

# REVISED

## AGENDA

### INTERCITY TRANSIT AUTHORITY

October 16, 2019

5:30 P.M.

#### CALL TO ORDER

- 1) APPROVAL OF AGENDA 1 min.
- 2) INTRODUCTIONS 10 min.
  - A. Operators – Class 19-05 (*Cameron Crass*)  
*Spencer Smith; Sonja Phillips; Michael Lanphear; Leonard Staten, Jr.; Antonio Hughes; William Anderson; Ray Sigmon, Jr.; James Rea; Steven O'Connor; Nathan Coody.*
- 3) RECOGNITION AND CELEBRATION 20 min.
  - A. 2019 State Rodeo Recognition
- 4) PUBLIC COMMENT 10 min.

*This is the place on the agenda where the public is invited to address the Authority on any issue. The person speaking is asked to sign-in on the General Public Comment Form for submittal to the Clerk of the Board. Please include your first and last name, a mailing address or a phone number (in the event we need to contact you). When your name is called, step up to the podium and give your name for the audio record. If you are unable to utilize the podium, you will be provided a microphone at your seat. Citizens are allotted three minutes to address the Board.*

*The Authority will not typically respond to your comments this same evening; however, they may ask some clarifying questions.*
- 5) APPROVAL OF CONSENT AGENDA ITEMS 1 min.
  - A. Approval of Minutes: September 18, 2019, ITA/CAC Joint Meeting;  
October 2, 2019, Regular Meeting
  - B. Set Public Hearing: Schedule a public hearing for Proposed Fare Change/Zero-Fare Demonstration Project Recommendation on November 20, 2019.
- 6) NEW BUSINESS
  - A. 2020 Draft Budget Second Review 30 min.  
(*Suzanne Coit/Ann Freeman-Manzanares*)
  - B. 2020-2025 Draft Strategic Plan (Ann Freeman-Manzanares) 30 min.
  - C. Community Advisory Committee Application Selection 15 min.  
(*Ann Freeman-Manzanares*)

- 7)     **COMMITTEE REPORTS**
  - A. **Thurston Regional Planning Council (Oct. 4)** *(Karen Messmer)*     **3 min.**
  - B. **Transportation Policy Board (Oct. 9)** *(Don Melnick)*     **3 min.**
- 8)     **GENERAL MANAGER’S REPORT**     **10 min.**
- 9)     **AUTHORITY ISSUES**     **10 min.**
- 10)    **ADJOURNMENT**

*Intercity Transit ensures no person is excluded from participation in, or denied the benefits of its 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 Circular 4702.1B.*

*For questions, or to file a complaint, contact Intercity Transit customer service at 360-786-1881 or by email to [TitleVI@intercitytransit.com](mailto:TitleVI@intercitytransit.com).*

*If you need special accommodations to participate in this meeting, please call us at (360) 786-8585 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) 786-8585.*

*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).*

**MINUTES  
INTERCITY TRANSIT AUTHORITY  
COMMUNITY ADVISORY COMMITTEE  
JOINT MEETING  
SEPTEMBER 18, 2019**

**CALL TO ORDER**

Chair Sullivan called the September 18, 2019, Joint Meeting of the Intercity Transit Authority and Community Advisory Committee to order at 5:35 p.m., at the administrative offices of Intercity Transit.

**ITA Members Present:** Chair and City of Tumwater Councilmember Debbie Sullivan; Vice Chair and Citizen Representative Ryan Warner; City of Yelm Councilmember Molly Carmody; City of Lacey Councilmember Carolyn Cox; City of Olympia Councilmember Clark Gilman; Thurston County Commissioner Tye Menser; Citizen Representative Don Melnick; Citizen Representative Karen Messmer; and Labor Representative Lisa Allison.

**CAC Members Present:** Sue Pierce (Chair); Justin Belk (Vice Chair); David Bonauto; Jan Burt; Billie Clark; Denise Clark; Jonah Cummings; Carla Dawson; Peter Diedrick; Tim Horton; Marie Lewis; Joan O'Connell; Scott Paris; Marilyn Scott; Walter Smit; Sreerenjini Surendran; Linda Vail; Victor VanderDoes; Michael VanGelder.

**CAC Members Excused:** Ursula Euler.

**Staff Present:** Ann Freeman-Manzanares; Cameron Crass; Diana Claus; Steve Krueger; Rob LaFontaine; Pat Messmer; Brian Nagel; Eric Phillips; Steve Swan; Nancy Trail; Nicky Upson.

**Others Present:** Justin Leighton, Washington State Transit Association; Thomas Wittmann, Nelson Nygaard; and Jeff Meyers, Legal Counsel.

**APPROVAL OF AGENDA**

**It was M/S/A by Vice Chair and Citizen Representative Warner and Citizen Representative Melnick to approve the agenda as presented.**

**INTRODUCTIONS**

The Authority, CAC members and staff provided self-introductions.

**APPROVAL OF AUTHORITY CONSENT AGENDA ITEMS**

**A. Approval of ITA Minutes:** August 7, 2019, Regular Meeting; August 21, 2019, Regular Meeting

**B. Payroll – August 2019:** \$2,748,815.45

**C. Accounts Payable:** Warrants dated August 2, 2019, numbers 28192-28234, in the amount of \$284,991.28; Warrants dated August 9, 2019, numbers 28238-28291, in the amount of \$641,592.19; Warrants dated August 15, 2019, numbers 28354-28357 in the amount of \$78,819.45; Warrants dated August 16, 2019, numbers 28292-28353, in the amount of \$193,252.63; Warrants dated August 23, 2019, numbers 28359-28399, in the amount of \$1,108,533.91; Warrants dated August 30, 2019, numbers 28400-28447, in the amount of \$709,356.93; Automated Clearing House Transfers for August 2019 in the amount of \$27,131.10 for a monthly total of \$3,043,677.49.

**D. Scheduled a Public Hearing – Strategic Plan.** Scheduled a public hearing for the 2020-2025 Strategic Plan for Wednesday, November 20, 2019. (*Ann Freeman-Manzanares*)

**E. Scheduled a Public Hearing – 2020 Budget.** Scheduled a public hearing for the 2020 Budget for Wednesday, November 20, 2019. (*Suzanne Coit*)

**F. Conduent Maintenance Contract Extension.** Authorized the General Manager to enter into a six-month term contract, with seven more optional six-month renewal periods, with Conduent Transport Solutions (Conduent) and pay the invoice for the Conduent Orbital CAD/AVL system hardware/software maintenance agreement. Consistent with the contract, the invoice amount is \$101,595. (*Jeff Peterson*)

**It was M/S/A by Citizen Representative Messmer and Vice Chair/Citizen Representative Warner to approve the consent agenda as presented.**

*Joan O'Connell and Denise Clark arrived.*

**OLYMPIA TRANSIT CENTER OFFICE FURNITURE PACKAGE.** Steve Krueger, Procurement Manager, presented for consideration purchase orders for the new Olympia Transit Center (OTC) office furniture package in preparation for occupancy.

The new OTC building is expected to be substantially complete by November 7, 2019. In preparation for occupancy, the building Architect, SRG Partnership (SRG), has been collaborating with internal stakeholders in the selection of commercial grade furniture that not only complements the interior space but is also highly adjustable for individual use while best serving its intended function. This office furniture package will outfit all individual workstations, conference/training rooms, the operator breakroom and more. Moreover, every effort was made to select pieces that maximize versatility.

All of the recommended office furniture is available for purchase using existing competitively awarded government furniture contracts. With an approximate six-week lead-time, issuing purchase orders now will allow us to have the furniture delivered

directly to the new building and begin installation. Accordingly, staff recommends the authorization of the purchase of the OTC office furniture package and orders issued at this time.

**It was M/S/A by Councilmembers Gilman and Carmody to authorize the General Manager to issue purchase orders for the new Olympia Transit Center office furniture package in an amount not-to-exceed \$350,000.**

## **PUBLIC COMMENT**

**Bobby Gorrill, Olympia** – Mr. Gorrill lives, works and goes to school in Olympia and is a daily bus rider who has traveled to various U. S. cities to try out transit systems. He addressed the Authority on the following:

Fare-Free Transit will be important in increasing ridership, ensuring accessibility and cutting service delays. This service should be complimented with frequent headways and an expanded hours-of-operation that accounts for increasingly inconsistent work schedules. Improvement remains especially critical on weekend mornings and evenings on most routes. Transit becomes convenient when riders do not have to consult a schedule. 15-minute headways should be a goal of IT.

Bus Rapid Transit (BRT) or bus lines with BRT characteristics can help improve service by instituting bus-only lanes, traffic signal prioritization, platform stations, arrival time technology and all-doors boarding. In Thurston County, BRT could complement existing service but should not replace it. Often BRT lines have far fewer stations than existing local service routes. This could cause problems in a sparsely populated service area like Thurston County, where people already live decent distance from bus stops. This is of particular concern to riders with mobility issues, such as disabled or elderly people and families with small children.

Explore the possibility of a transition from a Transit Center-based hub model to a Transit Mall-based hub model in downtown Olympia. Perhaps convert a lane of street parking on both 4th Ave and State Ave into bus-only lanes. Consolidate West Olympia-bound and Lacey-bound routes into the same lines, eliminating downtown termini for as many lines as possible. This could help speed up buses traveling through downtown significantly. Traffic signal priority, platform stations and arrival time technology could quicken boardings at a downtown transit mall.

Refuse all collaboration with Immigration and Customs Enforcement (ICE). ICE agents routinely board public transit vehicles in U.S. cities to harass and detain undocumented migrants. Intercity Transit should take every measure available to bar the entry of ICE officers onto Intercity Transit vehicles and protect undocumented riders. Include bilingual "Know-Your-Rights" immigrant legal info at transit centers and on buses.

Divert resources from private security staffing to de-escalation and conflict resolution training for all bus drivers and IT staff. IT should assume measures to resolve conflicts on IT buses and property without the intervention of the police and the criminal justice system. Criminalization exacerbates marginalization and poverty and often fails to stymie deviant behavior.

Equip all buses with ear plugs available to riders. Riders with noise sensitivities and sensory processing issues can be overwhelmed by some of the sharp noises a bus ride entails.

Install less harsh lighting on buses, preferably a pink/ red lighting like that found on much of Pierce Transit's fleet. The current lighting can cause strong irritation, particularly to riders with light sensitivities and sensory processing issues.

Allow sleeping in bus seats. Sleeping is not a crime, nor is it a nuisance. Demanding sleepy customers remain awake can cause needless conflict and bus delays. At time-point stops drivers can check on sleeping riders to ensure they are in decent health.

