



# **2020 Annual Report & Transit Development Plan 2021 – 2026**



Prepared by:  
Joseph Clark, Director of Transit Services

Adopted in Public Hearing  
by LPTBA Board: August 31, 2021

# TABLE OF CONTENTS

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<b>INTRODUCTION .....</b>	<b>3</b>
<b>PLAN ADOPTION, PUBLIC HEARING, AND DISTRIBUTION .....</b>	<b>4</b>
<b>SECTION 1: ORGANIZATION.....</b>	<b>5</b>
<b>SECTION 2: BASE FACILITY .....</b>	<b>6</b>
<b>SECTION 3: SERVICE CHARACTERISTICS .....</b>	<b>7</b>
<b>SECTION 4: SERVICE CONNECTIONS.....</b>	<b>12</b>
<b>SECTION 5: ACTIVITIES AS OF DECEMBER 31, 2020 .....</b>	<b>12</b>
<b>SECTION 6: PROPOSED ACTION STRATEGIES 2021 - 2026.....</b>	<b>19</b>
<b>SECTION 7: PROPOSED CHANGES 2021 – 2026 .....</b>	<b>33</b>
<b>SECTION 8: CAPITAL IMPROVEMENT PROGRAM 2021 – 2026 .....</b>	<b>40</b>
<b>SECTION 9: OPERATING REVENUES AND EXPENSES: 2021 – 2026.....</b>	<b>42</b>



## INTRODUCTION

As a requirement of RCW 35.58.2795, Twin Transit has prepared and submitted this Annual Report for 2020 and a subsequent Transit Development Plan (TDP) for years 2021 through 2026.

The purpose of the annual report is to summarize the major or significant events that affected delivery of transit services in the Lewis Public Transportation Benefit Area (LPTBA). Additionally, this document serves to illustrate changes in local transit services in the next five years based on known facts, forecasted trends, and political tendencies. Described in this plan are the methods and strategies proposed by Twin Transit staff and endorsed by the Authority Board of Directors necessary to fulfill the provisions contained in our Mission and Vision statements.

### Mission Statement

- Provide equitable access to education
- Connect our clients with employment opportunity
- Stimulate economic growth
- Serve and support our community

### Vision Statement

- To be a world-leading transit system
- To serve our community through strategic innovation
- To engage in customer-centric collaboration
- To provide purposeful thought leadership

#### 01. Cultural Identity >

- **We believe** transportation is the bridge to a better life
- **We believe** in supporting education
- **We treat** each other with respect, compassion, and empathy
- **We believe** in uplifting our community - We practice service leadership
- **We believe** we can change the world
- **We evangelize** a clear vision of our community's positive future
- **We lead** with courage, inspiration and collaboration

#### 05. Resource Alignment >

- **We believe** our County is on the verge of something big
- **We intentionally** craft the future
- **We believe** in using our resources in an intentional manner



#### < 02. Program Delivery

- **We believe** in finding innovative solutions to longstanding problems
- **We intentionally** craft the future
- **We take** the time to communicate with others and build personal connections

#### < 03. Human Capital

- **We believe** we can influence a brighter future for our staff
- **We believe** this is the greatest place we've ever worked
- **We believe** employees are motivated by personal philosophy and community connections

#### < 04. Community Service

- **We apply** an innovative model to public service
- **We believe** our staff can create a brighter future for our community and our clients
- **We believe** in providing a helping hand
- **We drive** our community forward

## PLAN ADOPTION, PUBLIC HEARING, AND DISTRIBUTION

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### **Plan Adoption**

The Twin Transit Board of Directors adopted the 2020 Annual Report and 2021-2026 Transit Development Plan on August 31, 2021.

Public Hearing: Twin Transit held a public hearing on the Transit Development Plan on August 31, 2021, at 4:00 pm via Microsoft Teams audio conferencing by using the following credentials below to access the meeting: 1-509-824-1900, enter conference ID: 302 123 152#

Notice Posted to Website: Twin Transit posted a notice of the hearing on the Transit Development Plan to its website at <https://twintransit.org/authority-board/>.

Notice Published in Local Paper: Twin Transit published a notice of the hearing.

Requests for Digital Copies: Twin Transit allowed the public to request a paper or digital copy of the Transit Development Plan on and after August 24, 2021, by emailing [joe@twintransit.org](mailto:joe@twintransit.org) or calling 360-330-2072.

### **Plan Distribution**

On August 31, 2021, Twin Transit distributed the adopted Transportation Development Plan to:

- [PTDPlans@wsdot.wa.gov](mailto:PTDPlans@wsdot.wa.gov)
- The agency's assigned WSDOT Community Liaison, Matthew Cramer
- The Transportation Improvement Board via:
  - Vaughn Nelson, Finance Manager at [vaughnn@tib.wa.gov](mailto:vaughnn@tib.wa.gov)
  - Chris Workman, Engineering Manager at [chrisw@tib.wa.gov](mailto:chrisw@tib.wa.gov)
- All cities, counties, and regional transportation planning organizations within which Twin Transit operates.

