min.</b> |
| <b>7)</b> | <b>2015-2020 STRATEGIC PLAN</b> <i>(Ann Freeman-Manzanares)</i>  | <b>60 min.</b> |
| <b>8)</b> | <b>AUTHORITY/CAC ISSUES</b>  | <b>15 min.</b> |

**ADJOURNMENT**

*Intercity Transit is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color, or national origin consistent with requirements of Title VI of the Civil Rights Act of 1964 and Federal Transit Administration guidance in FTA Circular 4702.*

*For questions regarding Intercity Transit's Title VI Program, you may contact the agency's Title VI Officer at (360) 705-5885 or [bholman@intercitytransit.com](mailto:bholman@intercitytransit.com).*

*If you need special accommodations to participate in this meeting, please call us at (360) 705-5860 three days prior to the meeting.*

*For TDD users, please use the state's toll-free relay service, 711 and ask the operator to dial (360) 705-5860.*

*Please consider using an alternate mode to attend this meeting: bike, walk, bus, carpool, or vanpool. This facility is served by Routes 62A, 62B (on Martin Way), and 66 (on Pacific Avenue).*

**INTERCITY TRANSIT AUTHORITY  
CITIZEN ADVISORY COMMITTEE  
JOINT MEETING  
AGENDA ITEM NO. 4  
MEETING DATE: September 17, 2014**

**FOR:** Intercity Transit Authority and Citizen Advisory Committee

**FROM:** Emily Bergkamp, Dial-A-Lift (DAL) Manager, 705-5893

**SUBJECT:** Approval of Dial-A-Lift No-Show Policy DL-6251

- 
- 1) **The Issue:** Approval of Dial-A-Lift's (DAL) updated No-Show Policy DL-6251 to comply with Federal Transit Administration (FTA) recommendations.
- 
- 2) **Recommended Action:** Approve updated DAL No-Show Policy as presented at the August 20, 2014, Authority Meeting. The policy takes effect October 1, 2014.
- 
- 3) **Policy Analysis:** The DAL Manager provides updates to the Authority at least twice per year, and more often as requested.
- 
- 4) **Background:** During Intercity Transit's FTA Triennial Review process in June, we discovered the current DAL policy of issuing warnings and suspensions based solely on an absolute number of no-shows may be too restrictive for some clients and needs revision.

Staff proposes using the FTA's recommendations of reviewing a rider's no-show rate when they have missed five trips and setting the no-show rate at ten percent of trips taken to institute warnings and suspensions.

The DAL Manager presented the updated policy to the Citizen Advisory Committee at their July 21, 2014, meeting and the special meeting of the Authority on August 20, 2014. The updated policy was well received. Data will be shared on how the outcomes of the updated policy compare to the current policy.

- 
- 5) **Alternatives:** There are no alternatives. The updated DAL No-Show Policy will address a deficiency we received in our June FTA triennial review.
- 
- 6) **Budget Notes:** The FTA recognizes a pattern or practice of no-shows can have a "detrimental effect on operational efficiency, cost, and the quality of the service for other riders." The FTA supports suspensions "for a reasonable period of time,

the provision of paratransit service to riders who establish a pattern or practice of missing scheduled trips.”

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7) **Goal Reference:** Goal #1: *“Assess the transportation needs of our community.”*  
Goal #2: *“Provide outstanding customer service.”* Goal #5: *“Align best practices and support agency sustainable technologies and activities.”*

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8) **References:** Revised Draft Policy DL-6251; Six Month No Show Policy Comparison; "Topic Guide 7: No-Shows in ADA Paratransit."  
Disability Rights Education & Defense Fund and TranSystems Corporation.  
Funded by the Federal Transit Administration, June 2010. Web. 15 July 2014.  
<http://dredf.org/ADAtg/noshow.shtml>.

Effective: October 1, 2014

Page: 1 of 2

Cancels: February 10, 2004 POLICY DL-6251

## POLICY-DL-6251

See Also: PROCEDURE-DL-6251

Approved by: \_\_\_\_\_

Ann Freeman-Manzanares  
General Manager

\_\_\_\_\_  
Director of Operations

**DRAFT**

Written by: Emily Bergkamp

### ISSUING NO-SHOWS

#### **Definitions:**

“No-Show”: an incident where a client fails to cancel a scheduled ride two hours prior to the scheduled pick-up time or is unavailable for the ride within five minutes of the driver’s on-time arrival.

This policy applies to all Dial-A-Lift (DAL) clients.

#### **1. Staff Makes No Show Determination**

Staff will assign DAL clients no-shows when clients fail to cancel a scheduled ride two hours prior to the scheduled pickup time or are unavailable for the ride within five minutes of the driver’s on-time arrival. A no-show is NOT charged to a client if they are unavailable for the scheduled ride due to circumstances beyond their control, or if the driver’s arrival exceeds on-time parameters.

#### **2. Staff Responds to Accumulated No Shows**

At the end of each month, clients assigned five or more no-shows will be reviewed to identify their no-show history and frequency of travel. Clients who have more than five no-shows and a no-show rate of ten percent or more of their scheduled trips may have sanctions or suspensions imposed.

## **POLICY-DL-6251**

### **3. Staff May Suspend Client Service**

Staff will send a notice to DAL clients when they accumulate five no-shows and have a no-show rate in excess of ten percent in a calendar month advising them of their record of no-shows. If during subsequent monthly reviews the client has five or more no-shows and a no-show rate of ten percent, staff will administer progressive suspension for violations as follows:

- First violation - Ten percent of scheduled trips are no-shows in a calendar month: Seven day suspension
- Second violation - an additional ten percent of scheduled trips are no-shows in a calendar month: Fourteen day suspension
- Third violation - an additional ten percent of scheduled trips are no-shows in a calendar month: Twenty-one day suspension
- Fourth violation - an additional ten percent of scheduled trips are no-shows in a calendar month: Twenty-eight day suspension

Each no-show will be verified as being correct before sanctions or suspensions are proposed. Staff may intervene earlier in the process to work with clients regarding continuous no-shows.

### **4. Staff Clears Dial-A-Lift Client No Shows**

If a DAL client's no-show rate is less than ten percent based on their frequency of travel in a calendar month the no-show record is cleared.

### **5. Dial-A-Lift Client May Appeal Suspension**

If a client receives a no-show, the client may make an appeal, utilizing the agency's appeal process. The DAL Manager oversees all appeals. Staff places any pending suspension on hold for the duration of the appeal.

## 6 Month No-Show Policy Comparison

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### MARCH 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 5 no-shows	36% - warning letter
Client B – 11 no-shows	10% - warning letter
Client C – 6 no-shows	50% - warning letter
Client D – 7 no-shows	18% - warning letter
Client E – 7 no-shows	43% - warning letter
Client F – 13 no-shows	19% - warning letter

- 4 additional clients had 4 no-shows in March 2014. Under old policy, these clients would receive warning letters.

### APRIL 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 5 no-shows	9%
Client B – 6 no-shows	10% - 7 Day Suspension – consecutive month meeting 10% threshold

- 3 additional clients had 4 no-shows in April 2014. Under old policy, 2 of these clients would receive warning letters. Under old policy, 1 of these clients would receive 7 Day Suspension.

### MAY 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 8 no-shows*	6%* - does not meet threshold
Client B – 6 no-shows	35% - warning letter
Client C – 9 no-shows	10% - warning letter

- 3 additional clients had 4 no-shows in May 2014. Under old policy, these clients would receive warning letters. Under old policy, Client A would receive 14 Day Suspension.\*

## 6 Month No-Show Policy Comparison

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### JUNE 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 5 no-shows*	45%* - warning letter
Client B – 6 no-shows	60% - warning letter
Client C – 5 no-shows	14% - warning letter
Client D – 5 no-shows	15% - warning letter
Client E – 6 no-shows	46% - warning letter
Client F – 5 no-shows	15% - warning letter

- 5 additional clients had 4 no-shows in June 2014. Under old policy, these clients would have received warning letters. Under old policy, Client A would receive 7 Day Suspension.\*

### JULY 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 5 no-shows	12% - warning letter
Client B – 5 no-shows	8% - does not meet threshold
Client C – 5 no-shows	19% - warning letter
Client D – 5 no-shows	13% - warning letter
Client E – 6 no-shows*	9% - does not meet threshold*
Client F – 5 no-shows	13% - warning letter

- 3 additional clients had 4 no-shows in July 2014. Under old policy, these clients would have received warning letters. Under old policy, Client E would receive 7 Day Suspension under.\*

### AUGUST 2014

Records reviewed at 5 or more no-shows	Percentage of trips were no-shows
Client A – 5 no-shows	13% - warning letter
Client B – 5 no-shows	11% - 7 day suspension
Client C – 5 no-shows	12% - warning letter
Client D – 8 no-shows	11% - warning letter

- 6 additional clients had 4 no-shows in August 2014. Under old policy, these clients would have received warning letters.



**INTERCITY TRANSIT AUTHORITY  
CITIZEN ADVISORY COMMITTEE  
JOINT MEETING  
AGENDA ITEM NO. 5  
MEETING DATE: September 17, 2014**

**FOR:** Intercity Transit Authority and Citizen Advisory Committee

**FROM:** Karen Messmer and Michael Van Gelder

**SUBJECT:** CAC Self-Assessment

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- 1) **The Issue:** Review the results of the Citizen Advisory Committee yearly self-assessment and discuss how the CAC interacts and advises the Authority.
- 
- 2) **Recommended Action:** Discuss the results of the assessment and how the CAC interacts and advises the Authority.
- 
- 3) **Policy Analysis:** The CAC conducts a self-assessment annually and presents the results to the Authority at the September joint meeting.
- 
- 4) **Background:** Each May, the Citizen Advisory Committee conducts a self-assessment and shares the results with the committee at their June meeting, and with the Authority at the joint meeting held in September.

Nineteen members were eligible to complete the assessment and fifteen (79%) members participated.

This joint meeting provides a perfect opportunity to discuss what is working well and what could work better.

- 
- 5) **Alternatives:** N/A.
- 
- 6) **Budget Notes:** N/A.
- 
- 7) **Goal Reference:** Supporting a positive working relationship and open communications between the CAC and the Authority helps the agency achieve all goals.
- 
- 8) **References:** 2014 CAC Self-Assessment Results.

**INTERCITY TRANSIT  
CITIZEN ADVISORY COMMITTEE  
SELF ASSESSMENT RESULTS  
MAY 2014**

*Total Members Eligible to Participate: 19      Members Participating in Survey: 15  
Participation: 79%*

2014 Results posted in blue.  
2013 Results posted in black.

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>1. We remained faithful to our purpose.</b>	<b>13 - 87%</b> 17 - 94%	<b>2 - 13%</b> 1 - 7%			
<p><b>Comments:</b> This is reflected in the number of meetings devoted to the questions(s) specifically referred to the Committee by the Transit Authority. At all times, members have been conscious of the mission to provide information, feedback and comment, as well as recommendations to the Authority./ Given our current meeting format I feel we do as much as possible in this regard. However, as I have discussed below, I feel there is another approach for conducting our meetings that would enable us to be much more faithful to our purpose./ The CAC constantly served as a discussion forum for important issues the agency was facing./ I feel we have been able to remain faithful to our purpose with thanks to the IT staff building for us a tangible agenda.</p>					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>2. The Citizen Advisory Committee represents the community.</b>	12 - 80% 11 - 61%	2 - 13% 6 - 33%			1 - 7%
<p><b>Comments:</b> The CAC consists of a very diverse group of individuals all conscious of their responsibilities and providing different perspectives from all corners of our community. / The diversity that the CAC membership has acquired over the last several years has been impressive and a good representation of the diverse county community. / This is not really a criticism of the CAC participants - it's just a high bar to "strongly agree" that we represent the community. We have largely done well speaking up about concerns and praise we have or that we hear from our friends, family, co-workers, fellow commuters, etc. each month. However, we should always be challenging ourselves to think more critically about the problems we hear, to increase the diversity of the CAC, and to learn more about the perspectives of our fellow CAC members. These can each help us think of questions and solutions that benefit the full community. / We are a diverse group of individuals from a variety of ethnic and (I would assume) socio-economic backgrounds.</p>					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>3. Intercity Transit and the community benefited from our input.</b>	11 - 73% 15 - 83%	3 - 20% 3 - 17%			1 - 7% 1 - 5%
<p><b>Comments:</b> I feel this question should rightfully be answered by the Authority Board since they are whom we report to and who are charged with guiding this organization. / It's been a plus over the last year to see the cooperation/coordination that has occurred between the CAC and the ITA. / While I do believe Intercity Transit values and respects our advice, I fail to see how what we do impacts the community directly. / Because the Authority does listen to our suggestions and values our feedback, there is no question that the community benefits from our input.</p>					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>4. We add value to the Transit Authority's decisions.</b>	12 - 80% 16 - 89%	3 - 20% 2 - 11%			
<b>Comments:</b> Again the discussion of the regional role of IT is indicative of the wide-ranging perspectives and its value to the Authority. / True, especially over the last year. / I've appreciated the additional efforts over the last year to request CAC input on policy questions being addressed by the ITA. I hope we can continue and improve upon the process in the year ahead. / An outsider's perspective is always useful in any decision-making process.					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>5. Our meetings are run well.</b>	8 - 53% 15 - 83%	7 - 47% 3 - 17%			
<b>Comments:</b> Given the meeting we use, with a large agenda and with limited opportunity to explore at least some issues in depth, I feel our meetings are run very well. However, as noted below, I would prefer a different meeting format. / The new chair sometimes seems to limit the focus of discussion, based on his own opinions. / Would like to see a more structured meeting, especially since members seem to leave prior to the end of the scheduled meeting/agenda. / Much better overall than before. / I think Michael does well to ensure everyone has a chance to participate. / Chairman Van Gelder and Vice-Chair See always gave everyone ample time to express themselves while keeping us respectful and timely.					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>6. I feel satisfied with my participation level within the Citizen Advisory Committee.</b>	8 - 53% 13 - 72%	6 - 40% 5 - 28%	1 - 7% 1 - 5%		
<b>Comments:</b> The presence of so many older and more experienced members of the committee makes it intimidating for members who are both young and new, such as me, to articulate a viewpoint that is both distinct from others and valuable to the discourse.					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>7. I am prepared for the meetings.</b>	9 - 60% 11 - 61%	6 - 40% 7 - 39%			
<b>Comments:</b> Some meetings more than others. / Sometimes I don't read the packet until the last minute, but that's my responsibility. / I have had my meeting packets get to me late a few times, but there was usually a spare one I could use at the meeting. It's nice that I receive a copy by email as well as by mail. Especially since getting my tablet, now I just bring that to the meetings, and I have my packet saved on it. / I always read my packet and occasionally do some research into subjects that are of particular interest to me.					