**BRIEFING ON I-976 MOTOR VEHICLE TAXES & FEES.** Justin Leighton, Executive Director of the Washington State Transit Association (WSTA), provided a review of the I-976 initiative. This initiative will be on the November ballot measure.

This is an initiative to the Legislature implemented by Tim Eyman, to implement \$30 car tabs and would repeal a lot of Sound Transit's authority and repeal Transportation Benefit District car tab authority.

Should this initiative pass, it would impact transit statewide. The transportation budget is made up of many different programs and one of concern is called the Multimodal Account Fund. This matters because every state transit grant comes from that program.

If approved, the initiative would repeal all of those fees that generate the Multimodal Account and it would be about a 70% impact on that account. It also funds the state patrol, Amtrak, WSDOT division local programs, bike/ ped trail grants, and complete street projects. It also funds about \$240M in the last biennium of transit grants (Regional Mobility Grants; Special Needs; Rural Mobility Grants; Connecting WA; Vanpool Investments; Commute Trip Reduction; Green Transportation Grant; Coordination Grants; and other items).

This affects the 2019-2021 Intercity Transit Biennium Grant Program. Includes funding for the State Star Pass Program; The DASH; Regional Vanpool Project; Vanpool Service Center; Route 612 Expansion; Phase 1 Martin Way; Annual Special Needs Funding and cuts to local partners like Pierce Transit, Mason Transit and nonprofit providers that provide special needs transportation (i.e. Rural Transit).

The state is looking at what would happen if approved. The grants listed for Intercity Transit would see an impact in some way. They may be shaved down or completely eliminated. Leighton said when competing against state ferry, state patrol, and other necessary needs, public transit may not be prioritized to get these grants programed.

Leighton answered questions.

- *Menser asked what impact would there be on the state patrol?*
  - Leighton said he doesn't have the exact number because that would be up to the Legislature, but it's not just their operating dollars, but capital dollars, too. They will be prioritized.
- *Carmody asked which local programs from WSDOT will be cut?*
  - Leighton said it would be likely the Public Transportation Division and Rail Division.
- *Carmody asked about the Yelm bypass.*
  - Leighton said the state can only say what could potentially be cut. Whatever money remains will most likely go towards public safety and lifeline services.
- *Melnick lives in the Panorama retirement community that will be conducting a forum in October.*
- *Vail asked if organizations for seniors or people with disabilities have been contacted about how important transit is for them, especially in the smaller rural communities.*

***Tim Horton arrived.***

- *Carmody asked is there anything the public can do.*
  - Leighton said elected officials (the jurisdictions) can pass a resolution stating their views on the initiative. Federated boards like Intercity Transit could not.

On a different note, Leighton presented Freeman-Manzanares with a WSTA President plaque. He explained Freeman-Manzanares served six years as an officer of WSTA (2 years as Treasurer; 2 years as Vice President; and 2 years as President), and she will be retiring her term in December. Her service was very much appreciated leading 32 state transit agencies and the hope among staff was that she would return to the Executive Board once again.

**TRANSIT 101 - TRANSIT PLANNING AND IMPLICATIONS FOR FUTURE INTERCITY TRANSIT SERVICE IMPLEMENTATION.** Thomas Wittmann from Nelson Nygaard Consulting provided a refresher on transit planning considerations including the policy framework with focus on the challenges and opportunities as Intercity Transit (IT) moves forward with implementing the Long Range Plan in alignment with the community support of Proposition 1 that passed in 2018.

Wittmann said Intercity Transit should start considering things in terms of a route and service design perspective while considering implementing the long range plan. He put together several transit planning considerations.

What makes transit successful? How does service design relate to community goals and needs? What may constrain service design or level of service? A transit agency can control only one or two of these elements that really makes transit successful. All the moving parts must be in place. It comes down to individuals – what causes an individual to use transit?

- Cost
- It's their only choice
- They feel strongly about the environment, etc.

Service quality is the one common element and that is one of the things Intercity Transit can control.

Wittmann discussed the tradeoffs. Much of what attracts people to use transit varies on who you ask. There are many tradeoffs and there is no one right way to do things.

**These are the region's values:**

**Frequency and span:**

- Job market has expanded beyond standard 9 to 5 times
- Discretionary / non-work related trips are most often during non-peak times
- Longer span of service allows for more trip types to be served

**Coverage:** Provide less frequent service to more areas; or provide more frequent service to fewer areas.

**Productivity:**

1. More people have some transit access
2. Ridership is lower
3. But really important for those who use it

**Frequency:**

1. More trips on transit
2. Ridership is higher



3. But no services in many places

**Days of service:** Provide less weekday service and more weekend service; or provide more weekday service and less weekend service.

#### **Seven Day Focus**

- **Positives**
  - Growing service industry job types are served
  - Ability to live without a car is enhanced
  - Mobility for people who rely on transit improves
- **Drawbacks**
  - Weekend service carries fewer people

#### **Weekday Focus**

- **Positives**
  - Resources put where it carries the most passengers
- **Drawbacks**
  - Job access and overall mobility for unserved areas is diminished

**Transfers:** Provide more routes with less frequent service but fewer transfers; or provide fewer routes with more frequent service but more transfers.

- Most trips within a metropolitan area cannot be served with a one seat ride
- Is it more important to try to serve trip patterns without transfers?
- **Considerations**
  - Customers tend to dislike transfers
  - Frequent service and good connections can reduce these perceptions
  - Greater emphasis on one-seat rides can lead to less frequent and lower utilized routes
  - Where is the balance?

**Directness:** Provide slower and less direct service with shorter walks to stops; or provide faster more direct service with longer walks to stops.

- **Positives**
  - Shorter walks for percentage of riders
- **Drawbacks**
  - Slower travel times for most riders
  - Higher operating costs
- **Positives**
  - Faster travel times for most riders
  - Lower cost
- **Drawbacks**
  - Some people have to walk farther

**Importance of Service type:** Improve the local bus network; or improve the commuter bus network.

### **Local Services**

- Serves all-day market with many trip purposes
- Higher ridership
- Lower operating and capital costs

### **Commuter Services**

- Takes people off the road at most congested times
- Attracts downtown employee market
- High operating cost
- High capital cost due to need for park-and-rides

### **Coordinating Land Use and Transportation**

Wittmann said land use and high quality transportation go hand-in-hand. But it doesn't always happen that way.

- Classic "chicken-and-egg" problem:
  - Transit quality is a key criterion for land use development
  - Yet land use is also a key criterion for transit service performance
- Ideally, quality transit will be available when land use and street design use good transit-oriented forms
- Tools:
  - Frequent Transit Networks/Lines
  - Community based services to feed frequent network
  - Transit priority in the roadway

### **Some Populations Are More Likely to Use Transit**

Wittmann said people without a vehicle are more likely to use transit, and transit needs to be aware of where these populations are. And these patterns change over time. Certain neighborhoods have vastly changed their demographics i.e. Seattle over the past 20 years and transit usage changed as a result. That same pattern could occur in Thurston County. IT needs to continually check the needs in each community.

### **Density is a Prime Determinant of Ridership**

Wittmann said the benefit of density is not more transit trips are created, but less auto trips are created. There is not just a transit element associated with it, but there's a direct relationship between less vehicular traffic as a result of higher density and greater transit ridership as a result of greater density. How do you insure IT is successful in the long run insuring that density is sufficient? Ensuring density is sufficient and stays where the service investments are is one of the key challenges.

### **Emerging Mobility**

Wittmann said 25 years ago, Uber and Lyft didn't exist, and it's only been the last five years that these services have become standard, to use your cell phone and get into a

vehicle with a stranger. This is a big deal in how it's changed people's perceptions of mobility and what their expectations are, and what IT is competing with in terms of "will I take IT for a trip or will I take Uber/Lyft." One of the things from a market research perspective is there are a lot of people who do both, especially during the evening hours when service isn't there, and these other options are their lifeline. IT needs to be aware of how this impacts the agency in the short and long run and where its role is – not as a competitor but to compliment the services IT already has.

There's micro transit – on demand vans using an app based software to help schedule trips and it tells you where your vehicle and a van comes from instead of Uber/Lyft. Seattle and King County Metro are hiring multiple of these pilot projects using an on-demand van service in certain zones.

Autonomous shuttles didn't exist years ago, where a box on wheels is going through certain business parks. Thurston County doesn't have the private streets to make this happen, but autonomous shuttles are something the agency needs to start thinking about and what is the role of IT for these types of vehicles, or looking ahead 15-30 years where even buses don't have drivers anymore. Bigger buses in congested areas will be absolutely essential, whether tomorrow or five or twenty years from now.

### **Guidelines for Service**

Wittmann said multiple agencies have guidelines for service levels that say if densities around potential routes are X number of units or jobs per acre and there's a level of service that should correspond with that. If density increases above the levels that are necessary to support that, what are some of those break points, so not just IT can plan ahead, but also the individual communities served by IT can have guidelines in terms of goals and they understand what the expectations should be in terms of what service should be out on the street if the development patterns change.

### **What is High Quality Service?**

It's something that comes regularly; it's reliable; integrated with the community, and not just about buses, but it's about having sidewalks that go there; being able to get through traffic without being delayed; having a pleasant place to wait; it's a package of different elements that all come together. Looking at what high quality transit service is and looking at what IT is looking to do as a part of the long range plan ultimately goes hand-in-hand. High quality service:

- Serves a variety of destinations
- Makes schedules easy to remember
- Minimizes wait time through frequent service and real time information
- Has clear information available online and at bus stops
- Provides a high quality waiting environment
- Runs early in the a.m. and late at night and weekends
- Operates in rights-of-way that are congestion free

### The Long Range Plan Includes

- Bus Rapid Transit
- Extended Span of Service
- Improved Frequency
- Service to New Areas
- Night Owl Service
- Maintain On-Time Performance
- Enhanced Commuter Service
- Enhanced Capital Facilities
- Continue Investigating Fare Payment Options

### Tentative Service Implementation Plan

Implementation Year	Improvement
2019	<ul style="list-style-type: none"><li>• Improve span of service</li><li>• Keep Buses On Time (Schedule Maintenance)</li></ul>
2020	<ul style="list-style-type: none"><li>• Improve Frequency</li><li>• Expand Bus Service to NE Lacey (post I-5 work)</li></ul>
2021	<ul style="list-style-type: none"><li>• Innovative Service Zone (first zone)</li><li>• Night Owl Services</li></ul>
2022	<ul style="list-style-type: none"><li>• Express Service to Yelm (post Yelm by-pass)</li><li>• Enhance Commuter Services (pending HOV lanes)</li></ul>
2023	<ul style="list-style-type: none"><li>• Innovative Service Zone (second zone)</li></ul>
2026	<ul style="list-style-type: none"><li>• Innovative Service Zones (Add third zone)</li><li>• Bus Rapid Transit</li></ul>

Are there alternatives to the existing fare structure that can attract more people to use the service, whether that's a pilot project that operates one route for free; or other ways to look at the fare structure to entice more riders?