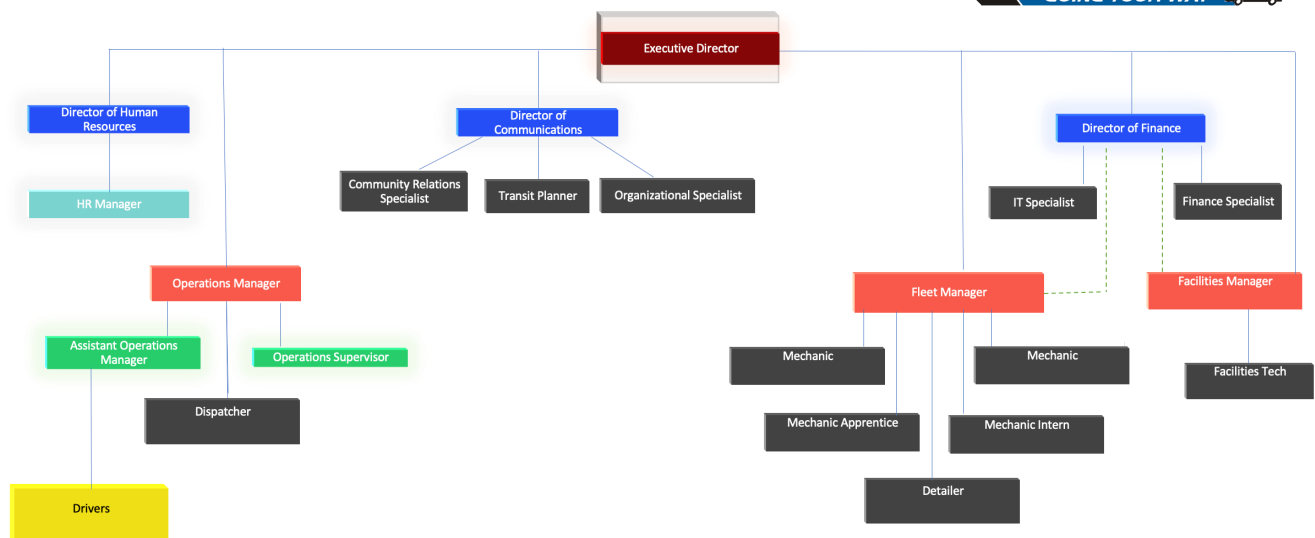
## SECTION 1: ORGANIZATION

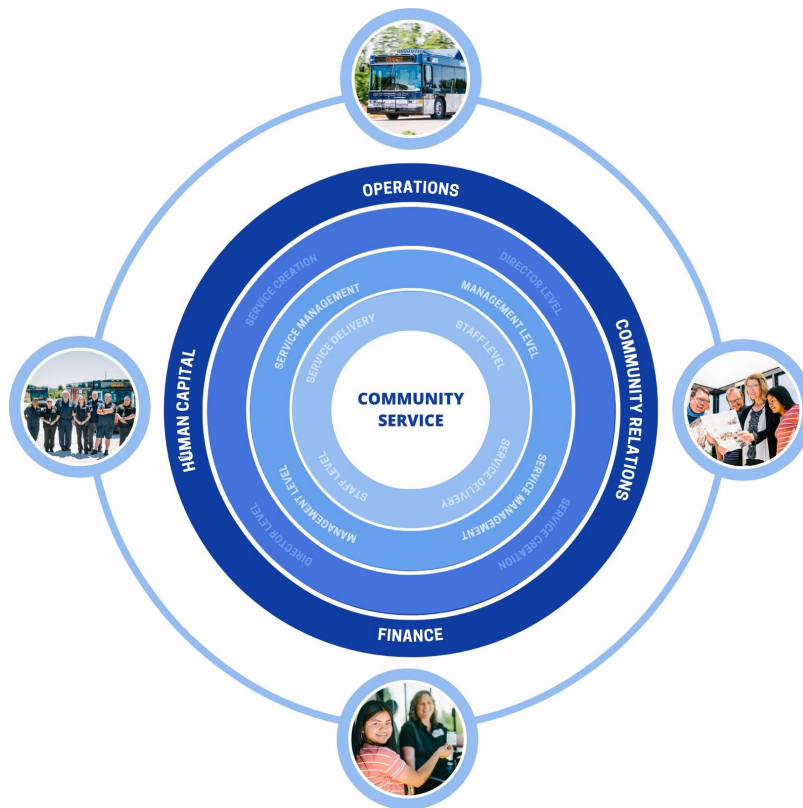
The Lewis Public Transportation Benefit Area was established by local voters in 1985 under the authority granted in Chapter 36.57A of the Revised Code of Washington (RCW). From 1977 to 1985, Twin Transit operated as a public transit agency funded through a “household tax.” Doing business as Twin Transit, the benefit area was established in order to provide public transit services in and around the communities of Centralia and Chehalis, Washington. Today, Twin Transit operates five fixed bus routes, paratransit (LIFTT) service, dial-a-ride (DARTT) service, and a community van program throughout the community and is governed by a three-member board of directors. The Board members for the 2020 calendar year included:

- Rebecca Staebler, City of Centralia City Council
- Gary Stamper, Lewis County Commissioner
- Chad Taylor, City of Chehalis City Council
- Debbie Lytle, Twin Transit Bus Operator (non-voting Labor Representative)

At 2020 year-end, Twin Transit employed 35 people (32 FTEs) throughout three divisions of responsibility common to the transit industry which include: Operations, Maintenance, and Administration. The General Manager, now known as Director of Transit Services, oversees daily operations and administrative affairs and ensures compliance with State and Federal laws and grant regulations. An organizational chart is provided below describing the organizational structure as of August 31, 2021.

