

AGENDA
INTERCITY TRANSIT AUTHORITY
Wednesday, December 6, 2023
5:30 P.M.

This is a hybrid meeting. Attend in person or join the meeting by telephone at 5 p.m. for a sound check.
Toll Free: (844) 730-0140 / Phone Conference ID 862 203 072#

CALL TO ORDER

- | | | |
|----|---|---|
| 1) | APPROVAL OF AGENDA | 1 min. |
| 2) | PUBLIC COMMENT | 3 min. |
| 3) | APPROVAL OF CONSENT AGENDA
A. Minutes – July 12, 2023, Special Meeting; November 1, 2023. | 1 min. |
| 4) | NEW BUSINESS
A. Approve and Adopt 2024 Budget (<i>Jana Brown</i>)
B. Approve and Adopt Capital Improvement Plan 2024-2028 (<i>Jana Brown</i>)
C. Approve and Adopt 2024 Strategic Plan (<i>Emily Bergkamp</i>)
D. Security Services Contract Extension (<i>Katie Cunningham</i>)
E. Update Procurement Competitive Thresholds (<i>Michael Maverick</i>)
F. CAC Self-Assessment (<i>Emily Bergkamp</i>)
G. CAC Recommendation/Appointments (<i>Emily Bergkamp</i>)
H. Cancel December 20, 2023, ITA meeting (<i>Emily Bergkamp</i>) | 5 min.
5 min.
5 min.
5 min.
5 min.
10 min.
5 min.
5 min. |
| 5) | COMMITTEE REPORTS
A. Thurston Regional Planning Council (Dec. 1) (<i>Debbie Sullivan</i>)
B. Community Advisory Committee (Nov. 20) (<i>Nicole Smit</i>) | 5 min.
5 min. |
| 6) | GENERAL MANAGER’S REPORT | 5 min. |
| 7) | AUTHORITY ISSUES | 5 min. |
| 8) | CLOSED SESSION – Collective Bargaining Agreement between the International Association of Machinists, Lodge 160, and Intercity Transit – The Intercity Transit Authority will conduct a closed session authorized by RCW 42.30.140 (4) (b) to allow Authority members and necessary staff to discuss strategies and positions to be taken by the Authority and review proposals related to collective bargaining. <i>The Authority will reconvene to an Open Session and is expected to take action.</i> (<i>Heather Stafford Smith</i>) | |

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.

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
Special Meeting
Zero Emissions Workshop
July 12, 2023

CALL TO ORDER

Chair Gilman called the July 12, 2023, special meeting of the Intercity Transit Authority to order at 9:00 a.m. This meeting was held remotely, with an in-person component at the Pattison Street facility.

Members Present: Chair and City of Olympia Mayor Pro-Tem Clark Gilman; Vice Chair and Citizen Representative Justin Belk; City of Tumwater Mayor Debbie Sullivan; Citizen Representative Don Melnick; Citizen Representative Sue Pierce; City of Lacey Councilmember Robin Vazquez; Labor Representative, Mark Neuville.

Staff Present: Emily Bergkamp; Eric Phillips; Jonathon Yee; Daniel Van Horn; Pat Messmer; Ramon Beltran; Michael Maverick; Jeff Peterson; Steve Swan; Tammy Ferris; Nick Demerice; Jana Brown; Steve Krueger; Julie DeRuwe; Thera Black; Jessica Gould; Peter Stackpole; Dena Withrow; Kevin Karkoski; David Chaffee; Jason Aguero; Amanda Collins; Zac Collins.

Others Present: Tim Payne, Nelson Nygaard; Yesh Mahadev, Kylie McCord, Aydin Manouchehri, Center for Transportation and Environment; Steven Schueneman, Puget Sound Energy; Mihir Bodarya, Hatch LTK; Rebecca Harvey, Board of County Commissioners.

Fleet and Facilities Maintenance Director, Jonathon Yee, kicked off the meeting with housekeeping items and explained the project goals and the intent of today's workshop is to learn as much as possible about the work that's been done to date on the Zero Emissions study. Yee introduced Kylie McCord. Each of the consultants introduced themselves. All in person attendees introduced themselves.

It was M/S/A by Sullivan and Belk to approve the agenda.

Kylie McCord began the presentation on the agenda topics (listed below). A transcript of the workshop is available, and the workshop can also be viewed using these links:

9 a.m. to 1 p.m.

 [Zero Emissions ITA Workshop-20230712_090010-Meeting Recording.mp4](#)

1 p.m. to End of Meeting

 [Zero Emissions ITA Workshop-20230712_090010-Meeting Recording 1.mp4](#)

Agenda:

- Analysis Approach and Methodology
- State of the Industry
- Puget Sound Energy

Intercity Transit Authority Regular Meeting

July 12, 2023

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- Fixed Route Analysis
- Lunch
- Electrification Scheduling Impacts
- GHG Emissions Inventory
- Change Management
- Demand Response Analysis
- Project Next Steps

ADJOURNMENT

With no further business to come before the Authority, Chair Gilman adjourned the meeting at 4 p.m.

INTERCITY TRANSIT AUTHORITY

ATTEST

Clark Gilman, Chair

**Pat Messmer
Clerk to the Authority**

Date Approved: December 6, 2023

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

Minutes
INTERCITY TRANSIT AUTHORITY
Regular Meeting
November 1, 2023

CALL TO ORDER

Chair Gilman called the November 1, 2023, meeting of the Intercity Transit Authority to order at 5:30 p.m. This was a hybrid meeting held at the Pattison Street facility.

Members Present: Chair and City of Olympia Mayor Pro-Tem Clark Gilman; Vice Chair and Community Representative Justin Belk; Thurston County Commissioner Carolina Mejia; City of Tumwater Mayor Debbie Sullivan; City of Lacey Councilmember Robin Vazquez; Community Representative Sue Pierce; Community Representative Don Melnick; Labor Representative Kierstin Price (alternate).

Members Excused: City of Yelm Councilmember Brian Hess.

Staff Present: Emily Bergkamp; Eric Phillips; Daniel Van Horn; Pat Messmer; Steve Krueger; Jana Brown; Brian Nagel; Jason Aguero; Zach Heinemeyer; Tammy Ferris; Jonathon Yee; Jessica Gould; Amanda Collins; Alana Neal; Heather Smith; Ally McPherson; Michael Maverick; Nicky Upson; Joy Gerchak; Lynne Cunningham; Dena Withrow; Cameron Crass; Matt Kenney; Nick Demerice; Jason Hanner; Rob LaFontaine; Thera Black; Peter Stackpole; Roshan KC.

Others Present: Jeff Myers, Legal Counsel; Betty Hauser, Community Advisory Committee; Todd Cutts, Olympia Downtown Alliance.

APPROVAL OF AGENDA

It was M/S/A by Melnick and Pierce to adopt the agenda as presented.

EXECUTIVE SESSION - Review Qualifications of Recommended General Manager Applicants

In accordance with RCW 42.30.110, paragraph (1) (g), Chair Gilman recessed the meeting at 5:32 p.m. to go into an Executive Session to review the qualifications of the recommended General Manager applicants. He announced the Authority would be in Executive session until 5:47 p.m.

Those attending included: Chair and City of Olympia Mayor Pro-Tem Clark Gilman; Vice Chair and Community Representative Justin Belk; Thurston County Commissioner Carolina Mejia; City of Tumwater Mayor Debbie Sullivan; City of Lacey Councilmember Robin Vazquez; Community Representatives Sue Pierce and Don Melnick; Labor Representative Mark Neuville; Heather Smith; Alana Neal; and Legal Counsel, Jeff Myers.

The Authority reconvened to regular session at 5:47 p.m.

PUBLIC HEARINGS

- A. 2024 Capital Improvement Plan 2024-2028.** Chief Financial Officer, Jana Brown, presented the first 2024 Capital Improvement Plan spanning 2024 – 2028. Brown said the only question/comment received was from a Community Advisory Committee member asking if the projects were done with an escalator for inflation for the next few years, and Brown responded yes. Brown said the document is posted on our website and the public can submit comments through December 6, 2023. Brown asked if there were any other questions, and hearing none, *Chair Gilman opened the public hearing at 5:48 p.m.*

With no one from the public giving testimony, Chair Gilman closed the public hearing at 5:49 p.m.

- B. 2024 Budget.** Chief Financial Officer, Jana Brown, said the preliminary budget was presented last month and is posted on the website. Brown said to date, she has not received any questions or comments. The budget will be presented at the December 6, 2023, ITA meeting for final approval.

Chair Gilman opened the public hearing at 5:50 p.m.

With no one from the public giving testimony, Chair Gilman closed the public hearing at 5:51 p.m.

STAFF INTRODUCTIONS

A. Operator Class 23-05 (*Cameron Crass*)

B. Lynne Cunningham, Vanpool Manager (*Dena Withrow*)

PUBLIC COMMENT – None.

NEW BUSINESS

- A. Support of the Downtown Improvement District Resolution 04-2023.** Bergkamp said Intercity Transit's mission is to provide and promote transportation choices that support an accessible, sustainable, livable, healthy, and prosperous community. Policy EX-0008 states that Intercity Transit should establish relationships with other agencies, entities, and organizations that help advance Intercity Transit's mission. Furthermore, the policy states Intercity Transit shall place priority on strengthening relationships with community organizations, neighborhood associations, and other organizations that will assist in attracting new riders and increasing overall use of public transportation services.

The Downtown Improvement District (DID) is a proposed funding mechanism designed to help support the downtown environment with services financed by a self-initiated assessment paid by downtown property owners, requiring approval of

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November 1, 2023

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the Olympia City Council. These services would be provided exclusively within the district and are an enhancement to – rather than a replacement of – those already provided by the city.

Per RCW 35.87A the “special assessment” may be imposed on all “businesses and multifamily residential or mixed-use projects” within the downtown improvement district area. Intercity Transit is Thurston County’s Public Transportation Benefit Area (PTBA) established under RCW 36.57A. As a PTBA, Intercity Transit does not meet the definition of a private sector business, multifamily residential or mixed-use project. However, there is nothing in the statute preventing a governmental body from “opting in” and voluntarily paying the assessments. The goals of the DID align with Intercity Transit’s mission and Intercity Transit’s facility the Olympia Transit Center, resides downtown in the non-core area of the proposed DID. The Intercity Transit Authority Board can consider allowing Intercity Transit, through a board action, to authorize the Interim General Manager to sign a petition in support of the DID and authorize voluntary payment of the DID assessment. The City of Olympia City Council and the Port of Olympia each agreed to opt-in and authorized their chief executives to sign the petitions for formation of the DID.

The DID would provide services as determined by its board of directors (made up of property owners and business operators within the DID). The board could adjust services on an annual basis as needs and priorities change. Initial services would fall within the following categories:

- Clean, Safe and Beautiful Services
 - Concentrating on downtown’s streetscape, the DID would complement existing City maintenance efforts, providing services that may include comprehensive sidewalk sweeping, scrubbing, and power washing; litter and graffiti removal; and landscaping.
 - Focusing on the downtown experience, an ambassador-style program would have the ability to offer visitors information and insights while also providing street-dependent individuals outreach and connection to local service providers.
- Assisting Small Business
 - The DID would provide resources to assist in the success of small businesses downtown. Programming could include enhanced marketing efforts, new and expanded special events, small business training, and other targeted special projects.

The DID would be administered by an existing non-profit, the Olympia Downtown Alliance. This partnership would allow the DID to leverage staffing, services, and programming already managed by the Alliance.

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DIDs are common tools. There are over 1,000 DIDs across North America, many concentrated in downtown areas. In Washington, there are DIDs in Seattle, Tacoma, Everett, Yakima, and Spokane. They are also common in state capitals such as Sacramento, Boise, and Madison.

The goals of the [Downtown Improvement District](#) are to improve the downtown experience and quality of life, which will have a positive impact on the use of transit facilities, particularly the area surrounding the Olympia Transit Center, and will enhance the experience of transit riders in the downtown area.

Bergkamp introduced Todd Cutts, Executive Director, Olympia Downtown Alliance.
50:24

It was M/S/A by Sullivan and Belk to adopt Resolution 04-2023 allowing Intercity Transit to opt-in as a ratepayer and authorize the Interim General Manager to sign a petition in support of the Downtown Improvement District.

- B. General Manager Recruitment and Selection Process.** Chair Gilman thanked Human Resource staff and members of the Authority for participating in the General Manager Recruitment ad-hoc committee for all the time and effort spent on the selection of a new General Manager. The results of the recruitment were amazing, which included screening an enormous number of applications from transit professionals from across the country, and to narrow it down to three finalists. Gilman said the Authority is grateful for the candid, hardworking input received from many employees, community members that made it a successful process. With that said, Gilman asked for a motion from the Authority.

It was M/S by Vazquez and Sullivan to authorize the Authority Board Chair to negotiate a contract of employment with Emily Bergkamp as the preferred candidate for the position of General Manager of the Intercity Transit Authority.

Gilman opened up discussion on the motion. Each Authority member provided their input and gratitude for a successfully run recruitment.

Motion carried unanimously.

GENERAL MANAGER'S REPORT

Congrats to this year's TNLI graduates. Three Intercity Transit employees participated and completed the Washington State Transit Associations Transit's Next Leadership Institute (TNLI) - Dan MacMillan, Katie Cunningham, and Kierra Maryott. Each fellow has been working on a project that must benefit Intercity Transit and the community while using the skills, leadership, and knowledge learned during the program. The culmination of their time was captured in The Leadership Symposium over the last two weeks with final presentations by the class of fellows.

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November 1, 2023

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- Fleet Supervisor Dan MacMillan presented his project on Maintenance Employee Career Development focused on growing maintenance employees into Fleet Technicians.
- Procurement Coordinator Katie Cunningham presented her project on Transit Planning On-Call Consulting Services, focused on establishing a suite of on-call professional consulting services contracts to support a variety of upcoming, emerging, and on-going Intercity Transit projects. These competitively awarded contracts through what is now known as our Qualified Vendor List will provide Intercity Transit with flexibility and the ability to promptly obtain as-needed professional and technical assistance.
- Kiera Maryott, Finance Supervisor, presented her project focused on the Employee Financial Wellness Program. This program will provide training, articles, and other resources to employees on various personal financial wellness topics. From planning for retirement, saving for an emergency, or preparing a monthly budget, employees will have access to a library of resources as well as the opportunity to attend in person and virtual meetings designed to help them prepare for their financial well-being.

The Community Advisory Committee recruitment ad-hoc committee met today and completed interviews of new CAC member candidates. The team is on track to recommend members for the Authority's review and recommendation at the December 6 Authority meeting.

Intercity Transit is participating in a Thurston County pilot with the Unite Us referral platform through funding provided by Kaiser Permanente. The vision of this pilot is to have pilot participants use Unite Us as a Community Information Exchange (CIE) platform in the Thurston County region. The goal is to partner with pilot agencies to create a network that provides value to our community as well as to Intercity Transit. As a partner in the pilot, Intercity Transit received **\$25,000** to support the work we will be doing to adopt the platform for our referrals.

We were made aware of an issue with the infiltration gallery located on the south parcel of our property currently being excavated where a new employee parking lot is planned. There are drainage issues that will take some time to re-engineer. In the meantime, we are pivoting to start work on the temporary maintenance structure, to avoid delays and incurred costs from downtime. This pivot will primarily impact our employee parking. But in true IT form, we will support each other, communicate changes, and make it through!

Grants Program Manager Jessica Gould coordinated a meet-and-greet with FTA Region 10 staff Sandy Campbell, Rikka Dayao and Kristine Ziglar to ensure we have good lines of communication for support as grantees and for pertinent regulatory issues.

AUTHORITY ISSUES - None.

ADJOURNMENT

With no further business to come before the Authority, Chair Gilman adjourned the meeting at 6:53 p.m.

INTERCITY TRANSIT AUTHORITY

ATTEST

Clark Gilman, Chair

**Pat Messmer
Clerk to the Authority**

Date Approved: December 6, 2023

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

DRAFT

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-A
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Jana Brown, Chief Financial Officer

SUBJECT: 2024 Budget Adoption

-
- 1) **The Issue:** Adopt the 2024 Budget.
-
- 2) **Recommended Action:** Adopt Resolution 05-2023 that establishes the 2024 Budget.
-
- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to adopt the annual budget. The 2024 budget is prepared according to the Capital Improvement Plan and coordinates with the Strategic Plan. The Strategic Plan identifies the Authority's intent regarding service levels, which are the prime drivers of all proposed expenses for 2024.
-
- 4) **Background:** The 2024 draft budget has been available to the public on Intercity Transit's website since October 4th. A public hearing was held on Wednesday, November 1, 2023.

The proposed Operating budget for 2024 is \$89.6 million, which includes \$7 million for rollover projects.

The proposed Capital budget for 2024 is \$65.3 million, which includes \$32 million in new projects and \$33.2 million for rollover projects.

The total proposed 2024 expenditure budget including staff recommended new projects/positions is \$154.8 million.

The changes implemented from the draft budget presented to the Authority Board and the public on October 4th resulted in an overall increase of \$549,277 for the following items:

- Reduction in the costs for the consultant providing professional services for the Enterprise Resource Planning (ERP) Software Project
- Increase for the Downtown Improvement District Assessment
- Increase in Security Services contract
- Reduction of the General Wage Increase; leaving remaining contingency for retirement cash out obligations

- Increase in Salaries and Wages due to IAM labor agreement, pending ratification by the board and General Wage Increase for ATU and Non-Represented employees.

5) **Alternatives:**

- A) Accept the budget as presented and formally adopt the budget for 2024.
- B) Direct staff to revise the proposed 2024 budget and adopt the budget as revised.
- C) Direct staff to revise the proposed 2024 budget and bring the revised budget back to the Authority.

6) **Budget Notes:** The 2024 Budget sets the budget for the coming year.

7) **Goal Reference:** The annual budget directs how we address all our goals.

8) **References:** 2024 Budget and Resolution 05-2023 Adopting the 2024 Budget.

**INTERCITY TRANSIT
RESOLUTION NO 05-2023
ADOPTION OF THE 2024 BUDGET**

A RESOLUTION adopting the budget for Intercity Transit for the year 2024 and authorizing appropriations thereunder.

WHEREAS, the Governing Authority of Intercity Transit did hold pursuant to law, a duly advertised public hearing on the preliminary budget; and

WHEREAS, the Governing Authority did hold a public meeting this day for the purpose of fixing the final budget for the calendar year 2024; and

WHEREAS, at said public meeting, the 2024 final budget was approved.

NOW THEREFORE, BE IT RESOLVED by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2024 is hereby adopted:

ESTIMATED RESOURCES

Beginning Estimated Cash Balance	\$ 215,000,000
Estimated Revenues	133,702,051
TOTAL ESTIMATED RESOURCES	<u>\$ 348,702,051</u>

ESTIMATED UTILIZATION OF RESOURCES

Total Operating and Capital Expenses	\$ 154,836,927
Estimated Ending Cash Balance	193,865,124
TOTAL ESTIMATED UTILIZATION OF RESOURCES	<u>\$ 348,702,051</u>

ADOPTED: This 6th day of December 2023

INTERCITY TRANSIT AUTHORITY

Clark Gilman, Chair

ATTEST:

**Pat Messmer
Executive Assistant/
Clerk of the Board**

APPROVED AS TO FORM:

**Jeffrey S. Myers
Legal Counsel**

INTERcity TRANSIT



Olympia, Washington

2024 Budget

Mission Statement:

Provide and promote transportation choices that support an accessible, sustainable, livable, healthy, and prosperous community

2024 Budget

Fiscal Year January 1, 2024, through December 31, 2024

Emily Bergkamp General Manager
Dena Withrow..... Interim Operations Director
Eric Phillips..... Strategic Programs Director
Heather Stafford Administrative Services Director
Jonathan Yee Fleets & Facilities Maintenance Director
Peter Stackpole..... Development Director

Prepared by

The Finance Division

Jana Brown, Chief Financial Officer

For more information:

www.intercitytransit.com

510 Pattison Street SE
Olympia, Washington 98501

2024 Intercity Transit Authority

Clark Gilman, Chair City of Olympia
Justin Belk, Vice Chair Citizen Representative
Brian Hess City of Yelm Councilmember
Carolina Mejia Thurston County Commissioner
Don Melnick Citizen Representative
Sue Pierce Citizen Representative
Debbie Sullivan City of Tumwater Mayor
Mark Neuville Labor Representative
Robin Vazquez City of Lacey Councilmember

2024 Strategic Plan Goals

1. Assess the transportation needs of our community throughout the Public Transportation Benefit Area
2. Provide outstanding customer service
3. Maintain a safe and secure operating system
4. Provide responsive transportation options within financial and staffing limitations
5. Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community and support the Thurston County Regional Climate Mitigation Plan
6. Encourage use of our services, reduce barriers to access and increase ridership
7. Build partnerships to identify and implement innovative solutions that address mobility needs, access, and equity, as a service provider and as an employer
8. Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations

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October 23, 2023

TO: Intercity Transit Authority Board and Residents

From: Emily Bergkamp, Interim General Manager

On behalf of the leadership team, I am pleased to present Intercity Transit's Proposed Budget for 2024. Bolstered by the continued thriving economy of Thurston County, and with significant commitments from our federal, state, and local partners, Intercity Transit's 2024 budget places us in the desired position for future growth and expansion.

Our 480+ employees performed admirably during the global COVID-19 pandemic, continuing to provide essential transportation services to the Thurston community and especially those most dependent on transit services. Our front-line operators, maintenance workers, and support staff endured these difficult times and inspired our organization.

With continued regional and national recovery following the pandemic, Intercity Transit is seeing increased ridership as more individuals return to work, school and to their pre-COVID levels of activity. We also continue to make progress on our goal of returning to pre-pandemic levels of service. It is our hope 2024 will be a year of continued growth and expansion as we move back toward "normal" operations post-pandemic.

We are ending the year with significant progress on a variety of projects and initiatives we outlined in the 2023 budget, and we enter 2024 in strong financial condition. Revenue resources have modestly exceeded forecasts, the agency has succeeded in securing substantial new federal and state grant funding, and we have been able to manage cost growth within prudent, sustainable financial planning. As a result, the agency has established capital and operating reserves at the levels necessary to support investing in employees, upgrading facilities and expanding access to transit as the region continues to grow.

