

INTERCITY TRANSIT

2021 Annual Report

2022–2027 Transit Development Plan

INTERcity TRANSIT

Prepared by: Intercity Transit Development Department

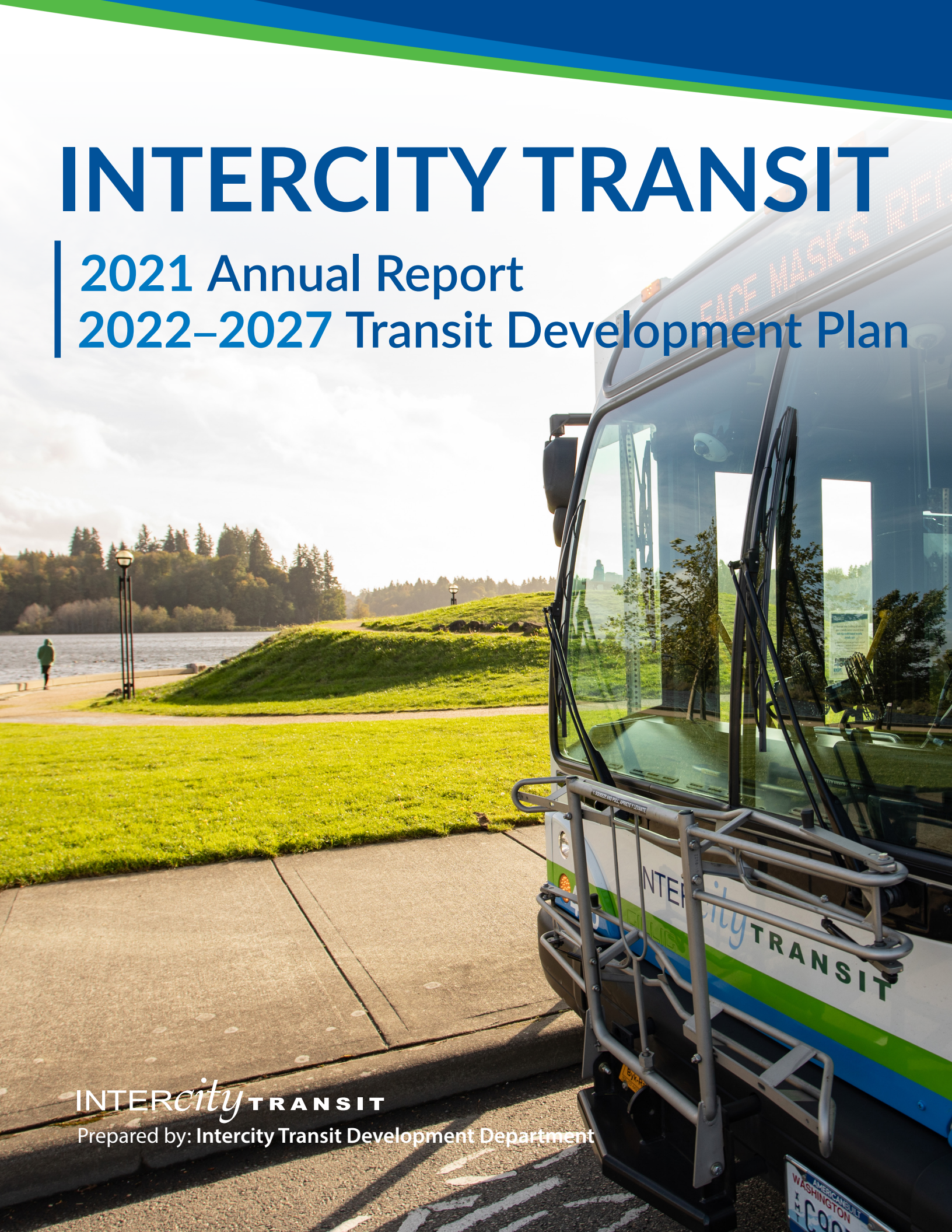


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Intercity Transit complies with all federal requirements under Title VI, which prohibits discrimination on the basis of race, color, or national origin.

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

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Section 1 – Plan adoption, public hearing, and distribution

Plan Requirement – Conduct at least one public hearing about the transit development plan’s contents. Identify within the plan the date of the hearing and whether your governing body took and action to approve the plan.