### ORGANIZATION CHART





As a local Public Transportation Benefit Area (PTBA), Twin Transit is funded approximately 45.6% through a .2% local sales tax collected within the corporate limits of Centralia and Chehalis, Washington. Twin Transit also receives 53.8% of total revenues from State and Federal grant assistance for eligible operational and capital expenses. An additional 0.6% of revenue is generated through rider fares, vehicle advertising, and interest.

## SECTION 2: BASE FACILITY

The Twin Transit administrative offices, maintenance garage, and bus storage yard are located at 212 E. Locust St. in Centralia, Washington. To supplement the funds available to finance its capital improvement projects, the Twin Transit Board of Directors passed a resolution in October 2019 to authorize the issuance of a limited sales tax general obligation bond not to exceed \$1,500,000 in principal. The bond will mature in ten years at a fixed rate of 2.99% per annum and is payable in semi-annual installments. Proceeds are to be used for capital construction and improvements only, primarily for the expansion and renovation of Twin Transit's current facility at 212 E Locust Street. The project has been divided into four phases with an estimated date of completion in the fall of 2021. The purpose of these additional spaces will be to provide more operations space, fleet management, and facilities shop spaces.

Currently, most fixed routes start/end from the Centralia Mellen Street e-Transit Station, newly commissioned in June 2021. Passengers may also transfer routes at several other common bus stops. Twin Transit owns 76 signed bus stops/shelters throughout the service area and provides regular and routine maintenance on both a scheduled and as-needed basis.

## SECTION 3: SERVICE CHARACTERISTICS

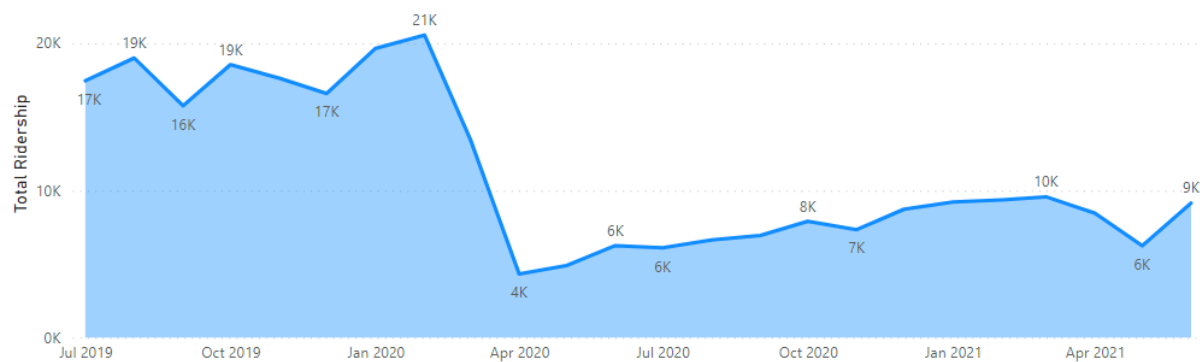
Centralia is the largest city in Lewis County and Chehalis, which serves as the County seat, is the second largest. The twin cities of Centralia and Chehalis combine for a total population of approximately 25,917 spread over 13.1 square miles, which translates into a population density of 1,979 residents per square mile. Such density is reasonable given the size and location of the community but is about 20-50% less than what is found in a more urbanized area such as nearby Olympia or Vancouver, Washington.

Twin Transit uses a combination of heavy-duty low-floor coach buses and light-duty low-floor buses for fixed route service; Historically, Twin Transit has used a combination of low-floor buses and high-floor buses in fixed route service; however, in recent years, all of the buses were converted to low floor buses. The low-floor buses with ramps have considerably improved the efficiency of fixed route service; however, because the cut-a-way buses rely on a roadside driver door, Twin Transit does not permit the buses to momentarily stop in the lane of travel to board/alight passengers on heavily traveled roadways. While the smaller buses are less expensive to purchase, they often require additional roadway infrastructure (i.e. large shoulders, bus turnout lanes, etc.) to better accommodate the bus operator entering/exiting the vehicle when helping passengers with disabilities. Just recently in June 2021, Twin Transit introduced two electric buses. Re-fabricated from old diesel, these buses are the first step toward achieving our goal of a completely zero-emission fleet.

In 2020, Twin Transit provided an estimated 16,450 hours of fixed route transit service with ADA complementary paratransit to the Centralia and Chehalis community. In comparison with 25,492 hours in 2019, Twin Transit experienced a decrease of 9,042 hours or 35.5%.

From March 18 through April 27, Twin Transit's service hours were reduced to 8:00 a.m. to 6:00 p.m. Monday through Friday. During this time, Twin Transit operated three hourly routes, with the focus of helping riders access work, medical appointments, grocery stores, and other essentials. Twin Transit continued to provide paratransit service to help those living with a disability access these same essential services. These steps were necessary to protect our passengers, our employees, and our community.

24 Month Ridership Trend





(Deviated) Fixed Route Transit: In response to the COVID-19 pandemic in 2020, Twin Transit operated three temporary fixed routes, Monday through Friday, 7:00 a.m. – 7:00 p.m., and Saturday through Sunday 7:00 a.m. – 3 p.m. As of May 2021, Twin Transit now offers fixed route bus service throughout the Twin Cities of Centralia and Chehalis, Washington, and express weekday service to Tumwater, Washington. Twin Transit service operates Monday through Friday from 6:00 a.m. to 7:00 p.m., and Saturday through Sunday from 7:00 a.m. to 4:00 p.m. (Twin Cities service only). Ridership is continuing to rise after the initial effects of the COVID-19 pandemic; however, pre-pandemic ridership levels have not yet been reached.