Over the next six to seven years there are a series of promises IT has to deliver to the voters, and the agency has a lot of work ahead of them.

### Considerations Moving Forward

Responding to requests for service can have unintended consequences.

**The Evolution of a Bus Route** – Good-intentioned small changes can degrade service and ultimately increase the cost of service. Intercity Transit has a few routes that developed this way. Over the next few years, be aware of long term implications when making route changes.

*Example:* In the beginning there was a well-designed route that was direct, had well-spaced stops and performed well. Over-time some riders asked that stops be added so they didn't have to walk far. Being responsive, the transit agency added the stops. Later on, two new apartment complexes opened near the route. To avoid residents walking to the bus, the bus went to them. Next, a new big box store opened beyond the end of the route, and the route was extended to serve it.

#### **Federal Government Support for Transit is Declining**

- Bus replacement funding
- Capital Investment Grants (CIG) funding has declined
- Implications for Intercity Transit
  - Long range plan assumed:
    - No federal dollars for bus purchases after 2020
    - 50% federal match for OTC, Pattison, and BRT

#### **Population and Employment Patterns Continue to Evolve**

- New Development
- Changing patterns within service area
- Route ridership experiences, such as:
  - Route 68 ridership growth at SPSCC
  - Olympia Express ridership growth
  - Route 1 impacts
- Implications for Intercity Transit
  - Route performance still need to be examined
  - Today's route pattern may not be the same in five years

#### **Changing How Service is Paid For**

- Fare policy can have a dramatic impact on ridership. The lower the fares, the higher the ridership. It simplifies service for those not currently riding.
- Opportunity to immediately increase ridership by 30-40 percent
- Partnerships
- Capital (fareboxes)
- Implications for Intercity Transit
  - Big increases in demand
    - Transfer pressures will increase
    - Create new constituencies
  - Potential Capacity issues

- Paratransit costs

### **Paratransit Ridership and Cost Growth Accelerating**

- Paratransit costs have been increasing, along with ridership. Between 2018 and 2019 ridership is 10% higher.
- Increase in ridership puts a big dent in the budget.
- Federal guidelines mandate what must be done from a paratransit perspective; but are there things as an agency that can be done to guide that service at a lower cost? Should Uber and Lyft provide part of that service? What about providing van services that don't have a lift. There's a lot of ADA eligible people who do not need a wheelchair but still have mobility needs. Do we need an expensive vehicle that requires specialized training?
- There are different ways the agency can look at serving the needs but do it in a more cost-effective manner.

### **Construction Impacts on Intercity Transit**

- Roadway projects and new construction can have a negative effect cost-wise
  - Examples: Marvin Road Interchange
  - Implications on Intercity Transit
  - Recognize financial impacts of delays due to construction
  - Other regions (King County) have received mitigation dollars due to increased operating costs
  - Impacts for on-going detours due to new building construction could trigger mitigation discussions

### **Emerging Mobility Modes Could Change Service Delivery**

- On-demand services (Uber, Lyft, etc.)
  - Flexible vehicles can provide coverage potentially at a lower cost
  - Reductions in need for ADA paratransit service
  - Serve trips that are currently indirect, such as in West Olympia
  - Implications for Intercity Transit
  - Learn from national pilot projects
  - Pilot program
  - Expand, as demand expands, and adjust fixed-route network as necessary

### **Implications of Choices for Implementing More Service**

- Voter-approved plan is framework for service enhancements, but specific service detail questions will continue, including
  - Improve span
  - Increase route length or zone size
  - Operate more frequently, etc.
- Implications for Intercity Transit
  - Consistently apply criteria to address requests
    - Cost (short and long-term)

- Ridership potential
- Who/what is the market

### **Performance Metrics to Identify Opportunities and Challenges**

- How do you decide where to make additional service investments?
- What is equitable?
- How do you decide a route is underperforming?
- Implications for Intercity Transit
  - Develop service standards and policies

*The following CAC members left the meeting: Scott Paris, Marie Lewis, Billie Clark, Linda Vail, Carla Dawson and Peter Diedrick.*

Messmer referred to when a transit agency needs to get involved in planning – she thinks it needs to be during the planning and zoning period. Developers need to provide safe walking paths to the major bus routes. Transit needs to assert itself more aggressively and educate in those processes, that if you create this zone and make changes it will make the bus system more efficient.

Carmody said the cities need to include transit during planning commission meetings and more of the public should attend the planning commission meetings to advocate for transit.

Sullivan suggested the elected Board members keep IT staff informed about zoning changes within their jurisdictions.

Menser said Thurston County set a public hearing at 5:30 p.m. on October 15, 2019, at the Thurston County Courthouse, on five core chapters of their Comprehensive Plan, one of which is transportation. He would appreciate public comment and feedback.

### **CAC SELF-ASSESSMENT**

The Chair of the Community Advisory Committee, Sue Pierce, led the discussion in reviewing the results of the CAC's annual Self-Assessment survey. Pierce said eleven members participated before the survey closed, and three additional members submitted their survey thereafter, for a total of 14 members participating. She went through each individual question to address the results.

Carmody said it's incredibly important for the CAC to provide feedback to the Authority prior to decision making.

Warner agreed, and suggested when a staff person gives a presentation they provide a summary to the Authority of the CAC's feedback.

O'Connell said that would help her determine if she wanted to give public comment at the Authority meetings.

Melnick said when he was a CAC member he didn't fully understand how the CAC minutes helped the Authority. But now being an ITA member, he makes it a point to read their minutes and appreciates that feedback before decisions are made.

Messmer said in many cases, this is the order of how things happen because she's reading about the issues in the CAC minutes before the ITA meets. However, the CAC only meets once a month, and there may be issues that get out of sync. Staff and the ITA need to take a look at the entire year's agenda and do further planning to make sure items are presented to the CAC in advance.

O'Connell said perhaps there's a way to inform the CAC of any issues going before the Authority that staff didn't have an opportunity to present to the CAC.

Smit gave an example when his supervisor mentioned that advertising would no longer be placed the bus, and Smit was surprised that as a CAC member, he wasn't made aware of that. He feels the order of events should be monitored more closely.

VanGelder said one of the avenues the CAC has is to have a member attend each Authority meeting and to hear and relate. He suggested sending the CAC just the Authority agenda (not the whole packet) for each meeting so every two weeks they will know what is coming before the Authority.

Pierce noted the entire Authority agenda packet is available online prior to the meetings.

Messmer mentioned sending the after meeting summary to the CAC. Decisions are typically noted there. It was noted that the after meeting highlights of each meeting are included in the CAC meeting packets, and they are posted online the day after each Authority meeting, along with any presentations.

## **COMMITTEE REPORTS**

*Due to the lateness of the evening, Chair Sullivan asked the Authority if Committee Reports could be moved to the October 2, 2019, meeting. The Authority unanimously agreed.*

## **GENERAL MANAGER'S REPORT**

- The traffic signal on Martin Way is in place and should be operational in the next two weeks. With the addition of this traffic signal and the fact that there is 15-minute service on Martin Way, both sides of the street can be utilized, and



Operators can safely cross the street, thus saving the agency the equivalent of three full-time positions a year.

- The Conditional Use Hearing with the City of Olympia for the Pattison Street Project is scheduled on Monday, September 23, 2019.
- There was an article in the Olympian on The ONE. It's a great article receiving positive comments. Staff is hoping for a start date at the end of October or beginning of November.
- The CAD/AVL consultants are onsite this week meeting with staff to kick off the project.
- The Annual Holiday Banquet is Friday, December 13, 2019. All are welcome.
- There were 18 new Operators who graduated on September 6, 2019. On October 7, a new class of 13 Operators begins, and they will graduate on Friday, December 6. All are welcome to attend the luncheon.
- Four new 40' coaches were delivered. There are 12 remaining to be delivered.
- To date, three recruitment applications for the CAC have been received, and one for the ITA. The deadline to submit applications for the CAC is October 10; and October 23 for the ITA. Interviews for the CAC applicants is November 6; Interviews for the ITA is November 13.
- Staff is in the process of setting up appointments to speak with the city councils, county commission, and planning commissions, and working with the Olympian and others to talk about IT's progress since Proposition 1. IT wants to make sure the public knows what the Authority is discussing and that includes the proposal for zero fare.
- At the October 16, 2019, Authority meeting, we'll celebrate Intercity Transit's Grand Champions - the Operations and Maintenance teams
  - Maintenance Team came in 1<sup>st</sup> Place - Joe Bell, Grant Swidecki and James Bush;
  - Dan Savage took 1st Place Body on Chassis and 1st Place Mobility Device Securement;
  - David Randall took 2nd Place 35';
  - Rob Wood took 1st Place 40' with a record setting perfect score on the course.

**AUTHORITY/CAC ISSUES**

Marilyn Scott asked if the #13 bus announcement will change from Tumwater Falls Park to Brewery Park.

Carmody said the City of Yelm's homeless taskforce held a public meeting Tuesday and over 200 people attended. A majority of public commenters said they opposed the task force funding services for individuals facing homelessness and would rather see funds be directed toward law enforcement initiatives and the enforcement of current city laws.

Warner commented on the briefing on I-976 and said one of the potential projects to be cut is the RT (Rural Transit) project. That is funded with state dollars, and managed by TRPC.

**ADJOURNMENT**

**With no further business to come before the Authority, Chair Sullivan adjourned the meeting at 8:24 p.m.**

**INTERCITY TRANSIT AUTHORITY**

**ATTEST**

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**Debbie Sullivan, Chair**

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**Pat Messmer  
Clerk of the Board**

**Date Approved: October 16, 2019.**

Prepared by Pat Messmer  
Clerk of the Board/Executive Assistant

**Minutes**  
**INTERCITY TRANSIT AUTHORITY**  
**Regular Meeting**  
**October 2, 2019**

**CALL TO ORDER**

Chair Sullivan called the October 2, 2019, meeting of the Intercity Transit Authority to order at 5:30 p.m., at the administrative offices of Intercity Transit.

