AGENDA
INTERCITY TRANSIT AUTHORITY
August 21, 2019
5:30 P.M.

CALL TO ORDER

1)	**APPROVAL OF AGENDA**	**1 min.**

2) **INTRODUCTIONS** **15 min.**
  A. **Daniel Van Horn, IS Help Desk Technician** (Jason Aguero)
  B. **Zion Randall, Vehicle Detailer** (Jonathon Yee)
  C. **Victor Ellison, Operations Supervisor** (Cameron Crass)
  D. **Operators – Class 19-04** (Cameron Crass)
   Marcos Carranza; Jordan Williams; Sean Rothwell; Bill Moody; Ben Morrison;
   Ruben Heredia; Jimmy Hollingsworth; Meredith; Summer Mercier; Mark Kaylor;
   Somer Christensen; Kimberly Wiseman; Robert Jarvis; Jason Bryant; Eugene Blake;
   Gavin Kramer; Cristy Ely; Steve Batten

3) **PUBLIC COMMENT** **10 min.**
This is the place on the agenda where the public is invited to address the Authority on any issue. **The person speaking is asked to sign-in on the General Public Comment Form for submittal to the Clerk of the Board.** *Please include your first and last name, a mailing address or a phone number (in the event we need to contact you). When your name is called, step up to the podium and give your name for the audio record. If you are unable to utilize the podium, you will be provided a microphone at your seat.* **Citizens testifying are asked to limit testimony to three minutes.**

The Authority will not typically respond to your comments this same evening; however, they may ask some clarifying questions.

4) **NEW BUSINESS**
  A. **Stantec Master Plan & Emerging Technologies Presentation** **45 min.**
   (Steve Krueger)
  B. **Adoption of 2018 Annual Report/Transit Development Plan** **5 min.**
   (Rob LaFontaine)
  C. **Intercity Transit's Role in Emergency Management** **30 min.**
   (Emily Bergkamp)
  D. **APTA Sustainability Multimodal Planning Workshop Debrief** **15 min.**
   (Don Melnick)
  E. **Alternative Technology Recap** *(Jonathon Yee)* **5 min.**

5) **GENERAL MANAGER'S REPORT** **10 min.**

6) **AUTHORITY ISSUES** **10 min.**

7) **ADJOURNMENT**

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-A
MEETING DATE: August 21, 2019

FOR: **Intercity Transit Authority**

FROM: **Steve Krueger, 705-5833**

SUBJECT: **Stantec Master Plan and Emerging Technologies Presentation**

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1) **The Issue:** Intercity Transit's Architect (Stantec) will provide an overview of the Pattison Base Maintenance, Operations, and Administration (MOA) master planning effort that will include a discussion on emerging technologies.

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2) **Recommended Action:** For your information.

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3) **Policy:** Keep the Authority informed.

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4) **Background:** Stantec designed more than 150 transit facilities over the past 35 years. This last year, Stantec worked with Intercity Transit staff to understand our immediate and long-term programing needs before devising an updated master plan that contemplates emerging technologies. In their PowerPoint presentation, Stantec will describe their master planning process, how they applied what was learned, and how emerging technologies influenced the master planning effort.

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

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

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7) **Goal Reference:** **Goal # 1:** *"Assess the transportation needs of our community throughout the Public Transportation Benefit Area."* **Goal # 2:** *"Provide outstanding customer service."* **Goal # 3:** *"Maintain a safe and secure operating system."* **Goal #4:** *"Provide responsive transportation options within financial limitations."* **Goal #5:** *"Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community."* **Goal #6:** *"Encourage use of our services."* **Goal #7:** *"Build partnerships to address and jointly find solutions to the mobility needs and demands in our community."*

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

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-B
MEETING DATE: August 21, 2019

FOR: **Intercity Transit Authority**

FROM: **Rob LaFontaine, Planning Manager, 705-5832**

SUBJECT: **Adoption of the 2018 Annual Report & 2019-2024 Transit Development Plan**

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1) **The Issue:** The annual update of the system's Transit Development Plan (TDP) requires Authority adoption before submitting it to the Washington State Department of Transportation in accordance with RCW 35.58.2795.

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2) **Recommended Action:** Adopt the 2018 Annual Report and 2019–2024 Transit Development Plan, as presented.

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3) **Policy Analysis:** Washington State requires the local transit agency to prepare an annual report and to update the agency's six-year Transit Development Plan (TDP) annually. State law and Authority policy also provides an opportunity for the public to comment prior to adoption of the updated TDP. Accordingly, a public comment period was noticed and posted in a number of locations including the Intercity Transit website and *The Olympian* newspaper. A formal Public Hearing was properly noticed and held during the Transit Authority's August 7, 2019, regular meeting.

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4) **Background:** Under RCW Section 35.58.2795, the State requires each public transit system to submit the Report and Plan during September of each year. While this year's update is consistent with past procedural reviews, staff anticipates continued discussion over the next several months on elements needed to update the system's separate Strategic Plan, including budget considerations for 2020.

This year's update to the Transit Development Plan is intended to be consistent with State, regional, and local plans and capital programs as required by statute. Copies of the approved TDP will be distributed to WSDOT, local jurisdictions, and other appropriate organizations and businesses throughout Thurston County.

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5) **Alternatives:**
    A. Adopt plan as recommended by staff.
    B. Delay adoption to a later date. Any date past September would require notification to the State requesting additional time.

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

7)   **Goal Reference: Goal #1:** "*Assess the transportation needs of our community.*" This is achieved by providing clear and comprehensive information related to the transportation needs of our community.

8)   **References**: "Final Draft" of the Transit Development Plan as presented at the August 7, 2019, public hearing including minor corrections.

INTERCITY TRANSIT

2018 Annual Report
2019-2024 Transit Development Plan

Intercity Transit Authority:

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

Ann Freeman-Manzanares - General Manager

Intercity Transit Address & Phone:

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Intercity Transit complies with all federal requirements under Title VI, which prohibits discrimination on the basis of race, color, or national origin.
If you have any questions concerning this policy or practice please, contact: Intercity Transit, 526 Pattison SE, PO Box 659, Olympia, WA 98507 or by calling the agency's Title VI Officer at: 360-705-5885 or ephillips@intercitytransit.com

This document can be made available in other accessible formats. Please contact Customer Service: 360-786-1881 or outside Thurston County: 1-800-287-6348 TTY: 360-943-5211, Fax: 360-943-8760 or Customerservice@intercitytransit.com.

Table of Contents

Introduction

In accordance with RCW 35.58.2795, Intercity Transit has prepared and submitted this Annual Report for 2018 and a subsequent Transit Development Plan (TDP) for years 2019 through 2024. The purpose of the Annual Report is to summarize the major or significant events that affected delivery of transit services in the Thurston County Public Transportation Benefit Area (PTBA). Additionally, this document illustrates projected changes in local transit services in the next five years based on known facts and forecasted trends. Described in this plan are the methods and strategies proposed by Intercity Transit staff and endorsed by the Authority Board of Directors necessary to fulfill the provisions contained in our Mission and Vision statements.

Mission Statement
To provide and promote transportation choices that support an accessible, sustainable, livable, healthy and prosperous community.

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

Public Hearing
Public comment is encouraged with each annual update of the TDP. This year's public hearing was on Wednesday, Aug. 7, 2019, 5:30 PM, at the Transit Authority meeting, 526 Pattison St SE, Olympia, Wash. Following final Authority adoption, this Plan will be available at www.intercitytransit.com and distributed to the Washington State Department of Transportation, Washington State Transportation Improvement Board, Thurston Regional Planning Council, Thurston County, and cities of Lacey, Olympia, Tumwater, and Yelm.

Strategic Plan
This Transit Development Plan is a complementary document to a separate Strategic Plan that considers future service designs, capital facilities, equipment, agency policies, and other key business strategies. Intercity Transit involves the public, agency staff, our Community Advisory Committee (CAC), and Transit Authority in annually reviewing and updating our Strategic Plan in a similar but separate process. The Strategic Plan contains components of the TDP, but it provides the more in-depth analysis and discussions for developing the annual budget (2020) and provides guidance for the future direction of the agency.

Section 1: Organization, 2018

Intercity Transit is the business name for the Thurston County Public Transportation Benefit Area (PTBA) that was established in September 1980, as authorized by Washington State law, RCW 36.57A. A brief history of the agency follows.

Agency History

September 1980: Voters from Olympia, Lacey, Tumwater, and the surrounding urban area, approved collection of a local sales tax of 0.3% for the PTBA. On January 1, 1981, the PTBA Authority formally assumed control of local transit services previously operated through an intergovernmental agreement between the cities of Lacey, Olympia, and Tumwater.

May 1992: Further expansion of the Intercity Transit service area occurred and Thurston County voters outside of the urbanized area approved the 0.3% sales tax to support the expansion of the PTBA to include all of Thurston County. The expansion included several south county cities and towns as well as the rural areas of unincorporated Thurston County.

1995 – 1999: Local sales tax revenue slowed, which resulted in the gradual reduction of bus service as a way of balancing operating costs with available revenues. A local ballot measure that proposed a 0.2% increase in the transit sales tax necessary to preserve service as well as a modest expansion failed to pass in March 1999; the result was an 8% reduction in existing bus service. Moreover, the passage of statewide Initiative No. 695 in November 1999 removed Motor Vehicle Excise Tax (MVET) revenue for transit use.

2000 – 2002: The loss of MVET funding resulted in a 40% decrease in revenue and required a 42% service reduction in February 2000. In early 2002, a Public Transportation Improvement Conference was convened of the local jurisdictions in Thurston County; the Conference resulted in the establishment of the current service boundary, which contains the urbanized areas of Olympia, Lacey, Tumwater, and Yelm. In September 2002, voters within the new boundary approved a 0.3% increase to the local transit sales tax, raising the rate to 0.6%; the new rate took effect in January 2003.

2003 – 2005: Incremental service increases began over three phases. Both Phase 1 (February 2003) and Phase 2 (September 2004) included 15% increases in service hours. A new corporate logo, bus graphics, and uniforms were also introduced in 2004. During 2005, the focus shifted to rebuilding the fleet, updating operational software and systems, improving facilities, accessibility and shelters at bus stops, and completing market research and ridership studies.

2006 – 2007: A three-phase increase of service hours was implemented, exceeding 15% in expansion. A new circulator route called "Dash" began operating between the Capitol Campus and downtown Olympia. A fixed route Short- and Long-Range Service Plan was completed in 2006, and 26 expansion vanpools were acquired. The installation of a communications system with advanced digital radio, AVL tracking, stop announcements, and auto-passenger counters were completed in 2007 as well as a new multi-year service plan. A small increase in service hours was implemented as well as upgrades to the fleet, including 23 new buses (5 expansion), 3 Dial-A-Lift vans and 44 vanpools (27 expansion). Total system boardings in 2007 increased 12% above 2006. Intercity Transit completed a state-funded Trip Reduction program with state offices in Tumwater. Outreach efforts engaged over 1,000 participants in the annual Bicycle Commuter Contest and a new education program, "Smart Moves," for middle and high school students was launched.

2008 – 2009: An 11% increase in service hours brought new local service enhancements and introduced 15-minute service on major corridors. Expansion of the Martin Way Park & Ride Lot (Lacey) began and installation of on-board security cameras for the fleet was completed. System-wide ridership rose to new records, exceeding 5.1 million boardings in 2008 as fuel prices nationwide climbed to an average $3.50 per gallon. Intercity Transit received two national awards in 2009: APTA's "Outstanding Public Transportation System" for medium-sized systems, and FTA's "Success in Enhancing Transit Ridership." The Martin Way P&R expansion was completed (138 to 319 stalls) as well as major market research and ridership studies. During this time, a master site plan for the expansion of the operations base, as well as an updated plan for the Olympia Transit Center (OTC) expansion were completed. Grants were received to construct a 300-stall Park &Ride lot at the Thurston County Waste and Recovery Center, and a Safe Routes to Schools-funded program for bicycling youth was introduced at several local schools. The base fare was increased from $.75 to $1.00 during this time period.

2010 – 2011: In 2010, the agency acquired six new hybrid-electric replacement buses. Local voters also approved a 0.2% increase in local transit sales tax, raising the rate to 0.8%. A discounted bus pass pilot program began intending to help local non-profit and human-service agencies with their clients' transportation needs. Commute Trip Reduction (CTR) law changes significantly increased the number of affected worksites in Thurston County, and Intercity Transit celebrated its 30th anniversary in 2011. The agency was selected by the Federal Transit Administration (FTA) to receive ISO 14001-certified Environmental and Sustainability Management System (ESMS) training, which resulted in a new ESMS program. Major capital facility projects for the Olympia Transit Center (OTC), Operations Base, as well as the Hawks Prairie P&R Lot were continued. A Dial-a-Lift (paratransit) client survey was completed and the agency hit a record 5.3

million boardings, including fixed route ridership of 4.5 million. An online trip planner, as well as a regional application for "next bus" information were implemented.