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
<b>8. I feel comfortable contributing at the meetings.</b>	13 - 87% 14 - 78%	1 - 7% 4 - 22%	1 - 7%		1 1%
<b>Comments:</b> I believe that every member feels comfortable contributing. / As stated earlier, so many experienced venerable members can make it intimidating for someone such as me to contribute. / Only because I am nervous.					

**Are there any topics, specific to Intercity Transit services, you are interested in discussing, getting further clarification on, or having presentations made available at CAC monthly meetings? If so, please share below:**

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- While all presentation we receive from staff are tremendously interesting and valuable, I would appreciate more presentations of how routes and schedules are developed, not in detail, but as suggested previously-short orientation sessions (15 minutes) describing different aspects and elements of transit planning, issues related to maintaining the fleet and so on. Not in detail, just enough to provide some basic understanding.
- As intimated above I would prefer a less formal more facilitated meeting format where fewer issues were explored in greater depth in each meeting. I believe the CAC's role should be twofold: 1) to provide feedback to staff regarding ongoing activities (which we currently do a great deal of) and 2) to also explore in greater depth broader issues posed by the Authority Board. A classic example of the latter was the occasion several months ago when we were asked to discuss what the future direction of IT should be and we held a broad comprehensive facilitated discussion of that; which I personally found extremely gratifying. I feel we do far too little of item 2 and too much of item 1. I believe significantly increasing the amount of item 2 discussions and reducing item 1 items would enable us to more completely fulfill our role as citizen advisors to Intercity Transit. My examination of our Bylaws suggests that we are not obligated to run our meetings using the same Roberts Rules format that the Authority must by law use. I therefore recommend we cease to rely on Roberts Rules and instead resort to a more facilitated meeting format while still maintaining and formally approving detailed meeting notes (or minutes) to ensure that they accurately reflect the essence of what we discussed.
- I am always lobbying for those areas outside of the PTBA. I realize that the change in tax structure several years ago forced the shrinkage of the boundaries, but those living outside of the PTBA still pay the same sales taxes as those whose residences are within the PTBA. They do most of their buying at the same stores as those who benefit from IT service. I will miss you all.
- Revisit sales tax percentage increase - especially in light of a possible lifting of the .9% cap.
- More detail on funding options for new buses, given the absence of a transportation budget from the state legislature.
- I think we need to spend time to learn more about each other, and why we participate. Perhaps we can spend more time at the July meeting to introduce each other 15-30 minutes - some sort of ice breakers, instead of just a quick sentence or two. Perhaps repeat once or twice during the year. Also, more time for discussion instead of presentations would be helpful. This would help us be a better team, so we can better think of questions and suggestions during meetings, and be more aware of community concerns as we interact with IT services and IT users.
- I am curious about operator schedules, duties and training. It would be helpful when considering future changes in routes/timing and also operation reaction/interaction with passengers.

**INTERCITY TRANSIT AUTHORITY  
CITIZEN ADVISORY COMMITTEE  
JOINT MEETING  
AGENDA ITEM NO. 6  
MEETING DATE: September 17, 2014**

**FOR:** Intercity Transit Authority and Citizen Advisory Committee

**FROM:** Paul Koleber, Maintenance Manager, 705-5884

**SUBJECT:** Bus Replacement Options

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- 1) **The Issue:** Explore technological, environmental and financial aspects regarding future bus replacements.

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  - 2) **Recommended Action:** This item is for information and discussion.

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  - 3) **Policy Analysis:** The purchase and maintenance of buses is a major expense significantly impacting our budget.

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  - 4) **Background:** Intercity Transit currently has a mixed fleet of hybrid and conventional diesel powered buses. These were funded through both federal and state grants specifying the purchase of hybrid technology. Historically, 80% of the purchase price of our buses has been funded by federal grants. The current federal transportation legislation eliminated these funds.

There are many factors influencing the choices an agency may take in terms of bus technology. Significant are initial capital cost, continuing maintenance, fuel economy, environmental, impact on availability of spare vehicles, emissions, support infrastructure, safety and reliability.

Although FTA's 12-year replacement cycle suggests our next bus replacement in 2015, our practice has been to extend replacement to 15 years. Our next bus purchase is scheduled for 2018. Bus manufacturer order timeframes of 16 to 24 months dictate we begin our procurement efforts in 2016. We are scheduled to replace 25 buses between 2018 and 2020. Of the remaining fleet, 23 are scheduled for replacement in 2022 and 2023, and 13 are scheduled for replacement in 2025 and 2027. With the elimination of federal funding, our current financial forecast does not support the purchase of replacement vehicles to maintain current service levels.

Staff will provide information on our current fleet as well as discuss replacement options.

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5) **Alternatives:** N/A.

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6) **Budget Notes:** This discussion impacts our long range financial projections.

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7) **Goal Reference:** **Goal #2:** *"Provide outstanding customer service."* **Goal #3:** *"Maintain a safe and secure operating system."* **Goal #5:** *"Align best practices and support agency sustainable technology and activities."*

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8) **References:** N/A.



**INTERCITY TRANSIT AUTHORITY  
CITIZEN ADVISORY COMMITTEE  
JOINT MEETING  
AGENDA ITEM NO. 7  
MEETING DATE: September 17, 2014**

**FOR:** Intercity Transit Authority and Citizen Advisory Committee  
**FROM:** Ann Freeman-Manzanares, 705-5838  
**SUBJECT:** 2015 - 2020 Strategic Plan

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- 1) **The Issue:** First review of policy issues for the 2015-2020 Strategic Plan.

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  - 2) **Recommended Action:** Discuss and provide staff direction.

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  - 3) **Policy Analysis:** The Strategic Plan is Intercity Transit's primary policy document and Authority direction determines the level of resources and priorities devoted to specific services and projects.

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  - 4) **Background:** Every year the Authority defines critical policy issues and establishes direction for staff and the future of Intercity Transit. This typically takes place over several meeting sessions. This is the first of those meeting sessions.

Below is a list of policy issues to consider. Included is a short note regarding Authority direction for 2014 as well as new information the Authority and CAC may wish to consider. Staff will walk through these issues in more detail at the September 17 Joint Meeting.

1. **Are there capital purchases or other projects that are needed to allow future growth?**  
Authority direction for 2014 was to dedicate funds to replace the underground storage tanks at the Pattison Street Facility, dedicate funding to enhance bus stops and shelters and look for opportunities to complete final design and construction of the Pattison Street Facility.

**Question:** Should we dedicate funds to complete the final design for the Pattison Street Facility Rehabilitation and Expansion project placing us in a more competitive position should funding become available?

2. **How does Village Vans, Community Van, the Surplus Van Grant and Discounted Bus Pass Programs fit into Intercity Transit's future plans? Are there other programs of this type that should be considered?**  
Authority direction for 2014 was to continue all of these programs in future years.

**Question:** Village Vans has been funded in part by federal JARC funds. Those federal funds have been eliminated but quite recently a new potential grant source was announced. Award of those funds is uncertain. If grant funding is not available, does the Authority wish to support the Village Van program with local dollars?

**3. What role should Intercity Transit play in local transportation projects-Commute Trip Reduction, Youth Education Programs and the Bicycle Commuter Contest?**

Authority direction for 2014 was to continue our work in all of these areas.

**4. Should Intercity Transit pursue additional park-and-ride facilities at this time?**

Authority direction for 2014 was to not pursue additional park-and-ride facilities at this time.

**5. Should transit priority measures - signal priority, queue bypasses, bus lanes - be considered?**

Authority direction for 2014 was to implement the pilot signal preemption program.

**6. What additional investments in technology should be made?**

Authority direction for 2014 was to develop a plan to address server room issues as well as implement low level improvements to our website, telephone and advanced communications system.

**7. Should the vanpool program continue to expand to keep pace with demand?**

Authority direction for 2014 was to add one Vanpool Coordinator to support the continued growth of the program and provide for the addition of 10 new groups a year.

**8. Are our services - Dial-A-Lift, Travel Training and Accessible Fixed Route Buses adequate to serve persons with disabilities?**

Authority direction for 2014 was to add a Travel Trainer position and focus on expanding the travel training program with Bus Buddies.

**9. Is the current fare policy appropriate?**

Authority direction for 2014 was to retain our policy to review fares every three years. Our last fare structure became effective February 2013.

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5) **Alternatives:** N/A.

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6) **Budget Notes:** The Strategic Plan provides the basis for the development of the annual budget.

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7) **Goal Reference:** Supporting a positive working relationship and open communications between the CAC and the ITA helps the agency achieve all goals.

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8) **References:** 2014-2019 Strategic Plan.  
<http://www.intercitytransit.com/newsandinfo/publications/Pages/default.aspx>

# INTERCITY TRANSIT

# STRATEGIC PLAN

## 2014 - 2019

Intercity Transit Authority:

**Martin Thies, Chair - Citizen Representative**

**Ed Hildreth, Vice Chair - City of Tumwater**

**Karen Valenzuela - Thurston County Commissioner**

**Karen Messmer - Citizen Representative**

**Nathaniel Jones - City of Olympia**

**Joe Baker - City of Yelm**

**Virgil Clarkson - City of Lacey**

**Ryan Warner - Citizen Representative**

**Karen Stites, Labor Representative**

**Intercity Transit General Manager: Ann Freeman-Manzanares**

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# Chapter 1: Background and Purpose

## INTRODUCTION

The purpose of this Strategic Plan is to define levels and types of public transportation services to be offered the citizens of Thurston County over the next six years and to determine the amount and sources of the revenue to finance the services. The 2014-2019 Strategic Plan will establish the financial parameters and policy positions for the 2014 Budget. The plan also outlines a capital program, service levels and specific services for the six-year period. These are meant to be examples of services and projects that will be refined through a more detailed planning process that includes numerous opportunities for public input.

The 2014-2019 Strategic Plan assumes Intercity Transit will stay at the current sales tax level of 0.8%. The maximum allowable sales tax for public transportation is 0.9%. A 0.1% increase in sales tax is a tax of one cent on a ten dollar purchase and generates approximately \$3.5 million per year in revenue. Sales tax revenues fell in 2009 with sales tax revenues 10% below 2008 levels and 13% below 2007 levels. 2010 and 2011 sales tax revenues were essentially equal to the 2009 level, and 2012 sales tax revenues were approximately 1% above the 2011 level. It is difficult to forecast future sales tax revenue as there continues to be significant volatility from month to month. This, along with significant reductions in federal funding for bus and bus facilities, this Strategic Plan update recommends the Authority ask the community to increase sales tax in 2014 or 2015.

The first Strategic Plan adopted by the Intercity Transit Authority was the 2002-2007 Strategic Plan adopted in late 2001. The goal of the 2002-2007 Strategic Plan was to define and implement a set of routes and services that would be implemented by 2006, which could be maintained with the proposed level of sales tax and other revenues. The 2002-2007 Strategic Plan required several bold initiatives including reducing the boundaries of the Public Transportation Benefit Area (PTBA) and doubling the level of sales tax devoted to public transportation. The boundaries were reduced in early 2002 to an area approximating the boundaries of the cities of Lacey, Olympia, Tumwater, and Yelm and their Urban Growth Areas. In September 2002, voters within the new PTBA approved an increase in the sales tax from .3% to .6%. This allowed the adoption of the service plan that expanded service over a 3-year period.

Growth in sales tax revenue and lower than expected expenses in the 2003 to 2006 time period combined to allow an additional service expansion in 2008. An expansion of approximately 12% was implemented in February 2008. This was in addition to the service expansion identified in the 2002-2007 Strategic Plan. The major capital projects outlined in the plan were also completed.

In 2002, the need for additional funding was driven by the loss of Motor Vehicle Excise Tax (MVET) funding. The increase in sales tax essentially replaced this funding and allowed for a

restoration of services. In 2009, the Authority again faced a significant reduction in sales tax revenue due to the steep economic downturn. Fares were increased 33% in January 2009, and the Authority requested voters consider a 0.2% increase in the sales tax in August 2010. This increase was approved by 64% of voters and allowed Intercity Transit to implement a modest service increase in February 2010 and to continue major capital projects.

Intercity Transit continues to face financial uncertainty due to the continuing economic downturn and uncertainty about fuels prices. However, a new federal Transportation Reauthorization was passed in mid-2012 that provides an increased level of certainty regarding federal funding. Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) is only effective to October 2014 but is expected to be the model for funding for a number of years after that. The Strategic Plan financial forecast has been updated to reflect these changes in federal funding and a more detailed discussion is included in Chapter 6.

There continues to be uncertainty about state funding. Intercity Transit receives a relatively small amount of state funding outside of capital grants. Intercity Transit receives approximately \$ 385,922 per year in state funds to assist in the provision of special needs service. This is equivalent to 5.4% of the Dial-A-Lift budget. Intercity Transit also began receiving direct operating funds in 2012 as a result of action in the 2012 Legislative session. This is estimated at \$340,000 per year in 2013 and beyond. Intercity Transit received a significant amount of state capital funding over the past several years including funding for the Hawks Prairie park-and-ride facility and funds for expansion and replacement of vanpool vehicles. There is speculation a new state transportation funding package will be approved in 2013 or 2014, and it could include increased funds for public transportation. This Strategic Plan makes a conservative assumption funding will remain at status quo levels with capital funds continuing to be available for the vanpool program for expansion vehicles.

