

## SECTION 13: SUMMARY OF PLANNED ACTIONS 2021-2026

STRATEGY	PRESERVATION	IMPROVEMENT
<b>2021</b>		
Service	Sustain service levels.	Complete comprehensive service review to evaluate new and different services. Implement new mid-day & Sunday Strait Shot runs.
Vehicles	Procure 6 fixed-route coaches.	Procure 3 Strait Shot coaches.
Facilities & Equip	Replace 4 large copy machines. Seal Forks Transit Center parking area. Replace electronic door locks. Replace & modernize admin building elevator.	Initiate feasibility study for 2 new Park-n-Ride locations. Initiate feasibility study to install solar at Admin building.
Admin & Employees	Complete annual state audit with no findings. Complete all annual plan & reporting requirements. Apply for O&M grant to sustain current levels. Apply for Special Needs grant per replace schedule. Attend various stakeholder meetings/outreach.	Migrate from Fleetnet to Avail cloud based software.
<b>2022</b>		
Service	Sustain service levels. Apply for 2023-2027 operating grant for paratransit.	Implement phased service expansions & alternatives. Complete feasibility study for hydrogen & electric sources.
Vehicles	Procure 3 fixed-route coaches. Procure 13 vanpool vehicles.	
Facilities & Equip	Replace bus stop signs & bus decals w/ new logos. Replace 3-5 bus shelters. Rebuild primary air compressor. Overlay, seal and restripe upper parking lot. Replace heavy duty tablets in fixed route & paratransit. Replace pressure washer. Replace port washer. Replace sander spreader. Replace maint building make up air unit. Repaint Sequim Transit Center exterior. Replace main computer server.	Install new logo signs for all bus stops. Add security wall and ADA door. Add 6 post lift system. Acquire 9 satellite phones. Consider adding micro transit software. Acquire River Road property for Park-n-Ride. Improve Deer Park Park-n-Ride.
Admin & Employees	Complete annual state audit with no findings. Complete all annual reporting requirements. Attend various stakeholder meetings/outreach.	Apply for grant to improve River Road property. Implement new Mobility Coordinator position. Consider new Operator/Trainer position. Select consultant to create program to address diversity, equity and inclusion. Apply for grant for solar improvements at Admin building. Review and update CTS Comprehensive Plan.
<b>2023</b>		
Service	Sustain service levels.	Continue to refine service routes to balance increased ridership and inclusive service levels.
Vehicles	Procure 2 fixed-route coaches.	
Facilities & Equip	Replace 3-5 bus shelters Replace carpet in Admin/Ops building Repaint Forks Transit Center exterior. Replace Forks camera system server. Replace floor scrubber. Replace Gateway Transit Center heat pump. Replace Sequim Transit Center heat pump.	If determined feasible, add solar to Admin building.
Admin & Employees	Complete annual state audit with no findings. Complete all annual plan & reporting requirements. Apply for O&M Grant to sustain current levels. Apply for VIP Grant per replacement schedule. Apply for Special Needs Grant per replace sched. Attend various stakeholder meetings/outreach.	Negotiate collective bargaining agreement to begin 2024.

## SECTION 14: CAPITAL MANAGEMENT PLAN AND CAPITAL RESERVES

Reflects only the assets to be replaced in the planning horizon, not all assets.

### FIXED-ROUTE VEHICLES

Year	Make	Fuel Type	Recom. ULB	CTS Match %	Purch / Into Service 2021	Purch / Into Service 2022	Purch / Into Service 2023	Purch / Into Service 2024	Purch / Into Service 2025	Purch / Into Service 2026
2009	Gillig/35' LF	diesel	500K/12yr	20%	-	-	525,000	-	-	-
2012	Chevy/Arboc	diesel	225K/8yr	20%	-	505,000	-	-	-	-
2012	Chevy/Arboc	diesel	225K/8yr	20%	-	505,000	-	-	-	-
2012	Chevy/Arboc	diesel	225K/8yr	20%	-	505,000	-	-	-	-
2012	Chevy/Arboc	propane	225K/8yr	5%	-	485,250	-	-	-	-
2012	Chevy/Arboc	propane	225K/8yr	5%	-	485,250	-	-	-	-
2012	Chevy/Arboc	propane	225K/8yr	5%	-	485,250	-	-	-	-
2011	Gillig/35' LF	diesel	500K/12yr	20%	-	-	-	525,000	-	-
2011	Gillig/35' LF	diesel	500K/12yr	20%	-	-	-	525,000	-	-
2011	Gillig/35' LF	diesel	500K/12yr	20%	-	-	525,000	-	-	-
2011	Gillig/35' LF	diesel	500K/12yr	20%	-	-	525,000	-	-	-
2011	Gillig/35' LF	diesel	500K/12yr	20%	-	-	525,000	-	-	-
2013	Gillig/40' LF S	0 Emission	500K/12yr	20%	-	-	-	-	1,200,000	-
2013	Gillig/40' LF S	0 Emission	500K/12yr	20%	-	-	-	-	1,200,000	-
2013	Gillig/40' LF S	0 Emission	500K/12yr	20%	-	-	-	-	1,200,000	-
2013	Gillig/40' LF S	0 Emission	500K/12yr	20%	-	-	-	-	1,200,000	-
2022	MCV40' 123	diesel	750K/15yr	15%	-	642,000	-	-	-	-
2022	MCV40' 123	diesel	750K/15yr	15%	-	642,000	-	-	-	-
2022	MCV40' 123	diesel	750K/15yr	15%	-	642,000	-	-	-	-