**Members Present:** Chair and City of Tumwater Councilmember Debbie Sullivan; Vice Chair and Citizen Representative Ryan Warner; City of Yelm Councilmember Molly Carmody; City of Lacey Councilmember Carolyn Cox; City of Olympia Councilmember Clark Gilman; Thurston County Commissioner Tye Menser; Citizen Representative Don Melnick; Citizen Representative Karen Messmer; and Labor Representative Lisa Allison.

**Members Excused:** Labor Representative David Claus-Sharwark.

**Staff Present:** Ann Freeman-Manzanares; Mike Burnham; Suzanne Coit; Tammy Ferris; Jessica Gould; Steve Krueger; Pat Messmer; Eric Phillips; Heather Smith; Nicky Upson; Jonathon Yee.

**Others Present:** Legal Counsel, Jeff Myers.

**APPROVAL OF AGENDA**

**It was M/S/A by Vice Chair/Citizen Representative Warner and Citizen Representative Melnick to approve the agenda as presented.**

**INTRODUCTIONS**

**A. Amy Meierhoff, Human Resource Analyst** (*Heather Smith*)

**PUBLIC COMMENT**

**Heath Reynolds, Olympia** complimented Operator Heather who was driving Route 68 this week during the evening and thanked her for allowing him to ride/stay on the bus.

**PUBLIC HEARING - None.**

**APPROVAL OF CONSENT AGENDA ITEMS**

**It was M/S/A by Vice Chair/Citizen Representative Warner and Citizen Representative Messmer to approve the consent agenda as presented.**

**A. Payroll: \$2,756,151.60**

**B. Accounts Payable:** Warrants dated September 12, 2019, numbers 28519-28521, in the amount of \$234,176.93; Warrants dated September 13, 2019, numbers 28451-28518, in

## Intercity Transit Authority Regular Meeting

October 2, 2019

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the amount of \$224,979.73; Warrants dated September 20, 2019, numbers 28522-28579 in the amount of \$257,977.63; Warrants dated September 27, 2019, numbers 28580-28629, in the amount of \$208,577.74; Automated Clearing House Transfers for September 2019 in the amount of \$11,403.43 for a monthly total of \$937,115.46.

- C. Federal Advocacy Services.** Authorized the General Manager to execute a one-year contract extension with Gordon Thomas Honeywell Governmental Affairs to provide Federal Advocacy Services in the amount of \$72,000. (*Katie Cunningham*)

### NEW BUSINESS

- A. Exterior Painting IT Facilities Contract.** Procurement Coordinator, Tammy Ferris, presented for consideration a contract award for painting the exteriors of the Olympia Transit Center (OTC), Lacey Transit Center (LTC), and Centennial Station.

Staff issued a Request for Bids on February 6, 2019. We received three (3) bids by the submittal deadline of February 26, 2019. On April 17, 2019, the ITA authorized the General Manager to enter into a contract with Good News Group, Inc. for the painting of the exteriors of the OTC, LTC, and Centennial Station in the amount of \$259,000.00.

On June 28, 2019, Good News Group, Inc., formally notified Intercity Transit staff that their bid included a significant error and requested to withdraw their bid. Staff reviewed the supporting documentation and accepted their written request to withdraw their bid. Consequently, J. Linder Painting's bid in the amount of \$272,329.13 was determined to be the next lowest, responsive and responsible bidder in accordance with the bid procedures. Their \$272,329.13 bid is \$20,670.87 or 7% below the Engineer's Estimate of \$293,000.

J. Linder Painting has successfully completed painting projects for Tacoma Housing Authority, JBLM, and Lincoln Military Housing JBLM. These projects involved planning and painting around a wide range of activities while providing vehicle access in and around the various sites. Staff is confident in their ability to complete the project and honor their bid as proposed and recommends award of the contract to J. Linder Painting. Work is expected to be completed by approximately late summer 2020 if approved.

**It was M/S/A by Councilmember Carmody and Citizen Representative Melnick to authorize the General Manager to enter into a contract with J. Linder Painting, LLC for painting the exteriors of the OTC, LTC, and Centennial Station in the amount of \$272,329.13.**

- B. 2020 Draft Budget.** Suzanne Coit, Finance Manager, introduced the 2020 draft budget. Currently, the 2020 budget totals \$178.4M of which a majority includes the

## Intercity Transit Authority Regular Meeting

October 2, 2019

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Pattison Street Facility Rehab and Expansion, at \$85M. Coit will return to the Authority at their October 16 meeting with another review of the budget; and with the Authorities permission, it will be released to the public on October 23; the public hearing is scheduled for November 20, with final adoption on December 4.

Freeman-Manzanares reviewed the line items of new projects and rollover projects and answered questions.

Messmer said the alternative technology study should be done sooner than later, as it may be more important regarding the infrastructure than actual vehicle purchase. She feels the urgency is having a consultant help the Authority make a decision about the 2022 purchases.

Gilman agrees and would also like to get started with formally considering the alternative technology. He also noted there are six different consultant studies listed in the budget and he's wondering about capacity regarding staff's ability to take on that much work. Freeman-Manzanares said it would be helpful to understand the Authority's priorities, and many of these studies are directly associated with Proposition 1 and there are proposed timeframes along with the delivery of those services, and staff's goal is to meet those deadlines.

Menser asked what level of review is expected of the Authority before passing the budget. Freeman-Manzanares said the Authority will have time to review the list presented tonight and bring forward additional questions or concerns at the October 16 meeting. Staff will also present revenue information for consideration. However, she welcomes questions from the Authority prior to that meeting. Further discussion and additional changes by the Authority can be made at that time before the draft budget is released to the public on October 23. The public has an opportunity to provide their comments by November 20. Thereafter, more revisions can be made prior to final adoption in December.

Melnick referred to the Amtrak tree replacement item and asked if consideration has been given to consulting with the jurisdictions about replacing the landscaping at the Amtrak Station with a lower watering system. Freeman-Manzanares referred to the tree replacement. Several of the trees were damaged and the county required that the trees be replaced. However, the trees couldn't be replaced because of the Mazama Pocket Gopher issue. It is included in the budget in the event something is required. It is not necessarily the desire of staff or volunteers to pursue this project. There have been other, more pressing use of taxpayer dollars such as replacement of the HVAC system, painting and security cameras. The budget for preventative maintenance at the Centennial Station has been depleted.

Freeman-Manzanares said currently there are no plans to do anything with the landscaping at station. The funding participation in the partnership of the station

has been relatively low by all agencies, however, the budget needs to increase to cover costs. We're cautious about raising the fees because everyone is dealing with financial difficulties, but we need more just to cover the big items like janitorial, landscaping contracts we currently have, and then items like HVAC replacement, roof replacement and painting.

Carmody referred to the Loomis Services line item and asked if staff could peel out the costs of the fareboxes. She would like to show the public the cost savings associated with eliminating the fareboxes. Freeman-Manzanares said that the Loomis line-item is there to support Greyhound Bus service. They will cover that as part of their contract. Staff could share the PowerPoint demonstration shared at the April Authority Planning Session.

The Authority would like staff to provide a report of the entire 2020 budget in the October 16 meeting packet that includes revenue projections as well as the expenditures. The entire budget book detailing every item is not necessary.

**C. Olympia Transit Center Construction Update.** Steve Krueger, Procurement Manager, provided an update on the Olympia Transit Center construction. Since the last update in August:

- Still awaiting the delivery of the perforated metal panels for the exterior.
- The diamond polishing of the concrete floor is complete.
- Continue to wait for the gypcrete flooring to reach the minimum allowable moisture content level so that the flooring can be installed.
- Resilient flooring on level 2 is being installed and the carpet installation will soon follow.
- Walls have been painted; doors hung and electrical fixtures installed.
- Access control, video surveillance, active threat communication system and AV equipment installation work is now underway. Thereafter, the ceiling tiles will be installed.
- The interior work is expected to be complete November 7.
- Barring any more unforeseen underground conflicts, significant progress with the hardscape and landscape work should be seen in the weeks ahead.
- The electrical and dirt work delays caused the schedule to slip and we now anticipate occupancy in early January.

## **COMMITTEE REPORTS**

**Thurston Regional Planning Council** – Messmer reported TRPC met on September 6. Paul Brewster provided an overview of the Regional Trails Plan which will be ongoing for some time. Sarah Selstrom provided a demonstration of the updated Agency Here to There website ([www.thurstonheretothere.org](http://www.thurstonheretothere.org)). The website update is aimed to make the site more accessible, usable, and broaden the focus to serve

more of the region's residents and travelers. They made it a simple entry where in the past it was a collection of programs and if you didn't know what the program was, you couldn't understand where to go to learn about other transportation options. This is a region-wide, county-wide website about all kinds of transportation including how agencies like Catholic Community Services provides different types of transportation, Intercity Transit is also a part of that along with rural transportation. Council also learned about the Vision 2050 Port of Olympia project.

**Transportation Policy Board** – Menser said the TPB meeting included the yearly retreat held on September 11. The first part of the meeting consisted of an ice breaker where members discussed where they thought regional transportation funding priority should be in the next few years. They talked about federal funding.

Then there was a Q & A panel with a representative from Tumwater, Thurston and Olympia talking about the challenges dealing with federal funding in transportation projects. They talked about a way to eliminate challenges by de-federalizing funding at a state level, apparently eleven other states have done this. Everyone on the panel thought that was a good idea and suggested contacting state legislators about how this idea could come to Washington.

The members then heard from a guest speaker, Parfait Bassale, the Director of Diversity, Equity & Inclusion Center at South Puget Sound Community College who works on equity issues. He provided a high level discussion about what equity means and what issues need to be addressed. They broke out into groups to discuss further.

The rest of the afternoon the members talked about coming up with criteria for a matrix for evaluating projects. State and federal government would like more objective criteria when for applying for funding. The members conducted brainstorming exercises on this topic.

## **GENERAL MANAGER'S REPORT**

- A class of ten new operators begins Monday, October 7. That will be a total of 112 new hires for the year.
- Interviews are scheduled October 3 for a new Facility Manager.
- Staff is moving forward with the redesign work for the Maintenance facility. Stantec was onsite working with the Maintenance staff to get their feedback.
- Consultants were onsite working with staff on the CAD/AVL. They began at 4 a.m. to observe and get a better picture of the Operations process.

## Intercity Transit Authority Regular Meeting

October 2, 2019

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- Grant Administrator, Jessica Gould continues to look into grants to fund the Village Vans program, as the agency is shy of federal support for that program.

### AUTHORITY ISSUES

Lisa Allison said everything is good with the ATU. They are getting ready for nominations for new officers with elections at the end of the year. Allison shared a gift from a regular rider that was part of a college project on transportation, and as part of her project she created a ceramic model of an Intercity Transit bus. The rider really appreciates Intercity Transit's service.