Provided below is a table illustrating fixed route boardings:

Month	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
January	18,792	17,513	19,320	21,835	20,470	19,128	18,303	19,899	19,394	19,956	19,165	<b>213,775</b>
February	18,567	15,514	20,464	21,043	19,334	19,335	19,241	18,794	19,182	18,507	20,212	<b>210,193</b>
March	19,480	19,111	21,757	22,517	22,031	20,132	19,574	20,110	20,311	19,418	13,233	<b>217,674</b>
April	19,544	18,785	20,594	22,829	22,662	19,466	18,993	17,503	18,561	18,700	4,315	<b>201,952</b>
May	17,587	18,268	22,496	23,040	23,176	17,728	18,340	19,847	19,635	18,322	4,858	<b>203,297</b>
June	18,742	18,574	20,955	19,991	20,488	17,669	18,043	19,004	17,227	16,333	6,173	<b>193,199</b>
July	20,450	17,628	20,071	20,914	21,512	18,722	15,903	15,669	15,336	16,972	5,922	<b>189,099</b>
August	18,979	19,168	21,761	21,172	21,726	16,773	19,709	18,362	18,196	18,568	6,455	<b>200,869</b>
September	17,246	17,126	18,058	18,655	20,671	18,291	17,651	17,054	17,088	15,313	6,705	<b>183,858</b>
October	18,233	18,876	22,276	22,590	24,798	20,011	18,323	19,324	19,702	18,086	7,673	<b>209,892</b>
November	15,628	18,519	19,752	19,703	20,354	17,136	18,434	18,642	17,730	17,187	7,166	<b>190,251</b>
December	16,594	19,482	17,984	17,468	20,936	17,802	18,894	17,875	17,164	16,196	8,514	<b>188,909</b>
<b>Total</b>	<b>219,842</b>	<b>218,564</b>	<b>245,488</b>	<b>251,757</b>	<b>258,158</b>	<b>222,193</b>	<b>221,408</b>	<b>222,083</b>	<b>219,526</b>	<b>213,558</b>	<b>110,391</b>	<b>2,402,968</b>

Complementary ADA Paratransit & Fixed Route Deviations: ADA accessible paratransit services are available the same days and hours as fixed route bus service for passengers prevented from using the fixed route service due to a mobility limitation. During 2020, individuals were asked to call in advance to schedule a paratransit trip Monday - Friday from 8 a.m. to 4 p.m.

Paratransit ridership was 57% less than recorded previously in 2019. This can be attributed to reduced service under COVID-19 conditions. During 2020, individuals were asked to call in advance to schedule a paratransit trip Monday - Friday from 8 a.m. to 4 p.m.

Twin Transit uses a combination of both complementary paratransit as well as fixed route deviations to serve the community's paratransit demand. Fixed route deviations allow dispatch staff to schedule less complicated trips for paratransit approved passengers while preserving the capacity and reducing the cost of operating complementary paratransit to all eligible passengers. Computer-aided dispatching software was implemented into fixed route during the first half of 2021, which has proved to increase coordination of passenger trips between the two modes.

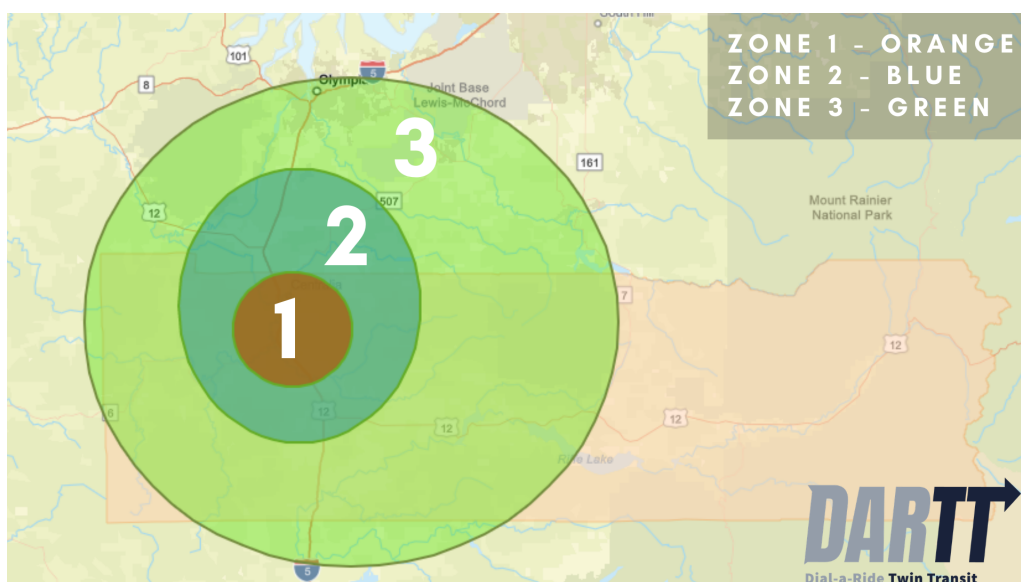
Provided below is a table illustrating paratransit boardings:

Month	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
January	941	1,048	809	841	897	1,001	933	736	779	502	492	<b>8,979</b>
February	966	898	953	752	894	1,029	913	728	686	420	343	<b>8,582</b>
March	1,053	1,183	1,012	885	1,082	1,036	1,085	755	897	553	248	<b>9,789</b>
April	1,121	1,045	978	839	1,120	1,105	975	621	821	523	16	<b>9,164</b>
May	1,026	1,026	1,006	865	1,150	971	996	683	795	535	34	<b>9,087</b>
June	992	887	975	754	1,056	972	944	651	561	425	80	<b>8,297</b>
July	749	778	914	744	1,072	955	765	527	520	478	179	<b>7,681</b>
August	677	871	920	795	1,053	889	848	654	469	429	174	<b>7,779</b>
September	1,034	897	817	709	1,182	899	805	700	441	436	234	<b>8,154</b>
October	1,179	909	1,115	876	1,303	967	844	761	573	461	223	<b>9,211</b>
November	945	806	979	834	906	776	772	794	464	439	169	<b>7,884</b>
December	847	767	884	895	1,052	805	809	674	416	388	211	<b>7,748</b>
<b>Total</b>	<b>11,530</b>	<b>11,115</b>	<b>11,362</b>	<b>9,789</b>	<b>12,767</b>	<b>11,405</b>	<b>10,689</b>	<b>8,284</b>	<b>7,422</b>	<b>5,589</b>	<b>2,403</b>	<b>102,355</b>

Dial-a-Ride Service (DARTT): Twin Transit concluded that a demand-response or "Dial-a-Ride" program was needed to help those who are unwilling or unable to utilize larger-scale public transit during a pandemic. Even before the pandemic struck, Lewis County residents often found themselves completely cut off due to a lack of transportation. This involuntary isolation disproportionately affects low-income, elderly, and other underserved community members, exacerbating a multitude of other issues. With this in mind, Twin Transit launched a pilot Dial-a-Ride Twin Transit (DARTT) transportation service to resolve this inequity. The first phase of the pilot, which launched in November 2020, focused first on serving those within a 15-mile radius of the Twin Cities of Centralia and Chehalis. Extensive discussions with community members and medical professionals indicated that this area, encompassing several unincorporated county and city areas, is most in need of reliable transportation service.

The pilot project has seen a gradual increase in riders since it first hit the streets last November. During its first full month of operation, Twin Transit recorded 20 trips. Since the expansion of the service boundary in 2021, 100 or more trips per week is typical. Lewis County residents largely use the service for medical appointments, shopping and to get to other service providers, but residents also use it for daily commutes that include going to work and school. The van service operates Monday through Friday, between the hours of 8 a.m. and 5 p.m. Reservations can be made by calling 360-330-5555 and must be made by 4 p.m. the previous day. Ride prices vary depending on location. DARTT currently offers transportation in Centralia and Chehalis, Washington, and surrounding areas including Napavine, Morton, Pe Ell, Tumwater, Mossyrock, Toledo, and Olympia.

The DARTT service area map is broken into three zones, as pictured below:



**Community Van Program:** In late 2019, Twin Transit implemented a new Community Van program to help nonprofit groups and government agencies, by providing a ready-to-go-van for up to 12 people. Trips must originate within Twin Transit’s service area and remain within 250 miles of this area, within Washington State. Once the organization is approved through Twin Transit’s application procedure, they pay a fee per mile for each trip.

**Passenger Fare:** No changes were made to the fare structure in 2020:

#### **Passenger Fare Schedule**

<b>Single Trip</b>	<b>Fixed Route</b>	<b>Paratransit</b>
Adult	\$1	\$2
Child (6 or less)	no charge	no charge
Personal Care Attendant	no charge	no charge
<b>Passes</b>		
Day Pass	\$2	\$4
Monthly Pass	\$20	\$25

In an effort to protect our drivers and passengers from the potential spread of COVID-19, Twin Transit temporarily ceased fare collection in March 2020. Twin Transit reinstated fare collection in July 2020 to help overcome the financial challenges brought on by this pandemic.

The price of each DARTT ride is determined by the originating zone, plus the number of additional zones that the ride passes through. A pricing chart is provided below:

DARTT Ride Pricing		
Zone Number	Zone Base Cost	Additional Zone Crossing Charge(s)
1	\$3.00	\$2.00
2	\$5.00	
3	\$8.00	

## SECTION 4: SERVICE CONNECTIONS

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In 2020, Twin Transit continued to use the Centralia Amtrak Train Station as the primary passenger transfer center. Regional service providers also utilize the Amtrak Station to allow passengers traveling to/from locations outside Twin Transit's service area to connect with Twin Transit services. The Amtrak Station facilitates service connections with:

- Rural/Tribal Transit (Thurston Co.)
- Lewis Mountain Highway Transit
- Grays Harbor Transit
- Amtrak Cascades & Coaster trains

## SECTION 5: ACTIVITIES AS OF DECEMBER 31, 2020

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### Service

In 2020, Twin Transit provided an estimated 16,170 hours of bus service and 112,794 trips to residents and visitors to the community. In addition, Twin Transit provided 26 dial-a-ride (DARTT) trips to passengers within a 15-mile radius of Centralia and Chehalis.

