

# COMMUNITY ADVISORY COMMITTEE

# TRANSIT 101 HANDBOOK

INTERCITY TRANSIT  
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## THE MISSION

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

## THE VISION

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



**To:** Community Advisory Committee

**From:** Nancy Trail, 705-5857 [ntrail@intercitytransit.com](mailto:ntrail@intercitytransit.com)

**Date:** December 16, 2022

**Subject:** 2022 ITA Meeting Attendance Schedule

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The following schedule identifies which CAC members will attend the Authority meetings for 2022. When you attend the meetings you will provide the Authority a short report on the previous CAC meeting and take notes to report back at the next CAC meeting.

#### 2022 INTERCITY TRANSIT AUTHORITY MEETINGS

Regular Meeting	Representative	Work Session	Representative
January 5, 2022	John Gear	January 19, 2022	David Bonauto
February 2, 2022	Joan O'Connell	February 16, 2022	Marie Lewis
March 2, 2022	Marilyn Scott	March 16, 2022	Allison Spector
April 6, 2022	Ty Flint	April 20, 2022	Walter Smit
May 4, 2022	Ursula Euler	May 18, 2022	Gene Angel
June 1, 2022	Nikki Crist	June 15, 2022	Jihan Grettenberger
July 6, 2022	Betty Hauser	July 20, 2022	Lloyd Peterson
August 3, 2022	Natalie Smith	August 17, 2022	Edwina Waehling
September 7, 2022	Rachel Weber	September 21, 2022	Joint meeting all attend
October 5, 2022	Eliane Wilson	October 19, 2022	Naythan Raymos
November 2, 2022	John Gear	November 16, 2022	David Bonauto
December 7, 2022	Walter Smit	December 21, 2022	Ursula Euler

**Please mark these dates on your calendar.** If the date does not work for you, please contact me right away. You will receive a packet a few days prior to the meeting, just like the monthly CAC meetings. The ITA meetings are also being held remotely and begin at 5:30 pm with an audio/visual check in at 5:00 pm.

If you have any questions please feel free to contact me at 360.705.5857, or email [ntrail@intercitytransit.com](mailto:ntrail@intercitytransit.com).

Thank you!

**INTERCITY TRANSIT  
CITIZEN ADVISORY COMMITTEE**  
*Operating Procedures*

**PURPOSE AND AUTHORITY**

To advise the Intercity Transit Authority (Authority) concerning public transportation policy issues and American's With Disabilities Act issues, either raised by the Citizen Advisory Committee (CAC) or referred to the CAC by the Authority. *(Amended 07/16/01)*

The term "policy issues" includes issues related to Public Transportation Benefit Areas (PTBAs), the Transit Development Plan (TDP), other plans or service planning efforts of Intercity Transit, the agency's budget and programs of capital projects and operating services, and general operating practices of Intercity Transit.

The CAC is advisory to the Authority, not the agency.

**COMPOSITION**

The CAC shall be comprised of no more than nineteen members appointed by the Intercity Transit Authority. Membership shall reflect Intercity Transit's service area. Representation from each of the following groups shall be sought:

- Senior Citizen(s)
- Persons with Disabilities
- Local College Student(s)
- Chambers of Commerce
- Business Representation (large and small)
- Service User(s) (fixed route, vanpool, DAL; Star Pass Holder)
- Youth
- City/State Transit Demand Management Coordinator(s)
- Social Service Agencies
- Medical Community
- Neighborhood Associations
- Rural Community
- Citizens-at-Large
- Native American
- Environmentalist
- Bicyclist

It is recognized a member may represent more than one of these groups. (*Amended 07/16/01; 12/20/04*)

## **TERMS**

CAC members shall serve a term of three years, and may serve two complete terms. If a member is appointed to complete a vacant term, it is not considered a complete term. (*Amended 07/16/01; 12/20/04*)

## **ATTENDANCE**

Any four unexcused absences in a 12-month period will result in forfeiture of the member's position on the CAC. The staff liaison will track attendance and a notification of membership forfeiture will automatically be sent to the respective member when four unexcused absences in a 12-month period occur. For an excused absence, members must notify the staff liaison prior to the meeting. A pattern of significant absences will be reviewed by the Chair of the Citizen Advisory Committee, hereinafter referred to as the "Chair." (*Amended 07/16/01; 12/16/02; 12/20/04*)

## **MEETING SCHEDULE**

Meetings will be held on the third Monday of each month, except for the months of January and February. January and February meetings will be held the second Monday of the month. All meetings shall be held at Intercity Transit's administrative offices, in the boardroom. Meeting length will be determined by the agenda. If issues relevant to the CAC are insufficient in number or substance, the meeting may be canceled with the agreement of the CAC Chair and Vice Chair. Members will be notified of the cancellation at least 24-hours in advance of a meeting. (*Amended 12/20/04*)

## **AGENDA**

The CAC Chair will determine the agenda in conjunction with the Staff Liaison. Any member wishing to add an item for substantive discussion at the meeting may do so by contacting the CAC Chair or Staff Liaison at least ten days prior to the meeting date. CAC members may add items to the agenda at the beginning of a meeting with the understanding, that depending on the requirement for additional information, such items may be discussed in a general way with substantive discussion and decision scheduled for a future meeting.

Staff Liaison shall mail the agenda to CAC members at least one week prior to the meeting.

## **MINUTES**

The Staff Liaison shall distribute a summary of the meeting. Verbatim transcripts and detailed documentation of discussion will not be available. Members will be asked to consider and approve the minutes for the record by majority vote. The minutes will include a list of all members present and absent.

## **QUORUM**

It is intended a quorum should be present at each meeting. One more than half of the current CAC members constitutes a quorum. If a quorum is not present, the meeting may still be held and any decisions made by members present will be forwarded to the Authority with a note indicating a quorum was not present at the vote. If a meeting starts with a quorum, the quorum requirement is considered met, even if members leave following the opening of the meeting. *(Amended 07/16/01)*

The CAC shall use Robert's Rules of Order as a guideline for conducting its business except as provided otherwise by State law or the operating procedures.

## **OFFICERS/TERM OF OFFICE**

Officers will consist of Chair and Vice Chair. The process for choosing officers shall consist of nomination in October (either self-nomination or nomination by others) and affirmation by majority vote in November. *(Amended 07/16/01; 07/06/16)*

Officers will serve a term of one year and may serve up to two terms in the same office. If a CAC member completes an officer vacancy during the year, it shall not be considered against the two term limitation. A member may serve two years as Chair and two years as Vice Chair consecutively.

Officers may be removed prior to the end of term by majority vote of the CAC members. If an officer resigns or is removed prior to the end of the term, a replacement will be nominated and affirmed by majority vote. Such replacement will serve until the end of the regular term. *(Amended 07/16/01; 12/20/04)*

### **Section 1.**                    **Chair**

The Chair shall:

- preside at all meetings;
- develop the agenda in coordination with the Staff Liaison;
- act as spokesperson for the CAC;
- attend the regular Authority meeting the 1<sup>st</sup> Wednesday of each month and provide reports to the CAC;

- provide leadership and direction for the CAC;
- appoint members to attend the Authority work sessions, who then report back to the CAC at their monthly meeting; and
- perform other duties as may be requested from time to time by the CAC or the Authority (*Amended 07/16/01*)

## **Section 2.                   Vice Chair**

The Vice Chair, in the absence or inability of the Chair to serve, shall have the powers and shall perform the duties of the Chair. The Vice Chair shall perform such other duties from time to time as may be requested by the CAC or the Chair.

## **Section 3.                   Authority Work Session Representation**

All members are expected to share the responsibility of representing the CAC at Authority work session. The Chair, working with the Staff Liaison shall seek CAC members to attend the monthly Authority work sessions. The CAC representative shall sit with Intercity Transit Authority members, participate fully in the meeting, and share the CAC's comments on respective issues. CAC representative(s) will serve at the work sessions in an advisory capacity to the Authority. (*Amended 07/16/01; 12/20/04*)

## **MEETING PROTOCOL**

- ***Presentations*** made by staff or others should be succinct and relevant.
- ***Discussion*** of relevant issues and development of recommendations should constitute the majority following adequate briefing and presentation. All members' opinions will be respected and considered. The CAC may seek, at its discretion, input from the Authority and staff.
- ***Agreement*** on the CAC's position and recommendation to the Authority, prior to transmittal to the Authority, is the preferred method. Consensus is one method of agreement. (*Amended 2/19/01*)
- ***Opposing positions will be shared with the Authority.***
- ***Majority Vote*** is considered a majority of members present. (*Amended: 12/20/04*)

## **PRODUCTS**

It is anticipated the CAC will have a product in the form of a recommendation and/or a summary of the various points of view to the Authority following study and discussion of an issue. The recommendation and/or points of view will be forwarded to the Authority through the Staff Liaison, using the appropriate agenda forms and process. The CAC will seek Authority feedback regarding disposition of the recommendation and/or points of view. (*Amended 07/16/01*)



## **SELF ASSESSMENT**

The CAC will assess its accomplishments at least annually. Primary criteria may include:

- **Purpose:** Did the CAC stick to the purpose set forth above or did it stray into areas not relevant to the purpose or mission of Intercity Transit.
- **Usefulness:** Did the CAC transmit to the Authority relevant and meaningful recommendations.
- **Scope of Work:** Did the CAC achieve the various tasks and or consider Authority recommendations addressed during the previous evaluation and/or those requested throughout the year? If not, why? How did Intercity Transit and the community benefit from the results of the CAC's achievements?
- **Other:** Other criteria suggested by the CAC members may be used. (*Amended 07/16/01; February 14, 2005*)

## **USE OF THE OPERATING GUIDELINES**

The meeting protocol supersedes all other meeting procedures and will be used by the CAC until and unless it is amended by majority vote. Any such amendment will be recorded in the minutes and provided to the CAC members.

## **AMENDMENTS**

These operating principles may be amended by a majority vote of the Citizen Advisory Committee members at any meeting of the CAC. Copies of the proposed revisions or amendments must be provided to CAC and Authority members thirty days in advance of the meeting at which the changes are to be acted upon. (New Section Added 12/20/04)

**ADOPTED this 17th day of July, 2000.**

**Amended:   February 19, 2001  
                  July 16, 2001  
                  December 16, 2002  
                  December 20, 2004  
                  February 14, 2005  
                  July 6, 2016**

**INTERCITY TRANSIT  
CITIZEN ADVISORY COMMITTEE**  
*Bylaws*

**PURPOSE AND AUTHORITY**

To advise the Intercity Transit Authority concerning transportation issues, to advocate for transportation choices and to represent the public in accomplishing Intercity Transit's mission and goals. (Amended 07/16/01; 03/05/08)

This includes issues related to Public Transportation Benefit Areas (PTBAs), the Transit Development Plan (TDP), other plans or service planning efforts of Intercity Transit, the agency's budget and programs of capital projects and operating services, and general operating practices of Intercity Transit. (Amended 09/18/13)

The CAC is advisory to the Transit Authority, and provides customer feedback to the agency. (Amended 09/18/13)

**COMPOSITION**

The CAC shall be comprised of no more than twenty members appointed by the Intercity Transit Authority. One position is specifically reserved for a 15-19 year old from Thurston County. Membership shall reflect Intercity Transit's service area. Representation from each of the following groups shall be sought:

- Senior Citizen(s)
- Persons with Disabilities
- Local College Student(s)
- Chambers of Commerce
- Business Representation (large and small)
- Service User(s) (fixed route, vanpool, DAL; Star Pass Holder)
- Youth (15-19 year old)
- City/State Transit Demand Management Coordinator(s)
- Social Service Agencies
- Medical Community
- Neighborhood Associations
- Rural Community
- Citizens-at-Large
- Native American
- Environmentalist
- Bicyclist

It is recognized a member may represent more than one of these groups. (*Amended 07/16/01; 12/20/04; 2/14/11*)

## **TERMS**

CAC members shall serve a term of three years, and may serve two complete terms. The Youth position will serve a one-year term and is eligible to reapply for a second one-year term. If a member is appointed to complete a vacant term, it is not considered a complete term. (*Amended 07/16/01; 12/20/04; 2/14/11*)

## **ATTENDANCE**

A CAC member who is absent more than twenty-five percent of the regular monthly committee meetings during a twelve month period will be removed from the committee. If staff needs to change the meeting date, and a member is unable to make the new date due to a conflict in their schedule, it will not be considered an absence. The staff liaison will track attendance and a monthly report will be included in the CAC packet.

A notification of membership forfeiture will automatically be sent to the respective member and Chair of the Citizen Advisory Committee when the fourth absence in a 12-month period occurs.

Members are encouraged to contact the staff liaison prior to a meeting when they are unable to attend, to ensure the CAC will have a quorum. (*Amended 07/16/01; 12/16/02; 12/20/04; 11/02/11; 02/13/12*)

## **MEETING SCHEDULE**

Meetings will be held on the third Monday of each month, except for the months of January and February. January and February meetings will be held the second Monday of the month. All meetings shall be held at Intercity Transit's administrative offices, in the boardroom. Meeting length will be determined by the agenda. If issues relevant to the CAC are insufficient in number or substance, the meeting may be canceled with the agreement of the CAC Chair and Vice Chair. Members will be notified of the cancellation at least 24-hours in advance of a meeting. (*Amended 12/20/04*)

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items may be discussed in a general way with substantive discussion and decision scheduled for a future meeting.

Staff Liaison shall mail the agenda to CAC members at least five days prior to the meeting and will send a copy of the packet to each member electronically. (Amended 02/13/12)

## **MINUTES**

The Staff Liaison shall distribute a summary of the meeting. Verbatim transcripts and detailed documentation of discussion will not be available. Members will be asked to consider and approve the minutes for the record by majority vote. The minutes will include a list of all members present and absent.

## **QUORUM**

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Officers will serve a term of one year and may serve up to two terms in the same office. If a CAC member completes an officer vacancy during the year, it shall not be considered against the two term limitation. A member may serve two years as Chair and two years as Vice Chair consecutively.

Officers may be removed prior to the end of term by majority vote of the CAC members. If an officer resigns or is removed prior to the end of the term, a replacement will be nominated and affirmed by majority vote. Such replacement will serve until the end of the regular term. (Amended 07/16/01; 12/20/04)

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It is anticipated the CAC will have a product in the form of a recommendation and/or a summary of the various points of view to the Authority following study and discussion of an issue. The recommendation and/or points of view will be forwarded to the Authority through the Staff Liaison, using the appropriate agenda forms and process.

The CAC will seek Authority feedback regarding disposition of the recommendation and/or points of view. *(Amended 07/16/01)*

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- **Usefulness:** Did the CAC transmit to the Authority relevant and meaningful recommendations.
- **Scope of Work:** Did the CAC achieve the various tasks and/or consider Authority recommendations addressed during the previous evaluation and/or those requested throughout the year? If not, why? How did Intercity Transit and the community benefit from the results of the CAC's achievements?
- **Other:** Other criteria suggested by the CAC members may be used. *(Amended 07/16/01; February 14, 2005)*

### **USE OF THE OPERATING GUIDELINES**

The meeting protocol supersedes all other meeting procedures and will be used by the CAC until and unless it is amended by majority vote. Any such amendment will be recorded in the minutes and provided to the CAC members.

### **AMENDMENTS**

These bylaws may be amended by a majority vote of the Citizen Advisory Committee members at any meeting of the CAC. Copies of the proposed revisions or amendments must be provided to CAC and Authority members thirty days in advance of the meeting at which the changes are to be acted upon. *(New Section Added 12/20/04)*

**ADOPTED this 17th day of July, 2000.**

<b>Amended:</b>	<b>February 19, 2001</b>	<b>February 6, 2008</b>	<b>September 18, 2013</b>
	<b>July 16, 2001</b>	<b>March 5, 2008</b>	<b>July 6, 2016</b>
	<b>December 16, 2002</b>	<b>February 14, 2011</b>	
	<b>December 20, 2004</b>	<b>November 2, 2011</b>	
	<b>February 14, 2005</b>	<b>February 13, 2012</b>	

# INTERCITY TRANSIT AUTHORITY

## GOALS

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

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

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

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

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

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

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

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

**Goal 5:** Integrate sustainability into all agency decisions and operations to lower social and environmental impacts to enhance our community and support the Thurston County Regional Climate Mitigation Plan.

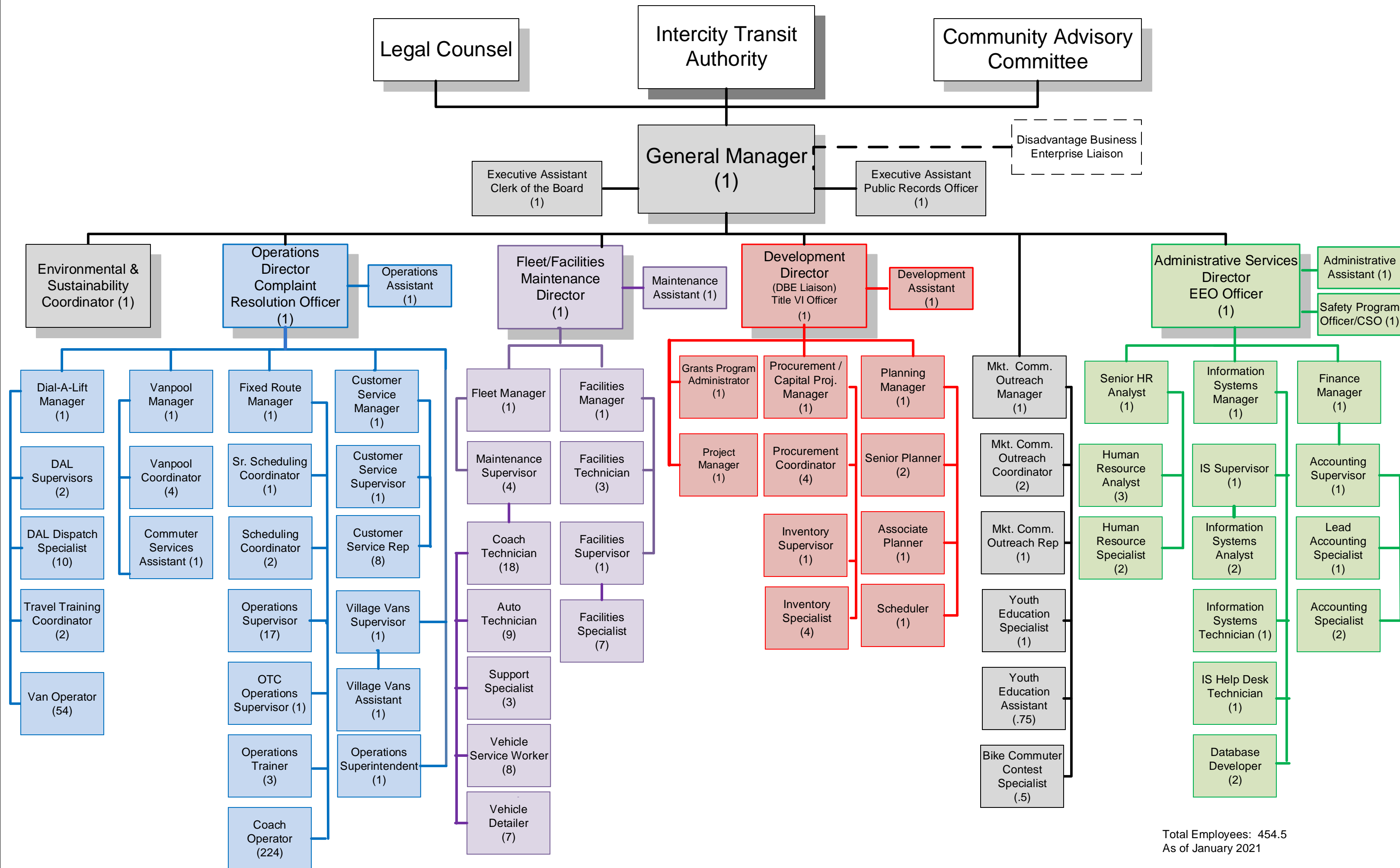
*Ends Policy:* Resources will be used efficiently to minimize the negative impact on the environment and the community and, to the extent feasible, efforts will be pursued that integrate or otherwise align with broader sustainability goals.

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

*Ends Policy:* Educate and encourage community members to explore, appreciate and utilize the benefits of our services and programs while making the system easier to use.

**Goal 7:** Build partnerships to identify and implement innovative solutions that address mobility needs and other critical challenges in the community, such as access and equity as a service provider and as an employer.

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





# INTERCITY TRANSIT Fact Sheet

Intercity Transit serves Washington State's capital city, Olympia, and neighboring cities Lacey, Tumwater, and Yelm. Intercity Transit is a nationally recognized, small urban transit system with diverse services and strong ridership. In addition to serving the local area for over 38 years, Intercity Transit connects with five area transit systems, including Sound Transit, providing access to Central Puget Sound.

## Mission & Vision

Our **mission** is to provide and promote public transportation choices that support an accessible, sustainable, livable, healthy, prosperous community. Our **vision** is to be a leading transit system in the country, recognized for our well-trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all citizens of Thurston County.

## Operating Background

In 38 years, we have provided more than 110.4\* million rides for area residents and commuters. The agency employs 380 people.

## Intercity Transit Authority

The Intercity Transit Authority, our governing body, consists of five elected officials who represent the Cities of Olympia, Lacey, Tumwater, and Yelm and Thurston County. Three citizen-at-large members and a labor representative also serve on the Authority. The Community Advisory Committee, a 20-member community advisory panel, provides input to the Authority.