Intercity Transit Authority Board Members (2022)

Clark Gilman — Chair, City of Olympia
Justin Belk— Vice Chair, Citizen Representative
Robin Vazquez — City of Lacey
Carolina Mejia — Thurston County
Debbie Sullivan — City of Tumwater
Brian Hess — City of Yelm
Don Melnick — Citizen Representative
Sue Pierce — Citizen Representative
Paul Tischer — Labor Representative

Ann Freeman-Manzanares – General Manager

In accordance with RCW 35.58.2795, Intercity Transit has prepared and submitted this Annual Report for 2021 and a subsequent Transit Development Plan (TDP) for years 2022 through 2027. 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, October 5, 2022, at the Transit Authority meeting, 526 Pattison St SE, Olympia, Wash.

Distribution

Following final Authority adoption on November 2, 2022, this Plan was made be available at www.intercitytransit.com. Electronic copies were 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.

Section 2 – Description of Service Area, Operations & Facilities

Plan Requirement – Include a broad overview of your public transportation system, including services, equipment and facilities, and intermodal connections.

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. Development Director, Ann Freeman-Manzanares, was named Interim General Manager with the departure of the previous General Manager, Mike Harbour.

2013: The Authority Board selected and affirmed Ann Freeman-Manzanares as the new General Manager. 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. Local base fare was increased from \$1.00 to \$1.25.

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 Rodeo 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 CO2 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 nearly 40 percent from the year-earlier period (January and February). 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% though 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).

2021: Services provided in 2021 remained reduced as the effects of the COVID-19 pandemic continued. Increased employee retirements and resignations, combined with unprecedented absenteeism required Intercity Transit to operate at reduced levels of service. A robust focus on recruitment and hiring new classes of Operators was initiated, however the result was a continuation of limited available staff to deliver service that extended into 2022. Gains were made compared to 2020, however Fixed Route service hours remained less than 79% of pre-pandemic levels. Most reductions in service were in late night span, as well as frequency of secondary routes serving local neighborhoods and frequency on the *Olympia Express* (inter-county) service. *DASH* and *Nightline* remained suspended indefinitely and *The One* (BRT demonstration route) was provided for intermittently as labor resources were available. An extension of the 5-year "Zero-Fare" demonstration project, which began on January 1, 2020, was authorized; the revised end date was moved to either January 1, 2028, or a date three years following the full return of pre-pandemic fixed route service (i.e. 271,000 annual revenue service hours), whichever comes first.

Facilities, 2021

Intercity Transit directly operates several facilities, including:

- Olympia Transit Center (OTC)
- Lacey Transit Center (LTC)
- Main base facility (526 Pattison Street SE, Olympia)

Additional facilities are administered jointly with other governmental entities:

- Centennial [Amtrak] Station (Thurston County, Port of Olympia, Cities of Lacey, Olympia, Tumwater, and Yelm)
- Martin Way Park & Ride (State of Washington)
- Hawks Prairie Park & Ride (Thurston County)

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. Construction on the north portion of the base site began during summer of 2020; that work is expected to be completed in late 2022 and rehabilitation of the existing maintenance building and final site work is anticipated to continue to mid-2025 on the south part of the site.

Service Description, 2021

During 2021, Intercity Transit provided a variety of transportation services benefiting the residents and visitors of Thurston County.

View Intercity Transit fixed route system map:

<https://www.intercitytransit.com/bus/system-map>

Fixed-Route Service

In response to the COVID-19 pandemic, Intercity Transit significantly decreased its systemwide fixed-route bus service during 2020; this decreased the number of routes from 22 to 18. By the end of 2021 Intercity Transit had restored roughly 75% of the pre-pandemic service. The agency plans on gradually reinstating those routes and restoring service to pre-pandemic levels, as operational resources allow. As of this writing, hours of service on weekdays are generally 7:00 a.m. to 10:00 p.m.; and 8:30 a.m. to 10:00 p.m. on Saturdays and Sundays. No service is provided on three national holidays (New Year's Day, Thanksgiving Day, and Christmas Day).

- Ridership: In 2021 Intercity Transit recorded 2,321,035 fixed-route boardings, an increase of 21.8% from 2020.

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.

- Ridership: In 2021 Intercity Transit recorded 113,898 Dial-A-Lift trips, a 19 percent decrease from 2020.

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.

Zero-Fare Program

Intercity Transit stopped collecting fares for fixed-route and paratransit (Dial-A-Lift) trips in January 2020, the start of a multi-year "zero-fare" demonstration project.

Vanpool Services

At the end of 2021, there were 138 Intercity Transit commuter vanpools in operation throughout the Puget Sound region — a decrease of 42 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 1:45 a.m. to 10:00 p.m.