Menser said Thurston County cleared the two policy decisions and log jam of the HCP. It's stilling going to be a process but should get finalized soon.

Cox said the Lacey City Council will review a resolution and vote on the I-976. Lacey is all but finished with the super "T" project which was the resurfacing of College Street between 37<sup>th</sup> and Yelm Highway, and then from Yelm to the Chehalis Western Trail to Ruddell Road.

Carmody said she is taking a proposal to the Yelm Planning Commission requesting an increase in parking requirements for residential and commercial lots in order to push more people to use transit. She's trying to get the mindset away from parking and more towards using transit.

Messmer would like to hear the status on the person who provided public comment at the August 21 meeting about a Dial-a-Lift service boundary request she presented to the Board, and whether the Board should take action. This person contacted Messmer asking what action, if any, did or will the Board take. Messmer said the Board should have an understanding of what takes place when a member of the public comes before them with a request. Freeman-Manzanares said staff talked with the woman, and she said part of doing the DAL assessment is having conversations about the impacts of DAL on the budget and expanding the DAL service area. Staff proposed to do a long range DAL plan that evaluates and talks about policy. Currently, DAL frequently turns down requests from people who are outside the DAL area because they are not eligible for service. We talk to them about their ability to get within the service area, so in this case, getting these individuals to meet up at a point where other folks who go to that church could get those individuals to the church. We also provide other resources like senior services because they provide service using our van to do that. Even though the woman came to the Board with that request, there are others who contact the agency with these types of requests on a weekly basis, and unfortunately those requests get denied because they are outside the service area. The DAL assessment study will allow the Board an opportunity to look at and review the policy and establish new formal policy decisions, and discuss the impacts to budget.



## **Intercity Transit Authority Regular Meeting**

**October 2, 2019**

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Messmer said she is not asking to change the policy. She's asking staff to provide the Board with some type of follow up or status to public comments, perhaps during the General Manager's report.

Carmody suggested reminding those providing public comment that the Authority makes the policies and staff carries them out. Help the public understand that decisions are not made on single requests so not to make them feel singled out or ignored.

Gilman said the City of Olympia drafted a resolution for I-976 and he asked the Council to include a line item about public transit. There will be a public hearing and the Council will consider the resolution next Tuesday. The City will also do a factual information mailing to Olympians explaining the types of things funded.

Gilman said the City of Olympia Planning Commission held their retreat and Roger Millar, Secretary of Transportation for the state was a guest speaker. Millar gave an overview of his agency and talked about new technologies including autonomous vehicles and the evolution of transportation infrastructure. He is very proud of his hometown transit system and he had a strong understanding of Proposition 1.

Melnick said the woman who cleans his house is the wife of a new Intercity Transit Maintenance Vehicle Technician, and she said her husband is very impressed with everyone at IT.

Melnick shared his experience on BART during his trip to Northern California. He took BART from the airport to Oakland to get Amtrak, and he noted they have a problem with homeless people living on trains.

Sullivan said the City of Tumwater has a resolution on the I-976 initiative and will work on the language at their next work session.

### **ADJOURNMENT**

**With no further business to come before the Authority, Chair Sullivan adjourned the meeting at 7:01 p.m.**

**INTERCITY TRANSIT AUTHORITY**

**ATTEST**

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**Debbie Sullivan, Chair**

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**Pat Messmer  
Clerk to the Authority**

**Date Approved: October 16, 2019.**

Prepared by Pat Messmer, Clerk of the Board/  
Executive Assistant, Intercity Transit

DRAFT

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM 5-B**  
**MEETING DATE: October 16, 2019**

**FOR:** Intercity Transit Authority

**FROM:** Eric Phillips, Development Director, 360.705.5885  
Ann Freeman-Manzanares, General Manager 360.705.5838

**SUBJECT:** Request to Set Public Hearing for Propose Fare Change/Zero-Fare Demonstration Project Recommendation

- 
- 1) **The Issue:** Set a public hearing to receive comment on the proposed fare change/zero-fare demonstration recommendation.
- 
- 2) **Recommended Action:** Set the public hearing for the proposed fare change/zero-fare demonstration recommendation for Wednesday, November 20, 2019.
- 
- 3) **Policy Analysis:** Section 5.4 of the Authority by-laws identifies topics for which a public hearing is appropriate including “a change of any transit fare.” This provides an opportunity for the community to offer comment on the zero-fare demonstration recommendation.
- 
- 4) **Background:** Staff will provide a report at the November 6, 2019, Authority meeting. While this recommendation is included in the 2020-2025 Draft Strategic Plan and reflected in the Draft 2020 budget, this provides an additional opportunity for the public to address the proposed change in fare policy.
- 
- 5) **Alternatives:**  
A) Set the public hearing for the proposed fare change/zero-fare demonstration recommendation for Wednesday, November 20, 2019.  
B) Direct staff to set the public hearing for a different date.
- 
- 6) **Budget Notes:** The proposed changes are reflected in the 2020 draft budget.
- 
- 7) **Goal Reference:** This item is consistent and supports all of the Authority goals.
- 
- 8) **References:** N/A.

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 6-A**  
**MEETING DATE: October 16, 2019**

**FOR:** Intercity Transit Authority

**FROM:** Suzanne Coit, 705-5816  
Ann Freeman-Manzanares, 705-5838

**SUBJECT:** Second Review of the 2020 Draft Budget

- 
- 1) **The Issue:** Perform a second review of the draft 2020 budget.
- 
- 2) **Recommended Action:** Review and comment on the draft 2020 budget.
- 
- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to review and accept comments from the public prior to adopting the annual budget. The draft budget documents rest heavily on the proposed Strategic Plan. The Strategic Plan identifies the Authority's wishes regarding service levels, which is the prime driver of our proposed expenses for 2020.
- 
- 4) **Background:** Staff will present elements of the draft 2020 budget to include new projects, new staff, on-going projects from the previous budget year, operational expenses and revenue expectations.

The major elements of Intercity Transit's 2020 budget are:

- Purchase of 16 replacement coaches.
- Rebuild of 6 mid-life hybrid coaches.
- Purchase of 7 DAL replacement buses & 7 DAL expansion buses.
- Purchase of 12 vanpool vehicles.
- Purchase of 3 additional and 2 replacement staff vehicles.
- Complete design and start construction for the renovation and expansion of the Pattison Street facility.
- Research/replace the computer aided dispatch/automated vehicle locator/Communications System.
- Add 25 new positions.
- General Wage Increase of 3% for non-represented employees. Collective bargaining agreements define represented increases.

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

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6) **Budget Notes:** The Authority will perform a second review of the draft budget at their October 16, 2019, meeting. A public hearing is scheduled for Wednesday, November 20, 2019. The budget document will be available for public comment on October 23, 2019. The budget is scheduled for adoption at the December 4, 2019, Authority meeting.

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7) **Goal Reference:** The annual budget impacts all agency goals.

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8) **References:** Draft 2020 Budget Summary – Cash Basis dated October 10, 2019, and the Draft 2020 Budget Expenditures – Phase II Authority Review.

<b>DRAFT 10/10/19</b>	<b>2020</b>
<b><u>Budget Summary - Cash Basis</u></b>	<b><u>Budget</u></b>

<b><i>Beginning Cash Balance</i></b>	<b><u>\$87,192,698</u></b>
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***Add:***

Operating Revenues: Sales tax,	
VP fares, interest income, misc.	68,941,460
Grant Revenue - Operating	5,775,396
Grant Revenue - Capital	31,650,800
Long-term financing for Pattison	<u>25,000,000</u>
Total Revenues	<b><u>131,367,656</u></b>

***Less:***

Operating Expenditures	61,521,370
Capital Expenditures	<u>117,309,571</u>
Total Expenditures	<b><u>178,830,941</u></b>

<b><i>Ending Cash Balance</i></b>	<b><u>39,729,413</u></b>
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<b><i>Less Operating Reserve (25% of operating expenditures)</i></b>	<b><u>(15,380,343)</u></b>
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<b><i>Ending Unreserved Cash Balance</i></b>	<b><u><u>\$24,349,071</u></u></b>
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# Draft 2020 Budget Expenditures - Phase II Authority Review

as of 10/9/19

YearID	2020
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		Sum of Budget
	<b>Proposed New Project</b>	
1	Alternative Technology Study	\$60,000
2	Amtrak Camera Install	\$45,000
3	Amtrak parking lot drainage eng	\$50,000
4	Bond counsel services	\$50,000
5	BRT Modeling & Corrd assess(fed)	\$240,000
6	Existing OTC Facility Remodel	\$100,000
7	Facilities Truck	\$90,000
8	Financial advisor services	\$40,000
9	General Wage Increase NR	\$350,000
10	Innovative service zones study	\$75,000
11	Inventory Scanner Replacement	\$14,000
12	Maint Truck w/Lift	\$90,000
13	Maintenance tools (capital)	\$80,000
14	Martin Way Camera Replacement	\$150,000
15	<b>Martin Way P&amp;R Express Bus</b>	<b>\$400,000</b>
16	Operations supervisor vehicle	\$55,000
17	Parking lot sweeper (repl #9999)	\$80,000
18	Replace VP Vehicles (12) (grant)	\$397,500
19	Shop Floor Scrubbers (2)	\$40,000
20	Smart Corridor phase 2 & 3	\$758,000
21	Strategic Comm/Community Engagem	\$100,000
22	Vanpool promotion RMG	\$275,000
23	VEBA	\$150,000
24	Website redesign	\$150,000
25	West Olympia Service Analysis	\$110,000
26	<b>Proposed New Project Total</b>	<b>\$3,949,500</b>
27	<b>Rollover Project</b>	
28	2010 Hybrid Mid-Life Rebuild (6)	\$1,800,000
29	Amtrak Exterior Painting	\$45,000
30	Amtrak Tree Replacement	\$21,000
31	Bus Stop Enhancements	\$15,000
32	Bus Stop Facility Improvements	\$260,000
33	CAD/AVL & Communication project	\$10,000,000
34	Community engagement	\$27,000
35	DAL service review, LR plan	\$110,000
36	Expansion DAL Bus (7)	\$884,476
37	Exterior Paint Consultant	\$50,000
38	Fixed Route Promotions	\$30,000
39	Fixed Route Transfer Study	\$80,000
40	Fleet-Net Financial Data Warehou	\$32,000
41	High Performance Corridor demo	\$3,890,000
42	LTC and OTC Ext Painting	\$350,000
43	Ops Dispatch Repairs/Remodel	\$40,000