## Budget

Our 2020 budget is \$179 million. This includes an operating budget of \$117 million and capital and other revenue of \$61.5 million.

## Ridership

In 2018, we provided about 4.5 million\* rides on fixed-route, paratransit, and vanpool services. Ridership for fixed route and vanpool services fluctuate annually, while Dial-A-Lift ridership continues to increase.

## Intercity Transit Services at a Glance

Intercity Transit operates:

- A fleet of 118 buses (71 coaches [including 23 hybrids] and 47 Dial-A-Lift vans); 234 vanpool vans.
- Two transit centers.
- An administrative and maintenance facility.
- 983 bus stops, 301 bus shelters, and 3 park & ride lots.
- Bike racks and accessible features on all buses.
- Amtrak Centennial Station.



## Who Uses Intercity Transit

Eighty percent of trips are for economic purposes. People use transit to get to work (32%), go shopping (26%) and conduct personal business (8%). Eighty-four percent of riders surveyed rate Intercity Transit as "good" or "excellent". (Source: Rider Survey, 2015)

## Benefits of Public Transportation

Public transportation, an essential part of our transportation network, plays an important role in the county's economic, environmental, and social health by:

- Providing commuter and lifeline services.
- Providing transportation to jobs, schools, personal, business, and community activities.
- Reducing traffic congestion so private automobiles and freight can travel more efficiently.
- Helping seniors and people with disabilities remain independent.
- Protecting the environment by moving people efficiently, reducing air pollution, gas consumption, and harmful emissions.
- Acting as an engaged community partner and a responsible public steward.

\*Based on 2018 Ridership data.

## Bus Service

Fixed-route bus service is available weekdays on 21 routes, slightly fewer on weekends. These routes serve the greater urban centers of Thurston County, provide express service to Lakewood/Tacoma, and make connections to neighboring transit services. In 2018, 3.76 million trips were taken on fixed-route bus service.

## Vanpool & Carpool Service

Approximately 180 vanpools serve about 1,144 commuters traveling daily throughout the south Puget Sound and southwest Washington region. This program provided about 520,843 passenger trips in 2018. We also participate in a ridematch program helping commuters find potential vanpool and carpool partners.

## Dial-A-Lift Service

Dial-A-Lift provides door-to-door service for customers whose disabilities prevent them from using our fixed-route service. This service, which exceeds the federal requirements for complementary service, provided 186,891 trips in 2018.

## Village Vans Program

The Village Vans program serves individuals working toward economic independence. Participants must be actively seeking jobs or training. The program also provides on-the-job driver training for the participants who drive the vans.

## Community Van Service

We make retired vanpool vans available to non-profit and governmental organizations on a reservation basis. A per-mile rate covers direct costs of operating the service.

## Travel Training Program

This free, one-on-one or small-group training teaches the practical skills of riding our buses safely and confidently.

## Commute Trip Reduction & Pass Programs

We work with various worksites implementing trip-reduction programs for thousands of commuters. We also partner with all three area colleges and several major employers on bus pass programs.

## Youth Education Program

Walk N Roll, our Youth Education program, is dedicated to building the next generation of safe and healthy bikers, walkers, and bus riders. This program offers hands-on activities and environmental lessons, hosts field trips and events, and engages young people of all ages.



## Awards

We have earned recognition for our efforts on the local, state, and national levels:

- 2019 Governor's Smart Communities Project Award
- 2019 State Roadeo Champions and 2015-19 State Grand Champion winners
- 2019 International Roadeo Champions
- 2014 International Organization for Standardization ISO 14001 Certification, one of nine transit systems in the nation
- 2013 American Public Works Assn. Project of Year
- 2012 Gold Sustainable Commitment Recognition
- 2012 Thurston County Green Business of the Year
- 2009 American Public Transportation Assn. Outstanding Public Transportation System Achievement Award
- 2009 Federal Transit Administration Enhancing Ridership Award
- 2008 & 2007 American Public Transportation Assn. Ad Wheel Grand Prize Awards
- 2008-12 Thurston County Green Business Award
- 2003 Washington State Department of Ecology Environmental Excellence Award
- 2002 Governor's Commute Smart Award

**INTERcity**  
**TRANSIT**

**Customer Service** 222 State Ave., Olympia

Phone: 360-786-1881 or 800-287-6348

E-mail: [customerservice@intercitytransit.com](mailto:customerservice@intercitytransit.com)

Comments: [tellus@intercitytransit.com](mailto:tellus@intercitytransit.com)

Web site: [intercitytransit.com](http://intercitytransit.com)

**Business Office** 526 Pattison St. SE, Olympia

Phone: 360-786-8585

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

For questions, contact Intercity Transit's Title VI Officer at (360) 705-5885 or [ephillips@intercitytransit.com](mailto:ephillips@intercitytransit.com).

# **Intercity Transit 2022 Budget**

November 2022

## ***Intercity Transit 2022 Budget***

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**INTERCITY TRANSIT  
RESOLUTION NO. 05-2021  
ADOPTION OF THE 2022 BUDGET**

**A RESOLUTION** adopting the budget for Intercity Transit for the year 2022 and authorizing appropriations thereunder.

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

**WHEREAS**, the Governing Authority did hold a public meeting this day for the purpose of fixing the final budget for the calendar year 2022; and

**WHEREAS**, at said public meeting, the 2022 final budget was approved.

**NOW THEREFORE, BE IT RESOLVED** by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2022 is hereby adopted:

**ESTIMATED RESOURCES**

Beginning Estimated Cash Balance	\$ 140,000,000
Estimated Revenues	95,376,146
<b>TOTAL ESTIMATED RESOURCES</b>	<b>\$ <u>235,376,146</u></b>

**ESTIMATED UTILIZATION OF RESOURCES**

Total Operating and Capital Expenses	\$ 182,640,453
Estimated Ending Cash Balance	52,735,693
<b>TOTAL ESTIMATED UTILIZATION OF RESOURCES</b>	<b>\$ <u>235,376,146</u></b>

**ADOPTED:** This 17th day of November, 2021

**INTERCITY TRANSIT AUTHORITY**

*Carolyn Cox*

\_\_\_\_\_  
Carolyn Coxr, Chair

**ATTEST:**

*Patricia Messmer*

\_\_\_\_\_  
Pat Messmer  
Executive Assistant/  
Clerk of the Board

**APPROVED AS TO FORM:**

**Jeff Myers**

\_\_\_\_\_  
Jeffrey S. Myers  
Legal Counsel

## ***Intercity Transit***

### ***2022 Budget Message***

#### **Introduction**

Intercity Transit's 2022 budget is driven by the policy and action strategies outlined in its 2022-2027 Strategic Plan. The Strategic Plan, adopted in December, includes specific detail on agency policy positions, service levels and corresponding resource expenditures. The Strategic Plan also defines Intercity Transit's capital program and the infrastructure investments necessary to implement the corresponding service levels and policies. The financial forecast for the first year of the Strategic Plan sets the limit on budget expenditures for the 2022 budget.

The 2022 budget includes 18 new positions. It also includes critical planning projects to support future service such as bus rapid transit as well as planning for the use of alternative fuels and a significant capital program with the continued replacement of the Computer Aided Dispatch/Automated Vehicle Locator system, construction and renovation of the Pattison Street Facility, replacement of 10 coaches, 28 DAL vehicles, 12 vanpool vans, and 3 staff vehicles, as well as numerous other projects.

#### **Conclusion**

The 2022 budget supports delivering quality transportation services and implementing capital projects, some of which are funded through existing grants. Intercity Transit enters 2022 in a stable financial position. The Authority directed staff to develop a work plan and budget recognizing that flexibility would be necessary to respond as the COVID-19 situation continues to evolve. COVID-19 has already delayed actions contained in our long-range plan and very well might impact those plans into 2022. We will continue to respond to the best of our ability during this public health crisis and look for opportunities to restore service and continue the implementation of our long-range plan. This budget provides for a return to pre-COVID level service in 2022 as COVID restrictions and its impacts on staffing allow. We continue to be a public transportation agency that is more than a "bus company" – one that is committed to providing mobility services fulfilling a variety of needs to support a healthy, livable and prosperous community environmentally, economically

and socially. This budget will help us fulfill Intercity Transit's Mission and Vision:

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

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

We will strive to continue to provide service that meets the mobility needs of our community and improves the quality of life of our citizens to the fullest extent possible within our budgetary limitations.

<b>Budget Summary - Cash Basis</b>		<b>2022 Budget</b>
<b>Beginning Cash Balance</b>		<b>\$140,000,000</b>
<b>Add:</b>		
Operating Revenues: Sales tax		74,478,284
Operating Revenues: VP fares		824,000
Operating Revenues: interest income, misc.		1,300,000
Grant Revenue - Operating		4,423,789
Grant Revenue - Capital		14,350,073
<b>Total Revenues</b>		<b>95,376,146</b>
<b>Less:</b>		
<b>Operating Expenditures</b>		
Operating	64,135,658	
Operating - New projects	1,577,000	
Operating - Rollover projects	12,353,080	
<b>Total Operating Expenditures</b>		<b>78,065,738</b>
<b>Capital Expenditures</b>		
Capital - New	38,765,715	
Capital - Rollover	65,809,000	
<b>Total Capital Expenditures</b>		<b>104,574,715</b>
<b>Total Expenditures</b>		<b>182,640,453</b>
<b>Ending Cash Balance</b>		<b>52,735,693</b>
<b>Less Operating Reserve (25% of operating expenditures)</b>		<b>(19,516,435)</b>
<b>Ending Unreserved Cash Balance</b>		<b>\$33,219,259</b>



## **REVENUES**

### **Operating Revenues**

Vanpool revenues are projected to decrease as some vanpool groups have stopped due to COVID and vanpool fares have been re-structured.

### **Non-Transportation Revenue**

Amtrak Depot operations are funded through contracts with local jurisdictions and Agency operating revenues.

### **Sales Tax**

The 2022 budget assumes that Sales Tax collections will increase 3%.

### **State and Federal Support**

Includes grant funding for:

- Expansion and rehabilitation of Intercity Transit's Operations and Administrative facility and Maintenance facility
- Smart Corridors project
- Operating and Capital grants for *The One* – a High Capacity Corridor demonstration Route
- Martin Way Park & Ride I-5 northbound ramp access
- Replacement of buses and Dial-A-Lift vehicles
- Operating dollars for special needs transportation (DAL), Walk n Roll, Route 612 Express service, Vanpool marketing project, and DASH shuttle services

## ***CAPITAL***

### **Bus and Vanpool Vehicles**

Purchase 10 coach buses, 28 DAL buses, and 12 vanpool vans. Purchase coach driver barriers and HVAC air purification systems for the coach fleet.

### **Staff Vehicles**

Replace 2 facilities/maintenance trucks, a supervisor vehicle, and 2 staff cars.

### **Information Systems Equipment**

Miscellaneous IS equipment will be purchased throughout the agency to improve regular data processing and improve access to computers for supervisors, operators, and employees working off site. Money is also budgeted to continue the replacement of the Computer Aided Dispatch/Automatic Vehicle Locating (CAD/AVL) system and purchase Vanpool management software.

### **Facility Enhancements**

Improvements include LTC rain gutter replacement, Amtrak building security system, and Amtrak restroom remodel design/estimate. Other purchases include: finishing safety work platforms and a mobile steam cleaner. A building condition assessment is also planned for all IT buildings.

### **Pattison Operations & Administrative expansion and Maintenance renovation**

This project includes the following 5 phases, phases 1 & 2 are complete.

Phase 1 – Installation of Underground Storage Tanks and fuel island (completed)

Phase 2 – Frontage improvements along Martin Way and Pattison Street (completed)

Phase 3 – Construction of Administration and Operation Building and a Fuel Wash Facilities Building

Phase 4 – Renovation of existing Maintenance Building

Phase 5 – Demolition of existing Administration Building and associated site work

## ***INTERCITY TRANSIT DEPARTMENTS & DIVISIONS***

### ***ADMINISTRATIVE SERVICES DEPARTMENT***

#### ***FINANCE DIVISION***

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

#### ***INFORMATION SYSTEMS DIVISION***

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The Information Systems Division administers, manages, and supports the Agency's information technology needs. This includes the network, servers, telephones, security cameras, desktop and laptop PCs, websites, and applications across seven different physical locations. Beyond the information technology's industry standard products like VMware vSphere, Cisco networking equipment, Microsoft Windows (both client and server), Active Directory, Exchange, and SQL Server, they also support several transit specific applications such as Fleet-Net, Routematch, and CAD/AVL. For all these products, IS staff provides systems analysis, project management, and help desk level support. Finally, the IS department is responsible for managing cybersecurity risks and deploying mitigation strategies.

#### ***SAFETY DIVISION***

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

#### ***HUMAN RESOURCES DIVISION***

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The Human Resources Division is tasked to maximize the effectiveness of Intercity Transit's primary resource, its employees. This is accomplished by hiring and retaining highly effective people who are committed to the services of public transit through professional recruitment procedures, prudent compensation analysis, respectful labor-management relations as well as pro-active labor contract administration. The Human Resources Division is also responsible for employee and customer accident and claims administration and the

implementation of a federally required comprehensive drug and alcohol program that includes post-accident and random testing of employees. The Human Resources Division coordinates with the Finance Division in managing payroll and employee benefit programs. Agency-wide services and expenses such as the receptionist function, office supplies, and centralized office equipment are also administered by the Human Resources Division and are included in its budget. Since 2020, the Human Resources Division has been responsible for COVID leave management, maintaining compliance with local and state health department guidelines, and contact tracing within the agency.

## ***EXECUTIVE DEPARTMENT***

### ***EXECUTIVE DIVISION***

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

### ***MARKETING, COMMUNICATIONS & OUTREACH DIVISION***

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The Marketing, Communications & Outreach Division produces agency public information materials and promotes awareness and use of Intercity Transit services. The division oversees the website and real-time customer communications via (GovDelivery), printed materials, public information pieces, and social media. Marketing, Communication & Outreach staff coordinates marketing, advertising, communications, and outreach programs, supports media relations, and represents the agency to the news media and our community partners to promote services and in response to agency needs. This Division also administers Intercity Transit's Youth Education Program including Walk-N-Roll, the Thurston County Bicycle Commuter Challenge (BCC) and Earn-A-Bike program and bike shop staffed by volunteers.

## ***DEVELOPMENT DEPARTMENT***

### ***DEVELOPMENT DIVISION***

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The Development Department oversees the Planning Division and the Procurement Division. Development also includes Grants program administration and reporting activities, including the management and oversight of major agency planning and capital projects and programs pursuant to Federal and State grant funding and agency priority projects.

Department staff coordinate, manage, and monitor compliance with state and federal funding requirements including contracting, reporting, and project oversight of required programs

including annual audits and reporting, Federal Transit Administration (FTA) Triennial review, environmental compliance, the Disadvantaged Business Enterprise Program and Title VI compliance. Staff also support the agency's public communications and outreach with riders and the community. The Development Department also coordinates the support, execution and completion of projects entered into or supported by interagency agreements and contracts.

### ***PROCUREMENT DIVISION***

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

### ***PLANNING DIVISION***

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

## **Operations Department**

### ***OPERATIONS DIVISION***

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The Operations Department is the service delivery arm of Intercity Transit. The Operations Division includes the Office of the Director which provides guidance and administrative support for the Transportation, Coach Operator, Dial-A-Lift Administration & Operations, Van

Operator, Vanpool Program Services, Customer Service, and Village Vans Divisions. Of the 343 employees budgeted in the Department (7 divisions), 297 are represented by the Amalgamated Transit Union (ATU). Agency-wide, the Director coordinates service delivery with other Departments, and formulates and implements agency goals consistent with the mission of Intercity Transit. The Office of the Director plays a key role in the administration of the bargaining agreement between ATU and Intercity Transit and in maintaining a positive working relationship with union leaders and represented employees.

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#### ***TRANSPORTATION DIVISION***

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The Transportation Division is supported by 1 Fixed Route manager ,18 Operations supervisors, 3 Operations scheduling coordinators, and 4 Operations trainers. The primary function of the Division is to effectively meet 100% of Intercity Transit service commitments 362 days a year. Services provided by the Division include the operation of all Fixed Route services and special event services. Transportation also provides support services to other Departments within the Agency in the form of staff training, staff assistance, and assistance with special projects.

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#### ***COACH OPERATOR DIVISION***

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The Coach Operator Division consists of 224 coach and extra board operators who provide Fixed Route service to customers.

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#### ***DIAL-A-LIFT ADMINISTRATION & OPERATIONS DIVISION***

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The Dial-A-Lift Administration & Operations Division includes 16 staff members who support the activities of the Dial-A-Lift program. The primary function of the Division is to deliver quality specialized transportation service to the riding public within the legal parameters established by the Americans with Disabilities Act (ADA). The Division also works closely with other agencies to develop and implement demonstration projects. The Dial-A-Lift Administration & Operations Division provides guidance to the Agency on the potential ramifications of decisions as they relate to the ADA and acts as a liaison between the local special needs community and the agency through such mediums as public forums.

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#### ***VAN OPERATOR DIVISION***

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The Van Operator Division consists of 54 van operators who provide DAL service to customers.

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#### ***VANPOOL SERVICES DIVISION***

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The Vanpool Services Division administers, manages, and coordinates Intercity Transit's vanpool program, providing vanpool vehicles for approximately 105 groups of commuters who have at least one end of their commute in Thurston County. The Division provides day-to-day support to vanpool participants; to include recruitment and retention of participants, and training volunteer coordinators, drivers, and bookkeepers. WSTIP Vanpool Risk Management program is maintained, providing driver training and refresher training. A

regional ride-matching service for commuters seeking carpools or vanpools is also administered by this Division, as well as the Community Van and Surplus Van grant programs, providing transportation solutions for nonprofit organizations and community groups.

### ***CUSTOMER SERVICE DIVISION***

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

### ***VILLAGE VANS DIVISION***

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

## **Maintenance Department**

### ***MAINTENANCE ADMINISTRATION DIVISION***

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

### ***FLEET (VEHICLE MAINTENANCE) DIVISION***

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

sustainability. The Division constantly strives to enhance vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for internal and external customers.

### ***FACILITIES MAINTENANCE DIVISION***

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



# 2022 Budget Expenditures

Project Type	Name	Budget
Proposed New Project	Alternative Tech Master Planning & Detail Design	\$650,000
	Amtrak Building Security System	\$25,000
	Amtrak restroom remodel design/estimate	\$12,000
	BRT and Corridor Program Capital	\$15,000,000
	Building Condition Assessment	\$100,000
	Building Condition Assessment - Amtrak	\$10,000
	Buses (replacement, partly grant funded) (10)	\$6,289,495
	DAL vans (replacement, partly grant funded) (28)	\$5,016,704
	Driver Barriers/HVAC system	\$1,124,940
	Emergency Response - Coronavirus	\$220,000
	Facilities Truck (replacement)	\$80,000
	Fleetnet Migration to My Avail	\$32,000
	Large Urban Area Federal updates/Title VI	\$200,000
	Maint Truck (replacement)	\$90,000
	Non-Rep comp/class study	\$40,000
	Non-Rep compensation study	\$550,000
	Ops supervisor vehicle (new/additional unit)	\$60,000
	Pattison furniture, fixtures, equip & technology	\$10,000,000
	Vanpool Management Software	\$300,000
	Vanpool Promotion	\$125,000
	Vanpool vans (replacement) (12)	\$417,576
	Total	\$40,342,715
Rollover Project	Alternative Technology Project Management	\$400,000
	Amtrak parking lot drainage engineering	\$25,000

Amtrak Tree Replacement (pending County direction)	\$21,000
BRT Modeling/Corridor Assess(federalizing project)	\$280,000
BRT Station PE/Construction	\$860,000
Bus Stop Enhancements/Facilities	\$15,000
Bus Stop Facility Improvements/Planning	\$780,000
CAD/AVL & Communication project	\$6,689,000
Community engagement	\$145,000
Cybersecurity	\$100,000
Exterior Paint Consultant	\$17,500
Facilities management software	\$40,000
Fixed Route Promotions	\$30,000
Fixed Route Transfer Study	\$120,000
High Performance Cord (BRT The One)	\$1,600,000
Hybrid Bus Mid-Life Rebuild	\$1,500,000
Innovative service zones study	\$250,000
LTC rain gutter replacement	\$133,580
Maintenance tools	\$30,000
Martin Way P&R Express Bus direct access	\$3,700,000
Mobile Steam Cleaner	\$35,000
Monitor System Services-Planning	\$120,000
Offsite parking	\$90,000
OTC SW Corner site Improvement Project	\$100,000
Outreach Education Services	\$100,000
Park and Pool Project	\$3,000
Pattison Rehab & Expansion	\$58,000,000
Pattison Safety Work Platforms	\$10,000
Satisfaction & Market Segmentation Survey	\$260,000
Service Performance & Reporting	\$85,000
Shop Floor Scrubbers (2)	\$40,000
Smart Corridor phase 2 & 3	\$758,000
Staff Car (replacement) (2004 Ford Taurus wagon)	\$30,000