2012: Intercity Transit became the first transit system in the country to be awarded "Gold Level" APTA Sustainability Commitment status. Innovative programs were continued, including Smart Moves youth outreach and Bike PARTners, a program that supports healthy commutes to schools. The Bicycle Commuter Contest celebrated its 25th anniversary, and passenger fare increased 25% on fixed route service (for adults) and 10% increase on vanpool fares. The discounted pass program, which began in 2010, was approved for future years; however, new federal legislation under MAP-21 removed important discretionary funding for buses and bus facilities.

2013: The Authority Board selected a new General Manager (Ann Freeman-Manzanares), and local base fare increased from $1.00 to $1.25. The new 332-stall Hawks Prairie Park & Ride Lot officially opened in NE Lacey and received the American Public Works Association "Project of the Year" for Washington state. The agency earned ISO 14001 Certification for Sustainability and Environmental practices. At the time, IT was one of only nine transit systems in the country to have received the award. Two grant-funded demonstration Express routes were implemented to offer commuter service between Tumwater/Lakewood as well as limited Sound Transit peak service between Olympia/Seattle.

2014: A new youth outreach program called 'Walk N Roll' along with Bike PARTners continued to grow and was present in every school district within the service area. Computer servers were relocated to a state agency in Olympia as part of a technology enhancement project, which significantly reduced safety issues and on-site remodeling needs. Intercity Transit received the Thurston County Chamber of Commerce "Green Business of the Year Award," and ridership growth began to stabilize — recording a modest 1% annual increase in fixed route ridership. This became the agency's third-highest ridership year.

2015: The 'Walk N Roll' program continued to grow; four bus shelters were installed, and 30 bus stops received ADA enhancements. Travel Trainers assisted 72 individuals, coaching them to use bus service safely and confidently, and Intercity Transit was awarded the first-ever statewide Grand Champion honor in State Public Transportation Roadeo competition.

2016-2017: In partnership with the City of Tumwater, Intercity Transit received a regional grant to improve pedestrian accessibility and safety at the Tumwater Square transfer station. In 2016, the 29th annual Bicycle Commuter Contest, sponsored by

Intercity Transit, set a record of over 107,990 miles traveled by 1,853 registrants and 112 teams—an estimated 54 tons of CO_2 prevention. IT's sustainability program was recertified and met the ISO 14001 – 2015 Standards, remaining one of a few public transit systems in the country to do so.

2018: A significant public outreach effort, labeled the "Intercity Transit Road Trip," was completed; results of the outreach were included in the completion of a Short- and Long-Range Plan. Short-range elements of the Plan, which included several route restructures and timepoint changes were implemented on Sept. 23, while the long-range elements of the Plan were adopted by the Transit Authority Board in November. This followed the successful passage of a voter initiative to increase the local transit sales tax 0.4% to a total of 1.2%.

Section 2: Facilities, 2018

Intercity Transit owns several facilities:

- Olympia Transit Center (OTC)
- Lacey Transit Center (LTC)
- Centennial [Amtrak] Station (Thurston County)
- Main base facility (526 Pattison Street SE, Olympia)

All maintenance, administration, and dispatch functions are performed from the Pattison Base. In 2005, Intercity Transit purchased property adjacent to the Pattison Base with the intent of expanding the facility to better accommodate agency growth. In 2012, nearby office space was leased to provide necessary workspace relief. In 2017, the expansion project began with final design and replacement of existing underground fuel storage tanks. Intercity Transit has received State/Federal funding for elements of the project but continues to seek funding for the remaining estimated amount.

Section 3: Service Description, 2018

During 2018, Intercity Transit provided a variety of transportation services benefiting the residents and visitors of Thurston County (See Appendix B for service area map):

Fixed Route Service

A significant restructuring of service occurred in September 2018 which reduced the total number of routes from 25 to 21. Hours of service on weekdays were generally 5:40 a.m. to 11:55 p.m.; Saturdays, generally 8:15 a.m. to 11:55 p.m.; and Sundays between 8:30 a.m. and 9:00 p.m. No service was provided on three national holidays (New Year's Day, Thanksgiving, and Christmas).

- **Fares:** 9.8% of operating expenses for Local service were recovered through fare collection, and 6.7% for Express service was recovered (See fare table, below).
- **Total Boardings:** In 2018, Intercity Transit recorded 3,763,430 fixed route boardings, which is a decrease of 4.1% from 2017 boardings.

ADA Complementary Paratransit Service

"Dial-A-Lift" is the brand name of Intercity Transit's complementary ADA Paratransit program, which provides door-to-door service for people with eligible limitations that prevent reasonable access to the fixed route bus service. Dial-A-Lift hours of operation reflect all fixed route service — which includes no service on three national holidays.

- **Fares:** Recovered about 1.7% of operating costs.
- **Total Boardings:** 186,891, an increase of 6.4% above 2017.

2018 Fare Structure for Fixed Route and Dial-A-Lift Service

Local Service					Express Service	
Fixed Route	**Per Ride**	**Daily Pass**	**Monthly Pass**		**Olympia/Tacoma Per Ride**	**Monthly Pass**
Regular Adult	$1.25	$2.50	$36.00		$3.00	$90.00
Youth (6-17 yrs.) [5 & under free]	$1.25	$2.50	$15.00		$3.00	$90.00
Reduced*	$0.50	$1.00	$15.00		$1.25	$37.50
Dial-A-Lift Reduced*	$1.00	$2.00	$36.00 $15.00*		N/A	N/A

* Reduced Fare Permit required. Eligibility based on age, disability, or possession of a Medicare card.

Vanpool Services Operation

At the end of 2018, there were 180 Intercity Transit commuter vanpools in operation throughout the Puget Sound region; an increase of 1 compared to the year prior. Intercity Transit staff promote the vanpool program to employers and individuals as well as facilitate group formation and provide defensive driver training. Vanpool groups lease the vehicles on a monthly mileage basis and operate the vehicles independent of other Intercity Transit services; vans are generally in service weekdays, from 5 a.m. to 6:30 p.m.

- **Fares:** 63.3% of the operating costs were recovered in 2018.
- **Total Boardings:** 520,843 trips were recorded in 2018, which was a decrease of 5.3% from 2017.
- **Ridematching:** Intercity Transit is a member of the Washington/Oregon Rideshare network that provides a computerized database of individuals interested in carpooling and vanpooling. Rideshare online is a free service to the user that was established in 1997. The service enables commuters to make contacts throughout the region either through a toll-free call, over the internet, or with a local transit system.

Village Vans

In 2002, Intercity Transit began a new grant-funded service to operate four vans intended to help meet work-related transportation challenges for low-income families. In 2018, the program provided employment support transportation totaling 4,016 rides, which was a decrease of 18% compared to 2017. The program allows vans to be driven by eligible job-seekers participating in the Customized Job Skills Training Program, volunteering a total of 3,481 hours in 2018. During 2018, 24 volunteer drivers secured employment, as did dozens of passengers. Village Vans is an innovative program that includes representatives from the Departments of Employment Security, Social and Health Services, South Puget Sound Community College, WorkSource Thurston County, Pacific Mountain Workforce Development Council, and other local service agencies whose programs are intended to help job-seekers or low-income families.

Section 4: Service Connections, 2018

In 2018, Intercity Transit provided connections with five other public transit operators, two rural regional service providers, as well as Greyhound and Amtrak service:

- **Grays Harbor Transit:** Service between Aberdeen and Olympia's Capital Mall, Greyhound terminal, and the Olympia Transit Center.
- **Mason Transit Authority:** Service connections between Shelton and Olympia's Capital Mall and Olympia Transit Center.
- **Pierce Transit (PT):** IT's Express service connects with PT's local service in Lakewood (Lakewood Station and SR 512 P&R Lot) and Tacoma (connections at the Tacoma Dome Station, Tacoma Mall, and at numerous stops in downtown Tacoma.
- **Sound Transit (ST):** In 2018, IT's Express routes connected with ST service in Lakewood (Lakewood Station and SR 512 P&R Lot), Tacoma Dome Station, and downtown Tacoma. From these locations, riders can transfer to ST buses that travel to Seattle and Sea-Tac Airport or to Sounder passenger rail to stations between Lakewood and Seattle.
- **AMTRAK:** Intercity Transit Routes 64 and 94 provide half-hour peak and hourly off-peak service 7 days a week to the Olympia-Lacey Centennial Station, which offers access to 10 passenger rail trips each day.
- **Greyhound:** Four local Intercity Transit routes provide service within a block of the downtown Olympia Greyhound terminal.
- **Rural Transportation (R/T):** This transportation system, which is funded by a WSDOT grant, provides limited service throughout southern Thurston County. R/T buses connect with IT routes in a number of locations, including Tumwater Square.
- **Park & Ride Lots (P&R):** Fixed route service is available at two park & ride lots:
  - Martin Way P&R (Local & Express)
  - Hawks Prairie P&R (Express) [*NOTE: Fixed route service ended Sept. 21, 2018*]
  - Centennial [Amtrak] rail station (Local)
- **Educational Facilities**: Fixed route service is available to many public and private schools throughout the service district. Of four school districts that exist within Intercity Transit's service area, 43 of the 50 public schools are served by local transit routes. A number of the routes maintain schedules that coincide with the school's opening and closing hours of operation. Intercity Transit provides service to the Olympia and Lacey campuses of South Puget Sound Community College and The Evergreen State College. The colleges participate in local Commute Trip Reduction incentives and have transit pass programs for

students, faculty, and staff. Service is also available to Saint Martin's University, which also has a student pass program for undergraduates.

Section 5: Activities, 2018

Fixed route ridership recorded 3.8 million boardings, which is a decrease of 4.1% from the year prior; Vanpool also recorded a 5.3% decrease. Dial-a-Lift, however, recorded a 6.4% increase in trips. Total system boardings were 4.48 million, which is a 4% decrease when compared to 2017.

Significant agency activity during the year continued with ongoing capital facility project reviews and work on environmental sustainability goals. The effort to limit agency use of non-renewable resources, reducing waste and pollution, promoting public stewardship, and protecting the natural environment as much as possible has been incorporated into training of all Intercity Transit staff. This year, Intercity Transit recertified the Environmental and Sustainability Management System to meet the ISO 14001:2015 Standards. Intercity Transit continues to be one of a few agencies in the nation with this certification.

Capital projects involved the continuing effort to accommodate needed growth with retrofitting of the Olympia Transit Center and on-going efforts to secure additional funds for at the development of the Pattison Street operations base. Highlights of other agency efforts during the year included:

- **New Fleet Vehicles:** Vanpool – acquired 24 replacement vehicles.
- **Transit Service:** Service hours increased (1.2%) with the extension of Routes 42, 45, 47, and 62a.
- **New Shelters and Amenities:** Eight shelters were retrofitted with interior solar lighting. Accessibility improvements were added to 53 existing bus stops, which included four through private developer improvements, three through local road improvements, and two through sidewalk projects.
- **Service Planning:** Intercity Transit is one of a number of local agencies involved in reviewing local land use permitting requests. Staff works with local community development and public works departments, planning commissions, as well as public and private developers to include access to public transportation through effective land use planning and urban design. During 2018, staff received and reviewed development notices and commented on several applications requesting specific transit amenities, including a new bus stop, shelter, or improved ADA access to an existing stop. There remains on-going participation with local jurisdictions' on-road improvement projects, including regional projects for I-5 (JBLM, various interchanges) and SR 101. The "Smart Corridor" transit signal priority demonstration project is also ongoing, with testing of six intersections.

- **Village Vans:** Village Vans service began in 2002, helping meet work-related transportation challenges for individuals of low incomes who are seeking or sustaining employment. The focus of the program is to assist in transitioning these individuals from public assistance to financial independence where transportation is a common barrier. Village Vans operates with four vans, which provided 2,316 trips in 2018 and traveled 32,720 miles. Twenty-four eligible drivers volunteered 3,481 hours to provide this service as they participated in the Customized Job Skills Training program. Most volunteer drivers are seeking employment as they gain skills and experience in the transit industry. Eighteen of 24 volunteers were successfully employed in 2018. The participating passengers and volunteer drivers are frequently referred to Village Vans from community partners such as Pacific Mountain WorkForce Development Council, DSHS, Department of Vocational Rehab, and South Puget Sound Community College.
- **Vanpool Program:** Groups increased from 177 in 2017 to 180. The 520,843 passenger trips recorded during 2018 was a decrease of 5.3% from the previous year. Vans operate throughout a five-county region with certified and trained volunteer drivers and remove hundreds of vehicles from congested roadways each weekday.
- **Innovative Programs:** Intercity Transit continued the growth of its "Walk N Roll" youth education program throughout the year, reaching an estimated 8,495 youth and families in 21 schools. This was done through 13 field trips by bus, eight classroom presentations on public and active transportation, and 65 special events including, "Bike and Walk to School Days." The program also included after-school Earn-A-Bike classes where students received 8 hours of bike maintenance and safe riding instruction. Seventy-four students completed the class and earned a functional bike, helmet, lock, and lights. Volunteers contributed a total of 1,227 hours rebuilding bikes and assisting with classes.