The 2024 Budget represents a financial plan driven by the policy and action strategies outlined in the 2024-2029 Strategic Plan. The Strategic Plan, adopted in December, includes specific details on agency policy positions, service levels and corresponding resource expenditures. The Strategic Plan also references Intercity Transit's Capital Improvement Plan and the investments necessary to implement the corresponding service levels and policies. The following are just some highlights of what is in store for Intercity in the coming year:

- Lacey Transit Center Stormwater Repair & Improvements
- Enterprise Resource Planning Software System
- Zero Emission – Hydrogen Demonstration Project to include vehicles, Fueling Equipment and Facility Upgrades

- Vehicle Replacements following Intercity Transit’s Lifecycle Replacement Schedule for Dial-A-Lift, Vanpool, and Non-Revenue Vehicles
- Vehicle Telematics
- Amtrak Centennial Station Improvements

Like so many industries across the state and country, Intercity Transit continues facing challenges in recruiting and retaining employees, from bus operators to maintenance employees and administration. But recent partnerships with regional workforce development resources, paired with enhanced recruitment and retention strategies implemented in 2023, Intercity Transit is making steady progress recruiting and retaining employees. This continued focus on rebuilding our workforce will allow Intercity Transit to return to pre-pandemic service levels with highly skilled and capable staff engaged in delivering our operating and capital programs.

Together with our employees, the Authority Board, Community Advisory Committee, and our community partners, we are poised and excited to continue providing Thurston County residents transportation choices supporting an accessible, sustainable, livable, healthy, and prosperous community.

We are ready for another successful year and looking forward to what 2024 may bring!



Emily Bergkamp
General Manager

**SPACE SAVED FOR
PASSED BUDGET
RESOLUTION SLATED
TO BE APPROVED ON
DECEMBER 6, 2023**

<i>Budget Summary - Cash Basis</i>	2024 Budget
<i>Beginning Cash Balance</i>	<u>\$215,000,000</u>
<i>Add:</i>	
Operating Revenues: Sales tax	85,111,885
Operating Revenues: VP fares	510,000
Operating Revenues: interest income, misc.	2,828,500
Grant Revenue - Operating	17,397,177
Grant Revenue - Capital	27,854,489
Total Revenues	<u>133,702,051</u>
<i>Less:</i>	
Operating Expenditures	
Operating	82,569,612
Operating - New projects	0
Operating - Rollover projects	7,003,479
Total Operating Expenditures	89,573,091
Capital Expenditures	
Capital - New	32,025,052
Capital - Rollover	33,238,784
Total Capital Expenditures	<u>65,263,836</u>
Total Expenditures	<u>154,836,927</u>
<i>Ending Cash Balance</i>	<u>193,865,124</u>
<i>Less Operating Reserve (25% of operating expenditures)</i>	<u>(22,393,273)</u>
<i>Ending Unreserved Cash Balance</i>	<u><u>\$171,471,851</u></u>

REVENUES

Operating Revenues

Vanpool revenues for 2024 have been set based on the past three-year trend. This assumes some recovery of the activity lost in response to the COVID-19 Pandemic when many of the Vanpool groups made the move to work from home.

Non-Transportation Revenue

Interest Income is increasing with the strong reserves and due to the interest rate rising. Amtrak Depot operations are funded through contracts with local jurisdictions and Agency operating revenues.

Sales Tax

The 2024 budget assumes Sales Tax collections will not increase from what was collected in 2023.

State and Federal Support

Includes grant funding for:

- Smart Corridors and BRT projects
- Zero Emission Hydrogen Demonstration Project – to include Vehicles, fueling equipment and facility upgrades
- Pattison Street Restoration and Expansion
- Bus Stop Facility Improvements
- *The One* – a High-Capacity Corridor demonstration Route
- NE Lacey Terminal Improvements
- Replacement of Dial-A-Lift and Vanpool vehicles
- Operating dollars for special needs transportation (Dial-A-Lift), Fixed Route, Walk n Roll, and Village Vans services.

CAPITAL

Administrative Buildings

Pattison Street Property restoration and Expansion Project continuation; the renovation of the existing Maintenance Building and parking improvements.

Communication & Information Systems

Replace and implementation of new technologies to include an Enterprise Resource Planning (ERP) System, Vehicle Telematics, Facilities Maintenance Management System, Emergency response and transit center and customer information navigation.

Guideways

BRT modeling and corridor assessment

Maintenance Buildings

Zero Emission Hydrogen Demonstration Project to include Fueling Equipment and facility upgrades, Alternative Fuel design, electronic line detectors and the UST large vault repair project.

Passenger Stations

Lacey Transit Center Stormwater repair and restroom improvements, Olympia Transit Center Improvements, Amtrak/Centennial Station stormwater restoration and building improvements, NE Lacey Operation Terminal Facility roundabout.

Revenue Vehicles

Dial-A-Lift and Vanpool Vehicles replacements based on Intercity Transit's replacement schedule and Zero Emission Hydrogen Demonstration bus purchases.

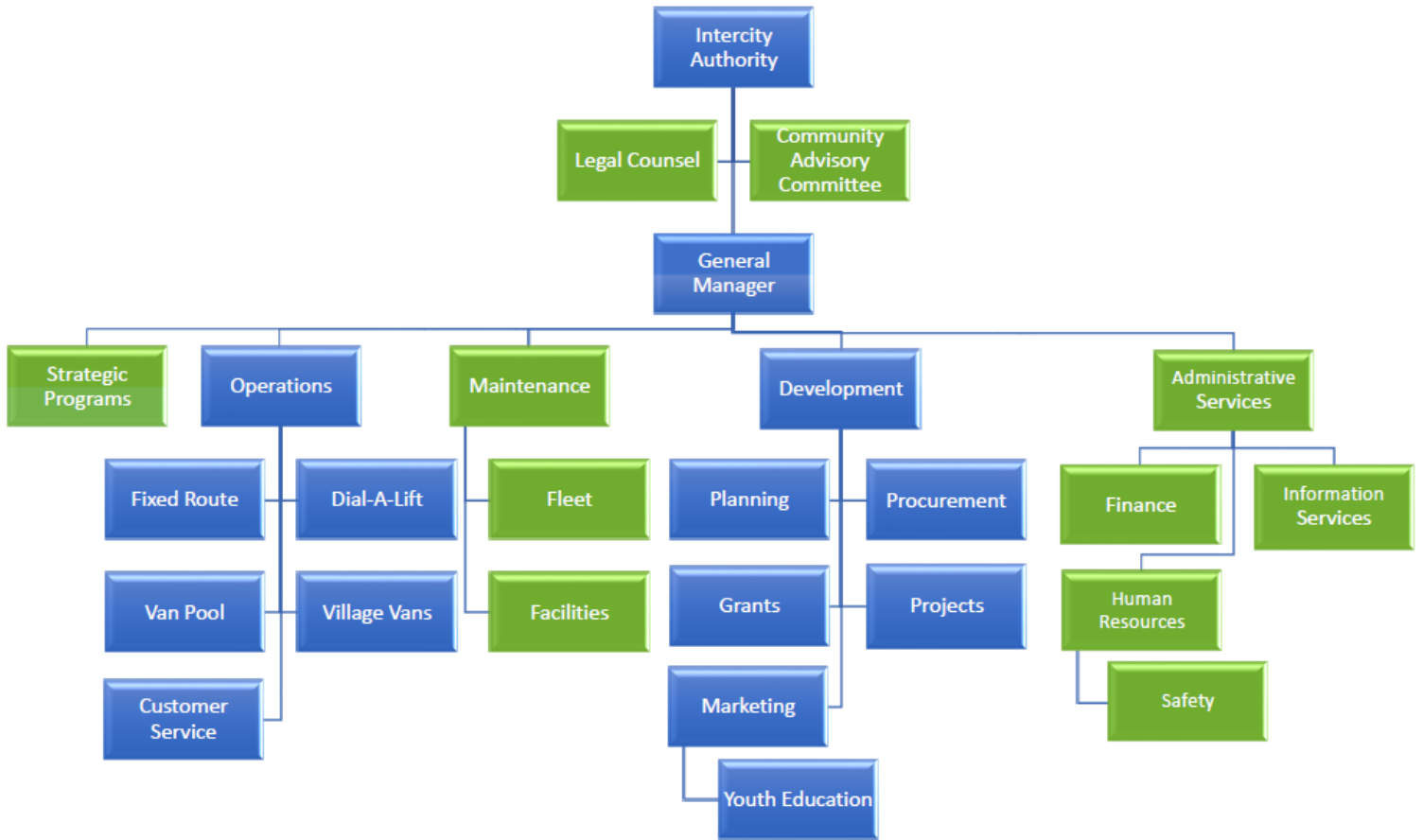
Service Vehicles

Vehicle Replacements based on replacement schedule.

Other

Facility capital equipment and improvements due to associated improvement projects, Amtrak/Centennial Station security system and bus stop facility improvements.

Intercity Transit Organizational Chart



Intercity Transit Departments & Divisions

Administrative Services Department

Finance Division

The Finance Division performs the function of recording and maintaining the Agency's financial transactions and files in conformance with state and federal accounting regulations and generally accepted accounting principles. Finance provides payroll; accounts payable; accounts receivable; fixed assets; cash management, budget, and general ledger services for the Agency. Finance develops and maintains internal controls over these functions to safeguard Agency assets. Finance produces internal and external financial reports including coordinating the National Transit Database (NTD) report. They coordinate the annual state audit and assist with financial forecasting and modeling. Finance prepares the Agency's annual Capital Improvement Plan (CIP), budget and monitors revenues and expenditures through the year. Agency-wide services and expenses such as liability and property insurance, administration of the Agency's deferred compensation plans, and the Cut Commute Committee are included in their budget.

Human Resources Division

The Human Resources Division is tasked to maximize the effectiveness of Intercity Transit's primary resource, its employees. This is accomplished by hiring and retaining highly effective people who are committed to the services of public transit through professional recruitment procedures, prudent compensation analysis, respectful labor-management relations as well as pro-active labor contract administration. The Human Resources Division is also responsible for employee and customer accident and claims administration and the implementation of a federally required comprehensive drug and alcohol program that includes post-accident and random testing of employees. The Human Resources Division coordinates with the Finance Division in managing payroll and employee benefit programs. Agency-wide services and expenses such as the receptionist function, office supplies, and centralized office equipment are also administered by the Human Resources Division and are included in its budget. Since 2020, the Human Resources Division has been responsible for COVID leave management, maintaining compliance with local and state health department guidelines, and contact tracing within the agency.

Information Systems Division

The Information Systems Division administers, manages, and supports the Agency's information technology needs. This includes the network, servers, telephones, security cameras, desktop and laptop PCs, websites, and applications across seven different physical locations. Beyond the

information technology's industry standard products like VMware vSphere, Cisco networking equipment, Microsoft Windows (both client and server), Active Directory, Exchange, and SQL Server, they also support several transit specific applications such as Fleet-Net, Via Transit, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support. Finally, the IS department is responsible for managing cybersecurity risks and deploying mitigation strategies.

Safety Division

The Safety department supports all departments by providing safety oversight including risk assessments, root cause analysis of accidents and incidents, creation and review of all safety related documents, and agency-wide safety trainings.

Executive Department

Executive Division

The Executive Department is responsible for the overall direction, supervision, and coordination of Agency activities to ensure consistency with policies prescribed by the Transit Authority. They are responsible for the coordination of knowledge, effort, and resources between all departments to achieve Agency goals and mission. The Department is responsible for development and administration of agency plans, services, programs, and policies and procedures. They promote linkage of transit and community development. And they ensure and develop communication processes between employees, departments, the Authority, the Community Advisory Committee, and the community.

Development Department

Development Division

The Development Department oversees the Planning, Procurement/Capital Projects, Marketing/Communications/Outreach Divisions as well as the Grant Program administration and reporting activities. This includes the management and oversight of major agency planning and capital projects and programs pursuant to Federal and State grant funding and agency priority projects.

Department staff coordinate, manage, and monitor compliance with state and federal funding requirements including contracting, reporting, and project oversight of required programs including annual audits and reporting, Federal Transit Administration (FTA) Triennial review, environmental compliance, the Disadvantaged Business Enterprise Program and Title VI compliance. Staff also support the agency's public communications and outreach with riders

and the community. The Development Department also coordinates the support, execution and completion of projects entered into or supported by interagency agreements and contracts.

Planning Division

The Planning Division is responsible for planning, developing, monitoring, and evaluating Intercity Transit fixed route services, and preparing operator work assignments. Division staff also provides short- and long-range planning services, including preparing and coordinating the agency's annual Transit Development Plan and other annual reporting on services and facilities including National Transit Database (NTD) reporting. The division coordinates closely with regional and local jurisdictions to review and update comprehensive land use and transportation plans, works with both public agencies and private sector developers to ensure new developments accommodate and meet transit customer needs, including bus stop locations, and participates in regional transportation demand management efforts to help reduce single occupant vehicle trips. Planning also maintains and updates the agency financial model and revenue forecasts based on service and capital projections in coordination with the Finance Department and consistent with the adopted Long-Range Plan to support the agency's annual and long-range budget planning processes.

Procurement Division

The Procurement and Capital Projects Division develops and administers capital construction contracts and spearheads other major agency-wide projects including federal compliance and reporting. The team manages procurements of goods and services including contract development and oversight and supervision of vendors, consultants, and contractors. Procurement maintains agency-wide tracking tools for project oversight, develops agency-wide procedures for the proper acquisition of goods and services, including development of procurement and contract documents. Procurement also leads or assists others in contract administration and project oversight, procures and maintains facility and vehicle parts, fuel, and operating supplies inventory. The Inventory team is responsible for entry and audits of the agency's inventory, vehicle component, and work order systems within the Fleet-Net database. Inventory staff is also responsible for the administration of the warranty claims systems.

Marketing, Communications & Outreach Division

The Marketing, Communications & Outreach Division produces agency public information materials and promotes awareness and use of Intercity Transit services. The division oversees the website and real-time customer communications via (GovDelivery), printed materials, public information pieces, and social media. Marketing, Communication & Outreach staff coordinates marketing, advertising, communications, and outreach programs, supports media relations, and represents the

agency to the news media and our community partners to promote services and in response to agency needs. This Division also administers Intercity Transit's Youth Education Program including Walk-N-Roll, the Thurston County Bicycle Community Challenge (BCC) and Earn-A-Bike program and bike shop staffed by volunteers.

Maintenance Department

Maintenance Administration Division

The Maintenance Department is a key support team for Intercity transit. The Office of the Director and Maintenance Administration Division provide guidance and administrative support for the Fleet and Facility Maintenance Divisions asset management activities in providing safe and reliable vehicles, facilities and bus stops for employees and passengers. Agency-wide, the Director and Maintenance Administration Division coordinate delivery of support services with other Departments and formulate and implement agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between International Association of Machinists and Aerospace Workers (IAM) and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Facilities Maintenance Division

The Facilities Division is responsible for the Agency's buildings and grounds, building systems, furnishings, and all Intercity bus stops. Included in these responsibilities are all staff facilities at the Pattison Base, Olympia and Lacey transit centers, Amtrak Centennial Station, and Park and Ride facilities at Martin Way and Hawk's Prairie. The Facilities team is also responsible for many of the agency's compliance programs, including hazardous materials management, storm water management, fire protection systems, elevator inspections, and recycling programs. As a part of overall facility support, this division also manages several contracts for maintenance and support services including custodial, landscaping, elevator maintenance, security, and fire protection services. The Facilities Division also supports other Departments in the management and implementation of agency projects.

Fleet (vehicle maintenance) Division

The Fleet Division's primary focus is to provide safe and reliable vehicles and equipment for use in service delivery to the public, and in support of all other agency business and community activities. The division is involved in the selection and procurement of vehicles and parts, supplies, tools, and equipment. Fleet Staff continuously monitor and evaluate products and work methods to achieve a high level of productivity, efficiency, and sustainability. The Division constantly strives to enhance vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for internal and external customers.

Operations Department

Operations Division

The Operations Department is the service delivery arm of Intercity Transit. The Operations Division includes the Office of the Director which provides guidance and administrative support for the Transportation, Coach Operator, Dial-A-Lift Administration & Operations, Van Operator, Vanpool Program Services, Customer Service, and Village Vans Divisions. Agency-wide, the Director coordinates service delivery with other Departments, and formulates and implements agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between ATU and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

Transportation Division

The Transportation Division is supported by a Fixed Route manager, Operations supervisors, Operations scheduling coordinators, and Operations trainers. The primary function of the Division is to effectively meet 100% of Intercity Transit service commitments 362 days a year. Services provided by the Division include the operation of all Fixed Route services and special event services. Transportation also provides support services to other Departments within the Agency in the form of staff training, staff assistance, and assistance with special projects.

Coach Operator Division

The Coach Operator Division consists of over 200 coach and extra board operators who provide Fixed Route service to customers.

Dial-A-Lift Administration & Operations Division

The Dial-A-Lift Administration & Operations Division includes staff members who support the activities of the Dial-A-Lift program. The primary function of the Division is to deliver quality specialized transportation service to the riding public within the legal parameters established by the Americans with Disabilities Act (ADA). The Division also works closely with other agencies to develop and implement demonstration projects. The Dial-A-Lift Administration & Operations Division provides guidance to the Agency on the potential ramifications of decisions as they relate to the ADA and acts as a liaison between the local special needs community and the agency through such mediums as public forums.

Van Operator Division

The Van Operator Division consists of over 50 van operators who provide Dial-A-Lift service to customers.

Vanpool Services Division

The Vanpool Services Division administers, manages, and coordinates Intercity Transit's vanpool program, providing vanpool vehicles for approximately 150 groups of commuters who have at least one end of their commute in Thurston County. The Division provides day-to-day support to vanpool participants; to include recruitment and retention of participants, and training volunteer coordinators, drivers, and bookkeepers. WSTIP Vanpool Risk Management program is maintained, providing driver training and refresher training. A regional ride-matching service for commuters seeking carpools or vanpools is also administered by this Division, as well as the Community Van and Surplus Van grant programs, providing transportation solutions for nonprofit organizations and community groups.

Customer Service Division

The Customer Service Division, located at the Olympia Transit Center, provides public information about transit services. Other functions include Greyhound ticket sales, schedule and brochure delivery, maintenance of lost and found items, and field trip planning.

Village Vans Division

The Village Van Division provides transportation for low-income individuals encountering transportation barriers related to sustaining or gaining employment within our service area. This volunteer-based program provides job shadowing for volunteer drivers who are interested in a variety of careers. The volunteer opportunity also provides support from Village Vans staff in job application processes, cover letter and resume writing and interviews. Intercity Transit employs staff for ongoing development and operation of the program. The Village Vans Division is funded by grants, in collaboration with local funding, uniting with social service agencies to assist volunteers working towards economic independence.

2024 Capital and Operating Budget

Project Type	Name	Budget
New Capital Projects	Agency ERP SW System	\$3,000,000
	Amtrak Restroom Remodel	\$50,000
	Amtrak Site Stormwater Swale Restoration	\$55,084
	Amtrak Staff Room Improvements	\$12,000
	Dial-A-Lift (DAL) Van Replacement	\$7,382,700
	Electronic Line Detectors	\$36,250
	EOC Communications	\$75,000
	Facility Capital Equipmt & Improvmts	\$200,000
	Hydrogen Demonstration Project	\$6,098,261
	Hydrogen Pilot Project	\$8,572,174
	LTC Restroom Remodel	\$335,000
	LTC Stormwater Repair & Improvmts	\$600,000
	Maintenance Shop Equipment	\$3,455,000
	Non-Revenue Vehicles & Equipment	\$982,385
	UST Large Vault Repair	\$72,500
	Vanpool Replacement Vehicles	\$923,498
	Vehicle Telematics	\$175,200
Total New Capital Projects		\$32,025,052
Rollover Capital Projects	Alternative Fuel Infrastructure Design	\$650,000
	BRT and Corridor Program Capital	\$5,000,000
	BRT Modeling/Corridor Assess (federal grant	\$280,000
	BRT Station PE/Construction	\$650,000
	Bus Stop Facility Improvements	\$2,282,438
	Centennial Amtrak Station Security System	\$50,000
	Core Infrastructure & Communications	\$145,000
	Facilities Maintenance Management System	\$50,000
	NE Lacey Operation Terminal Fac (Roundabout)	\$850,000
	OTC Pederstrian Crossing Replacements	\$570,000
	Pattison Furn, Fixtures, Equipmt & Tech	\$1,871,840
	Pattison Rehab & Expansion	\$19,739,390
	Smart Corridor phase 2 & 3	\$600,000
	Transit Ctr & Core Customer Info Navigation	\$150,000
	Transit Signal Priority (TSP)	\$350,116
Total Rollover Capital Projects		\$33,238,784
Total All Capital Projects		\$65,263,836
Rollover Operating Projects	Alternative Technology Project Management	\$531,779
	Building Condition Assessment	\$100,000
	Building Condition Assessment - Amtrak	\$10,000
	Bus Stop Enhancements/Facilities	\$40,000

Rollover Operating Projects	Community engagement	\$145,000
	Door System Assessment	\$20,000
	Driver Barriers	\$650,000
	ERP Research and Review (Consultant)	\$250,000
	Facilities management software	\$40,000
	Fixed Route Transfer Study	\$120,000
	Grants Consultant	\$40,000
	Innovative service zones study	\$250,000
	Large Urban Area Federal updates/Title VI	\$250,000
	Martin Way P&R Express Bus direct access	\$3,400,000
	Monitor System Services-Planning	\$120,000
	Offsite parking	\$76,200
	Outreach Education Services	\$50,000
	Park and Pool Project	\$500
	Satisfaction & Market Segmentation Survey	\$260,000
	Service Performance & Reporting	\$85,000
	Strategic Comm/Community Engagement	\$50,000
	Traffic Engineering Services	\$100,000
	Translation Services	\$15,000
	Vanpool Promotion	\$110,000
Website enhancements	\$180,000	
West Olympia Service Analysis	\$110,000	
	Total Rollover Operating Projects	\$7,003,479
Operational Expenses	Admin Serv/Finance - Operating Expenses	\$10,500
	Admin Serv/Finance - Training	\$21,000
	Admin Serv/HR - Operating Expenses	\$117,000
	Admin Serv/HR - Training	\$55,000
	Admin Serv/IS - Training	\$70,000
	Admin Serv/Safety - Operating expenses	\$250
	Admin Serv/Safety - Training	\$13,000
	Agency Wellness Activities	\$10,500
	Agency-Wide Safety Compliance and Training	\$21,250
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$103,757
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$13,500
	Annual Recognition Banquet	\$20,600
	Annual State Audit	\$80,000
	Buildings/Grounds Maintenance	\$639,800
	CAC/Authority Support	\$15,175
	Catch Basin Cleaning Contract	\$50,000
	Central Supplies	\$72,500
Cloud Subscriptions	\$1,020,300	