	Staff Car (replacement) (2004 Toyota Prius)	\$45,000
	Strategic Comm/Community Engagement	\$100,000
	Traffic Engineering Services	\$100,000
	Transit Center and core customer info navigation	\$300,000
	Transit Signal Priority	\$940,000
	Website enhancements	\$200,000
	West Olympia Service Analysis	\$110,000
	Total	\$78,162,080
Operational Expenses	Active Threat Management	\$20,000
	Admin Serv/Finance - Operating Expenses	\$15,000
	Admin Serv/Finance - Training	\$18,000
	Admin Serv/HR - Operating Expenses	\$185,275
	Admin Serv/HR - Training	\$23,000
	Admin Serv/IS - Training	\$45,000
	Admin Serv/Safety - Operating expenses	\$250
	Admin Serv/Safety - Training	\$14,000
	Agency Wellness Activities	\$10,500
	Amtrak Background Checks	\$150
	Amtrak Operational Expenses	\$96,950
	Amtrak parking lot maint service	\$5,000
	Amtrak property taxes/insurance	\$3,500
	Annual Authority Planning Session	\$15,800
	Annual Recognition Banquet	\$19,000
	Annual State Audit	\$57,000
	Bond counsel services	\$50,000
	Buildings/Grounds Maintenance	\$476,401
	CAC/Authority Support	\$18,100
	Catch Basin Cleaning Contract	\$50,000
	Credit Card Processing Fees	\$34,000
	Custodial Services	\$327,713
	Cut Commute Committee	\$40,000

Development/Dev - Operating Expenses	\$2,000
Development/Dev- Training	\$14,880
Development/Planning - Training	\$22,935
Development/Procurement - Operating Expenses	\$6,000
Development/Procurement - Training	\$34,329
Drug & Alcohol Program	\$48,860
Elevator Maintenance Contract	\$13,500
Emergency Response - Coronavirus	\$5,000
Employee Medical Programs	\$28,500
Employee/Volunteer Recognition	\$43,000
Equipment Rental (agency)	\$65,000
Executive - Operating Expenses	\$10,600
Executive - Training	\$31,518
Executive/Marketing - Training	\$20,500
Facility/Maint Service Contracts	\$40,000
Financial advisor services	\$40,000
General Agency Insurance	\$2,000,500
General Wage Increase	\$0
Grants Consultant	\$40,000
IAM Contract Benefits	\$25,000
Implement Bicycle Programs	\$24,500
Internal Staff Development	\$10,100
IS Communication Infrastructure	\$377,000
IS Enterprise Application Support	\$649,000
IS Infrastructure and Operations	\$663,620
IT Local Rodeo	\$4,000
ITA/CAC Training & Development	\$22,141
Landscaping Services	\$197,800
Legal Notices	\$4,000
Legal Services	\$103,000
Loomis armored car services	\$10,000
Maint seasonal temp help	\$15,000
Maintain Coaches operating expenses	\$4,768,829
Maintain DAL vans operating expenses	\$1,051,292

Maintain Staff Vehicles operating expenses	\$131,192
Maintain VP operating expenses	\$769,795
Maintain VV operating exp	\$19,200
Maintenance/Facilities - Training	\$20,000
Maintenance/Maint Admin - Operating Expenses	\$6,500
Maintenance/Maint Admin - Training	\$25,000
Maintenance/Vehicle Maint - Training	\$70,000
Marketing Support for Agency Services	\$275,500
Membership Dues	\$140,000
Operations/Customer Serv - Operating Expenses	\$21,600
Operations/Customer Serv - Training	\$3,884
Operations/DAL - Operating Expenses	\$9,900
Operations/DAL - Training	\$18,125
Operations/Operations - Operating Expenses	\$6,600
Operations/Operations - Training	\$10,700
Operations/Transportation - Operating Expenses	\$29,400
Operations/Transportation - Training	\$57,200
Operations/VP - Operating Expenses	\$10,550
Operations/VP - Training	\$16,900
Operations/VV - Operating Expenses	\$5,000
Operations/VV - Training	\$2,200
Operator/Supervisor uniforms	\$115,000
Organizational Development	\$25,550
Parking Lot Maint Services	\$5,000
Pension Committee	\$7,500
Print/distribute Planning Projects	\$4,000
Produce Agency Information	\$115,000
Recruitment & Selection	\$74,200
Safety/Accident Mitigation	\$4,500
Salaries/Wages & Benefits	\$48,322,319
Security Contract	\$736,000
Service and Community	\$4,500

State & Fed Advocacy Services	\$142,400
State excise/use tax Dept of Rev	\$45,000
Subscriptions	\$2,000
Technology for New FTE's	\$35,000
Transit Appreciation Day/Recognition	\$30,000
Travel Training Support	\$2,400
Tuition - ATU	\$5,000
Tuition - IAM	\$2,000
Tuition - Non Represented	\$2,700
Utilities	\$404,400
Vanpool Incentive Program	\$26,000
Vehicle Fleet Support	\$365,750
Washington Building expenses	\$5,000
Washington Building rent	\$33,600
WSTA Board meetings	\$4,000
Youth Education Programs	\$50,550
Total	\$64,135,658
<b>Total</b>	<b>\$182,640,453</b>

<b>2022 Staffing by Department/Division</b>		
		<b>2022 Budgeted FTEs</b>
<b>Administrative Services Department</b>		
	<b>Finance Division</b>	
	Accounting Specialists	3
	Lead Accounting Specialist	1
	Accounting Supervisor	1
	Finance Manager	1
	<b>Subtotal - Finance Division</b>	<b>6</b>
	<b>Information Services Division</b>	
	IS Technician	2
	IS Database developer	2
	IS Network Systems Analyst	2
	IS Security Analyst	1
	IS Supervisor	1
	IS Manager	1
	<b>Subtotal - Information Services Division</b>	<b>9</b>
	<b>Safety Division</b>	
	Chief Safety Officer	1
	Senior training coordinator	1
	<b>Subtotal - Safety Division</b>	<b>2</b>
	<b>Human Resources Division</b>	
	Human Resources Administrative Assistant	1
	Human Resources Specialist	3
	Human Resources Analyst	2
	Human Resources Supervisor	1
	Admin Services Director	1
	<b>Subtotal - Human Resources Division</b>	<b>8</b>
	<b>Total Administrative Services Depart</b>	<b>25</b>
<b>Development Department</b>		
	<b>Development Division</b>	
	Administrative Assistant	1
	Principal Planner/Project Manager	1
	Grants Program Administrator	1
	Development Director	1
	<b>Subtotal - Development Division</b>	<b>4</b>
	<b>Planning Division</b>	

<b>2022 Staffing by Department/Division</b>		
		<b>2022 Budgeted FTEs</b>
	Senior Planners	2
	Associate Planner	1
	Scheduler	1
	Planning Manager	1
	<b>Subtotal - Planning Division</b>	<b>5</b>
	<b>Procurement Division</b>	
	Inventory Specialists	4
	Inventory Supervisor	1
	Procurement Coordinators	4
	Procurement Manager	1
	<b>Subtotal - Procurement Division</b>	<b>10</b>
	<b>Total Development Department</b>	<b>19</b>
	<b>Executive Department</b>	
	<b>Executive Division</b>	
	Executive Assistants	2
	Special Projects	1
	Director of Strategic Programs	1
	General Manager	1
	<b>Subtotal - Executive division</b>	<b>5</b>
	<b>Marketing Division</b>	
	Bicycle Commuter Challenge Coordinator	0.5
	Youth Education Assistant	1.0
	WalkNRoll program supervisor	1.0
	Marketing & Communication Representative	1.0
	Senior Marketing Coordinator	1.0
	Marketing & Communications Coordinator	1.0
	Marketing Manager	1.0
	<b>Subtotal - Marketing Division</b>	<b>6.5</b>
	<b>Total Executive Department</b>	<b>11.5</b>
	<b>Operations Department</b>	
	<b>Customer Services Division</b>	
	Customer Service Representatives	8
	Customer Service Supervisor	1
	Customer Service Manager	1
	<b>Subtotal - Customer Services Division</b>	<b>10</b>
	<b>Dial-A-Lift Admin &amp; Operations Division</b>	
	DAL Dispatch Specialists	11
	DAL Travel Training Coordinators	2



<b>2022 Staffing by Department/Division</b>		
		<b>2022 Budgeted FTEs</b>
	DAL Supervisor	2
	DAL Manager	1
	<b>Subtotal - Dial-A-Lift Division</b>	<b>16</b>
	<b>DAL Operators Division</b>	
	Van Operators	
	<b>Subtotal - DAL Operators Division</b>	<b>54</b>
	<b>Operations Division</b>	
	Operations Assistant	1
	Receptionists	2
	Operations Superintendent	1
	Operations Director	1
	<b>Subtotal - Operations</b>	<b>5</b>
	<b>Transportation Division</b>	
	Coach Operators	224
	<b>Subtotal - Coach Operators</b>	<b>224</b>
	Scheduling Coordinators	2
	Senior Scheduling Coordinator	1
	Transportation Supervisors	18
	Operations Trainers	4
	Fixed Route Manager	1
	<b>Subtotal - Managers/schedulers/supervi</b>	<b>26</b>
	<b>Subtotal - Transportation Division</b>	<b>250</b>
	<b>Vanpool Division</b>	
	Commuter Services Assistant	1
	Vanpool Coordinators	4
	Vanpool Manager	1
	<b>Subtotal - Vanpool Division</b>	<b>6</b>
	<b>Village Vans Division</b>	
	Village Vans Assistant	1
	Village Vans Supervisor	1
	<b>Subtotal - Village Vans Division</b>	<b>2</b>
	<b>Total Operations Department</b>	<b>343</b>
	<b>Maintenance Department</b>	
	<b>Vehicle Maintenance Division</b>	
	Vehicle Cleaners/Detailers	12

<b>2022 Staffing by Department/Division</b>		
		<b>2022 Budgeted FTEs</b>
	Service Workers	8
	Support Specialists	3
	Technicians	28
	<b>Subtotal - Vehicle Maintenance Division</b>	<b>51</b>
	<b>Maintenance Administration</b>	
	Maintenance Admin Assistant	1
	Maintenance Supervisors (Fleet)	6
	Facilities Specialist Supervisor	1
	Facilities Technician supervisor	1
	Facilities Manager	1
	Fleet Manager	1
	Director of Fleet & Facilities	1
	<b>Subtotal - Maintenance Admin Division</b>	<b>12</b>
	<b>Facilities Division</b>	
	Facilities Specialists	7
	Facilities Technicians	4
	<b>Subtotal - Facilities Division</b>	<b>11</b>
	<b>Total Maintenance Department</b>	<b>74</b>
	<b>Agency Totals</b>	<b>472.5</b>

# INTERCITY TRANSIT

2020 Annual Report

2021–2026 Transit Development Plan



INTERcity TRANSIT

Prepared by: Intercity Transit Development Department



### **Intercity Transit Authority:**

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Molly Carmody – City of Yelm  
Clark Gilman – Vice Chair, City of Olympia  
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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](mailto:ephillips@intercitytransit.com)

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## Introduction

In accordance with RCW 35.58.2795, Intercity Transit has prepared and submitted this Annual Report for 2020 and a subsequent Transit Development Plan (TDP) for years 2021 through 2026. 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 during 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, June 16, 2021, at the Transit Authority meeting, 526 Pattison St SE, Olympia, Wash. Following final Authority adoption on July 21, this Plan was made be available at [www.intercitytransit.com](http://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.

### **Plan Consistency**

This Transit Development Plan is a complementary document to Intercity Transit's adopted Long Range Plan and Strategic Plan, which consider and guide the expansion of service as well as 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 and the Long Range Plan in a similar but separate process. The Long Range Plan provides the roadmap for future service expansion as approved under Proposition 1 in November 2018. The Strategic Plan contains components of the TDP, but it provides the more in-depth analysis and discussions for

developing the annual budget (2022) and provides annual policy review and guidance for the future direction of the agency.

## Section 1: Organization, 2020

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<sub>2</sub> 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 in September, 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%.

2019: In early 2019, Intercity Transit continued its efforts to implement the service elements approved as part of Proposition 1, including: “Change the way fares are paid.” During the late winter and spring of 2019, Intercity Transit completed a comprehensive technical evaluation of the fare policies and structure. The evaluation reviewed operational, capital, and revenue aspects of Intercity Transit’s fare policy and equipment and lifecycle, as well as access to other systems, equity, and community goals. Following review of the study and additional outreach with key stakeholders, Intercity Transit laid out a public process to present a “zero-fare” demonstration project. As part of the 2019 budget process, the Intercity Transit Authority – citing significant community benefits consistent with the approval of Proposition 1 – November 2018 – adopted a resolution suspending fare collection for fixed route and DAL service and providing for a five-year zero-fare demonstration project, effective January 1, 2020. Service expansion, consistent with the Long Range Plan, continued in 2019 with a 13 percent expansion of fixed route service and 7 percent increase of ridership in 2019. In November, Intercity Transit implemented a bus rapid transit demonstration route called The One. The so-called “BRT-light” project runs from the Martin Way Park-and-Ride site, in north Lacey, to the Capital Mall station, in west Olympia. The route, which features fewer stops and shorter dwell times, takes about 30 minutes to complete; this is about half of the time it takes to cover the same area using traditional fixed-route bus service. Progress on major capital programs including fleet expansion and replacements (24 new coaches) and construction on a major expansion of the downtown Olympia Transit Center was on schedule for completion toward the end of 2019.

2020: During the first two months of 2020, Intercity Transit's ridership was up about 23 percent from the year-earlier period. This was likely due, in part, to Intercity Transit's elimination of bus fares ("zero-fare" demonstration project) in January 2020.

- On March 12, however, IT began making incremental reductions to bus service due to the COVID-19 pandemic.
- On April 13, IT halted its fixed-route bus service completely and instead offered advance-reservation service for riders who needed to take essential trips. The advance-reservation service was supplemental to IT's Dial-A-Lift paratransit service, which continued.
- On June 21, IT began a gradual resumption of bus service, and required that riders must wear masks and space out physically on buses.

As a result of these emergency service changes, IT's systemwide bus ridership was down 38.7% through the first half of 2020 compared to the year-earlier period. As of the end of 2020, IT's fixed-route bus service was about 42% of pre-pandemic levels (before March 2020).

## Section 2: Facilities, 2020

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 Pattison base expansion project (Phase 1) began with final design and replacement of existing underground fuel storage tanks. Intercity Transit has received State/Federal funding to support completion of the Intercity Transit base expansion and rehabilitation project and continues to seek funding for the remaining phases. Construction of the project's frontage and a new traffic signal began in 2019, and a GCCM contractor was selected and full design work was completed in 2019. Work on the north portion of the base site began during fall of 2020. Construction of the north site is expected to be completed in late 2022 and rehabilitation of the existing maintenance building and final site work is anticipated to continue through 2024 on the south part of the site.

## Section 3: Service Description, 2020

During 2020, 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

As part of its March 2020 service change, Intercity Transit launched Rt. 65, which provides service between the Lacey Transit Center and the fast-growing Hawks Prairie area. In response to the COVID-19 pandemic, however, Intercity Transit significantly decreased its systemwide fixed-route bus service over the ensuing months; this decreased the number of routes from 22 to 18. The transit agency plans on reinstituting those routes and restoring service to pre-pandemic levels, as operational resources allow and social-distancing guidelines advise. Typically, hours of service on weekdays are generally 4:30 a.m. to 12:25 a.m. (next day); Saturdays, generally 7:15 a.m. to 12:25 a.m. (next day); and Sundays between 7:15 a.m. to 12:25 a.m. (next day); no service is provided on three national holidays (New Year's Day, Thanksgiving, and Christmas).

- **Total Boardings:** . In 2020, IT recorded 1,905,876 fixed-route boardings, a decrease of 52.7% from 2019. It's worth noting, however, that in February 2020 (pre-pandemic), IT's ridership was up 36.4% compared with the year-earlier period. The temporary increase was due, in large part, to IT's introduction of a zero-fare policy.

### 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.

- **Total Paratransit Boardings:** 141,091, a 33 percent decrease from 2019.
- **Total Advance Reservation Boardings:** 33,475

**Fixed-Route and Paratransit Service Fares:** Intercity Transit stopped collecting fares for fixed-route and paratransit (Dial-A-Lift) trips in January 2020, the start of a five-year "zero-fare" demonstration project. As a point of context, Intercity Transit recovered 8.2% of operating expenses for local fixed-route service through fare collection in 2019, and the transit agency recovered 1.7 percent of operating expenses for paratransit service. Intercity Transit also did not charge a fare for Advance Reservation trips offered in response to the COVID-19 pandemic.

### **Vanpool Services Operation**

At the end of 2020, there were 180 Intercity Transit commuter vanpools in operation throughout the Puget Sound region — a decrease 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:** 28% of the operating costs were recovered in 2020. [*NOTE: IT suspended Vanpool fare collection in March 2020 due to the COVID-19 pandemic; comparatively, 94 percent of costs were recovered during 2019.*]
- **Total Boardings:** 284,796 trips were recorded in 2020, which was a decrease of 42% from 2019.

**Ridematching:** Intercity Transit is a member of the Washington/Oregon Rideshare network, which 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 via a local transit system.

### **Village Vans**

In 2002, Intercity Transit began a grant-funded service called Village Vans to operate four vans intended to help meet work-related transportation challenges for low-income families. Village Vans is an innovative program that leverages partnerships with the Washington Department of Employment Security, Thurston County Public Health and Social 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. Over the course of 17 years Village Vans has been able to average 5,633 trip a year. In 2020, the program was temporarily suspended from service due to COVID-19. The program was still able to provide employment support transportation prior to this, totaling 3737 rides, which was a decrease of 71% compared to 2019. The program allows vans to be driven by eligible job-seekers participating in the Customized Job Skills Training Program, volunteering a total of 1225 hours in 2020. During 2020, 19 volunteer drivers secured employment, as did dozens of passengers. Although the program was temporarily suspended from service throughout most of the year, Village Vans staff was able to provide assistance to a demand-response temporary service called Advanced Reservation, an alternative transportation option provided to the community to support transportation needs during the pandemic.

## Section 4: Service Connections, 2020

In 2020, Intercity Transit provided connections with five other public transit operators, 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 and Tacoma Mall. *[NOTE: As a result of the COVID-19 pandemic, IT temporarily suspended its fixed-route express service to Tacoma. IT replaced this with ongoing demand-response service.]*
- **Sound Transit (ST):** In 2020, 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:** Greyhound provides bus service from the downtown Olympia Transit Center.
- **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 and BRT light)
  - Centennial [Amtrak] rail station (Local)
- **Educational Facilities:** Fixed route service is available to many public and private schools throughout the service area. 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, Saint Martin's University, and The Evergreen State College.



## Section 5: Activities, 2020

Significant agency activity during the year continued with ongoing capital facility project reviews and work to implement the service expansion approved under Proposition 1. 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.

Capital projects involved the continuing effort to accommodate needed growth with a major expansion of the Olympia Transit Center and on-going efforts to secure additional funds for the development of the Pattison base expansion and rehabilitation project which was fully budgeted in 2020. Highlights of other agency efforts during the year included:

- **New Vehicles:** Intercity Transit received 16 replacement coaches for fixed-route bus service and 14 replacement vans for paratransit service.
- **Transit Service:** While Intercity Transit added a new route (Rt. 65), the transit agency decreased its fixed-route service hours by 46.4 percent during 2020 – the result of emergency service changes to respond to the COVID-19 pandemic [*See Section 3 for additional details*]. Intercity Transit began providing “advance-reservation” service for essential trips during its temporary suspension of fixed-route service during spring 2020, and the transit agency continues to provide supplemental advance-reservation service to all riders who need it outside of IT’s reduced service hours.
- **New Shelters and Amenities:** Intercity Transit upgraded more than 25 bus stops throughout the system. Amenities included adding landing pads, solar lights, shelters, and pole-mounted benches.
- **Land Use Planning coordination:** 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 2020, 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 U.S. 101. The “Smart Corridor” transit signal priority demonstration project is also ongoing, with testing of six intersections.

- **Village Vans:** In 2020, the program was temporarily suspended from service due to COVID-19. The program was still able to provide employment support transportation prior to this, totaling 3737 rides, which was a decrease of 71% compared to 2019. The program allows vans to be driven by eligible job-seekers participating in the Customized Job Skills Training Program, volunteering a total of 1225 hours in 2020. During 2020, 19 volunteer drivers secured employment, as did dozens of passengers..
- **Vanpool Program:** Groups decreased from 181 in 2019 to 180 in 2020. The 284,796 passenger trips recorded during 2020 was a decrease of 42% from the previous year. Vans operate throughout an eight-county region (King, Pierce, Grays Harbor, Lewis, Thurston, Mason, and Kitsap counties) with certified and trained volunteer drivers and remove hundreds of vehicles from congested roadways each weekday.
- **Innovative Programs:** Intercity Transit continued its “Walk N Roll” youth education program throughout 2020, reaching an estimated 6,026 youth and families. Walk N Roll provided 386 youth with a transit riding experience through Rolling Classroom field trips, Rolling Storytime events and the Class Pass. Bike shop volunteers contributed a total of 475 hours rebuilding 44 bikes that will be given to youth in 2021. Starting in March the program adapted education programs and outreach to meet COVID-19 safety requirements. This new programming included a bike and pedestrian safety video series that received 2,465 views, virtual bike contest and activities with 98 participants, a community scavenger hunt with 200 submissions, and a youth walk challenge with 306 participants. Intercity Transit also coordinates the Bicycle Commuter Challenge (BCC) events, which run from early winter through early summer each year.

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 programs 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, 2021-2026

The Washington State Department of Transportation (WSDOT) requires transit agencies to 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.*

#### **2020 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.
- Introduced fixed route bus service into NE Lacey which includes several large light industrial employers in addition to residential neighborhoods.