- Fares: 23% of the operating costs were recovered in 2021. [NOTE: IT suspended Vanpool fare collection in March 2020 due to the COVID-19 pandemic; comparatively, 28 percent of costs were recovered during 2020.]

- Ridership: In 2021 Intercity Transit recorded 178,904 vanpool trips, which was a decrease of 37% from 2020.
- Ride-matching: 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.

Service Connections, 2021

In 2021, Intercity Transit provided connections with five other public transit operators, as well as Greyhound and Amtrak service:

- Grays Harbor Transit (GHT): Service between Aberdeen and west Olympia, and the Olympia Transit Center.
- Mason Transit Authority (MTA): Service between Shelton and west Olympia, and Olympia Transit Center.
- Pierce Transit (PT): Intercity Transit's *Olympia Express* service connects with PT's local service in Lakewood (Lakewood Station and SR 512 Park & Ride lot). As of this writing Intercity Transit has suspended indefinitely and fixed-route express service to Tacoma Mall or the Tacoma Dome Station.
- Sound Transit (ST): Intercity Transit's *Olympia Express* service connects with Sound Transit service in Lakewood (Lakewood Station and SR 512 Park & Ride lot). From these locations, riders can transfer to *Sounder* passenger rail service, or ST Express buses, with service destinations that include Tacoma, Seattle and Sea-Tac Airport.
- AMTRAK: Intercity Transit Routes 64 and 94 provide regular service 7 days a week to the Olympia-Lacey Centennial Station, which offers access to 10 passenger rail trips each day.
- Greyhound: Connections to Greyhound bus service are available from the downtown Olympia Transit Center.
- FlixBus: Connections to FlixBus service are available from the downtown Olympia Transit Center. FlixBus connections were introduced in August 2022; FlixBus is a regional and international bus service with a large network of destinations throughout the Pacific Northwest.
- Rural Transit (R/T): Connections from Intercity Transit fixed route service to R/T service are available primarily at the Tumwater Square stops. R/T provides basic fixed route service throughout southern Thurston County.

Park & Rides

Intercity Transit fixed route service is available at the following park & ride lots:

- Martin Way Park & Ride
 - Routes 62A, 62B, 65, *The One*, and *Olympia Express*
- Centennial Station (AMTRAK)
 - Routes 64 and 94
- SR 512 Park & Ride (Lakewood)
 - *Olympia Express*

Educational Sites

Intercity Transit provides regular fixed route service to the Olympia and Lacey campuses of South Puget Sound Community College, Saint Martin's University, and The Evergreen State College. Additionally fixed route service is in walkable proximity to many public and private schools throughout the service area.

Activities, 2021

Significant agency activity during the year continued with ongoing capital facility project reviews. 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 and frontage improvements at the Olympia Transit Center, as well as on-going construction of the Pattison base expansion and rehabilitation project. Highlights of other agency efforts during the year included:

- **New Vehicles:** Intercity Transit received 13 replacement coaches for fixed-route bus service in 2021.
- **Fixed-Route Transit Service:** As Intercity Transit continued rebuilding its transit service in 2021, fixed-route revenue service hours were increased by 48.5 percent.
- **New Shelters and Amenities:** Intercity Transit upgraded 46 bus stops throughout the system on a contract awarded in 2021 that is rolling over into 2022. Amenities included adding landing pads, solar lights, shelters, and pole-mounted benches. Another contract for 123 bus stop pads is being awarded in August of 2022.
- **Land Use Planning coordination:** Intercity Transit is one of several 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 2021, 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" and related transit signal priority demonstration project is also being developed for testing.
- **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. Throughout 2020 and 2021 the program was periodically suspended from service. Village Vans staff provided 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. After reinstating service in July 2021, volunteers provided 1,525 rides. Eight volunteer drivers secured employment; four at Intercity Transit, two in transportation, and three in other careers.

- **Innovative Programs:** Intercity Transit continued its “Walk N Roll” youth education program throughout 2021, reaching an estimated 2,000 youth and families. Walk N Roll partnered with North Thurston Public Schools and other youth organizations to encourage youth to ride transit to summer programs and activities. IT created a webpage with transit information, a map of youth friendly destinations and resources specific to youth; offered virtual transit education and Rolling Classroom field trips through videos, presentations, and activities on our website; and provided bicycle safety education to 18 youth through our online Earn-A-Bike classes online and all students received a refurbished bicycle.
- **Transit Technology:** 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. With the implementation of a new CAD-AVL system in 2022, IT passengers will soon have the “My Stop Avail” Trip Planning and bus tracking functions available for use.