Operational Expenses

Credit Card Processing Fees	\$20,000
Custodial Services	\$558,922
Cut Commute Committee	\$23,250
Cybersecurity	\$100,000
Development/Dev - Operating Expenses	\$160,241
Development/Dev- Training	\$14,880
Development/Planning - Training	\$22,935
Development/Procurement - Operating	\$6,000
Development/Procurement - Training	\$45,800
Diversity, Equity & Inclusion (DEI)	\$30,000
Drug & Alcohol Program	\$43,860
Elevator Maintenance Contract	\$18,000
Emergency Management	\$1,800
Employee Medical Programs	\$29,000
Employee/Volunteer Recognition	\$34,100
Equipment Rental (agency)	\$50,000
Executive - Operating Expenses	\$9,450
Executive - Training	\$40,718
Executive/Marketing - Training	\$28,000
Facility/Maint Service Contracts	\$50,000
General Agency Insurance	\$2,120,000
General Wages Contingency	\$100,000
IAM Contract Benefits	\$38,000
Implement Bicycle Programs	\$24,500
IS Communication Infrastructure	\$223,000
IS Enterprise Application Support	\$625,842
IS Infrastructure and Operations	\$567,910
IT Local Rodeo	\$6,000
ITA/CAC Training & Development	\$21,050
Landscaping Services	\$205,000
Legal Notices	\$4,000
Legal Services	\$65,000
Maint seasonal temp help	\$15,000
Maintain Coaches operating expenses	\$8,354,790
Maintain DAL vans operating expenses	\$1,159,538
Maintain Staff Vehicles operating expenses	\$191,412
Maintain VP operating expenses	\$1,063,077
Maintain VV operating exp	\$15,200
Maintenance/Facilities - Training	\$34,700
Maintenance/Maint Admin - Operating	\$6,500
Maintenance/Maint Admin - Training	\$30,000
Maintenance/Vehicle Maint - Training	\$75,000
Marketing Support for Agency Services	\$263,500
Membership Dues	\$165,000

Operational Expenses	Operations/Customer Serv - Operating	\$21,600
	Operations/Customer Serv - Training	\$8,000
	Operations/DAL - Operating Expenses	\$9,900
	Operations/DAL - Training	\$18,125
	Operations/Operations - Operating Expenses	\$6,600
	Operations/Operations - Training	\$10,700
	Operations/Transportation - Operating	\$18,600
	Operations/Transportation - Training	\$57,200
	Operations/VP - Operating Expenses	\$15,070
	Operations/VP - Training	\$16,900
	Operations/VV - Operating Expenses	\$5,000
	Operations/VV - Tablets in Fleet	\$6,080
	Operations/VV - Training	\$2,200
	Operator/Supervisor uniforms	\$155,000
	Organizational Development	\$74,800
	Parking Lot Maint Services	\$5,000
	Pension Committee	\$10,000
	Print/distribute Planning Projects	\$4,000
	Produce Agency Information	\$60,000
	Recruitment & Selection	\$98,000
	Safety/Accident Mitigation	\$4,250
	Salaries/Wages & Benefits	\$60,242,780
	Security Contract	\$1,387,000
	Service and Community	\$6,900
	State & Fed Advocacy Services	\$154,000
	Subscriptions	\$2,100
	Technology for New FTE's	\$35,000
	Transit Appreciation Day/Recognition	\$33,800
	Travel Training Support	\$2,400
	Tuition - ATU	\$5,000
	Tuition - IAM	\$2,000
	Tuition - Non Represented	\$2,700
	Utilities	\$549,400
	Vanpool Incentive Program	\$38,000
Vehicle Fleet Support	\$432,750	
WSTA Board meetings	\$5,000	
Youth Education Programs	\$60,000	
Total Operating Expenses	\$82,569,612	
Total Capital and Operating Budget Combined	\$154,836,927	

Staffing by Department & Division

Administrative Services Department		
Finance Division		
Deputy Director -Chief Financial Officer		1
Finance Manager		1
Finance Supervisor		1
Lead Payroll Specialist		1
Accounting Specialists		3
Subtotal - Finance Division		7
Human Resources Division		
Administrative Services Director		1
Deputy Director -Human Resources		1
Human Resources Administrative Assistant		1
Senior Human Resources Analyst		1
Human Resources Analyst		2
Human Resources Specialist		3
Subtotal - Human Resources Division		9
Information Services Division		
Deputy Director - Chief Information Officer		1
Information Services Manager		1
Information Services Technician		2
Information Services Help Desk Technician		1
Information Services Senior Database Developer		1
Information Services Database Developer		1
Information Services Senior Network Systems Analyst		1
Information Services Network Systems Analyst		3
Information Services Cybersecurity Program Manager		1
Information Services Cybersecurity Analyst		1
Subtotal - Information Services Division		13
Safety Division		
Chief Safety Officer		1
Senior Training & Safety Coordinator		1
Training & Safety Coordinator		1
Subtotal - Safety Division		3
Total Administrative Services Department		32

Executive Department		
Executive Division		
General Manager		1
Director of Strategic Programs		1
Executive Assistants		2
Special Projects		1
Subtotal - Executive division		5
Total Executive Department		5.0
Development Department		
Development Division		
Development Director		1
Administrative Assistant		1
Grants Program Manager		1
Subtotal - Development Division		3
Planning Division		
Planning Manager		1
Senior Planner		2
Associate Planner		2
Senior Planning Scheduler		1
Planning Scheduler		1
Subtotal - Planning Division		7
Procurement Division		
Deputy Director - Procurement		1
Procurement & Capital Projects Manager		1
Public Works Project Manager		1
Procurement/Project Mgmt Coordinator		4
Inventory Supervisor		1
Lead Inventory Specialists		1
Inventory Specialists		3
Subtotal - Procurement Division		12

Marketing Division		
Marketing, Communications & Outreach Manager		1
Senior Mktg Communicatios Coordinator		1
Marketing & Communications Coordinator		2
Marketing & Communication Representative		1
WalkNRoll Program Supervisor		1
WalkNRoll Program Representative		2
Bicycle Commuter Challenge Coordinator		0.5
Subtotal - Marketing Division		8.5
Total Development Department		30.5
Maintenance Department		
Maintenance Administration		
Director of Fleet & Facilities		1
Facilities Manager		1
Fleet Manager		1
Maintenance Supervisors (Fleet)		7
Maintenance Analyst		1
Facilities Specialist Supervisor		2
Facilities Database Analyst		1
Maintenance Admin Assistant		1
Subtotal - Maintenance Admin Division		15
Facilities Maintenance Division		
Lead Facilities Specialists		2
Facilities Specialists		8
Facilities Technicians I		1
Facilities Technicians II		1
Facilities Technicians III		2
Subtotal - Facilities Division		14
Fleet (Vehicle Maintenance) Division		
Vehicle Cleaners/Detailers		12
Service Workers		8
Support Specialists		3
Technicians		28
Subtotal - Vehicle Maintenance Division		51
Total Maintenance Department		80

Operations Department		
Operations Division		
Operations Director		1
Deputy Director - Operations		1
Operations Assistant		1
Subtotal - Operations		3
Transportation Division		
Fixed Route Manager		1
Transportation Supervisors		18
Senior Scheduling Coordinator		1
Scheduling Coordinators		2
Operations Trainers		4
Subtotal - Transportation Division		26
Dial-A-Lift Admin & Operations Division		
DAL Dispatch Specialists		11
DAL Travel Training Coordinators		2
DAL Supervisor		2
DAL Manager		1
Subtotal - Dial-A-Lift Admin & Operations Division		16
Coach Operators Division		
Coach Operators		271
Subtotal - Coach Operators Division		271
DAL Operators Division		
Van Operators		54
Subtotal - DAL Operators Division		54
Vanpool Division		
Vanpool Manager		1
Commuter Services Assistant		1
Vanpool Coordinators		2
Vanpool Outreach Coordinators		2
Subtotal - Vanpool Division		6

	Village Vans Division	
	Village Vans Supervisor	1
	Village Vans Coordinator	1
	Subtotal - Village Vans Division	2
	Customer Services Division	
	Customer Service Manager	1
	Customer Service Supervisor	2
	Customer Service Representatives	9
	Subtotal - Customer Services Division	12
	Total Operations Department	390
	Agency Totals	537.5

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-B
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Jana Brown, Chief Financial Officer, 360- 705-5816

SUBJECT: Final Capital Improvement Plan 2024-2028

-
- 1) **The Issue:** Whether to adopt the Intercity Transit Capital Improvement Plan 2024-2028 (CIP).
-
- 2) **Recommended Action:** Adopt the Capital Improvement Plan 2024-2028.
-
- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to formally adopt all long-term financial planning documents for the agency.
-
- 4) **Background:** Intercity Transit has always maintained plans for implementing capital projects. These plans have been utilized in our Transportation Improvement Program (TIP), Transportation Development Plan (TDP) and Intercity Transit’s annual budgeting process. The CIP is a planning tool to further articulate these plans and bring them all together to coordinate with the operating budget. The CIP will be updated every year for inclusion in the annual budget process, discussions, and approvals. The CIP must be fiscally constrained and maintain the purpose of keeping all assets at a state of good repair to protect Intercity Transit’s capital investments and minimize future maintenance and replacement costs. Five-year forecasts also help mitigate challenges of applying a one-year budget to multi-year projects. Lastly, using this methodology will also help in providing long-range financial forecasting.
-
- 5) **Alternatives:**
- A) Accept the CIP as presented and formally adopt the Capital Improvement Plan 2024-2028.
 - B) Direct staff to revise the proposed CIP and adopt the Capital Improvement Plan as revised.
 - C) Direct staff to revise the proposed Capital Improvement Plan 2024-2028 and bring the revised CIP back to the Authority.
-
- 6) **Budget Notes:** The CIP reflects all capital expenditures forecasted to be spent during the years 2024 to 2028, along with any anticipated grant funding.

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

8) **References:** Capital Improvement Plan 2024-2028.

INTERcity TRANSIT



Capital Improvement Plan 2024-2028

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Capital Improvement Plan

Introduction

Intercity Transit has always maintained plans for implementing capital projects. These plans have been utilized in our Transportation Improvement Program (TIP), Transportation Development Plan (TDP) and Intercity Transit's annual budgeting process. This Capital Improvement Plan (CIP) is a new planning tool to further articulate these plans and bring them all together to coordinate with the operating budget. The CIP will be updated every year for inclusion in the annual budget process, discussions, and approvals. The CIP must be fiscally constrained and maintain the purpose of keeping all assets at a state of good repair to protect Intercity Transit's capital investments and minimize future maintenance and replacement costs. Five-year forecasts also help mitigate challenges of applying a one-year budget to multi-year projects. Using this methodology will also help in long-range financial forecasting.

Definitions of Capital Projects

For the purpose of this document, capital projects include all construction, capital improvements, major equipment purchases and other special projects requiring one or more expenditures totaling \$5,000 or more. This includes projects that are partially or fully funded by outside funding sources (e.g., grants, state funds, local partners, etc.). Other requests under \$5,000 should be included in the annual operating budgets.

Capital Project Categories

For reporting purposes Intercity Transit categorized Capital Expenditures into the following nine categories:

- Guideway (6100)
- Passenger stations (6200)
- Administrative buildings (6300)
- Maintenance buildings (6400)
- Revenue vehicles (6500)
- Service vehicles (nonrevenue) (6600)
- Fare revenue collection equipment (6700)
- Communications and information systems (6800)
- Other (6900)

Guideway - Capital projects for guideway, including the costs for design and engineering, land acquisition and relocation, demolition, and purchase or construction of guideway.

Guideway includes the buildings and structures dedicated for transit operations such as:

- At grade
- Elevated and subway structures
- Tunnels and bridges
- Track and power systems for rail modes
- Paved highway lanes dedicated to fixed route modes.

Guideway does not include passenger stations and transfer facilities, bus pull-ins, or communication systems.

Passenger Stations - Capital expenditures for passenger stations, including the costs for design and engineering, land acquisition and relocation, demolition, and purchase or construction of stations. Passenger stations include park-and-ride facilities.

The following are passenger stations:

- All Commuter Rail, Hybrid Rail, Monorail and Automated Guideway, and Alaska Railroad rail passenger facilities
- All Light Rail, Cable Car, and Streetcar Rail passenger facilities that have platforms and/or serve track that is in a separate right of way (not in mixed-street traffic)
- All transportation, transit or transfer centers, park-and-ride facilities, and transit malls if they have a structure for passengers for ticketing, information, restrooms, concessions, telephones, etc.
- All Bus, Bus Rapid Transit (RB), Commuter Bus (CB), and Trolleybus (TB) passenger facilities in a separate ROW that have a platform and/or structure.
- All Bus, RB, CB, and TB operated in mixed traffic that have a separate structure (simple shelters, lighting, signage, or ramps for accessibility alone are not enough to establish a passenger station)

Administrative Buildings - Capital projects for administrative buildings, including the costs for design and engineering, land acquisition and relocation, demolition, and purchase or construction.

Administrative buildings are the general administrative offices owned by a transit agency. Administrative buildings usually house executive management and support activities for overall transit operations, including accounting, finance, engineering, legal, safety, security, customer services, scheduling, and planning. Administrative buildings also include separate buildings for customer information or ticket sales that a transit agency owns and that are not part of passenger stations.

Maintenance Buildings - Intercity Transit must report capital expenses for maintenance buildings, including the costs for design and engineering, land acquisition and relocation, demolition, and purchase or construction of the maintenance buildings.

Maintenance buildings include garages, shops, operations centers, and equipment that enhance maintenance, such as diagnostic equipment.

Revenue Vehicles - Intercity Transit must report capital expenses for revenue vehicles, including acquisition and major rehabilitation of the vehicles. The cost of the vehicle includes both the vehicle and all fixtures and appliances inside or attached to the vehicle. When equipment such as a farebox, radio, Automatic Vehicle Locator (AVL), or spare engine is included as part of the vehicle purchase, these items are part of the vehicle cost. However, when purchased separately, these items belong to other asset classifications such as Fare Collection Equipment (2700), Communications / Information Systems (2800), or in the case of spare parts, original equipment. For rubber-tired vehicles, the vehicle cost includes the cost of one set of tires and tubes to make the vehicle operational.

Intercity Transit may spend capital funds on revenue vehicles for

- Replacing a fleet — the replacement of revenue vehicles having reached the end of their service lives.
- Rebuilding a fleet — the installation of new or rebuilt major components (e.g., engines, transmissions, body parts) and/or structural restoration of revenue vehicles to extend service life.
- Overhauling a rail fleet — the one-time rebuild or replacement of major subsystems on revenue producing rail cars and locomotives, commonly referred to as midlife overhaul.
- Expanding a fleet — the acquisition of revenue vehicles for expansion of transit service

Service Vehicles - Intercity Transit must report capital expenses for the acquisition or rebuilding of service vehicles.

Service vehicles are self-propelled and either road-worthy or major pieces of construction equipment. Service vehicles include supervisor vans, tow trucks, mobile repair trucks, transit police cars, and staff cars. Movable pieces of equipment that are solely used for vehicle maintenance, such as bus diagnostic equipment and vehicle lifts, are reported in Maintenance Buildings. Movable pieces of equipment that may serve several purposes, such as golf carts, forklifts, and flatbed train cars, are reported in Other Capital Expenses.

The cost of the vehicle includes both the vehicle and all fixtures and appliances inside or attached to the vehicle.

Fare Revenue Collection Equipment - Intercity Transit must report the capital expenses for the acquisition or rebuilding of fare revenue collection equipment. Fare revenue collection equipment includes turnstiles, fareboxes, automated fareboxes and related software, moneychangers, and fare dispensing machines.

Communications and Information Systems - Intercity Transit must report capital for systems, including.

- Information systems that process information

- Communication systems that relay information between locations

A system is a group of devices or objects that form a network for distributing something or serving a common purpose (e.g., telephone, data processing systems).

Communication systems include two-way radio systems between dispatchers and vehicle operators, cab signaling, and train control equipment in rail systems, AVL systems, automated dispatching systems, vehicle guidance systems, telephones, facsimile machines, and public-address systems.

Information systems include computers, monitors, printers, scanners, data storage devices, and associated software that support transit operations. Associated software may include general office, accounting, scheduling, planning, vehicle maintenance, nonvehicle maintenance, and customer service programs.

Other - Intercity Transit must report the capital expenses for other capital projects, including.

- Furniture and equipment not an integral part of buildings and structures.
- Shelters, signs, and passenger amenities (e.g., benches) not in passenger stations

Five-year Capital Plan Development Process

The annual capital planning process results in a prioritized list of projects for the upcoming fiscal year capital budget and a forward-looking five-year capital plan. In general, the projects incorporated into the capital plan must reflect the overall strategic vision, master plan, and transit initiatives.

Project Requests

New project requests are submitted annually and prioritized by management for funding consideration. The proposed project should meet a specific objective such as a state of good repair or infrastructure need or requirement and be consistent with Intercity Transit's overall strategic plan and goals.

Project requests must include the overall project costs, and the the yearly budget needs for the project development. The goal is to also include the long-term operating and maintenance costs, including state of good repair costs if applicable. Potential funding sources are also identified in the project request.

Project Prioritization

Completed project requests are compiled then prioritized by management. Prioritization considerations include:

- Assuring a safe system
- Taking care of/replacing what we have
- Leveraging grants and other partner funds

- Contributing to system improvements

Projects with a lower priority may be reduced in scope or moved to subsequent years as necessary. Once prioritized, the draft 5-year plan is submitted to the Senior Management Team for review. Requests are trimmed as needed to meet the anticipated 5-year budget resources.

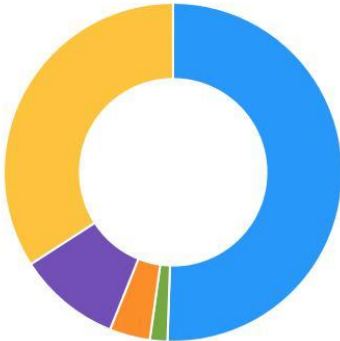
Intercity Transit Capital Improvement Plan 2024- 2028 Summary

Type	Project #	Request Title	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Administrative Buildings (6300)	DEV-014	Pattison Rehab & Expansion	\$19,739,390	\$19,739,390	\$8,141,641			\$47,620,421
Total Administrative Buildings (6300)			\$19,739,390	\$19,739,390	\$8,141,641	\$0	\$0	\$47,620,421
Communications & Information Systems (6800)	VM-105	Vehicle Telematics	\$175,200					\$175,200
	FAC-155	Facilities Maintenance Management System	50,000					50,000
	IS-103	Agency ERP SW System	3,000,000	1,000,000	1,000,000			5,000,000
	IS-101	Emergency Operations Ctr (EOC) Communications & Info Sys	75,000					75,000
	IS-102	Core Infrastructure and Communications	145,000	100,000	325,000	100,000	290,000	960,000
	DEV-015	Transit Signal Priority (TSP)	350,116	350,115				700,231
	DEV-016	Transit Center and Core Customer Info Navigation	150,000	150,000				300,000
Total Communications & Information Systems (6800)			\$3,945,316	\$1,600,115	\$1,325,000	\$100,000	\$290,000	\$7,260,431
Guideway (6100)	DEV-019	BRT Modeling/Corridor Assessment (federalizing project)	\$280,000					\$280,000
	DEV-029	BRT and Corridor Program Capital	5,000,000	5,000,000	5,000,000			15,000,000
Total Guideway (6100)			\$5,280,000	\$5,000,000	\$5,000,000	\$0	\$0	\$15,280,000
Maintenance Buildings (6400)	MA-102	Alternative fuel infrastructure design	\$650,000					\$650,000
	MA-100	Maintenance Facility Upgrades - Hydrogen Demonstration Proj	520,000					520,000
	MA-101	Fueling Equipment and Site Upgrades - Hydrogen Pilot Project	5,200,000					5,200,000
	FAC-154	Electronic Line Detectors	36,250					36,250
	FAC-153	UST Large Vault Repair	72,500					72,500
Total Maintenance Buildings (6400)			\$6,478,750	\$0	\$0	\$0	\$0	\$6,478,750
Other (6900)	DEV-018	Smart Corridor phase 2 & 3	\$600,000					\$600,000
Total Other (6900)			\$600,000	\$0	\$0	\$0	\$0	\$600,000
Other (6900) Furniture & Equipment	FAC-160	Facility Capital Equipment and Improvements	\$200,000	\$330,000	\$200,000	\$220,000	\$100,000	\$1,050,000
	DEV-030	Pattison Furniture, Fixtures, Equipment & Technology	1,871,840	2,495,787	935,920	935,920		6,239,467
	VM-104	Maintenance Shop Equipment	3,455,000	137,600	50,000	50,000	50,000	3,742,600
	FAC-158	Centennial Station Security System	50,000					50,000
Total Other (6900) Furniture & Equipment			\$5,576,840	\$2,963,387	\$1,185,920	\$1,205,920	\$150,000	\$11,082,067
Other (6900) Shelters, Signs and passenger amenities	PL-013	Bus Stop Facility Improvements	\$2,282,438	\$1,514,026				\$3,796,464
Total Other (6900) Shelters, Signs and passenger amenities			\$2,282,438	\$1,514,026	\$0	\$0	\$0	\$3,796,464