#### **2021-2026 Action Strategies**

- Focus efforts on full-service restoration for fixed route to pre-pandemic levels.
- Assess the fixed route system for ways to improve on-time performance and general reliability.
- Continue the incremental expansions of service identified in the adopted Long-Range Plan (2018).
- 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.*

#### **2020 Activities**

- Provided regular and reliable bus service in and around the cities of Olympia, Tumwater, Lacey, and Yelm.
- Initiated construction on the planned expansion of the Pattison Maintenance and Operations base.
- Replaced fixed route and paratransit vehicles to preserve service reliability.
- Completed construction on the 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.
- Continued Operation of *The One*, a high-capacity transit demonstration project funded by a WSDOT Regional Mobility Grant.

### **2021-2026 Action Strategies**

- Use existing resources and eligible grants to maintain the same level of service, including the phased restoration of fixed route service following the recovery from the COVID-19 pandemic.
- 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.
- Continue to implement the fixed route service in accordance with the adopted Short- and Long-Range Plan.

### **3. SAFETY**

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

#### **2020 Activities**

- Delivered public transit service amid the global COVID-19 pandemic, including regular and routine cleaning of vehicles and facilities.
- An internal Safety Committee met regularly and conferred on major events. The Committee reviewed monthly safety reports, maintained ongoing safety records, and made recommendations to the General Manager on issues involving employee and customer safety.
- Maintained and adapted the Walk N Roll program, reaching an estimated 6,026 youth and families
- 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.

## **2021-2026 Action Strategies**

- Adhere to State/Federal-directed mandates and implement selected industry best practices intended to slow and prevent the spread of COVID-19 (coronavirus)
- 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 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.*

### **2020 Activities**

- Continued to participate in local and state planning efforts to develop and improve alternatives to single-occupant vehicles. The agency also continued to take an active role with regional long-range transportation planning activities intended to relieve congestion and associated environmental impacts.
- Provided service integration with five other public transit operators, as well as Greyhound and Amtrak
- Amid the COVID-19 pandemic, 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.
- Implemented a multi-year zero-fare demonstration project on all fixed route and paratransit services.
- Implemented a new fixed route (with corresponding paratransit service) in NE Lacey providing service connections from a combination of light industrial employers and residential neighborhoods to the Martin Way corridor, Martin Way Park n' Ride and Lacey Transit Center.
- Continued WSDOT Regional Mobility Grants for service enhancements of Express service along the I-5 corridor between Thurston and Pierce Counties and High-Capacity service along the Martin Way/Harrison Ave. corridor.

## **2021-2026 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.
- 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, including direct access and other related improvements to the Martin Way Park n' Ride.
- Continue to integrate improvements in information technology and transportation services. This includes web-based information, mobile phone applications, on-street displays, and other information materials that encourage and promote transportation alternatives.
- Continue to monitor and report the results of the "zero-fare" policy that eliminated fare collection on fixed-route buses. The five-year demonstration policy was adopted as part of the 2019 budget with an effective date of January 1, 2020.
- Identify under-served areas and explore coordination between other contemporary ride-sharing services to leverage access to public transportation.
- Coordinate with local jurisdictions on the enhancement of the Martin Way/State Ave/Harrison Ave corridor in preparation for future Bus Rapid Transit (BRT) service including the construction of related BRT stations.
- Continue work on the regional Smart Corridor Implementation project which includes Transit Signal Prioritization on some of the region's busiest corridors.

## **5. ENVIRONMENT**

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

### **2020 Activities**

- Provided passenger trips that may have otherwise been taken in a single-occupant vehicle.
- Intercity Transit and Thurston Regional Planning Council participated cooperatively in local commute trip reduction (CTR) efforts including promotional marketing

efforts with employers around Thurston County. Intercity Transit continued to provide significant education and outreach program efforts to public schools, and the transit agency also coordinated annual county-wide Bicycle Commuting Challenge (May of each year).

- Intercity Transit continued to use biodiesel fuel of a 5-to-20 percent 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 continued to review and analyze existing conditions for improving the agency's continuing sustainability practices, and continued to provide in-house training of agency staff.
- Continued integration of sustainability practices into a variety of transportation-related programs and projects around Intercity Transit's service area and the broader region, per Sustainable Thurston and Thurston Thrives goals and policies.

### **2021-2026 Action Strategies**

- Continue to provide and promote ride-sharing services that help produce significant environmental benefits.
- Continue work on Environmental and Sustainability practices consistent with regional goals. Continue internal 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."
- Continue to review and integrate better fleet replacement technologies that can provide cleaner and more sustainable services into the future.
- 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 N Roll" youth education program involving students, parents, teachers and community members to help students confidently and safely bicycle, walk, and ride transit.
- Continue to support healthy choices year-round for biking, walking and riding transit, including hosting the annual Thurston County Bicycle Commuter Contest and increasing our outreach efforts at employment sites affected by state and local Commute Trip Reduction requirements.
- Continue to engage in land use and development decisions that promote higher densities and support safe and convenient access to public transportation for everyone.

## **6. STEWARDSHIP**

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

### **2020 Activities**

- Participated in local jurisdictional land use reviews, development of community design components (land and roads) and commented on transportation/transit integration and ADA accessibility.
- 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.
- Participated in local and regional partnerships that regularly review, plan, coordinate, and implement improvements to the local transportation network of roads, technology, and services.
- Attended regularly community business association meetings to update and provide leadership in efforts to support and improve local and regional transportation network.
- Participated in a coordination network of human service organizations to improve mobility for those challenged by income, age, and/or disabilities.

### **2021-2026 Action Strategies**

- Update performance measurement reports that provide summaries to the public of the attributes, costs, and use of the existing system services.
- Continue to work with and participate in community-based efforts to improve transportation efficiency in both the technical and service fields.
- 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), Sustainable Thurston, and Regional Transportation Plan updates.
- 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.
- Meet new federal planning requirements that are anticipated to come with designation of a Transportation Management Area (TMA).



## Section 7: Summary of Proposed Changes, 2021-2026

2021	Preserve/Maintain	Expansion
Services & Ridership	Restoration of service in response to the COVID-19 pandemic	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	Pattison base construction
	Facility maintenance	
Equipment		
<i>Coaches</i>	13	0
<i>DAL Vans</i>	18	0
<i>Vanpool Vans</i>	49	0

2022	Preserve/Maintain	Expansion
Services & Ridership	No anticipated reductions	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	Pattison base construction
	Facility maintenance	
Equipment		
<i>Coaches</i>	16	0
<i>DAL Vans</i>	10	0
<i>Vanpool Vans</i>	49	0

2023	Preserve/Maintain	Expansion
Services & Ridership	No anticipated reductions	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	Pattison base construction
	Facility maintenance	
Equipment		
<i>Coaches</i>	0	0
<i>DAL Vans</i>	12	0
<i>Vanpool Vans</i>	33	0

<b>2024</b>	<b>Preserve/Maintain</b>	<b>Expansion</b>
Services & Ridership	No anticipated reductions	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	
	Facility maintenance	
Equipment		
<i>Coaches</i>	7	0
<i>DAL Vans</i>	0	0
<i>Vanpool Vans</i>	20	0

<b>2025</b>	<b>Preserve/Maintain</b>	<b>Expansion</b>
Services & Ridership	No anticipated reductions	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	
	Facility maintenance	
Equipment		
<i>Coaches</i>	0	0
<i>DAL Vans</i>	14	0
<i>Vanpool Vans</i>	40	0

<b>2026</b>	<b>Preserve/Maintain</b>	<b>Expansion</b>
Services & Ridership	No anticipated reductions	Potential increase in service identified within the Long-Range Plan
Facilities	Bus stop accessibility	
	Facility maintenance	
Equipment		
<i>Coaches</i>	10	0
<i>DAL Vans</i>	18	0
<i>Vanpool Vans</i>	20	0

## Section 8: Capital Improvement Program, 2021-2026

<b>Coaches</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Beg. Yr. # of Vehicles in Fleet	86	86	86	86	86	86
Replacement 40' Hybrid/Electric	0	0	0	0	0	0
Replacement 40' Diesel	6	16	0	7	0	10
Replacement 35' Diesel	7	0	0	0	0	0
Replacement 29' Diesel	0	0	0	0	0	0
Total # of Replacement Coaches	13	16	0	7	0	10
Expansion 40' Hybrid/Electric	0	0	0	0	0	0
Expansion 40' Diesel	0	0	0	0	0	0
Expansion 35' Diesel	0	0	0	0	0	0
Expansion 29' Diesel	0	0	0	0	0	0
Total # of Expansion Coaches	0	0	0	0	0	0
End of Year Fleet Size	86	86	86	86	86	86
<b>Dial-A-Lift Vans</b>						
Beg. Yr. # of Vehicles in Fleet	54	54	54	54	54	54
Replacement Diesel	0	10	0	0	0	0
Replacement Gasoline	0	0	0	0	7	0
Replacement Propane	18	0	12	0	7	18
Total # of Replacement Cutaways	18	10	12	0	14	18
Expansion Diesel	0	0	0	0	0	0
Expansion Gasoline	0	0	0	0	0	0
Expansion Propane	0	0	0	0	0	0
Total # of Expansion Vans	0	0	0	0	0	0
End of Year Fleet Size	54	54	54	54	54	54
<b>Vanpool Vans</b>						
Beg. Yr. # of Vehicles in Fleet	222	222	222	222	222	222
Replacement Vehicles	49	49	33	20	40	20
Expansion Vehicles	0	0	0	0	0	0
End of Year Fleet Size	222	222	222	222	222	222
Total Vanpool Purchases	49	49	33	20	40	20
<b>Village Vans</b>						
Beg. Yr. # of Vehicles in Fleet	6	6	6	6	6	6
Replacement Vehicles	2	0	0	0	0	1
Expansion Vehicles	0	0	0	0	0	0
End of Year Fleet Size	6	6	6	6	6	6
Total Village Van Purchases	2	0	0	0	0	1
<b>Total Vehicles at Year-end</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>
Total Vehicles Purchased by Year	82	75	45	27	54	49
Revenue Vehicle Expenses	\$13,431,682	\$13,967,581	\$2,975,952	\$5,568,002	\$2,619,183	\$11,134,282
Other Capital Expenses	\$39,777,100	\$33,033,200	\$4,198,000	\$1,567,875	\$2,161,960	\$23,170,593
<b>Total Capital Expenses</b>	<b>\$53,208,782</b>	<b>\$47,000,781</b>	<b>\$7,173,952</b>	<b>\$7,135,877</b>	<b>\$4,781,143</b>	<b>\$34,304,874</b>

## Section 9: Operating Revenues & Expenditures, 2021-2026

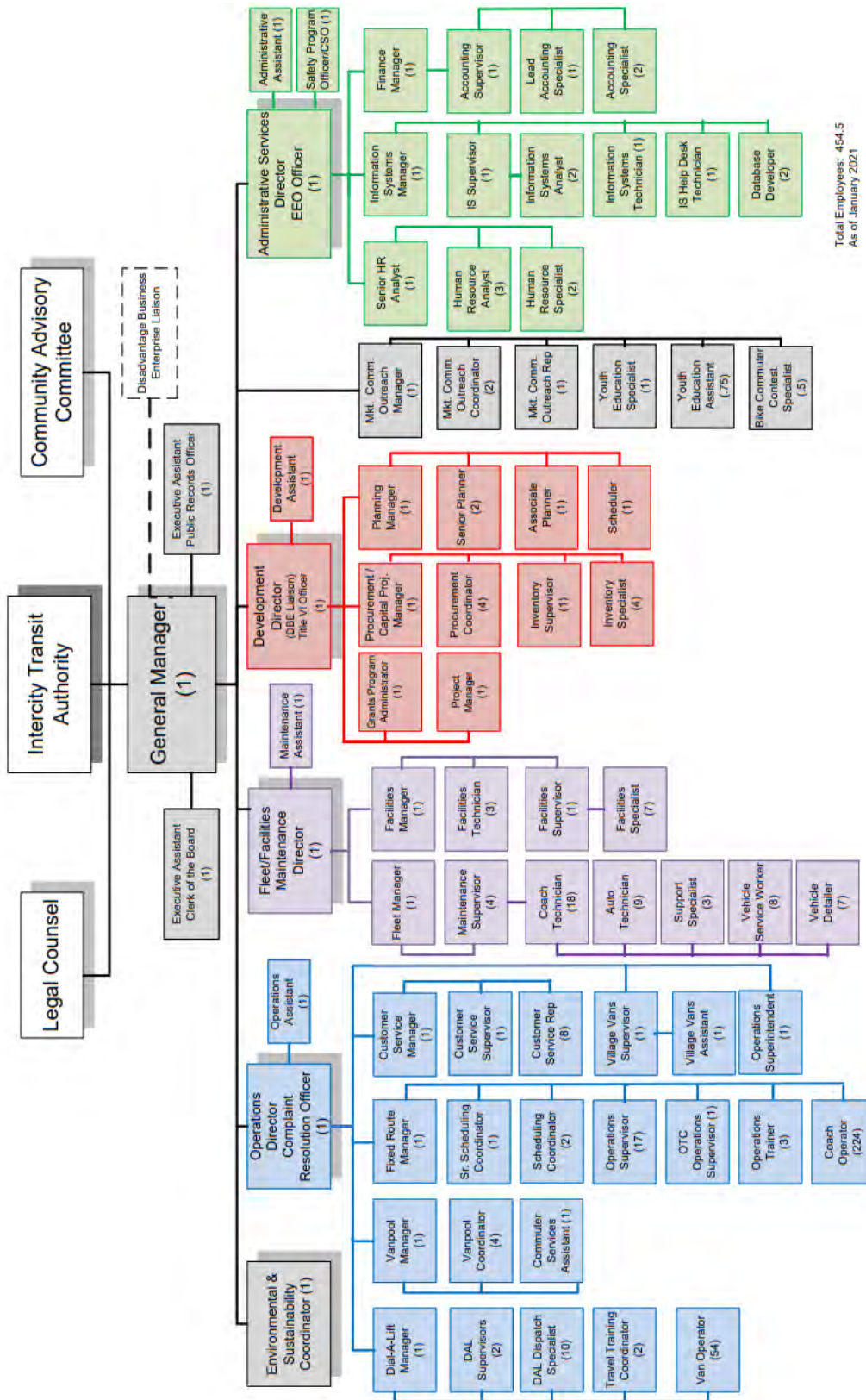
	2021 (budgeted)	2022	2023	2024	2025	2026
<b>Operating Revenue</b>		\$88,004,081	\$89,316,893	\$90,806,719	\$93,157,064	\$96,023,440
<b>Total Operating Expenses</b>	\$60,028,901	\$59,694,473	\$63,973,919	\$66,710,346	\$68,835,936	\$70,041,335

## **Appendices**

**Appendix A:** IT Organizational Chart, January 2021

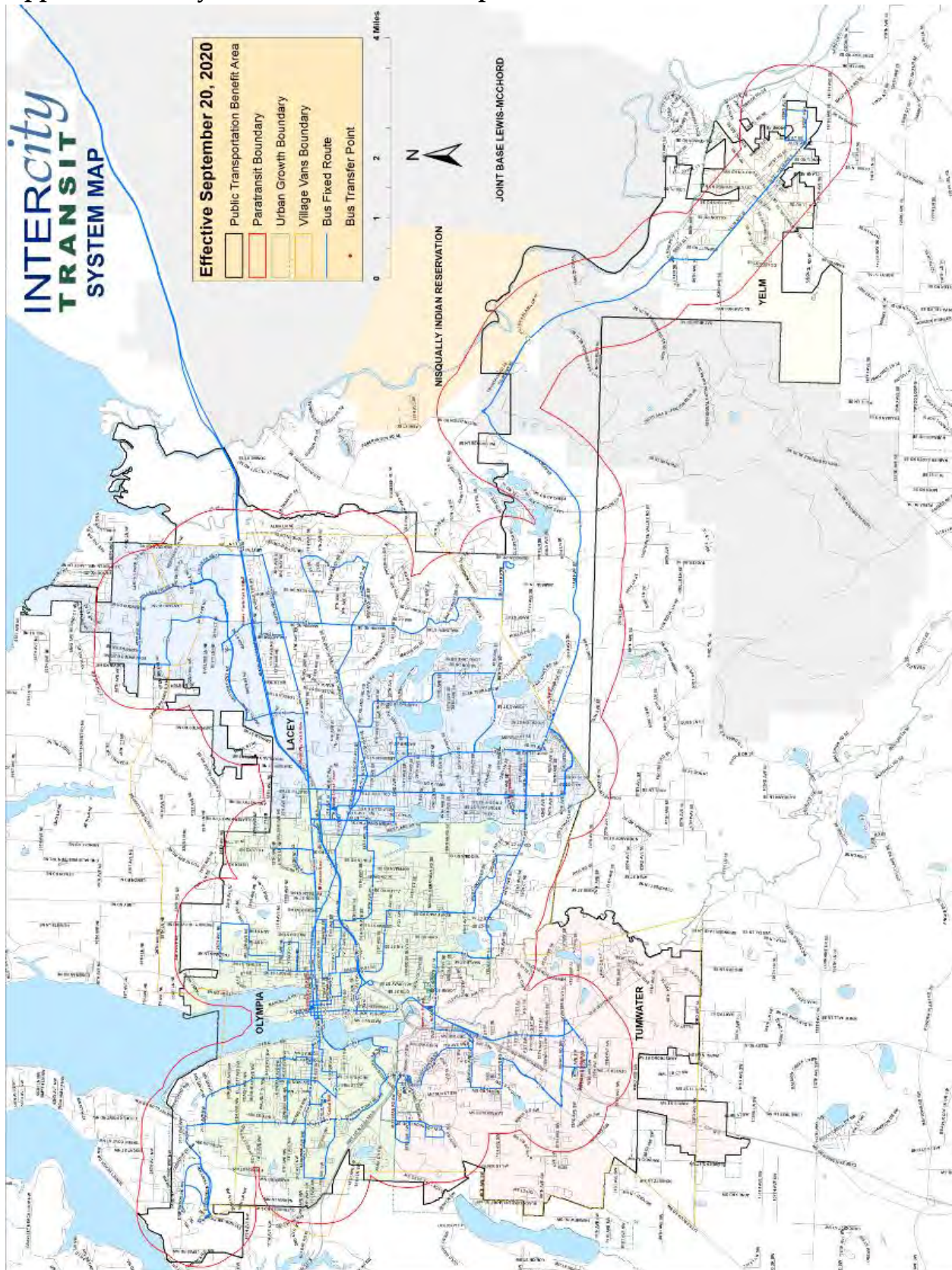
**Appendix B:** IT System & Service Area Map, 2020

## Appendix A: IT Organizational Chart, 2021





## Appendix B: IT System & Service Area Map, 2020



# **INTERCITY TRANSIT STRATEGIC PLAN 2022–2027 FINAL**

**Intercity Transit Authority:**

**Carolyn Cox, Chair – City of Lacey  
Clark Gilman, Vice Chair – City of Olympia  
Justin Belk – Citizen Representative  
Molly Carmody – City of Yelm  
Carolina Mejia – Thurston County Commissioner  
Don Melnick – Citizen Representative  
Sue Pierce – Citizen Representative  
David Sharwark - Labor Representative  
Debbie Sullivan – City of Tumwater**

**Intercity Transit General Manager:**

**Ann Freeman-Manzanares**

**Adopted: November 17, 2021**



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

### **INTRODUCTION**

The purpose of our Strategic Plan is to define levels and types of public transportation services offered to the citizens of Thurston County over the next six years and to determine the amount and sources of the revenue to finance the services. The 2022-2027 Strategic Plan represents the outcome of a multi-year short-and long-range planning process. The planning process included a significant public engagement process which not only helped formulate the outcomes of the long-range plan, which was adopted in November 2018, but also culminated in the success of Intercity Transit Proposition 1 which was approved by voters on November 6, 2018. Goals and policy positions, capital program and services have been outlined for the six-year period.

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

### **HISTORICAL PERSPECTIVE**

While the economy and sales tax revenue had recovered from the 2008 recession, it is still important to note the loss of approximately \$14 million dollars in sales tax revenue between 2008 and 2014. Sales tax revenues in 2009 were 10% below 2008 levels and 13% below 2007 levels. Both 2010 and 2011 sales tax revenues were essentially equal to the 2009 level. Sales tax recovered moderately in 2012 with sales tax revenues approximately 1% above the level of the previous year. We saw sales tax growth in 2013 (3.8%), 2014 (4.1%), 2015 (9%), 2016 (9.36%), 2017 (5.71%), 2018 (6.77%) and 2019 (40.56% - this represents the inclusion of 6 months of the November 2018 voter approved .04 increase.) While the economy became more stable, there remained the threat of another economic recession. And while the Washington State Supreme Court struck down Initiative 976 as unconstitutional in October 2020 there was concern regarding legislative action having a negative impact on state multi-modal funding. Uncertainty continued with the potential for an economic downturn due to the worldwide pandemic in 2020 and 2021. While monthly sales tax in 2020 fluctuated, we ended the year with 21% over our 2019 figure. It's important to note that 2019 included only six months with the increased .04 sales tax. It remains difficult to forecast future sales tax revenue which makes long-term planning a challenge as sales tax represents the majority of our budget. In addition to the volatility of sales tax, fuel pricing, and limited federal bus and bus facility programs makes planning for vehicle replacements, pursuing capital projects and maintaining service levels a challenge. In 2020 the promise of additional federal funding for transit projects is more promising.