Total Purchase Cost	-	4,896,750	2,100,000	1,050,000	4,800,000	-
Consolidated Grant - 3		(1,382,928)	(1,680,000)	(840,000)	(3,840,000)	-
2019-20 5339(b) FTA - 3		(1,212,000)				-
2019-20 5339(b) FTA (MCI) - 3		(1,637,100)				-
Est CTS Match	-	664,722	420,000	210,000	960,000	-
Beginning Reserve	1,835,300	2,080,925	2,024,599	1,901,516	1,988,433	1,325,350
Add to Reserves	245,625	608,396	296,917	296,917	296,917	296,917
Less CTS Purch Match	-	(664,722)	(420,000)	(210,000)	(960,000)	-
Ending Reserves	2,080,925	2,024,599	1,901,516	1,988,433	1,325,350	1,622,268

### ***Common Destinations***

The common destinations made by individuals who have special needs and reside in the QUADCO region are as follows:

1. **Dental and Medical Providers**: Individuals with special needs require transportation to doctor appointments, dialysis, dental, cancer treatment, and health specialists located in the QUADCO region and also in larger urban centers including Wenatchee, Spokane, Tri-Cities, and Seattle.
2. **Social Service Providers**: Individuals with special needs frequently need transportation services to access agencies such as the Department of Social and Health Services (DSHS), chemical dependency treatment centers, food banks, senior nutrition sites, child care, and Community Action Agencies for Low-Income Heating and Energy Assistance programs (LIHEAP).
3. **Employment Centers**: Individuals with special needs often have difficulty reaching their worksites or accessing organization that provide job training and job searching. Reliable transportation is vital to helping them get employed and stay employed.
4. **Elderly/Senior Service Centers**: Services for the elderly are top destinations. Senior centers can help prevent social isolation, unhealthy living, and can provide medical information specific to the 65 years and over community.
5. **Daily Living Activity Centers**: Transportation to daily living activities includes visits to family or friends, grocery shopping, banking, legal services, post office, and courts appointments.
6. **Education**: Education destinations range from post-secondary schools who provide after-school education programs, vocational skills training, GED classes, and college classes.

## **Identifying Transportation Challenges and Strategies**

Transportation challenges, such as unmet needs and gaps in services, and the strategies to meet these identified challenges were identified by stakeholders at the Mobility Summits and through the stakeholder HSTP survey responses, by the general public from survey responses and public forums, and from members of the 4-County Team. A list of the topics identified as challenges that need to be addressed in the QUADCO region are listed below. More detailed descriptions of these challenges and the strategies that can help address them are included for each county in Chapters 4, 5, 6, and 7.

- Informational Materials and Advertising
- Non-Emergency Medicaid Transportation Information
- Transportation to Court and Mental Health Appointments
- Passenger Rail Access

- Service Beyond ADA Requirements
- Access to Underserved Rural Areas
- Access to Medical Facilities
- Accessible Transportation Operations
- Fixed Route and High Occupancy Vehicle Operations
- Non-Traditional Student Transportation
- Weekend Service
- Special Events Transportation

6. **Education:** Transportation access to education is important for persons with special needs. Education destinations range from post-secondary schools who provide after-school education programs to college classes. After-school programs is another important destination since schools do not provide transportation services to these education programs. College destinations include Big Bend Community College, Wenatchee Valley College, and Central Washington University. Other education programs in Grant County include vocational skills training and GED training.

## Transportation Challenges and Strategies

Transportation challenges, such as unmet needs and gaps in services, and the strategies to meet these identified challenges were identified by stakeholders at the Grant County Mobility Summits, by stakeholder HSTP survey responses, by general public survey responses, public forums, and members of the 4-County Team. The challenges and strategies identified included:

### 1. *Service Beyond ADA Requirements*

**Transportation Challenge:** Grant Transit Authority (GTA) provides demand response services to eligible riders according to the Americans With Disabilities Act (ADA), using a distance requirement that the trip must be within  $\frac{3}{4}$  of a mile of a fixed route. There are many individuals who would be eligible for these services, but they are just outside of the distance requirement. Funding limitations makes it difficult for GTA to enlarge its distance requirement. People For People's demand response services are available to serve these riders, but also has limited funding and cannot meet the demand for those services.