Intercity Transit Capital Improvement Plan 2024- 2028 Summary

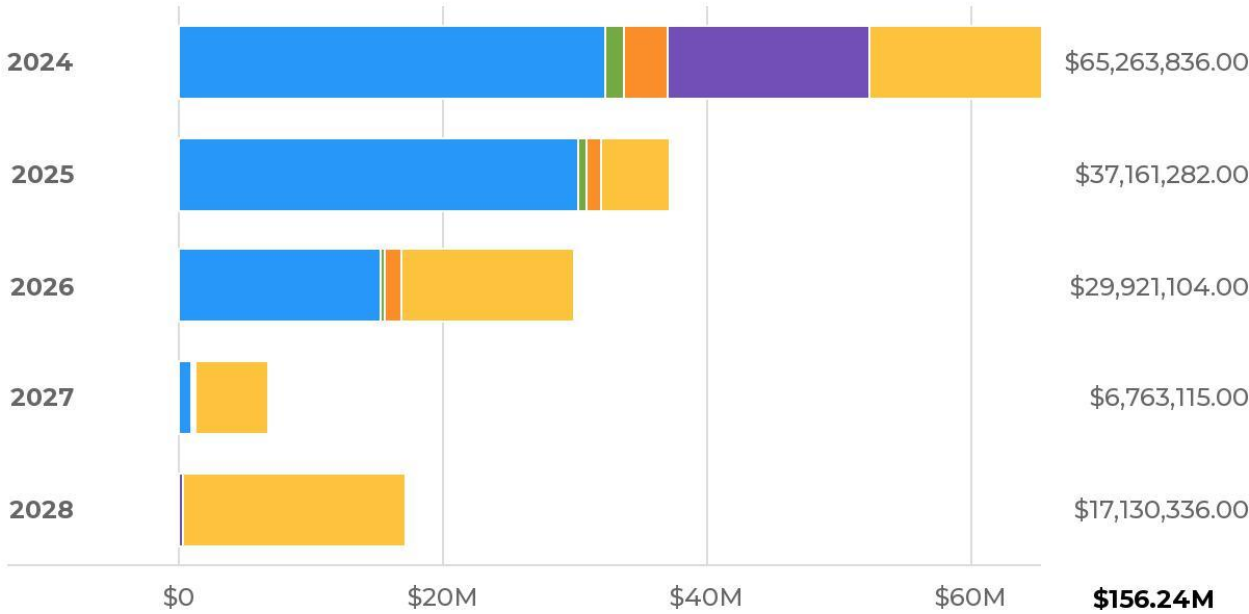
Type	Project #	Request Title	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Passenger Stations (6200)	FAC-161	LTC Stormwater Repair and Improvement	\$600,000					\$600,000
	FAC-159	Amtrak Staff Room Improvements	12,000					12,000
	FAC-152	Amtrak Site Stormwater Swale Restoration	55,084					55,084
	DEV-027	BRT Station PE / Construction	650,000	206,250				856,250
	FAC-157	Amtrak Restroom Remodel	50,000	206,733				256,733
	FAC-156	LTC Restroom Remodel	335,000	100,000				435,000
	DEV-031	OTC Pedestrian Crossing Replacements	570,000					570,000
	DEV-032	NE Lacey Operation Terminal Facility (Roundabout)	850,000	850,000	1,300,000			3,000,000
Total Passenger Stations (6200)			\$3,122,084	\$1,362,983	\$1,300,000	\$0	\$0	\$5,785,067
Revenue Vehicles (6500)	VM-102	Vanpool Replacement Vehicles	\$923,498	\$823,243	\$587,143	\$1,328,208	\$606,072	\$4,268,164
	VM-100	Fixed Route Bus Replacement			12,240,000		15,912,000	28,152,000
	MA-100	Zero Emission Bus purchase - Hydrogen Demonstration Proj	5,578,261					5,578,261
	MA-101	Zero Emission Bus purchase - Hydrogen Pilot Project	3,372,174					3,372,174
	VM-101	Dial-A-Lift (DAL) Van Replacement	7,382,700	3,528,636		4,028,074		14,939,410
Total Revenue Vehicles (6500)			\$17,256,633	\$4,351,879	\$12,827,143	\$5,356,282	\$16,518,072	\$56,310,009
Service Vehicles (6600)	VM-103	Non-Revenue Vehicles and Equipment	\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464
Total Service Vehicles (6600)			\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464
Total Project Types			\$65,263,836	\$37,161,282	\$29,921,104	\$6,763,115	\$17,130,336	\$156,239,673

Capital Costs By Department (all years)



Development (51%)	\$78,962,833.00
Facilities (2%)	\$2,617,567.00
Information Systems (4%)	\$6,035,000.00
Maintenance Admin (10%)	\$15,320,435.00
Vehicle Maintenance (34%)	\$53,303,838.00
TOTAL	\$156,239,673.00

Capital Costs By Department (per year)



- Development
- Facilities
- Information Systems
- Maintenance Admin
- Vehicle Maintenance

2024 Funding Source by Department

Department	Request Title	Project Number	Capital Reserves - 2024	Federal Capital Grants - 2024	State Capital Grants - 2024	Total 2024
Development	Bus Stop Facility Improvements	PL-013	\$456,488.00	\$1,825,950.00		\$2,282,438.00
	BRT Station PE / Construction	DEV-027	\$130,000.00		\$520,000.00	\$650,000.00
	BRT Modeling/Corridor Assessment (federalizing project)	DEV-019	\$280,000.00			\$280,000.00
	Pattison Furniture, Fixtures, Equipment & Technology	DEV-030	\$1,871,840.00			\$1,871,840.00
	Smart Corridor phase 2 & 3	DEV-018	\$199,568.00	\$400,432.00		\$600,000.00
	Transit Signal Priority (TSP)	DEV-015	\$350,116.00			\$350,116.00
	Pattison Rehab & Expansion	DEV-014	\$11,225,269.00	\$8,514,121.00		\$19,739,390.00
	OTC Pedestrian Crossing Replacements	DEV-031	\$570,000.00			\$570,000.00
	NE Lacey Operation Terminal Facility (Roundabout design and ROW)	DEV-032	\$114,750.00	\$735,250.00		\$850,000.00
	BRT and Corridor Program Capital	DEV-029	\$5,000,000.00			\$5,000,000.00
	Transit Center and Core Customer Info Navigation	DEV-016	\$150,000.00			\$150,000.00
Total Development			\$20,348,031.00	\$11,475,753.00	\$520,000.00	\$32,343,784.00
Facilities	LTC Stormwater Repair and Improvement	FAC-161	\$600,000.00			\$600,000.00
	Facility Capital Equipment and Improvements	FAC-160	\$200,000.00			\$200,000.00
	Amtrak Staff Room Improvements	FAC-159	\$12,000.00			\$12,000.00
	Amtrak Site Stormwater Swale Restoration	FAC-152	\$55,084.00			\$55,084.00
	Facilities Maintenance Management System	FAC-155	\$50,000.00			\$50,000.00
	Centennial Station Security System	FAC-158	\$50,000.00			\$50,000.00
	Amtrak Restroom Remodel	FAC-157	\$50,000.00			\$50,000.00
	LTC Restroom Remodel	FAC-156	\$335,000.00			\$335,000.00
	Electronic Line Detectors	FAC-154	\$36,250.00			\$36,250.00
	UST Large Vault Repair	FAC-153	\$72,500.00			\$72,500.00
Total Facilities			\$1,460,834.00	\$0.00	\$0.00	\$1,460,834.00
Information Systems	Agency ERP SW System	IS-103	\$3,000,000.00			\$3,000,000.00
	Emergency Operations Center (EOC) Communications & Information Systems	IS-101	\$75,000.00			\$75,000.00
	Core Infrastructure and Communications	IS-102	\$145,000.00			\$145,000.00
Total Information Systems			\$3,220,000.00	\$0.00	\$0.00	\$3,220,000.00
Maintenance Admin	Alternative fuel infrastructure design	MA-102	\$650,000.00			\$650,000.00
	Maintenance Facility Upgrades - Hydrogen Demonstration Project	MA-100	\$104,000.00		\$416,000.00	\$520,000.00
	Zero Emission Bus purchase - Hydrogen Demonstration Project	MA-100	\$1,115,653.00		\$4,462,608.00	\$5,578,261.00
	Fueling Equipment and Site Upgrades - Hydrogen Pilot Project	MA-101	\$1,040,000.00		\$4,160,000.00	\$5,200,000.00
	Zero Emission Bus purchase - Hydrogen Pilot Project	MA-101	\$674,434.00		\$2,697,740.00	\$3,372,174.00
Total Maintenance Admin			\$3,584,087.00	\$0.00	\$11,736,348.00	\$15,320,435.00
Vehicle Maintenance	Vehicle Telematics	VM-105	\$175,200.00			\$175,200.00
	Vanpool Replacement Vehicles	VM-102	\$213,290.00		\$710,208.00	\$923,498.00
	Fixed Route Bus Replacement	VM-100				
	Maintenance Shop Equipment	VM-104	\$3,455,000.00			\$3,455,000.00
	Non-Revenue Vehicles and Equipment	VM-103	\$982,385.00			\$982,385.00
	Dial-A-Lift (DAL) Van Replacement	VM-101	\$3,970,520.32	\$3,412,180.00		\$7,382,700.32
Total Vehicle Maintenance			\$8,796,395.32	\$3,412,180.00	\$710,208.00	\$12,918,783.32
Total Funding Sources			\$37,409,347.32	\$14,887,933.00	\$12,966,556.00	\$65,263,836.32

Pattison Rehab & Expansion

Project Number: DEV-014
Total Capital Cost: \$47,620,421

Department: Development
Type: Capital Improvement

Timeline: 05/01/2019 to 12/31/2026

Request description:

For the rehabilitation and expansion of the Pattison Maintenance, Operations and Administration facility. Including the full projects expended carry-over funding necessary to complete all remaining work on the north and south portions of the campus, including design and construction work. Work/construction is anticipated to continue into late 2024.

Capital Costs	FY2024	FY2025	FY2026	Total
Construction	\$19,739,390	\$19,739,390	\$8,141,641	\$47,620,421
Total	\$19,739,390	\$19,739,390	\$8,141,641	\$47,620,421

Funding Source	FY2024	FY2025	FY2026	Total
Capital Reserves	\$11,225,269	\$11,225,269	\$581,519	\$23,032,057
Federal Capital Grants	\$8,514,121	\$8,514,121	\$2,514,122	\$19,542,364
State Capital Grants			\$5,046,000	\$5,046,000
Total	\$19,739,390	\$19,739,390	\$8,141,641	\$47,620,421

Account Codes (Capital Costs):

40-6309000000-DEV-014	\$47,620,421
	\$47,620,421

Vehicle Telematics

Project Number: VM-105
Total Capital Cost: \$175,200

Department: Vehicle Maintenance
Type: Capital Equipment

Request description:

Implement global positioning system/telematics solution to enhance fleet management accuracy and efficiency.

Capital Costs	FY2024	Total
Capital Outlay	\$175,200	\$175,200
Total	\$175,200	\$175,200

Funding Source	FY2024	Total
Capital Reserves	\$175,200	\$175,200
Total	\$175,200	\$175,200

Account Codes (Capital Costs):

19-6809000000-VM-100	\$175,200
	<u>\$175,200</u>

Facilities Maintenance Management System

Project Number: FAC-155
Total Capital Cost: \$50,000.00

Department: Facilities
Type: Capital Equipment

Timeline: 01/05/2024 to 12/31/2024

Request description:

The purpose of this budget submission is to acquire, develop and implement a specialized software system to plan, manage, and organize work, track expenditures, report to the Federal Transit Administration and provide information for short and long term asset management.

Capital Costs	FY2024	Total
Capital Outlay	\$50,000	\$50,000
Total	\$50,000	\$50,000

Funding Source	FY2024	Total
Capital Reserves	\$50,000	\$50,000
Total	\$50,000	\$50,000

Account Codes (Capital Costs):

46-6809000000-FAC-100	\$50,000
	\$50,000

Agency ERP SW System

Project Number: IS-103
Total Capital Cost: \$5,000,000

Department: Information Systems
Type: Capital Equipment

Timeline: 01/01/2024 to 12/31/2025

Request description:

Intercity Transit implemented the FleetNet (ERP) software in 1993, which is a transit specific software solution for managing our accounts payable, accounts receivable, general ledger, purchase orders, human resources, operator timekeeping, payroll, fleet maintenance, fuel, claims, safety, maintenance, and facilities inventory. FleetNet was also designed to accommodate the National Transit Database (NTD) reporting requirements and generates all required reporting information.

Fleet-Net was acquired by Avail Technologies about four years ago and Intercity Transit is currently working with Avail to transition to their cloud-based Enterprise Transit Management Software solution. As Intercity Transit prepares to make this transition, the project team determined it would be advantageous to conduct a broad, unbiased, analysis of our workflow and the software programs that support our everyday operations.

The agency anticipates conducting a Request For Proposal to acquire a more modern ERP system that will accommodate our needs that have evolved since 1993. We anticipate this project taking three years to complete.

Capital Costs	FY2024	FY2025	FY2026	Total
Capital Outlay	\$3,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total	\$3,000,000	\$1,000,000	\$1,000,000	\$5,000,000

Funding Source	FY2024	FY2025	FY2026	Total
Capital Reserves	\$3,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total	\$3,000,000	\$1,000,000	\$1,000,000	\$5,000,000

Account Codes (Capital Costs):

23-6809000000-IS-100	\$5,000,000
	<u>\$5,000,000</u>

Emergency Operations Center (EOC) Communications & Information Systems

Project Number: IS-101
Total Capital Cost: \$75,000

Department: Information Systems
Type: Capital Equipment

Timeline: 01/01/2024 to 12/31/2024

Request description:

This effort is to put together mobile technology equipment to stand up an Emergency Operations Center (EOC) in case of a catastrophic event. The goal is to provide basic network connectivity and communications in order to keep operations going and assist the community with recovery efforts as appropriate.

Capital Costs	FY2024	Total
Capital Outlay	\$75,000	\$75,000
Total	\$75,000	\$75,000

Funding Source	FY2024	Total
Capital Reserves	\$75,000	\$75,000
Total	\$75,000	\$75,000

Account Codes (Capital Costs):

23-6809000000-IS-100	\$75,000
	\$75,000

Core Infrastructure and Communications

Project Number: IS-102
Total Capital Cost: \$960,000

Department: Information Systems
Type: Capital Equipment

Timeline: 01/01/2024 to 12/31/2028

Request description:

This is to keep our core infrastructure and communication equipment across the enterprise refreshed and modernized. We evaluate the useful lifecycle of the equipment and the end of life dates set by the manufacture to anticipate refresh cycles.

Capital Costs	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Outlay	\$145,000	\$100,000	\$325,000	\$100,000	\$290,000	\$960,000
Total	\$145,000	\$100,000	\$325,000	\$100,000	\$290,000	\$960,000

Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Reserves	\$145,000	\$100,000	\$325,000	\$100,000	\$290,000	\$960,000
Total	\$145,000	\$100,000	\$325,000	\$100,000	\$290,000	\$960,000

Account Codes (Capital Costs):

23-6809000000-IS-100	\$960,000
	<u>\$960,000</u>

Transit Signal Priority (TSP)

Project Number: DEV-015
Total Capital Cost: \$700,231

Department: Development
Type: Capital Equipment

Request description:

Transit Signal Priority (TSP) design, implementation, data collection and system maintenance, including TSP related equipment. Ongoing coordination is required with TRPC, WSDOT, Thurston County and the cities of Olympia, Lacey and Tumwater in accordance with interlocal agreements.

Capital Costs	FY2024	FY2025	Total
Capital Outlay	\$350,116	\$350,115	\$700,231
Total	\$350,116	\$350,115	\$700,231

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$350,116	\$350,115	\$700,231
Total	\$350,116	\$350,115	\$700,231

Account Codes (Capital Costs):

40-6809000000-DEV-100	\$700,231
	<u>\$700,231</u>

Transit Center and Core Customer Info Navigation

Project Number: DEV-016
Total Capital Cost: \$300,000

Department: Development
Type: Capital Equipment

Timeline: 03/04/2024 to 12/31/2024

Request description:

Transit rider wayfinding program includes plan and design, electronic signage for customers, passenger information signs and wayfinding for deployment at all major Intercity Transit transit centers and major stops. The project may be combined with Federal Grant awards for bus stop customer information systems as part of the work program.

Capital Costs	FY2024	FY2025	Total
Capital Outlay	\$150,000	\$150,000	\$300,000
Total	\$150,000	\$150,000	\$300,000

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$150,000	\$150,000	\$300,000
Total	\$150,000	\$150,000	\$300,000

Account Codes (Capital Costs):

40-6809000000-DEV-100	\$300,000
	\$300,000

Bus Rapid Transit (BRT) Modeling/Corridor Assessment (federalizing project)

Project Number: DEV-019
Total Capital Cost: \$280,000

Department: Development
Type: Capital Improvement

Timeline: 03/18/2024 to 12/31/2024

Request description:

Phase 1 - High Performance "BRT Light" program implementation study. Preliminary corridor review, includes alternative evaluation/analysis, environmental analysis, preliminary engineering and cost estimates and programmatic plan for federalizing the project to meet Federal Transit Administration's Capital Investment Grant (CIG) program requirements.

Capital Costs	FY2024	Total
Planning	\$280,000	\$280,000
Total	\$280,000	\$280,000

Funding Source	FY2024	Total
Capital Reserves	\$280,000	\$280,000
Total	\$280,000	\$280,000

Account Codes (Capital Costs):

40-6109000000-DEV-100 \$280,000
 \$280,000

Bus Rapid Transit (BRT) and Corridor Program Capital

Project Number: DEV-029
Total Capital Cost: \$15,000,000

Department: Development
Type: Capital Improvement

Timeline: 03/18/2024 to 12/31/2026

Request description:

Provides capital funding for the BRT Program as noted in the Long Range Plan. Funding is expected to provide the minimum 50% local share of the planned BRT/Corridor implementation as noted in the Short and Long Range Plan. It may include new property, right of way (ROW) and ROW capital improvements consistent with development of the full program.

Capital Costs	FY2024	FY2025	FY2026	Total
Planning	\$2,500,000			\$2,500,000
Design/Engineering	\$2,500,000	\$2,500,000		\$5,000,000
Construction		\$2,500,000	\$5,000,000	\$7,500,000
Total	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000

Funding Source	FY2024	FY2025	FY2026	Total
Capital Reserves	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Total	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000

Account Codes (Capital Costs):

40-6109000000-DEV-029 \$15,000,000
\$15,000,000

Alternative fuel infrastructure design

Project Number: MA-102
Total Capital Cost: \$650,000

Department: Maintenance Admin
Type: Capital Improvement

Request description:
 Architecture and engineering services for alternative fuel infrastructure design to support agency zero emissions transition

Capital Costs	FY2024	Total
Design/Engineering	\$650,000	\$650,000
Total	\$650,000	\$650,000

Funding Source	FY2024	Total
Capital Reserves	\$650,000	\$650,000
Total	\$650,000	\$650,000

Account Codes (Capital Costs):

20-6909000000-MA-100	\$650,000
	\$650,000

Maintenance Facility Upgrades - Hydrogen Demonstration Project

Project Number: MA-100
Total Capital Cost: \$520,000

Department: Maintenance Admin
Type: Capital Improvement

Timeline: 07/01/2023 to 06/30/2025

Request description:

Maintenance Shop and site upgrades necessary for maintenance, fueling and operation of hydrogen fuel-cell electric buses.
 Washington State Department of Transportation Regional Mobility Grant - 2023-2025.

Capital Costs	FY2024	Total
Capital Outlay	\$520,000	\$520,000
Total	\$520,000	\$520,000

Funding Source	FY2024	Total
Capital Reserves	\$104,000	\$104,000
State Capital Grants	\$416,000	\$416,000
Total	\$520,000	\$520,000

Account Codes (Capital Costs):

46-6409000000-FAC-100 \$520,000
\$520,000

Fueling Equipment and Site Upgrades - Hydrogen Pilot Project

Project Number: MA-101
Total Capital Cost: \$5,200,000

Department: Maintenance Admin
Type: Capital Improvement

Timeline: 07/01/2023 to 06/30/2025

Request description:

Hydrogen fueling equipment design, purchase, installation, shop upgrades. Washington State Department of Transportation Green Transportation Grant 2023-2025.

Capital Costs	FY2024	Total
Capital Outlay	\$5,200,000	\$5,200,000
Total	\$5,200,000	\$5,200,000

Funding Source	FY2024	Total
Capital Reserves	\$1,040,000	\$1,040,000
State Capital Grants	\$4,160,000	\$4,160,000
Total	\$5,200,000	\$5,200,000

Account Codes (Capital Costs):

46-6409000000-FAC-100	\$5,200,000
	\$5,200,000

Electronic Line Detectors

Project Number: FAC-154
Total Capital Cost: \$36,250.00

Department: Facilities
Type: Capital Improvement

Timeline: 01/15/2024 to 12/31/2024

Request description:

Install electronic line detectors, replacing mechanical detectors in the fuel lines to ensure compliance with Department of Energy requirements.

Capital Costs	FY2024	Total
Capital Outlay	\$36,250.00	\$36,250.00
Total	\$36,250.00	\$36,250.00

Funding Source	FY2024	Total
Capital Reserves	\$36,250.00	\$36,250.00
Total	\$36,250.00	\$36,250.00

Account Codes (Capital Costs):

46-640900000-FAC-100	\$36,250.00
	<u>\$36,250.00</u>

Underground Storage Tank (UST) Large Vault Repair

Project Number: FAC-153
Total Capital Cost: \$72,500

Department: Facilities
Type: Capital Improvement

Timeline: 01/08/2024 to 12/31/2024

Request description:

Water enters the large vault during weather events resulting in sensors being triggered. This project is to perform repairs to prevent water intrusion. Per Department of Energy regulations, sensors installed in UST facilities cannot have triggered sensors as it is considered a violation.

Capital Costs	FY2024	Total
Capital Outlay	\$72,500	\$72,500
Total	\$72,500	\$72,500

Funding Source	FY2024	Total
Capital Reserves	\$72,500	\$72,500
Total	\$72,500	\$72,500

Account Codes (Capital Costs):

46-630900000-FAC-100	\$72,500
	\$72,500

Smart Corridor phase 2 & 3

Project Number: DEV-018
Total Capital Cost: \$600,000

Department: Development
Type: Other

Timeline: 01/01/2024 to 12/31/2024

Request description:

The Smart Corridors Signal Upgrade and Transit Signal Priority (TSP) Project Phase 2 and 3 is a collaborative effort of six different transportation agencies, with support from Thurston Regional Planning Council (TRPC): Cities of Lacey, Olympia, Tumwater, Thurston County, Intercity Transit, and Washington State Department of Transportation Olympic Region. Each of these entities owns or operates equipment essential to the implementation of the Smart Corridors project. Smart Corridors Phases 2 & 3 support improvements to the operations, including upgraded signals, both for general traffic flows and transit, including implementation of TSP. Each Phase will address different sections of the high frequency bus corridors. This project represents the regional (TRPC) grant funded portion of the TSP project implementation.