The first Strategic Plan adopted by the Intercity Transit Authority was the 2002-2007 Strategic

Plan adopted in late 2001. The goal of the 2002-2007 Strategic Plan was to define and implement a set of routes and services that would be implemented by 2006, and which could be maintained with the proposed level of sales tax and other revenues.

The 2002-2007 Strategic Plan required several bold initiatives including reducing the boundaries of the Public Transportation Benefit Area (PTBA) and doubling the level of sales tax devoted to public transportation. The boundaries were reduced in early 2002 to an area approximating the boundaries of the cities of Lacey, Olympia, Tumwater, and Yelm and their Urban Growth Areas. In September 2002, voters within the new PTBA approved an increase in the sales tax from .3% to .6%. This allowed the adoption of the service plan that expanded service over a 3-year period.

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

In 2002, the need for additional funding was driven by the passage of I-695 and the loss of Motor Vehicle Excise Tax (MVET) funding. The increase in sales tax essentially replaced this funding and allowed for a restoration of services. In 2009, the Authority again faced a significant reduction in sales tax revenue due to the steep economic downturn. Fares were increased 33% in January 2009, and the Authority requested voters consider a 0.2% increase in the sales tax in August 2010. This increase was approved by 64% of voters and allowed Intercity Transit to implement a modest service increase in February 2010 and to continue major capital projects.

With the passage of the Federal FAST Act, there was more certainty regarding federal support through 2020 but the levels of funding remained below the previous funded levels. And there continues to be uncertainty about the level of state funding that will be dedicated to public transportation. Intercity Transit was awarded \$1,301,607 for Thurston/Pierce Regional Connector Operating Funds, \$2,153,000 for northbound ramp access at the Martin Way Park and Ride, \$685,00 for BRT Project Development and Station Construction, \$1,440,000 for “The One” BRT Demonstration Project, \$2,611,970 for Special Needs/DAL Operating Funds, \$2,275,344 for the purchase of eighteen DAL vehicles, \$150,000 to operate DASH Service and \$220,000 for our Regional Vanpool Program in the 2021-2023 biennium.

Construction at the Olympia Transit Center expansion, or OTC2, was completed in early 2020. Bringing a regional carrier, such as Greyhound, on site was envisioned with the construction of the original OTC facility but was beyond our financial means. The original facility served the community well and the number of passengers moving through the transit center outstripped its ability to serve its customer’s needs. The accumulation of state and federal grants, and the dedication of local funds allowed for additional bus bays, covered passenger waiting areas, restroom facilities and space to support staff.

A major challenge facing Intercity Transit is the cost to address significant capacity and aging concerns at the Operations/Maintenance/Administrative base facility so we can continue to provide service as well as address the growing needs of our community. The rehabilitation and expansion of the Pattison Street maintenance and operations facility has been delayed twice. Once due to the passage of I-695 which eliminated approximately 43% of Intercity Transits funding and the second time due to the elimination of the federal Bus and Bus Facility funding under the 2012 federal transportation legislation. One of the unfortunate results of the elimination of funding was the need to individually pursue needed rehabilitation work with local dollars. Doing so has been necessary but it was, unfortunately, more expensive to pursue projects individually rather than mobilize one effort. An approximately eight million dollar project to replace old underground storage tanks (UST), which no longer meet environmental standards, move the location of the vanpool fueling station to enhance site safety and increase the capacity of the bus yard was completed in 2018. Two federal competitive grant award of \$9.7 million dollars in 2018 and \$11.3 million dollars in 2020 were incredibly helpful, and we feel so fortunate to have received them, however the soaring cost of construction means more local dollars are required to keep up with inflation. For the first time in its history, Intercity Transit considered bonding for capital construction. While construction is not yet complete, positive sales tax returns are negating the need to bond.

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

## **PLAN ORGANIZATION**

The plan is structured as follows:

- **Section 1** describes Intercity Transit's Strategic Plan efforts beginning in 2001 and continuing with the development of this plan covering the period 2022 through 2027.
- **Section 2** defines Intercity Transit's role in our community, and the Mission and Vision Statements. Key principles defining the levels and types of service needed by the community are also presented.
- **Section 3** identifies policy issues facing Intercity Transit today and over the next six years. Specific actions are stated for each issue. These actions include actions to take place in 2022 and actions for the 2023 to 2027 time-period.
- **Sections 4, 5 and 6** are addressed in the Long-Range Plan approved in November 2018.

## **BACKGROUND**

In January 2000, the funds Intercity Transit received from the Motor Vehicle Excise Tax (MVET)

were eliminated. Intercity Transit received approximately \$8 million per year or 43% of its revenues from this source prior to 2000. Intercity Transit acted quickly to respond to this loss of revenue. In March 2000, Intercity Transit reduced the amount of service by over 40% and reduced its workforce by the same level. In May 2000, the Washington State Legislature provided a one-time allocation of funding to help transit systems adjust to the loss of MVET funds. Intercity Transit used this funding, approximately \$2.8 million, to reinstate Sunday service and some other services. The net reduction in service after this restoration was 35%. The level of service restored in May 2000 required expenditures above the revenue provided by the local sales tax and other sources. The Intercity Transit Authority elected to operate a level of service that could be maintained for three years by drawing from reserve funds. This three-year period would be used to determine if the Legislature would restore some level of funding and to work with the community to determine the appropriate levels of service and funding for Intercity Transit.

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

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

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

In July 2012, MAP-21, the federal transportation authorization bill, provided formula allocated funding for Intercity Transit but eliminated discretionary funding for major capital projects and revenue vehicles. Previous Strategic Plans assumed the Pattison Street Maintenance,

Operations and Administrative facility renovation and expansion as well as new buses would be primarily funded at 80% with federal discretionary funding. That was totally disruptive to our historical funding model requiring we dedicate significantly more local dollars to capital expenses. In December 2015, the federal FAST Act restored a portion of the bus and bus facilities dollars but at a far reduced level.

Even with limited federal bus and bus facility funding, the Authority directed staff to seek both state and federal funding to pursue the completion of the Pattison Street facility renovation and expansion; a project for which initial planning began in 1998. In the 2017 legislative session, Intercity Transit was awarded \$2 million through the Regional Mobility Grant competitive process to complete final design. As part of our 4-year grant application, and with the approval of the 2019-2021 state legislature, Intercity Transit receive \$3.9 million for construction of the Pattison Street facility renovation and expansion project. In addition, many years after the state and the City of Olympia ended our funding partnership for DASH services, the state legislature approved a one-year grant in the amount of \$375,000 to operate the service in 2016/2017. The state legislature renewed that funding partnership in the 2017/2018 and 2019/2021 legislative session. Much of the later service was disrupted due to COVID-19.

Intercity Transit submitted a \$12 million request for federal Bus and Bus Facility funding in August 2017. This is an extremely competitive grant with \$201 million dollars available nationwide. Intercity Transit was granted \$1,375,000 through this process. Intercity Transit submitted another grant in 2018 and received one of the largest grants in the nation at \$9.7 million dollars. Again in 2020, Intercity Transit received one of the largest grants in the nation at \$11.3 million dollars.

In the 2018 Washington State Legislative Session, Intercity Transit received authority to request an additional 3/10<sup>th</sup> of 1% in sales tax with a vote of the people. After a two-year community conversation to ascertain the desires of the community in regards to what they wanted their public transportation system to look like, the Authority authorized the remaining 1/10<sup>th</sup> and the newly acquired 3/10<sup>th</sup> on the November 2018 ballot. The measure was approved by 65.54% of the voters. Service enhancements began in December 2018 increasing service by 25.3% through March 2020. COVID-19 significantly disrupted transit service. The September 2021 service change provided approximately 79% of our pre-COVID level of service. Labor shortages continue to hamper return of services.

## **MISSION STATEMENT**

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

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

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

## **VISION STATEMENT**

“Vision” and “Mission” are often confused and sometimes used interchangeably. However, there are important differences. The Mission Statement outlines why an organization exists. The Vision Statement reflects what organizational success looks like. It serves as our guide to action. It is consistent with the organization’s values. It challenges and inspires us to achieve our mission.

The Authority, in tandem with the revision of the mission statement, drafted a new Vision Statement, and sought review from the Community Advisory Committee and employees, and subsequently adopted the following Vision Statement for Intercity Transit. The vision statement is reviewed annually.

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

## **GOALS AND END POLICIES**

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

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

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

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

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

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

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

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

**End Policy** - *Customers and staff will have access to programs and services that*

*benefit and promote community sustainability, focused on serving the mobility needs and demands of our community.*

**Goal 5** – Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community and support the Thurston County Regional Climate Mitigation Plan.

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

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

**End Policy** – *Educate and encourage community members to explore, appreciate and utilize the benefits of our services and programs while making the system easier to use.*

**Goal 7** – Build partnerships to identify and implement innovative solutions that address mobility needs and other critical challenges in our community such as access and equity as a service provider and as an employer.

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

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

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

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

- Providing primary transportation for people without access to a single-occupant vehicle or the ability to operate a single-occupant vehicle, including those with a physical or mental disability;
- Offering high-quality transportation choices for people with multiple options, including those with access to one or more single-occupant vehicles, or the ability to walk or bicycle;
- Facilitating access to employment and stimulating economic growth;
- Serving as a partner in building livable communities; and,
- Being a ready resource able to respond to community emergencies.

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



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

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

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

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

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

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

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

### **Design Principle #1**

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

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

### **Design Principle #2**

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

Over two-thirds of Intercity Transit’s fixed-route patronage is recorded on the system’s seven trunk routes. This fact reflects the high concentrations of housing, employment, and commercial activity along the corridors they serve. Our goal is to provide more frequent service, later night service and expanded weekend service along the key corridors. This is designed to make transit easy and convenient to use, and competitive with automobile usage when traveling in the major corridors.

### **Design Principle #3**

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

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

Strategies to reduce travel time include:

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

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

### **Design Principle #4**

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

New development is taking place outside Intercity Transit’s core of urban services. Developments in the Northeast Lacey, Hawks Prairie, South Tumwater, Briggs Nursery, and Kaiser Road areas hold special challenges for Intercity Transit, because bus travel times tend to be long and service levels are low. If Intercity Transit does not effectively serve these major developments, we will reduce the number of residents who can realistically use public

transportation. Intercity Transit should continue to support quality infill projects, and the strengthening of existing downtown and employment areas that take advantage of existing public transportation services. At the same time, system plans should provide for new services that reach out to major new developments outside our traditional service area. To date, lack of equipment and operating funds have limited our ability to provide service. With the passage of Proposition 1, Intercity Transit can begin to explore effective and innovative ways to deliver service.

#### **Design Principle #5**

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

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

#### **Design Principle #6**

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

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

- Intercity Transit will continue to support and expand its vanpool and ridesharing programs. Together, these services already support significant reductions in travel by single-occupant vehicles at a modest public cost per passenger trip.
- Intercity Transit will continue to promote bicycling, walking, ridesharing, vanpooling and telecommuting as better options to driving alone. All of these modes complement public transportation use and can help Intercity Transit pursue its mission and fulfill community goals.
- Intercity Transit will continue to support public and private sector initiatives that encourage multiple mode usages. Intercity Transit should continue to review and comment on community plans and proposed developments, highlighting ways both can better support all transportation modes, instead of solely single-occupant vehicles.
- We should also support ongoing Commute Trip Reduction and Transportation Demand Management efforts being pursued by the state and local jurisdictions. Additionally,

Intercity Transit should demonstrate its commitment to these efforts by advocating the importance of commute trip reduction to our own employees.

- Intercity Transit will monitor potential benefits and risks associated with ride share programs, autonomous vehicles and other changing technology that could impact ridership or provide new opportunities for implementing first and last-mile strategies.
- Intercity Transit will work diligently to remove barriers to transit access and encourage use. This includes offering faster service in high-density corridors, increasing frequency on high-use routes, adding service to growing neighborhoods and employment centers, eliminating fares for fixed route and DAL, simplifying the fare structure for DAL, and other measures as appropriate.

### **Design Principle #7**

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

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

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

The Intercity Transit staff worked with the Intercity Transit Authority to develop a list of policy issues that face Intercity Transit during this six-year plan. These issues fall into five general categories:

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

The issues and list of actions are presented below. These actions are reviewed on a yearly basis. This year the Authority directed staff to develop a work plan and budget recognizing that flexibility would be necessary to respond as the COVID-19 situation evolves. COVID-19 has already delayed actions contained in our long-range plan and very well might impact those plans into 2022. The Authority directed staff to take a more conservative approach until more is known regarding public health and economic outcomes.

### **1. Should Intercity Transit maintain service levels in 2022 or consider new or expanded local transit services needed to serve the growing population?**

- Continue to evaluate restoration of service to pre-COVID-19 levels.

- Dependent upon the status of COVID-19, public health and economic outcomes, proceed with the implementation of the Long-Range Plan.

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

- Continue to evaluate restoration of service to pre-COVID-19 levels in consultation with our public health officials.
- Continue to seek a return of Pierce Transit as a funding partner for inter-county services.
- Continue to seek and utilize grant funds to deliver service between Thurston and Pierce Counties. It should be noted that State Regional Mobility Grant funds for this service expire June 30, 2021. Staff is seeking funding through the State Consolidated Grant program to continue this service. If funds are not available to support this service, the Authority should consider whether or not to pay for continued service between Thurston and Pierce County.
- Focus on priority movement for transit which promotes “passenger” or “people” through-put as opposed to “car” through-put.
- Consider streamlining service to but not within Pierce County. This would eliminate duplicative regionally provided trips and eliminate Intercity Transit operating zero-fare service within Pierce County.

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

- Continue to evaluate restoration of service to pre-COVID-19 levels.
- Dependent upon the status of COVID-19, public health and economic outcomes, proceed with the implementation of the Long-Range Plan.
- Dependent upon public health directives, continue to promote strategies to remove barriers and increase ridership.

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

- Continue to evaluate restoration of service to pre-COVID-19 levels.
- Dependent upon the status of COVID-19, public health and economic outcomes, proceed with the implementation of the Long-Range Plan.
- Continue to seek and utilize grant funds to support the implementation of the Martin Way-Harrison high-density demonstration project.
- Pursue project planning and funding for bus rapid transit.
- Dependent upon public health directives, continue to promote strategies to remove barriers and increase ridership.

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

- Take an active role in land use planning efforts to advocate development which supports transit and other active transportation choices.

- Partner with local jurisdictions to implement signal priority to enhance the safety, speed and reliability of bus movement.
- Partner with Thurston Regional Planning Council and our local jurisdictions to develop our high-density corridors into “smart corridors.”
- Explore improvements to corridor travel to improve access to transit stops.
- Focus on coordinated emergency management response.

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

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

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

- Recognize the experience of riding the bus begins before one boards the bus.
- Prioritize bus stop improvements by the level of passenger activity.
- Emphasize stops located on major corridors as well as stops located near facilities serving elderly persons and those with special transportation needs.

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

- Complete the installation and testing of our new radio communications system.
- Pursue installation and testing of our new CAD/AVL system.
- Monitor and focus on improvements to the website, gov.delivery, and other customer communication tools.
- Continue to evaluate our Information Systems function.
- Pursue enhancements to our fleet and systems management software to enhance efficiency and operations.
- Actively explore new and emerging technologies proven to increase efficiency, safety, cost-savings and enhance the customer experience.
- Focus on emergency management response and continuity of operations.

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

- Focus on outreach and education.
- Build partnerships to support business and enhanced employment opportunities.
- Pursue grants as appropriate.
- Dependent upon public health directives, continue to promote strategies to remove barriers and increase ridership.

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

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

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

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

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

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

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

- Continue to focus on the Travel Training and the Bus Buddies program.
- Explore alternative service delivery methods to enhance productivity and reduce program costs.
- Pursue improvements in scheduling software and use of technology to improve productivity and service.
- Attempt to control growth so it doesn't impact our ability to deliver all services.
- Focus on obtaining grant funds to ensure adequate resources to serve this growing population.
- Continue the effort to make all bus stops accessible and to provide shelters and other

amenities at stops serving persons with disabilities.

- Apply the principles of Universal Design to all capital purchases and projects, and explicitly consider accessibility and usability for the widest range of individuals when evaluating equipment and technology.

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

- Continue to implement our zero-fare demonstration program.
- Defer capital investment for new fare collection systems to replace old, obsolete systems pending assessment of zero-fare demonstration.
- Use zero-fare demonstration to promote our mission to support an accessible, sustainable, livable, healthy and prosperous community.
- Track internal and external results associated with the zero-fare demonstration.
- While our focus has, from necessity, been altered by the COVID-19 public health crisis, we will continue to focus on removing barriers to accessing Intercity Transit services to increase ridership (when appropriate), improve speed and reliability of service, attenuate increasing congestion, improve the environment, enhance community health, improve equity and access, retain and recruit business, and enhance educational opportunities.
- Enhance community resiliency by reducing personal transportation expenses to address other needs.
- Monitor regional fare collection system replacement (ORCA) during the zero-fare demonstration project.
- Evaluate and promote system viability and user safety.

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

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

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

- Work with the Thurston Regional Planning Council, the State of Washington and the affected local jurisdictions to improve the Commute Trip Reduction Program.
- Pursue relationships with private employers to educate about the benefit of transit and other active transportation options to better serve their needs and the needs of their employees.
- Pursue grants to assist in implementing youth and senior programming.
- Continue to support cycling safety, bike maintenance, the Bicycle Commuter Challenge and find additional sources for bike donations.
- With the new location and additional space for Walk N Roll in downtown Olympia,



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

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

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

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

- Dependent upon public health directives, promote strategies to increase ridership.
- Take an active role in land use planning efforts to advocate development which supports transit and other active transportation choices.
- Deliver robust and connected service in support of the long-range service plan.
- Replace older, less efficient equipment and facilities when practicable.
- Continue to research and pursue equipment, facilities, and process improvements in light of their social, economic and environmental impacts as practicable.
- Utilize environmentally friendly materials and chemicals, and require vendors and contractors to do the same, to the maximum extent possible.
- Seek to reduce waste production as well as energy and water usage.
- Continue to partner with Thurston Green Business and Puget Sound Energy’s Green Power program.
- Pursue alternative fuels studies addressing vehicles and infrastructure.
- Participate in planning activities, as appropriate, and embrace regional efforts to develop and implement climate mitigation actions.

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

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

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

### **SERVICE RECOMMENDATIONS**

The November 2018 Authority approved Short and Long-Range Plan identifies service principles and priorities for the future. COVID-19 has required the agency to pause in our expansion plans, respond to the best of our ability during this public health crisis and keep our eye on restoration and the continuation of those long-range plans. Specific timeframes are difficult to identify due to the unpredictable nature of current events.

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

Intercity Transit will continue to pursue the rehabilitation and expansion of the Pattison Street Facility, enhancements at bus stops, transit centers, and park-and-rides and the technical advancements identified in this plan and in the 2022 budget.

## **Section 6: Financial Plan**

### **FINANCING THE STRATEGIC PLAN**

The potential long-term economic realities related to COVID-19 loom large in every conversation regarding funding. While our intent is to move forward cautiously, the goal of the 2022-2027 Strategic Plan is to implement capital improvements and a level of service which can be sustained for the foreseeable future. While Proposition 1 allowed for substantial growth in fixed-route service, the unprecedented growth rate in DAL will eventually challenge our ability to deliver both services. Studying our existing circumstances and monitoring our Long-Range DAL plan is essential.

Another significant expense is the replacement of our failing computer automated dispatch, vehicle location, automated passenger counters and on-board annunciation systems. Communications between dispatch and our vehicles is critically important and expensive to replace. A new radio system has been procured, installed and tested.

The approval of Proposition 1 has allowed us to replace vehicles that were beyond their expected life cycle and purchase expansion vehicles to deliver expanded services. The challenge is supporting the cost of significant vehicle purchases in a short period of time. The agency will again face this challenge and need to be prepared to pay for these vehicles when they meet their replacement lifecycle. One of our 2021 coach builds was delayed by several months allowing us to better define economic outcomes. Our 2021 DAL purchase was postponed pending available grant funds and the results of sales tax returns. We are moving forward with coach and DAL builds expecting longer lead times associated with COVID related supply delays.

Another challenge for Intercity Transit is the expense associated with the renovation,

expansion and replacement of the original Pattison Street operations, maintenance and administration facilities. Ensuring they are built to meet the needs of our growing community, as well as supporting the county-wide emergency response and continuity of operations plans is an expensive but necessary venture. Bond financing is still a consideration to address the spike in needed revenue to support capital facility and vehicles but is not anticipated at this time.

An unknown in 2020 was the potential financial impacts of I-976 on the Washington State multi-modal account. The initiative was estimated to have a \$12 million dollar impact to Intercity Transit in the 2019-2021 biennium and would impact every biennium thereafter. The case was heard by the Washington State Supreme Court in late 2020 and determined to be unconstitutional.

# DIAL-A-LIFT

A guide to transit options for  
people with disabilities or  
limited mobility



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## **WELCOME!**

Welcome to Dial-A-Lift, Intercity Transit's shared ride, door-to-door paratransit service for people with a disability that prevents them from using regular fixed-route services. We're here to help you get to where you need to go!

Intercity Transit operates fixed-route, fixed-schedule bus service in the Olympia, Lacey, Tumwater, and Yelm areas. All our buses and vans have lifts or ramps to make boarding easier for people who have difficulty climbing steps or who use mobility aids such as wheelchairs, scooters or walkers.