A major challenge facing Intercity Transit in 2014 and beyond is the increasing demand for express service connecting Thurston, Pierce and King Counties and connecting with Sound Transit services. The elimination of all Pierce Transit express service in the highly congested I-5 corridor resulted in Intercity Transit adding a number of additional trips in June and October 2011. Intercity Transit added an additional southbound bus after October 2011 in the morning peak period to address significant overloading. This additional service impacted Intercity Transit budget unexpectedly and it is hoped that Pierce Transit will resume service following a successful sales tax election. The extension of the Sounder commuter rail service to Lakewood occurred early in October 2012 and could increase demand for express bus service from Thurston County.

Intercity Transit will also continue to face the challenge of moving two major capital projects forward. The Olympia Transit Center design and environmental work will be completed in 2014 and construction should be completed in 2015. The final engineering for the Pattison Street maintenance and operations facility is proposed to be delayed until funding for construction of the facility is identified. The elimination of bus and bus facility funds under

the 2012 federal transportation legislation requires a new funding source before major capital projects can occur.

Finally, Intercity Transit will continue its focus on sustainability and environmental management in 2014 and beyond. Intercity Transit completed its training to implement an ISO 14001 Environmental and Sustainability Management System and will seek ISO certification in late 2013 and early 2014. Intercity Transit received national Gold level recognition in the American Public Transportation Association's Sustainability Commitment program and will continue to meet or exceed those standards.

## **PLAN ORGANIZATION**

The plan is structured as follows:

- Chapter 1 describes Intercity Transit's Strategic Plan efforts beginning in 2001 and continuing with the development of this plan covering the period 2013 through 2018.
- Chapter 2 defines Intercity Transit's role in our community, and the Mission and Vision Statements. Key principles defining the levels and types of service needed by the community are also presented.
- Chapter 3 identifies policy issues facing Intercity Transit today and over the next six years. Specific actions are stated for each issue. These actions include actions to take place in 2014 and actions for the 2015 to 2019 time period.
- Chapter 4 describes the public transportation services recommended for Thurston County. While some of the specifics may change, this chapter provides a general description of the types and levels of service recommended for Thurston County over the next six years. An update to Intercity Transit's short and long-range service plan will take place in 2013 and will likely result in a significant revision of this recommendation.
- Chapter 5 describes the capital expenditures required to implement and maintain the proposed service plan and to continue to expand and modernize our capital equipment and facilities.
- Chapter 6 presents the financial plan and the level of revenue necessary to implement the proposed plan.
- Chapter 7 is a recap of Action Plans.

## **BACKGROUND**

On January 1, 2000, Intercity Transit ceased receiving funds from the Motor Vehicle Excise Tax (MVET). Intercity Transit received approximately \$8 million per year or 42% of its revenues from this source prior to 2000. Intercity Transit acted quickly to respond to this loss of revenue. In March 2000, Intercity Transit reduced the amount of service by over 40% and reduced its workforce by the same level. In May 2000, the Washington State Legislature provided a one-time allocation of funding to help transit systems adjust to the loss of MVET funds. Intercity Transit used this funding, approximately \$2.8 million, to reinstate Sunday service and some other services. The net reduction in service after this restoration was 35%.

The level of service restored in May 2000 required expenditures above the revenue provided by the local sales tax and other sources. The Intercity Transit Authority elected to operate a level of service that could be maintained for three years by drawing from reserve funds. This three year period would be used to determine if the Legislature would restore some level of funding and to work with the community to determine the appropriate levels of service and funding for Intercity Transit.

Intercity Transit worked with the Thurston Regional Planning Council, the Transportation Policy Board, the Intercity Transit Citizen Advisory Committee, and the Intercity Transit Authority to develop a Strategic Plan for Public Transportation service in Thurston County. This Strategic Plan was adopted in early 2002. It addressed the role Intercity Transit should play in the community, and the levels and types of services that should be provided. The service improvement and capital programs included in this plan were implemented in three phases with the third phase completed in February 2006.

The Authority updated the Strategic Plan in 2006 and included additional service improvements in February 2008. This was possible due to the significant increases in sales tax revenue and ridership between 2003 and 2008. The need for an additional service change was anticipated in 2010 or 2011; however, it was recognized this would be dependent on the state of the local economy and growth in sales tax revenue. 2008 saw sharp increases in fuel prices to over \$4.00 per gallon. This increased ridership by over 18% in 2008 while also sharply increasing the cost of fuel in terms of our expenditures. The Authority reacted to this cost increase by increasing fares 33% on January 1, 2009. The economy saw a significant downturn in 2009 with sales tax revenue dropping over 12% in a single year. The downturn continued in 2010 and the economy remains slow.

The reduction in sales tax revenue resulted in Intercity Transit facing a 22% reduction in service without an increase in revenue. The Authority considered a sales tax increase as part of the 2009 - 2014 Strategic Plan but delayed the election until a later date. The issue was considered again as part of the 2010-2015 Strategic Plan, and the Authority elected to place a 0.2% sales tax increase on the August 2010 ballot. The measure was approved by the voters with a 64% positive vote. This allowed current service to be maintained and a 3% service increase in February 2011. Additional service changes occurred in 2011 to address the elimination of express service to Thurston County by Pierce Transit, to eliminate unproductive Dash service and to revise several routes to address on-time performance issues. The net result of these additional service changes was a very small increase in revenue hours.

The new federal transportation authorization bill, MAP-21, provides additional allocated funding for Intercity Transit but eliminates discretionary funding for major capital projects. Previous Strategic Plan updates assumed the Pattison Street Maintenance and Operations facility expansion and renovation and new buses would be primarily funded with federal discretionary funding. A new source of funding for major capital projects must be found to address the funding need for buses and other major capital projects.



## Chapter 2: Intercity Transit Mission and Vision

### MISSION STATEMENT

The completion of the implementation of the 2002 Strategic Plan led the Intercity Transit Authority to review the agency's mission and vision statements, originally adopted in 1996.

The Authority discussed the key ideas that should be included in the mission statement, and in August 2006, adopted a draft statement for review by employees and the Citizen Advisory Committee. Following their review and comments, the Authority adopted a final statement in September 2006, with revisions in May 2010.

*"Our mission is to provide and promote transportation choices that support an accessible, sustainable, livable, healthy, prosperous community."*

### VISION STATEMENT

"Vision" and "Mission" are often confused and sometimes used interchangeably. However, there are important differences. The Mission Statement outlines why an organization exists. The Vision Statement reflects what organizational success looks like.

It serves as our guide to action. It is consistent with the organization's values. It challenges and inspires us to achieve our mission.

The Authority, in tandem with the revision of the mission statement, drafted a new Vision Statement, and sought review from the Citizen Advisory Committee and employees. Following this review, the following Vision Statement for Intercity Transit was adopted.

*"Our vision is to be a leading transit system in the country, recognized for our well trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all citizens of Thurston County."*

### GOALS AND END POLICIES

In 2009, the Intercity Transit Authority adopted a new set of goals for 2010. These goals continue to be relevant. These goals are listed below:

**Goal 1** - Assess the transportation needs of our community.

**End Policy** - *Intercity Transit Authority, staff, and the public will have access to clear and comprehensive information related to the transportation needs of our community.*

**Goal 2** - Provide outstanding customer service.

**End Policy** - *Customers will report high satisfaction and ridership will increase.*

**Goal 3 -** Maintain a safe and secure operating system.

**End Policy -** *All Intercity Transit facilities, customers, and employees will be assured safety and security.*

**Goal 4 -** Provide responsive transportation options.

**End Policy -** *Customers and staff will have access to programs and services that benefit and promote community sustainability.*

**Goal 5 -** Align best practices and support agency sustainable technologies and activities.

**End Policy -** *Resources will be used efficiently with minimal impact on the environment.*

### **INTERCITY TRANSIT'S ROLE IN THURSTON COUNTY**

The 2002 Strategic Plan included the following summary of the role that Intercity Transit should play in Thurston County. This statement remains valid today and for the six year period of this Strategic Plan.

Intercity Transit is the leader, major advocate and prime source of information for public transportation in Thurston County. In this capacity, we are charged to balance several important functions:

- Providing primary transportation for people without an alternative, including those with a physical or mental disability;
- Offering high-quality alternative transportation for people with options;
- Providing a stimulant to economic growth;
- Serving as a partner in building livable communities; and,
- Being a ready resource able to respond to community emergencies.

We do this by providing effective and efficient services maximizing the public benefit from invested resources. This is done by:

- Regularly evaluating the performance of all services and allocating resources to those that generate the greatest number of riders per unit of invested resource;
- Pursuing new investments in community resources including capital facilities and intelligent transportation systems that will allow better use of transportation resources;
- Supporting efforts by local jurisdictions that encourage transit supportive development; and,
- Striving to expand services in order to keep pace with the community's growth and to address unmet transportation needs in the community.

### **INTERCITY TRANSIT'S FOCUS ON PERFORMANCE**

Major housing and commercial developments are occurring on the edges of our service area and "infill" development is also occurring. This places increasing demands upon Intercity

Transit. Residents of developing neighborhoods request new bus routes; those in established neighborhoods want existing services to operate more frequently or later at night, and regional commuters increasingly look to Intercity Transit as a way of avoiding the region's crowded freeways. Ridership growth slowed in 2009 but began growing again in 2011 and continues to set new records in 2012.

Even with additional revenues, demands for service will likely outstrip our ability to provide them, forcing difficult choices. Intercity Transit focuses on productivity, measured by the passengers per revenue hour on a route, as the best way of determining service effectiveness and for allocating available resources. This focus on performance forms the basis for numerous established policies and is continued by this plan. However, this focus on productivity must be balanced with the issue of coverage.

There are some areas of the PTBA that are difficult to serve, and routes serving these areas may never reach the productivity level of other Intercity Transit services. The Authority must determine if certain portions of the PTBA will receive service regardless of productivity of the route serving the area.

## **DESIGN PRINCIPLES FOR THE NEXT SIX YEARS**

In developing recommendations for the public transportation system in Thurston County, we identify seven general design principles. These principles will guide development of a public transportation system appropriate for Thurston County today and over the next six years. These principles provided guidance to the development of a Short and Long-Range Service Plan completed in early 2006, and for the updated service plan presented to the Authority in 2008 and updated in 2010. They will be revisited in the update of the Short and Long-Range Service Plan to be completed in 2014.

### **Design Principle #1**

*Operate a range of services, each designed to meet the needs and capabilities of the neighborhoods it serves.*

Intercity Transit traditionally employed a route classification scheme that matches service levels to the characteristics of the neighborhoods being served. In the past, local fixed-route services were divided into five general groups – trunk, primary, secondary, rural, and circulator routes. Circulator routes are those routes designed to serve major activity centers or downtown areas such as the “Dash,” which serves downtown Olympia and the Capitol Campus.

### **Design Principle #2**

*Strengthen service operating along major corridors.*

Over two-thirds of Intercity Transit's fixed-route patronage is recorded on the system's seven trunk routes. This fact reflects the high concentrations of housing, employment and

commercial activity along the corridors they serve. Our goal is to provide more frequent service, later night service and expanded weekend service along the key corridors. This is designed to make transit easy and convenient to use, and competitive with automobile usage when traveling in the major corridors.

### **Design Principle #3**

#### ***Reduce customer travel times.***

It is very difficult for public transportation to compete with auto travel times. Whether they ride local fixed-route service or use vanpools or express buses, patrons must typically go to a centralized pickup point, wait for a prearranged departure time, and are then further delayed whenever other patrons get on or off. This all affects the competitiveness of public transportation.

Strategies to reduce travel time include:

- Express services;
- Priority treatments for transit vehicles;
- More direct services linking major points of origin and destination; and,
- Fare policies that speed boarding times.

Each is a valid strategy for reducing public transportation's travel time disadvantage. The potential of each of these strategies is discussed in Chapter 3.

### **Design Principle #4**

#### ***Keep pace with development***

New development is taking place outside Intercity Transit's core of urban services. Developments in the Hawks Prairie, South Tumwater, Briggs Nursery and Kaiser Road areas hold special challenges for Intercity Transit, because bus travel times tend to be long and service levels are low. If Intercity Transit does not effectively serve these major developments, we will reduce the number of Thurston County residents who can realistically use public transportation. Intercity Transit should continue to support quality infill projects, and the strengthening of existing downtown and employment areas that take advantage of existing public transportation services. At the same time, system plans should provide for new services that reach out to major new developments outside our traditional service area. To date, lack of equipment and operating funds have limited our ability to provide service.

### **Design Principle #5**

#### ***Expand regional express routes.***

Thurston County is becoming more closely linked to the Central Puget Sound region. Citizens increasingly suggest commuter rail service be established between Tacoma and Thurston County, or Thurston County join the Central Puget Sound Regional Transit Authority (Sound Transit). While both projects are outside the six-year timeframe of this plan, Intercity Transit

still recognizes the increasing need to improve inter-county travel opportunities. For now, that need is most appropriately addressed through expanded express bus, vanpool and ridesharing services. The completion of the Lakewood Center Park-and-Ride facility, the expansion of the Martin Way Park-and-Ride lot and the opening of the Hawks Prairie facility significantly increases available parking for these services. Two new express services, which are funded for two years through the State Regional Mobility Grant Program, started September 30, 2013 in support of this principle.