Section 3 – State and agency goals, objectives, and action strategies

Plan Requirement – Identify your priority goals, objectives and strategies for the current year and next five years. Identify which of your objectives and strategies support attainment of the transportation policy goals in RCW 47.04.280 and the Washington State Transportation Plan.

Intercity Transit goals, objectives and strategies are updated annually with the review and adoption of the Strategic Plan. Provided below are the specific goals and end policies (i.e. objectives and action strategies) taken from the 2022-2027 Strategic Plan and their correlation to the transportation policy goals published in the Washington State Transportation Plan.

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.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to **ensure a prosperous economy**.
- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State.
- *Environment* – To enhance Washington’s quality of life through transportation investments that promote energy conservation, **enhance healthy communities**, and protect the environment.
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

Goal 2 – Provide outstanding customer service.

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

Relevant State Goal(s):

- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State.
- *Environment* – To enhance Washington’s quality of life through transportation investments that promote energy conservation, **enhance healthy communities**, and protect the environment.
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

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.

Relevant State Goal(s):

- *Preservation* – To **maintain**, preserve, and extend the life and utility of **prior investments** in transportation systems and services.
- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

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.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State.
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

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.

Relevant State Goal(s):

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

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.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State.
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

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.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Preservation* – To **maintain**, preserve, and extend the life and utility of **prior investments** in transportation systems and services.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State.
- *Stewardship* – To continuously **improve the quality**, effectiveness, and efficiency of the transportation system.

Section 4 – Local performance measures and targets

Plan Requirement – Identify performance measures and targets that you use to evaluate performance of your system.

The following safety goals were adopted and published in Intercity Transit’s *Public Transportation Agency Safety Plan* (PTASP) as of September 2020; the complete PTASP can be viewed at the following URL: <https://www.intercitytransit.com/sites/default/PublicTransportationAgencySafetyPlan.pdf>

Goal 1: Safety Management Systems (SMS) to Reduce Casualties/Occurrences

Use a Safety Management Systems framework to identify hazards, mitigate risk and reduce injuries and property losses.

Goal 2: Safety Management Systems (SMS) to Foster a Robust Safety Culture

Foster Agency-wide support for transit safety by establishing a culture that holds Agency leaders accountable for safety and ensures all employees take an active role in securing transit safety; and cultivating a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders.

Goal 3: Safety Management Systems (SMS) to Enhance System Reliability

Provide safe and reliable transit operations by assuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

The following are the agency’s transit asset management targets, as contained in the 2021 National Transit Database (NTD):

<i>Rolling Stock – percent of revenue vehicles that have met or exceeded their useful life benchmark</i>		
Asset	2021 Performance	2022 Target
Bus	11.63%	7%
Cutaway	51.85%	52%
Minivan	3.51%	48%
Van	100%	100%

<i>Equipment – percent of vehicles that have met or exceeded their useful life benchmark</i>		
Asset	2021 Performance	2022 Target
Automobiles	50%	50%
Trucks and other Vehicles	38.89%	40%

<i>Facility – percent of facilities rated below 3 on the condition scale</i>		
Asset	2021 Performance	2022 Target
Passenger/Parking Facilities	0%	0%
Admin/Maintenance Facilities	100%	100%

Section 5 – Plan consistency

Plan Requirement – Identify steps that you have taken to ensure that your transit development plan is consistent with the local comprehensive plans adopted by cities, counties, and towns within your service area.

Intercity Transit staff work closely with local and regional planners to coordinate changes to transit service. However given the extensive impact to available labor, resulting from the COVID-19 pandemic, Intercity Transit remains at a reduced level of service. Jurisdictional coordination is expected to continue on smaller projects, however no significant changes to service are expected beyond the gradual restoration of reduced service to pre-pandemic levels. Intercity Transit’s adopted Long-Range Plan remains the primary publication and road map for changes to transit service and future transit projects. The Long-Range Plan was developed in consultation with local Cities and Counties and remains the focal point for coordinated projects, beyond service restoration.

Intercity Transit is represented and participates in regional transportation planning administered through the Thurston Regional Planning Council (TRPC), the Metropolitan Planning Organization (MPO) that includes the Thurston County Public Transportation Benefit Area (PTBA). Through this participation Intercity Transit representatives coordinate transit involvement in planning efforts and construction projects receiving Federal transportation funding. Moreover, Intercity Transit staff develop working relationships with jurisdictional colleagues that allow for routine coordination on lesser projects, or projects not receiving Federal funds.