Intercity Transit continues to provide online trip planning for fixed route service and participation in regional smart phone applications using "One Bus Away" for real-time bus arrival information and trip planning. The Travel Training and Bus Buddy program also work with individuals to transition from paratransit service to fixed route, or assist people with becoming comfortable riding a bus independently.

Section 6: Proposed Action Strategies, 2019-2024

The Washington State Department of Transportation (WSDOT) requires transit agencies report how they are accomplishing the state's public transportation objectives as identified in Transportation System Policy Goals (RCW 47.04.280).

1. ECONOMIC VITALITY
To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.

2018 Activities
- Invested in public transportation that had a significant multiplier effect in creating jobs, personal wealth, and tax revenues.
- Provided reliable transportation and connections to employers and commercial shopping centers.
- Provided living-wage jobs and encouraged local spending.
- Supported local business by purchasing many goods and services from within the community and region.

2019-2024 Action Strategies
- Assess the fixed route system for ways to improve on-time performance and general reliability.
- Identify changes to the fixed route system to reduce total travel time between origins and destinations.
- Explore expanded service to new commercial and residential developments.

2. PRESERVATION
To maintain, preserve and extend the life and utility of prior investments in existing transportation systems and services.

2018 Activities
- Provided regular and reliable bus service in and around the cities of Olympia, Tumwater, Lacey, and Yelm.
- Programmed funds continued for facility repairs at the central base as well as maintenance of all transit centers.
- Vanpool program had 24 vehicle replacements, bringing the fleet total to 234 vans in service.
- Installed new underground fuel tanks and completed an expansion of vehicle parking at the Pattison Base facility.

- Continued master planning for expansion of the Olympia Transit Center for fixed route service and an interstate private carrier (Greyhound).
- Maintained a WSDOT Regional Mobility Grant for service enhancements of Express bus service on I-5 between Thurston and Pierce counties; this includes weekday service between Olympia and Tacoma.

2019-2024 Action Strategies
- Use existing resources and eligible grants to maintain the same level of service.
- Continue to participate in eligible grant programs to replace aging fleet vehicles and maintain adequate depth and spare ratio.
- Continue to work on capital facility projects including the expansion and remodel of the Pattison Maintenance and Operations Base in Olympia.
- Complete an expansion of the Olympia Transit Center to better serve the community as a transportation hub, including accommodating Greyhound service.
- Implement the fixed route Short- and Long-Range Plan; PTBA residents approved a 0.4% sales tax initiative to maintain and improve Intercity Transit service and infrastructure.

3. SAFETY
To provide for and improve the safety and security of transportation customers and the transportation system.

2018 Activities
- Safety continues to be the system's top priority. An internal Safety Committee meets monthly and confers on major events. The Committee reviews monthly safety reports, maintains ongoing safety records, and makes recommendations to the General Manager on issues involving employee and customer safety.
- Maintained an outreach program to local schools for "Bike and Walk to School Days." Other sponsored programs included classes where students received a recycled bike and learn maintenance and traffic skills as well as PE classes where students learn how to walk and bike to stay healthy and safe.
- Provided regular and ongoing training of Operations and Maintenance staff as well as other agency support staff.
- Participated in local and regional efforts to increase safety and improve security components within the service district and improve coordination between agencies, particularly with local emergency services.
- Continued participation in the regional coordination of the Puget Sound Transportation Recovery Plan for major disruptions to vital transportation facilities and links at both the local and regional level.
- Responded to numerous customer comments, suggestions, and complaints.

- Improved several bus stops for accessibility and lighting.

2019-2024 Action Strategies
- The agency will continue to review and develop programs for agency staff intended to improve safety and security.
- Continue to work and make improvements with other public agencies and school districts regarding safety and emergency response on both local and regional level.
- Provide training to ensure understanding and integration of National Incident Management System, All Hazards Emergency Response Plan, and Continuity of an Operations Plan. Implement priorities in Hazards Mitigation Plan. Continue to acquire and implement modifications to facilities and vehicles to increase safety and security for customers and employees.
- Replace aging office equipment and continue to invest in adequate network security protections.

4. MOBILITY
To improve the predictable movement of goods and people throughout the state of Washington, including congestion relief and improved freight mobility.

2018 Activities
- Intercity Transit staff continues to participate in local and state planning efforts to develop and improve alternatives to single-occupant vehicles. The agency also takes an active role with regional long-range transportation planning activities intended to relieve congestion and associated environmental impacts.
- Provided service integration with four other public transit providers, one rural regional service provider, as well as interstate bus and passenger rail service.
- Continued fixed route and Dial-A-Lift (paratransit) services and a commuter Vanpool program as well as a Village Vans program for qualified low-income recipients.
- Continued fare integration partnerships with public agency employers and colleges that support employees and student use of transit; this included ongoing work with WSDOT on state employees' transit STAR Pass program. The pass is available to all State employees working in Thurston County. Locally, student pass programs with the South Puget Sound Community College, The Evergreen State College, and St. Martin's University continued. Pass agreements with Thurston County, the Thurston Regional Planning Council and City of Olympia also continued.
- Intercity Transit staff regularly participates in local and regional meetings and with local, regional, state, and tribal staff. Over the past year, the agency has begun testing, funded with federal CMAQ funds, to make improvements in local traffic-

control technologies that will incorporate a "transit signal priority" system in Olympia, Lacey, and Tumwater.
- Continued a WSDOT Regional Mobility Grant for service enhancements of Express service along the I-5 corridor between Thurston and Pierce Counties.

2019-2024 Action Strategies
- Continue to support health and equity in IT's service area by providing access and mobility for all people.
- Continue to work with local jurisdictions to further integrate transit-oriented development intended to enhance transportation options, improve walkability and connections to transit resulting in enhanced access to jobs and housing.
- Continue to work with the other regional transportation providers to maintain and improve existing service connections.
- Continue to work with local jurisdictions in partnership to improve public transportation accessibility between residential and commercial areas as well as on-going partnerships for road and safety improvements.
- Staff also will continue to work with local jurisdictions, state, and tribal organizations to improve public transportation in the region for services along state roads and federal interstate.
- The agency will continue to integrate improvements in information technology and transportation services. This includes web-based information, fare payment systems, mobile phone applications, on-street displays, and other information materials that encourage and promote transportation alternatives.
- Identify under-served areas and explore coordination between other contemporary ride-sharing services to leverage access to public transportation.

5. ENVIRONMENT
To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

2018 Activities
- Provided several million trips that may have otherwise been taken in a single-occupant vehicle.
- Intercity Transit and Thurston Regional Planning Council cooperatively participate in local CTR efforts including promotional marketing efforts with employers around Thurston County. We continued to provide significant education and outreach program efforts to public schools. IT staff coordinates annual county-wide bicycle commuting challenge (May of each year).
- Intercity Transit continued to use biodiesel fuel of a 5-20% blend throughout the fleet. All buses run on ultra-low sulfur diesel. The agency meets all on-site water

quality standards, including recycling antifreeze, engine oil, office paper, cardboard, and printer inks.

- In-house Environmental and Sustainability Management Committee continued to review and analyze existing conditions, made recommendations for improving the agency's sustainability efforts, continued to provide in-house training of agency staff, and recertified the agency to the ISO 14001:2015 Standards.
- Agency staff continued to monitor and track Sustainability Commitment status for Environmental & Sustainability Policies and ISO 14001 certification of meeting those standards. Staff continued to coordinate in-house efforts for training, monitoring, and improving agency-wide sustainability efforts.
- On-going effort to coordinate and implement sustainability practices into a variety of transportation-related programs and projects around our service district and region including ongoing participation with Sustainable Thurston and Thurston Thrives activities

2019-2024 Action Strategies
- Continue to provide and promote ride-sharing services that help produce significant environmental benefits.
- Agency core staff will continue work on Environmental and Sustainability Management Systems as a certified agency. Continue the audit and reporting process that "analyzes controls and reduces the environmental impact of the agency's activities, products and services and to operate with greater efficiency and control."
- On-going review and consideration of better fixed route coach replacement technologies that can provide cleaner diesel engine and lower costs replacement parts than the current fleet of hybrid buses.
- Intercity Transit will continue to use biodiesel and ultra-low sulfur diesel as well as test synthetic oil for diesel engines, which anticipates a cost savings in total oil consumption and improved vehicle mileage.
- Continue growth of the "Walk & Roll" youth education program involving students, parents, teachers and community members to help students confidently and safely bicycle, walk, and ride transit.
- Support healthy choices year-round for biking, walking and transit use, including hosting the annual Thurston County Bicycle Commuter Contest and increasing our outreach efforts at employment sites effected by state and local Commute Trip Reduction requirements.
- Engage in land use and development decisions that promote higher density and facilitate safe and convenient access to public transportation.

6. STEWARDSHIP

To continuously improve the quality, effectiveness, and efficiency of the transportation system.

2018 Activities

- Staff participated in local jurisdictional land use reviews, development of community design components (land and roads) and commented on transportation/transit integration and ADA accessibility.
- Intercity Transit worked with local jurisdictions and employers to promote the use of alternative transportation modes as well as Transportation Demand Management and Commute Trip Reduction efforts.
- Active in local and regional partnerships that regularly review, plan, coordinate, and implement improvements to the local transportation network of roads, technology, and services.
- Transit staff regularly attended community business association meetings to update and provide leadership in efforts to support and improve local and regional transportation network.
- Actively participated in a coordination network of human service organizations to improve mobility for those challenged by income, age, and/or disabilities.
- Actively participated in ongoing implementation efforts of the regional Sustainable Thurston plan, which include increasing housing and transportation choices.

2019-2024 Action Strategies

- Intercity Transit will update a performance measurement reports that provide summaries to the public of the attributes, costs, and use of the existing system services.
- Staff will continue to work with and participate in community-based efforts to improve transportation efficiency in both the technical and service fields.
- Staff will actively participate in continuing partnerships that address transportation issues locally and regionally, including updates of local comprehensive plans, Joint Base Lewis McChord/I-5 impacts, Inter-change Justification Reports (I-5), and Regional Transportation Plan updates.
- Staff will continue to work proactively on a range of transportation planning activities on the local and state level, in particular the projected population growth for Thurston County over the next 20 years.

Section 7: Summary of Proposed Changes, 2019-2024

2019	Preserve/Maintain	Expansion
Services & Ridership	No anticipated reductions	Increased span and frequency on weekdays and weekends; demonstration of peak-hour limited stop service; increased Dial-a-Lift demand of 12%
Facilities	Bus stop accessibility Facility maintenance	Pattison base Olympia Transit Center
Equipment		
Coaches	8	0
DAL Vans	7	0
Vanpool Vans	31	0

2020	Preserve/Maintain	Expansion
Services & Ridership	No anticipated reductions	New service in NE Lacey; increased frequency to Yelm; increased Dial-a-Lift demand of 10%
Facilities	Bus stop accessibility Facility maintenance	Pattison base
Equipment		
Coaches	17	15
DAL Vans	0	5
Vanpool Vans	55	11

2021	Preserve/Maintain	Expansion
Services & Ridership	No anticipated reductions	PM span on weekday and weekend; Night Owl service; Innovative service zone; increased Dial-a-Lift demand of 10%
Facilities	Bus stop accessibility Facility maintenance	Pattison base
Equipment		
Coaches	23	0
DAL Vans	18	7
Vanpool Vans	51	11

2022	Preserve/Maintain	Expansion
Services	No anticipated reductions	Increased Dial-a-Lift demand of 5%
Facilities	Bus stop accessibility Facility maintenance	Pattison base
Equipment		
Coaches	6	0
DAL Vans	10	0
Vanpool Vans	49	11
2023	**Preserve/Maintain**	**Expansion**
Services & Ridership	No anticipated reductions	Peak hour express to/from Yelm; Innovative service zone; increased Dial-a-Lift demand of 4%
Facilities	Bus stop accessibility Facility maintenance	
Equipment		
Coaches	0	0
DAL Vans	12	0
Vanpool Vans	33	11
2024	**Preserve/Maintain**	**Expansion**
Services & Ridership	No anticipated reductions	increased Dial-a-Lift demand of 4%
Facilities	Bus stop accessibility Facility maintenance	
Equipment		
Coaches	7	0
DAL Vans	3	0
Vanpool Vans	20	11