## Draft 2020 Budget Expenditures - Phase II Authority Review

as of 10/9/19

YearID		2020
		Sum of Budget
44	OTC construction	\$4,000,000
45	OTC customer info navigation	\$300,000
46	OTC furn, fixtures, equip	\$150,000
47	OTC Technology Buildout	\$40,000
48	Outreach Education Services	\$25,000
49	Pattison Rehab & Expansion	\$85,000,000
50	Replace Staff Car #1215	\$30,000
51	Replace Staff Car #1217	\$45,000
52	Replacement Buses (12-grant)	\$7,380,000
53	Replacement Buses (4)	\$2,460,000
54	Replacement DAL Bus (7)	\$1,022,595
55	Satisfaction & Mrkt Sgmt Survey	\$180,000
56	Service Performance & Reporting	\$65,000
57	Traffic Engineering Services	\$50,000
58	Transit Signal Priority	\$600,000
59	Website consultant services	\$80,000
60	<b>Rollover Project Total</b>	<b>\$119,062,071</b>
61	<b>Operational Expenses</b>	
62	Active Threat Mitigation	\$20,000
63	Admin Serv/Fin - Oper Exp	\$60,000
64	Admin Serv/Fin - Training	\$15,000
65	Admin Serv/HR - Oper Exp	\$151,700
66	Admin Serv/HR - Training	\$30,000
67	Admin Serv/IS - Training	\$35,000
68	Agency Wellness Activities	\$10,500
69	Amtrak Operational Expenses	\$92,150
70	Amtrak parking lot maint service	\$10,000
71	Annual Recognition Banquet	\$15,000
72	Annual State Audit	\$48,000
73	Annual Authority Planning Session	\$15,800
74	Buildings/Grounds Maintenance	\$473,500
75	CAC/Authority Support	\$18,100
76	Catch Basin Cleaning Contract	\$50,000
77	Credit Card Processing Fees	\$23,000
78	Cut Commute Committee	\$40,000
79	Development/Dev - Oper Exp	\$2,000
80	Development/Dev- Training	\$14,880
81	Development/Mrkt - Training	\$20,500
82	Development/Planning - Training	\$22,935
83	Development/Proc - Oper Exp	\$6,000
84	Development/Proc - Training	\$26,700
85	Drug & Alcohol Program	\$39,060
86	Elevator Maintenance Contract	\$8,000
87	Employee Medical Programs	\$28,500



# Draft 2020 Budget Expenditures - Phase II Authority Review

as of 10/9/19

YearID	2020
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		Sum of Budget
88	Employee/Volunteer Recognition	\$43,000
89	Equipment Rental (agency)	\$65,000
90	Executive - Oper Exp	\$10,600
91	Executive - Training	\$31,518
92	Facility/Maint Service Contracts	\$450,000
93	General Agency Insurance	\$1,625,500
94	Grants Consultant	\$40,000
95	IAM Contract Benefits	\$45,000
96	Implement Bicycle Programs	\$24,500
97	Internal Staff Development	\$10,100
98	IS Communication Infrastructure	\$151,970
99	IS Enterprise Application Supprt	\$530,700
100	IS Infrastructure and Operations	\$622,100
101	IS Phase 1 Switch Replacement	\$40,000
102	IT Local Roadeo	\$4,000
103	ITA/CAC Training & Development	\$22,141
104	Legal Notices	\$4,000
105	Legal Services	\$103,000
106	Loomis services	\$8,000
107	Maint admin shoe allowance	\$2,000
108	Maint seasonal temp help	\$25,000
109	Maint/Facilities - Training	\$20,000
110	Maint/MA - Oper Exp	\$6,500
111	Maint/MA - Training	\$25,000
112	Maint/Veh Maint - Training	\$70,000
113	Maintain Coaches operating exp	\$3,865,000
114	Maintain DAL Vans operating exp	\$731,463
115	Maintain Staff Veh operating exp	\$85,000
116	Maintain VP operating exp	\$758,657
117	Maintain VV operating exp	\$19,200
118	Membership Dues	\$140,000
119	Monitor System Services-Planning	\$85,000
120	Mrkt Support for Agency Services	\$240,500
121	Office Rental/Pacific Ave	\$8,500
122	Operations/Cust Serv - Oper Exp	\$21,600
123	Operations/Cust Serv - Training	\$3,884
124	Operations/DAL - Oper Exp	\$9,900
125	Operations/DAL - Training	\$18,125
126	Operations/Oper - Oper Exp	\$4,600
127	Operations/Oper - Training	\$6,825
128	Operations/Transp - Oper Exp	\$33,700
129	Operations/Transp - Training	\$56,200
130	Operations/VP - Oper Exp	\$8,800
131	Operations/VP - Training	\$16,900

## Draft 2020 Budget Expenditures - Phase II Authority Review

as of 10/9/19

YearID		2020
		Sum of Budget
132	Operations/VV - Oper Exp	\$5,000
133	Operations/VV - Training	\$2,200
134	Operator/Supervisor uniforms	\$192,000
135	Organizational Development	\$25,800
136	Park and Pool Project	\$3,000
137	Parking Lot Maint Services	\$30,000
138	Pension Committee	\$5,000
139	Print/distribute Planning Proj	\$800
140	Produce Agency Information	\$115,000
141	Recruitment & Selection	\$63,100
142	Reduced Regional Fare Program	\$8,500
143	RF Tower Lease (Not in 2020)	\$0
144	Safety/Accident Mitigation	\$4,500
145	Salaries/Wages & Benefits	\$42,438,612
146	Security Contract	\$370,600
147	Service and Community	\$4,500
148	State & Fed Advocacy Services	\$120,000
149	Subscriptions	\$2,000
150	Technology for New FTE's in 2020	\$45,000
151	Towing Services Contract	\$18,000
152	Transit Appreciation Day/Recog	\$25,000
153	Travel Training Support	\$2,400
154	Tuition - ATU	\$5,000
155	Tuition - IAM	\$2,000
156	Tuition - Non rep	\$2,700
157	Utilities	\$500,000
158	Vanpool Incentive Program	\$26,000
159	Vehicle Fleet Support	\$353,700
160	Washington Building expenses	\$5,000
161	Washington Building rent	\$35,000
162	WSTA Board meetings	\$4,000
163	Youth Education Programs	\$35,150
164	<b>Operational Expenses Total</b>	<b>\$55,819,370</b>
165	<b>Grand Total</b>	<b>\$178,830,941</b>

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM 6-B**  
**MEETING DATE: October 16, 2019**

**FOR:** Intercity Transit Authority

**FROM:** Ann Freeman-Manzanares, 360-705-5838

**SUBJECT:** Review the Draft 2020-2025 Strategic Plan

- 
- 1) **The Issue:** Review and finalize the Draft 2020-2025 Strategic Plan.
- 
- 2) **Recommended Action:** Finalize the draft Strategic Plan and release it for public comment.
- 
- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to review and accept comments from the public prior to adopting the strategic plan. The Strategic Plan states the Agency's direction for 2020 and the following five-year period. The Strategic Plan identifies the Authority's wishes regarding service levels, which is the prime driver of our proposed expenses for 2020.
- 
- 4) **Background:** The Authority has reviewed and updated the Strategic Plan throughout the year at Authority meetings as well as the Planning Sessions. This is the Authority's opportunity to incorporate any additional changes, finalize the draft Strategic Plan, and release it for public consideration. Formal comment will be accepted through the public hearing scheduled for November 20, 2019, Authority meeting. Final adoption is proposed for December 4, 2019.
- 
- 5) **Alternatives:**
- A) Finalize the draft Strategic Plan and release it for public comment.
  - B) Continue to refine the draft Strategic Plan for later release.
- 
- 6) **Budget Notes:** N/A.
- 
- 7) **Goal Reference:** The Strategic Plan specifies how resources will be allocated to address all of the Authority goals.
- 
- 8) **References:** Draft 2020-2025 Strategic Plan.

# **INTERCITY TRANSIT**

## **DRAFT**

## **STRATEGIC PLAN**

## **2020–2025**

**Intercity Transit Authority:**

Debbie Sullivan, Chair – City of Tumwater  
Ryan Warner, Vice Chair – Citizen Representative  
Molly Carmody – City of Yelm  
David Claus-Sharwark - Labor Representative  
Carolyn Cox – City of Lacey  
Clark Gilman – City of Olympia  
Don Melnick – Citizen Representative  
Tye Menser - Thurston County Commissioner  
Karen Messmer – Citizen Representative

**Intercity Transit General Manager:**

Ann Freeman-Manzanares

**Proposed Public Hearing Date: November 20, 2019**

**Proposed Approval Date: December 4, 2019**

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## **Section 1: Background and Purpose**

### **INTRODUCTION**

The purpose of our Strategic Plan is to define levels and types of public transportation services to be offered to 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 2020-2025 Strategic Plan represents the outcome of a multi-year short-and long-range planning process, which included a significant public engagement process, and was adopted in November 2018 and approval of the November 6, 2018, vote on Intercity Transit Proposition 1. Goals and policy positions, capital program and services have been outlined for the six-year period.

This is the first strategic plan where the maximum allowable sales tax for Intercity Transit is 1.2%. A 0.4% increase in sales tax is a tax of four cents on a ten-dollar purchase is expected to generate approximately \$16 to \$20 million per year in revenue.

While the economy and sales tax revenue has recovered, it is still important to note the loss of approximately \$14 million dollars in sales tax revenue between 2008 and 2014. Sales tax revenues in 2009 were 10% below 2008 levels and 13% below 2007 levels. Both 2010 and 2011 sales tax revenues were essentially equal to the 2009 level. Sales tax recovered moderately in 2012 with sales tax revenues approximately 1% above the level of the previous year. We saw sales tax growth in 2013 (3.8%), 2014 (4.1%), 2015 (9%), 2016 (9.36%), 2017 (5.71%) and 2018 (6.99%). While the economy is more stable, there remains the threat of another economic recession. It is difficult to forecast future sales tax revenue which makes long-term planning a challenge as sales tax represents the majority of our budget. In addition to the volatility of sales tax, fuel pricing, the elimination of the federal bus and bus facility program for four-years and the return of the program but at a significantly reduced rate in late 2015, and the potential loss of state funds associated with I-976 makes replacing vehicles, pursuing capital projects and maintaining service levels a challenge.

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 passage of I-695 and 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.

With the passage of the Federal FAST Act, there is more certainty regarding federal support through 2020 but the levels of funding remained below the previous funded levels. And there continues to be uncertainty about the level of state funding that will be dedicated to public transportation. Intercity Transit was awarded \$1,134,680 for Route 612 Express Service Operating Funds, \$3,084,000 for “The One” BRT Demonstration Project, \$2,280,850 for Special Needs/DAL Operating Funds, \$698,942 for the purchase of six DAL vehicles, \$750,000 to operate DASH Service and \$220,000 for our Regional Vanpool Program.