Section 6 – Planned capital expenses

Plan Requirement – Present your planned capital expenses for the current year and next five years, including rolling stock, facilities, equipment and infrastructure.

Coaches	2023	2024	2025	2026	2027	2028
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	0	23	0	10	0	0
Replacement 35' Diesel	0	0	0	0	0	0
Total # of Replacement Coaches	0	23	0	10	0	0
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
Total # of Expansion Coaches	0	0	0	0	0	0
End of Year Fleet Size	86	86	86	86	86	86
Dial-A-Lift Vans						
Beg. Yr. # of Vehicles in Fleet	54	54	54	54	54	54
Replacement Diesel	10	0	0	0	0	0
Replacement Gasoline	0	0	0	0	0	0
Replacement Propane	18	0	0	0	0	12
Total # of Replacement Cutaways	28	0	0	0	0	12
Expansion Diesel	0	0	0	0	0	0
Expansion Gasoline	0	0	0	0	0	0
Expansion Propane	0	0	0	0	0	12
Total # of Expansion Vans	0	0	0	0	0	12
End of Year Fleet Size	54	54	54	54	54	66
Vanpool Vans						
Beg. Yr. # of Vehicles in Fleet	204	204	204	204	204	204
Replacement Vehicles	12	25	33	29	28	40
Expansion Vehicles	0	0	0	0	0	0
End of Year Fleet Size	204	204	204	204	204	204
Total Vanpool Purchases	12	25	33	29	28	40
Village Vans						
Beg. Yr. # of Vehicles in Fleet	6	6	6	6	6	6
Replacement Vehicles	0	0	2	2	1	0
Expansion Vehicles	0	0	0	0	0	0
End of Year Fleet Size	6	6	6	6	6	6
Total Village Van Purchases	0	0	2	2	1	0
Total Vehicles at Year-end	350	350	350	350	350	362
Total Vehicles Purchased by Year	40	48	35	41	29	64
Revenue Vehicle Expenses	\$6,934,280	\$10,282,237	\$10,334,626	\$9,841,765	\$1,599,312	\$7,362,304
Other Capital Expenses	\$92,974,000	\$24,108,486	\$20,754,000	\$13,911,000	\$1,085,000	\$1,075,000
Total Capital Expenses	\$99,908,280	\$34,390,723	\$31,088,626	\$23,752,765	\$2,684,312	\$8,437,304

Section 7 – Planned Operating Changes

Plan Requirement – Provide a yearly plan of changes to existing services that you have scheduled to occur within the plan horizon.

For years 2022 – 2027 Intercity Transit intends to strive toward fulfillment of commitments contained in the adopted Long-Range Plan; this includes enhancements to local transit service in accordance with the voter-approved increase to local transit sales tax in 2018. However, Intercity Transit continues to grapple significantly from the devastating disruption resulting from the COVID-19 global pandemic; an unexpected and severe circumstance that required Intercity Transit to suspend all fixed route transit service in Spring 2020, with continued gradual restoration. For years 2022 – 2027 Intercity Transit expects to return fixed route (and corresponding Dial-A-Lift) service that was reduced or suspended. The primary variable in the restoration timeline is the successful hiring and retention of qualified bus operators. As part of the ongoing restoration of service, Intercity Transit may make adjustments to certain routes or schedules; such adjustments are intended to reflect recent changes to travel patterns and behavior.

The forecast of increases to service identified below are contingent upon the following assumptions:

- The volume of Operators considered *available-to-drive* will not decrease significantly from September 2022 levels
- Demand of unscheduled (i.e. Extra Board) operators will remain stable
- Year-over-year increases to Operating labor will result in a sustainable net gain of approximately 33,280 labor hours (or 16 FTEs).
- Dial-A-Lift service, measured as a percentage of Fixed Route service, will gradually decrease and return to pre-pandemic proportions (i.e. 38-40%)

2022 (as of September 2022)

- Annualized fixed route revenue service hours: 200,133
 - 74% of pre-pandemic service levels

2023

- Increase fixed route annual revenue service hours to approximately 220,000
 - +20,000 hrs from 2022
 - 81% of pre-pandemic service levels
- Continued restoration of fixed route service resulting from the COVID-19 pandemic:
 - Partial restoration of service span
 - Partial restoration of route frequencies
 - Proportionate increase in Dial-A-Lift (ADA paratransit service)