Section 8: Capital Improvement Program, 2019-2024

Coaches	2019	2020	2021	2022	2023	2024
Beg. Yr. # of Vehicles in Fleet	71	71	86	86	86	86
Replacement 40' Hybrid/Electric	0	0	0	0	0	0
Replacement 40' Clean Diesel	0	10	13	6	0	7
Replacement 35' Clean Diesel	8	7	10	0	0	0
Replacement 29' Clean Diesel	0	0	0	0	0	0
Total # of Replacement Coaches	8	17	23	6	0	7
Expansion 40' Hybrid/Electric	0	0	0	0	0	0
Expansion 40' Clean Diesel	0	15	0	0	0	0
Expansion 35' Clean Diesel	0	0	0	0	0	0
Expansion 29' Clean Diesel	0	0	0	0	0	0
Total # of Expansion Coach Purchases	0	15	0	0	0	0
End of Yr. Fleet Size	71	86	86	86	86	86
Dial-a-Lift Vans						
Beg. Yr. # of Vehicles in Fleet	47	47	52	52	52	52
Replacement Diesel	7	0	18	10	0	3
Replacement Gasoline	0	0	0	0	0	0
Replacement Propane	0	0	0	0	12	0
Total # of Replacement Cutaways	7	0	18	10	12	3
Expansion Diesel	0	0	0	0	0	0
Expansion Gasoline	0	0	0	0	0	0
Expansion Propane	0	5	0	0	0	0
Purchases	0	5	0	0	0	0
End of Yr. Fleet Size	47	52	52	52	52	52
Vanpools						
Beg. Yr. # of Vehicles in Fleet	256	256	256	256	264	264
Replacement Vehicles	20	55	49	49	33	20
Expansion Vehicles	0	0	0	8	0	0
End of Yr. Fleet Size	256	256	256	264	264	264
Total Actual Vanpool Purchases	20	55	49	57	33	20
Village Vans						
Beg. Yr. # of Vehicles in Fleet	3	3	3	3	3	3
Replacement Vehicles	1	0	2	0	0	0
Expansion Vehicles	0	0	0	0	0	0
End of Yr. Fleet Size	3	3	3	3	3	3
Total Actual V/V Van Purchases	1	0	2	0	0	0
Total Vehicles at year-end	**377**	**397**	**397**	**405**	**405**	**405**
Total Vehicles Purchased by Year	36	92	92	73	45	30
Revenue Vehicle Expenses	$6,114,527	$23,303,938	$20,241,942	$7,997,634	$4,369,122	$5,965,667
Other Capital Expenses	$18,634,916	$25,885,200	$36,159,600	$30,003,200	$4,168,000	$1,587,228
Total Capital Expenses	**$24,749,443**	**$49,189,138**	**$56,401,542**	**$38,000,834**	**$8,537,122**	**$7,552,895**

Section 9: Operating Revenues & Expenditures, 2019-2024

|	2019	2020	2021	2022	2023	2024
Operating Revenue	$67,152,034	$74,131,893	$75,372,434	$76,130,800	$77,301,100	$78,848,263
Total Operating Expenses	$49,242,857	$54,687,339	$59,789,899	$62,126,956	$65,321,738	$67,837,295

Appendices

Appendix A: IT Organizational Chart, 2018

Appendix B: IT System & Service Area Map, 2018

Appendix A: IT Organizational Chart, 2018

Total Employees: 326.26
As of 2018
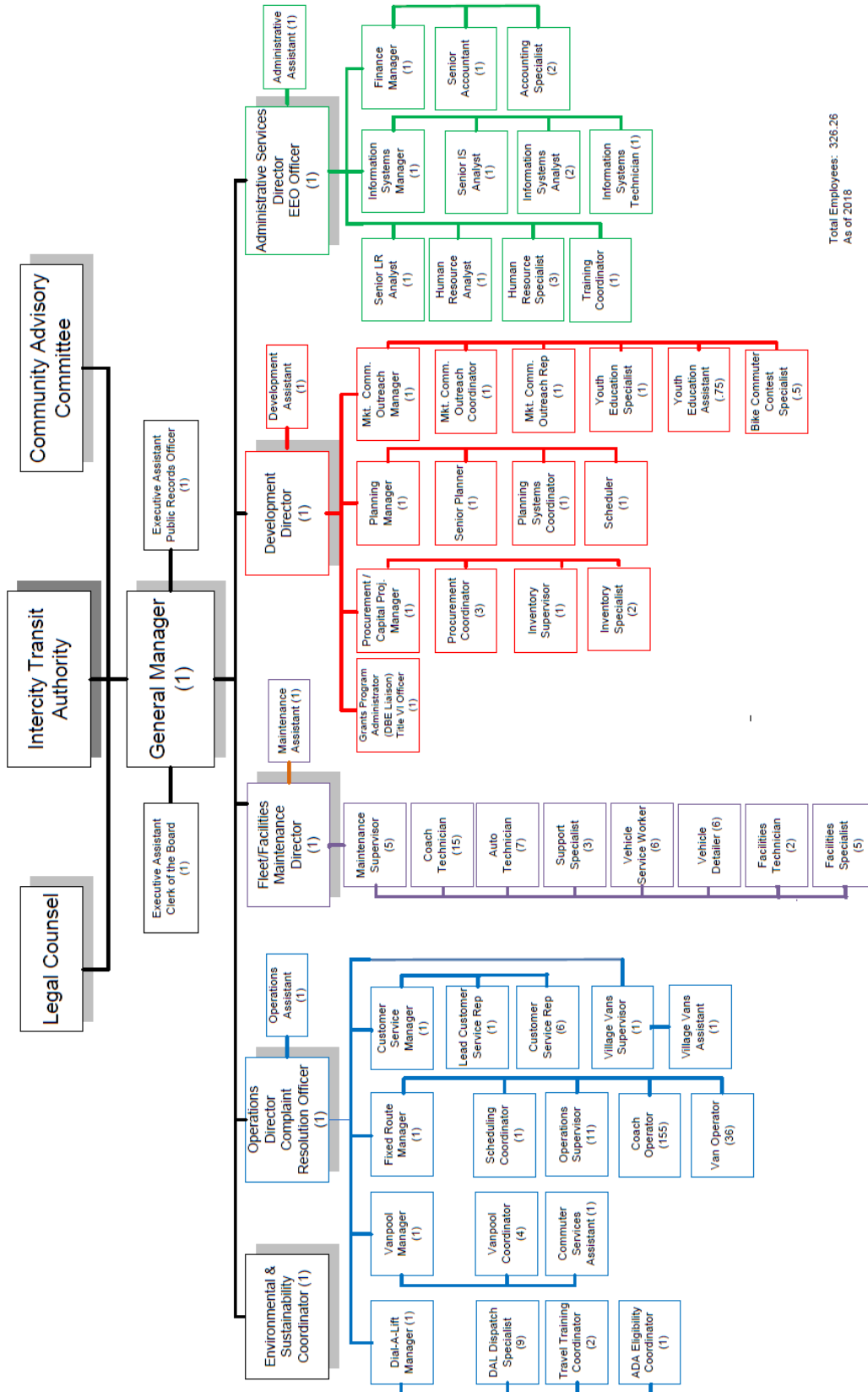
Appendix B: IT System & Service Area Map, 2018
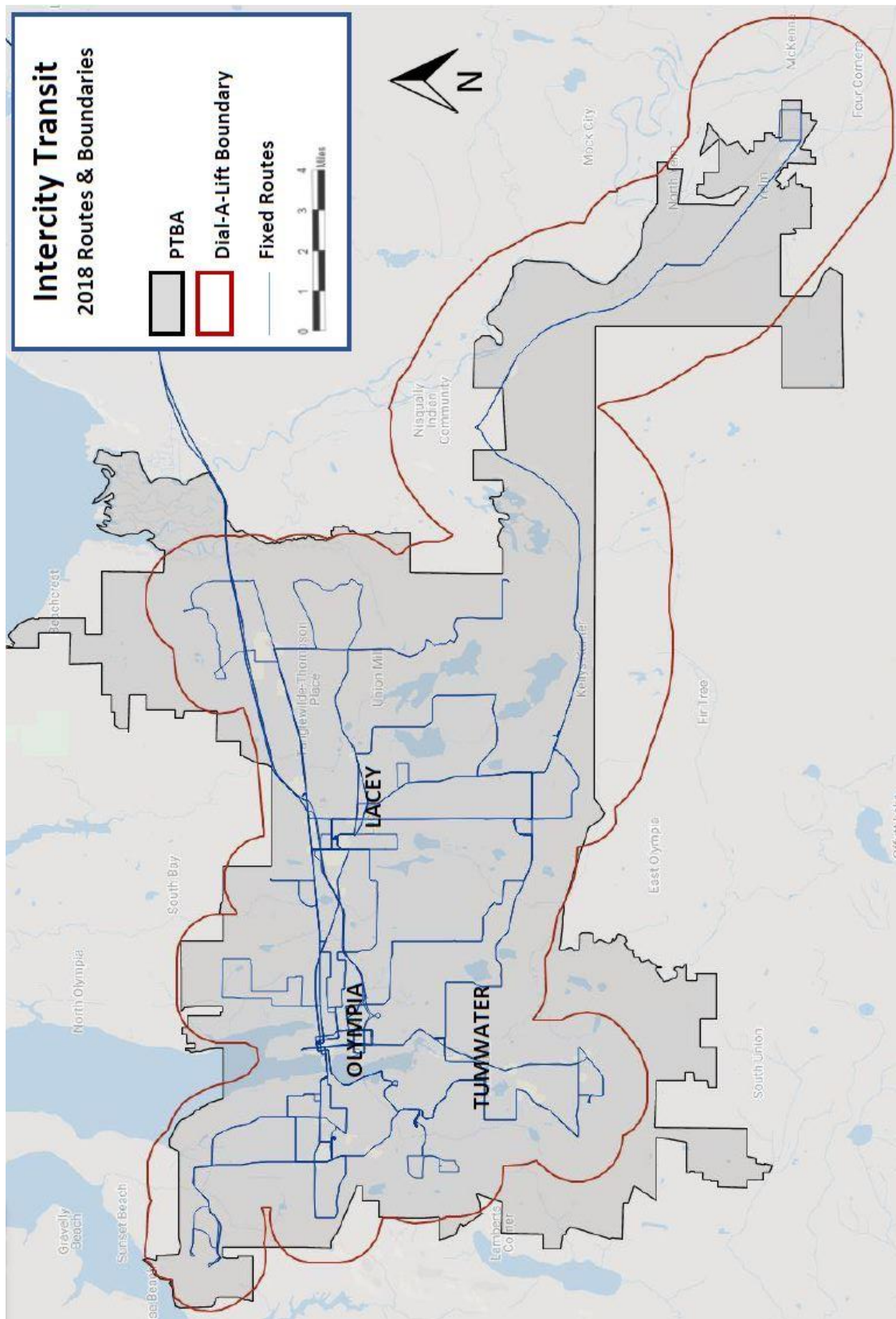
INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-C
MEETING DATE: August 21, 2019

FOR: **Intercity Transit Authority**

FROM: **Emily Bergkamp, Operations Director, 705-5889**

SUBJECT: **Intercity Transit's Role in Emergency Management**

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1) **The Issue:** Staff will provide an overview of Intercity Transit's role in Emergency Management.

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2) **Recommended Action:** Appoint the General Manager or designee to serve on the Regional Recovery Task Force as detailed in the Thurston Region Disaster Recovery Framework.

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3) **Policy Analysis:** Staff will provide periodic updates to the Authority on agency efforts and structure.

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4) **Background:** Intercity Transit provides and participates in a variety of emergency management efforts with the local jurisdictions of Thurston County and beyond. Examples of these collaborative efforts are:

- Coordinate planning to best provide fixed route and Dial-A-Lift service during weather emergencies;

- Provide transportation to evacuate and shelter local residents, or provide crowd control at the request of law enforcement;

- Take part in training exercises such as the Integrated Emergency Management Course;

- Our role in plans such as the Natural Hazards Mitigation Plan for Thurston County, Thurston Region Disaster Recovery Planning Framework and the Puget Sound Region Transportation Recovery Annex.

Intercity Transit is very involved in local and regional efforts and has always been there when needed most.

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5) **Alternatives:** Appoint an Intercity Transit representative at a later date.

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

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7) **Goal References:** **Goal #1:** *"Assess the transportation needs of our community throughout the Public Transportation Benefit Area."* **Goal #2**: *"Provide outstanding customer service."* **Goal #3**: *"Maintain a safe and secure operating system."* **Goal #7**:

"Build partnerships to address and jointly find solutions to the mobility needs and demands of our community."