### **Design Principle #6**

*Support a range of transportation alternatives.*

Because fixed-route transit services consume the largest part of Intercity Transit's budget, they receive the most attention in agency plans and in the media. At the same time, they represent only one part of Intercity Transit's overall product mix. Greater opportunities to use alternative transportation helps Intercity Transit provide better public transportation services by offering more means for customers to reach its routes and facilities. Increased use of transportation alternatives also serves two of the major purposes of public transportation, reducing traffic congestion and air pollution. Three initiatives are proposed to continue:

- Intercity Transit will continue and expand its active vanpool and ridesharing programs. Together, these services already support significant reductions in travel by single-occupant vehicles at a modest public cost per passenger trip.
- Intercity Transit will continue to promote bicycling, telecommuting and walking as alternatives to driving alone. All of these modes complement public transportation use and can help Intercity Transit pursue its mission.
- We should support public and private sector initiatives that encourage alternate mode usage. Intercity Transit should continue to review and comment on community plans and proposed developments, highlighting ways both can better support alternative transportation modes. We should also support ongoing Commute Trip Reduction and Transportation Demand Management efforts being pursued by the state and local jurisdictions. Additionally, Intercity Transit should demonstrate its commitment to these efforts by advocating the importance of commute trip reduction to our own employees.

### **Design Principle #7**

*Provide fixed facilities and equipment that support the region's public transit infrastructure.*

Effective public transportation demands an investment in capital facilities that promotes customer comfort, speeds travel and increases safety. To succeed, express services need adequate park-and-ride capacity, equipment and technology that allow integration with regional transit systems, local services need shelters and customer information, and the entire system needs reliable equipment. The capital improvements that are identified in Chapter 5 attempt to fulfill these needs.

## Chapter 3: Intercity Transit Policy Positions

The Intercity Transit staff worked with the Intercity Transit Authority and the Citizen Advisory Committee to develop a list of policy issues that will face Intercity Transit during the following six years. These issues fall into five general categories:

- Fixed Route Service and Service Design
- Capital Investments
- Financial
- Other Intercity Transit Services
- General Policy Issues

The issues and list of actions for 2014 and 2015-2019 are presented below. These are updated from the 2013-2018 Strategic Plan. The discussion of fixed-route service levels and service design is presented in greater detail in Chapter 4.

### **1. Should Intercity Transit maintain status quo service levels in 2014 or consider new or expanded local transit services needed to serve the growing population?**

The award of two WSDOT Regional Mobility Grants supports the addition of two Express routes Tumwater to Lakewood and Olympia to DuPont with continuing service to Seattle September 30, 2013 – June 30, 2015. While new or expanded local transit services are needed to serve our current population, our financial outlook necessitates a conservative approach. If more funding were to become available, staff recommends the following priority be given to future service increases:

- Address running time and on-time performance issues.
- Address service gaps on current routes. This would include adding a later evening or earlier morning trip or adding Saturday and/or Sunday service to a route.
- Enhance service on existing routes by increasing frequency or with minor route extensions or changes.
- Add service where grant funds or partnerships provide a significant portion of the cost.
- Add new service to areas not currently served by Intercity Transit.

#### **Actions - 2014**

- Complete the update of the short and long-range service plan with the assistance of a third-party expert in the field. This will provide a fresh look at our route and schedule structure, support service resource prioritization and be developed with the valuable input of employees, customers and community members.
- Intercity Transit should examine and monitor all Express service levels, particularly following the addition of Regional Mobility Grant funded routes.
- Intercity Transit should continue to seek funding to expand the maintenance and operating facility.

- Intercity Transit should consider increasing the sales tax to 0.9% in August 2014 or August 2015 to fund capital projects such as the purchase of vehicles and the rehabilitation and expansion of the operating and maintenance facility.

#### **Actions - 2015-2019**

- Intercity Transit should consider increasing the sales tax in 2014 if not increased in 2013.
- Intercity Transit should implement the recommendations of the updated service plan.

## **2. What is Intercity Transit's role in providing regional mobility?**

The demand for additional Intercity Transit service between Olympia and Tacoma/Pierce County increased when Pierce Transit eliminated their Olympia Express service, and it may continue to increase with the Sounder Commuter rail service extension to Lakewood. The award of two WSDOT Regional Mobility Grants support two additional Express routes Tumwater to Lakewood and Olympia to DuPont with continuing service to Seattle starting September 30, 2013. In addition, Intercity Transit has opened the new 325-space park-and-ride facility at I-5 and Marvin Rd.

The continued growth of Joint Base Lewis McChord (JBLM) and the importance of I-5 to regional travel and the economy of the region make the need for effective public transportation service between Thurston County and the central Puget Sound more than just an Intercity Transit issue. The State of Washington should play a significant role in the provision of public transportation in this corridor and Pierce Transit should resume sharing service with a successful sales tax measure.

#### **Actions - 2014**

- Continue to engage with the TRPC and WSDOT to consider alternatives for serving Joint Base Lewis-McChord (JBLM) and the I-5 corridor.
- Approach state and federal funding sources to provide assistance in meeting the public transportation demand in the I-5 corridor. This should include funding assistance to maintain and improve current service as a first step of a long-range plan as well as support of the vanpool program.
- Support the continued growth of the vanpool program.
- Continue to implement and evaluate additional service provided through the Regional Mobility Grant program.

#### **Actions - 2015-2019**

- Intercity Transit should continue to promote vanpooling and ridesharing to meet regional mobility needs.
- Continue to pursue joint use agreements as necessary to secure park and ride space to support ridesharing, express bus and local transit services
- Continue to work with the State of Washington and others to develop a long range plan for public transportation and/or commuter rail service in the corridor.

### **3. What role should Intercity Transit play in serving downtown Olympia, downtown Lacey, and the Tumwater Town Center areas?**

#### **Actions - 2014**

- Work with the State to identify and promote adequate parking for Dash service.
- Continue the provision of park and ride spaces during the Legislative session at the Farmers Market.
- Work with area stakeholders to market and cross promote transit in core areas of downtown Olympia, Lacey and Tumwater.

#### **Actions - 2015-2019**

- Intercity Transit should continue to operate the Dash service, and seek funding to expand the service to other concentrations of State employees or facilities.
- Intercity Transit should continue to increase service and ridership in major corridors and maintain the number of corridors with 15-minute service. If more funding becomes available, increase the service frequency.

### **4. Is there a role for local express service in the current service area?**

Intercity Transit currently operates no local express service. Local express service generally operates in major corridors with service speed being increased by reducing the number of stops and/or by introducing transit priority measures in the corridor.

Our market research shows travel time is one of the primary barriers to increased ridership for many of our customers or potential customers. Local express service is one way to increase service speed. The tradeoff is there is a greater distance between stops resulting in greater walking distances for passengers. If the service speed is increased by skipping certain stops, adequate information must be provided to customers to avoid confusion and anger when their stop is skipped.

The two new inter-county routes implemented September 30, 2013 - Tumwater to Lakewood and Olympia to DuPont with continuing service to Seattle - provide some ability to track use of local intra-county express service with stops scheduled at the Capitol Campus and Hawks Prairie Park and Ride.

#### **Actions - 2014**

- The Martin Way and Capitol Way corridors appear to be the most feasible corridors for this type of service. The CMAQ funded study to explore developing "smart" corridors is complete and nearing implementation. Intercity Transit should continue to participate in this effort and advocate stop and traffic signal system improvements in these corridors.
- Monitor intra-county ridership related to the Tumwater-to-Lakewood and Olympia to DuPont service.



## **2015 - 2019**

- Additional equipment is not anticipated to be available to explore local express service. Monitor the results of the “smart” corridors project to help evaluate potential future success.
- The Tumwater-to-Lakewood and Olympia-to-DuPont Regional Mobility grant funds expire in 2015. The grant has been approved for an additional two years dependent upon 2015-2017 biennium funding. Intercity Transit will have the option to accept the grant and dedicate the local match at that time.

### **5. Should transit priority measures – signal priority, queue bypasses, bus lanes – be considered?**

#### **Actions – 2014**

- Implementation of the pilot signal preemption program in the Martin Way and Capital corridors should take place.

#### **Actions – 2015-2019**

- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, the City of Tumwater, and Thurston County to explore improvements to the Martin Way corridor to improve pedestrian access to transit stops and increase transit vehicle speeds and reliability.
- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, and Thurston County to develop the Martin Way corridor as a “smart corridor.”
- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, and Thurston County to expand the number of intersections and buses equipped to enable signal preemption.

### **6. Should Intercity Transit pursue efforts to coordinate service with local school districts?**

The issue of coordination between local school districts and the public transportation provider is one often raised. Both school districts and transit systems have large fleets of buses and the school district vehicles are generally used only during peak periods. In addition, the vehicles often operate on the same roadways and appear to offer duplicative service. In some communities, students primarily use the public transportation system for travel to and from school. There are several barriers that make coordination between the services difficult. These include:

- The peak periods of both the public transportation system and the public school system generally coincide. There is little excess capacity in either system in the peak periods.
- School buses and public transportation vehicles are very different in design and requirements. Public transportation vehicles must be fully accessible, provide more space per passenger, provide more passenger amenities and be able to operate up to 16 hours per

day. School buses are lighter duty vehicles designed to operate four to six hours per day and on residential streets. They are designed to maximize capacity rather than comfort.

- School bus routes tend to be circuitous routes focused on a particular school. School buses often operate on neighborhood streets. Public transit routes tend to be more direct and operate on major and minor arterials. Public transit service generally expects passengers to walk longer distances than school bus routes.
- School buses are able to stop traffic, so students may safely cross a street. Transit vehicles do not have this ability. Students trained to cross in front of a school bus may try this with a transit vehicle.
- There is a reluctance to place younger students on public transportation where there is limited ability to monitor their interaction with other customers. Efforts to coordinate service are generally limited to middle and high school students. Intercity Transit staff and regional school districts' staff should work together to determine if there are coordination opportunities.

#### **Actions - 2014**

- Intercity Transit should continue its Youth Education program.
- Intercity Transit should continue to work with schools and youth to teach skills for safe biking, walking and transit use.

#### **Actions - 2015-2019**

- Intercity Transit staff should continue to market public transportation and the use of transportation alternatives to students.
- Intercity Transit should work with school districts to encourage the location of schools in areas served by public transportation and to develop safe paths for walking, biking, and access between transit routes and school facilities.

### **7. What level of passenger amenities (bus shelter, benches, lighted stops, passenger information) is appropriate?**

In 2005, the Intercity Transit Authority adopted a policy of providing a shelter at every bus stop. Currently, Intercity Transit has shelters at over 260 stops. Intercity Transit previously received a Surface Transportation Program (STP) grant of approximately \$350,000 to purchase additional shelters and make additional stop improvements. This began in 2009 and will be completed in 2011. The cost of a shelter and associated stop improvements can range from \$7,000 to \$30,000 per stop depending on the conditions at the stop.

A STP Enhancement grant of \$240,000 was obtained in 2011 to implement accessibility improvements at 46 selected stops. This project was completed in early 2013. Intercity Transit received an STP grant in 2013 in the amount of \$160,000 to improve 20 bus stops.

#### **Actions - 2014**

- Implement STP grant to enhance 20 bus stop locations.

#### **Actions - 2015-2019**

- Pursue available program funds to upgrade bus stops and shelters. It is unclear whether STP and/or enhancement funds may be available for this purpose.
- Purchase seating and other amenities for stops without shelters which have the most passenger activity.
- Continue a program of bus stop improvements with priority on making all stops ADA-accessible.
- Prioritize bus stop improvements by the level of passenger activity. An emphasis should be given to stops located near facilities serving elderly persons or others with special transportation needs as well as to stops located on major corridors.

#### **8. What additional investments in technology should be made beyond the current Advanced Communications System project?**

The Advanced Communications System is functioning but aging and needs significant updates. An analysis was conducted and it was determined that the best value was to upgrade the current system rather than purchase and implement a new system. A long-term strategy to address server room capacity was also addressed and budgeted in 2013. This project will carry over into the 2014 budget.

#### **Actions - 2014**

- Continue implementation of relatively low-cost improvements including telephone system improvements and Web site improvements and enhancements.
- Research telephone system replacement.
- Develop a plan to address server room issues and to provide adequate space for computer and other communications equipment.

#### **Actions - 2015-2018**

- Implement additional improvements and enhancements to the Advanced Communications System.
- Continue improvements to the Web site.
- Update review of the Information Systems function.
- Replace the existing telephone system.

#### **9. Should the vanpool program continue to expand to keep pace with demand?**

The Intercity Transit vanpool program increased to 213 active vanpools by the end of 2012. With the 10 percent fare increase in January 2013, nine vanpool groups folded. After losing almost the equivalent of one year's growth, the vanpool program has grown to an all-time high of 218 groups. It is anticipated the program will continue to grow as the population and the demand for travel to and from Thurston County increases. Additional park and ride capacity will also encourage growth of this program.

In the past several years, many of the vehicles to expand the program were funded through a Washington State Department of Transportation (WSDOT) grant. These fund sources were not adequate to fund 2008 vanpool purchases or all future vanpool purchases. Local funds were used to purchase expansion vans in 2008. Expansion vans were not needed in 2010 though replacement of vans continued. In 2010, WSDOT announced grants to buy replacement vans. Intercity Transit received a grant for \$956,800 that was used to purchase 46 vans in 2012 and 2013. WSDOT awarded a grant for \$574,750 for 2013-2015 to assist with the purchase of vanpool vehicles to expand the agency's vanpool program. This program will cover 95 percent of the cost of expansion vehicles.

Beginning in 2012, Intercity Transit began receiving federal funding allocated to the central Puget Sound region and based on service provided to Pierce County and King County. In this last funding cycle these federal 5307 funds covered 67.67 percent of the replacement cost of all vehicles which travel into or out of the Seattle UZA.

We increased vanpool fares approximately 18 percent on January 1, 2009, to match Pierce Transit's vanpool fare. Vanpool staffing also increased in 2009 (vanpool assistant) to allow continued growth of the program. We increased vanpool fares 10 percent January 1, 2013. To further expand this program, an additional Vanpool Coordinator will be necessary.