2024

- Increase fixed route annual revenue service hours to approximately 238,000
 - +18,000 hrs from 2023
 - 88% of pre-pandemic service levels
- Continued restoration of fixed route service resulting from the COVID-19 pandemic:
 - Partial restoration of service span
 - Partial restoration of route frequencies
 - Proportionate increase in Dial-A-Lift (ADA paratransit service)

2025

- Increase fixed route annual revenue service hours to approximately 256,000
 - +18,000 hrs from 2024
 - 94% of pre-pandemic service levels
- Continued restoration of fixed route service resulting from the COVID-19 pandemic:
 - Partial restoration of service span
 - Partial restoration of route frequencies
 - Proportionate increase in Dial-A-Lift (ADA paratransit service)
- Possible implementation of select long-range plan elements

2026

- Increase fixed route annual revenue service hours to approximately 275,000
 - +19,000 hrs from 2025
 - 101% of pre-pandemic service levels
- Continued restoration of fixed route service resulting from the COVID-19 pandemic:
 - Partial restoration of service span
 - Partial restoration of route frequencies
 - Proportionate increase in Dial-A-Lift (ADA paratransit service)
- Possible implementation of select long-range plan elements

2027

- Increase fixed route annual revenue service hours to approximately 295,000
 - +20,000 hrs from 2026
 - Implementation of select long-range plan elements
 - Proportionate increase in Dial-A-Lift (ADA paratransit service)

Section 8 – Multi-year financial plan

Plan Requirement – Provide a multiyear financial plan that includes a capital investment program, operating financial plan, and cash flow analysis.

Operating Financial Plan	2023	2024	2025	2026	2027	2028
Operating Revenues						
Passenger Fares	\$510,000	\$586,500	\$674,475	\$775,646	\$891,993	\$1,025,792
Sales Tax	82,632,898	85,111,885	87,665,241	90,295,199	93,004,055	95,794,176
Federal/State Operating Assistance	6,142,434	6,449,556	6,772,033	7,110,635	7,466,167	7,839,475
Other Revenues	1,699,500	1,784,475	1,873,699	1,967,384	2,065,753	2,169,041
Gain (Loss) on Capital Assets	65,000	68,250	71,663	75,246	79,008	82,958
Total Operating Revenues	91,049,832	94,000,666	97,057,111	100,224,109	103,506,976	106,911,443
Operating Expenditures						
Wages and Benefits	55,210,303	59,075,024	63,210,276	67,634,995	72,369,445	77,435,306
Maintain Coach Operations	7,810,309	8,278,928	8,775,663	9,302,203	9,860,335	10,451,955
Maintain DAL Operations	1,196,984	1,268,803	1,344,931	1,425,627	1,511,165	1,601,835
Maintain Vanpool Operations	1,042,085	1,104,610	1,170,887	1,241,140	1,315,608	1,394,545
Insurance	2,004,000	2,104,200	2,209,410	2,319,881	2,435,875	2,557,668
Operating Projects	18,456,000	8,000,000	5,000,000	5,000,000	5,000,000	5,000,000
All Other Operating Expenditures	8,761,042	9,286,705	9,843,907	10,434,541	11,060,614	11,724,250
Total Operating Expenditures	94,480,723	89,118,269	93,574,183	98,252,892	103,165,537	108,323,813
Operating Surplus/(Deficit)	(3,430,891)	4,882,396	3,482,928	1,971,217	341,439	(1,412,371)
Cash Flow from Capital Activity						
Acquisition & Construction of Assets	(85,806,280)	(34,390,723)	(31,088,626)	(23,752,765)	(2,684,312)	(8,437,304)
Net Proceeds from State Grants	17,523,259	4,750,000	6,250,000	7,376,659		3,428,321
Net Proceeds from Federal Grants	30,477,749	842,000	820,500	425,000	839,518	1,235,292
Net Cash Flow from Capital Activity	(37,805,272)	(28,798,723)	(24,018,126)	(15,951,106)	(1,844,794)	(3,773,691)
Cash and Reserve Balances						
Beginning Cash Balance	190,000,000	148,763,837	124,847,510	104,312,313	90,332,424	88,829,069
Less: Operating Reserves	(23,620,181)	(22,279,567)	(23,393,546)	(24,563,223)	(25,791,384)	(27,080,953)
Available Unrestricted Cash	166,379,819	126,484,270	101,453,965	79,749,090	64,541,040	61,748,116
Current Year Cash Flows						
Add: Operating Surplus/(Deficit)	(3,430,891)	4,882,396	3,482,928	1,971,217	341,439	(1,412,371)
Add: Net Cash from Capital Activity	(37,805,272)	(28,798,723)	(24,018,126)	(15,951,106)	(1,844,794)	(3,773,691)
Net Current Year Cash Flow	(41,236,163)	(23,916,327)	(20,535,198)	(13,979,889)	(1,503,355)	(5,186,062)
Ending Available Unrestricted Cash	125,143,656	102,567,943	80,918,767	65,769,201	63,037,685	56,562,054
Ending Total Cash (With Reserves)	\$148,763,837	\$124,847,510	\$104,312,313	\$90,332,424	\$88,829,069	\$83,643,007