**Strategies to Address Challenge:** Obtain additional funding to increase the number of service hours available for demand response services throughout Grant County. This would require hiring additional drivers and purchasing additional vehicles. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

### 2. *Informational Materials and Advertising*

**Transportation Challenge:** Although informational materials are available on transportation services for Grant County residents, they are not readily available throughout the region. There is a lack of knowledge and awareness of transportation services available countywide. Bus stops for riders using the Special Mobility Services shuttle in Spokane are not clear. Funding has not been adequate to design and mass produce materials that are "easy to read and understand," as well as to conduct an advertising campaign.

**Strategies to Address Challenge:** Obtain additional funding to develop "easy to read and understand" materials explaining the transportation services available to Grant County residents. These funds would expand current marketing efforts conducted by Grant Transit Authority (GTA) and People For People's Mobility Manager/Travel Trainer. Utilize Grand Coulee Senior Center's newsletter for advertising services. Develop maps with red stars

indicating drop-off and pick-up locations and show transfer locations and indicate the transportation providers that serve that transfer and their scheduled connections. Create a phone app showing the routes. Create refrigerator magnets with transportation information listed. Send out postcard mailers with the service information listed. Provide hyper links on websites to transportation information. Coordinate any marketing efforts that GTA and People For People develop and implement. Widely distribute these materials throughout the county. Attend outreach events and develop a outreach campaign to educate persons with special needs countywide. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

### **3. Access to Underserved Rural Areas**

**Transportation Challenge:** There are rural parts of Grant County that are not served by a Grant Transit Authority (GTA) fixed route, stranding persons with special needs. Families cannot continue to live in these rural areas without transportation support to provide them access to medical appointments and daily living activities.

**Strategies to Address Challenge:** Obtain planning funds to research where these gaps are located and the types of transportation options that are needed. Consider adding additional routes that serve these gaps. Consider connecting the Health Shuttle to Soap Lake. Publicize the new services. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

### **4. Access to Medical Facilities**

**Transportation Challenge:** Although limited transportation services are available to seniors living in the northern part of Grant County, including Grand Coulee, Coulee Dam, Electric City, and Coulee City, this transportation is mainly used to transport seniors to the senior center for meals. Currently, many rural residents walk several miles for appointments, to purchase groceries, and access life sustaining services. This walk is often on highways and unsafe roads. Additionally, access to medical facilities in the local area as well as Moses Lake, Wenatchee, and Spokane is needed for persons living in this rural corner of the County.

**Strategies to Address Challenge:** Obtain funding to develop a fixed route that provides seniors access to medical facilities on a time schedule, purchase a van that could be used as a vanpool for this purpose, or extend a GTA route and service to meet this need. A fixed route would connect riders to medical providers and service providers. Publicize the schedule and encourage seniors and medical providers to schedule appointments when the service can meet patient transportation needs. Form a committee to search for grants and partner with medical providers. Create a volunteer program to have volunteer drivers available in these communities, and develop a pool of on-call drivers who can fill in for the Grand Coulee driver. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

social isolation, unhealthy living, and can provide medical information specific to the 65 years and over community.

5. **Daily Living Activity Centers:** Transportation to daily living activities includes visits to family or friends, grocery shopping, banking, legal services, post office, and courts appointments. Of the stakeholder survey responses, 43% indicated that grocery shopping is a top destination and 46% indicated court and legal appointments are important destinations. Of the general public survey responses, 42% indicated visits to family and friends as a top destination, 17% indicated shopping and daily activities are top destinations, 21% indicated church and religious activities are top destinations, and 31% indicated community events are top destinations. The rural parts of Lincoln County have limited grocery shopping and individuals must travel to places such as Davenport, Airway Heights, Ritzville, Moses Lake, and Tri-Cities to shop.
6. **Education:** Transportation access to education is important for persons with special needs. Education destinations range from post-secondary schools who provide after-school education programs to college classes. After-school programs is another important destination since schools do not provide transportation services to these education programs. College destinations include Big Bend Community College in Moses Lake, Eastern Washington University in Cheney, and Spokane area colleges. Other education programs in Grant County include vocational skills training and GED training.

## Transportation Challenges and Strategies

Transportation challenges, such as unmet needs and gaps in services, and the strategies to meet these identified challenges were identified by stakeholders at the Lincoln County Mobility Summit and through the stakeholder HSTP survey responses, by the general public from survey responses and public forums, and from members of the 4-County Team. The challenges and strategies identified included:

### 1. ***Informational Materials and Advertising***

**Transportation Challenge:** Although informational materials are available on transportation services for Lincoln County residents, they are not readily available throughout the region and are difficult to understand. Additionally, there is a lack of knowledge and awareness of transportation services available countywide. Funding has not been adequate to design and mass produce materials that are “easy to read and understand,” as well as to conduct an advertising campaign.