Dial-A-Lift complements our regular fixed-route service by operating in the same areas and during the same times as our regularly scheduled buses. Dial-A-Lift is provided in accordance with the guidelines and regulations of the Americans with Disabilities Act (ADA).

This handbook provides information and guidelines for current and potential Dial-A-Lift customers. We hope this information answers your questions and helps you when you use the Dial-A-Lift service to meet your transportation needs.

If you have questions, please contact the Dial-A-Lift Manager at 360-236-5044, or the ADA Eligibility Coordinator, 360-705-5896.

## **THE AMERICANS WITH DISABILITIES ACT**

The Americans with Disabilities Act (ADA) is a federal law that requires community transit agencies to provide paratransit services comparable to its regular fixed-route local bus system for people who qualify to ride the service.

ADA paratransit eligibility is based upon functional abilities rather than medical conditions. An individual will be "ADA paratransit eligible" if there is any part of the local bus system the person can't use because of a disability or condition. Some people may qualify for paratransit service under very specific rules, which apply on a trip-by-trip basis.

## CONTACT US

### Dial-A-Lift

Mailing Address:

Intercity Transit

P.O. Box 659

Olympia, WA 98507-0659

Fax..... 360-709-0231

Website ..... [www.intercitytransit.com](http://www.intercitytransit.com)

E-mail ..... [dial-a-lift@intercitytransit.com](mailto:dial-a-lift@intercitytransit.com)

### Ride Scheduling & Cancellation

Scheduling..... 360-754-9393

Cancellation Voicemail (24-hour) ..... 360-705-5827

Automated Confirmation & Cancellation Line (24-hour)..... 360-705-5806 (password required))

Online Booking (24-hour)..... [www.BookYourDALRide.com](http://www.BookYourDALRide.com)

Toll Free ..... 800-244-6846

Washington Relay Service\* ..... 711 to connect with operator

TTY\* ..... 360-357-7133

Rider Certification ..... 360-705-5896

Travel Training ..... 360-705-5879

### Customer Service

Call Customer Service for information about regular bus schedules, routes, fares, pass outlet locations, accessibility features and general transit service questions.

They can also help you plan your trip on the regular bus service.

**Location:** Olympia Transit Center, 222 State Avenue, Olympia, WA.

**Hours:** 6:30 a.m. - 7 p.m. Monday through Friday; 9 a.m. - 7 p.m. weekends.

Phone..... 360-786-1881

Toll Free ..... 800-287-6348

TTY\* (Customer Service)..... 360-943-5211

Fax..... 360-943-8760

Website ..... [www.intercitytransit.com](http://www.intercitytransit.com)

E-mail ..... [customerservice@intercitytransit.com](mailto:customerservice@intercitytransit.com)

*\* for people with hearing or speaking difficulties*



## **Commenting on Our Services and Requesting Reasonable Modification**

We welcome your suggestions, compliments, comments and concerns. We make reasonable modifications to our policies, practices and procedures to avoid discrimination and ensure programs and services are accessible to people with disabilities. We make every effort to accommodate customers, as long as it does not alter the nature of our service, create a threat to the health and safety of others, or cause an undue financial burden. Customers can provide feedback and request a reasonable modification at any time via the following Customer Comment process:

- Complete a Comment Card available on our vehicles
- Call Customer Service: 360-786-1881 or TTY: 360-943-5211
- Email: [tellus@intercitytransit.com](mailto:tellus@intercitytransit.com) or [customerservice@intercitytransit.com](mailto:customerservice@intercitytransit.com)

When you contact us, please include the following information:

- Your name, address and telephone number.
- The date, time and location of the incident (if applicable).
- The vehicle number and/or the operator's name.
- Your compliment, suggestion, concern or reasonable modification request.

If a customer requests a reasonable modification from an operator during transit, the operator may consult with Intercity Transit's dispatch prior to granting or denying a request.

## **Changing Your Address or Telephone Number**

Call our scheduling office at 360-754-9393 if you move, change your telephone number or no longer need our service. TTY (text telephone) users, call 360-357-7133.



## **SERVICE HOURS, AREA AND FARES**

### **Service Hours**

Dial-A-Lift is available during the same days and hours as our bus service. Our vans will arrive depending on locations of pick-ups and drop-offs, travel time, and our 30-minute pick-up window. Our scheduling office will arrange a pick-up time for you taking these variables into consideration.

Dial-A-Lift does not operate on: Thanksgiving Day, Christmas Day and New Year's Day.

### **Service Area**

Dial-A-Lift serves areas within  $\frac{3}{4}$  of a mile of the regular bus route. Dial-A-Lift serves areas within 1  $\frac{1}{2}$  miles of Route 94 from the Amtrak station to and from Yelm. You can request service to and from any location within these areas.

If you aren't sure if your start or end points are within our service area, please call us.

### **Fares**

The Dial-A-Lift fare is \$1.25 for a one-way ride and \$2.50 for an all-day pass. Monthly passes are \$15.00 with a reduced fare permit. The Regional Reduced Fare Program is available for people with disabilities or who are over 65 years old. This program allows you to purchase a monthly or annual pass for half the regular rate. Please contact Customer Service at 360-786-1881 for an application.

Be prepared to pay the exact fare when Dial-A-Lift picks you up. Operators don't carry change and cannot search a client's purse, pockets or backpack for the fare.

There is no additional fare for a Dial-A-Lift rider's Personal Care Attendant (PCA) or service animal. Dial-A-Lift riders' guests or companions pay regular fare using exact change.

### **Operator Training**

We train our operators in defensive driving, passenger assistance, sensitivity, disability awareness and safe operation of Dial-A-Lift vans.

## **ELIGIBILITY AND APPLYING FOR SERVICE**

### **Dial-A-Lift Eligibility**

Dial-A-Lift is a specialized service for people with disabilities. You must apply and be certified to use this customized service. You may be eligible for Dial-A-Lift service if you:

- cannot independently board, ride or exit a regular fixed-route bus due to your disability; or
- are able to ride a regular fixed-route bus but the lift (when needed) cannot be deployed at your stop; or
- cannot travel to or from a bus stop due to your disability.

### **You may also use Dial-A-Lift service if you are:**

- accompanying a Dial-A-Lift rider as a Personal Care Attendant (PCA) or guest, or
- visiting Thurston County and are eligible for ADA services. Visitors may ride for 21 days in one year, beginning the day of his or her first trip. The 21 days can be non-consecutive (for instance, two one-week vacations and several one- to two-day visits).

Detailed eligibility criteria are found in the federal rules implementing the ADA, which we follow. Please contact us to get a Dial-A-Lift application or if you need help completing your application.

### **Full and Conditional Eligibility**

When being certified for Dial-A-Lift service, you may be granted “full eligibility” or “conditional eligibility.” “Full eligibility” means you can use Dial-A-Lift for any trip. “Conditional eligibility” means that when certain conditions (such as difficult terrain, a long distance from a bus stop or certain weather conditions) exist for a trip, you may ride Dial-A-Lift. In situations where these conditions do not exist, you must use regular bus service.

### **Senior Citizens**

Age alone does not qualify or disqualify you for Dial-A-Lift service. You are eligible if you have a disability that prevents you from riding regular route buses.

### **Children**

Because children ages six and over may ride the regular route buses by themselves, they may also ride Dial-A-Lift. A child’s eligibility criteria are the same as an adult’s – a disability that prevents them from riding the regular route buses.

Although a child six and older may ride alone, we suggest they be accompanied by an adult.

## How to Apply

Call 360-705-5896 or 360-754-9393 to get an application or pick one up at our Business Office located at 526 Pattison SE, the Olympia Transit Center located at 222 State Avenue NE, or download it from our website [www.intercitytransit.com](http://www.intercitytransit.com).

Our ADA Eligibility Coordinator screens applications for eligibility. To help us better understand your disability, we may ask you to undergo a functional assessment with one of our travel trainers.

If we deny your application, you may appeal our decision. Appeals are accepted up to 60 days after the receipt of notification of denial. Appeals are heard and a decision made within 30 days of the request for reconsideration. Direct appeals to the Dial-A-Lift Manager, P.O. Box 659, Olympia, WA 98507.

Your application must be complete. If your application is not complete, we may have to return it to you. This will delay our response to your request. We will help you complete the application if needed.

We will finalize the review of your complete application within 21 days after we receive it.

## SCHEDULING RIDES AND USING THE SERVICE

Dial-A-Lift provides about 500 rides each weekday. Because this is a shared-ride service, there may be a number of riders traveling to different destinations in the van. Please keep in mind that we are accommodating the needs of many riders, so you may take an indirect route to your destination. We may adjust your pick-up and return times up to one hour earlier or later than you requested to accommodate other customers. We will tell you of any adjustment made to your scheduled time.

As a courtesy, most clients will receive automated calls the night before a scheduled ride as a reminder of their rides for the next day. If you choose NOT to receive reminder calls, please contact the scheduling office. People with 'standing rides' will not receive reminder calls, unless requested.

### How Do I Schedule a Ride?

- Call the Dial-A-Lift scheduling office at 360-754-9393, between 8 a.m. and 5 p.m. on weekdays and 9 a.m. and 4 p.m. on weekends, one to five days prior to your ride.
- Book online at [www.BookYourDALRide.com](http://www.BookYourDALRide.com) three to five days in advance of your ride. To request a user's guide with helpful information on booking your rides online, contact the scheduling office.
- Confirm Ride Details on our 24-Hour Automated Ride Confirmation Line at 360-705-5806. You will be prompted to enter your Client Number and 4-Digit Security Pin. Contact the scheduling for these numbers if you don't already have them.

We accept same-day reservations on a time and space available basis. If you do request a same-day trip, please be as flexible as possible.

Our telephones are busiest early and late in the day. If you can, call the middle of the day. Please be patient. If you hear a recorded message, stay on the line. Your call will be answered in the order it was received.

We will guide you through scheduling your ride. We will ask you to give us the following information in this order:

1. Your name.
2. The date you are traveling.
3. The verified address of your pick-up location.
4. The street address and phone number of where you are going. Our computer system requires a street address, not just a building name. If you are going to a medical facility, the name of the facility also is required.
5. The time you wish to be picked up. If your trip is for an appointment, we will need to know your appointment time.

6. If you will be using a mobility aid, such as a wheelchair, extra-large wheelchair, walker, scooter, or if you need to use the lift.
7. If a Personal Care Attendant (PCA), guest or a service animal will ride with you.
8. The time you will be ready for your return trip. Although it is often difficult to know in advance exactly when you will be ready for your return trip, it is important to schedule the time as accurately as possible. If you cannot return earlier than a specific time, such as a return time from work, please let us know.

If you are going to a medical appointment, ask how long your appointment is expected to last to help you plan your pick-up time.

If your pick-up location is hard to find or is on a remote street, be sure to tell us. Provide precise information about the pick-up location (such as front or back door).

When you schedule a return ride, allow enough time for the appointment to avoid a no-show. If you will not be ready as planned, contact our scheduling office at 360-754-9393 to let us know. You also can call this number if you are ready to be picked up early. You may wait an hour or more for your return ride to coordinate with other people's schedules. Plan ahead to avoid long waits. For example: If you think your appointment will last one hour, allow at least one and half hours.

## Pick-Up Time

The van will arrive within the 30-minute pick-up window, and will wait five minutes for you to board. For example: If you are scheduled for a 9 a.m. pick-up, the van could arrive between 8:45 and 9:15 a.m. The operator will notify you upon arrival. If you are not ready, the operator will wait until 8:50 a.m. (five minutes past the time of their arrival as long as it is within your pick-up window). If you have not boarded, dispatch will tell the operator to leave and you will be recorded as a no-show.

If the van has not arrived by 15 minutes after the scheduled pick-up time, please call the scheduling office to determine when it will arrive. Unexpected delays can occur due to traffic, road construction, weather or delays picking up or dropping off other Dial-A-Lift riders.

If you do not have a specific appointment time, please be flexible about the days and times of your ride(s). There may be rides available earlier or later than you first requested or on another day. We can provide you this information – be sure to ask!

## Pick-Up Location

We will pick you up at the address you specify. Please be ready when the operator comes to the door. Our operators will assist you from the door of your pick-up location, such as:

- The entrance of a single-family residence that allows the operator to maintain sight of the van.
- The entrance of a multi-resident facility (apartment building, assisted living facility)

or nursing home). You should wait at a pick-up location that is within sight of the entrance.

- The entrance of a shopping center, medical complex, social service agency, business or recreational facility. Please wait at a pick-up location within sight of the door.

The operator will assist you up or down one step at an entrance or stairway.

## **Trip Changes**

If you need to make a change to a scheduled ride, please call the scheduling office at 360-754-9393 at least one day before your scheduled ride. We cannot change your pick-up or drop-off time or location on the day of your ride.

If you have questions about your ride(s), please call our scheduling office. Operators cannot use the radio to request this information. Operators cannot change your trip and will drive the route provided by our Dispatcher.

## **Reserving Multiple Trips**

Sometimes you may need to go several places in one day. If this is your situation, we will schedule a separate trip from each pick-up location to each drop-off point.

## **Are Trips Scheduled on A Priority Basis?**

The ADA does not allow us to prioritize trips by the purpose.

## **Standing Rides**

A standing ride is a regular ride that occurs at least once a week for six months or more. To request a standing ride, please call scheduling at 360-754-9393.

It can take several weeks to establish your standing ride; during this time you should use the normal scheduling process. We will call to tell you that your standing ride is established. Once established, you do not have to call each week to schedule your ride.

Once we have set up your standing ride, it is your responsibility to cancel it when you don't need it for a specific time or wish to cancel it. Failing to cancel a standing ride within two hours of your pick-up time will result in a no-show.

Standing rides, with the exception of those that are for dialysis, will be canceled on the following Washington State holidays. If you need a ride on one of these days, you will need to call and schedule your ride.

- Martin Luther King, Jr. Day
- Presidents Day
- Memorial Day

- Independence Day – 4th of July
- Labor Day
- Veterans Day
- Day after Thanksgiving

## Cancellations

Avoid being issued a no-show by canceling rides at least two hours before your pick-up time. Please call the 24-hour cancellation voicemail at 360-705-5827 and leave a detailed message OR our automated Ride Confirmation & Cancellation line at 360-705-5806. When using the automated line, you will need your 'Client Number' and '4-Digit Security Pin'. If you don't have these numbers, please contact the scheduling office to get them. If you booked your ride online at [www.BookYourDALRide.com](http://www.BookYourDALRide.com).

## No-Shows

A no-show occurs when you:

- are not available at the address you specified; or
- are not ready to board within five minutes of our on-time arrival ; or
- have not called to cancel your trip at least two hours before your pick-up.

When you call to cancel, specify all the rides you want to cancel if you have more than one scheduled for the day.

If you are a no-show on your first ride of the day, we will not automatically cancel the rest of your rides scheduled for the day.

If you establish a pattern of no-shows, you may be suspended from Dial-A-Lift services for a period of time. For a copy of the complete policy, call the Dial-A-Lift Manager at 360-236-5044.

## TRAVEL COMPANIONS

### Personal Care Attendants

You can bring a Personal Care Attendant (PCA) on rides to help you with your personal care or daily life functions, but you must be approved as needing a PCA. Your PCA does not need be the same person every time you ride. Your PCA does not pay a fare when accompanying you. Please let our scheduler know when a PCA will accompany you to ensure space on the van. The trip is scheduled exclusively for you. The PCA is there to assist you. For this reason, the PCA must get on and off the van with you.

We cannot transport people who are not prescheduled. If you plan to have someone travel with you, please tell us when you schedule the ride.

## **Guests**

You can bring a guest with you. If you would like to bring more than one person, we will accommodate all of you if space is available.

Guests pay the full fare of \$1.25 for a one-way ride, \$2.50 for a day pass (or show a pass. They must get on and off the van with you.

When you call to schedule your trip, tell us you are bringing a guest and let the scheduler know if your guest uses a mobility device, so that we can plan seating and rides accordingly.

We cannot accept riders who have not been prescheduled for the trip.

## **Traveling with Children**

Children can travel with you. When you schedule your ride, please tell us that children will be traveling with you. You are responsible for your children during your trip. The operator cannot lift your child(ren) into a seat. If you need help with your child, please bring someone who can help with you.

## **Traveling with Pets**

Pets are not service animals. Pets must be transported in an approved animal carrier. Your pet plus the carrier cannot weigh more than 30 pounds.

## **MOBILITY AIDS**

### **Wheelchairs**

Operators will help you on and off the wheelchair lift and will fasten and unfasten your chair using agency approved securement devices. We require you to use the securement device.

If you use a wheelchair or other mobility device, please keep it clean and well-maintained to avoid hazards to you, the operator and other clients.

### **Scooters**

Some three-wheeled scooters are difficult to secure. If this is the case with your scooter, the operator may ask you to transfer to a seat but you are not obligated to do so.

### **Other Aids**

The operator will secure your walker inside the van. Walkers and attachments such as baskets, bags or water bottles must not weigh more than 30 pounds. We cannot transport your walker and attachments if they exceed 30 pounds.

### **The Lift**

If you plan to use the lift for boarding, please tell us when you schedule your ride. If you want to board the van using the lift, ask the operator for help. For your safety, please hold onto the



handrails while the lift is in use.

## **Lap Seatbelts**

We require use of lap seatbelts in our Dial-A-Lift vans. All seating, including securement areas for mobility devices, have lap seatbelts for use seated or secured in a mobility device. Let the operator know if you need a seatbelt extension. Passengers who have written verification from a licensed physician documenting their inability to wear a lap seatbelt for physical or medical reasons may be exempted from this policy. Repeated refusals to use a lap seatbelt may result in a 7-day suspension from Dial-A-Lift service.

Standing in the van while it is moving is prohibited.

## **Service Animals**

We welcome service animals on Dial-A-Lift vans when they accompany their handlers. When you schedule your ride, please tell us if a service animal will accompany you so that we can reserve space for your animal. We do not charge a fare for a service animal.

## **GENERAL RULES**

### **What Happens When My Van Arrives?**

- When the van arrives, please be ready to board.
- Dress appropriately for the weather as your ride may arrive up to 15 minutes before or after your scheduled pick-up time.
- The operator will wait five minutes after arriving, provided that it is within the 30-minute pick-up window, before leaving.
- Be prepared to pay your fare, or show the operator your reduced fare card, with the current month's sticker attached.
- The operator will help you from exterior door of your pick-up location to the van and from the exterior door of your drop-off location.
- The operator will carry and secure a reasonable number of items for you. This is defined as the number of packages the operator can transport to and from the van in one trip (generally five grocery bags). A single item may weigh no more than 30 pounds.

### **Rules of Conduct**

Rules of conduct apply to passengers on all our buses and vans. Violations could lead to exclusion from Intercity Transit services. Violations include:

- Refusing to pay the proper fare,
- Boarding without a shirt and/or shoes,

- Harassing drivers, other employees, or riders,
- Disturbing others with loud or harassing behavior
- Playing music that can be heard by others,
- Using profanity,
- Littering,
- Eating or drinking (except from a covered container) on the bus,
- Smoking, including but not limited to, tobacco, electronic cigarettes, marijuana, etc.,
- Using tobacco or consuming alcohol,
- Loitering or panhandling,
- Putting feet on the seats,
- Defacing or damaging property,
- Sleeping, lying down, or occupying more than one seat,
- Carrying a firearm or weapon in a way that warrants alarm,
- Carrying car batteries, flammable, explosive, or dangerous materials,
- Not safely securing items in appropriate storage areas on van,
- Violating federal, state, or municipal laws,
- Bringing animals other than service animals, except in suitable containers. Staff may ask a person to remove his or her service animal if: (1) the animal is out of control; or (2) the animal poses a threat to the health or safety of others.

Please respect the rights of other riders and follow the rules of conduct. Violators may be banned from service, fined, or arrested. For a complete copy of the Rules of conduct, contact Customer Service.

## **What Can I Carry With Me?**

You may bring a reasonable number of items with you. Single items may not exceed 30 pounds. When bringing items with you, please consider other passengers' comfort and safety. For safety reasons, we cannot transport large items such as lumber, furniture or appliances.

## **Suspension of Service**

Your use of Dial-A-Lift service may be suspended if:

- You demonstrate a pattern of no-shows.
- You repeatedly refuse to use a lap seatbelt.
- Your behavior or language threatens the safety of transit personnel or other clients. Profanity will not be tolerated.

- You disregard Dial-A-Lift policies and procedures or violate Intercity Transit's Rules of Conduct
- You engage in illegal or unacceptable conduct.

## Appeals Process

If our Dial-A-Lift staff issues a decision that affects your service, you can appeal the decision. within 60 days of the date of the decision. Make your appeal in writing to:

Dial-A-Lift Manager  
Intercity Transit  
526 Pattison SE  
P.O. Box 659  
Olympia, WA 98507-0659

After we receive your appeal, we will review the decision. Based on the circumstances of the appeal, we may ask for more information. Once we have enough information, we will review the decision and issue a finding.

If you are not satisfied with the finding, you may request a hearing before the ADA Appeals Board, which consists of three individuals – an Intercity Transit employee, and two customer representatives – individuals with disabilities who utilize both fixed route and Dial-A-Lift services. Each of these people are knowledgeable of the ADA and how it applies to transit.

We encourage you to bring someone to the hearing that can support your case. Once the appeals board is satisfied with the facts of your case, they will issue their finding.

The appeals board's finding is considered final. The Dial-A-Lift Manager will notify you of the decision in writing.