Capital Costs	FY2024	Total
Capital Outlay	\$600,000	\$600,000
Total	\$600,000	\$600,000

Funding Source	FY2024	Total
Capital Reserves	\$199,568	\$199,568
Federal Capital Grants	\$400,432	\$400,432
Total	\$600,000	\$600,000

Account Codes (Capital Costs):

40-610900000-DEV-100 \$600,000

 \$600,000

Facility Capital Equipment and Improvements

Project Number: FAC-160
Total Capital Cost: \$1,050,000

Department: Facilities
Type: Other

Request description:
Capital improvements, repairs, furniture, tools and equipment necessary for efficient facility operations and maintenance activities.

Capital Costs	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Outlay	\$200,000	\$330,000	\$200,000	\$220,000	\$100,000	\$1,050,000
Total	\$200,000	\$330,000	\$200,000	\$220,000	\$100,000	\$1,050,000

Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Reserves	\$200,000	\$330,000	\$200,000	\$220,000	\$100,000	\$1,050,000
Total	\$200,000	\$330,000	\$200,000	\$220,000	\$100,000	\$1,050,000

Account Codes (Capital Costs):
46-6909000000-FAC-100 \$1,050,000
 \$1,050,000

Pattison Furniture, Fixtures, Equipment & Technology

Project Number: DEV-030
Total Capital Cost: \$6,239,467

Department: Development
Type: Other

Timeline: 01/02/2023 to 12/31/2026

Request description:

Budget for furniture, fixtures, equipment & technology for the completion of the Pattison Improvement Project Phase 4.

Capital Costs	FY2024	FY2025	FY2026	FY2027	Total
Capital Outlay	\$1,871,840	\$2,495,787	\$935,920	\$935,920	\$6,239,467
Total	\$1,871,840	\$2,495,787	\$935,920	\$935,920	\$6,239,467

Funding Source	FY2024	FY2025	FY2026	FY2027	Total
Capital Reserves	\$1,871,840	\$2,495,787	\$935,920	\$935,920	\$6,239,467
Total	\$1,871,840	\$2,495,787	\$935,920	\$935,920	\$6,239,467

Account Codes (Capital Costs):

40-6909000000-DEV-030	\$6,239,467
	\$6,239,467

Maintenance Shop Equipment

Project Number: VM-104
Total Capital Cost: \$3,742,600

Department: Vehicle Maintenance
Type: Other

Request description:

New/Additional Shop equipment needed for fleet operations within the temporary shop as well as the permanent shop remodel.

Capital Costs	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Outlay	\$3,455,000	\$137,600	\$50,000	\$50,000	\$50,000	\$3,742,600
Total	\$3,455,000	\$137,600	\$50,000	\$50,000	\$50,000	\$3,742,600

Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Reserves	\$3,455,000	\$137,600	\$50,000	\$50,000	\$50,000	\$3,742,600
Total	\$3,455,000	\$137,600	\$50,000	\$50,000	\$50,000	\$3,742,600

Account Codes (Capital Costs):

19-6909000000-VM-100 \$3,742,600
\$3,742,600

Amtrak Centennial Station Security System

Project Number: FAC-158
Total Capital Cost: \$50,000

Department: Facilities
Type: Other

Timeline: 07/10/2023 to 07/31/2024

Request description:

The security system for the Amtrak Centennial station has exceeded its useful life by a number of years and has almost no functionality remaining. This project will be started in 2023 this is the carryover into 2024.

Capital Costs	FY2024	Total
Capital Outlay	\$50,000	\$50,000
Total	\$50,000	\$50,000

Funding Source	FY2024	Total
Capital Reserves	\$50,000	\$50,000
Total	\$50,000	\$50,000

Account Codes (Capital Costs):

46-6209000000-FAC-100	\$50,000
	\$50,000

Bus Stop Facility Improvements

Project Number: PL-013

Total Capital Cost: \$3,796,464

Department: Development

Type: Other

Timeline: 01/01/2024 to 12/15/2027

Request description:

Ongoing Capital Program: Bus Stop Enhancements for Safety and Accessibility. It includes new and updated facilities and adjustments related to new, expanded, and modified services, including rear door boarding and facility use changes. Funding to be used to support improvements to bus stop locations to improve accessibility, safety and/or add amenities and enhance speed and reliability.

The purpose of this effort is to respond to system changes and continue to improve our bus stop facilities consistent with the capital set aside and recommended in the adopted Short and Long-Range Plan.

Project elements include:

- Professional Services - Engineering, route feasibility design.
- Purchase of user stop/station Amenities: customer information systems, shelter, bench, trash receptacle, info kiosk.
- Construction of Improvements
- Installation of Amenities

Capital Costs	FY2024	FY2025	Total
Design/Engineering	\$250,000	\$50,000	\$300,000
Construction	\$2,032,438	\$1,464,026	\$3,496,464
Total	\$2,282,438	\$1,514,026	\$3,796,464

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$456,488	\$302,805	\$759,293
Federal Capital Grants	\$1,825,950		\$1,825,950
State Capital Grants		\$1,211,221	\$1,211,221
Total	\$2,282,438	\$1,514,026	\$3,796,464

Account Codes (Capital Costs):

45-6909000000-PL-013	\$3,796,464
	\$3,796,464

Lacey Transit Center Stormwater Repair and Improvement

Project Number: FAC-161
Total Capital Cost: \$600,000

Department: Facilities
Type: Capital Improvement

Timeline: 01/01/2024 to 05/01/2025

Request description:

Project to assess and repair or improve the stormwater collection system to ensure safety and compliance at Lacey Transit Center.

Capital Costs	FY2024	Total
Capital Outlay	\$600,000	\$600,000
Total	\$600,000	\$600,000

Funding Source	FY2024	Total
Capital Reserves	\$600,000	\$600,000
Total	\$600,000	\$600,000

Account Codes (Capital Costs):

46-6209000000-FAC-100	\$600,000
	\$600,000

Amtrak Site Stormwater Swale Restoration

Project Number: FAC-152
Total Capital Cost: \$55,084

Department: Facilities
Type: Capital Improvement

Timeline: 01/05/2024 to 12/31/2024

Request description:

The purpose for the project is to ensure that water quality and other stormwater standards are met. This will be ensured by restoring the lower area of the Amtrak Centennial Station site stormwater system so that it is fully functional as designed.

Capital Costs	FY2024	Total
Capital Outlay	\$55,084	\$55,084
Total	\$55,084	\$55,084

Funding Source	FY2024	Total
Capital Reserves	\$55,084	\$55,084
Total	\$55,084	\$55,084

Account Codes (Capital Costs):

46-6209000000-FAC-100 \$55,084
\$55,084

Amtrak Staff Room Improvements

Project Number: FAC-159
Total Capital Cost: \$12,000.0

Department: Facilities
Type: Capital Improvement

Timeline: 02/01/2024 to 11/29/2024

Request description:

This project is to replace the flooring, cabinets, and sink that are used by volunteers when they are at the site providing support for passengers and the community. Volunteer staff stay at the site for anywhere from five to eight hours for a shift. The funds will be used to acquire materials that will be installed by Facilities Technicians. Using internal staff to perform this work will enable funds to be used economically for a professional result.

Capital Costs	FY2024	Total
Capital Outlay	\$12,000	\$12,000
Total	\$12,000	\$12,000

Funding Source	FY2024	Total
Capital Reserves	\$12,000	\$12,000
Total	\$12,000	\$12,000

Account Codes (Capital Costs):

46-620900000-FAC-100	\$12,000
	<u>\$12,000</u>

Bus Rapid Transit (BRT) Station Professional Engineering / Construction

Project Number: DEV-027
Total Capital Cost: \$856,250

Department: Development
Type: Capital Improvement

Timeline: 01/15/2024 to 12/31/2025

Request description:

Bus Rapid Transit (BRT) Implementation - pilot station design and construction. Intercity Transit was awarded a Washington State Department of Transportation Regional Mobility Grant in July 2021. This project complements and will be included in the larger BRT study work (in coordination with DEV-019 and DEV-029, this project assists with the master planning efforts for the larger BRT project). This project would develop BRT station design (e.g., kit of parts) that can be designed and adjusted to fit different street designs and accommodate different levels of high capacity transit corridors. The project would include design elements that comprise shelters, real time passenger information, and transit supportive elements to improve speed and reliability.

Capital Costs	FY2024	FY2025	Total
Design/Engineering	\$200,000		\$200,000
Construction	\$450,000	\$206,250	\$656,250
Total	\$650,000	\$206,250	\$856,250

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$130,000	\$41,250	\$171,250
State Capital Grants	\$520,000	\$165,000	\$685,000
Total	\$650,000	\$206,250	\$856,250

Account Codes (Capital Costs):

40-6102000000-DEV-027 \$856,250
\$856,250

Amtrak Centennial Station Restroom Remodel

Project Number: FAC-157
Total Capital Cost: \$256,733

Department: Facilities
Type: Capital Improvement

Timeline: 03/05/2024 to 12/31/2025

Request description:

The Amtrak Centennial Station was built in 1992. The structure is open to the public 365 days per year and provides access to Amtrak for Thurston County. The property is managed by Intercity Transit and is operated with contributions from local cities and Thurston County. Even with regular maintenance and repair, the restroom conditions require a full replacement, including underground utilities. An engineering study was performed to determine the status and the study confirmed this.

Capital Costs	FY2024	FY2025	Total
Capital Outlay	\$50,000	\$206,733	\$256,733
Total	\$50,000	\$206,733	\$256,733

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$50,000	\$206,733	\$256,733
Total	\$50,000	\$206,733	\$256,733

Account Codes (Capital Costs):

46-620900000-FAC-100 \$256,733
\$256,733

Lacey Transit Center (LTC) Restroom Remodel

Project Number: FAC-156
Total Capital Cost: \$435,000

Department: Facilities
Type: Capital Improvement

Timeline: 01/29/2024 to 12/30/2025

Request description:

The Lacey Transit Center was built in 1993. It is used 362 days each year by the public who ride Intercity Transit’s services and the staff who operate the transportation system. This equates to thousands of uses a year. Even with regular, intensive cleaning and maintenance, the interior spaces and infrastructure are at a point of deterioration that requires a full remodel, including replacement of the underground systems. An engineering study was conducted to develop a cost plan and to confirm the visual conditions.

Capital Costs	FY2024	FY2025	Total
Capital Outlay	\$335,000	\$100,000	\$435,000
Total	\$335,000	\$100,000	\$435,000

Funding Source	FY2024	FY2025	Total
Capital Reserves	\$335,000	\$100,000	\$435,000
Total	\$335,000	\$100,000	\$435,000

Account Codes (Capital Costs):

46-620900000-FAC-100	\$435,000
	<u>\$435,000</u>

Olympia Transit Center (OTC) Pedestrian Crossing Replacements

Project Number: DEV-031
Total Capital Cost: \$570,000

Department: Development
Type: Capital Improvement

Timeline: 01/01/2024 to 12/31/2024

Request description:

Costs to complete the final phase of the OTC site refresh project focused on replacement of the older pavers on the transit island and at transit center crossings that are trip/fall hazards at the OTC and at the pedestrian crossings on Olympia Ave and Washington corners. The amount of local funds necessary to finish the project in 2024.

Capital Costs	FY2024	Total
Construction	\$570,000	\$570,000
Total	\$570,000	\$570,000

Funding Source	FY2024	Total
Capital Reserves	\$570,000	\$570,000
Total	\$570,000	\$570,000

Account Codes (Capital Costs):

40-6209000000-DEV-031	\$570,000
	\$570,000

Northeast Lacey Operation Terminal Facility - Roundabout design and Right of Way (ROW)

Project Number: DEV-032
Total Capital Cost: \$3,000,000

Department: Development
Type: Capital Improvement

Timeline: 04/15/2024 to 12/31/2025

Request description:

Preliminary engineering, design, environmental and ROW planning for a bus terminal facility that is anticipated to be located at Meridian/Martin Way (vicinity). The project includes operational analysis, preliminary design and ROW assessment for a roundabout type transit supportive project to plan for frequent transit "end of line" operational staging. This project is anticipated to be partially grant funded but local funding may be used to position the project for a larger Federal Transit Administration competitive request.

Capital Costs	FY2024	FY2025	FY2026	Total
Planning	\$200,000			\$200,000
Design/Engineering	\$650,000	\$850,000	\$1,300,000	\$2,800,000
Total	\$850,000	\$850,000	\$1,300,000	\$3,000,000

Funding Source	FY2024	FY2025	FY2026	Total
Capital Reserves	\$114,750	\$170,000	\$1,300,000	\$1,584,750
Federal Capital Grants	\$735,250			\$735,250
State Capital Grants		\$680,000		\$680,000
Total	\$850,000	\$850,000	\$1,300,000	\$3,000,000

Account Codes (Capital Costs):

40-6209000000-DEV-032 \$3,000,000
\$3,000,000

Vanpool Replacement Vehicles

Project Number: VM-102
Total Capital Cost: \$4,268,164

Department: Vehicle Maintenance
Type: Capital Equipment

Request description:

Lifecycle replacement of Vanpool program vehicles that have meet or exceeded agency useful life benchmark.

Capital Costs	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Outlay	\$923,498	\$823,243	\$587,143	\$1,328,208	\$606,072	\$4,268,164
Total	\$923,498	\$823,243	\$587,143	\$1,328,208	\$606,072	\$4,268,164

Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Reserves	\$213,290	\$411,621	\$293,572	\$664,104	\$303,036	\$1,885,623
State Capital Grants	\$710,208	\$411,621	\$293,572	\$664,104	\$303,036	\$2,382,541
Total	\$923,498	\$823,242	\$587,144	\$1,328,208	\$606,072	\$4,268,164

Account Codes (Capital Costs):

19-6509000000-VM-100 \$4,268,164
 \$4,268,164

Fixed Route Bus Replacement

Project Number: VM-100
Total Capital Cost: \$28,152,000

Department: Vehicle Maintenance
Type: Capital Equipment

Request description:
 Lifecycle replacement of buses that have met or exceeded agency useful life benchmark.

Capital Costs	FY2026	FY2028	Total
Capital Outlay	\$12,240,000	\$15,912,000	\$28,152,000
Total	\$12,240,000	\$15,912,000	\$28,152,000

Funding Source	FY2026	FY2028	Total
Capital Reserves	\$6,120,000	\$7,956,000	\$14,076,000
Federal Capital Grants	\$6,120,000	\$7,956,000	\$14,076,000
Total	\$12,240,000	\$15,912,000	\$28,152,000

Account Codes (Capital Costs):

19-6509000000-VM-100	\$28,152,000
	\$28,152,000

Zero Emission Bus purchase - Hydrogen Demonstration Project

Project Number: MA-100
Total Capital Cost: \$5,578,261

Department: Maintenance Admin
Type: Capital Equipment

Timeline: 07/01/2023 to 06/30/2025

Request description:

Purchase three (3) replacement Hydrogen Fuel-Cell Electric Buses per grant application for demonstration project.

WSDOT Regional Mobility Grant - 2023-2025

Capital Costs	FY2024	Total
Capital Outlay	\$5,578,261	\$5,578,261
Total	\$5,578,261	\$5,578,261

Funding Source	FY2024	Total
Capital Reserves	\$1,115,653	\$1,115,653
State Capital Grants	\$4,462,608	\$4,462,608
Total	\$5,578,261	\$5,578,261

Account Codes (Capital Costs):

19-650900000-VM-100 \$5,578,261
\$5,578,261

Zero Emission Bus purchase - Hydrogen Pilot Project

Project Number: MA-101
Total Capital Cost: \$3,372,174

Department: Maintenance Admin
Type: Capital Equipment

Timeline: 07/03/2023 to 06/30/2025

Request description:

Purchase two (2) replacement Hydrogen Fuel-Cell Electric Buses per grant application for demonstration project.

WSDOT Green Transportation Grant 2023-2025

Capital Costs	FY2024	Total
Capital Outlay	\$3,372,174	\$3,372,174
Total	\$3,372,174	\$3,372,174

Funding Source	FY2024	Total
Capital Reserves	\$674,434	\$674,434
State Capital Grants	\$2,697,740	\$2,697,740
Total	\$3,372,174	\$3,372,174

Account Codes (Capital Costs):

19-6509000000-VM-100 \$3,372,174
\$3,372,174

Dial-A-Lift (DAL) Van Replacement

Project Number: VM-101
Total Capital Cost: \$14,939,410

Department: Vehicle Maintenance
Type: Capital Equipment

Timeline: 10/01/2021 to 01/31/2024

Request description:
 Lifecycle replacement of DAL vans.

Capital Costs	FY2024	FY2025	FY2027	Total
Capital Outlay	\$7,382,700	\$3,528,636	\$4,028,074	\$14,939,410
Total	\$7,382,700	\$3,528,636	\$4,028,074	\$14,939,410

Funding Source	FY2024	FY2025	FY2027	Total
Capital Reserves	\$3,970,520	\$1,764,318	\$2,014,037	\$7,748,875
Federal Capital Grants	\$3,412,180	\$1,764,318	\$2,014,037	\$7,190,535
Total	\$7,382,700	\$3,528,636	\$4,028,074	\$14,939,410

Account Codes (Capital Costs):

19-6509000000-VM-100	\$14,939,410
	\$14,939,410

Non-Revenue Vehicles and Equipment

Project Number: VM-103
Total Capital Cost: \$2,026,464

Department: Vehicle Maintenance
Type: Capital Equipment

Request description:

Expansion and lifecycle replacement of non-revenue vehicles and equipment used in activities necessary to support transit services.

Capital Costs	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Outlay	\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464
Total	\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464

Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Capital Reserves	\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464
Total	\$982,385	\$629,502	\$141,400	\$100,913	\$172,264	\$2,026,464

Account Codes (Capital Costs):

19-6609000000-VM-100	\$2,026,464
	\$2,026,464

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-C
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Emily Bergkamp, General Manager, 360-705-5889

SUBJECT: 2024-2029 Strategic Plan Adoption

-
- 1) **The Issue:** Adopt the 2024-2029 Strategic Plan.
-
- 2) **Recommended Action:** Adopt the 2024-2029 Strategic Plan.
-
- 3) **Policy Analysis:** The Intercity Transit Authority is required to adopt a Budget and the Transportation Improvement Program/Program of Projects annually. The Strategic Plan provides the framework for these documents and maps Intercity Transit's trajectory over the next six years.
-
- 4) **Background:** The 2024-2029 Strategic Plan continues the Authority's practice of annually updating and adopting a Strategic Plan. It coordinates with the development of the 2024 Operating and Capital budget. The draft 2024-2029 Strategic Plan has been available to the public on Intercity Transit's website since October 11th. A public hearing was held on Wednesday, November 15, 2023. The Strategic Plan identifies direction for programs and the future of Intercity Transit. The plan references areas of growth from our Long-Range Plan, while recognizing the reality of struggles returning to pre-COVID levels of service.
-
- 5) **Alternatives:**
- A) Adopt the 2024-2029 Strategic Plan.
 - B) Direct staff to revise the proposed 2024-2029 draft plan for adoption at a later date. There is no requirement for the Authority to adopt the Strategic Plan.
-
- 6) **Budget Notes:** N/A.
-
- 7) **Goal Reference:** The Strategic Plan identifies and addresses all the goals.
-
- 8) **References:** 2024-2029 Strategic Plan.

INTERCITY TRANSIT STRATEGIC PLAN 2024–2029 DRAFT

Intercity Transit Authority:

Clark Gilman, Chair – City of Olympia, Councilmember & Mayor Pro Tem

Justin Belk, Vice Chair – Community Representative

Brian Hess – City of Yelm Councilmember

Carolina Mejia – Thurston County Commissioner

Don Melnick – Community Representative

Sue Pierce – Community Representative

Debbie Sullivan – City of Tumwater Mayor

Mark Neuville - Labor Representative

Robin Vazquez – City of Lacey Councilmember

Intercity Transit General Manager:

Emily Bergkamp

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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 2024 through 2029.
- **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 2024 and actions for the 2025 to 2029 time-period.
- **Sections 4, 5 and 6** are addressed in the Long-Range Plan approved in November 2018.

Section 1: Purpose and Background

INTRODUCTION

Intercity Transit is the business name for the Thurston County Public Transportation Benefit Area (PTBA). The service boundary includes the urbanized areas of Lacey, Olympia, Tumwater, and Yelm. All services must be provided within the PTBA boundary with the exception of Vanpool Services, which may serve commuters who either begin or end their commute in Thurston County.

The purpose of the Strategic Plan is to define levels and types of public transportation services offered over the next six years and to determine the amount and sources of revenue to finance the services. The 2024-2029 Strategic Plan represents the continuation of our commitments created from a multi-year short- and long-range planning process. The planning process included a significant public engagement process which not only helped formulate the outcomes of the Short- and-Long-Range Plan, which was adopted by the Authority in November 2018, but also culminated in the success of Intercity Transit Proposition 1 which was approved by voters on November 6, 2018. Goals and policy positions, capital program and services are outlined for the six-year period. Intercity Transit’s yearly budget is reflected in the Strategic Plan.

While the Strategic Plan has traditionally addressed funding issues around the ability to support service to our community, at this time continued uncertainty in the labor market is the primary impact on our ability to deliver service. Additionally, since the Washington Paid Family Medical Leave (WAPFML) program went into effect in 2020, staff have seen a substantial increase in our workforce taking long-term or intermittent protected leaves. Recently in 2023, Intercity Transit is seeing greater success hiring Operators from its reputation of being an employer of choice, the implementation of a new human resources management software, and through innovative partnerships with community workforce development resources. To help alleviate the impact of WAPFML, and support the hiring best practice of Operator cohorts, the Intercity Transit

Authority Board approved a mid-year 2023 budgeted FTE increase to mitigate these long-term and intermittent staffing shortfalls, and to aid in maintaining essential service to the community while continuing work to return to pre-COVID service levels. However, if the labor market remains erratic, our [Transit Development Plan](#) conservatively predicts it may be 2025 before we are able to restore pre-COVID levels of service, let alone proceed with our expansion plans. The uncertainty in the labor market continues to be compounded by high inflation, the increased cost of fuel, instability related to supply and demand, and the ongoing possibility of a recession.