**Strategies to Address Challenge:** Obtain additional funding to develop “easy to read and understand” materials explaining the transportation services available to Lincoln County residents. These funds would expand current marketing efforts conducted by People For People’s Mobility Manager/Travel Trainer. Widely distribute these materials to public and local businesses including the Post Office, social service providers, the public health

department, grocery stores, pharmacies. Place advertisements in local newspapers including the Lincoln County Journal. Conduct outreach campaigns at Lincoln County Health and Welfare meetings, in all the cities and towns within the county, and to veterans. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

## **2. Access to Underserved Rural Areas**

**Transportation Challenge:** Rural transportation funding has been allocated to transportation service providers in this area, but it is limited and inadequate. Some requests made by persons with special needs have been denied due to a lack of available funds.

**Strategies to Address Challenge:** Obtain additional funding to increase the number of service hours available for demand response and fixed route transportation services. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

## **3. Access to Medical Facilities**

**Transportation Challenge:** Although transportation services are available to seniors living in Lincoln County and needing access to medical facilities outside of Lincoln County, it is limited and some requests for services have been denied due to a lack of available funds.

**Strategies to Address Challenge:** Work with senior service providers and medical providers to develop a fixed route that provides seniors access to medical facilities on a time schedule. Publicize the schedule and encourage seniors and medical providers to schedule appointments when the service can meet patient transportation needs. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.

## **4. Weekend Service**

**Transportation Challenge:** Weekend service between Lincoln County and Spokane is not available. This is a gap in the existing service provided by People For People's Lincoln County Community Connector and Special Mobility Service's Lincoln County/Davenport/Spokane Shuttle.

**Strategies to Address Challenge:** Add a Saturday roundtrip on People For People's Lincoln County Community Connector and Special Mobility Service's Lincoln County/ Davenport/ Spokane Shuttle. Coordinate these efforts with other members of the 4-County Team to make sure there is no duplication of efforts.



## Central Transit (HopeSource) 6-year Transit Development Plan

### Section 8: SIX-YEAR TRANSIT IMPROVEMENT PLANS

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#### **Priority goals, Objectives, & Strategies for the current year and the Next 5 Years**

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- Promote economic vitality.
- Maintain, preserve, and improve our transportation system and services.
- Provide and improve the safety and security for passengers and our transportation system.
- Improve and predict the movement of people throughout the city and state with multimodal connections and accessible modes of transportation.
- Enhance the quality of life through investments which promote energy conservation, enhance healthy communities, and protect the environment.
- Continue to improve the quality and efficiency of our transportation system.

#### **2020 – 2025 Local Operating Projects**

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- Travel Training.
- Increase safety measures to ensure the safety of operators and passengers.
- Evaluate routes and add time stops resulting in a more reliable and user-friendly service.
- Continue to monitor and analyze routes and services for efficiency and reliability.
- Continue to participate in multimodal transit projects such as bike lanes, pedestrian and bike trails.
- Community outreach.
- Develop a Commute Trip Reduction plan for major employers within the City of Ellensburg.
- Continue to participate and expand services to support the States Connecting Washington Transit Project.
- Update Transit website.
- Use the Transit app for real-time public transit data.
- Continue to update transit flyers and pamphlets.
- Move to a bus book.

- Provide community shuttles for events like the Ellensburg Rodeo.
- Participate in Summer Youth Activities.
- Work closely with Contractor to ensure services are safe and reliable.
- Increased transit branding and recognition with Central Transit uniforms and safety vests.
- Increased social media presence.

## **2020 – 2025 Local Capital Projects**

- Additional ADA bus stop enhancements.
- Additional bus shelters.
- ADA accessible sidewalks and curb cuts.
- Additional bus turnouts.
- Bus stop improvements.
- Safety improvements.
- Low or zero emissions/electric buses.
- Multimodal Transit Station.
- Bike lanes.
- Pedestrian, bike and equestrian trails.

## **Ellensburg Central Transit Proposed Capital Improvements**

It is the City of Ellensburg's intent to maintain the Ellensburg Central Transit system as a fully contracted (turnkey) operation. The contractor will continue to provide all equipment, facilities, personnel and maintenance; therefore, no vehicles, facility maintenance or related projects are budgeted by or for Ellensburg Central Transit.

We will continue to work with our regional planning organization to address transit needs in our community and county.

The goals in system changes and improvements through 2025 are:

### Transportation

Transportation is an unavoidable need. We need to get to work, medical appointments, school, grocery stores and more. In that sense, transportation is essential to facilitate many of the other major issues of poverty prevention. This section explores data related to transportation in Kittitas County.

First off are commuter travel patterns, displayed below in Table 34. Generally, speaking, the patterns in Kittitas County are like both state and national ones – with a few exceptions. Notably, very few individuals (only 1.6%) use public transportation to get to work, a percentage that is approximately a third of the state average. Also, a full 10.4% walk or bike to work, which is double the state average.

This low usage of public transportation, and the high usage of walking and biking, may be due to local geography. Namely, a large proportion of the population lives in relatively small towns, which make biking and walking much easier. On the other hand, it may be a sign that available public transportation does not effectively service commuters.