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8)   **References:** Thurston Regional Disaster Recovery Framework

THURSTON REGION DISASTER RECOVERY FRAMEWORK

Supporting the Integrated Emergency Management Course

Thurston County Emergency Management Council

Prepared by Thurston Regional Planning Council

January 2019

Acronyms Used in this Document

Acronym	Definition
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
DOI	United States Department of the Interior
EDA	United States Economic Development Administration
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographical Information Systems
HHS	United States Department of Health and Human Services
HUD	United States Department of Housing and Urban Development
IA	Individual Assistance
IEMC	Integrated Emergency Management Course
LDRM	Local Disaster Recovery Manager
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NGO	Non-governmental Organization
PA	Public Assistance
RRTF	Regional Recovery Task Force
RSF	Recovery Support Function
TCEMC	Thurston County Emergency Management Council
TRDF	Thurston Region Disaster Recovery Framework
USACE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disaster

Table of Contents

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Foreword

Thurston County communities are vulnerable to a variety of natural, technological, and civil disruptions that will adversely affect people, property, the environment, businesses, and institutions. Severe winter storm, flood, earthquake, volcanic eruption, wildfire, dam failure, cyber-attack, influenza, and civil unrest are among the hazards that pose numerous risks to Thurston County communities' safety and viability. Since 1965, Thurston County has received 22 federal disaster declarations; the fifth highest rate in Washington State. Thurston County is not immune from larger catastrophic disasters.

How will the Thurston County Region recover from a catastrophe that destroys large swaths of infrastructure, destabilizes communities, and substantially impacts nearly everyone on some level? Recovery from large scale disasters can take several months to years. We should expect major changes to how our communities will be rebuilt and services restored.

- What is the region's vision and goals for post-disaster recovery?
- How will we know when the necessary community functions have recovered, and people start feeling a sense of stability and security?
- What do we want our communities to look like post-disaster recovery?
- What opportunities will we capitalize on to become stronger and more resilient to future threats?

The *National Disaster Recovery Framework* (NDRF), FEMA's national framework designed to support effective recovery in disaster-impacted communities, outlines a process for local governments to engage in a pre-disaster recovery planning process. Successful recovery depends heavily on local planning, leadership, and the whole community of stakeholders with an interest in recovery working together to identify decision making processes, goals, and strategies. The NDRF emphasizes principles of preparedness, sustainability, resilience, and mitigation as integral to successful recovery outcomes. This is the focus of the Integrated Emergency Management Course (IEMC) that you are invited to participate in.

The Thurston Region Recovery Framework presented in this document is an ad hoc framework developed exclusively for the IEMC. You, the participant, will play a role in testing the framework's effectiveness in fostering coordination, communication, and decision making to guide a focused, timely, and effective recovery from a catastrophic earthquake disaster scenario. This framework is limited to the four recovery support functions (RSFs) that will be the focus for this exercise: 1) Health; 2) Housing; 3) Jobs and Economy; and 4) Schools.

Limitations and Assumptions

This framework is consistent with the NDRF and was also inspired by recovery frameworks adopted in neighboring counties and cities in Western Washington. It was not developed with the benefits of broad public process, community consensus, and local government adoption.

The framework drew concepts and content, sometimes verbatim, from the King County, City of Seattle, and Snohomish County recovery frameworks, as well as the NDRF. You are tasked to implement this framework during the IEMC. An awareness and understanding of the following limitations, assumptions, and suggestions will ease the facilitation of the training:

1. Some local governments have adopted recovery planning annexes as part of their Comprehensive Emergency Management Plans. No communities in Thurston County have adopted or developed comprehensive pre-disaster recovery plans using the NDRF.

2. There is no adopted regional recovery plan for Thurston County. This document is an ad hoc regional recovery framework. There is no local agency agreement or memorandum of understanding that binds jurisdictions and community partners to the framework. Participants should act and respond as if there is one.

3. There is no finance mechanism established to implement and staff this recovery framework. In the real world, a finance strategy will need to be developed and implemented to activate and sustain regional recovery planning and operations. This can be accomplished through a comprehensive pre-disaster recovery planning process. Assume funding will be available for implementing the framework during the IEMC recovery scenario. Share your ideas as to how funding could become available and administered in an actual incident.

4. The regional recovery framework has not been tested. Recovery exercise participants will likely encounter challenges and flaws attempting to implement it. Commit to contributing ideas or solutions to inform the future development of an improved framework.

Thurston Region Disaster Recovery Framework (TRDRF)

Purpose

The purpose of the Thurston Region Disaster Recovery Framework (TRDRF) is to guide communities in Thurston County through a joint, focused, systematic, timely, and effective recovery from a disaster. The TRDRF addresses strategic recovery activities and allocation of incoming scarce resources for disasters where normal recovery activities and operations become overtaxed, or where there is a need for regional coordination of recovery planning and operations.

Scope

The TRDRF is consistent with the *Thurston County Comprehensive Emergency Management Plan Support Annex D: Inter-Governmental Coordination*. It applies to the geographical areas within the boundaries of Thurston County. The TRDRF applies to any disaster that concurrently challenges multiple jurisdictions or multiple disciplines within Thurston County, or affects a single entity to such a degree that it must rely upon external assistance. The framework asserts that local and catastrophic disasters will require a coordinated approach to recovery. The TRDRF is intended to be used in conjunction with other local and state emergency response and recovery plans and mutual aid agreements.

Recovery Continuum

The recovery process is a sequence of interdependent and concurrent activities that advance the community toward its desired recovery outcomes. The timing, magnitude, and extent of a recovery process is depicted in Figure 1. The recovery continuum will vary depending on the disaster and the communities involved.

Objective

Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves. These include health (including behavioral health) and human services capabilities and networks, public and private disability support and service systems, schools and educational systems, community social networks, natural and cultural resources, affordable and accessible housing, infrastructure systems, and local and regional economic drivers. The recovery will continually balance the need to recover expeditiously with opportunities to build communities that are safer, stronger, and more sustainable. An overview of the recovery process is shown in Figure 2.
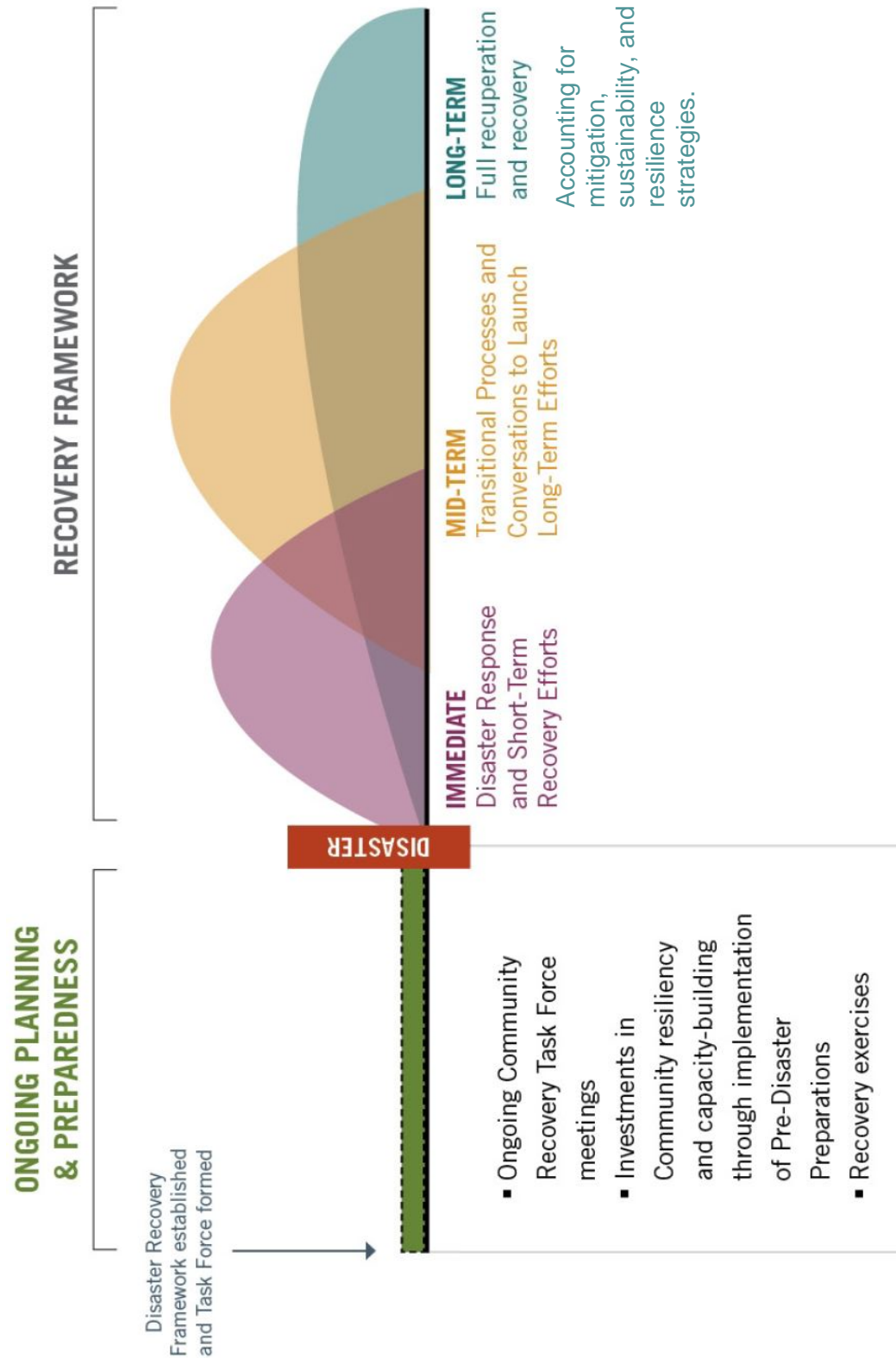
Figure 1: Recovery Continuum

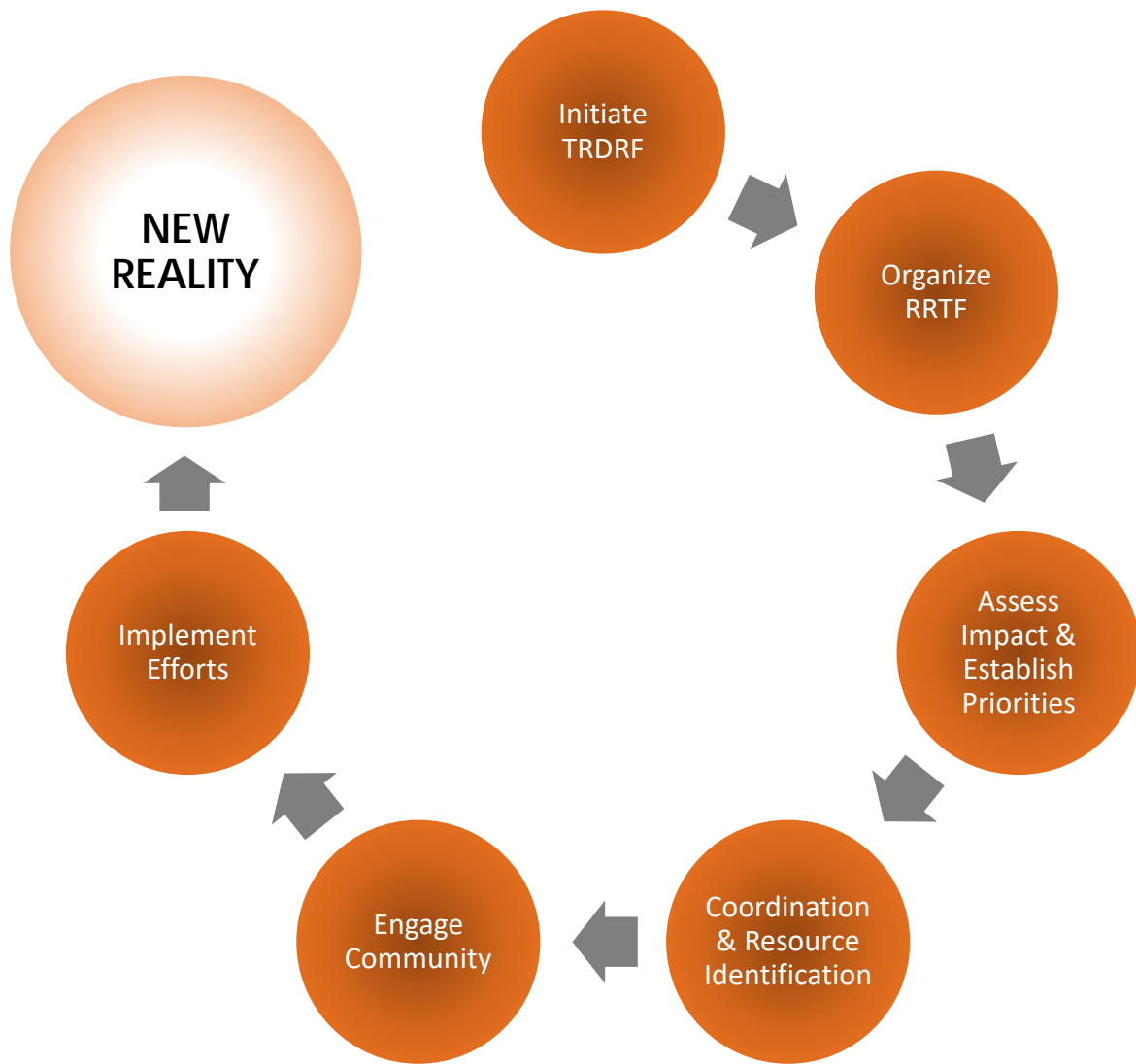Figure 1: Courtesy City of Seattle Disaster Recovery Framework (2015).