HISTORICAL PERSPECTIVE

The struggle to fund services requested by the community has been long standing. While the economy and sales tax revenue recovered from the 2008 recession, it is still important to note that the loss of approximately \$14 million dollars in sales tax revenue between 2008 and 2014 had a long-term impact on our ability to fund programs and infrastructure. The sales tax revenues in 2008 were 13% below 2007 levels, and 2009 were 10% below 2008 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%), 2018 (6.77%) and 2019 (40.56%). The sales tax increase in 2019 represented the inclusion of 6 months of income from the successful November 2018 sales tax election in which the previous rate of 0.8 % was increased to 1.2%. While the economy became more stable, there remained the threat of another economic recession. And while the Washington State Supreme Court struck down Initiative 976 as unconstitutional in October 2020 there was concern regarding legislative action having a negative impact on state multi-modal funding. Uncertainty continued with the potential for an economic downturn from early 2020 to the present due to the worldwide pandemic. While monthly sales tax in 2020 fluctuated, we ended the year with 21% over our 2019 figure. Sales tax for 2021 grew 16.20% over 2020. Though sales tax growth slowed in 2022, it increased 4.1% over 2021, and as of the date of drafting this Strategic Plan, 2023 sales tax collection is tracking at a 3.5% growth over 2022.

It remains difficult to forecast future sales tax revenue which makes long-term planning a challenge as sales tax revenues represent the majority of our budget. In addition to the volatility of sales tax, fuel pricing, and limited federal bus and bus facility programs makes planning for vehicle replacements, pursuing capital projects and maintaining service levels a challenge. However, work is being led by Intercity Transit's Chief Financial Officer to prepare and request the board adopt a comprehensive, fiscally sustainable multi-year capital improvement plan (CIP) to ensure effective planning and management of capital assets and projects, including those in our Short- and Long-Range Plan. The CIP will identify and prioritize expected needs reflective of our Strategic Plan, establish project scope and cost, detail estimated funding needed from various sources, and will provide a clearer view of the associated future operating and maintenance cost required to maintain our programs and services. In 2022, Intercity Transit received just under \$5 million dollars in combined capital and operating state grant reimbursements and just under \$14 million dollars in combined capital and operating federal funding reimbursements. In 2023, the promise of receiving both federal and state funding was enhanced with Move Ahead Washington and the Federal Bipartisan Infrastructure Program. These are unprecedented opportunities for state and federal funding which bodes well for

pursuing Authority initiatives.

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, and 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 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 was more certainty regarding federal support through 2020 but the levels of funding remained below previously funded levels. The Federal Bipartisan Infrastructure and the State's Move Ahead Washington Programs have increased funding dedicated to public transportation. For the 2023-2025 State Biennium Intercity Transit was awarded \$1,479,459 for Thurston/Pierce Regional Connector Operating Funds, \$1,211,221 for Rear Door Boarding and Real-Time Passenger Information Deployments, \$6,192,557 for the Zero-Emission Hydrogen Demonstration project, \$6,857,740 for the Green Hydrogen Fuel-Cell Electric Bus Pilot project, \$680,000 for the East Martin Way Round-A-Bout project, \$7,596,615, for Special Needs/DAL Operating Funds, \$9,201,832 for Fixed Route and Village Vans Operations, \$710,208 for the replacement of 20 Vanpools, and \$111,000 for the Vanpool Marketing project. Intercity Transit was also recently awarded \$1,825,950 in Community Project Funding for the Zero Fare Bus Stop Access Improvement Project in federal appropriations discretionary funding.

Construction at the Olympia Transit Center expansion, or OTC2, was completed in early 2020.

Bringing a regional carrier, such as Greyhound, on site was envisioned with the construction of the original OTC facility but was beyond our financial means. The original facility served the community well and the number of passengers moving through the transit center outstripped its ability to serve its customer's needs. The accumulation of state and federal grants, and the dedication of local funds allowed for additional bus bays, covered passenger waiting areas, restroom facilities and space to support staff. In 2022, Flix Bus joined Greyhound in the delivery of service from OTC2.

A major challenge facing Intercity Transit for some time has been the cost to address significant capacity and facility aging concerns at the Pattison Operations/Maintenance/Administrative base so we could continue to provide service as well as address the growing needs of our community. This rehabilitation and expansion project has been delayed twice. Once due to the passage of I-695 which eliminated approximately 43% of Intercity Transit's funding and the second time due to the elimination of the Federal Bus and Bus Facility Program funding under the 2012 federal transportation legislation. One of the unfortunate results of the elimination of funding was the need to individually pursue needed rehabilitation work with local dollars. Doing so has been necessary but it was, 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 no longer met environmental standards, moving the location of the vanpool fueling station to enhance site safety and increasing the capacity of the bus yard was completed in 2018. Two federal competitive grant awards of \$9.7 million dollars in 2018 and \$11.3 million dollars in 2020 were incredibly helpful, however the soaring cost of construction meant more local dollars were required to keep up with inflation. For the first time in its history, Intercity Transit considered bonding for capital construction. While construction is not yet complete, positive sales tax returns are negating the need to bond. The Administration, Operations, Fuel, Wash, Facilities and Youth Education portion of the Pattison Expansion and Rehabilitation Project was completed November 2022 and became fully operational in April of 2023. The award of approximately \$5 million dollars from the Washington State Legislature is helping fund the next phase of construction which primarily involves the rehabilitation and modernization of the maintenance facility, including the ability to accommodate zero emissions technology, which is underway now.

The community has expressed the need to provide fixed-route and Dial-A-Lift (DAL) services to areas currently unserved within our current boundaries. 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 exist as does the need for connecting individuals from Lewis, Mason, and Grays Harbor counties to the Puget Sound Region for medical care, education and employment opportunities. The elimination of all Pierce Transit express service in the highly congested I-5 corridor resulted in Intercity Transit adding additional trips starting in 2011. This additional service significantly impacted Intercity Transit's budget. It was hoped that Pierce Transit would resume service but to date there is no indication they will do so. Intercity Transit will continue to seek support from the state to help finance this vital connection.

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 43% 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 raising 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 us to 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 received \$3.9 million for construction of the 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 and 2019/2020 legislative session. DASH service past this timeframe was disrupted due to COVID-19.

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 million dollars 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. Again in 2020, Intercity Transit received one of the largest grants in the nation at \$11.3 million dollars.

In the 2018 Washington State Legislative Session, Intercity Transit received authority to request an additional 0.3% in sales tax with a vote of the people. After a two-year community conversation to ascertain the desires of the community regarding what they wanted their public transportation system to look like, the Authority authorized the remaining 0.1% and the newly acquired 0.3%, totaling a 0.4% increase, on the November 2018 ballot. The measure was approved by 65.54% of the voters. Service enhancements began in December 2018 increasing service by 25.3% through March 2020. In response to the COVID-19 pandemic, Intercity Transit significantly decreased its systemwide fixed-route bus service during 2020; this decreased the number of routes from 22 to 18. By the end of 2022 Intercity Transit had restored roughly 78% of pre-pandemic service. The September 2023 service change restored some span and frequency, yielding approximately 88% of our pre-COVID level of service. Labor shortages continue to hamper the return of services.

Another significant change for Intercity Transit, based on the 2020 Census, is the Olympia-

Lacey area is now considered a large Urbanized Area (UZA) (200,000+ in population). This change impacts Intercity Transit as the sole provider of publicly owned public transportation service in the UZA. As of the Federal Fiscal Year 2024 starting October 1, 2023, Intercity Transit became eligible to receive Sections 5307, 5310, 5337, and 5339(a) funds. Washington State Governor Jay Inslee confirmed Intercity Transit as the designated recipient of these funds in a letter to Susan Fletcher, Acting Regional Administrator, FTA, dated October 6, 2023.

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. The Authority adopted a final statement in September 2006, with revisions in 2010. The mission statement is reviewed annually.

“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 subsequently adopted the following Vision Statement for Intercity Transit. The vision statement is reviewed during the Strategic Plan update.

“Our vision is to be a leading transit system in the country, recognized by our peers, community and customers for our well-trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all in Thurston County.”

GOALS AND END POLICIES

The Intercity Transit Authority adopts a new set of goals each year, unless the goals from the previous year remain unchanged. 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 and staffing 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 and support the Thurston County Regional Climate Mitigation Plan.

End Policy - *Resources will be used efficiently to minimize the overall impact on the environment and community, and to the extent possible 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, access, and equity as a service provider and as an employer.

End Policy – *Work with governmental entities, educational institutions, businesses, not-for-profit community partners and customers to facilitate great mobility options as well as educational and socio-economic opportunities in our community, including removing barriers to mobility for historically marginalized individuals while accounting for diversity.*

Goal 8 – Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations.

End Policy - Promote community, organizational and individual resiliency.

INTERCITY TRANSIT'S ROLE IN THURSTON COUNTY

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 management and use of transportation resources;
- Supporting efforts by local jurisdictions that encourage transit supportive development; and,
- Striving to expand services 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. With a 25% increase in fares in 2013 combined with lower fuel costs and lower enrollment at local colleges, ridership declined. By the end of 2016, 2017, and 2018 fixed route ridership dropped 3.96%, 4.6% and 4.1% respectively. With the implementation of some new service in 2019, ridership rose 7%.

With the implementation of zero-fare service, ridership rose 19.8% in January 2020 over January 2019 and 39.3% in February 2020 over February 2019.

In the first quarter of 2020, COVID measures, which included state and federal directives to limit transit to essential trips only and limit the capacity per trip to allow for social distancing, reduced ridership. We ended 2020 with a 52.7% reduction from pre-COVID ridership and ended 2021 gaining 15.6% back. By the third quarter of 2022, fixed route consisted of 74% service levels and 60% of pre-COVID ridership while similarly, DAL ridership had returned to 60%. Entering the latter half of 2023, fixed route ridership was at 88% pre-COVID service levels and 79% of pre-COVID ridership, while DAL ridership had returned to 68%. Intercity Transit's calculation point for pre-COVID ridership is the year March 2019 through February of 2020. This timeframe also includes the fact the agency went zero fare in January 2020 seeing a 20% increase in ridership that month and almost 40% in February 2020.

Demands for service are higher than our ability to provide it, forcing difficult choices for community members and the agency. 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 PTBA, seven general design principles were identified. These principles guide development of a public transportation system appropriate for our PTBA over the next six years. These principles provided guidance in 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 employs 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 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.

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, diligent work to restore pre-COVID service levels and new creative hiring strategies to address labor supply challenges, 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. Our community has 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 operation 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,

eliminating fares for fixed route and DAL, 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 promote customer comfort, speed travel and increase safety. To succeed, express services need adequate park-and-ride capacity, equipment and technology that allow integration with regional transit systems. Local services also need ADA compliant stops, shelters and customer information. The entire system needs reliable, safe and efficient equipment. The capital improvements that are identified in Section 5 attempt to fulfill these needs.

Section 2: Intercity Transit Policy Positions

Intercity Transit staff works with the Intercity Transit Authority to identify policy issues facing the agency for the duration of the Strategic 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. The Authority continues to direct staff to develop a work plan and budget recognizing that flexibility is necessary to respond as impacts from the COVID-19 situation resolves. These COVID-19 impacts have already delayed actions contained in our long-range plan and will continue to impact those plans into 2024 and likely beyond. Staff continues to take a conservative approach as the labor market and economy continues to stabilize.

1. Should Intercity Transit maintain service levels in 2024 or consider new or expanded local transit services needed to serve the growing population?

- Continue to focus on the restoration of service to pre-COVID-19 levels.
- Proceed with the implementation of the Long-Range Plan recognizing that COVID-19, and in particular impacts to the labor market, has delayed our forward momentum.

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

- Continue to seek grant funds to deliver service between Thurston and Pierce Counties.
- If grant funds, or a partnership with Pierce Transit, are not available to support this service, the Authority should consider whether to pay for continued service between Thurston and Pierce County.

- Consider streamlining service to, but not within, Pierce County. This would eliminate duplicative regionally provided trips and eliminate Intercity Transit operating zero-fare service within Pierce County.
- Focus on priority movement for transit which promotes “passenger” or “people” through-put as opposed to “car” through-put.
- Continue to participate in regional transportation planning efforts.

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

- Proceed with the implementation of the Long-Range Plan recognizing COVID-19, and in particular impacts to the labor market, may continue to delay forward momentum.
- Promote strategies to remove barriers to utilize of our services.
- Recognize that while more than 90% of those that ride the bus do so within the three urban cities, that does not preclude the provision of enhanced services to Yelm.

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

- Pursue project planning and funding for bus rapid transit light and all associated projects.

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 priority 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 within the guidelines of public health and school district directives.
- Expand our creativity and coordination with school districts, youth and our community as a whole to teach skills for safe walking, biking and transit use.
- Partner with districts to identify any and all potential coordination opportunities.
- Continue to focus our programmed activities to areas within our PTBA.

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?

- Monitor and focus on improvements to the website, GovDelivery, and other customer communication tools.
- Continue to evaluate our Information Systems functions.
- Pursue enhancements to our fleet and systems management software to enhance efficiency and operations.
- Actively explore new and emerging technologies proven to increase efficiency, effectiveness, safety, cost-savings, enhance the customer experience and follow a pathway to better environmental outcomes.
- 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 as appropriate.
- Dependent upon public health directives, continue to promote strategies to remove barriers and increase ridership.
- Monitor the results of the Vanpool Five-Year Flat-Rate Fare Demonstration Project the Authority adopted in September 2021, and implemented January 1, 2022

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

- Continue to finalize design, pursue permitting and construct the Pattison Street Facility Rehabilitation and Expansion project.
- Continue to pursue grant funding to support our capital and operational needs.
- Explore, define and pursue funding for 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 park-and-ride facilities.
- 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 in the region, this plan urges caution in dedicating capital funds for additional park-and-ride facilities at this time.

- Encouraging the creation of HOV lanes, seek funding to support 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 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.
- Focus on obtaining grant funds to 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?

- Continue to implement our zero-fare demonstration program.
- 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 our mission to support an accessible, sustainable, livable, healthy and prosperous community.
- Track internal and external results associated with the zero-fare demonstration.
- While our focus has, from necessity, been altered by the COVID-19 public health crisis, we will continue to focus on removing barriers to accessing Intercity Transit services to increase ridership (when appropriate), 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.
- Monitor regional fare collection system replacement (ORCA) during the zero-fare demonstration project.
- Evaluate and promote system viability and user safety.

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

- Yes. Monitor and evaluate economic outcomes and how that might impact our finances.
- Implement service consistent with the long-range plan, continuing to closely monitor revenue collections, operational costs and capital programs.

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.
- Continue to find ways to be of more benefit to the community through our outreach programs.
- Market active transportation to youth and our senior population.

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?

- Dependent upon public health directives, 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.
- Pursue alternative fuels studies addressing vehicles and infrastructure.
- Participate in planning activities, as appropriate, and embrace regional efforts to develop and implement climate mitigation actions.

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, then serve areas within the existing PTBA which currently are not served.
- Consider annexation of new areas only if it doesn't negatively impact existing and promised services and only if representatives of these new areas can demonstrate a majority of support in the area to be annexed. Those representatives may then request the Authority take steps to hold an annexation election.

Section 3: Recommended Service Plan

SERVICE RECOMMENDATIONS

In November 2018, the Authority approved a Short- and Long-Range Plan identifying service principles and priorities for the future. COVID-19 has required the agency to pause our expansion plans. Intercity Transit has responded to the best of our ability during the public health crisis and kept our eye on restoration and the continuation of those long-range plans. Currently, the labor market continues to impact our ability to return to pre-COVID levels of service. Ongoing uncertainty in the labor market remains compounded by high inflation, the increased cost of fuel, instability related to supply and delivery and the possibility of a recession. Due to these factors specific timeframes related to restoration of services are difficult to identify. However, Intercity Transit's recently adopted Transit Development Plan forecast for years 2023 – 2028 reflects Intercity Transit's expectation to restore nearly all of fixed route and corresponding DAL service that was reduced or suspended during the pandemic. Beginning in 2025, Intercity Transit projects a transition from restoration of service to a state of positive growth and expansion.

Section 4: 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 the 2024 budget. The new 2024 draft CIP identifies \$156.24 million in capital projects estimated to take place over the duration of the 2024-2029 Strategic Plan. This includes specific projects such as:

- Lacey Transit Center Improvements
- Enterprise Resource Planning Software System
- Zero Emission – Hydrogen Demonstration Project Bus, Fueling Equipment and Facility Upgrades
- Vehicle Replacements following Intercity Transit’s Lifecycle Replacement Schedule for DAL, Vanpool, and Non-Revenue Vehicles
- Vehicle Telematics
- Amtrak Centennial Station Improvements

Section 5: Financial Plan

FINANCING THE STRATEGIC PLAN

The potential long-term economic realities related to COVID-19 and the current stress in the labor market, inflation and the threat of a recession, loom large in every conversation regarding funding. While our intent is to move forward cautiously, the goal of the 2024-2029 Strategic Plan is to implement capital improvements and a level of service which can be sustained for the foreseeable future. While Proposition 1 allowed for substantial growth in fixed-route service, the previously unprecedented growth rate in DAL will eventually challenge our ability to deliver both services. Studying our existing circumstances and monitoring our Long-Range DAL plan is essential.

Another significant expense is the possible procurement of a replacement Enterprise Resource Planning software system. Now that the agency-wide, resource intensive replacement of our computer automated dispatch, vehicle location, automated passenger counters, on-board announcement systems and new back-up radio system has been completed, this project has taken priority status.

The approval of Proposition 1 to increase local sales tax revenue in support of public transportation within the PTBA allowed us to improve the agency’s overall state of good repair related to both facilities and fleet vehicles. A large portion of the agency fleet that was beyond their expected life were replaced between 2018 and 2023. Additionally, expansion vehicles were secured to deliver, and support expanded Fixed-Route and DAL services promised to the community. The associated challenge was supporting the significant cost of a large number of vehicle purchases in a short period of time. The agency will face this challenge again when these new vehicles meet their replacement lifecycles. Our 2021 DAL order was postponed by the manufacturer pending significant supply chain disruptions and price increases due to the pandemic. The DAL build is now successfully underway with anticipated delivery by the end of 2023.

Another 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.

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-D
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Katie Cunningham, Procurement Coordinator, 360-705-5837

SUBJECT: Transit Center Security Services Contract Renewal

-
- 1) **The Issue:** Renew the transit center security services contract with PalAmerican Security, Inc. (PalAmerican) for an additional year.
-
- 2) **Recommended Action:** Authorize the General Manager to execute a contract amendment with PalAmerican to renew the contract for transit center security services for a period of one year in the amount of \$1,386,000.
-
- 3) **Policy:** The Procurement Policy states the Authority must approve any expenditure over \$100,000.
-
- 4) **Background:** In June 2022, PalAmerican was awarded Intercity Transit's contract for unarmed security services at Intercity Transit's facilities. The initial contract term was for a period of eighteen (18) months, with four one-year renewal options. This item represents the first one-year renewal.

Under this renewal effective January 1, 2024, PalAmerican will continue to provide daily unarmed security services at Intercity Transit facilities, including the Olympia Transit Center, Lacey Transit Center, Pattison campus including the leased Bobcat parking lot, and patrols of the Martin Way Park and Ride. Under this renewal, PalAmerican will provide approximately 3,260 hours of security services each month. The Olympia Transit Center will be staffed with two (2) security guards 24 hours per day, the Pattison Street Facility will be staffed with one (1) security guard 24 hours per day, the leased Bobcat parking lot will be staffed with one (1) security guard up to 19 hours per day, and the Lacey Transit Center will be staffed with one (1) security guard 17 hours per day on weekdays and sixteen 16 hours per day on weekends.

In accordance with the contract terms, the proposed renewal reflects a 5% rate increase. This rate increase is in alignment with the Seattle Consumer Price Index increase over the past year. Market research indicates the proposed renewal rates are fair and reasonable.

Based on PalAmerican's record of performance throughout the initial contract term, staff remains confident that the firm will continue to provide necessary services at our facilities with a professional and valuable presence and recommends that the contract is renewed.

5) **Alternatives:**

- A. Authorize the General Manager to execute a contract amendment with PalAmerican to renew the contract for transit center security services for a period of one year in the amount of \$1,386,000.
- B. Defer Action. This alternative may result in a lapse of security services and coverage at Intercity Transit facilities.

6) **Budget Notes:** This contract renewal falls with the 2024 budget allocation for security services.

7) **Goal Reference:** **Goal #2:** *"Provide outstanding customer service."* **Goal #3:** *"Maintain a safe and secure operating system."*

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

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-E
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Michael Maverick, Procurement Manager, 360-705-5877

SUBJECT: Update Procurement Competitive Thresholds

1) **The Issue:** Update Procurement Policy Competitive Thresholds to align with Federal Procurement Competitive Thresholds.

2) **Recommended Action:** Authorize the General Manager to revise the Procurement Policy DV-1705 competitive requirements to align with the Federal Procurement Micro-Purchase Threshold (currently \$10,000) and Simplified Acquisitions Threshold (currently \$250,000) and realign should those change.

3) **Policy:** The Procurement Policy states the Authority must approve any expenditure over \$100,000 regardless of the competitive threshold.

4) **Background:** When making a purchase, Intercity Transit strives to utilize existing contracts that have already satisfied competitive requirements such as Department of Enterprise Services (DES) Master Contracts, Cooperative Contracts, or other eligible governmental contracts through an interlocal agreement to better leverage our collective buying power and to expedite the acquisition. Otherwise, and consistent with our current Micro Purchase threshold set forth in Intercity Transit's Procurement Policy DV-1705, purchases may be made without competition up to \$3,500 and purchases more than \$3,500 and up to \$10,000 require informal competition by soliciting a minimum of three quotes. Policy DV-1705 further specifies that all other procurements more than \$10,000 require formal competition which typically takes 10-16 weeks depending upon the commodity, complexity, and a multitude of other factors.

To better cope with inflation and streamline government purchasing, the Federal Government periodically increases their micro-purchase and simplified competitive purchase thresholds. The last increase occurred on June 20, 2018 whereby the Micro-Purchase Threshold increased from \$3,500 to \$10,000 and the Simplified Acquisition threshold increased from \$100,000 to \$250,000 (See Office of Federal Financial Management Memorandum [M-18-18](#)). A recent survey of other Washington PTBA's reveals that Intercity Transit's micro-purchase and simplified purchase thresholds have lagged behind others (see Exhibit A).

Because Intercity Transit was recently redesignated as a large urban area (UZA) transit agency effective October 1, 2023, staff believe now is a fitting time to update and align our competitive thresholds with the Federal Government thresholds.