*Table 34: Commuter Travel Patterns*

Report Area	Workers 16 and Up	Percent Drive Alone	Percent Carpool	Percent Public Transportation	Percent Bicycle or Walk	Percent Taxi or Other	Percent Work at Home
Kittitas County, WA	21,131	73.9%	8.0%	1.6%	10.4%	1.6%	4.5%
Washington	3,485,339	71.9%	10.0%	6.5%	4.5%	1.2%	5.9%
United States	150,571,044	76.4%	9.1%	5.1%	3.3%	1.2%	4.9%

*Table 34: Commuter travel patterns in Kittitas County, Washington State and the US. As shown most commuters drive alone, followed by those who bicycle and walk, and then those who carpool. Source - Community Action Partnership, US Census Bureau, American Community Survey. 2014-18.*

Table 35, below, displays travel time to work. The percentage of those who have a 10-to-30-minute commute and a 60-minute commute are very similar in Kittitas County, Washington State and the US. However, the percent of workers with a very short commute, of less than 10 minutes, is well over twice the state and national percentages at 30.8%. The percentage of short commuters is taken from the percentage of medium-long commuters. This is shown by the percentage of those with a commute of 30-to-60 minutes, which is half the national and state rate at 14.7%. Overall, commuters have shorter commutes in Kittitas County than elsewhere.

*Table 35: Travel Time to Work*

Report Area	Workers with less than a 10-minute commute	Workers with a 10-to-30-minute commute	Workers with a 30-to-60-minute commute	Workers with more than a 60-minute commute
Kittitas County, WA	30.8%	45.5%	14.7%	9.1%
Washington	11.7%	48.3%	30.0%	9.9%
United States	12.5%	49.6%	28.9%	9.1%

*Table 35: Travel time to work for Kittitas County, Washington State and US. Source - Community Action Partnership, US Census Bureau, American Community Survey. 2014-18.*

While the above two tables are useful, they do not fully describe the experience of those without access to reliable personal transportation. Those without are generally the young, elderly, disabled and low-income. The rural nature of the county leaves those who live on the outskirts with a very long drive.

This commute is compounded because many services, such as hospitals, are only available in Ellensburg. This means that residents of upper county face approximately 30 miles of driving just to get to a hospital. Other services, such as a Social Security office, are not even available in-county, leaving residents a daunting 60 miles or more of driving.<sup>7</sup>

For in-county services, HopeSource offers both regular bus services around Ellensburg, between upper county and lower county, and between Kittitas and Ellensburg. Services also include dial-a-ride which offers free rides door to door prioritizing “senior medical and nutrition, general public medical, social services, and employment.”<sup>8</sup> These free services provide most residents options for transportation to in-county essential needs.

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<sup>7</sup> A useful exploration of this issue is available in the Kittitas County Long Range Transportation Plan, Page 38.

<sup>8</sup> <https://www.hopesource.us/transportation.php>

### Equity

- The agency's route network analysis consultants will perform an equity analysis of service improvement options, including Sunday and late night services to help essential workers and disadvantaged populations
- Complete preliminary design for new transit center that supports service in the South end; Senator Murray requested \$3M for the project
- Begin process of creating a supported employment position for a differently-abled individual at Island Transit

## SECTION 7 – PLANNED ACTIVITIES FOR 2022

The activities in Section 7 are action strategies for 2022. They will contribute to meeting Island Transit's transportation goals:

### Economic Vitality

- Complete route network analysis and engage the community and area thought leaders in a re-imagining of transit service in Island County
- Complete review of on-demand first/last mile transit options
- Complete preliminary design and engineering, and begin property acquisition for a new South Whidbey Transit Center
- Implement new service that supports the economic growth of Island County by providing service needed for the workforce residents engaged in daily living and visitors to the islands, including likely service on Sundays, late evenings

### Preservation

- Monitor service metrics and provide informed recommendations to the board for future service adjustments or expansions. Review services accordingly and recommend adjustments to improve efficiency or safety that meet community needs
- Restore or maintain facilities and equipment in a state of good repair. Modify capital reserve schedules based on available funding to support the Transit Asset Management Plan. **Ensure fleet sized appropriately and reflects zero emission goals.** Continue monitoring and evaluating park & ride usage
- Participate in Surface Transportation Block Grant (STBG) and Transportation Alternatives (TA) funding opportunities, as well as the State Consolidated grant program, and other federal funding programs, as appropriate
- Perform work on automated wash machinery and building

### Safety

- Continue practicing COVID-19 health and safety measures through the end of the pandemic. Maintain staff engagement

- Complete annual training plan that provides for increased awareness, skills and tools that improve the agency's safety posture for customers, operators and staff. Work with other community agencies where practicable to leverage or improve existing training
- Review the agency emergency management plan, as well as participating in coordinated regional emergency management planning process

### **Mobility**

- Implement new service, including likely Sunday service and late evening service to better meet the mobility needs of the public, business community, and visitors in a post-pandemic world
- Complete the evaluation of an on-demand first/last mile pilot project and implement it
- Conduct public outreach to better inform or educate public on services and bus capabilities