Figure 2: Courtesy Snohomish County Disaster Recovery Framework (2016).

Guiding Principles

The National Disaster Recovery Framework (NDRF) offers eight guiding principles that guide recovery core capability development and recovery support activities. When put into practice, these principles maximize the opportunity for achieving recovery success.

1. **Individual and Family Empowerment**
   Successful recovery includes the ability of individuals and families to rebound from their losses in a manner that sustains their physical, emotional, social, and economic well-being, and all community members must have equal opportunity to participate in community recovery efforts in a meaningful way. Care must be taken to assure that actions, both intentional and unintentional, do not exclude groups of people based on race, color, ethnicity, national origin (including limited English proficiency), religion, sex, sexual orientation, gender identify, age, or disability. Care must also be taken to identify and remove social and institutional barriers that hinder or preclude individuals with disabilities, and others in the community historically subjected to unequal treatment, from full and equal enjoyment of the programs, goods, services, activities, facilities, privileges, advantages, and accommodations provided. It is vital that all individuals, including owners and their animals (including household pets and service and assistance animals) are provided with the tools to access and use a continuum of community support and resources that address both the physical losses sustained and the psychological and emotional trauma experienced.

2. **Leadership and Local Primacy**
   Successful recovery requires informed and coordinated leadership throughout all levels of government, sectors of society, and phases of the recovery process. It recognizes that local, regional/metropolitan, state, tribal, and federal governments have primary responsibility for the recovery of their communities and play the lead role in planning for and managing all aspects of community recovery.

3. **Pre-Disaster Recovery Planning**
   The speed and effectiveness of recovery operations, and the resilience of associated outcomes, can be greatly improved through pre-disaster recovery planning. The scale and magnitude of recovery needs can also be reduced through pre-disaster actions. All stakeholders, including other mission area partners such as response and mitigation, need to be involved to ensure a coordinated and comprehensive planning process, and to develop relationships that increase post-disaster collaboration and unified decision-making. Discussion and collaboration will also facilitate the development of a common definition of success. Pre-disaster recovery planning will help communities take pre- and post-disaster actions that significantly reduce future disaster impacts. By focusing on likely impacts, pre-disaster planning identifies avenues for near-term mitigation through means such as building codes that encourage disaster resilient building practices, and for long-term

mitigation through reconstruction land use plans that avoid risk areas. In addition, all partners involved will work together to build and develop their collective capacity and capability to lead, plan, and manage their recovery and increase their overall resilience. Encouraging innovative pre-disaster planning practices can generate tools and resources that will support and sustain disaster mitigation and recovery efforts.

4. **Engaged Partnerships and Inclusiveness**

Effective partnerships rely on an inclusive recovery management and coordination process that engages all elements of the whole community. Those who lead recovery efforts must communicate and support engagement with the whole community by developing shared goals and aligning capabilities to reduce the risk of any jurisdiction being overwhelmed in times of crisis. Layered, mutually supporting capabilities of individuals, communities, the private sector, nongovernmental organizations, tribal nations, and governments at all levels allow for coordinated management and planning. Partnerships and collaboration across groups, sectors, and governments can assist affected communities in evaluating current and anticipated recovery needs and understanding how to access all available resources beyond traditional recovery programs. Engaged partnership and coalition building includes ongoing clear, consistent, effective, accessible, and culturally appropriate communication and information sharing throughout recovery.

Engaged partnerships are vital for ensuring that all voices are heard from all parties involved in recovery and that all available resources are brought to the table. This is especially critical at the community level where nongovernmental partners in the private and nonprofit sectors play a critical role in meeting local needs. Inclusiveness in the recovery process includes individuals with disabilities and others with access and functional needs, advocates of children, older adults, members of underserved communities, and those with animals. Engaged leadership relies on participation and involvement of all people in the whole community and ensures every community emergency management process includes people with disabilities across all committees, projects, and public gatherings. Involving people with disabilities in preparedness sets the stage and frame of mind to involve them in response, recovery, and mitigation. Sensitivity and respect for social and cultural diversity must be maintained at all times. Compliance with equal opportunity and civil rights laws must also be upheld.

5. **Unity of Effort**

Successful recovery, as defined by the community, requires a unified coordinated effort. Recovery experiences have consistently pointed to examples of increased coordination efforts as central to efficient, effective, and timely recovery. Coordination following any incident will allow recovery leaders to identify needs and priorities more effectively, reallocate existing resources, engage traditional and nontraditional whole community partners, and identify other assistance. Since most incidents are managed at the local,

regional/metropolitan, state, and tribal level, the incorporation of a coordinated effort is critical. A unity of effort respects the authority and expertise of each participating organization while coordinating support of common recovery priorities and objectives built upon consensus and a transparent and inclusive planning process.

6. **Timeliness and Flexibility**

Successful recovery upholds the values of timeliness and flexibility in coordinating and efficiently conducting recovery activities and delivering assistance. It also minimizes delays and loss of opportunities. The process strategically sequences recovery decisions and promotes coordination across mission areas, addresses potential conflicts, builds confidence and ownership of the recovery process among all stakeholders, and ensures recovery plans, programs, policies, and practices are adaptable to meet unforeseen, unmet, and evolving recovery needs.

7. **Resilience and Sustainability**

Pre- and post-disaster recovery activities offer unique opportunities to reduce current and future risk and contribute to a more sustainable community. A successful recovery process engages in a rigorous assessment and understanding of community risks that might endanger or pose additional recovery challenges. Resilience is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents. The mitigation, recovery, and protection mission areas focus on the same community systems to increase resilience. Cross-mission area integration activities, such as planning, are essential to ensuring that risk avoidance and risk reduction actions are taken during the recovery process. Pre- and post-disaster recovery efforts can be leveraged to implement solutions that will increase community resilience in the economic, housing, natural and cultural resources, infrastructure, and health (including behavioral health) and social services, and government sectors.

Communities can capitalize on opportunities during rebuilding to support their sustainability and livability goals such as laying foundations for future growth; making smart energy choices; improving economic competitiveness; expanding location- and energy-efficient accessible housing choices; and enhancing healthy, safe, and walkable neighborhoods—rural, urban, or suburban. The process of pre-disaster planning can help build capacity and increase resilience and sustainability by taking a deliberate look at physical, continuity of operations, environmental, and societal risks and opportunities prior to an incident. Well planned, inclusive, coordinated, and executed solutions can build capacity and capability and enable a community to prepare for the future.

8. **Psychological and Emotional Recovery**

Successful recovery addresses the full range of psychological, emotional, and behavioral health needs associated with the disaster's impact and resulting recovery challenges. Behavioral health assistance provided in recovery may include provision of information and educational resources, basic psychological support and crisis counseling, assessment, and referral to treatment when needed for more serious mental health or addiction issues. Individuals and families will be better situated to manage their recovery once their basic needs are met, such as shelter, food, and reunification with family and household pets or service and assistance animals. Successful recovery acknowledges the linkages between the recovery of individuals, families, social networks, and communities.

Recovery Structure

General Concept

The TRDRF augments and expands tribal and local government recovery planning and operations activities. It does not supersede tribes' or local governments' decision-making authority. Home rule decision-making authority remains intact. A regional recovery framework promotes unity of effort by merging the capacity and capabilities of multiple communities and local organizations into one collective effort. Regional cooperation allows communities, no matter their size, to aggregate a critical mass of disaster-impacted people, infrastructure, housing, businesses, etc. that will attract more collective resources than individual communities competing for the same resources.

Roles and Responsibilities

Decisions need to be made as to how local governments and tribes will work with and leverage the capabilities of federal, state, non-governmental organizations (NGOs), and other local partners. Local governments and tribes in Thurston County will establish and maintain independent relationships with a variety of partners, but the region's strength will be realized through the interdependent relationships formed through the TRDRF. The TRDRF identifies partners and committees to assess needs, prioritize recovery actions, and allocate resources where appropriate (see Figure 3).

1. **Tribes and Local Governments**

   Tribes, as sovereign nations, govern and manage the safety and security of their lands and community members. Tribes have a unique direct relationship with the federal government not afforded to local governments.

   Local governments including counties, cities, towns, school districts, fire districts, and other special purpose districts also have primacy in preparing for and managing the response and recovery of their jurisdiction, but typically work through the state for federal government assistance.

   Local governments who are signatories to the *TRDRF Memorandum of Understanding* (MOU) will appoint a representative to serve on the Regional Recovery Task Force and commit limited resources to regional recovery efforts where appropriate. Tribes have the option of becoming a signatory entity to the TRDRF MOU. Regardless, tribes will maintain their prerogative to participate in the TRDRF and appoint a representative to the Regional Recovery Task Force.

   Both tribes and local governments will drive the process of assessing recovery needs, setting priorities, and communicating and collaborating with local, regional/metropolitan, state, and other tribal governments. Tribes and local governments will leverage the Regional Recovery Task Force to express their priorities, establish partnerships, and secure

resources to advance their community's recovery objectives. Each tribe and local government will establish and maintain a unique direct relationship with the Local Disaster Recovery Manager and the RRTF. Lines of communication between tribes and jurisdictions and the RRTF will vary, but the reliance on their community appointed representative to the RRTF to fulfill communication needs is encouraged.

2. **Local Disaster Recovery Manager (LDRM)**
   The RRTF will approve the appointment of a Local Disaster Recovery Manager (LDRM). The LDRM will act as the chief operating officer to lead the tribes, county, cities, towns, special purpose districts, and other local governments who are represented on the RRTF. The LDRM is a liaison to tribes and local governments and to support partners including federal and state agencies, community and business organizations, non-governmental organizations (NGOs), and voluntary organizations active in disasters (VOADs). The LDRM will oversee the agenda and implement the policy direction of the RRTF. The LDRM is responsible for leading, organizing, coordinating, and disseminating vital information to the public, and advancing countywide recovery planning and operations activities. This individual will likely have both pre- and post-disaster operational responsibilities. This position requires:

   - Strong leadership and communication skills
   - Knowledge of community
   - Relationships with local leaders, including the business community
   - Knowledge and experience in community planning and emergency management
   - Ability to strategically solve large and complex problems

   The LDRM may be a director or key department leader from a tribe or local government. It could also be a retired individual or a business leader from within the community who possesses the interest and drive to serve their community in such a capacity.