Staff is focused on completing construction at the Olympia Transit Center late 2019/early 2020. Bringing a regional carrier, such as Greyhound, on site was envisioned with the construction of the original OTC facility almost 25 years ago but was beyond our financial means. Over the last 24 years, the number of passengers moving through the transit center has outstripped its ability to serve its customer’s needs. The accumulation of state and federal grants, and the dedication of local funds will allow for additional bus bays, covered passenger waiting areas, restroom facilities and space to support staff.

A major challenge facing Intercity Transit is the cost to address significant capacity, aging and seismic concerns at the Operations/Maintenance/Administrative base facility so we can continue to provide service as well as address the growing needs of our community. The rehabilitation and expansion of the Pattison Street maintenance and operations facility has been delayed twice. Once due to the passage of I-695 which eliminated approximately 40% of Intercity Transits funding and the second time due to the elimination of the federal Bus and Bus Facility funding under the 2012 federal transportation legislation. One of the unfortunate results of the elimination of funding is the need to individually pursue needed rehabilitation work with local dollars. Doing so has been necessary but it is, unfortunately, more expensive to pursue projects individually rather than mobilize one effort. An approximately eight million-dollar project to replace old underground storage tanks (UST), which did not meet environmental

standards, move the location of the vanpool fueling station to enhance site safety and increase the capacity of the bus yard was completed in 2018. While the award of a \$9.7 million-dollar federal grant was incredibly helpful, the soaring cost of construction means more local dollars are required to keep up with inflation. For the first time in its history, Intercity Transit is considering bonding for capital construction.

The community has expressed the need to provide fixed-route and Dial-A-Lift services within our current boundaries to areas currently unserved. In addition, the community has requested we start service earlier, end later and increase frequency. The need for express service connecting Thurston, Pierce and King Counties continues to grow. 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 starting in 2011. This additional service significantly impacted Intercity Transit budget. It was hoped that Pierce Transit would resume service but to date there is no indication they will do so.

## **PLAN ORGANIZATION**

The plan is structured as follows:

- **Section 1** describes Intercity Transit's Strategic Plan efforts beginning in 2001 and continuing with the development of this plan covering the period 2019 through 2024.
- **Section 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.
- **Section 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 2019 and actions for the 2020 to 2024 time-period.
- **Sections 4, 5 and 6** are addressed in the Long-Range Plan approved in November 2018.

## **BACKGROUND**

In January 2000, the funds Intercity Transit received from the Motor Vehicle Excise Tax (MVET) were eliminated. 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 Community 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. In 2008 there were 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 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.

In July 2012, MAP-21, the federal transportation authorization bill, provided formula allocated funding for Intercity Transit but eliminated discretionary funding for major capital projects and revenue vehicles. Previous Strategic Plans assumed the Pattison Street Maintenance, Operations and Administrative facility renovation and expansion as well as new buses would be primarily funded at 80% with federal discretionary funding. That was totally disruptive to our historical funding model requiring we dedicate significantly more local dollars to capital expenses. In December 2015, the federal FAST Act restored a portion of the bus and bus facilities dollars but at a far reduced level.

Even with limited federal bus and bus facility funding, the Authority directed staff to seek both state and federal funding to pursue the completion of the Pattison Street facility renovation and expansion; a project for which initial planning began in 1998. In the 2017 legislative session, Intercity Transit was awarded \$2 million through the Regional Mobility Grant competitive process to complete final design. As part of our 4-year grant application, and with the approval of the 2019-2021 state legislature, Intercity Transit is slated to receive \$3.9 million for construction of the \$27 million Pattison Street facility renovation and expansion

project. In addition, many years after the state and the City of Olympia ended our funding partnership for DASH services, the state legislature approved a one-year grant in the amount of \$375,000 to operate the service in 2016/2017. The state legislature renewed that funding partnership in the 2017/2018 legislative session.

Intercity Transit submitted a \$12 million request for federal Bus and Bus Facility funding in August 2017. This is an extremely competitive grant with \$201 million dollars available nationwide. Intercity Transit was granted \$1,375,000 through this process. Intercity Transit submitted another grant in 2018 and received one of the largest grants in the nation at \$9.7 million dollars.

In the 2018 Washington State Legislative Session, Intercity Transit received authority to request an additional 3/10<sup>th</sup> of 1% in sales tax with a vote of the people. After a two-year community conversation to ascertain the desires of the community in regards to what they wanted their public transportation system to look like, the Authority authorized the remaining 1/10<sup>th</sup> and the newly acquired 3/10<sup>th</sup> on the November 2018 ballot. The measure was approved by 65.54% of the voters. Service enhancements began in December 2018.

## **Section 2: Intercity Transit Mission and Vision**

### **MISSION STATEMENT**

The completion 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 key ideas that should be included in the mission statement, and in August 2006, adopted a draft statement for review by employees and the Community 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 and 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 Community Advisory Committee and employees, and

subsequently adopted the following Vision Statement for Intercity Transit:

***“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**

The Intercity Transit Authority adopts a new set of goals each year. These goals continue to be clarified and the list expanded upon. These goals are listed below:

**Goal 1** – Assess the transportation needs of our community throughout the Public Transportation Benefit Area.

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

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

**End Policy** – *Customers, staff and the broader community will report a high level of satisfaction.*

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

**End Policy** – *Focus on the continual improvement for the safety and security of all customers, employees and facilities.*

**Goal 4** - Provide responsive transportation options within financial limitations.

**End Policy** - *Customers and staff will have access to programs and services that benefit and promote community sustainability, focused on serving the mobility needs and demands of our community.*

**Goal 5** – Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community.

**End Policy** - *Resources will be used efficiently to minimize the negative impact on the environment and the community and, to the extent feasible, efforts will be pursued that integrate or otherwise align with broader sustainability goals.*

**Goal 6** – Encourage use of our services, reduce barriers to access and increase ridership.

**End Policy** – *Educate and encourage community members to explore, appreciate and*

*utilize the benefits of our services and programs while making the system easier to use.*

**Goal 7** – Build partnerships to identify and implement innovative solutions that address mobility needs and other critical challenges in our community.

**End Policy** – *Work with governmental entities, educational institutions, businesses and not-for-profit community partners to understand our joint responsibility to facilitate great mobility options as well as educational and socio-economic opportunities in our community.*

## **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 access to a single-occupant vehicle or the ability to operate a single-occupant vehicle, including those with a physical or mental disability;
- Offering high-quality transportation choices for people with multiple options, including those with access to one or more single-occupant vehicles, or the ability to walk or bicycle;
- Facilitating access to employment and stimulating 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 balancing life-line services with the allocation of resources to those that generate the greatest number of riders per unit of invested resources;
- 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 occurring. This places increasing demands upon Intercity Transit.

Residents of developing neighborhoods and commercial areas request new bus routes. Those in established neighborhoods want existing services to operate more frequently and increase the span of services, starting earlier in the morning and ending later at night. Regional commuters increasingly look to Intercity Transit as a way to avoid having to drive on the region's crowded freeways. Ridership, on the other hand, initially slowed in 2009, grew again in 2011 as local and national economies continued to decline and set a new annual record in 2012. Since then, with a 25% increase in fares in 2013, lower fuel costs and lower enrollment at local colleges, ridership has declined. By the end of 2016 fixed route ridership dropped (3.96%).

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, there is recognition by the Authority that this focus on productivity must be balanced with the issue of coverage and life-line services.

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 continually 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 Thurston County Public Transportation Benefit Area (PTBA), we identified seven general design principles. These principles guide development of a public transportation system appropriate for our PTBA over the next six years. These principles provided guidance to the development of a Short and Long-Range Service Plan.

### **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;
- More frequent service;
- 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 Northeast Lacey, 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 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. With the passage of Proposition 1, Intercity Transit can begin to explore effective and innovative ways to deliver service.

### **Design Principle #5**

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

Thurston County is becoming more closely linked to the Central Puget Sound region. Citizens have suggested commuter rail service be established between Tacoma and Thurston County, or that Thurston County join Sound Transit. While both projects are outside the six-year timeframe of this plan, Intercity Transit recognizes the need to improve inter-county travel opportunities. For now, that need is most appropriately addressed through expanded express bus, vanpool and ridesharing services. The Lakewood Center Park-and-Ride facility, the Martin Way Park-and-Ride lot and the Hawks Prairie facility significantly increased available parking for these services.

### **Design Principle #6**

#### ***Support a range of transportation choices.***

Because fixed-route transit services consume the largest part of Intercity Transit's budget, that segment of our overall operations receives the most attention in Agency plans. At the same time, fixed-route service represents only one part of Intercity Transit's overall product mix. Greater opportunities to use transportation options like walking and bicycling helps Intercity Transit provide better public transportation services by offering more means for customers to reach its routes and facilities. Increased use of transportation options also serves two of the major purposes of public transportation, reducing traffic congestion and air pollution. Initiatives include:

- Intercity Transit will continue to support and expand its 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, walking, ridesharing, vanpooling and telecommuting as better options to driving alone. All of these modes complement public transportation use and can help Intercity Transit pursue its mission and fulfill community goals.
- Intercity Transit will continue to support public and private sector initiatives that encourage multiple mode usages. Intercity Transit should continue to review and comment on community plans and proposed developments, highlighting ways both can better support all transportation modes, instead of solely single-occupant vehicles.
- 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.
- Intercity Transit will monitor potential benefits and risks associated with ride share programs, autonomous vehicles and other changing technology that could impact ridership or provide new opportunities for implementing first and last-mile strategies.
- Intercity Transit will work diligently to remove barriers to transit access and encourage use. This includes offering faster service in high-density corridors, increasing frequency on high-use routes, adding service to growing neighborhoods and employment centers,

simplifying the fare structure, and other measures as appropriate.

### **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. And local services need ADA compliant stops, shelters and customer information. The entire system needs reliable, safe and efficient equipment. The capital improvements that are identified in Chapter 5 attempt to fulfill these needs.

## **Section 3: Intercity Transit Policy Positions**

The Intercity Transit staff worked with the Intercity Transit Authority and the Community Advisory Committee to develop a list of policy issues that face Intercity Transit during the course of this six-year plan. 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 are presented below. These actions are reviewed on a yearly basis.

### **1. Should Intercity Transit maintain service levels in 2020 or consider new or expanded local transit services needed to serve the growing population?**

- Proceed with the implementation of the Long-Range Plan and Proposition 1 commitments.