#### **Actions - 2014-2019**

- Add one vanpool coordinator to support the continued growth of the program.
- Continue to pursue WSDOT Vanpool Improvement Program grants to fund new and replacement vehicle purchases.
- Utilize federal 5307 funds through the central Puget Sound for travel into the Seattle UZA.
- Plan on adding an average of 10 new groups each year over the six years of this plan.
- Reserve vehicles slated for surplus if demand exceeds our yearly expansion of ten vehicles.

#### **10. Are there capital purchases or other projects that are needed to allow future growth? What is the appropriate timeline for these projects?**

Intercity Transit obtained federal funds for all needed replacement buses through 2018. Federal funds have been secured to purchase ten additional buses to be delivered in 2014. The next fleet of buses due for replacement should be replaced in the 2018-2020 timeframe.

Intercity Transit has also been successful in obtaining funding for all other major capital projects with the exception of the expansion and renovation of the Pattison Street Operating and Maintenance facility. The changes in federal funding under MAP-21 require a new approach to funding this facility.

#### **Actions - 2014**

- Determine how the expansion and renovation of the Pattison Street facility will be funded. Look for opportunities to complete final design and construction.
- Develop a long-term capital funding plan.

### **Actions - 2015-2019**

- Continue the pursuit of funding to finance the Pattison Street project, new buses and other projects.

### **11. Should Intercity Transit pursue additional park and ride facilities?**

Although we feel that additional park-and-ride locations are needed in Tumwater and Yelm, staff urges caution in dedicating capital funds for additional park-and-ride facilities at this time.

WSDOT Regional Mobility Grant funds were obtained to expand the Martin Way Park and Ride by 170 parking spaces and build the 325-space Hawks Prairie Park and Ride facility in 2012. There is still room at these facilities to support express bus, vanpool, and ridesharing programs. In addition, the State of Washington is supporting the use of 30 parking spaces at a facility in Tumwater in support of the new Tumwater to Lakewood express service.

### **Actions - 2014**

- Pursue joint use agreements to secure park and ride space to serve ridesharing, express bus and local transit services.

### **Actions - 2015-2019**

- Continue to pursue joint use agreements as necessary to secure park and ride space to support ridesharing, express bus and local transit services.
- Continue to monitor and work with the City of Yelm, City of Tumwater, and the Washington State Department of Transportation regarding potential locations for a park and ride facility.

### **12. How do Village Vans, Community Vans, the Surplus Van Grant and Discounted Bus Pass programs fit into Intercity Transit's future plans? Are there other programs of this type that should be considered?**

These four programs should be continued in future years. All of these programs are very successful and resulted in new community partnerships. These programs are relatively low cost programs for Intercity Transit with grant and program revenues covering much of the cost.

### **Actions - 2014-2019**

- Continue the Village Van, Surplus Van Grant, Community Van and Discounted Bus Pass programs.
- While funding is available for the Village Van program for the 2013-2015 biennium, MAP-21 eliminated new money for this program. Intercity Transit advocates for and monitors funding for the Village Van program beyond the 2013-2015 timeframe.

### **13. Are our services – Dial-A-Lift, Travel Training, and Accessible Fixed-Route Buses adequate to serve persons with disabilities?**

Intercity Transit continues to improve its service to persons with disabilities. The Advanced Communications System, in concert with the telephone system and scheduling software, continue to be improved and updated. This allowed improved customer service and increased efficiency in the Dial-A-Lift program. Market Research of Dial-A-Lift services to measure customer satisfaction and the need for service improvements was completed in 2011, showing a very high level of satisfaction with the Dial-A-Lift service. Staff recommends Market Research of Dial-A-Lift services be conducted every 3 to 5 years.

Eighteen vehicles in the Dial-A-Lift fleet were replaced in 2011. Ten vehicles were replaced in 2013. Replacement of the eight fixed-route vans and ten standard floor coaches in 2008 greatly increased the accessibility of the fixed-route vehicle fleet for all users. Advanced Communication System features such as automated stop announcements, transfer protection, and improved customer information also improved customer service for all fixed-route passengers.

Though Intercity Transit fixed-route buses are accessible, many individuals are still unaware of just how easy it is to use fixed-route. By expanding the Travel Training program and enhancing it with Bus Buddies, Intercity Transit increases its focus on educating persons with disabilities and senior citizens on the accessibility of the fixed route, increasing personal independence and reducing costly Dial-A-Lift trips.

#### **Actions – 2014**

- Continue to focus on expanding the Travel Training program with Bus Buddies.
- Dependent upon the results of the one-year Travel Trainer pilot project, expand the Travel Training program by one full-time staff.

#### **Actions – 2015-2019**

- Continue to pursue improvements in scheduling software and use of technology to improve productivity and service.
- Complete Market Research of Dial-A-Lift services no later than 2016.
- Replace most unreliable vehicles.
- Continue the effort to make all bus stops accessible and to provide shelters and other amenities at stops serving persons with disabilities.
- Apply the principles of Universal Design to all capital purchases and projects, and explicitly consider accessibility and usability for the widest range of individuals when evaluating equipment and technology.

**14. Is the current fare policy appropriate?**

Staff recommends we retain our policy to review fares every three years. The fare structure, effective February 2013, is as follows:

Category	Per Ride	Daily	Monthly
Adult	\$1.25	\$2.50	\$36
Youth (6-17)	\$1.25	\$2.50	\$15
Reduced	\$.50	\$1.00	\$15
Dial-A-Lift	\$1.25	\$2.50	\$36 or \$15

**15. Should Intercity Transit’s planning for the next six years be financially constrained?**

The majority of Intercity Transit’s funding is from the local sales and use tax. This was increased from 0.6 percent to 0.8 percent in August 2010. This allowed Intercity Transit to maintain current service levels and make modest service improvements. The Authority has an additional 0.1 percent sales tax authority that could be levied at a future date. The financial forecast included in this plan is based on the current 0.8 percent sales tax. Staff recommends the Authority consider an August 2014 or August 2015 sales tax election to levy the additional 0.1 percent with all revenues dedicated to capital projects. An August 2014 election date provides economic advantages but delaying to 2015 will allow a more extensive engagement of the greater community and member jurisdictions.

**16. What role should Intercity Transit play in local transportation projects-Commute Trip Reduction, Youth Education Programs and the Bicycle Commute Contest?**

Intercity Transit was the lead agency for the Thurston County Commute Trip Reduction prior to 2001. The loss of MVET funds in 2000 made it difficult to maintain this role. In 2001, the local jurisdictions contracted with a private firm to coordinate the program. Intercity Transit remained an active partner and provided Employee Transportation Coordinator training and outreach to major worksites as part of its marketing programs. In 2005, the Thurston Regional Planning Council became coordinator of the CTR program, and Intercity Transit was contracted to provide marketing, training, and support service. In 2006, Intercity Transit received a Trip Reduction Performance Program (TRPP) grant to provide expanded CTR services in the Tumwater Town Center area. This program was completed in mid-2007. Intercity Transit received an additional TRPP grant for 2008 and 2009 to implement a marketing program aimed at commuters traveling from outside Thurston County to the Capitol Campus and the Olympia downtown area. This program, “Capitol Commutes” was completed in June 2009. The TRPC received grants to expand CTR activities in Thurston County and contracted with Intercity Transit to assist with these efforts.

The CTR program was reauthorized in the 2006 legislative session with a number of changes made in the program. The base program and level of funding for Thurston County should remain at or near current levels in 2013. A new element of the CTR program was the ability of

a jurisdiction to form a Growth and Transportation Efficiency Center (GTEC) that will adopt aggressive targets for reducing trips. The local public transportation agency must agree to place priority on expanded service to GTECs and the jurisdiction must pledge to support efforts to reduce trips to the GTEC. Additional CTR funding is available to support GTECs. The City of Olympia received funding for a GTEC that includes the Capitol Campus and downtown Olympia. This funding was not renewed for the 2009 – 2011 or 2011-2013 biennium.

Intercity Transit established several successful community and youth outreach programs over the past several years. Two of these – the Bicycle Commuter Contest and Smart Moves youth education program – were assumed by Intercity Transit in 2005 when the program and funding were in danger. Since then, Intercity Transit developed these into strong, ongoing programs with significant community support. Key to this success is a full-time Youth Education coordinator and a Bicycle Commuter Contest coordinator who works six months of each year. The 2014 budget will include two part-time, grant-funded positions to assist in implementing youth education activities in 2014 and 2015.

#### **Actions 2014**

- Hire two part-time, grant-funded positions to assist in implementing youth education activities in 2014.
- Continue to support the Bike PARTners program in 2014 and find additional sources for bike donations.
- Continue to pursue grant opportunities to supplement the Youth Education program and the Bicycle Commuter Contest.

#### **Actions - 2015-2019**

- Intercity Transit should work with the Thurston Regional Planning Council, the State of Washington and the affected local jurisdictions to improve the Commute Trip Reduction Program.
- Intercity Transit should continue to aggressively market alternative transportation to youth and in schools, as well as in the larger community.
- Intercity Transit should continue to coordinate the Bicycle Community Contest and seek grant funding to expand its efforts.
- Intercity Transit should aggressively market high frequency corridor service.

### **17. Should Intercity Transit's current marketing approach and level of effort be continued?**

Intercity Transit's marketing and communications program include marketing, broad community outreach, ongoing corporate communications, branding, public involvement and media relations.

Intercity Transit completed a significant market research effort in 2009 that indicated we had significant success attracting new riders, retaining riders for longer periods of time, and



raising awareness of transit services. The research confirmed our key markets continue to be commuters and young people.

#### **Actions - 2014**

- Intercity Transit should continue to aggressively market its services, and should at a minimum, maintain the current level of marketing and community outreach efforts.
- Intercity Transit should expand its Web site to better serve our various constituents and to continue to be a relevant business and communications tool for the agency.
- Intercity Transit should continue to pursue outreach communications through social media platforms.
- Intercity Transit was scheduled to begin the next round of market research work in 2014. The last work was completed in 2008-09 and included a Customer Satisfaction Survey, a Market Segmentation Study and a Worksite Commuter Survey. Staff proposes we delay this work until 2015 and potentially to 2016 pending the completion and outcomes of the short- and long-range service plan.

#### **Actions - 2015-2019**

- Intercity Transit should aggressively market the high level of service offered in major corridors.
- Intercity Transit should continue its marketing and communications efforts to educate the community about existing and new services and the value of public transportation to the community Intercity Transit serves.
- Intercity Transit should continue to make use of customer information technology to enhance the customer experience and support service value. A real-time bus arrival service, such as OneBusAway, should be an ongoing program available to Intercity Transit bus riders.

#### **18. What steps should Intercity Transit take to reduce emissions and the negative environmental impacts of our operations?**

Intercity Transit took a number of steps to reduce emissions from its vehicle fleet. Intercity Transit was one of the first transit agencies in the country to use biodiesel in its entire fleet and continues to use B20 (20 percent biodiesel and 80 percent ultra-low-sulfur diesel) in its fleet. A test was run using B40 for a six-month period, and no adverse impacts were detected. The price differential between biodiesel and diesel continues to be significant. Intercity Transit pays a \$.30-to-\$.55 -per-gallon premium for B20 as compared to 100 percent diesel.

One of the most important steps Intercity Transit took was to remove older engines from service and to retrofit older engines with emission reduction equipment. This was largely accomplished in 2007, with the purchase of 18 new, replacement vehicles. Intercity Transit also received a grant from the Department of Ecology to install diesel oxidation catalysts and crankcase ventilation filters on the 12 oldest Intercity Transit coaches that would still be in the fleet after 2007. The purchase of six hybrid buses in 2010 and seven more in 2012 significantly

reduces emissions through 25- to 30-percent better fuel economy and cleaner engines. Intercity Transit received federal and state funds for ten additional buses which will complete bus replacement through 2018.

Intercity Transit's policy is to use "environmentally friendly" chemicals and materials in its entire operations. Intercity Transit developed and adopted a formal Environmental and Sustainability policy in 2011. This policy focuses on actions we take to protect the current environment, primarily through compliance with environmental regulations and practices, and use of materials that do not adversely impact the natural environment. The policy also includes a sustainability element designed to enable us to meet the needs of current residents and of future growth without compromising a future that includes a healthy environment, economy, and society.

A Sustainability Plan was presented to the Authority in October 2009. This plan includes an inventory of current emissions and recommendations to improve our practices and processes. It will be continually updated and will likely result in updated policy recommendations to the Authority in early 2013. Intercity Transit completed the training in the Federal Transit Administration's Environmental Management System program and will continue this effort in 2014. ISO 14001 certification of Intercity Transit's Environmental and Sustainability Management System (ESMS) program starts in 2013 and will continue through 2015.

Intercity Transit should continue to take an active role in local land use planning to encourage transit-oriented development and to ensure new development supports increased use of public transportation. Intercity Transit should continue to support the Thurston Regional Planning Council's efforts including the Sustainable Thurston County project, the Smart Corridors project, Thurston Here to There, and other projects. The Authority and staff should be involved in local jurisdiction comprehensive plan updates.

#### **Actions - 2014**

- Increase involvement in local and regional land use planning efforts and advocate for transit-oriented development and other development that encourages the use of transportation alternatives.
- Seek ISO 14001 certification for the Environmental and Sustainability Management System program.
- Seek funding partnership with Puget Sound Energy to reduce energy and water usage and waste production.
- Continue to utilize environmentally friendly chemicals and materials in all operations, and require their use to the maximum extent possible by vendors and contractors.
- Update the Sustainability Plan and continue implementation of recommendations.
- Continue partnerships with the Thurston Green Business group and Puget Sound Energy's Green Power program.

#### **Actions - 2015-2019**

- Continue implementation of the Sustainability Plan and update as needed.

- New buildings and facilities should meet LEED – Gold Certification building standards.