   The LDRM is responsible for coordinating all appropriate actions in this plan, existing policies and mandates, and disaster-specific planning and priorities. The LDRM will make decisions based on the best interest of the overall operation and the efficient and fair implementation of programs.
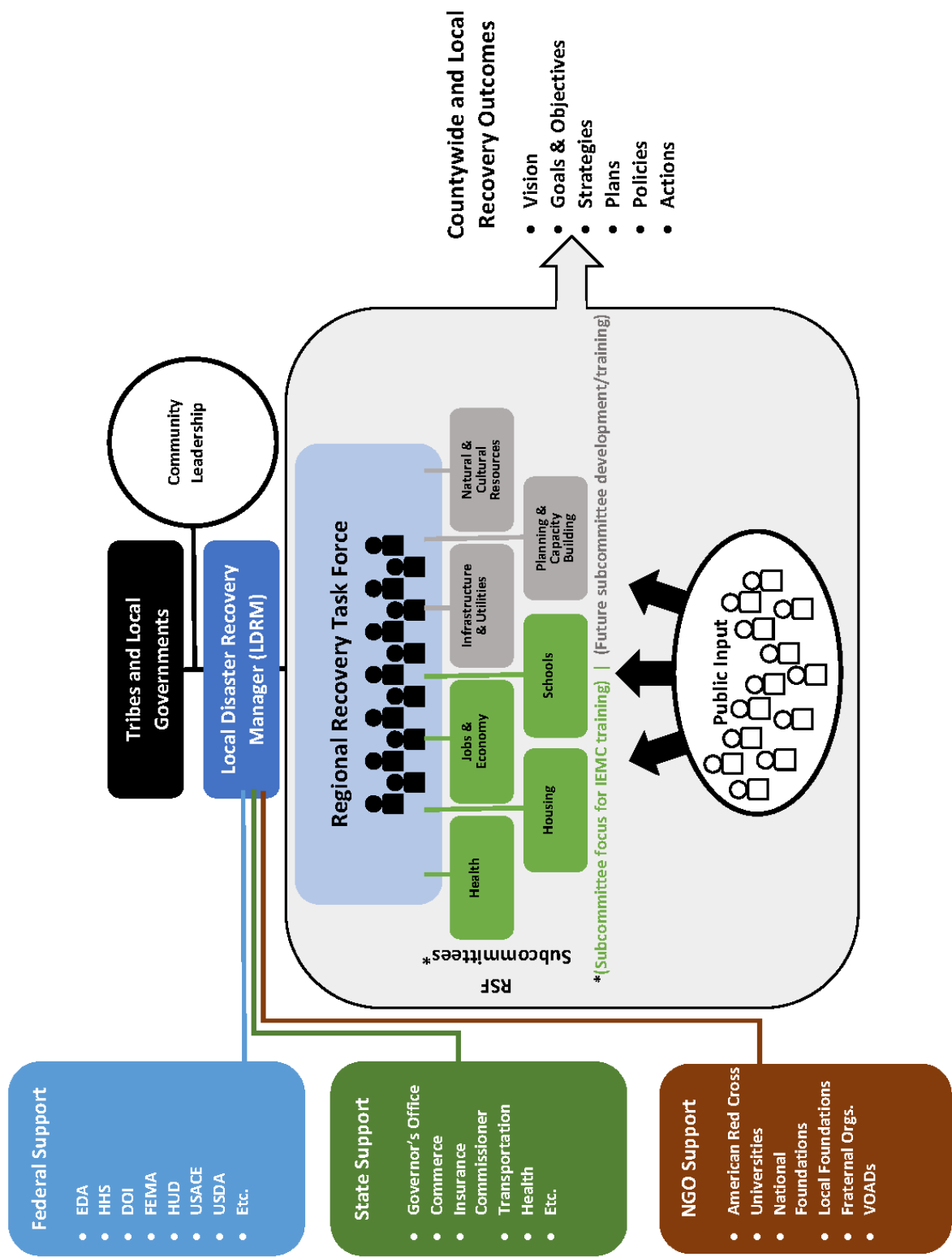
3. **The Regional Recovery Task Force (RRTF)**
   The RRTF is a multi-jurisdictional committee composed of representatives from each of the incorporated communities in Thurston County including the tribes, county, cities, towns, Intercity Transit, LOTT Clean Water Alliance, Port of Olympia, TCOMM 9-1-1. Representatives will be appointed by each jurisdiction's governing body. Additional RRTF representatives may be added to address the recovery needs identified by the LDRM and RRTF members. The RRTF representatives will nominate a chair and vice chair to lead the RRTF meetings and proceedings.

   The RRTF will convene and provide policy and leadership direction to the LDRM. In addition, the LDRM and RRTF will form and organize Recovery Support Function Subcommittees. The RRTF representatives will champion and help forward new or amended policy and legislative requirements to their respective jurisdictions to facilitate recovery.

4. **Recovery Support Function (RSF) Subcommittees**
   The LDRM will provide direction to the RRTF about the establishment of Recovery Support Function (RSF) Subcommittees. The type of RSF Subcommittees identified will be dependent upon the scale and impacts of the disaster. The RSF Subcommittees are responsible for conducting assessments, evaluating needs, and recommending recovery priorities, actions, and strategies to the RRTF. The RRTF chair will encourage task force members to participate in subcommittee meetings as much as their schedule allows.

   The subcommittee will consist of relevant local government and private sector staff, subject matter experts from supporting agencies, relevant community organization representatives, and key stakeholders. Each RSF subcommittee will nominate a chair that will lead the meetings and proceedings. The RSF subcommittee chairs will be responsible for communicating with the RRTF, LDRM, and the public as appropriate. In turn, the RRTF provides direction and support to the seven RSF Subcommittees. Only the first four RSF Subcommittees will be implemented for the IEMC:

   1) **Health:** Coordinates public, behavioral, clinical and environmental health systems. Works toward sustaining the operations of facilities and improving access to health networks to promote the resilience, independence, health, and well-being of the community.

   2) **Housing:** Coordinates transitional and permanent accessible safe housing for local residents and other people in Thurston County who were displaced by the disaster.

   3) **Jobs & Economy:** Coordinates efforts to return economic and business activities (including food and agriculture). Maintains existing and develops new business and employment opportunities that result in a sustainable and economically viable community.

   4) **Schools:** Coordinates efforts to reopen and restore public and private K-12 schools and their core services to educate and oversee the academic development and special needs services for the communities' youth.

5) **Infrastructure and Utilities:** Coordinates efforts to efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards.

6) **Natural and Cultural Resources:** Coordinates efforts to identify and protect natural and cultural resources and historic properties, and preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws.

7) **Planning and Capacity Building:** Coordinates data collection and analysis for disaster recovery specific planning. This working committee will synthesize the cumulative impacts and status. To support this function, the subcommittee will address technology and information management, including GIS services, and may convene a technical or science committee to address disaster-specific issues and provide guidance based on the best available science. This group will guide and coordinate the creation of post disaster recovery plans based on this analysis.

5. **Community Leadership**
The private sector plays a critical role in establishing public confidence immediately after an incident. When the business community is working, the area recovers more quickly by retaining and providing jobs, goods and services, and a stable tax base. A prevailing indicator of future economic recovery efforts is when local and tribal nation leadership and the business community work together during both the pre- and post-disaster periods to develop recovery plans, the public is more likely to be optimistic about the community's ability to recover.

As major players in recovery efforts, businesses, especially critical infrastructure owners and operators, have an important responsibility to improve resilience by identifying risks and incorporating mitigation measures into facility design and construction accordingly. If the incident necessitates rebuilding or repair of private sector facilities or infrastructure, private sector entities have an opportunity to incorporate mitigation measures to reduce the impacts of future incidents.

Local business community leaders will interface directly with local governments. They will also interact with the LDRM on regional plans, policies, and actions. Community leaders should be invited to serve on relevant RSF subcommittees where appropriate.

6. **Public**
A successful recovery effort is inclusive of the whole community. After an incident, individuals, families, and households are encouraged to get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process. The TRDRF should consider the needs of all members of the whole community, including children, individuals with disabilities, and others with access and functional needs. The potential contributions of all these individuals toward delivering core capabilities during

recovery (e.g., through associations and alliances that serve these populations) should be incorporated into planning and recovery efforts.

Public input will be actively sought by each tribe and local government through their respective recovery processes. In addition, the RRTF and the RSF Subcommittees will actively engage the community and solicit public participation in post-disaster recovery planning. Where possible, the RSF Subcommittees should recruit one or more community/citizen representatives to serve on their committees.

A variety of public engagement tools should be exercised to reach community members throughout the recovery process including hosting face-to-face public meetings, attending community events, using social media and other internet engagement applications, sending out surveys, broadcasting on radio and television, and employing other creative tools as the situation allows.

Conflict Resolution

In the inevitable situation of conflict or dissatisfaction, parties will have the opportunity to be heard and participate in the process. Communication about decisions will be regular and often. A transparent process will be the hallmark of the recovery operations.

Characteristics of the region's approach to decision-making and conflict resolution:

- Provide communications prior to decision-making.
- Strive to give community members impacted by the event or affected by a recovery action a priority voice in decision-making.
- Achieve consensus to the extent possible.
- Look to innovative solutions that may be outside the norm.
- Do not allow expedited actions to eliminate the opportunity to make future improvements, apply hazard mitigation and implement resilience.
- Collaborate on ideas and options to maximize service to affected communities.
- Understand that the LDRM is the first source of conflict resolution within the Regional Recovery Task Force.
- Acknowledge that the leadership within private and not-for-profit entities are the decision makers for their own organizations.

Concept of Operations

Activation

Recovery must be considered early during the response phase to a disaster and implemented as soon as resources allow. The recovery phase is ideally initiated within days of the onset of response activities.

The RRTF will be activated through the recommendation of the Thurston County Emergency Management Council (TCEMC). Authority is given to the RRTF through the TRDRF MOU. The TCEMC representatives will notify signatory agencies to the TRDRF MOU and recommend legislative bodies act promptly to approve the activation of the RRTF. Each signatory entity will identify and appoint its representative to serve on the RRTF concurrent with the activation approval process.

Recovery Activities

The incident will dictate the specific recovery activities required for a purposeful long-term recovery, however there are some activities that will occur with all recovery efforts regardless of the size and extent of the incident.

1. **Impact Assessment**
   A thorough impact assessment is important to understand where capability exists and where recovery resource support is required. Only RSF's and resources that are directly supporting a recovery priority will activate, to minimize unnecessary use of limited resources.

   Each RSF will identify:

   - Incident impacts to RSF capabilities
   - Prioritized recovery goals specific to the RSF
   - Tasks, resources, and policy decisions/actions required to achieve the goals
   - Participants and/or dependencies with internal and external agencies required to reach the RSF goals

   The assessment is a rapid process designed to quickly consolidate data for coordination across RSFs and to guide the establishment of overall recovery priorities for leadership approval.

2. **Strategy Development**
   Based on the findings of the impact assessment, a documented recovery strategy supporting achievement of priorities and goals will be developed. The strategy will be a fluid concept with the flexibility to meet the challenges and adjustments that are expected during recovery.

3. **Coordination and Resource Identification**
   The RRTF and RSF Subcommittees should meet, whenever possible, on a regular basis as consistent with recovery priority demands. This will most likely be weekly during the short-term and possibly monthly during the long-term recovery process. Regular dedicated recovery meetings are critical to coordination, resource and interdependencies identification, information sharing, and direction on priorities and expectations. The meetings serve as the venue for identification of dependencies and at times resolution of competing priorities.

   The LDRM will provide direction in managing meeting needs. The meetings will be facilitated by the RRTF Chair with direction provided by the LDRM. One of the key aspects of the regular meeting is to allow the RSF Subcommittee Chairs and sub leads, if appropriate, the opportunity to present updates, briefings, and requests for support to all the primary recovery participants. Depending on the size of the RRTF and RSF Subcommittees, it may be possible to include all leads and sub leads at every meeting or it may be necessary to limit meetings to RSF Chairs. Each incident will be unique and over time the meeting participants are likely to change.

4. **Community Engagement**
   The community should be engaged through a variety of methods including but not limited to:

   - Face-to-face public meetings
   - Social media and other online resources
   - Newspaper, other print media, and radio announcements
   - Surveys (online, focus group, intercept, etc.)
   - Other methods as appropriate to the input to be sought

   Engagement should be initiated as soon as possible and continue throughout the recovery process.

5. **Regional Recovery Task Force Support**
   The RRTF will require administrative support and resources to complete the goals identified in the impact assessment. Resources include items that are necessary for routine operations such as computers, telephones, printers, cameras, and vehicles. The RRTF, RSF Subcommittees, and supporting staff will need ongoing emotional care to cope with the stress of loss and the challenges of recovery. Mental health services will help people serving on the RRTF and RSF Subcommittees to focus on disaster recovery planning and operations.

6. **Tracking and Reporting**
   All RRTF and RTF Subcommittee meetings must include a published agenda. All activities must be documented and tracked. Regular status reports must be developed through the leadership of the LDRM to report to tribal and local government elected leaders to monitor and evaluate progress on recovery priorities and goals.

This includes financial tracking, accounting, and reimbursement activities. Tracking the cost of recovery is key to understanding the financial impacts and planning for potential future recovery needs from the current or future disaster situations.

7. **Closeout and Postmortem**

   The LDRM will be responsible for coordinating an after-action review of recovery planning and operations performed within the TRDRF. Capturing the lessons learned, best practices, and development of plans based on recovery efforts is critical to the ability to improve and build capability for future disasters. The RRTF and each RSF Subcommittee will conduct a postmortem of its activities, accomplishments, challenges, and recommendations for improvement.

Public Affairs

The LDRM will serve as or appoint a staff member or representative of the RRTF to speak at meetings, to media, or in writing. The incident will dictate the communications approach. Regular consistent messaging from the recovery leadership to partners, survivors, and the broader community is critical to establishing broad support for the recovery goals and priorities. Communications should be a mix of in-person sessions, email, press release/interviews, radio announcements, and social media posting. This combination will reach the greatest number of interested parties. There should be a tiered approach to information distribution starting with the people most impacted, followed by people who are less affected, and eventually the broader population.