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

- Proceed with the implementation of the Long-Range Plan and Proposition 1 commitments. Maintain leadership role in regional mobility and better-integrate fare and rider transfer systems.
- Continue to seek and utilize grant funds to deliver service between Thurston and Pierce Counties.
- Seek a return of Pierce Transit as a funding partner for inter-county services.
- Promote strategies to increase ridership.
- Focus on priority movement for transit which promotes "passenger" or "people" through-put as opposed to "car" through-put.



**3. What role should Intercity Transit play in serving the core areas of the Olympia, Lacey, and Tumwater areas?**

- Proceed with the implementation of the Long-Range Service Plan and Proposition 1 commitments.
- Promote strategies to remove barriers and increase ridership.

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

- Proceed with the implementation of the Long-Range Service Plan and Proposition 1 commitments.
- Pursue an early implementation demonstration project, with grant funding through the Washington State Regional Mobility Grant Program, for a portion of the Martin-Harrison high density corridor.
- Pursue project planning and funding for bus rapid transit with a targeted implementation date in 2026.
- Promote strategies to increase ridership.

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

- Take an active role in land use planning efforts to advocate development which supports transit and other active transportation choices.
- Partner with local jurisdictions to implement signal preemption to enhance the safety, speed and reliability of bus movement.
- Partner with Thurston Regional Planning Council and our local jurisdictions to develop our high-density corridors into “smart corridors.”
- Explore improvements to corridor travel to improve access to transit stops.
- Focus on coordinated emergency management response.

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

- Continue the Youth Education Program.
- Expand coordination with school districts and youth to teach skills for safe walking, biking and transit use.
- Partner with districts to identify potential transportation coordination opportunities.
- Focus on potential impacts of a zero-fare demonstration project.

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

- Recognize the experience of riding the bus begins before one boards the bus.
- Prioritize bus stop improvements by the level of passenger activity.
- Emphasize stops located on major corridors as well as stops located near facilities serving

elderly persons and those with special transportation needs.

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

- Pursue replacement of our radio communications system.
- Pursue replacement of our CAD/AVL system.
- Monitor and focus on improvements to the website, gov.delivery, and other customer communication tools.
- Update review of the Information Systems function.
- Pursue enhancements to our fleet and systems management software to enhance efficiency and operations.
- Focus on emergency management response and continuity of operations.

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

- Focus on outreach and education.
- Build partnerships to support business and enhanced employment opportunities.
- Pursue grants.
- Promote strategies to increase ridership.
- Purchase expansion vehicles when necessary.

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

- Finalize design, pursue permitting and construct the Pattison Street Facility Rehabilitation and Expansion project.
- Continue to pursue grant funding for the Pattison Street project, new vehicles and other projects.
- Explore and define capital facilities necessary to facilitate the delivery of service in accordance with the Long-Range Plan.
- Develop a long-term capital funding plan.

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

- Continue to partner with local jurisdictions and the Washington State Department of Transportation regarding potential locations for a park-and-ride facility.
- Pursue joint use agreements as necessary to secure park-and-ride space to support ridesharing, express bus and local transit services.
- While additional park-and-ride locations are likely needed, this plan urges caution in dedicating capital funds for additional park-and-ride facilities at this time.
- Encouraging the creation of HOV lanes, direct highway access from Park-and-Rides and other alternatives to support ridesharing, express bus and local transit services.

**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?**

- Continue support for the Village Vans, Surplus Van Grant and the Community Van programs.
- In conjunction with the zero-fare demonstration project, discontinue the Discounted Bus Pass Program.
- Seek replacement funding for the continuation of the Village Vans Program.

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

- Continue to focus on the Travel Training and the Bus Buddies program.
- Explore alternative service delivery methods to enhance productivity and reduce program costs.
- Pursue improvements in scheduling software and use of technology to improve productivity and service.
- Attempt to control growth so it doesn’t impact our ability to deliver all services.
- Ensure adequate resources to serve this growing population.
- 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?**

- Implement the community direction to “Change the Way Fares Are Paid” addressing a myriad of community goals through a zero-fare demonstration project.
- Pursue a five-year, minimum, zero-fare demonstration project.
- Improve customer experience.
- Defer capital investment for new fare collection systems to replace old, obsolete systems pending assessment of zero-fare demonstration.
- Use zero-fare demonstration to promote an accessible, sustainable, livable, healthy and prosperous community.
- Track and report on administrative and operational savings associated with not collecting fares during demonstration.
- Remove barriers to accessing Intercity Transit services to increase ridership, improve speed and reliability of service, attenuate increasing congestion, improve the environment, enhance community health, improve equity and access, retain and recruit business, and enhance educational opportunities.
- Enhance community resiliency by reducing personal transportation expenses to address

other needs.

- Eliminate need to utilize multiple fare collection systems for regional commuters.
- Monitor regional fare collection system replacement (ORCA) during the zero-fare demonstration project.
- Ensure system viability and user safety.

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

- Yes. Implement service consistent with the long-range plan, continuing to closely monitor revenue collections, operational costs and capital programs.
- Consider financing mechanisms.

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

- Work with the Thurston Regional Planning Council, the State of Washington and the affected local jurisdictions to improve the Commute Trip Reduction Program.
- Pursue relationships with private employers to educate about the benefit of transit and other active transportation options to better serve their needs and the needs of their employees.
- Pursue grants to assist in implementing youth and senior programming.
- Continue to support cycling safety, bike maintenance, the Bicycle Commuter Challenge and find additional sources for bike donations.
- With the new location and additional space for WalkNRoll in downtown Olympia, find ways to be of more benefit to the community through our outreach programs.
- Market active transportation to youth and our senior population.
- Consider establishing an Intercity Transit internship program to provide learning and work experience opportunities for students from local high schools and colleges.

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

- Focus on strategic community outreach, engagement, messaging and use of available channels to educate and develop our markets.
- Improve the website to better serve our various constituents and be a relevant business and communications tool for the agency.
- Intercity Transit should continue to pursue customer information technology to enhance the customer experience and support service.

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

- Promote strategies to increase ridership.
- Take an active role in land use planning efforts to advocate development which supports

transit and other active transportation choices.

- Deliver robust and connected service in support of the long-range service plan.
- Replace older, less efficient equipment and facilities when practicable.
- Continue to research and pursue equipment, facilities, and process improvements in light of their social, economic and environmental impacts as practicable.
- Utilize environmentally friendly materials and chemicals, and require vendors and contractors to do the same, to the maximum extent possible.
- Seek to reduce waste production as well as energy and water usage.
- Continue to partner with Thurston Green Business and Puget Sound Energy's Green Power program.

#### **19. What is Intercity Transit's policy related to expansion of the Public Transportation Benefit Area?**

- Maintain the current policy which is not to expand the PTBA.
- Focus on delivering enhanced service within the existing boundaries and serving areas currently not served within the existing PTBA.
- Consider annexation of new areas only if it doesn't negatively impact existing services and only if representatives of these new areas request the Authority take steps to hold an annexation election and can demonstrate support in the area to be annexed.

### **Section 4: Recommended Service Plan**

#### **SERVICE RECOMMENDATIONS**

The November 2018 Short and Long-Range Plan identifies service principles and priorities for the future.

### **Section 5: Capital Plan and Other Plan Elements**

Intercity Transit will continue to pursue the rehabilitation and expansion of the Pattison Street Facility, enhancements at bus stops, transit centers, and park-and-rides and the technical advancements identified in this plan and in the 2020 budget.

### **Section 6: Financial Plan**

#### **FINANCING THE STRATEGIC PLAN**

The goal of the 2020-2025 Strategic Plan is to implement capital improvements and a level of service which can be sustained for the foreseeable future. While Proposition 1 allows for substantial growth in fixed-route service, the unprecedented growth rate in DAL will eventually

challenge our ability to deliver both services. Studying our existing circumstances and developing a Long-Range DAL plan as soon as possible is essential.

Another significant expense is the replacement of our failing radio communications, computer automated dispatch, vehicle location, automated passenger counters and on-board annunciation systems. Communications between dispatch and our vehicles is critically important and expensive to replace.

The approval of Proposition 1 has allowed us to replace vehicles that were beyond their expected life-cycle and purchase expansion vehicles to deliver expanded services. The challenge is supporting the cost of significant vehicle purchases in a short period of time. The agency will again face this challenge, and need to be prepared to pay for these vehicles when they meet their replacement lifecycle.

A first time challenge for Intercity Transit is the expense associated with the renovation, expansion and replacement of the original Pattison Street operations, maintenance and administration facilities. Ensuring they are built to meet the needs of our growing community, as well as supporting the county-wide emergency response and continuity of operations plans is an expensive but necessary venture. Bond financing may be sought to address the spike in needed revenue to support capital facility and vehicles.

An unknown at this time is the potential financial impacts of I-976 on the Washington State multi-modal account. The initiative could have long-term impacts on funding starting with the potential loss of \$12 million dollars to Intercity Transit in the 2019-2021 biennium.

**REVISED AGENDA**  
**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 6-C**  
**MEETING DATE: October 16, 2019**

**FOR:** Intercity Transit Authority

**FROM:** Ann Freeman-Manzanares (705-5838)

**SUBJECT:** 2019 Fall Community Advisory Committee Recruitment

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- 1) **The Issue:** To review applications and identify applicants for interviews.
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- 2) **Recommended Action:** Review and select applications received for vacancies on the CAC. Staff will schedule interviews after the Authority provides direction.
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- 3) **Policy:** As per the Operating Principles, the Intercity Transit Authority appoints members to the Community Advisory Committee. In 2011, the Authority approved an additional youth position, increasing the number of members from 19 to 20. It is the Authority's direction to conduct an annual recruitment.
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- 4) **Background:** The CAC is comprised of 20 members representing the diversity of our community. There are currently 5 vacant positions.

Twelve (12) applications were received by the submission due date of October 10, 2019; and one was received on October 15 that was post-marked before the deadline, bringing the total to 13 applications. The ad hoc committee, made up of three Authority and three CAC members will conduct interviews of applicants on November 6. The committee will recommend candidates for appointment at the December 4, 2019, ITA meeting. New CAC members will attend their first meeting on January 13, 2020.

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- 5) **Alternatives:**
- A. Direct staff to schedule interviews for all or some of the applicants.
  - B. Direct staff to defer to a new recruitment until 2020.
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- 6) **Budget Notes:** N/A.
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- 7) **Goal References:** Maintaining active, interested Community Advisory Committee members supports all agency goals.
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- 8) **References:** Community Advisory Committee applications.
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