Intercity Transit

2023-2028 Six-Year Capital Financial Plan

Summary of Expenditures and Funding allocations

Funding Resources	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Beginning Unrestricted Fund Balance	\$ 27,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760
Total Operating Revenue less operating Expenditures	15,000,000	10,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Transfer Out to Capital Reserve Fund Balance	(20,000,000)	(10,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Ending Unrestricted Fund Balance *	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760	\$ 22,594,760
Beg Committed Fund Bal - Capital Reserves	175,000,000	132,387,007	118,002,006	98,163,380	87,631,451	90,786,657
Year End Transfer In	20,000,000	10,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Capital Reserves Available	\$ 195,000,000	\$ 142,387,007	\$ 123,002,006	\$ 103,163,380	\$ 92,631,451	\$ 95,786,657
CAPITAL	2023	2024	2025	2026	2027	2028
Capital Project Category						
Fleet	\$ 6,934,280	\$ 10,282,237	\$ 10,334,626	\$ 9,841,765	\$ 1,599,312	\$ 7,362,304
Facilities	61,892,000	8,600,000	9,000,000	6,800,000	-	-
Support Equipment	1,130,000	85,000	340,000	125,000	135,000	125,000
Passenger Facilities & Amenities	4,390,000	2,398,486	389,000	389,000	425,000	425,000
Information Techonolgy Systems	3,182,000	525,000	5,025,000	525,000	525,000	525,000
Strategic Planning & Development	22,380,000	12,500,000	6,000,000	6,072,000	-	-
Totals	\$ 99,908,280	\$ 34,390,723	\$ 31,088,626	\$ 23,752,765	\$ 2,684,312	\$ 8,437,304
Capital Funding Allocations						
Federal Grant	29,275,799	1,201,950	-	844,176	839,518	1,235,292
State Grant	8,019,488	8,803,771	6,250,000	7,376,659	-	3,428,321
Other	-	-	-	-	-	-
Capital Reserves	62,612,993	24,385,002	24,838,626	15,531,930	1,844,794	3,773,691
Total Capital allocations	\$ 99,908,280	\$ 34,390,723	\$ 31,088,626	\$ 23,752,765	\$ 2,684,312	\$ 8,437,304
Ending Committed Fund Bal- Capital Reserves	\$ 132,387,007	\$ 118,002,006	\$ 98,163,380	\$ 87,631,451	\$ 90,786,657	\$ 92,012,966

* Unrestricted Fund Balance Reserve minimum (3 months Op Expenditures)

Section 9 – Projects of regional significance

Plan Requirement – Identify regionally significant projects for inclusion in your regional transportation improvement program maintained by your regional transportation planning organization.

2023 – 2026 Transportation Improvement Program (TIP)

Viewable at the following URL:

<https://www.intercitytransit.com/sites/default/files/2022-06/Final-2023-2026TransportationImprovementProgram.pdf>

Intercity Transit’s Transportation Improvement Program (TIP) or “Program of Projects” (POP) is an annually updated list of Intercity Transit’s program of funded and potentially funded projects that utilize federal funds. The TIP includes projects programmed through the Thurston Regional Planning Council (TRPC) and the Puget Sound Regional Council (PSRC). Projects with secured funds are incorporated into the Statewide Transportation Improvement Program (STIP).