### Revenue Miles and Hours

In 2020, Twin Transit recorded the following:

	Fixed Route (including Deviated)	Demand Response (including DARTT)
Revenue Hours	14,372	2,078
Revenue Miles	277,009	18,109

### Injuries, Fatalities, Collisions

In 2020, Twin Transit had one non-fault reported collision. There were no injuries or fatalities.

### Facilities

The Twin Transit Board of Directors passed a resolution to surplus and sell real property located at 415 N. Pearl St. and 417 N. Pearl St. in Centralia. As of the end of 2019, Twin Transit began to negotiate a sale of the property, and closing documents were executed in January 2020. This property was originally purchased with the intent of constructing a new Transit Center; however, as Twin Transit looked to the future feasibility of the Transit Center, management questioned the project scope and the likelihood that necessary resources would be available in a timely fashion.

Another property located at 2364 Jackson Highway in Chehalis was also approved for surplus and sale by the Twin Transit Board of Directors. The site has a building and small parking area and was intended to be used as a substation and bus turn-around for fixed route service. However, management again questioned the feasibility of the project and determined that the property was insufficient for the original intent. As of the end of 2019, the property was still listed on the market; however, a sale was finally executed in April 2020.



To supplement the funds available to finance its capital improvement projects, the Twin Transit Board of Directors passed a resolution in October 2019 to authorize the issuance of a limited sales tax general obligation bond not to exceed \$1,500,000 in principal. The bond will mature in ten years at a fixed rate of 2.99% per annum and is payable in semi-annual installments. Proceeds are to be used for capital construction and improvements only, primarily for the expansion and renovation of Twin Transit's current facility at 212 E Locust Street. The project has been divided into four phases with an estimated date of completion in the fall of 2021. The plan includes additions and alterations to the current building facing East Locust Street, to accommodate Twin Transit's administration programs.

Twin Transit completed two additional projects at 212 E. Locust St. beyond the previously described remodel / renovation. The first project was a new 3,000-gallon diesel fuel tank to replace a fuel tank that has reached its useful lifetime and was becoming a potential environmental hazard. Twin Transit also constructed a new compressor and barrel storage room addition, which is connected to the existing shop facilities.

In November 2019, Twin Transit purchased property located at 1820 N National Ave, Chehalis. The property will be cleared and paved in 2022 and is currently utilized as a bus stop since May 2021. It is expected that this property will serve as an additional e-Transit Station, with construction beginning in 2022.

Twin Transit is establishing a new system of electric public transit along the currently unserved 50-mile section of the I-5 corridor between Thurston, Lewis, and Cowlitz Counties. This effort provides transportation to underserved communities, connects the service networks of four regional transit agencies, and implements zero-emission electric bus technology along this high-traffic corridor. The Southwest Washington e-Transit Corridor will be supported by the construction of two e-Transit Stations. 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.





Twin Transit has been awarded a second Green Transportation capital grant to complete the second phase of this important endeavor. The Southwest Washington Corridor 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 supervisor and fleet vehicles. Once in place, these charging stations will also allow expansion for electric passenger vehicle use.

### **Fleet & Equipment**

To supplement Twin Transit's available fleet, a used 2005 Gillig Low-Floor Bus was purchased and refurbished by Twin Transit staff. The bus was completed in early 2020 with the bus currently on the road for service.

Two 2004 Gillig 29 ft. Low-Floor diesel-powered buses were approved for surplus and scrapped in exchange for two remanufactured 35' Gillig Low-Floor 2-Door 2004 or newer buses with electric propulsion conversion. In July 2020, Twin Transit contracted with Complete Coach Works to scrap these two buses, and Twin Transit received the two refurbished all-electric buses in May 2021. 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.



Four 2011 Dodge Caravans and one 2013 Dodge Caravan were purchased in April 2020 in anticipation of a new dial-a-ride service. This need was realized when the COVID-19 pandemic struck. In November 2020, Twin Transit began to operate a door-to-door transportation program (DARTT) that helps community members access quality medical care, grocery shopping, and other life-essential services.



In addition, one 2014 Chevy Express G2500 van was officially ready for service in 2020 to operate in the community van program.

The following equipment was declared surplus in 2020: a 2010 Chevrolet Glaval Titan II, Two 2004 Gillig 29 ft. Low-Floor diesel-powered buses, a Savin 816 Copy/Printer w/cabinet, a laptop with digital projector, Samsung OS7100 phone system, and an above-ground diesel tank.

Assets anticipated to be declared surplus in 2021 are as follows: three 2015 Chevrolet Arboc SOM Cutaways, and a 1989 HM Utility Trailer.

