

INTERCITY TRANSIT

DRAFT

STRATEGIC PLAN

2020–2025

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Section 1: Background and Purpose

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

The community has expressed the need to provide fixed-route and Dial-A-Lift services within our current boundaries to areas currently unserved. In addition, the community has requested we start service earlier, end later and increase frequency. The need for express service connecting Thurston, Pierce and King Counties continues to grow. The elimination of all Pierce Transit express service in the highly congested I-5 corridor resulted in Intercity Transit adding a number of additional trips starting in 2011. This additional service significantly impacted Intercity Transit budget. It was hoped that Pierce Transit would resume service but to date there is no indication they will do so.

PLAN ORGANIZATION

The plan is structured as follows:

- **Section 1** describes Intercity Transit's Strategic Plan efforts beginning in 2001 and continuing with the development of this plan covering the period 2019 through 2024.
- **Section 2** defines Intercity Transit's role in our community, and the Mission and Vision Statements. Key principles defining the levels and types of service needed by the community are also presented.
- **Section 3** identifies policy issues facing Intercity Transit today and over the next six years. Specific actions are stated for each issue. These actions include actions to take place in 2019 and actions for the 2020 to 2024 time-period.
- **Sections 4, 5 and 6** are addressed in the Long-Range Plan approved in November 2018.

BACKGROUND

In January 2000, the funds Intercity Transit received from the Motor Vehicle Excise Tax (MVET) were eliminated. Intercity Transit received approximately \$8 million per year or 42% of its revenues from this source prior to 2000. Intercity Transit acted quickly to respond to this loss of revenue. In March 2000, Intercity Transit reduced the amount of service by over 40% and reduced its workforce by the same level. In May 2000, the Washington State Legislature provided a one-time allocation of funding to help transit systems adjust to the loss of MVET funds. Intercity Transit used this funding, approximately \$2.8 million, to reinstate Sunday service and some other services. The net reduction in service after this restoration was 35%. The level of service restored in May 2000 required expenditures above the revenue provided by the local sales tax and other sources. The Intercity Transit Authority elected to operate a level of service that could be maintained for three years by drawing from reserve funds. This three-year period would be used to determine if the Legislature would restore some level of funding and to work with the community to determine the appropriate levels of service and funding for Intercity Transit.

Intercity Transit worked with the Thurston Regional Planning Council, the Transportation

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

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

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

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

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

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

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

In the 2018 Washington State Legislative Session, Intercity Transit received authority to request an additional 3/10th 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 1/10th and the newly acquired 3/10th on the November 2018 ballot. The measure was approved by 65.54% of the voters. Service enhancements began in December 2018.

Section 2: Intercity Transit Mission and Vision

MISSION STATEMENT

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

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

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

VISION STATEMENT

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

The Authority, in tandem with the revision of the mission statement, drafted a new Vision Statement, and sought review from the Community Advisory Committee and employees, and

subsequently adopted the following Vision Statement for Intercity Transit:

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

GOALS AND END POLICIES

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

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

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

Goal 2 - Provide outstanding customer service.

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

Goal 3 - Maintain a safe and secure operating system.

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

Goal 4 - Provide responsive transportation options within financial limitations.

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

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

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

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

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

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

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

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

INTERCITY TRANSIT’S ROLE IN THURSTON COUNTY

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

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

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

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

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

INTERCITY TRANSIT’S FOCUS ON PERFORMANCE

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

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

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

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

DESIGN PRINCIPLES FOR THE NEXT SIX YEARS

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

Design Principle #1

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

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

Design Principle #2

Strengthen service operating along major corridors.

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

Design Principle #3

Reduce customer travel times.

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

Strategies to reduce travel time include:

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

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

Design Principle #4

Keep pace with development.

New development is taking place outside Intercity Transit’s core of urban services. Developments in the Northeast Lacey, Hawks Prairie, South Tumwater, Briggs Nursery, and Kaiser Road areas hold special challenges for Intercity Transit, because bus travel times tend to be long and service levels are low. If Intercity Transit does not effectively serve these major developments, we will reduce the number of residents who can realistically use public transportation. Intercity Transit should continue to support quality infill projects, and the strengthening of existing downtown and employment areas that take advantage of existing public transportation services. At the same time, system plans should provide for new services that reach out to major new developments outside our traditional service area. To date, lack of equipment and operating funds have limited our ability to provide service. With the passage of Proposition 1, Intercity Transit can begin to explore effective and innovative ways to deliver service.

Design Principle #5

Expand regional express routes.

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

Design Principle #6

Support a range of transportation choices.

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

- Intercity Transit will continue to support and expand its vanpool and ridesharing programs. Together, these services already support significant reductions in travel by single-occupant vehicles at a modest public cost per passenger trip.
- Intercity Transit will continue to promote bicycling, walking, ridesharing, vanpooling and telecommuting as better options to driving alone. All of these modes complement public transportation use and can help Intercity Transit pursue its mission and fulfill community goals.
- Intercity Transit will continue to support public and private sector initiatives that encourage multiple mode usages. Intercity Transit should continue to review and comment on community plans and proposed developments, highlighting ways both can better support all transportation modes, instead of solely single-occupant vehicles.
- We should also support ongoing Commute Trip Reduction and Transportation Demand Management efforts being pursued by the state and local jurisdictions. Additionally, Intercity Transit should demonstrate its commitment to these efforts by advocating the importance of commute trip reduction to our own employees.
- Intercity Transit will monitor potential benefits and risks associated with ride share programs, autonomous vehicles and other changing technology that could impact ridership or provide new opportunities for implementing first and last-mile strategies.
- Intercity Transit will work diligently to remove barriers to transit access and encourage use. This includes offering faster service in high-density corridors, increasing frequency on high-use routes, adding service to growing neighborhoods and employment centers,

simplifying the fare structure, and other measures as appropriate.

Design Principle #7

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

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

Section 3: Intercity Transit Policy Positions

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

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

The issues and list of actions are presented below. These actions are reviewed on a yearly basis.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

elderly persons and those with special transportation needs.

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

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

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

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

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

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

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

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

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

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

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

- Continue to focus on the Travel Training and the Bus Buddies program.
- Explore alternative service delivery methods to enhance productivity and reduce program costs.
- Pursue improvements in scheduling software and use of technology to improve productivity and service.
- Attempt to control growth so it doesn’t impact our ability to deliver all services.
- Ensure adequate resources to serve this growing population.
- Continue the effort to make all bus stops accessible and to provide shelters and other amenities at stops serving persons with disabilities.
- Apply the principles of Universal Design to all capital purchases and projects, and explicitly consider accessibility and usability for the widest range of individuals when evaluating equipment and technology.

14. Is the current fare policy appropriate?

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

other needs.

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

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

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

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

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

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

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

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

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

transit and other active transportation choices.

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

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

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

Section 4: Recommended Service Plan

SERVICE RECOMMENDATIONS

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

Section 5: Capital Plan and Other Plan Elements

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

Section 6: Financial Plan

FINANCING THE STRATEGIC PLAN

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

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

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

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

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

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