5) **Alternatives:**

- A. Authorize the General Manager to revise the Procurement Policy DV-1705 competitive requirements to align with the Federal Procurement Micro-Purchase Threshold (currently \$10,000) and Simplified Acquisitions Threshold (currently \$250,000) and realign should those change.
- B. Defer action and retain existing competitive thresholds as set forth in Procurement Policy DV-1705.

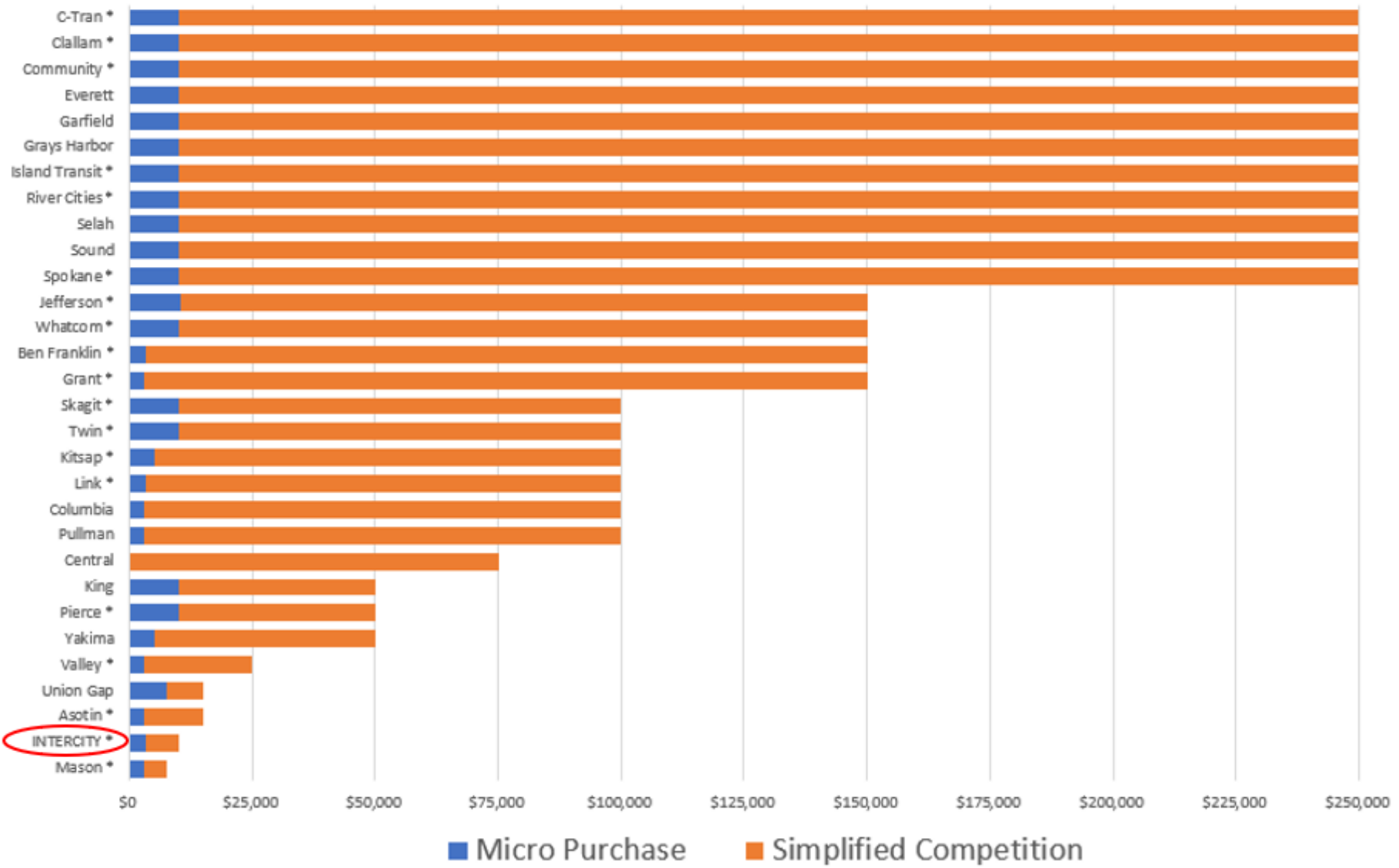
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- 6) **Budget Notes:** Increasing the competitive thresholds for Procurement won't have a direct budgetary impact but instead reduce the amount of labor that was previously required to conduct a formal competition as well as expedite the award of small and mid-size procurement contracts. Changes to DV-1705 would not impact the requirement of ITA approval to execute a contract once it reaches \$100K.

-
- 7) **Goal Reference:** **Goal #2:** *"Provide outstanding customer service."* **Goal #4:** *"Provide responsive transportation options within financial and staffing limitations."* **Goal #7:** *"Build partnerships to identify and implement innovative solutions that address mobility needs, access, and equity, as a service provider and as an employer."* **Goal #8:** *"Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations."*

-
- 8) **References:** Exhibit A.

EXHIBIT A
 TRANSIT PROCUREMENT THRESHOLDS

* denotes PTBA



INTERCITY TRANSIT AUTHORITY
AGENDA ITEM 4-F
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Emily Bergkamp, General Manager, 360-705-5889

SUBJECT: CAC Self-Assessment

1) **The Issue:** Review the results of the Community Advisory Committee self-assessment and discuss how the CAC interacts and advises the Authority.

2) **Recommended Action:** Discuss the results of the assessment and how the CAC interacts and advises the Authority.

3) **Policy Analysis:** Normally, the CAC conducts a self-assessment annually and presents the results to the Authority at the September joint meeting. Owing to a pause in CAC meetings in 2020 and the implementation of remote meetings, the last self-assessment was completed in 2019. As the CAC transitioned to hybrid meetings, the group made the decision to complete a self-assessment outside of the normal timeline to provide the group a benchmark assessment, with the goal to return to standard self-assessment timeline in 2024.

4) **Background:** In November, the Community Advisory Committee conducted a self-assessment and shared the results with the committee at their November 20 meeting, and now with the Authority at their December 6 meeting. Seventeen members were eligible to complete the assessment and eight members participated before the survey closed.

Discussion both at the CAC meeting and sharing the outcome with the ITA provides a perfect opportunity to discuss what is working well and what could work better.

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

6) **Budget Notes:** N/A.

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

8) **References:** 2023 CAC Self-Assessment Results.

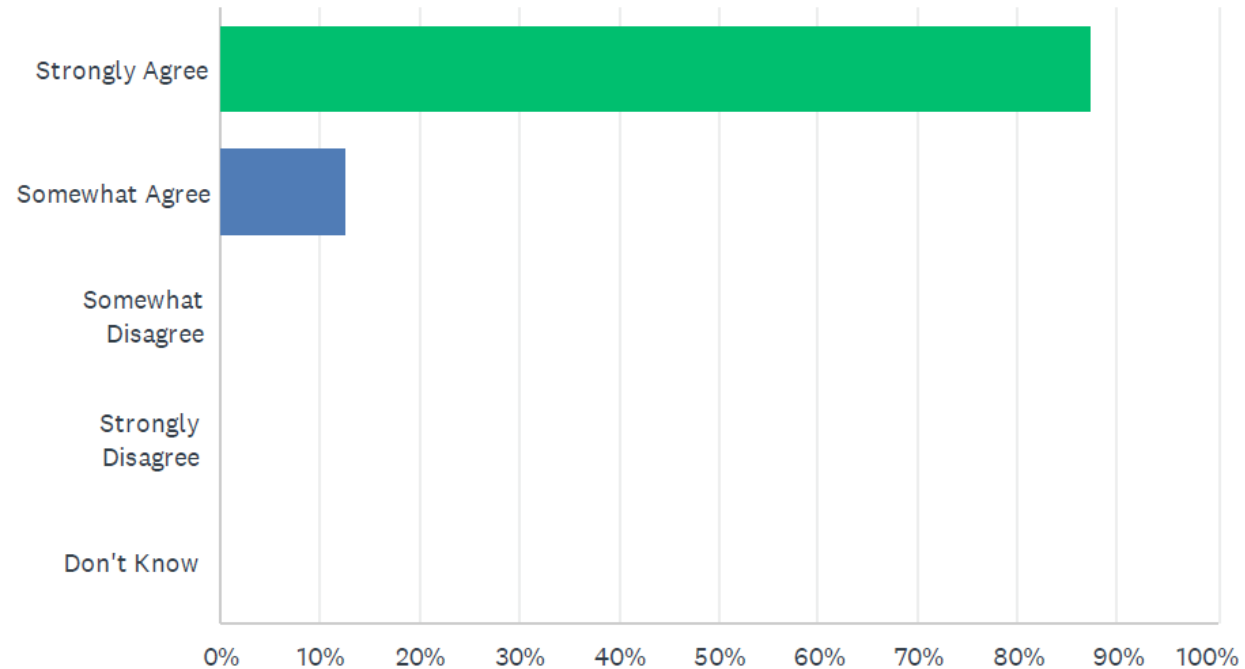
COMMUNITY ADVISORY COMMITTEE

SELF-ASSESSMENT RESULTS
NOVEMBER 20, 2023



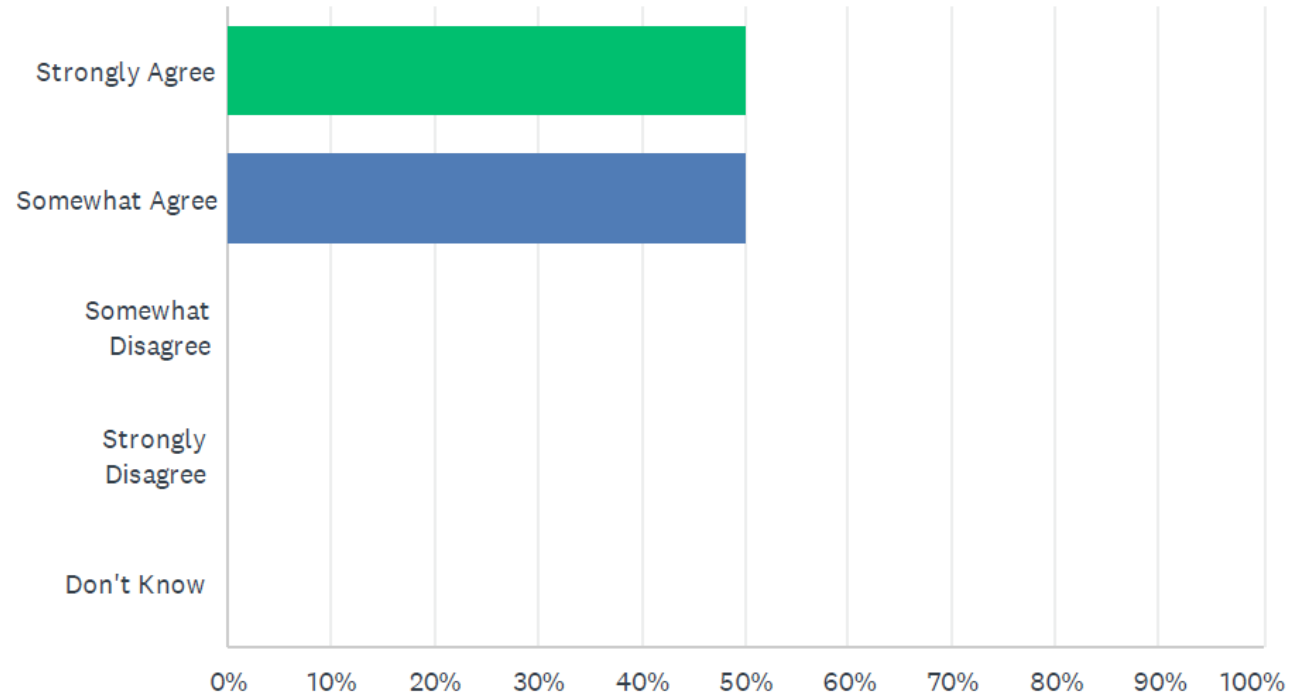
Q1: We remained faithful to our purpose.

Answered: 8 Skipped: 0



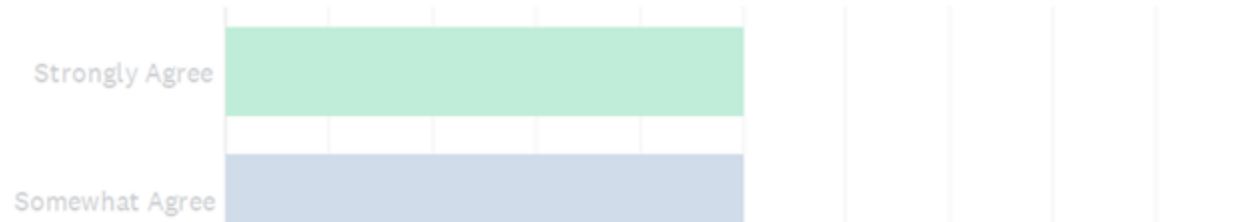
Q2: The Community Advisory Committee represents the community.

Answered: 8 Skipped: 0



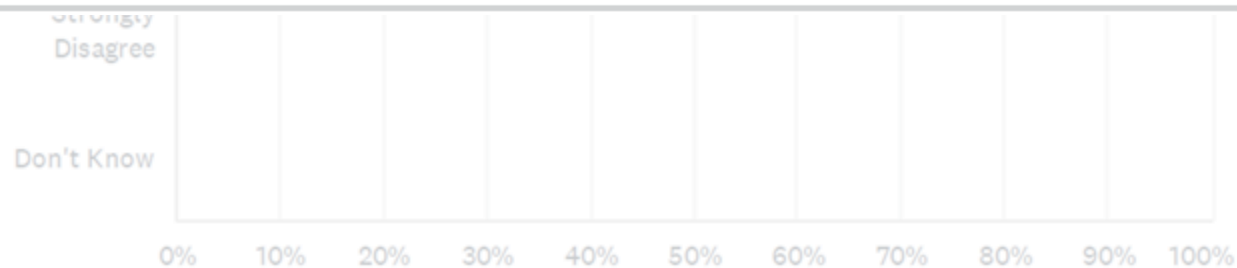
Q2: The Community Advisory Committee represents the community.

Answered: 8 Skipped: 0



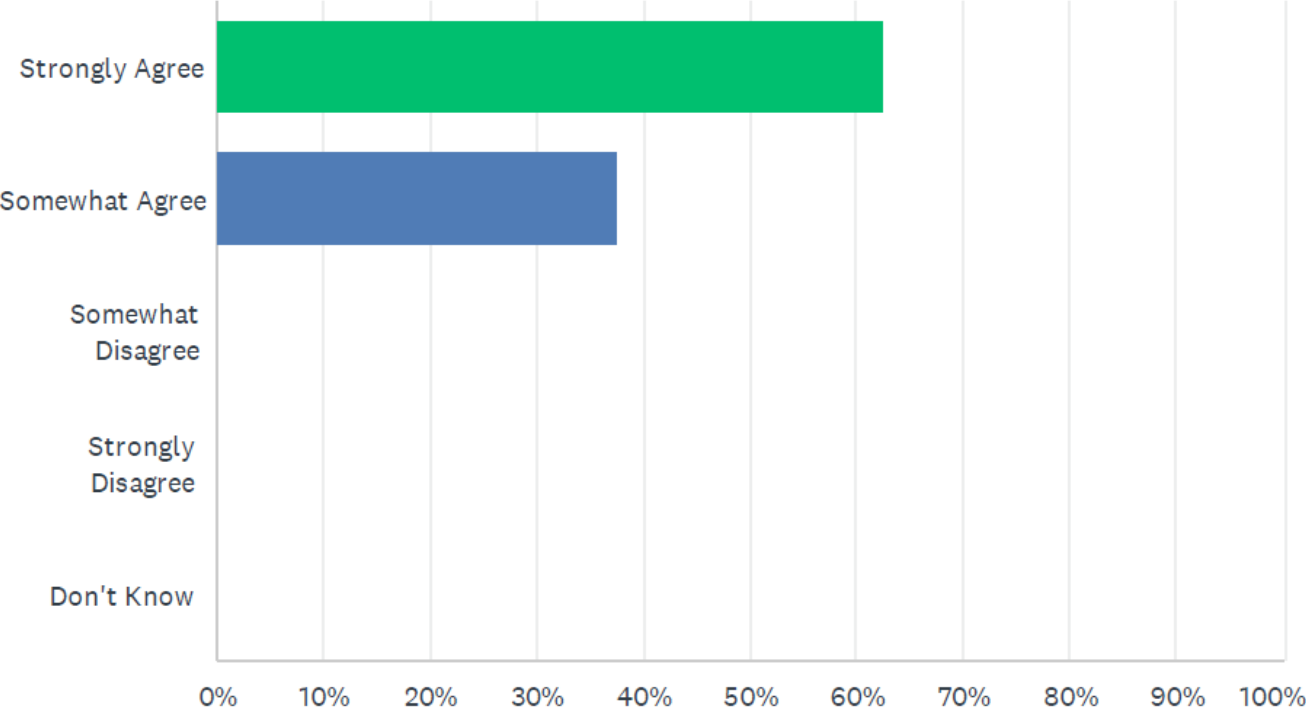
OTHER (PLEASE SPECIFY)

There seems to be an underrepresentation of adults as opposed to seniors. Granted such individuals hold jobs and have families, making it harder to commit to monthly attendance.



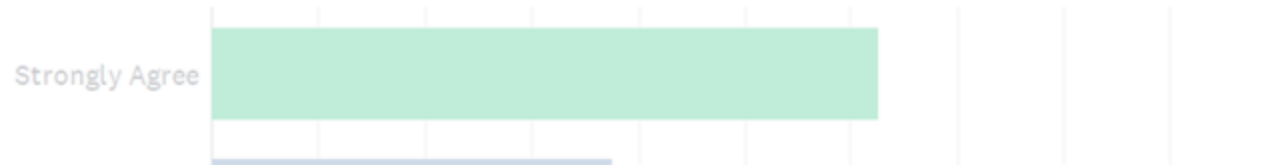
Q3: Intercity Transit and the community benefit from our input.

Answered: 8 Skipped: 0



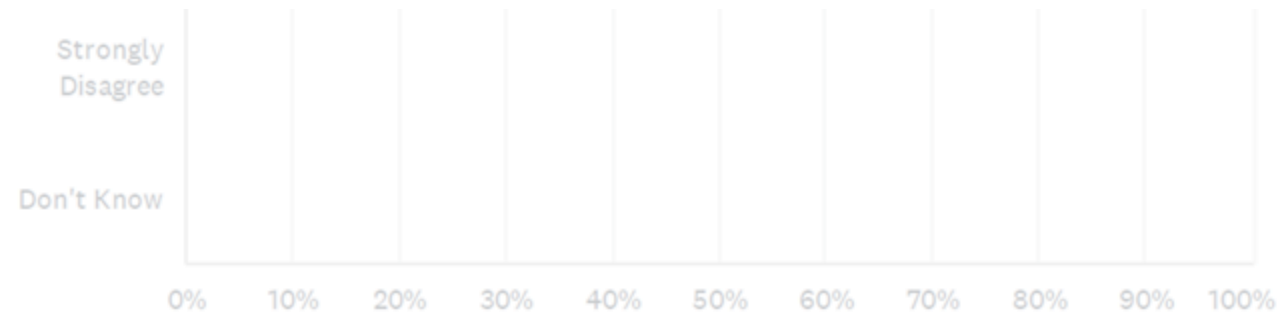
Q3: Intercity Transit and the community benefit from our input.

Answered: 8 Skipped: 0



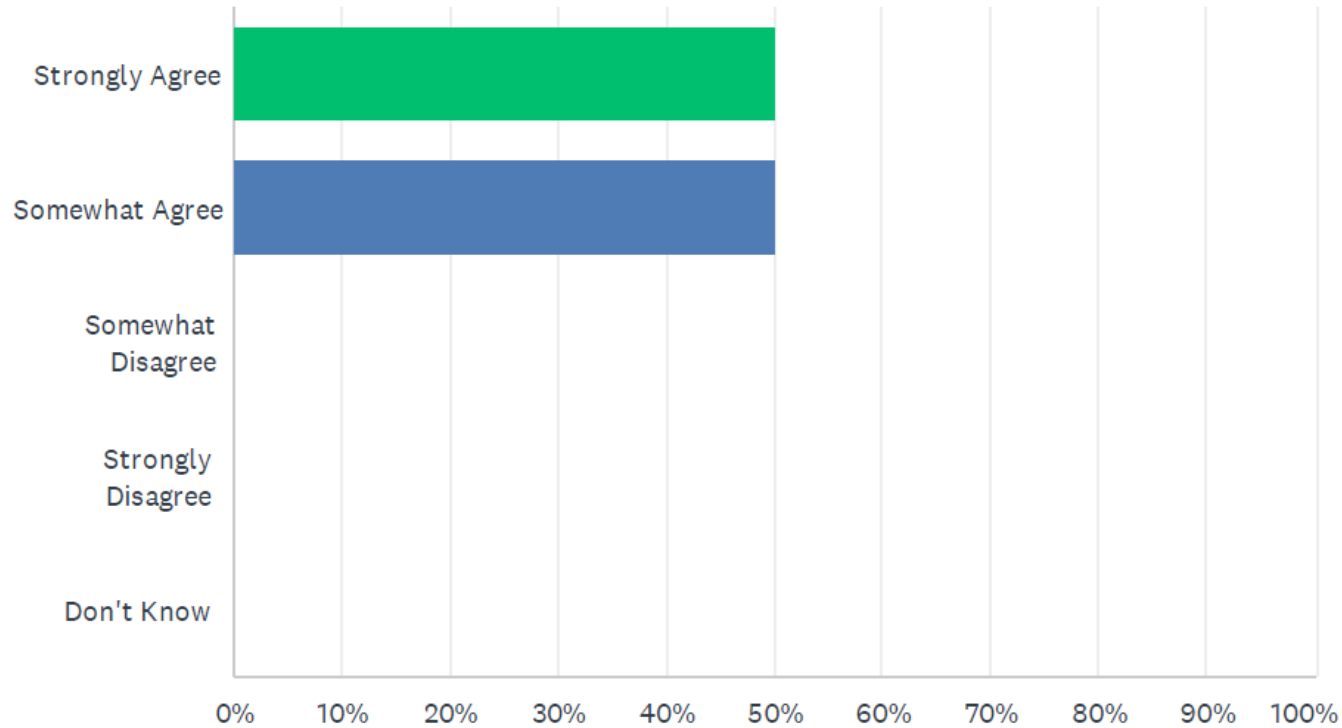
OTHER (PLEASE SPECIFY)

Just the fact that the committee, which is respected and acknowledged, exists at all reminds the Authority to keep the public informed.