## **OTHER SERVICES**

### **Travel Training**

Travel Training is a free, self-paced training program for anyone who wants to learn how to travel independently on our buses. Travel Training will teach you how to plan your trips, travel to your destinations independently and confidently, read bus routes and schedules, understand fares, get on and off buses safely, and/or get service information. Contact the Travel Training Coordinator at 360-705-5879 for additional information.

### **Trip Planning**

Please contact Customer Service at 360-786-1881 to request help planning a bus trip.

### **Accessible Materials**

Large-print, braille and audio recordings of time schedules and route maps of all our fixed-route bus service are available upon request.

### **Rider News**

Our monthly on-bus Rider News is also available in audio format. Call 360-705-5851 to listen to our monthly update.

### **Lost and Found**

If you leave something on a van, call the scheduling office at 360-754-9393 on the same day.

If you lost something after the day you rode, contact Customer Service at 360-786-1881 for information about the missing item(s). Customer Service is open Monday-Friday from 6:30 a.m. to 7 p.m. and from 9 a.m. to 7 p.m. on weekends.

*Intercity Transit*  
*Commonly Used Acronyms*

AAA	Area Agency for Aging
ACCT	Agency Council on Coordinated Transportation
ADA	Americans with Disabilities Act
AFC	Automatic Fare Collection System
AG	Attorney General
ANPRM	Advance Notice of Proposed Rule Making
APTA	American Public Transit Association
APTS	Advanced Public Transportation Systems
AQP	Association of Quality Participation
ATIS	Automated Trip Information system
ATU	Amalgamated Transit Union
AVLS	Automatic Vehicle Locator System
BAFO	Best and Final Offer
BARS	Budget, Accounting, Reporting System
BAT	Breath Alcohol Technician
BCC	Bicycle Commuter Contest
BoCC	Board of County Commissioners
BRCT	Blue Ribbon Commission on Transportation
BRT	Bus Rapid Transit
CAAA	Clean Air Act Amendments
CAC	Citizen Advisory Committee
CAFR	Comprehensive Annual Financial Report
CBD	Cental Business District
CCC	Cut Commute Committee (internal)
CDC	Capital Development Corporation
CCDAC	Capitol Campus Design Advisory Committee
CDL	Commercial Drivers License
CMAQ	Congestion Mitigation & Air Quality
CMS	Congestion Management System
CNG	Compressed Natural Gas
COLA	Cost-of-Living Allowance
CPI	Consumer Price Index
CPSPTA	Central Puget Sound Public Transportation Account
CQI	Continuous Quality Improvement
CRAB	County Road Administratoiin Board
CS	Customer Services
CTR	Commute Trip Reduction
CTTA	Community Transportation Association of America
D&A	Drug & Alcohol Policy/Testing
DAL	Dial-A-Lift Services
DBE	Disadvantaged Business Enterprise
DEIS	Draft Environmental Impact Statement
DOT	Department of Transportation
DR	Demand Response
DSHS	Department of Social & Health Services

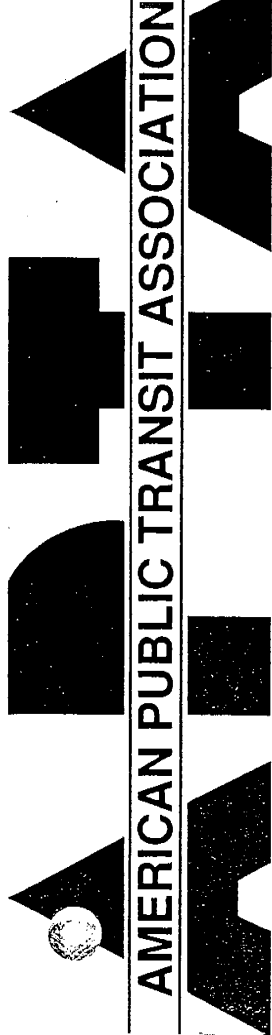
DVR	Digital Video Recording
EDC	Economic Development Council
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
ESSTA	Evergreen State Specialized Transportation Association
ETC	Employer Transportation Coordinator
ETP	Employee Transportation Program
FAR	Freight Access by Rail Corridor
FEMA	Federal Emergency Management Agency
FFGA	Full Funding Grant Agreement
FG	Fixed Guideway Modernization
FHWA	Federal Highway Administration
FLHP	Federal Land Highway Program
FLMA	Family Leave Medical Act
FLSA	Fair Labor Standards Act
FMSIB	Freight Mobility Strategic Investment Board
FONSI	Findings of No Significant Impact
FOSI	Findings of Significant Impact
FR	Fixed Route
FRA	Federal Railroad Administration
FTA	Federal Transit Administration (formerly UMTA)
FFY	Federal Fiscal Year
FY	Fiscal Year
GA	General Administration (State of Washington
GCC	Guarnateed Contract Cost
GFOA	Government Finance Officers Association
GIS	Government Information Systems
GPRA	Government Performance & Results Act
GTEC	Growth & Transportation Efficiency Center
HB	House Bill
HCT	High Capacity Transit
HOV	High Occupant Vehicle (as in "HOV" lane)
HPA	Historical Preservation Act
HPR	Highway Planning & Research
HTF	Highway Trust Fund
IAM	International Association of Machinists
IIMC	International Institute of Municipal Clerks
IS	Information Systems
ISTEA	Intermodal Surface Transportation Efficiency Act
I.T.	Intercity Transit
ITA	Intercity Transit Authority
ITE	Institute of Transportation Engineers
ITS	Intelligent Transportation Systems
IX Funds	Interstate Discretionary Funds
JARC	Job Access/Reverse Commute

LAN	Local Area Network
LEED	Leadership in Energy & Environmental Design
LID	Local Improvement District
LMTAAA	Lewis-Mason-Thurston Area Agency on Aging
LNG	Liquid Natural Gas
LOF	Lube/Oil/Filter Change
LOS	Level of Service
LRT	Light Rail Transit
LTC	Legislative Transportation Committee
LTC	Lacey Transit Center
LTC	Leadership Thurston County
MAA	Medical Assistance Administration
MAC	Maximum Allowable Construction Cost
MBE	Minority Business Enterprise
MDBF	Mean Distance Between Failures
MDT	Mobile Data Terminals
MPO	Metropolitan Planning Organization
MPR	Milestone Progress Reports
MRSC	Municipal Research Services Center
MSA	Metropolitan Statistical Area
MTP	Metropolitan Transportation Plan
MTPPS	Multi-modal Transportation Public Projects Selection
MVET	Motor Vehicle Excise Tax
NEPA	National Environmental Policy Account
NHS	National Highway System
NTD	National Transit Database
NTI	National Transit Institute
NTS	National Transportatoin System
OCPC	Operations Communication & Policy Committee
OD	Origin Destination
OR	Operating Revenue
ORCA	One Regional Card for All
ORS	On-line Reporting System (NTD)
OTC	Olympia Transit Center
OTP	On-time Performance
PDC	Public Disclosure Commission
PERC	Public Employees Relations Commission
PIA	Public Information Act
PM	Passenger Miles
PMO	Project Management Oversight
PMSA	Primary Metropolitan Statistical Area
POP	Program of Projects
POS	Point of Sale – Pass Sales
P&R	Park-and-Ride
PSATC	Puget Sound Air Transportation Committee
PSCOG	Puget Sound Council of Governments (changed to PSRC)
PSP	Procurement Special Projects
PSRC	Puget Sound Regional Council (formerly PSCOG)

PT <sup>2</sup>	Public Transportation Partnership for Tomorrow
PTIC	Public Transportation Improvement Conference
PTBA	Public Transportation Benefit Area
RAM	Revenue Allocation Manager
RAMP	Regional Access Mobility Project
RATP	Regional Automotive Trip Planning
RFIP	Regional Fare Integration Project
RFB	Request for Bid
RFP	Request for Proposals
RFQ	Request for Qualifications
RM	Rural Mobility
RMG	Regional Mobility Grant
RPC	Regional Policy Committee
ROW	Right-of-Way
RRFP	Regional Reduced Fare Permit
RTA	Regional Transportation Authority
RTID	Regional Transportation Improvement District
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTTA	Report to the Authority
SAFETEA	Safe Accountable Flexible Efficient Transportation Equity Act of 2003
SB	Senate Bill
SCAT	Service Change Advisory Team
SCATS	Service Coordination & Transit Services
SCIT	Service Change Implementation Team
SEC 3	Discretionary Grant (FTA)
SEC 9	Capital & Operating Assistance Formula Grants (FTA)
SEC 13-C	Labor Protection Language (FTA)
SEC 18	Capital & Operating Assistance in Non-Urbanized Areas (FTA)
SEPA	State Environmental Policy Act
SHPO	State Historic Preservation Office
SIP	Service Improvement Plan
SIP	State Implementation Plan
SIR	Self Insurance Retention
SMT	Senior Management Team
SOV	Single Occupant Vehicle
SP	Strategic Plan
SPEECH	South Puget Sound Environmental Education Clearinghouse
SPSCC	South Puget Sound Community College
State 105	Requires State to develop list of projects for annual process or development
STIP	Statewide Transportation Improvement Program
STP	Surface Transportation Program
TAC	Technical Advisory Committee
TAD	Transit Appreciation Day
TAZ	Traffic Analysis Zones
TCM	Transportation Control Measures
TCRP	Transit Cooperative Research Program
TDD	Telecommunications Display Device
TDFP	Transportation Development Financial Plan



TDM	Transportation Demand Management
TDP	Transit Development Plan
TEA21	Transportation Equity Act for the 21 <sup>st</sup> Century.
TEAM	Transportation Electronic Award & Management
TESC	The Evergreen State College
TIB	Transportation Improvement Board
TIE	Transit Information Exchange
TIP	Transportation Improvement Program
Title 23	Code of Regulation Laws, as pertaining to Federal Aid to Highways
TMA	Transportation Management Area (Seattle-Everett, Tacoma, Spokane, Vancouver over 200,000 population)
TOC	Transit Operators Committee (PSRC)
TOI	Transit Orientation Index
TPB	Transportation Policy Board
TPR	Transportation Planning Regulations
TQM	Total Quality Management
TRB	Transportation Research Board
TRC	Transportation Research Center (U of W)
TRPC	Thurston Regional Planning Council
TRPP	Trip Reduction Performance Program
TSP	Transit Signal Priority
TVM	Ticket Vending Machines
TWU	Transportation Work Union
UAFB	Urbanized Area Formula Program
UGA	Urban Growth Area
UMTA	Urban Mass Transportation Administration (changed to FTA)
UPWP	Unified Planning Work Program
USDOT	United States Department of Transportation
USOA	Uniform System of Accounts
UTU	United Transportation Union
UZA	Urbanized Area
VCB	Greater Olympia Visitor Convention Bureau
VMT	Vehicles Miles Traveled
VOIMS	Vehicles Operating in Maximum Service
VP	Vanpool
VRM	Vehicle Revenue Miles
WAN	Wide Area Network
WashARP	Washington Association of Rail Passengers (also known as WARP)
WMCA	Washington Municipal Clerks Association
WSDOT	Washington State Department of Transportation
WSRO	Washington State Ridesharing Organization
WSTA	Washington State Transit Association
WSTTC	Washington State Transportation Training Coalition
WTIP	Washington Transportation Policy Institute
WTTP	Washington Transit Trip Planner
WTS	Women's Transportation Seminar



# Glossary of Transit Terminology

American Public Transit Association  
1201 New York Avenue, N.W.  
Washington, DC 20005



# Glossary of Transit Terminology

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*produced by:*  
**APTA Governing Boards Committee**

*compiled by:*  
Peggy Glenn, APTA  
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July 18, 1994

Dear Transit Colleagues:

The American Public Transit Association's Governing Boards Committee is proud to present the latest edition of the American Public Transit Association's *Glossary of Transit Terminology*.

This edition updates the previous APTA glossary that was produced in 1984 (for example, **Federal Transit Administration** has replaced **Urban Mass Transportation Administration**), and provides significant cross-references in bold typeface. This edition also gives definitions for more recent transit-related terms like **National Transportation System** and **Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA)**. Finally, this glossary has been expanded to meet the specific needs of transit system board members, new employees in the industry, and citizens involved in transit activities (advisory committees, coalitions, etc.).

We recognize that transit terminology and usage differ between regions and even among transit systems. In addition, we acknowledge that this glossary is neither comprehensive, nor a substitute for the more precise technical and legal definitions that may be used in laws, regulations, contracts or other formal documents. However, this glossary is a handy reference guide that can provide basic and more specialized knowledge essential to making good policy decisions, improving transit operations, and serving customers' needs.

The Governing Boards Committee is pleased to have been part of this project, and we trust you will find the glossary to be a valuable and informative resource.

Sincerely,



Howard C. Breen  
Chairperson, APTA Governing Boards  
Committee  
Board Member, Kansas City Area  
Transportation Authority

## Accessibility

The extent to which facilities are barrier free and useable by persons with disabilities, including wheelchair users.

## Advanced Design Bus

See "Bus, Advanced Design."

## Advanced Public Transportation Systems (APTS)

Intelligent Vehicle Highway Systems (IVHS) technology that is designed to improve transit services through advanced vehicle operations, communications, customer service and market development.

## Aerial Tramway

An electric system of aerial cables with suspended unpowered passenger vehicles. The vehicles are propelled by separate cables attached to the vehicle suspension system and powered by engines or motors at a central location not on board the vehicle.

## Alternative Fuels

Low-polluting fuels which are used to propel a vehicle instead of high-sulfur diesel or gasoline. Examples include methanol, ethanol, propane or compressed natural gas, liquid natural gas, low-sulfur or "clean" diesel and electricity.

## Amalgamated Transit Union (ATU)

A major labor union representing workers in the transit industry; membership is limited to operators, mechanics and other non-supervisory employees of the transit industry.

## American Public Transit Association (APTA)

The national, nonprofit trade association representing the public transit industry. APTA members include more than 400 public transit systems, as well as state and local departments of transportation and planning agencies, manufacturers and suppliers of transit equipment, consultants, contractors and universities.

<b>Americans with Disabilities Act of 1990 (ADA)</b>	A civil rights law passed by Congress in 1990 which makes it illegal to discriminate against people with disabilities in employment, services provided by state and local governments, public and private transportation, public accommodations and telecommunications.	<b>Arterial Street</b>	A major thoroughfare, used primarily for through traffic rather than for access to adjacent land, that is characterized by high vehicular capacity and continuity of movement.
<b>Annual Element</b>	Those transportation improvement projects, contained in an area's <b>Transportation Improvement Program (TIP)</b> , that are proposed for implementation in the current year. The annual element is submitted to the U.S. Department of Transportation (U.S. DOT) as part of the required planning process.	<b>Articulated Bus</b>	See "Bus, Articulated."
<b>Apportionment</b>	A federal budgetary term that refers to a statutorily prescribed division or assignment of funds. It is based on prescribed formulas in the law and consists of dividing authorized obligation authority for a specific program among transit systems.	<b>Authorization</b>	Basic, substantive legislation which establishes or continues the legal operation of a federal program or agency, either indefinitely or for a specific period of time, or which sanctions a particular type of obligation or expenditure within a program. An authorization may set <b>appropriation</b> limits. See "Intermodal Surface Transportation Efficiency Act of 1991."
<b>Appropriation</b>	A federal budgetary term that refers to an act of Congress that permits federal agencies to incur obligations and make payments out of the Treasury for specified purposes. An appropriation act is the most common means of providing budget authority, but in some cases the <b>authorization</b> legislation itself provides the budget authority.	<b>Auto Restricted Zone (ARZ)</b>	An area in which normal automobile traffic is prohibited or limited to certain times, and vehicular traffic is restricted to public transit, emergency vehicles, taxicabs and, in some cases, delivery of goods.
<b>Arbitration</b>	A method of settling disputes where labor and management present their case to an impartial third party, called an arbitrator, who has the responsibility of deciding the case.	<b>Automated Guideway</b>	An electric railway operating without vehicle operators or other crew on board the vehicle.
		<b>Automatic Fare Collection System (AFC)</b>	A system of controls and equipment that automatically admits passengers on insertion of the correct fare in coins, tokens, tickets or farecards; it may include special equipment for transporting and counting revenues.
		<b>Automatic Vehicle Location System (AVLS)</b>	Technology that tracks the current location of fleet vehicles to assist in dispatching, maintaining schedules, answering specific customer inquiries, etc.
		<b>Bargaining Agent</b>	A labor union designated by an appropriate government agency or recognized by the employer as the exclusive representative of all employees in the bargaining unit for purposes of collective bargaining.

<b>Base Period</b>	The period between the morning and evening peak periods when transit service is generally scheduled on a constant interval. Also known as "off-peak period."	<b>Bus, Articulated</b>	A bus usually 55 feet or more in length with two connected passenger compartments that bend at the connecting point when the bus turns a corner.
<b>Base Fare</b>	The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges and reduced fares.	<b>Bus, Charter</b>	A bus transporting a group of persons who, pursuant to a common purpose, and under a single contract at a fixed price, have acquired the exclusive use of a bus to travel together under an itinerary.
<b>Binding Arbitration</b>	Arbitration with a final and binding award, which is often enforceable in the courts.	<b>Bus, Circulator</b>	A bus serving an area confined to a specific locale, such as a downtown area or suburban neighborhood with connections to major traffic corridors.
<b>Budget Authority</b>	A federal budgetary term that refers to legal authority given by Congress to federal agencies to make funds available for obligation or expenditure.	<b>Bus, Double Deck</b>	A bus with two separate passenger compartments, one above the other.
<b>Budget Resolution</b>	A federal budgetary term that refers to a concurrent resolution passed by both Houses of Congress, but not requiring the signature of the President, setting forth the congressional budget for each of five fiscal years. The budget resolution sets forth various budget total and functional allocations, and may include reconciliation instructions to designated House or Senate committees.	<b>Bus, Express</b>	A bus that operates a portion of the route without stops or with a limited number of stops.
<b>Bus (Motorbus)</b>	A rubber-tired, self-propelled, manually-steered vehicle with fuel supply carried on board the vehicle. Types include advanced design, articulated, charter, circulator, double deck, express, feeder, intercity, medium-size, new look, sightseeing, small, standard-size, subscription, suburban, transit and van.	<b>Bus, Feeder</b>	A bus service that picks up and delivers passengers to a rail rapid transit station or express bus stop or terminal.
<b>Bus, Advanced Design</b>	A bus introduced in 1977 that incorporates new styling and design features compared to previous buses.	<b>Bus, Intercity</b>	A bus with front doors only, high-backed seats, separate luggage compartments, and usually with restroom facilities for use in high-speed long-distance service.
		<b>Bus, Medium-Size</b>	A bus from 29 to 34 feet in length.
		<b>Bus, New Look</b>	A bus with the predominant styling and mechanical equipment common to buses manufactured between 1959 and 1978.
		<b>Bus, Sightseeing</b>	A bus adapted for sightseeing use, usually with expanded window areas.
		<b>Bus, Small</b>	A bus 28 feet or less in length.
		<b>Bus, Standard-Size</b>	A bus from 35 to 41 feet in length.

<b>Bus, Subscription</b>	A commuter bus express service operated for a guaranteed number of patrons from a given area on a prepaid, reserved-seat basis.	<b>Bus Shelter</b>	A building or other structure constructed near a bus stop, to provide seating and protection from the weather for the convenience of waiting passengers.
<b>Bus, Suburban</b>	A bus with front doors only, normally with high-backed seats, and without luggage compartments or restroom facilities for use in longer-distance service with relatively few stops.	<b>Bus Stop</b>	A place where passengers can board or alight from the bus, usually identified by a sign.
<b>Bus, Transit</b>	A bus with front and center doors, normally with a rear-mounted engine, low-back seating, and without luggage compartments or restroom facilities for use in frequent-stop service.	<b>Busway</b>	Exclusive freeway lane for buses and carpools.
<b>Bus, Trolley</b>	An electric, rubber-tired transit vehicle, manually steered, propelled by a motor drawing current through overhead wires from a central power source not on board the vehicle. Also known as "trolley coach" or "trackless trolley."	<b>Cable Car</b>	An electric railway operating in mixed street traffic with unpowered, individually-controlled transit vehicles propelled by moving cables located below the street surface and powered by engines or motors at a central location not on board the vehicle.
<b>(Bus), Van</b>	A 20-foot long or shorter vehicle, usually with an automotive-type engine and limited seating normally entered directly through side or rear doors rather than from a central aisle, used for demand response, vanpool, and lightly patronized motorbus service.	<b>Capital Assistance</b>	Financial assistance for transit capital expenses (not operating costs); such aid may originate with federal, local or state governments.
<b>Bus Discretionary Capital</b>	Federal funding granted under Section 3 of the Federal Transit Act (formerly known as the Urban Mass Transportation Act). These discretionary funds are used for bus-related construction projects or to replace, rehabilitate or purchase buses.	<b>Capital Costs</b>	Costs of long-term assets of a public transit system such as property, buildings, vehicles, etc.
<b>Bus Lane</b>	A street or highway lane intended primarily for buses, either all day or during specified periods, but sometimes also used by carpools meeting requirements set out in traffic laws.	<b>Carpool</b>	An arrangement where two or more people share the use and cost of privately owned automobiles in traveling to and from pre-arranged destinations together.
		<b>Catenary</b>	An overhead contact wire system which supplies power from a central power source to an electric vehicle (such as a trolley bus; see "Bus, Trolley").
		<b>Central Business District (CBD)</b>	The downtown retail trade and commercial area of a city or an area of very high land valuation, traffic flow, and concentration of retail business offices, theaters, hotels and services.