### **Fuel Consumption**

In 2020, Twin Transit consumed the following amounts of fuel (gallons):

	Fixed Route (including Deviated)	Demand Response (including DARTT)
Gasoline	1,881	2,181
Diesel	39,901	21

Construction Commitments: Twin Transit had multiple projects in-progress as of December 31, 2020. These projects included:

Project	Expenditure	Projected Cost	Status
Security Cameras – Locust Street	\$ 6,442	\$ 3,598	In progress - Estimated completion September 2021
Market St. Bus Stop	\$ 49,110	\$ 162,428	Completed April 2021
TRSTN 1 - Mellen St. P&R	\$ 412,010	\$1,650,599	Completed June 2021
212 Locust Bldg. #1 Remodel	\$ 150,687	\$ 398,787	In progress – Estimated completion September 2021
TRSTN 2 - 0 National Ave	\$ 25,220	\$ 584,550	In progress – Estimated completion September 2022
Southwest Washington Corridor e-Transit Station	\$ 1,830	\$2,069,983	Planned – Estimated completion June 2023
Bus 448 '05 Gillig	\$ 33,915	\$ 33,915	Completed January 2021
Bus 449 '05 Gillig	\$ 38,701	\$ 38,829	Completed January 2021
Bus 450 '05 Gillig	\$ 40,226	\$ 53,550	Completed March 2021
Bus 500 Electric	\$ 2,921	\$ 730,000	Completed May 2021
Bus 501 Electric	\$ 2,921	\$ 730,000	Completed May 2021
RouteMatch Software Fixed Route	\$ 4,362	\$ 20,878	Completed March 2021



## Personnel

The total number of positions remained steady in 2020; provided below is the number of FTEs by department as of the end of 2020 and projected FTEs for years 2021-2026:

	2020	2021	2022	2023	2024	2025	2026
<b>Administration</b>	8	10	10	10	11	11	11
<b>Maintenance</b>	8	7	7	8	8	9	9
<b>Operations</b>	25	26	29	31	33	35	37

In analyzing the effects of plans for county-wide route expansion and ongoing dial-a-ride service, management foresees that eight additional full-time bus operators will be hired between 2022 and 2026 to accommodate future route expansions.

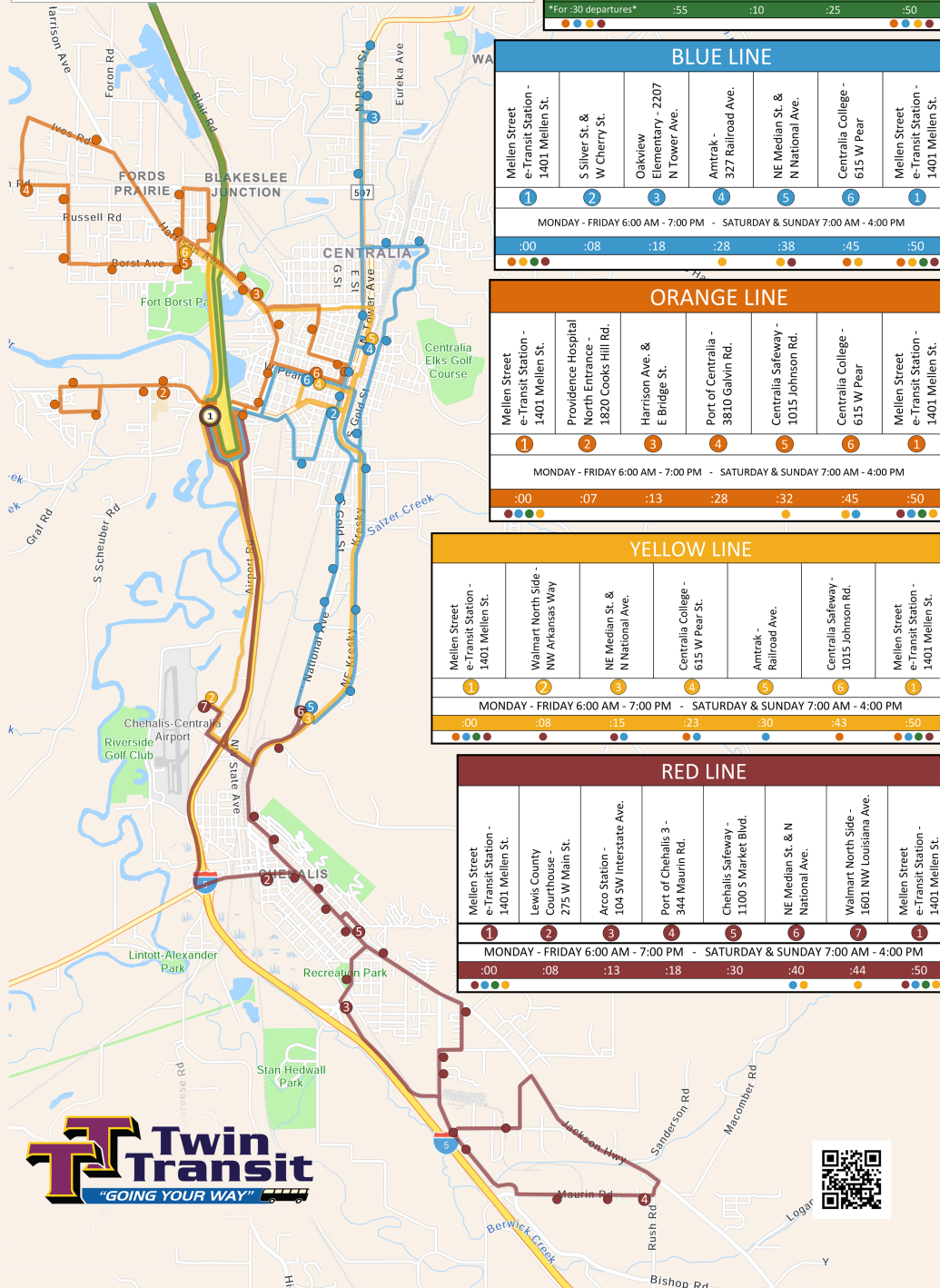
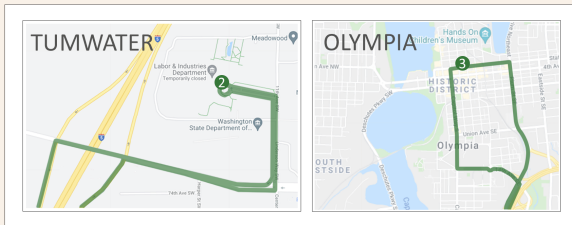




# Twin Transit System Map



Purchase mobile bus passes at [TwinTransit.org](http://TwinTransit.org) or via the Token Transit app.