INTERCITY TRANSIT
 2023 - 2026 Transportation Improvement Program
 Adopted May 18, 2022

IT #	Project	TOTAL 2023 - 2026										Notes
		2023	2024	2025	2026	Federal	Type	Local	Total	Funding Source		
1	IT 1601 Capital Preventive Maintenance (PSRC Earned Share)	\$400,000	\$400,000	\$0	\$0	\$800,000	PSRC Earned Share Sec. 5307 and Sec. 5339	\$160,000.00	\$800,000.00	Planned & Secured (Includes PSRC 5307 & 5339 Earned Share)	PSRC Earned Share (2023-2024 screening forms submitted).	
2	IT 1603 Vanpool Vans - Replacement (PSRC Earned Share)	\$1,125,000	\$1,125,000	\$1,000,000	\$1,000,000	\$4,250,000	PSRC Earned Share Sec. 5307 and Sec. 5339	\$850,000.00	\$4,250,000.00	Planned & Secured (Includes PSRC 5307 & 5339 Earned Share)	PSRC Earned Share (2023-2024 screening forms submitted).	
3	IT 1604 Bus Stop Enhancements & Accessibility - TRPC - FHWA Transfers (TA)	\$392,275	\$2,269,486	\$260,000	\$260,000	\$3,181,761	Local and Federal/Regional	\$636,352.20	\$3,181,761.00	TRPC Contingency project via Regional competition	Anticipated TRPC Federal CMAG/STP/TAP funds--contingency project--Anticipated RMG 2023-2025.	
4	IT 1605 Walk N Roll Youth Education Transfers (TAP)	\$129,000	\$129,000	\$129,000	\$129,000	\$446,340	Federal/ Regional	\$69,660.00	\$516,000.00	TRPC Secured Federal Funds	Secured TRPC Awards of Federal 2022 / 2024 TAP funds	
5	IT 1701 Replacement heavy duty coaches - \$1.2M planning for alt fuels (PSRC earned share and Direct Apportionment)	\$1,006,231	\$6,822,481	\$12,517,538	\$7,253,750	\$22,080,000	Sec. 5307, 5339 & PSRC Earned Share	\$5,520,000.00	\$27,600,000.00	Planned & Secured (Includes PSRC 5307 and 5339 Earned Share)	PSRC Earned Share (2023-2024 screening forms submitted). Reduced PSRC ES in FY25 and FY26 by 50% to be conservative. Direct 5307/5339 applied FY24-FY26 + potential 5339 competitive ask.	
6	IT 1901 Replacement Dial A Lift Vehicles - \$1.29K.	\$1,075,008	\$1,209,908	\$0	\$0	\$1,827,933	TRPC Regional Funds and State/WSDOT Consolidated Grant	\$456,983.20	\$2,284,916.00	Secured regional federal funds and anticipated State funds	Secured & Anticipated TRPC FHWA Transfers and Anticipated 2023-2025 Consolidated Funds	
7	IT 1903 High Capacity Corridor Service or BRT "light"	\$5,428,000	\$12,500,000	\$6,000,000.00	\$6,072,000	\$30,000,000	State RMG & Federal 5339 & 5307 or competitive	\$6,000,000.00	\$30,000,000.00	Partial funding, RMG project supports implementation plan	Operations funded. Capital unfunded est \$30,000,000 total. Anticipated RMG funding	
8	IT 2001 Alternative Fuel Infrastructure Project	\$5,136,818	\$6,000,000	\$6,000,000	\$3,000,000	\$19,309,454	State RMG & Federal 5339 & 5307 or competitive	\$4,827,363.60	\$24,136,818.00	Unsecured, potential RMG funding	Unfunded/ New. Results from Alt Fuel study will inform this	
9	IT 1801 Partition Maintenance, Operations & Admin. Facility Expansion & Rehabilitation - Construction	\$5,816,250	\$0	\$0	\$0	\$4,653,000	Federal Sec. 5307 and Sec. 5339	\$1,163,250.00	\$5,816,250.00	Federal 5339 & 5307	Anticipated federal funding in FY2023	
10	IT 2201 Northeast Lacey Operational Support Terminal Facility	\$600,000.00	\$600,000	\$1,000,000	\$3,800,000	\$4,800,000	Unsecured	\$1,200,000.00	\$6,000,000.00	Unsecured	Unfunded new project	
Total Federal Funded Projects		\$21,108,582	\$33,055,875	\$28,906,538	\$21,514,750	\$104,585,745		\$20,883,609	\$104,585,745	Secured and Estimated Federal Funding Sources		

Notes:
 Grant type: Sec. 5307/ 5339 & PSRC- 5307/ 5339 Earned Share—Urban area formula program administered by the Federal Transit Administration.
 Amount is determined by urban area population, population density, and NTD stats for revenue miles traveled.
 Federal funding match requirements are typically 80/20.
 Projects with different matching requirements are noted.

*Puget Sound Regional Council