**19. Issue: What should be Intercity Transit’s policy and actions related to expansion of the PTBA?**

**Actions – 2014-2019**

- Staff recommends the Authority maintain its current policy regarding expansion of the PTBA:

*The Intercity Transit Authority should consider annexation of new areas only if representatives of these areas request the Authority take steps to hold an annexation election and demonstrate that there is support for the action in the area to be annexed.*

**Chapter 4: Recommended Service Plan**

**SERVICE RECOMMENDATIONS**

This Strategic Plan includes no significant changes in service. As the economy improves or if additional revenue becomes available, service may be added. The Short and Long Range Service Plan will be updated in 2014 and should identify priorities for future service increases and expansions.

Any service increase should be based on the service principles originally developed as part of the 2002-2007 Strategic Plan. These should be reviewed as part of the Service Plan update. The service principles are reviewed below:

**1. Operate five different types of local service, each designed to meet the needs of the neighborhoods it serves.**

Intercity Transit will operate five types of local service, based on the road network, residential densities, and levels of commercial activity in the areas being served. These types of service are summarized in the following table.

TYPE	ROADWAY	PEAK PERIOD	MIDDAY SERV	NIGHT SERVICE
Trunk	Major Arterial	15	5	30
Primary	Local	30	30	60
Secondary	Arterial, Local	30/60	60	None
Rural	Local	30/60	60	None

Trunk route service levels may be obtained by multiple routes operating in the same corridor. For example, routes 41 and 48 provide a 15 minute all-day service between the Olympia Transit Center and Harrison and Division and between the Olympia Transit Center and The Evergreen State College.

Circulator routes operate in a Central Business District or other major activity center. The Dash began service in the Capitol Campus/Downtown Olympia area in early 2006. The Dash service operates approximately every 15 minutes when the Legislature is not in session and every 12 minutes during the Legislative session.

## **2. Strengthen service operating along major corridors.**

Services operating along major corridors will be strengthened by operating weekday services more frequently and by extending hours of operation. A significant level of resources was allocated in the previous Strategic Plan to accomplish this. Corridors with service operating every 15 minutes were established throughout the service area. Existing corridors with service every 15 minutes include:

- The Martin Way corridor from 7:00 a.m. to 7:00 p.m. from the Hawks Prairie area via the Lacey Transit center to the Olympia Transit Center (OTC).
- Capitol Way from the Olympia Transit Center to Tumwater Boulevard and the Tumwater Town Center area.
- OTC to The Evergreen State College via Division and Cooper Point Rd. Harrison from the OTC to Division receives 15 minute service.
- OTC to the Westfield Mall.
- OTC to South Puget Sound Community College.

Route 41 operating between TESC and the Olympia Transit Center began operating service every 15 minutes during peak periods in early 2011. All day 15-minute service should be added on this route when funds become available.

Major corridors also received new shelters and other stop upgrades in the past several years. This will continue in 2014 and beyond.

## **3. Reduce customer travel times.**

Intercity Transit completed a major market research project in early 2005 and updated this work in 2009. This research found a major impediment to increased use of public transportation was the travel time difference between traveling by bus and by automobile. This issue will be addressed by providing more direct service, increasing travel speeds through the use of transit priority measures, and by increasing service reliability.

## **4. Keep pace with new high-density development.**

Numerous developments located just outside Intercity Transit's current service network are planned or under construction. These will have a significant impact on Intercity Transit's service. Major developments include:

- *North Marvin Rd./Meridian Campus.* This area includes commercial/office development

and significant residential development. In late 2007, this area became the home to a new Cabela's outdoor store, a significant traffic generator expected to attract additional development to the area. Future development in this area could create the need for a new transit center and extensive service. Development slowed with the economic downturn, and the scale of future development is in question. The Hawks Prairie park-and-ride facility opened in 2012 and could serve as the transit center for this area.

- ***Tumwater Town Center.*** This includes the area bordered by I-5, Tumwater Boulevard, Israel Rd., and Capital Blvd. The number of state employees in this area continues to increase and plans call for increased residential and retail development. Fifteen minute service was introduced to this area in early 2008. Express service Tumwater to Lakewood began September 30, 2013. This service is funded in large part by a two-year regional Mobility Grant which will expire June 30, 2015.
- ***Briggs Urban Village/Boulevard Rd. development.*** The Briggs Urban Village and several other subdivision developments in southeast Olympia provide opportunities for increased service and ridership in an area that has not shown strong transit usage in the past. This development slowed with the economic downturn, but the area is now developing with additional housing and planned retail.
- ***Yelm Development.*** New retail development, continuing residential growth, and new roadway construction combine to require additional public transportation service to the Yelm area.

## **5. Expand regional express routes.**

Intercity Transit expanded and upgraded the Olympia-Tacoma Express services over the past five years. The following improvements were implemented:

- An early morning service was added to connect with the first Sounder train. As additional trains are added, schedules will be adjusted to meet those trips. Once commuter rail service is extended to Lakewood, connections will be moved to the Lakewood Rail Station.
- Weekday and Saturday services operate later in the evening, allowing evening travel from Seattle, SeaTac and University of Washington - Tacoma to Thurston County.
- Sunday express service began operation. Midday frequency increased and the route was simplified.

The elimination of Pierce Transit service in 2011 created new challenges for this service. Intercity Transit added several trips to fill major service gaps but continues to be faced with demand that exceeds capacity. The Olympia express service will undergo an extensive review as part of the Service Plan update. The impact of the November 2012 Pierce Transit sales tax election and the extension of Sounder service to Lakewood in October 2012 will also be considered.

Intercity Transit will continue to explore improved connections to Sound Transit services and other connections. The opening of the expanded Martin Way Park and Ride, the Hawks Prairie Park and Ride and the Lakewood Station Park and Ride provided increased park-and-

ride capacity in this corridor.

## **6. Support a range of transportation alternatives.**

Intercity Transit will continue to support and fund a variety of transportation initiatives, all designed to foster a range of alternatives to single occupant auto travel. These efforts include:

- a. Expand the vanpool program to keep pace with increasing demand. The vanpool program grew to over 195 active vans in 2008. Active vanpool groups decreased to 178 vans due to loss of jobs associated with the economic recession but has rebounded and we are now at over 220 vans.
- b. Continue and expand Intercity Transit's marketing efforts:
  - Expand Intercity Transit's travel training and travel familiarization programs. Focus on Youth Education and safety efforts.
  - Focus marketing and outreach efforts on identified target markets – students, commuters and seniors.
  - More closely coordinate marketing efforts with the Commute Trip Reduction Program.
- c. Enhance Intercity Transit's role as the community's mobility manager and transportation information clearinghouse.
- d. Encourage land use patterns that support public transportation:
  - Advocate and support local jurisdictions' efforts to implement transit supportive development along trunk bus routes. This includes assisting the City of Olympia in the implementation of its Transportation Mobility Strategy. Intercity Transit will coordinate with jurisdictions to ensure zoning ordinances and development standards support alternate modes. Such measures should include:
    - Provision of sidewalks and street lighting.
    - Bus shelters and schedule information at more bus stops.
    - Provision for convenient and safe pedestrian street crossings. This may take the form of signalized intersections, special pedestrian crossings, or pedestrian refuges in the middle of wide thoroughfares, depending upon individual circumstances.
    - Provision for all alternative modes of transportation, including bicycles, ridesharing and vanpools, when appropriate.
    - Convenient pedestrian access to all public buildings and businesses. Pedestrians should not be required to walk through a parking lot to reach a business entrance. While still allowing parking to be located in front of a business, whenever possible, some portion of a building should abut the street.
  - Advocate and support local jurisdictions' efforts to implement transit-intensive development in the vicinity of transit nodes. These nodes will be identified in conjunction with each jurisdiction and will represent areas where high-quality transit

services on several different routes intersect. In addition to the transit- supportive measures identified above, transit nodes should:

- Support high-density and mixed-use development patterns, as appropriate.
- Establish strict limits on the number of parking spaces allowed.
- Require that all commercial and public buildings be oriented towards the street with any parking oriented toward the rear of the facility.
- Review all development proposals and comment on those impacting public transportation issues. Comments should suggest modifications to development proposals that will both facilitate transit operations (stop and shelter improvements) and those that will make a development more transit supportive. Staff will follow-up at the hearing examiner levels, as appropriate, to ensure Intercity Transit's comments are clear and go on record.

## **7. Provide fixed facilities and equipment that support the region's public transit infrastructure.**

Chapter 5 contains discussion and recommendations for the facilities and equipment needed in order to support this service plan.

### **SERVICE IMPLEMENTATION PLAN**

The Long-Range Transit Plan outlines five areas of service recommendations for Intercity Transit:

- a. Improve frequency on local routes. Fifteen-minute service should be provided on major corridors. Thirty-minute peak hour service should be provided on all routes.
- b. Improve evening, weekend, and holiday span of service.
- c. Expand express services. Four potential markets are identified:
  - Service to Pierce County
  - Intra-Thurston County service
  - Yelm service
  - Lewis County service
- d. New local routes. These routes would serve new areas as well as offering cross-town service such as a proposed route linking the Lacey Transit Center and the Tumwater Town Center area.
- e. Circulators. Expansion of the Dash service type should be considered as activity centers develop.

The last independent review of Intercity Transit's service was conducted in 2006. The short-range and long-range service plan will be updated in 2014.

## Chapter 5: Capital Plan and Other Plan Elements

Intercity Transit has been very successful in obtaining both federal and State of Washington grant funds to complete major capital projects. Over the past several years, grants provided funds for the following major capital projects:

- ***Hawks Prairie Park-and-Ride Facility.*** This project was funded by a 2009-2011 and a 2011-2013 State of Washington Regional Mobility grants. The project received approximately \$6,000,000 in grant funding and will be completed in late 2012.
- ***Martin Way Park-and-Ride Facility.*** This project more than doubled the capacity of the existing Martin Way Park-and-Ride improved appearance, safety and security. The project was funded by a 2007-2009 Regional Mobility grant with grant funds covering 80% of costs.
- ***Olympia Transit Center.*** The Olympia Transit Center (OTC) expansion is in the design phase with construction expected to begin in early 2013. The project received two federal grants totaling approximately \$4 million. The total cost of the project is estimated at \$8.2 million.
- ***Coach Replacement.*** Intercity Transit began the replacement of 20 buses purchased in 1996 and 1998 in 2010. Six buses were purchased in 2010, seven in 2012, and the final seven are expected in 2014. These 20 coaches were funded by a variety of federal discretionary grants covering approximately 80% of the \$14,000,000 cost of the new vehicles. In addition, 3 coaches are funding through the Regional Mobility Grant for express service serving Tumwater to Lakewood. With the ten buses to be delivered in 2014, additional replacement buses will not be needed until 2018.
- ***Expansion and Replacement Vanpool Vehicles.*** Intercity Transit has been successful in obtaining State of Washington Vanpool Improvement Program funds for expansion and replacement vanpool vehicles over the past several years. These funds provided as much as 80% of the cost of vans. We anticipate being able to obtain funds for future expansion vans, but state funding for replacement vehicles is uncertain. Intercity Transit will need to purchase approximately 38 replacement vehicles per year at a cost of \$800,000 per year. Fortunately, in 2012 federal funds distributed by the Puget Sound Regional Council (PSRC) began flowing to Intercity Transit. These funds are based on the service and ridership on our regional express and vanpool programs to and from the central Puget Sound area. We received \$1.7 million in 2012 and anticipate a similar level of funding in future years. These funds will cover 80% of the capital cost of vans serving this area. Approximately 60% of our vanpool currently serves the central Puget Sound.

Intercity Transit utilized local funds to purchase new and replacement Dial-A-Lift vehicles, computer and telephone equipment, staff vehicles and other smaller capital purchases. Local funds have also been used to complete a Master Site Plan, preliminary engineering and Value Engineering for the Pattison Street Maintenance and Operating facility expansion project. \$3,200,000 in local funds was budgeted for final engineering of this project in 2012 and the Authority will be asked to consider this project at a later date. The expansion of the Pattison



Street Operations and Maintenance facility is the major capital project to be undertaken during the six-year period covered by this Strategic Plan update if grant funding becomes available. The construction element of this project is estimated at \$22,500,000. It has been hoped the project would be funded by federal discretionary funds. However, changes in the federal grant program included in the new authorization legislation, Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21), eliminate the major federal discretionary grant programs and likely make it more difficult to obtain federal funds for this project. MAP-21 is described in more detail below.

### **MOVING AHEAD FOR PROGRESS IN THE 21<sup>ST</sup> CENTURY (MAP-21) – SUMMARY OF MAJOR PROVISIONS**

The major change in MAP-21 is the shift from discretionary grant program to an allocation program. In past years, Intercity Transit received an allocation of 5307 funds supplemented by Small Transit Intensive City (STIC) funds based on system performance. These programs continue with STIC funding receiving a 50% increase. Intercity Transit has also been very successful in recent years in receiving discretionary federal funding under the State of Good Repair (SGR) grant program and the Clean Fuels grant program. The SGR program is now an allocation program under MAP-21 and the Clean Fuels program was eliminated.

In FY2014, urbanized areas will receive apportionments from four programs:

- Urbanized Area Formula Program (section 5307). This includes section 5340 (High Density and Growing States funds, Job Access and Reverse Commute (JARC) funds, and STIC funds.
- Enhanced Mobility for Seniors and Individuals with Disabilities Program (section 5310). These funds generally go to non-profit agencies.
- State of Good Repair Program (section 5337). These funds go to systems with fixed-guideway systems or with exclusive High Occupancy Vehicle (HOV) systems.
- Bus and Bus Facilities Formula Grants Program (section 5339). Intercity Transit will receive an allocation through this program.