### **Environmental Quality and Health**

- Implement action plan that reflects the agency's movement to sustainable practices and reduced carbon footprint, including zero emission vehicles, solar panels at operating bases, and sustainable work practices
- Complete analysis of the best zero emission option for agency's fleet
- Install Passenger Information Systems (annunciators, etc.) on all existing buses. Orders for new vehicles have this system
- Support tourist economy by promoting bicycle trips on buses and the establishment of long-term parking off-island near ferry terminals

### **Stewardship**

- Begin implementation of the re-imagined transit service resulting from the network analysis and planning process, Island Transit Maximized
- Begin implementation of first/last mile on-demand pilot project
- Review options for a staff support facility at Terry's Corner and begin implementation steps
- Auction and/or surplus excess vehicles and equipment

### **Equity**

- Begin implementation of Island Transit Maximized service improvements
- Continue to support employment program for differently abled staff
- Secure new non-discrimination training for all staff
- Review opportunities to improve access to information via various channels, including our website, particularly for those who are disadvantaged or differently-abled

- Look for opportunities to install electric vehicle charging stations at agency facilities when construction and funding opportunities arise

#### **Equipment**

- Adjust Capital Plans (Section 9) to begin the acquisition of zero emission vehicles to replace vehicles at the end of their useful life
- Update maintenance equipment that will be needed for zero emission vehicles

#### **Assumptions**

- Local sales tax projected to grow 5%
- Operating expenditures projected to grow 6%
- Fixed, deviated route ridership, para, and vanpool ridership projected to increase 1%

Island Regional Transportation Planning Organization (IRTPO)  
Coordinated Public Transit – Human Services  
Transportation Plan (CPT-HSTP)

Transportation Equity *Island Style*



Source: Maribeth Crandell, Island Transit

January 23, 2018



bikesheds may be larger in rural settings, the solutions need to be more creative to be cost effective.

**(Partner Collaboration) Develop a partner collaboration program**

Partner collaboration involves more deliberate and frequent efforts to foster joint planning and brainstorming efforts between transportation service providers, human services providers and users of the system. Collaboration also highlights data collection needs and the availability of existing data that might open a door to new grant funding opportunities. Other opportunities that could be further developed through workshops include:

- Efficient connections based on creative appointment scheduling and highlighting the role of private operators in the system
- Decision-maker education regarding the interplay between healthcare and transportation

**(Expansion) Expand existing services (including specialized transportation, veteran transport and access to underserved areas)**

Expansion may emphasize any combination of coverage, span, or frequency. Coverage looks at new service areas (or restoration of historically served areas). Span involves adding days (such as weekends) and/or offering new times (such as evenings) where service is provided. Frequency refers to how often the service is provided within the span of time it is offered (such as a pickup every 30 minutes). Expansion may also include additional stops along existing routes or buying new vehicles to expand services through a new program (such as Ride Link) or investing in technologies to better integrate scheduling and dispatching services.

**(Easy Information Access) Develop coordinated information resources and trip simplification tools**

There are many tools today for accessing information regarding transportation options. Printed bus schedules, websites and apps are available to assist travelers, but navigating these information tools can be challenging for many users (such as those with language barriers, cognitive issues, or who simply lack online access) and they may not be coordinated across jurisdictions. A one-stop clearinghouse (such as 211) and applications that make information accessible to travelers with special needs are tools that could make travel easier.

**(Creative Funding) Explore new funding models and opportunities**

Due to mandated planning requirements, human services transportation planning may be more focused on Federal Transit Administration grant funding than other potential sources. Surface Transportation Block Grant funding can also help address infrastructure gaps that support special needs

- Expanded advertising services to numerous businesses and business partners that provide a broader community outreach component platform.
- Developed a more collaborative partnership with the Economic Development Council, County and City governments to extend our services further into areas to provide needed transportation services throughout the existing LPTBA designation.

### 2021 –2026 Forecast and Objectives

Over the course of the last year and beyond, Twin Transit has made significant strides in addressing plans for increased service area coverage, capital projects, and transit-related infrastructure upgrades. Twin Transit has made a concerted effort to increase revenue allocations by engaging in a strong and intentional effort to seek out and find federal, state, and local grant opportunities. Twin Transit is in a solid financial position because the awards from various grants are already in place for the 2021-2023 biennium, providing for a stable revenue stream for the upcoming biennium.

Those opportunities to date include:

- Local sales tax
- WSDOT Consolidated & Formula grants
- WSDOT Regional Mobility grants
- Federal Transit Administration’s 5311 CARES Act grants
- Federal Transit Administration’s 5339B and 5339C grants
- Governor’s Green Transportation grants
- Department of Ecology Diesel Emissions Reduction Act (DERA) grants
- Department of Ecology Volkswagen Settlement funds
- Local agency grants such as the Economic Development Council
- Public-Private Partnerships (P3) with local, state, and national corporations
- An ongoing examination of the agency’s bonding capacity
- Revenue generating opportunities such as electric vehicle charging and premium on-demand services

These revenue opportunities will significantly contribute to the development of a model for potential county-wide expansion. Any expansion will be predicated on the increase in service area expansion, population, and ridership growth related to the eventual growth of the Twin Transit geographic area.