**Charter Bus** See "Bus, Charter."

**Circulator Bus** See "Bus, Circulator."

**Clean Air Act Amendments of 1990 (CAAA)** The comprehensive federal legislation which establishes criteria for attaining and maintaining the federal standards for allowable concentrations and exposure limits for various air pollutants; the act also provides emission standards for specific vehicles and fuels.

**Collective Bargaining** Negotiations between labor union representatives and employers to reach agreement on a contract describing such matters as wages, hours and working conditions.

**Commitment** See "Obligation."

**Commuter** A person who travels regularly between home and work or school.

**Commuter Rail** See "Rail, Commuter."

**Compressed Natural Gas (CNG)** An alternative fuel; compressed natural gas stored under high pressure. CNG vapor is lighter than air.

**Compulsory Arbitration** Arbitration that is required by law.

**Conciliation** See "Mediation."

## Conformity

The ongoing process that ensures the planning for highway and transit systems, as a whole and over the long term, is consistent with the state air quality plans for attaining and maintaining health-based air quality standards; conformity is determined by metropolitan planning organizations (MPOs) and the U.S. Department of Transportation (U.S. DOT), and is based on whether transportation plans and programs meet the provisions of a State Implementation Plan.

## Congestion Mitigation and Air Quality (CMAQ)

Federal funds available for either transit or highway projects which contribute significantly to reducing automobile emissions which cause air pollution.

## Contract Authority

A federal budgetary term that refers to a form of budget authority permitting obligations to be incurred in advance of appropriations. Advance obligations, however, have been limited by the appropriations committees with obligation limitations.

## Contraflow Lane

Reserved lane for buses on which the direction of bus traffic is opposite to the flow of traffic on the other lanes.

## Corridor

A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways and transit route alignments.

## Cost-of-Living Allowance (COLA)

An increase or decrease in employees' wages or salaries made on the basis of changes in agreed-upon economic indices, usually the Consumer Price Index.

## Crosstown

Non-radial bus or rail service which does not enter the Central Business District (CBD).

Death.

**Dedicated Funding Source**

The movement of a transit vehicle without passengers aboard; often to and from a garage or to and from one route to another.

A source of monies which by law is available for use only to support a specific purpose, and cannot be diverted to other uses.

**Demand Responsive**

Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at pre-arranged times at any location within the system's service area. Also called "Dial-a-Ride."

**Department of Transportation (DOT)**

The cabinet level Department of the federal government that is responsible for administration of federal transportation programs including **public transportation**, highways, railroads, air transportation, shipping and the Coast Guard. Each state also has a department of transportation.

**Dial-a-Ride**

See "Demand Responsive."

**Disadvantaged Business Enterprise (DBE)**

A business owned and operated by one or more socially and economically disadvantaged individuals. Socially and economically disadvantaged individuals include African Americans, Hispanic Americans, Native Americans, Asian Pacific Americans or Asian Indian Americans and any other minorities or individuals found to be disadvantaged by the Small Business Administration (SBA) under Section 8(a) of the Small Business Act.

**Discretionary Spending**

A federal budgetary term that refers to any funds whose distribution is not automatic. Discretionary spending encompasses programs controlled by annual appropriations bills and is subject to the constraints imposed by the discretionary spending limits set in the balanced budget law.

**Double Deck Bus**

See "Bus, Double Deck."

**Downtime**

A period during which a vehicle is inoperative because of repairs or maintenance.

**Downtown People Mover (DPM)**

A type of automated guideway transit vehicle operating on a loop or shuttle route within the **Central Business District (CBD)** of a city.

**Dwell Time**

The scheduled time a vehicle or train is allowed to discharge and take on passengers at a stop, including opening and closing doors.

**Earmark**

A federal budgetary term that refers to the specific designation by Congress that part of a more general lump-sum appropriation be used for a particular project; the earmark can be designated as a minimum and/or maximum dollar amount.

**Elevated (Railway)**

See "Rail, Heavy."

**Environmental Impact Statement (EIS)**

A comprehensive study of likely environmental impacts resulting from major federally-assisted projects; statements are required by the **National Environmental Policy Act (NEPA)**.

**Equity, Federal Transit Funding**

A ratio of appropriated dollars between **Sections 9 and 18 (formula funds)** to **Section 3 (discretionary funds)**.

<b>Ethanol</b>	An alternative fuel; a liquid alcohol fuel with vapor heavier than air; produced from agricultural products such as corn, grain and sugar cane.	<b>Fiscal Year (FY)</b>	The yearly accounting period for the federal government which begins October 1 and ends on the following September 30. The fiscal year is designated by the calendar year in which it ends (e.g., FY 94 is from October 1, 1993 to September 30, 1994).
<b>Exclusive Right-of-Way</b>	A highway or other facility that can only be used by buses or other transit vehicles.	<b>Fixed Cost</b>	An indirect cost that remains relatively constant, irrespective of the level of operational activity.
<b>Executive Order 12372</b>	A presidential directive that furnishes guidance to federal agencies for cooperation with state and local governments in the evaluation, review and coordination of federal assistance programs and projects.	<b>Fixed Guideway Modernization</b>	See "Rail Modernization."
<b>Express Bus</b>	See "Bus, Express."	<b>Fixed Guideway System</b>	A system of vehicles that can operate only on its own guideway constructed for that purpose (e.g., rapid rail, light rail). Federal usage in funding legislation also includes exclusive right-of-way bus operations, trolley coaches and ferryboats as "fixed guideway" transit.
<b>Fare Box Recovery Ratio</b>	Measure of the proportion of operating expenses covered by passenger fares; found by dividing fare box revenue by total operating expenses for each mode and/or systemwide.	<b>Fixed Route</b>	Service provided on a repetitive, fixed-schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike demand responsive and taxicabs.
<b>Fare Box Revenue</b>	Value of cash, tickets, tokens and pass receipts given by passengers as payment for rides; excludes charter revenue.	<b>Flexible Funds</b>	Those federal funds which can be used for highway, transit or other transportation projects, as decided by regional Metropolitan Planning Organizations (MPOs) and state governments. Examples of such funds are the Surface Transportation Program (STP) and the Congestion Mitigation and Air Quality (CMAQ) fund.
<b>Fare Elasticity</b>	The extent to which ridership responds to fare increases or decreases.		
<b>Fare Structure</b>	The system set up to determine how much is to be paid by various passengers using a transit vehicle at any given time.		
<b>Federal Transit Administration (FTA)</b>	Formerly known as the Urban Mass Transportation Administration (UMTA); FTA is the agency of the U.S. Department of Transportation which administers the federal program of financial assistance to public transit.		
<b>Feeder Bus</b>	See "Bus, Feeder."		
<b>Ferryboat</b>	A boat providing fixed-route service across a body of water.		

## Formula Funds

Funds distributed or apportioned to qualifying recipients on the basis of formulas described in law; e.g., funds in the Section 18 program for Small Urban and Rural Transit Assistance, which are distributed to each state based on the state's percentage of national rural population. See also "Section 9."

## Fringe Parking

An area for parking usually located outside the Central Business District (CBD) and most often used by suburban residents who work or shop downtown.

## Grievance Arbitration

The process of resolving a labor dispute involving the application or interpretation of a collective bargaining agreement, by asking an impartial third party to make a decision after both labor and management have presented their cases.

## Headway

Time interval between vehicles moving in the same direction on a particular route.

## Heavy Rail

See "Rail, Heavy."

## High Occupancy Vehicle (HOV)

Vehicles that can carry two or more persons. Examples of high occupancy vehicles are a bus, vanpool and carpool. These vehicles sometimes have exclusive traffic lanes called "HOV lanes," "busways," "transitways" or "commuter lanes."

## High Speed Rail

See "Rail, High Speed."

## Highway Trust Fund

The federal trust fund established by the Highway Revenue Act of 1956; this fund has two accounts -- the Highway Account and the Mass Transit Account. Trust fund revenues are derived from federal highway-user taxes and fees such as motor fuel taxes; trust fund uses and expenditures are determined by law.

## Inclined Plane

A railway operating over exclusive right-of-way on steep grades with unpowered vehicles propelled by moving cables attached to the vehicles and powered by engines or motors at a central location not on board the vehicle.

## Intelligent Vehicle Highway Systems (IVHS)

Automated systems of highway transportation designed to improve traffic monitoring and management. IVHS includes: Advanced Public Transportation Systems (APTS), Automatic Vehicle Location System (AVLS) and "smart vehicles" which assist drivers with planning, perception, analysis and decision-making. See also "Intelligent Vehicle Highway Society of America (IVHS America)."

## Intercity Bus

See "Bus, Intercity."

## Interest Arbitration

The process of arriving at the terms of a new collective bargaining agreement, by asking an impartial third party to make rulings after both labor and management have presented their cases.

## Intermodal

Those issues or activities which involve or affect more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes. Also known as "multimodal."

**Intermodal Surface  
Transportation  
Efficiency Act  
(ISTEA)**

The 1991 law that reauthorized the federal surface transportation program for six years. ISTEA heralded a new era in surface transportation because of the emphasis on "intermodalism," the unprecedented increases in authorized spending for transit, the ability to use some highway funds for transit (and vice versa) and the increased reliance on regional planning agencies to weigh transportation options and make decisions utilizing public participation.

**Jitney**

Privately-owned, small or medium-sized vehicle usually operated on a fixed route but not on a fixed schedule.

**Joint Development**

Ventures undertaken by the public and private sectors for development of land around transit stations or stops.

**Kiss and Ride**

A place where commuters are driven and dropped off at a station to board a public transportation vehicle.

**Layover Time**

Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip.

**Level Playing Field**

A balanced approach to federal funding proportions for highway projects and transit projects; may also refer to employee transportation benefits so that the monthly, tax-free value of a **transit pass** is equal to that of a parking space; generally, any situation in which transit and highways receive equal treatment in federal funding and other federal procedures.

**Light Rail**

See "Rail, Light."

**Liquefied Natural  
Gas (LNG)**

An alternative fuel; a natural gas cooled to below its boiling point of -260 degrees Fahrenheit so that it becomes a liquid; stored in a vacuum bottle-type container at very low temperatures and under moderate pressure. LNG vapor is lighter than air.

**Load Factor**

The ratio of passengers actually carried versus the total passenger capacity of a vehicle.

**Magnetic Levitation  
(Mag-Lev)**

A rail transportation system with exclusive **right-of-way** which is propelled along a **fixed guideway system** by the attraction or repulsion of magnets on the rails and under the rail cars.

**Managers of  
Mobility**

Transit systems which expand their role to include services and approaches beyond traditional **public transportation** to include **ridesharing**, **high occupancy vehicle** programs, public education on transit's benefits and integration of land use, air quality and transportation decisions; the phrase was developed as part of the industry's **Transit 2000** policy effort undertaken in the late 1980s and early 1990s.

**Mass Transit**

See "Public Transportation."

**Mass Transit  
Account**

The federal account, established by the Surface Transportation Assistance Act of 1982, into which a designated portion of the federal **Highway Trust Fund** revenue from motor fuel taxes is placed (1.5 cents in 1994). This account is used for federal mass transportation assistance.

**Mass  
Transportation**

See "Public Transportation."

**Mean Distance  
Between Failures  
(MDBF)**

The average distance in miles that a transit vehicle travels before failure of a vital component forces removal of that vehicle from service.

**Mediation**

Efforts by an impartial third party to encourage agreement between a labor union and management by counseling each side and facilitating negotiations. Also known as "conciliation."

**Medium-Size Bus**

See "Bus, Medium-Size."

**Methanol**

An alternative fuel; a liquid alcohol fuel with vapor heavier than air; primarily produced from natural gas.

**Metropolitan  
Planning  
Organization  
(MPO)**

The organization designated by local elected officials as being responsible for carrying out the urban transportation and other planning processes for an area.

**Metropolitan  
Railway (Metro)**

See "Rail, Heavy."

**Minority Business  
Enterprise (MBE)**

A business owned and operated by one or more individuals who are defined as minorities under U.S. Department of Transportation regulations. See also "disadvantaged business enterprise."

**Modal Split**

A term which describes how many people use alternative forms of transportation. Frequently used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

**Model**

An analytical tool (often mathematical) used by transportation planners to assist in making forecasts of land use, economic activity, travel activity and their effects on the quality of resources such as land, air and water.

**Monorail**

An electric railway in which a rail car or train of cars is suspended from or straddles a guideway formed by a single beam or rail. Most monorails are either heavy rail or automated guideway systems.

**National  
Environmental  
Policy Act of 1969  
(NEPA)**

A comprehensive federal law requiring analysis of the environmental impacts of federal actions such as the approval of grants; also requiring preparation of an **Environmental Impact Statement (EIS)** for every major federal action significantly affecting the quality of the human environment.

**National Highway  
System (NHS)**

A proposed transportation system consisting of approximately 155,000 miles of highway in order to provide an interconnected system of principal arterial routes serving major population centers, major transportation facilities, major travel destinations, interstate and interregional travel and meeting national defense requirements. The NHS, defined in the **Intermodal Surface Transportation Efficiency Act (ISTEA)**, is one component of the **National Transportation System (NTS)**.

**National  
Transportation  
System (NTS)**

An intermodal system consisting of all forms of transportation in a unified, interconnected manner to reduce energy consumption and air pollution while promoting economic development and supporting the Nation's preeminent position in international commerce. The NTS includes the **National Highway System (NHS)**, public transportation and access to ports and airports.

**New Look Bus**

See "Bus, New Look."

<b>New Start</b>	Federal funding granted under Section 3(i) of the Federal Transit Act (formerly known as the Urban Mass Transportation Act). These <b>discretionary funds</b> are made available for construction of a new fixed <b>guideway system</b> or extension of any existing fixed guideway system, based on cost-effectiveness, alternatives analysis results and the degree of local financial commitment.	<b>Operating Deficit</b>	The sum of all <b>operating expenses</b> minus <b>operating revenues</b> .
<b>Nonattainment Area</b>	Any geographic region of the United States that the U.S. Environmental Protection Agency (EPA) has designated as not attaining the federal air quality standards for one or more air pollutants, such as ozone and carbon monoxide.	<b>Operating Expense</b>	Monies paid in salaries, wages, materials, supplies and equipment in order to maintain equipment and buildings, operate vehicles, rent equipment and facilities and settle claims.
<b>Obligation</b>	A federal budgetary term that refers to a binding agreement that will result in an <b>outlay</b> ; an agreement by the federal government to pay for goods or services immediately or at some future time when the goods or services are delivered. Also known as a "commitment."	<b>Operating Revenue</b>	Receipts derived from or for the operation of transit service, including <b>fare box revenue</b> , revenue from advertising, interest and <b>charter bus service</b> and operating assistance from governments.
<b>Obligation Limitation</b>	A federal budgetary term that refers to a limit placed in <b>appropriations</b> bills on the amount of federal assistance that may be obligated during a specified time period. It does not affect the scheduled <b>apportionment</b> or allocation of funds; it just controls the rate at which these funds may be used.	<b>Outlay</b>	A federal budgetary term that refers to a payment made to meet an <b>obligation</b> ; the point at which an actual payment of money is made.
<b>Off-Peak Period</b>	Non-rush periods of the day when travel activity is generally lower and less transit service is scheduled. Also called " <b>base period</b> ."	<b>Paratransit</b>	Comparable transportation service required by the <b>Americans with Disabilities Act (ADA)</b> of 1990 for individuals with disabilities who are unable to use <b>fixed-route</b> transportation systems.
<b>Operating Assistance</b>	Financial assistance for transit <b>operating expenses</b> (not <b>capital costs</b> ); such aid may originate with federal, local or state governments.	<b>Park and Ride Lot</b>	Designated parking areas for automobile drivers who then board transit vehicles from these locations.
		<b>Particulate Trap</b>	A filter which removes a portion of the particulates (solids, soot, etc.) from a vehicle's exhaust stream and generally includes a regenerative unit and associated control system to burn the collected solids.
		<b>Passenger Miles</b>	The total number of miles traveled by passengers on transit vehicles; determined by multiplying the number of unlinked passenger trips times the average length of their trips.

## Reverse Commuting

Movement in a direction opposite the main flow of traffic, such as from the central city to a suburb during the morning peak period.

## Ridesharing

A form of transportation, other than public transit, in which more than one person shares the use of the vehicle, such as a van or car, to make a trip. Also known as "carpooling" or "vanpooling."

## Ridership

The number of rides taken by people using a public transportation system in a given time period.

## Rolling Stock

The vehicles used in a transit system, including buses and rail cars.

## Route Miles

The total number of miles included in a fixed route transit system network.

## Section 3

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that authorizes discretionary funds for capital public transportation projects.

## Section 9

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that authorizes grants to public transportation systems in urbanized areas (population greater than 50,000) for both capital and operating programs based on formulas set out in statute.

## Section 13(c)

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, related to labor protection that is designed to protect transit employees against a worsening of their position with respect to their employment as a result of grant assistance under the Act.

## Section 15

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that authorizes the U.S. Department of Transportation to gather statistical information about the financing and operations of public transportation systems, based upon a uniform system of accounts and records.

## Section 16

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that declares the national policy to be that elderly persons and persons with disabilities have the same right as other persons to utilize mass transportation facilities and services, and that special efforts shall be made in the planning and design of mass transportation facilities and services so that effective utilization by elderly persons and persons with disabilities is assured.

## Section 16(b)

The subsection of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that authorizes grants to nonprofit corporations and associations for the specific purpose of assisting them in providing transportation services meeting the special needs of elderly persons and persons with disabilities for whom mass transportation services are unavailable, insufficient or inappropriate.

## Section 18

The section of the Federal Transit Act (formerly known as the Urban Mass Transportation Act of 1964), as amended, that authorizes grants to public transit systems outside urbanized areas, based on formulas set out in statute; the funds go initially to the Governor of each state.



<b>Sequestration</b>	A federal budgetary term that refers to the permanent cancellation of <b>budget authority</b> .	<b>Transit 2000</b>	An industry effort undertaken in the late 1980s and early 1990s to develop public policies allowing transit to achieve its greatest potential for the rest for the 20th century and beyond; recommendations included turning transit systems into <b>managers of mobility</b> , broadening transit's definition to include <b>ridesharing</b> and other <b>high occupancy vehicle</b> programs, enhancing local decision-making authority, increasing federal funding and raising the federal gasoline tax.
<b>Shuttle</b>	A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, etc.		
<b>Sightseeing Bus</b>	See "Bus, Sightseeing."		
<b>Small Bus</b>	See "Bus, Small."		
<b>Standard-Size Bus</b>	See "Bus, Standard-Size."		
<b>State Implementation Plan (SIP)</b>	A state plan mandated by the Clean Air Act Amendments of 1990 (CAAA) that contains procedures to monitor, control, maintain and enforce compliance with national standards for air quality.	<b>Transit Bus</b>	See "Bus, Transit."
<b>Streetcar</b>	See "Rail, Light."	<b>Transit Pass</b>	A tax-free employee commute benefit in which an employer subsidizes up to \$60 per month for an employee's transit fares or vanpool charges. This benefit also applies to military and government employees.
<b>Subscription Bus</b>	See "Bus, Subscription."	<b>Transit System</b>	An organization (public or private) providing local or regional multi-occupancy-vehicle passenger service. Organizations that provide service under contract to another agency are generally not counted as separate systems.
<b>Suburban Rail</b>	See "Rail, Commuter."	<b>Transport Workers Union (TWU)</b>	One of the major labor unions in the transit industry; membership is limited to operators, mechanics and other non-supervisory employees of the transit industry.
<b>Subway</b>	See "Rail, Heavy."		
<b>Supplemental Appropriation</b>	An act appropriating funds in addition to those in an annual <b>appropriation</b> act because the need for funds is too urgent to be postponed until enactment of the next regular appropriation act.		
<b>Trackless Trolley</b>	See "Bus, Trolley."	<b>Transportation Improvement Program (TIP)</b>	A program of intermodal transportation projects, to be implemented over several years, growing out of the planning process and designed to improve transportation in a community. This program is required as a condition of a locality receiving federal transit and highway grants.
<b>Tramway</b>	See "Rail, Light."		
<b>Transfer Center</b>	A fixed location where passengers interchange from one route or vehicle to another.	<b>Trolley Bus</b>	See "Bus, Trolley."
<b>Transit</b>	See "Public Transportation."		

A system of fares where a transit system's service area is divided into zones within which specified rates or fares apply.

## Zone Fares

See "Rail, Light."

See "Bus, Trolley."

Funds collected and used by the federal government for carrying out specific purposes and programs according to terms of a trust agreement or statute, such as the Social Security and highway trust funds. Trust funds are administered by the government in a fiduciary capacity and are not available for the general purposes of the government. See "Dedicated Funding Source."

One of the major labor unions in the transit industry; membership is limited to operators, mechanics and other non-supervisory employees of the transit industry.

See "Federal Transit Administration (FTA)."

An U.S. Bureau of Census-designated area of 50,000 or more inhabitants consisting of a central city or two adjacent cities plus surrounding densely settled territory, but excluding the rural portion of cities.

See "(Bus), Van."

An arrangement in which a group of passengers share the use and cost of a van in traveling to and from pre-arranged destinations together.

A cost that varies in relation to the level of operational activity.

A business owned and operated by one or more women.

Trolley Car

Trolley Coach

Trust Funds

United  
Transportation  
Union (UTU)

Urban Mass  
Transportation  
Administration  
(UMTA)

Urbanized Area  
(UZA)

Van

Vanpool

Variable Cost

Women's Business  
Enterprise (WBE)