Funding

Funding for long-term recovery is not as clearly defined as for response and short-term recovery efforts. Prior to a disaster, the Thurston Region's recovery planning partners will need to plan for potential recovery costs including matches to grants. Some points to consider when developing a funding strategy prior to or during long-term recovery efforts include the following:

- Tribal and local government department budgets will have to support recovery efforts either partially or completely.
- Not all recovery efforts will be reimbursed by FEMA or other federal agencies.
- Grants will take time to apply for, obtain funding from, and often have very specific compliance requirements limiting some flexibility of use.
- Staff will be reassigned to support recovery requiring adjustments of pre-incident work programs/plans.
- The size and impact of the disaster will directly correlate with the available funding. Tribal and local government departments will be forced to use established budgets to support aspects of recovery, some of which may be reimbursed through disaster funding, but not all. Much of this will be in the use of staff time.

- New capital projects will be necessary. Existing planned projects may be postponed, cancelled, or otherwise adjusted based on the incident. New projects will need to rely extensively on local revenues.
- Community donations are typically used for public support and not to fund local government recovery efforts (i.e. United Way, disaster relief funds).
- During recovery, flexibility in funding strategies is critical. Grants take time to secure.

Revenue Sources

Possible sources for recovery funding are listed below including the lead agency and information about local match requirements.

- Federal Emergency Management Agency (FEMA) –
    - Coordinated through State Emergency Management
    - Public Assistance (PA) Match up to 25% (typically split 50/50 with state)
    - Individual Assistance (IA) for persons affected by the disaster
- US Housing and Urban Development (HUD) –
    - Coordinated directly with local jurisdiction
    - Community Development Block Grant (CBDG)
    - CDBG-Disaster Recovery (CDBG-DR)
- US Economic Development Administration (EDA)
    - Coordinated directly with local jurisdiction
    - Local match up to 25%
- US Department of Labor
    - NEG- National Emergency Grant – no match
- WA State Department of Commerce
- Reallocation of State or Federal appropriations
- Various State or Federal grants – www.grants.gov
- Tribal and local government "funding reserves or contingency funds" – if they exist at the time of the disaster
- Foundations
- Gates, Rockefeller
- Non-profit organizations
- United Way, Red Cross, faith-based
- Associations
- Private individuals

Recovery Support Functions

1. Health Recovery Support Function

RSF LEAD:

Thurston County Public Health and Social Services

Supporting Organizations:

- Capital Medical Center and Family of Clinics
- Confederated Tribes of the Chehalis Reservation Wellness Center
- Disaster Medical Control Center
- Fire Districts
- Kaiser Permanente
- Lewis-Mason-Thurston Area Agency on Aging
- Local health care and urgent care clinics
- Nisqually Indian Tribe Health Services
- Northwest Healthcare Response Network
- Other local and regional health care stakeholders
- Private Ambulance Companies (AMR and Olympic)

- Providence Saint Peter Hospital and Family of Clinics
- Region 3 Healthcare Preparedness Coalition
- TCOMM 9-1-1
- Emergency Management Council Representatives
- Thurston County Medic One
- Thurston County Public Health and Social Services
- Thurston-Mason Behavior Health Organization
- Washington State Department of Health
- Washington State Department of Social and Health Services
- Others…

SCOPE:

The Health Recovery Support Function identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of public health and medical functions within the Thurston Region.

This function includes but is not limited to the following (from Thurston County ESF-8):

1. Assessment of medical/health needs
2. Health surveillance
3. Medical care personnel
4. Medical/health equipment and supplies
5. Patient evacuation
6. Patient care
7. Safety and security of drugs, biologics and medical devices
8. Blood and blood products
9. Food safety and security
10. Agriculture safety and security (See Thurston County CEMP ESF 11 for detailed information)

11. All-hazard public health and medical consultation, technical assistance and support.
12. Behavior health care
13. Public Health and medical information
14. Vector control (rats, pests, etc.)
15. Potable water
16. Wastewater and solid waste management
17. Mass fatality management

GOALS:

2. Housing Recovery Support Function

RSF LEAD:

Supporting Organizations:

- Community Action Council
- Community Investment Partnership
- Community Youth Services
- Continuum of Care
- Faith-Based Partners
- Habitat for Humanity
- Health and Human Services Council
- Homes First
- Housing Authority of Thurston County
- Interfaith Works
- Lewis-Mason-Thurston Area Agency on Aging
- Local Government Planning Departments – Development Review Services
- Olympia Master Builders
- Philanthropic Partners
- Rebuilding Thurston County Together
- Senior Services for South Sound
- Salvation Army
- Thurston County Community Planning and Economic Development Department
- Thurston County Association of Realtors
- Emergency Management Council Representatives
- Thurston Thrives Coordinating Council and the Housing Action Team
- Washington State Department of Social and Health Services
- Urban County CDBG Partnership
- U.S. Housing and Urban Development
- United States Department of Agriculture Rural Development
- Yelm Community Services
- Others…

SCOPE:

The Housing RSF is fundamental to reestablishing personal security, self-sufficiency, and the ability of individuals to focus on other necessities. This RSF establishes a data- and priority-based countywide housing strategy with connections to appropriate support services. It facilitates access to housing assistance and both interim and permanent housing solutions, by drawing on housing resources including the public and private sectors, as well as design, construction, labor, materials, logistics, inspections, and financing.

Decisions about the locations, types, and intended duration of housing solutions will impact access to jobs, infrastructure requirements, human services, and long-term land use planning, therefore coordination of housing strategies with other RSFs is vital to reaching regional recovery goals.

1. Evaluate housing needs and capabilities and establish a Housing Recovery Strategy
2. Establish a baseline housing inventory and maintain up-to-date information on the status of the housing recovery
3. Identify and engage the region's range of resources to provide housing following a disaster

4. Identify resources and maintain flexibility to help residents remain in their home if their home is determined to be safe
5. Explore wide ranging options to provide interim housing
6. Identify suitable options for siting transitional shelters for people displaced from their homes
7. Coordinate housing repair/reconstruction volunteer resource management with NGOs, VOADs, and other local community organizations
8. Facilitate access to capital and construction resources to repair and rehabilitate homes
9. Help people guard against fraud and unsafe housing situations
10. Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance.
11. Assist communities with strategies to regulate and facilitate the rebuilding of communities' housing stock.
12. Assist communities with strategies to develop public and/or private low- and moderate-income housing.

GOALS:

3. Jobs and Economy Recovery Support Function

RSF LEAD:

Supporting Organizations:

- American Institute of Architects, South Sound Chapter
- Association of Washington Businesses
- Banking Partners
- National Federation of Independent Business
- Northwest Cooperative Development Center
- Local Government Community Planning and Economic Development Departments
- Olympia Downtown Alliance
- Port of Olympia
- Saint Martins University
- South Puget Sound Community College
- The Evergreen State College

- South Thurston Economic Development Initiative (STEDI)
- Tenino Area Chamber of Commerce
- Thurston County Chamber of Commerce
- Emergency Management Council Representatives
- Thurston Economic Development Council
- Tumwater Area Chamber of Commerce
- Veterans Services Partners
- Washington State Department of Commerce
- West Olympia Business Association
- WorkSource Thurston
- Yelm Area Chamber of Commerce
- Others…

SCOPE:

Economic recovery is a key link to restoring the necessities of jobs and housing. To help keep residents in the Thurston Region, the Jobs and Economy RSF Subcommittee will need to develop strategies to restore economic activity, as well as the housing, services, and functions addressed in other RSFs. Without jobs, people who have the means will leave the community to seek employment elsewhere. This will be true of individuals with a wide range of circumstances, from those with little savings to highly employable technology workers who will find it relatively easy to find work elsewhere.

1. Evaluate needs and capabilities within the business sector and set recovery priorities.
2. Engage business networks from across the region to gather information, solve problems, and communicate with businesses.
3. Facilitate information flow between businesses and local governments and tribes.
4. Identify and recommend opportunities to amend regulatory, code compliance, and permitting issues to speed up the process of reopening disaster impacted businesses.
5. Identify and recommend opportunities to expedite procedures and authorities to support business operations.

6. Establish a system to identify and connect business needs with available resources.
7. Address opportunities to leverage the local workforce for recovery activities.
8. Improve businesses access to capital.
9. Develop and implement campaigns that promote local goods and services across the region.
10. Identify and recommend incentives to retain critical components of the Thurston Region's economy.
11. Establish and operate virtual and storefront Business Recovery Centers to support small- and medium-sized businesses.
12. Identify temporary, shared, or virtual spaces for businesses and service providers to operate.
13. Develop a coordinated communications strategy to share success stories to promote the strength of the region's economy.

GOALS:

4. Schools Recovery Support Function

RSF LEAD:

Supporting Organizations:

- Big Brothers and Big Sisters of Southwest Washington
- Boys and Girls Clubs of Thurston County
- Community Youth Services
- Local Government Community Planning and Economic Development Departments
- Local Government Public Works Departments
- Local Law Enforcement Agencies
- Capital Region Educational Services District 113
- Griffin School District
- North Thurston Public Schools
- Olympia School District (& Olympia Regional Learning Academy)
- Rainier School District
- Rochester School District
- Tenino School District
- TOGETHER!
- Tumwater School District (& New Market Skills Center)
- Yelm Community Schools
- Office of the Superintendent of Public Instruction
- Private Schools
- School Services Vendors (transportation, food, etc.)
- Thurston County Emergency Management
- YMCA/YWCA
- Washington Home School Organization
- Others…

SCOPE:

With other RSFs and community stakeholders, the Schools RSF is responsible for advancing and coordinating the opening and restoration of public and private school services. The resumption of teaching and learning begins to restore normalcy to the school environment through routines, which can be very important in the psychological and emotional health of students, teachers and staff. Functioning schools also enable parents to return to work. This RSF must consider the academic, the physical and structural, the business, and the social, emotional, and behavioral resources and services that are necessary for a holistic recovery of educational institutions.

1. Coordinate recovery actions across public and private educational providers at all levels.
2. Establish a coordinated plan for restoring K-12 education, drawing on the assets and abilities of both the public and private school systems.
3. Assess and inventory the physical condition of school facilities to determine their interim operational capacities.
4. Identify opportunities to maximize access to childcare.
5. Coordinate efforts with OSPI, ESD 113, school districts, and community stakeholders to reestablish the public K-12 system.

6. Evaluate and recommend options for overcoming logistics and supply issues with diesel fuel shortages among the region's major diesel fleet operators (school districts, Intercity Transit, and public works agencies).

GOALS:

INTERCITY TRANSIT AUTHORITY
AGENDA ITEM NO. 4-D
MEETING DATE: August 21, 2019

FOR: **Intercity Transit Authority**

FROM: **Don Melnick, Citizen Representative**

SUBJECT: **APTA Sustainability Multimodal Planning Workshop**

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1) **The Issue:** Share feedback from the APTA Sustainability Multimodal Planning Workshop.

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2) **Recommended Action:** For information and discussion.

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3) **Policy Analysis:** The Authority expressed interest in keeping abreast of new transit fleet technology.

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4) **Background:** Citizen Representative Don Melnick, Commissioner Tye Menser and Ann Freeman-Manzanares attended the APTA Sustainability Multimodal Planning Workshop and will share a brief overview of the conference.

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

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

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7) **Goal Reference: Goal #2**: *"Provide outstanding customer service."* **Goal #3:** *"Maintain a safe and secure operating system."* **Goal #4**: *"Provide responsive transportation options within financial limitations."* **Goal #5: "***Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community."* **Goal #6**: *"Encourage use of our services."* **Goal #7:** *"Build partnerships to address and jointly find solutions to the mobility needs and demands in our community."*

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

FOR: **Intercity Transit Authority**

FROM: **Jonathon Yee (360) 705.5884**

SUBJECT: **Status of Alternative Vehicle Power Technology**

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1) **The Issue:** Update the ITA on the experience of other systems implementing electric and other alternatively fueled buses.

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2) **Recommended Action:** For information and discussion.

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3) **Policy Analysis:** The Authority expressed interest in keeping abreast of new transit fleet technology.

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4) **Background:** Staff will provide insight and experience gathered from discussions with other transit systems that have implemented electric or other alternatively powered buses.

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

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

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7) **Goal Reference: Goal #2**: *"Provide outstanding customer service."* **Goal #3:** *"Maintain a safe and secure operating system."* **Goal #4**: *"Provide responsive transportation options within financial limitations."* **Goal #5: "***Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community."* **Goal #6**: *"Encourage use of our services."* **Goal #7:** *"Build partnerships to address and jointly find solutions to the mobility needs and demands in our community."*

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