As described previously, Twin Transit has utilized three major capital grants to renovate the Mellen Street Park and Ride into Twin Transit’s first innovative, green technology-infused transit station. At the time of this writing, Twin Transit has been awarded a second Green Transportation capital grant to complete the second phase of this important endeavor at Chehalis’ exit 63 and Highway 505 intersection. The Hwy 505 e-Transit Station will facilitate zero-emission electric transit along the I-5 corridor from Centralia/Chehalis to Kelso/Longview. Once complete, this site will feature four transit bus cutouts, a transit island with connecting ADA accessible path, wave induction charging, solar lighting, and two electric vehicle chargers capable of supporting up to four electric road supervisors and fleet vehicles. Once in place, these charging stations will also allow expansion for electric passenger vehicle use.

The e-Transit Station model is an extremely effective solution for the coordination and replication of modular, sustainable, zero-emission infrastructure. It is the ideal prototype for the systemic development of electric mass transit along the I-5 corridor. We believe that these transit stations will soon become the model for all park and rides throughout the state. The majority of auto and vehicle manufacturers throughout the country have identified 2035 as the point of no return. No longer will fossil fuel vehicles be made or imported into our county after this point. With this in mind, the capacity of electric vehicle (EV) charging must be expanded in an intentional and rapid way. Twin Transit has begun a partnership with Energy Northwest, Lewis County, and local city governments to establish ubiquitous EV charging for the benefit of all citizenry. EV charging should be equally accessible, without the barriers of vehicle type, location, or budget limitations.

Electric buses reduce carbon emissions, noise pollution, air space toxicity, and road congestion. In addition, they maximize taxpayer dollars and expand opportunities to improve service. Twin Transit is actively transitioning its diesel bus fleet to renewable electric and hydrogen. Twin Transit's goal is to convert 50% of its service fleet to zero-emission electric vehicles by the year 2025. We plan to achieve an 80% electric fleet by the year 2030. Given our current rate of procurement, the organization is poised to achieve this goal.

As the world begins to evaluate alternative fuel types, hydrogen has clearly become the leader in exploration, research, and ultimately, adoption. We are examining multiple production models, either through methane (brown hydrogen), hydro (green), or waste reprocessing (blue). These various types of delivery systems will be used in conjunction with the first hydrogen fueling station in the state, located at the Twin Transit facility in Chehalis, Washington. This real-world testing model will support research, analysis, and exploration across a variety of vehicle types and produce concrete data on the efficacy of these new energy sources.

As part of this real-world testing model, Twin Transit will procure two hydrogen buses in 2022 and 2023 to complement its fleet of low emission diesel and electric buses. This provides an opportunity to not only see which are most economical but also how typography influences the efficiency of these three bus fuel types. As we obtain, operate, and evaluate our hydrogen buses, Twin Transit will contribute data and experience to the creation of a sustainable transit model. This model will significantly reduce Twin Transit's carbon footprint, area pollution, and traffic congestion while stimulating economic development and linking underserved communities with dependable, efficient, and reliable transportation services.

State agencies have the power to create positive change in their local communities by adopting and utilizing an entrepreneurial spirit focused on community service. Twin Transit has seen and experienced this firsthand. Although we are a governmental agency, we are inspired by the community service model. We truly believe that our primary mission is to positively change lives by uplifting and improving our community. This focus has resulted in a wide array of innovative programs, which have garnered national attention from the Center for Mobility Management, FTA, and The Wall Street Journal. This is a direct reflection of the entrepreneurial service model's potential for success. If Twin Transit has become a local, state, or national model in any way, it is only because those we serve have benefitted from our efforts.

There are discussions beginning with the LPTBA leadership to tentatively plan service area expansion. Currently, at .2%, the agency has the lowest transit tax rate in the state; however, momentum is building in the community to support a .1% increase, which would help to support the population and ridership growth related to the expansion of the Twin Transit service area and

correct the funding gap for the immediate future. Various models are being examined and a tentative incremental implementation date has been slated for January 2024.