The two changes with the most dramatic effect on Intercity Transit are:

- A new formula Bus and Bus Facilities Program (5339) is established for grants to all agencies operating bus service in lieu of the current Bus Discretionary Program (section 5309).
- The Bus Discretionary program, Alternatives Analysis (5339), Clean Fuels (5308), Transit in the Parks (5320), and Over the Road Bus (3038 of TEA-21) programs will end with the expiration of SAFETEA-LU. The elimination of these discretionary programs underscores the need for grantees to carefully prioritize the needs of their own systems and align their operations with the new streams of formula assistance.

The estimated financial impact is:

- FY 2012 5307 Funding (includes STIC) - \$2,800,000
- FY 2013 and 2014 5307 and new 5339 Funding (includes STIC) - \$3,500,000

Intercity Transit will see an increase of approximately \$700,000 per year in allocated federal funding but will not have discretionary capital funds available. This creates significant challenges in funding major facility construction. It will require a different approach to funding bus replacements and other capital projects. Federal capital funding will be more predictable but large grants to fund major capital projects will not be available.

Effective with federal FY 2012, Intercity Transit began receiving federal funds distributed by the Puget Sound Regional Council. This funding is based on the level of service we provide in the central Puget Sound region with our vanpool and express bus service. In FY 2013 we will receive \$ 1,905,031 in federal funds. These funds will be used to purchase replacement vanpool vehicles, cover preventive maintenance costs for equipment serving the central Puget Sound region, and to cover a portion of the operating costs of our regional express service. We anticipate receiving a similar level of funds from the PSRC's allocation each year. This funding is assumed in our updated funding model and is allocated to capital preventive maintenance and vanpool replacement in years 2014-2019. Revenue from this source exceeds these expenses by approximately \$700,000 per year. New capital projects may be funded with these funds.

### **2014 - 2019 Capital Program**

Intercity Transit obtained grant funds for its bus replacement program through 2017 and has funding secured for the Olympia Transit Center. The largest remaining capital project is the expansion and renovation of the Pattison Street Operations and Maintenance Facility. This project is estimated at \$3,200,000 for final engineering and \$22,500,000 for construction. It appears unlikely significant amounts of federal funding will be available for this project.

The capital program for each year of this Strategic Plan Update is detailed below. The projects below are capital projects proposed for the 2014-2019 capital plan and are subject to further review by the Authority.

### **2014 Capital Projects**

Coaches (10)	7,232,400
Vanpools (49)	1,356,018
Village Vans (2)	55,285
Staff Car-Electric (1)	42,800
Staff Car-Station Wagon (1)	25,400
Computer Room Remodel	400,000
Personal Computers	30,000
Phone System Replacement	50,000

Security Cameras (Lenel) for Buildings	130,000
Servers-Standard (10 @ 5 yr cycle)	30,000
Ethernet Switches (14/7 yrs)	10,000
Fiber Optics/High Speed Links	60,000
Firewalls (7 yrs)	36,000
ACS Orbital/Radio System Replacement	9,000
FleetNET Additional Modules	15,000
Office Upgrades (130/5yrs)	20,000
Pattison Lube Room Renovation	600,000
Pattison UST Tank Replacement	3,400,000
Bus Stop Improvements Facilities	150,000
Additional Grant Work OTC	537,100
<b>2014 Capital Projects Total</b>	<b>14,189,003</b>

### **2015 Capital Projects**

Dial-A-Lift Vans (7)	1,019,045
Vanpools (49)	1,403,487
Facility Truck (1)	71,415
Facility maintenance Trailers (1)	10,400
Personal Computers	70,000
Phone System Replacement	150,000
Projector Equipment OTC conference room	20,000
Radio Equipment (IP Based Centracoms)	50,000
Servers - Standard (10 @ 5 yr cycle)	30,000
Fiber Optics/High Speed Links	90,000
OTC new building network equipment	60,000
Adobe Software Upgrades	10,000
Glass Block and Soffit Replacement - Both Pattiso Facilities	400,000
Replace Roof - Pattison, Both Facilities	412,000
Amtrak Seal Coat - North Lot	12,000
OTC HVAC Replacement	25,000
Martin Way P&R Seal Coat (7 yrs)	30,000
LTC Interior Painting (10 yrs)	5,000
Pattison Office Window Replacement	100,000
Pattison Facility Phase One Upgrades	2,500,000
Fare boxes/Smartcards	1,050,000
Tire Machine	20,000
Articulated Boom Lift	55,000
Bus Stop Improvements Facilities	100,000
<b>2015 Capital Projects Total</b>	<b>7,693,347</b>

## 2016 Capital Projects

Dial-A-Lift Vans (2)	301,346
Vanpools (49)	452,609
Facility Truck (1)	73,910
<b><i>MIS &amp; Communication Equipment</i></b>	
Data Reduplication System (Single Sys/5 Yr)	60,000
Laptops - Tough Book Type (7/4YR)	10,000
Personal Computers	70,000
Plotter (1/5 Yr)	15,000
Projectors-Normal replacements	5,500
Radio Equipment (IP Based Centracoms)	50,000
Servers - High Performance (8 @ 5 yr)	70,000
Servers - Standard (10 @ 5 yr cycle)	30,000
<b><i>Software</i></b>	
Office Upgrades (130/5yrs)	135,000
SharePoint Maintenance/Upgrades	60,000
VMWare Software (8 Units/5 Yrs)	25,000
Windows OS replacement (PC Operating System)	35,000
<b><i>Facilities</i></b>	
Replace OTC Roof	210,000
Pattison Carpet Replacement	50,000
Pattison Mezzanine Replacement	14,000
Amtrak Seal Coat - South Lot	14,000
OTC Tile Replacement	8,000
Exterior Painting All Facilities (7 yrs)	275,000
Interior Painting Pattison (10 yrs)	250,000
Pattison Tire Bay Mezz w/ stairs	200,000
Pattison Jib Crane (Taller / battery packs)	200,000
Pattison Landscaping (drought tolerant)	30,000
LTC Landscaping (drought tolerant)	25,000
Amtrak Landscaping (drought tolerant)	25,000
Pattison Maint Office Renovation	400,000
Pattison Fire/Security Alarm Replacement	100,000
<b><i>Shop Equipment</i></b>	
Parts Washer	15,000
Bead Blaster	10,000
Bus Stop Improvements Facilities	100,000
<b>2016 Capital Projects Total</b>	<b>319,365</b>

## 2017 Capital Projects

Major Vehicle Components (6)	200,000
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Dial-A-Lift Vans (1)	55,947
Vanpools (49)	1,503,450
VM Service Trucks (1)	65,200
Ops Service Vans (2)	80,400
<b><i>MIS &amp; Communication Equipment</i></b>	
Personal Computers	70,000
Servers - Standard (10 @ 5 yr cycle)	30,000
Storage Area Network (SAN) (1/5YR)	150,000
<b><i>Network Hardware</i></b>	
Ethernet Switches (14/7 YR)	150,000
Wireless access point replacement	5,000
<b><i>Software</i></b>	
Microsoft Server Software Upgrades/Repl.	130,000
<b><i>Facilities</i></b>	
Amtrak Floor Tile Replacement	30,000
OTC Interior Painting	9,000
Pattison Additional Fall Protection in bays	75,000
Pattison Fill Pits/add 2 Eco Lifts	450,000
Pattison Fencing/security/gate openers	150,000
Amtrak Gate Opener	25,000
<b><i>Intelligent Transportation Systems Projects</i></b>	
Signal Priority Project	150,000
Bus Stop Improvements Facilities	100,000
<b>2017 Capital Projects Total</b>	<b>4,528,997</b>

### **2018 Capital Projects**

Coaches (4)	3,255,872
Dial-A-Lift Vans (18)	2,905,287
Vanpools (48)	1,524,314
VM Service Trucks (1)	67,500
Ops Service Vans (1)	41,600
Facility Truck (3)	237,494
<b><i>MIS &amp; Communication Equipment</i></b>	
Personal Computers	70,000
Servers - Standard (10 @ 5 yr cycle)	30,000
<b><i>Software</i></b>	
Antivirus Software Upgrades	6,000
Backup Software	50,000
FleetNet Additional Moduals	15,000
POS system updates - VP in 2014 and OTC in 201	60,000
TMS Replacement	100,000

***Facilities***

Pattison HVAC Engineering	9,000
Pattison HVAC #9-9a Replacement	12,000
OTC HVAC # 16- 16a Replacement	12,000
Pattison Bus Air Shears / Blowers	100,000
Bus Stop Improvements Facilities	100,000
<b>2018 Capital Projects Total</b>	<b>8,596,068</b>

**2019 Capital Projects**

Coaches (4)	3,353,548
Major Vehicle Components (7)	1,400,000
Dial-A-Lift Vans (2)	334,108
Vanpools (41)	1,347,589
Village Vans (1)	32,830
Facility Truck (1)	81,930
<b><i>MIS &amp; Communication Equipment</i></b>	
Personal Computers	70,000
Servers - Standard (10 @ 5 yr cycle)	30,000
<b><i>Software</i></b>	
ACS Orbital/ Radio System Replacement	2,000,000
<b><i>Facilities</i></b>	
Pattison Rubber Flooring Replacement	30,000
Pattison Auto Bay Lift Replacements	200,000
Pattison Facility Phase One Upgrades	29,739,412
Pattison Electrical Upgrades	1,500,000
<b><i>Shop Equipment</i></b>	
Spin Balancer	25,000
Bus Stop Improvements Facilities	100,000
<b>2019 Capital Projects Total</b>	<b>40,244,418</b>

The 2014 - 2019 capital program expenses are summarized below. The number in parentheses is the adjusted cost if the Pattison Street Maintenance and Operations facility project is not pursued. The elimination of that project removes a projected \$29,739,412 in capital costs in 2019 dollars.

<b>CAPITAL PROGRAM SUMMARY</b>	
<b>Year</b>	<b>Total Cost</b>
<b>2014</b>	<b>\$14,189,003</b>
<b>2015</b>	<b>\$7,693,347</b>
<b>2016</b>	<b>\$4,319,365</b>
<b>2017</b>	<b>\$4,528,997</b>
<b>2018</b>	<b>\$8,596,068</b>
<b>2019</b>	<b>\$40,244,418 (10,505,006)</b>
<b>Total</b>	<b>\$65,396,384</b>

**ANTICIPATED CAPITAL REVENUES**

Anticipated federal and State of Washington revenue dedicated to specific capital projects is summarized below. This does not include Capital Maintenance revenue which is used for maintenance-related operating expenses. The cost of completing the design and construction of the Pattison Street maintenance and operating facility is included in the 2019 figure.

**CAPITAL EXPENSES AND REVENUE (WITH PATTISON) 2014-2019**

Year	Total Cost	Federal	State	Local
2014	\$14,189,003	\$5,827,638	\$1,319,989	\$7,041,376
2015	\$7,693,347	\$758,893	\$349,315	\$6,585,139
2016	\$4,319,365	\$785,455	\$310,877	\$3,223,033
2017	\$4,528,997	\$812,946	\$320,007	\$3,396,044
2018	\$8,596,068	\$1,824,477	\$329,458	\$6,442,133
2019	\$40,244,418	\$24,520,198	\$339,239	\$15,384,981
<b>Total</b>	<b>\$79,571,198</b>	<b>\$34,529,607</b>	<b>\$2,968,885</b>	<b>\$42,072,706</b>

**PROJECTED BUS REPLACEMENT NEEDS**

Other than the Pattison Street Maintenance and Operations Facility expansion is completed, the major capital expenditures facing Intercity Transit will be the purchase of new buses. Fortunately, Intercity Transit received funding in the last two rounds of discretionary grants and will be able to replace seven vehicles in 2014 with 80% federal funding. This will complete bus replacements until 2018. The following table illustrates bus capital needs between 2018 and 2023 assuming buses will be replaced when they are 14 to 16 years of age. The standard replacement age is 12 years with Intercity Transit’s standard being 15 years. The age range is used to spread purchases over several years rather than having a very large purchase in a single year.

YEAR	2018	2019	2020	2021	2022	2023
# of Buses	4	4	17	0	5	18
Estimated Cost/Bus	\$813,968	\$838,387	\$863,539	\$0	\$916,128	\$943,612
<b>TOTAL COST</b>	<b>\$3,255,872</b>	<b>\$3,353,548</b>	<b>\$14,680,157</b>	<b>\$0</b>	<b>\$4,580,641</b>	<b>\$16,985,015</b>

The total cost of replacing 48 buses over this six-year period is \$42,855,233.



## CONCLUSION AND RECOMMENDATIONS

The elimination of discretionary capital funding with MAP-21 has a significant impact on the ability of Intercity Transit to fund major capital projects. The need to renovate and expand the Pattison Street maintenance and operations facility and the need to replace 48 buses over a six-year period between 2018 and 2023 require a new source of capital funding. The six-year financial forecast shows Intercity Transit will stay above the policy reserve level until 2019 if the Pattison Street project is pursued with 80% matching funds. The agency will be unable to grow without the project, and other capital projects will be required to maintain the existing facility and address facility preventive maintenance and other needs. The agency will also face a significant financial challenge beginning in 2018 to meet bus fleet replacement needs.

The need for additional funding to pursue the Pattison Street project and to address future bus replacement and other capital needs should be addressed in 2014 or 2015. An additional source of capital funds is required. Staff recommends the Authority consider asking the community to levy the final 0.1% of sales tax authority and dedicating this revenue to capital projects. This would generate \$3.5 to \$4.0 million per year and would provide adequate funds to manage the replacement of buses beginning in 2018.

## **Chapter 6: Financial Plan**

### INTRODUCTION: FINANCING THE STRATEGIC PLAN

The goal of the 2002-2007 Strategic Plan was to implement capital improvements and a level of service by 2006 that could be sustained for the foreseeable future. In February 2006, the third and final phase of the service plan called for in the 2002-2007 plan was implemented. This final phase was expanded by approximately 3,000 hours over the level originally recommended in the 2002 Strategic Plan to meet increased demand for service. Even with this additional 3,000 hours of service, Intercity Transit remained in a strong financial position and implemented an additional service increase of 20,000 hours in February 2008.