Q4: We add value to the Transit Authority's decisions.

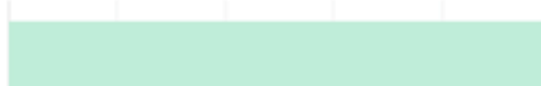
Answered: 8 Skipped: 0



Q4: We add value to the Transit Authority's decisions.

Answered: 8 Skipped: 0

Strongly Agree



OTHER (PLEASE SPECIFY)

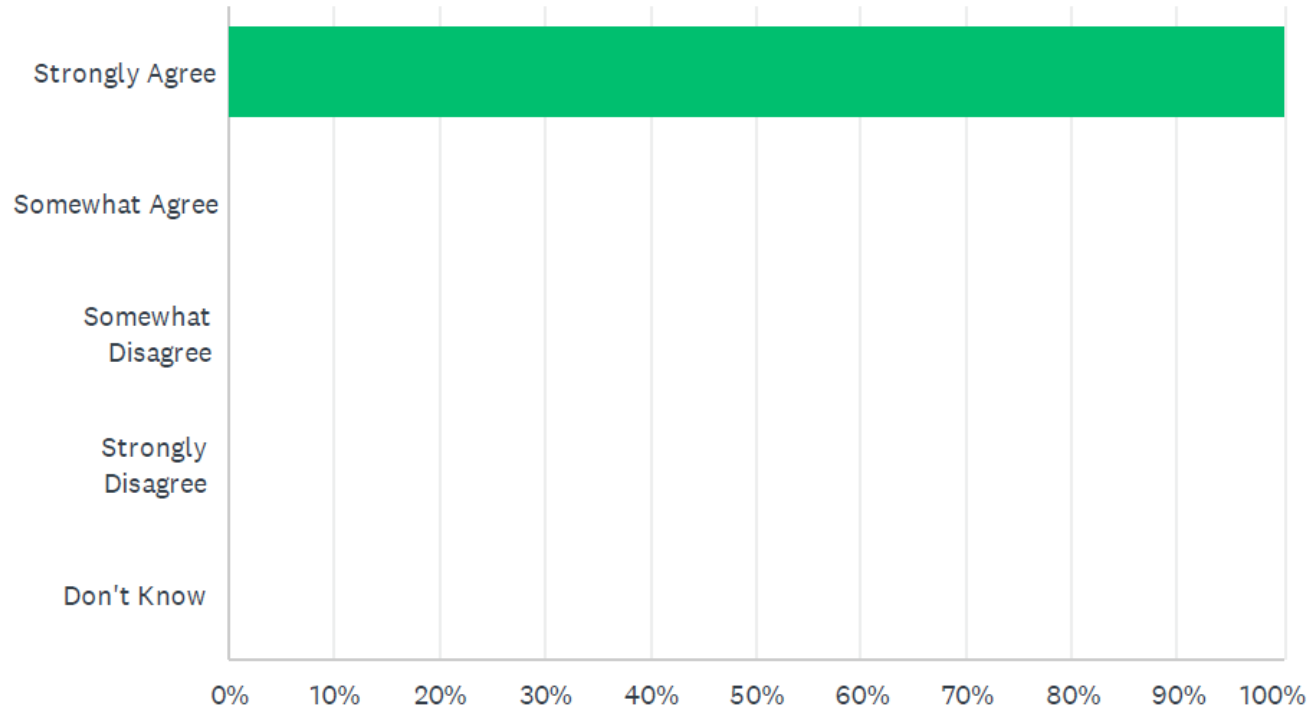
When ITA meets 48 hours after CAC, there is not enough time to process the input item by item. The assigned CAC member gives what they recall or choose to emphasize, which can fit in a short amount of time provided. But that information comes after the fact or at the end of the meeting.

We do add value, but the Transit Authority includes amazing public officials who are always looking out for the wellbeing of their constituents. After all, only a certain kind of person volunteers to benefit the transit system.



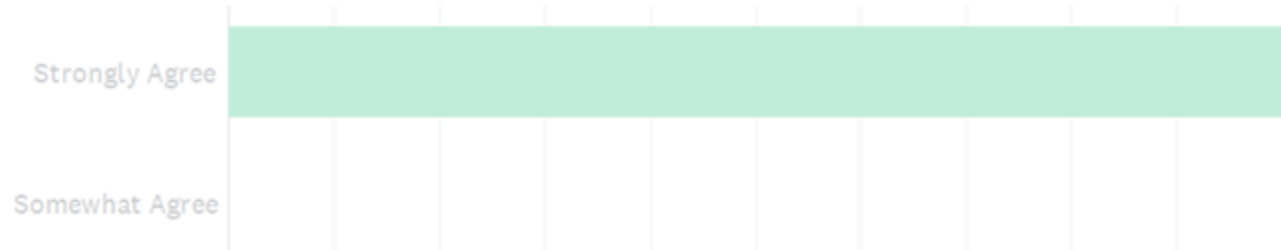
Q5: Our meetings are run well.

Answered: 8 Skipped: 0



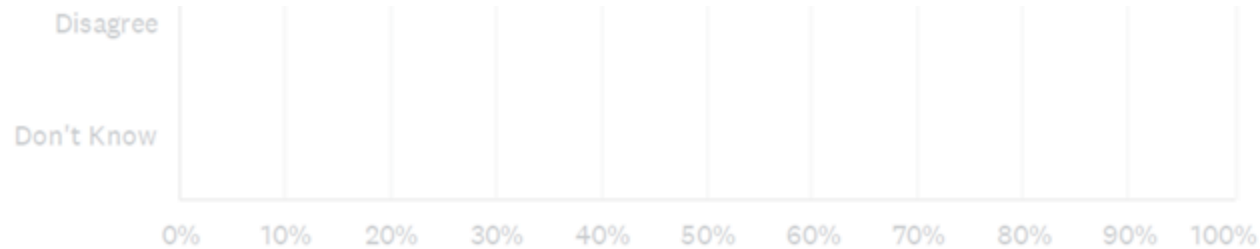
Q5: Our meetings are run well.

Answered: 8 Skipped: 0



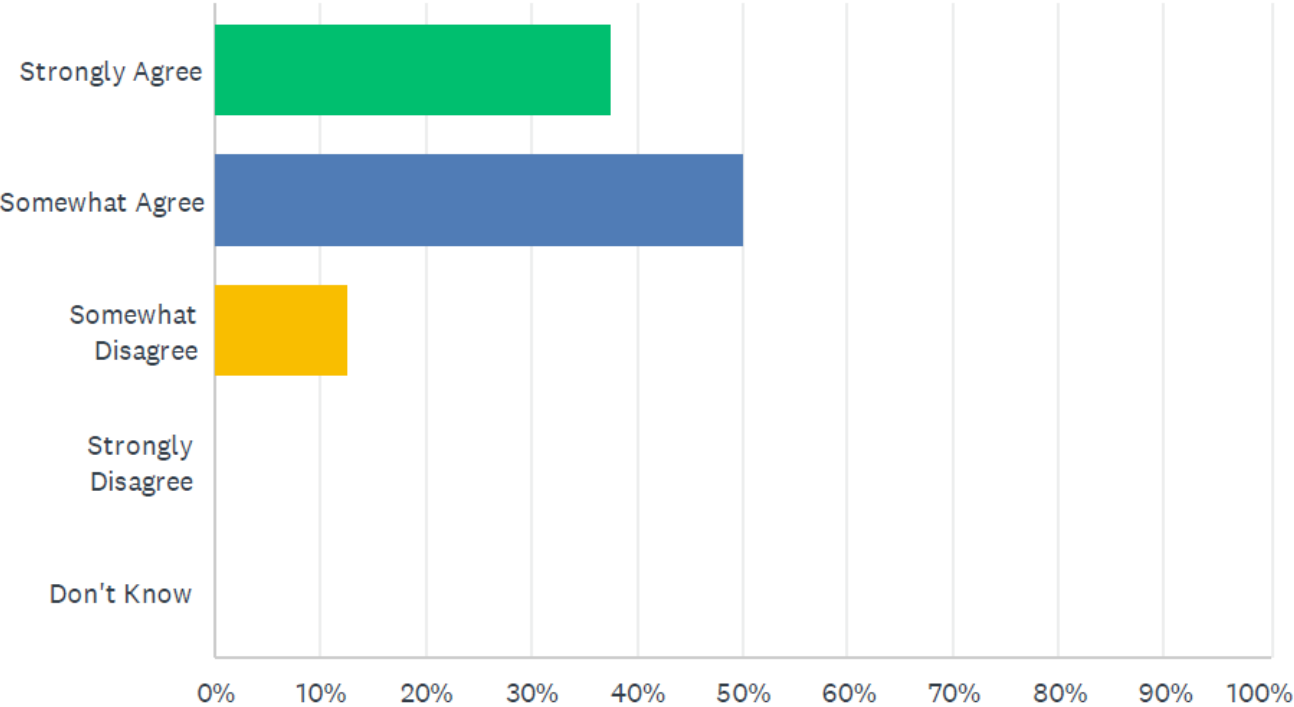
OTHER (PLEASE SPECIFY)

And they are full of information about our Transit System.



Q6: I feel satisfied with my participation level within the Community* Advisory Committee.

Answered: 8 Skipped: 0



Q6: I feel satisfied with my participation level within the Community* Advisory Committee.

Answered: 8 Skipped: 0



OTHER (PLEASE SPECIFY)

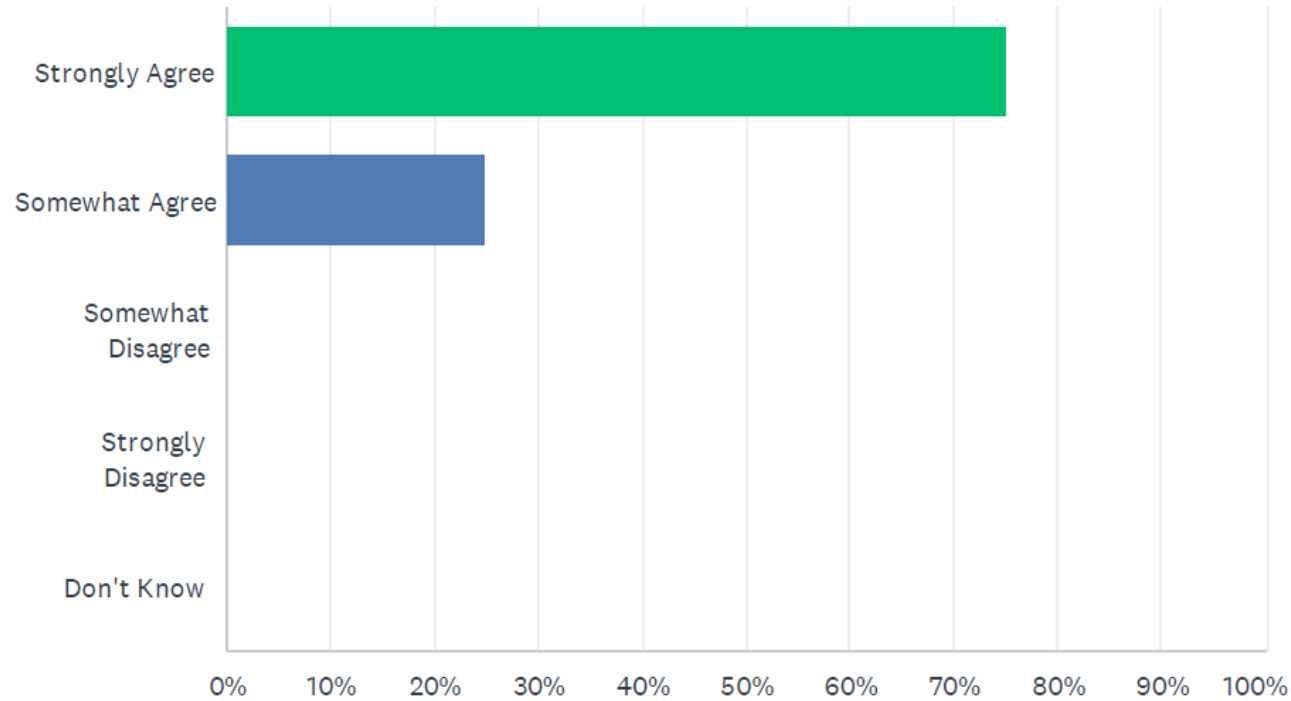
Question is old. It should say Community

I don't actually know many people who take the bus. Although I did recently hear a comment about how great the free buses are, not because of the free part but because of how it adds to the smooth running of the buses.



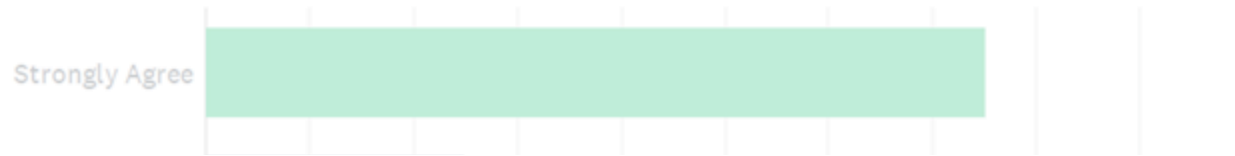
Q7: I am prepared for meetings.

Answered: 8 Skipped: 0



Q7: I am prepared for meetings.

Answered: 8 Skipped: 0



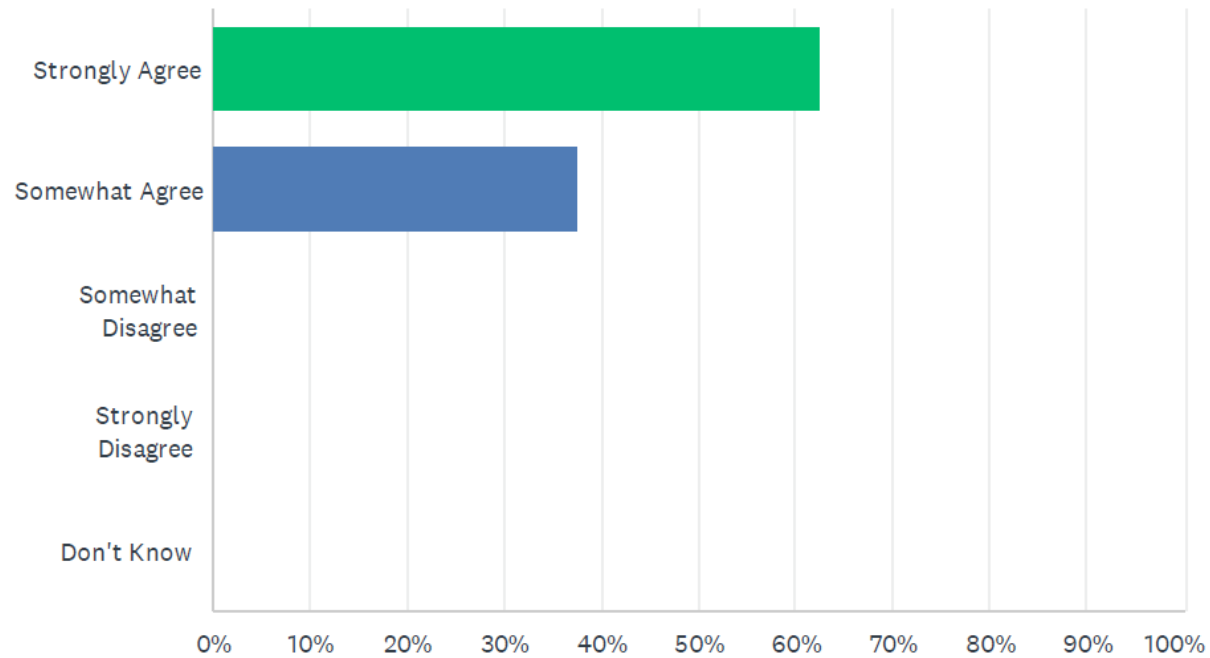
OTHER (PLEASE SPECIFY)

With the use of Power Point presentations, the material sent with the agenda gets skinnier. While this is more efficient than a full blown staff report, it also scales back what a CAC member can access ahead of each meeting. A delicate balance between maybe other or maybe too much information.



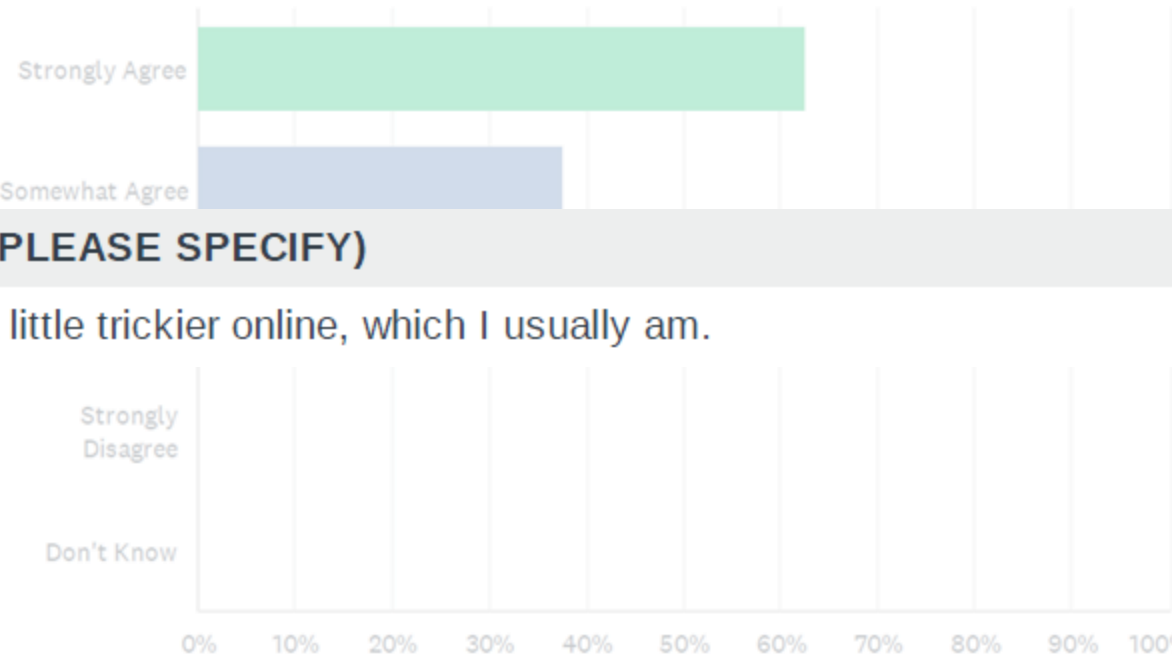
Q8: I feel comfortable contributing at meetings.

Answered: 8 Skipped: 0



Q8: I feel comfortable contributing at meetings.

Answered: 8 Skipped: 0



OTHER (PLEASE SPECIFY)

It's just a little trickier online, which I usually am.

Q9: Additional Comments

RESPONSES

At times I am not sure how use attending a presentation is beneficial though overall being a CAC member has been worth my time. I also appreciate the hybrid aspect now.

The size of the CAC may need to be revisited down to a more manageable size like 12 to 15. While the larger number is on the books, regular attendance is an issue. Probably more important is to increase member participation. It appears that just a few members provide verbal input and they tend to be repeat speakers. It would be healthier to have more evenly distributed feedback. A smaller CAC could achieve this more easily, although the concept might not be popular with the ITA

Enjoy being part of the CAC and glad that it feels like a family

We are blessed with an amazing community.

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-G
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Emily Bergkamp, General Manager, 360-705-5889

SUBJECT: Community Advisory Committee Appointments

1) **The Issue:** Consider recommendations of the ad-hoc selection committee for Community Advisory Committee appointments.

2) **Recommended Action:**

A. Appoint the following individuals to three-year terms beginning January 1, 2024: *David Payton, Selena Kilmoyer, Tony Mealy-Chapman, Robert Vanderpool Rachel Wilson, and JoAnn Scott.*

B. Appoint the following individuals to a one-year youth position beginning January 1, 2024: *John-Paul Fox Seidel and Avis Dealan-de.*

3) **Policy Analysis:** As per the Operating Principles, the Intercity Transit Authority appoints members to the Community Advisory Committee.

4) **Background:** At the direction of the Intercity Transit Authority, an ad-hoc committee formed to conduct interviews of applicants for the Community Advisory Committee. Interviews took place on November 1, 2022. The committee consisted of *Debbie Sullivan, Sue Pierce, Ty Flint, Clair Bourgeois, and Nicole Smit.* Upon conclusion of the interviews, the group discussed applicant qualifications, committee attributes and is bringing their recommendation forward to the Authority for consideration.

5) **Alternatives:**

A. Appoint the following individuals to three-year terms beginning January 1, 2024: *David Payton, Selena Kilmoyer, Tony Mealy-Chapman, Robert Vanderpool, Rachel Wilson, JoAnn Scott.* And appoint *John Paul Fox Seidel and Avis Dealan-de* to one-year youth positions beginning January 1, 2024.

B. Defer appointments.

C. Recommend staff conduct another recruitment.

6) **Budget Notes:** N/A.

7) **Goal References:** Appointment of new members to the CAC meets all Authority goals.

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

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-H
MEETING DATE: December 6, 2023

FOR: Intercity Transit Authority

FROM: Emily Bergkamp, General Manager, 705-5889

SUBJECT: Cancel December 20, 2023, Authority Meeting

1) **The Issue:** Whether to cancel the December 20, 2023, Authority meeting.

2) **Recommended Action:** Cancel the Wednesday, December 20, 2023, Authority meeting.

3) **Policy Analysis:** The Authority must take action to cancel a regularly scheduled meeting the first and third Wednesdays of the month. If canceled, the public must be notified by law; therefore, a public notice is provided to The Olympian.

4) **Background:** At this time, staff does not anticipate any agenda items scheduled for the December 20, 2023, meeting. Given the lack of agenda items, staff recommends canceling the meeting.

If approved, staff will provide appropriate legal notice to the public.

5) **Alternatives:**

- A. Cancel the December 20, 2023, Authority meeting.
- B. Maintain the schedule as it stands and meet on December 20, 2023.

6) **Budget Notes:** N/A.

7) **Goal Reference:** N/A.

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