STRATEGIC PLANNING TARGETS

	Employee Management	Facility Growth	Route Expansion	Financial Stability	Program Expansion
5-10 Years	Organizational Process Improvement	Facility Assessment – All Properties New Main Facility	Comprehensive Route Updates	New Grant Opportunities	Community Engagement
3-5 Years	Organizational Process Improvement Succession Planning Employee Resources/Wellness Recruiting/Onboarding Process	Labree Rd (Phase 2) Shop Enhancements And Upgrades	Comprehensive Route Updates Arterial Corridor Expansion Leased Vendor Space Fare Revenue Increase Ridership Increase	New Grant Opportunities	Community Engagement
0-2 Years	Employee Resources/Wellness Organizational Process Improvement Performance Review Process Recruiting/Onboarding Process Results Driven Compensation/Incentive Program Succession Planning	Remodel Downstairs Parking Lot, Stormwater/Gravel Labree Rd (Phase 1) Chehalis Station Shop Enhancements/Upgrades Beautify Bus Stops	Comprehensive Route Updates Spring Route Expansion Ridership Increase Fare Revenue Increase	New Grant Opportunities Advertising Revenue Increase Bond Proceeds Sales Tax Revenue Increase Maximizing Capital Assets	Electrical Vehicle Charging County-wide Expansion Premium Service Leased Vendor Space Community Vans Van Pool Black Van Transit Technology Enhancements Community Engagement
This Quarter	Organizational Process Improvement Recruiting/Onboarding Process Training/Re-training Process	Departmental Process Improvement	Comprehensive Route Updates	Budget Increased, Realigned Collaborative Mgmt. Team/Planning Strategies New Grant Opportunities	Event Planning Technology Enhancements

## 2021 – 2026 Action Strategies:

- Continue to assist residents seeking employment opportunities by offering fixed route bus service during the day, every day of the week.
- Applied for and received the Governor’s Green Technology grant for \$2,109,586 to use for the construction of an e-Transit Station at the intersection of Interstate 5 and State Highway 12, two major state traffic corridors.
- Expand Transit and DARTT services to the Olympia and Longview/ Kelso areas that generate job opportunities in economic sectors previously not available in Lewis County. In addition, these same fixed route and on-demand services bring needed trained workforce candidates into the greater Lewis County area to fill needed positions for a variety of businesses.
- Examine additional services for employees and employers to assist in the under-served labor market and provide access to job opportunities to those living in more rural areas of Lewis County.
- Work to increase service hours for Saturday as well as Sunday service. Adjust bus schedules to match ridership needs and grow ridership in our service area.
- As a local employer, Twin Transit will strive to increase its current number of employees earning and spending within the community.

- Support local businesses by purchasing goods and services within the community whenever possible.
- When possible, source DBE-certified business for Twin Transit needs, thereby stimulating small business activity and growth in our community.
- Implement the expansion of bus services and education of county-wide transit services.
- Develop a market feasibility analysis to determine the revenue opportunities for Hydrogen fuel throughout the western state's region.
- Development of a memorandum of understanding between the Port of Chehalis and Twin Transit for land to be used for construction of a hydrogen fueling station.
- Create a comprehensive plan to install electric vehicle stations throughout the county to provide EV charging services to the public and to generate revenue to offset the associated costs of operating EV charging facilities.
- Explore the construction of a hydrogen electrolyzer for the development of hydrogen fuel to be used in Twin Transit buses and vehicles.

**Preservation – *To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.***

#### **2020 Progress:**

- Twin Transit continued to provide stable bus service in and around Centralia and Chehalis.
- Twin Transit completed the first two phases of construction on its Fleet and Operations center located at 212 E. Locust St.
- Tenant improvements were made at the leased Administration Offices to accommodate the Executive, Finance, and Communications personnel of Twin Transit.
- Twin Transit completed the 480v 3-Phase electrical upgrades in anticipation of integrating electric buses into the fleet.
- Twin Transit began the design of a stormwater system and parking lot paving project at the Fleet and Operation center.

#### **2021 – 2026 Action Strategies:**

- Apply for additional operating grant assistance in the forthcoming grant periods in order to increase fixed route service and supplement local transit sales tax.

- Participate in discretionary grant programs offering funding assistance for bus and bus facilities. Funding may be sought for either an unfunded project contained in this plan or a project that was not adequately funded by other sources.
- Maintain adequate vehicle depth by replacing buses that have reached their useful life with new or used buses. Between 2020 and 2025, Twin Transit intends to seek capital funding for four (2) retrofit electric buses, one (1) paratransit cutaway bus, (3) wheelchair-equipped transit vans, and three (3) additional hydrogen fuel cell heavy-duty buses.
- Budget accordingly each year to replace aged office equipment and information technology resources.
- Build a hydrogen electrolyzer to provide hydrogen fuel for both Twin Transit and non-Twin Transit hydrogen-powered vehicles.
- Create an on-demand community-based micro-transit system throughout Lewis County to decrease annual operating costs while providing a more customized transit solution to our client base.
- Continue to integrate technology-based solutions into our Fleet and Operations Divisions to increase the efficiency and effectiveness of our operational and agency goals.
- Continuously work and improve our 5-year strategic plan to guide and evaluate the efficacy of our agency.
- Inform and involve our Board of Directors to assist them in making informed and productive decisions.

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

**2020 Progress:**

- Refresher and remedial trainings were provided to employees on topics related to safe service delivery and customer service. Management held two “all-hands” meetings during 2020.
- Staff attended several training events including the Annual ADA Conference, Reasonable Suspicion training, and the State Transit Conference.
- Revitalized the employee Safety Committee and held monthly meetings with posted minutes.

Replaced flag bus stops with conventional roadside bus stops in areas approved by local engineering departments.