In mid-2008, Intercity Transit was hit by two major economic changes. Fuel prices increased quickly and dramatically to over \$1.00 per gallon over budgeted levels. This affected operating costs directly as Intercity Transit uses approximately 1,000,000 gallons of fuel per year. The sharp increase in oil cost also created higher costs in other products used by Intercity Transit.

The second change was the dramatic slowing of local economic activity. Sales tax revenues for 2008 were 3% below the level received in 2007. This resulted in a revenue shortfall for 2008 of over \$1,000,000. 2009 sales tax revenues were over 10% below 2008 levels resulting in a \$2.3 million revenue shortfall. 2010 sales tax revenues stabilized with revenue approximately one percent higher than 2009. Sales tax revenue remained stable in 2011 and 2012 and is projected to be 3% higher in 2013 than 2012.

Intercity Transit received voter approval to increase the local option sales tax for public transportation by 0.2% in August 2010. The new rate of 0.8% was effective on January 1, 2011. This increase offset the loss of sales tax revenue and allowed a modest service increase in February 2011. No new service is proposed in this Strategic Plan though this should be revisited based on economic changes.

## **FINANCIAL FORECAST AND ASSUMPTIONS**

The financial forecast for 2014-2019 is illustrated in Table 6-1. This forecast includes 20% local funding for the Pattison Street Maintenance and Operations facility construction. This project is not feasible without a new source of funding. With this project, the forecast is Intercity Transit will end 2019 with \$7,135,790 in reserve funds. This is \$3,826,860 below the Board's policy reserve level.

This forecast includes:

- An addition of 2,000 hours per year of Dial-A-Lift service.
- No fixed-route service increase.
- No change in fares or sales tax rate. The assumptions used in the financial forecast are:
- Sales tax revenue will be 3% above the 2013 level in 2014. Sales tax revenue is forecast to increase 3.0% per year between 2015 and 2019.
- Health care costs will increase by approximately 10% per year.
- The base fare will remain at the current level.
- Fare revenue will increase by 3.5% per year.
- General inflation will be approximately 3%.

This is a conservative forecast. Fares were just increased in early 2013 and Intercity Transit continues to have 0.1% of sales tax capacity. The possibility of additional state or federal funding though the course of this strategic plan is difficult to predict.

**Table 6-1  
Intercity Transit Strategic Plan Financial Forecast  
2014-2019**

YEAR	2014	2015	2016	2017	2018	2019	2020
Starting Cash	21,415,217	21,047,838	20,537,564	21,759,664	22,338,868	19,421,779	7,135,790
Operating Revenue	41,990,781	43,152,342	43,255,680	44,438,238	45,658,009	46,949,594	47,508,848
Capital Revenues	7,147,626	1,108,209	1,096,331	1,132,953	2,153,935	24,859,437	3,163,395
<b>Total Revenues</b>	<b>49,138,407</b>	<b>44,260,551</b>	<b>44,352,011</b>	<b>45,571,191</b>	<b>47,811,944</b>	<b>71,809,031</b>	<b>50,672,243</b>
Operating Expenses	35,316,784	37,077,477	38,810,546	40,462,990	42,132,966	43,850,601	45,400,505
Capital Expenses	14,189,003	7,693,347	4,319,365	4,528,997	8,596,068	40,244,418	23,109,881
<b>Total Expenses</b>	<b>49,505,787</b>	<b>44,770,824</b>	<b>43,129,911</b>	<b>44,991,987</b>	<b>50,729,034</b>	<b>84,095,019</b>	<b>68,510,386</b>
<b>Rev. - Expenses</b>	<b>(-367,379)</b>	<b>(-510,274)</b>	<b>1,222,100</b>	<b>579,204</b>	<b>(-2,917,090)</b>	<b>(-12,285,988)</b>	<b>(-17,838,143)</b>
Ending Cash	21,047,838	20,537,564	21,759,664	22,338,868	19,421,779	7,135,790	<b>(-10,702,352)</b>
90 Day Reserve	8,829,196	9,269,369	9,702,637	10,115,748	10,533,242	10,962,650	11,350,126
Ending Cash - 90 Day Res.	12,218,642	11,268,195	12,057,028	12,223,121	8,888,537	<b>(-3,826,860)</b>	<b>(-22,052,478)</b>
Hours of Fixed Route Service	217,128	217,128	217,128	217,128	217,128	217,128	217,128
Hours of DAL Service	68,576	70,576	72,576	74,576	76,576	78,576	80,576

## Chapter 7: Actions

### ACTIONS - 2014

- Complete the update of the short and long-range service plan with the assistance of a third-party expert in the field. This will provide a fresh look at our route and schedule structure, support service resource prioritization and be developed with the valuable input of employees, customers and community members.
- Intercity Transit should examine and monitor all Express service levels, particularly following the addition of Regional Mobility Grant funded routes.
- Intercity Transit should continue to seek funding to expand the maintenance and operating facility.
- Intercity Transit should consider increasing the sales tax to 0.9% in August 2014 or August 2015 to fund capital projects such as the purchase of vehicles and the rehabilitation and expansion of the operating and maintenance facility.
- Continue to engage with the TRPC and WSDOT to consider alternatives for serving Joint Base Lewis-McChord (JBLM) and the I-5 corridor.
- Approach state and federal funding sources to provide assistance in meeting the public transportation demand in the I-5 corridor. This should include funding assistance to maintain and improve current service as a first step of a long-range plan as well as support of the vanpool program.
- Support the continued growth of the vanpool program.
- Continue to implement and evaluate additional service provided through the Regional Mobility Grant program.
- Work with the State to identify and promote adequate parking for Dash service.
- Continue the provision of park and ride spaces during the Legislative session at the Farmers Market.
- Work with area stakeholders to market and cross promote transit in core areas of downtown Olympia, Lacey and Tumwater.
- The Martin Way and Capitol Way corridors appear to be the most feasible corridors for this type of service. The CMAQ funded study to explore developing “smart” corridors is complete and nearing implementation. Intercity Transit should continue to participate in this effort and advocate stop and traffic signal system improvements in these corridors.
- Monitor intra-county ridership related to the Tumwater-to-Lakewood and Olympia to DuPont service.
- Implementation of the pilot signal preemption program in the Martin Way and Capital corridors should take place.
- Intercity Transit should continue its Youth Education program.
- Intercity Transit should continue to work with schools and youth to teach skills for safe biking, walking and transit use.
- Implement STP grant to enhance 20 bus stop locations.
- Continue implementation of relatively low-cost improvements including telephone system improvements and Web site improvements and enhancements.

- Research telephone system replacement.
- Develop a plan to address server room issues and to provide adequate space for computer and other communications equipment.
- Determine how the expansion and renovation of the Pattison Street facility will be funded. Look for opportunities to complete final design and construction.
- Develop a long-term capital funding plan.
- Pursue joint use agreements to secure park and ride space to serve ridesharing, express bus and local transit services.
- Continue the Village Van, Surplus Van Grant, Community Van and Discounted Bus Pass programs.
- Continue to focus on expanding the Travel Training program with Bus Buddies.
- Dependent upon the results of the one-year Travel Trainer pilot project, expand the Travel Training program by one full-time staff.
- Consider an August 2014 or August 2015 sales tax election to levy the additional 0.1 percent with all revenues dedicated to capital projects. An August 2014 election date provides economic advantages but delaying to 2015 will allow a more extensive engagement of the greater community and member jurisdictions.
- Hire two part-time, grant-funded positions to assist in implementing youth education activities in 2014.
- Continue to support the Bike PARTners program in 2014 and find additional sources for bike donations.
- Continue to pursue grant opportunities to supplement the Youth Education program and the Bicycle Commuter Contest.
- Intercity Transit should continue to aggressively market its services, and should at a minimum, maintain the current level of marketing and community outreach efforts.
- Intercity Transit should expand its Web site to better serve our various constituents and to continue to be a relevant business and communications tool for the agency.
- Intercity Transit should continue to pursue outreach communications through social media platforms.
- Intercity Transit was scheduled to begin the next round of market research work in 2014. The last work was completed in 2008-09 and included a Customer Satisfaction Survey, a Market Segmentation Study and a Worksite Commuter Survey. Staff proposes we delay this work until 2015 and potentially to 2016 pending the completion and outcomes of the short- and long-range service plan.
- Increase involvement in local and regional land use planning efforts and advocate for transit-oriented development and other development that encourages the use of transportation alternatives.
- Seek ISO 14001 certification for the Environmental and Sustainability Management System program.
- Seek funding partnership with Puget Sound Energy to reduce energy and water usage and waste production.

- Continue to utilize environmentally friendly chemicals and materials in all operations, and require their use to the maximum extent possible by vendors and contractors.
- Update the Sustainability Plan and continue implementation of recommendations.
- Continue partnerships with the Thurston Green Business group and Puget Sound Energy's Green Power program.

### ACTIONS 2015-2019

- Intercity Transit should consider increasing the sales tax in 2014 if not increased in 2013.
- Intercity Transit should implement the recommendations of the updated service plan.
- Intercity Transit should continue to promote vanpooling and ridesharing to meet regional mobility needs.
- Continue to pursue joint use agreements as necessary to secure park and ride space to support ridesharing, express bus and local transit services
- Continue to work with the State of Washington and others to develop a long range plan for public transportation and/or commuter rail service in the corridor.
- Intercity Transit should continue to operate the Dash service, and seek funding to expand the service to other concentrations of State employees or facilities.
- Intercity Transit should continue to increase service and ridership in major corridors and maintain the number of corridors with 15-minute service. If more funding becomes available, increase the service frequency.
- • Additional equipment is not anticipated to be available to explore local express service. Monitor the results of the "smart" corridors project to help evaluate potential future success.
- • The Tumwater-to-Lakewood and Olympia-to-DuPont Regional Mobility grant funds expire in 2015. The grant has been approved for an additional two years dependent upon 2015-2017 biennium funding. Intercity Transit will have the option to accept the grant and dedicate the local match at that time.
- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, the City of Tumwater, and Thurston County to explore improvements to the Martin Way corridor to improve pedestrian access to transit stops and increase transit vehicle speeds and reliability.
- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, and Thurston County to develop the Martin Way corridor as a "smart corridor."
- Intercity Transit should work with the Thurston Regional Planning Council, the City of Olympia, the City of Lacey, and Thurston County to expand the number of intersections and buses equipped to enable signal preemption.
- Intercity Transit staff should continue to market public transportation and the use of transportation alternatives to students.
- Intercity Transit should work with school districts to encourage the location of schools in areas served by public transportation and to develop safe paths for walking, biking, and access between transit routes and school facilities.
- Pursue available program funds to upgrade bus stops and shelters. It is unclear whether STP and/or enhancement funds may be available for this purpose.

- Purchase seating and other amenities for stops without shelters which have the most passenger activity.
- Continue a program of bus stop improvements with priority on making all stops ADA-accessible.
- Prioritize bus stop improvements by the level of passenger activity. An emphasis should be given to stops located near facilities serving elderly persons or others with special transportation needs as well as to stops located on major corridors.
- Implement additional improvements and enhancements to the Advanced Communications System.
- Continue improvements to the Web site.
- Update review of the Information Systems function.
- Replace the existing telephone system.
- Add one vanpool coordinator to support the continued growth of the program.
- Continue to pursue WSDOT Vanpool Improvement Program grants to fund new and replacement vehicle purchases
- Utilize federal 5307 funds through the central Puget Sound for travel into the Seattle UZA.
- Plan on adding an average of 10 new groups each year over the six years of this plan.
- Reserve vehicles slated for surplus if demand exceeds our yearly expansion of ten vehicles.
- Continue the pursuit of funding to finance the Pattison Street project, new buses and other projects.
- Continue to pursue joint use agreements as necessary to secure park and ride space to support ridesharing, express bus and local transit services.
- Continue to monitor and work with the City of Yelm, City of Tumwater, and the Washington State Department of Transportation regarding potential locations for a park and ride facility.
- While funding is available for the Village Van program for the 2013-2015 biennium, MAP-21 eliminated new money for this program. Intercity Transit advocates for and monitors funding for the Village Van program beyond the 2013-2015 timeframe.
- Continue to pursue improvements in scheduling software and use of technology to improve productivity and service.
- Complete Market Research of Dial-A-Lift services no later than 2016.
- Replace most unreliable vehicles.
- Continue the effort to make all bus stops accessible and to provide shelters and other amenities at stops serving persons with disabilities.
- Apply the principles of Universal Design to all capital purchases and projects, and explicitly consider accessibility and usability for the widest range of individuals when evaluating equipment and technology.
- Intercity Transit should work with the Thurston Regional Planning Council, the State of Washington and the affected local jurisdictions to improve the Commute Trip Reduction Program.
- Intercity Transit should continue to aggressively market alternative transportation to youth and in schools, as well as in the larger community.

- Intercity Transit should continue to coordinate the Bicycle Community Contest and seek grant funding to expand its efforts.
- Intercity Transit should aggressively market high frequency corridor service.
- Intercity Transit should aggressively market the high level of service offered in major corridors.
- Intercity Transit should continue its marketing and communications efforts to educate the community about existing and new services and the value of public transportation to the community Intercity Transit serves.
- Intercity Transit should continue to make use of customer information technology to enhance the customer experience and support service value. A real-time bus arrival service, such as OneBusAway, should be an ongoing program available to Intercity Transit bus riders.
- Complete Market Research of Dial-A-Lift service no later than 2016.
- Continue implementation of the Sustainability Plan and update as needed.
- New buildings and facilities should meet LEED – Gold Certification building standards.
- Maintain its current policy regarding expansion of the PTBA:

*The Intercity Transit Authority should consider annexation of new areas only if representatives of these areas request the Authority take steps to hold an annexation election and demonstrate that there is support for the action in the area to be annexed.*