GREEN LINE				
Mellen Street e-Transit Station - 1401 Mellen St.	Tumwater Transit Hub - L&I - 7273 Linderson Way SW	Olympia Transit Center - 222 State Ave. NE	Tumwater Transit Hub - L&I - 7273 Linderson Way SW	Mellen Street e-Transit Station - 1401 Mellen St.
1	2	3	2	1
Monday - Friday 6:00 AM - 7:00 PM				
*Green Line departs every 90 minutes, with a break from 11:40 am to 1 pm. This route departs from Mellen Street at 6 am, 7:30 am, 9 am, 10:30 am, 1 pm, 2:30 pm, 4 pm, and 5:30 pm Monday - Friday.				
*For :00 departures*	:25	:40	:55	:20
*For :30 departures*	:55	:10	:25	:50

BLUE LINE						
Mellen Street e-Transit Station - 1401 Mellen St.	S Silver St. & W Cherry St.	Oakview Elementary - 2207 N Tower Ave.	Antrak - 327 Railroad Ave.	NE Median St. & N National Ave.	Centralia College - 615 W Pear	Mellen Street e-Transit Station - 1401 Mellen St.
1	2	3	4	5	6	1
MONDAY - FRIDAY 6:00 AM - 7:00 PM - SATURDAY & SUNDAY 7:00 AM - 4:00 PM						
:00	:08	:18	:28	:38	:45	:50

ORANGE LINE						
Mellen Street e-Transit Station - 1401 Mellen St.	Providence Hospital North Entrance - 1820 Cooks Hill Rd.	Harrison Ave. & E Bridge St.	Port of Centralia - 3810 Galvin Rd.	Centralia Safeway - 1015 Johnson Rd.	Centralia College - 615 W Pear	Mellen Street e-Transit Station - 1401 Mellen St.
1	2	3	4	5	6	1
MONDAY - FRIDAY 6:00 AM - 7:00 PM - SATURDAY & SUNDAY 7:00 AM - 4:00 PM						
:00	:07	:13	:28	:32	:45	:50

YELLOW LINE						
Mellen Street e-Transit Station - 1401 Mellen St.	Walmart North Side - NW Arkansas Way	NE Median St. & N National Ave.	Centralia College - 615 W Pear St.	Antrak - Railroad Ave.	Centralia Safeway - 1015 Johnson Rd.	Mellen Street e-Transit Station - 1401 Mellen St.
1	2	3	4	5	6	1
MONDAY - FRIDAY 6:00 AM - 7:00 PM - SATURDAY & SUNDAY 7:00 AM - 4:00 PM						
:00	:08	:15	:23	:30	:43	:50

RED LINE						
Mellen Street e-Transit Station - 1401 Mellen St.	Lewis County Courthouse - 275 W Main St.	Arco Station - 104 SW Interstate Ave.	Port of Chehalis 3 - 344 Maurin Rd.	Chehalis Safeway - 1100 S Market Blvd.	NE Median St. & N National Ave.	Walmart North Side - 1601 NW Louisiana Ave.
1	2	3	4	5	6	7
MONDAY - FRIDAY 6:00 AM - 7:00 PM - SATURDAY & SUNDAY 7:00 AM - 4:00 PM						
:00	:08	:13	:18	:30	:40	:44
						:50



## SECTION 6: PROPOSED ACTION STRATEGIES 2021 - 2026

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As part of the annual report and six-year transit development plan, the Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress toward accomplishing the state's six Transportation System Policy Goals identified in RCW 47.04.280 as well as identify action strategies for upcoming years.

### **2020 Overview and Progress Update**

The COVID-19 pandemic brought unique health, social and economic challenges to Lewis County. In February 2020, the Governor of the state of Washington declared a state of emergency in response to the spread of the deadly new virus. In the weeks following the declaration, precautionary measures to slow the spread of the virus were ordered. These measures included closing schools, colleges, and universities, canceling public events, prohibiting public and private gatherings, and requiring people to stay home unless necessary to access life essential services or serve as an essential worker.

Perhaps even more pronounced during a pandemic, public transportation remains the backbone of mobility. Access to reliable transit is essential to economic recovery. Like many transit agencies, Twin Transit implemented sterilization practices and adjusted routes and hours to protect clients and staff, but these initial steps were just the beginning.

To ensure passenger safety, Twin Transit implemented a variety of health and safety measures, including strict sanitation practices, masking, and social distancing. Additional buses were placed on the road to ensure that riders could get where they needed to go, quickly and safely.

When Mountain Highway Transit, a neighboring transit agency, was forced to temporarily close, Twin Transit extended routes into the affected area. This temporary extension of services ensured that rural residents who depend on public transit could continue to access grocery stores and medical appointments during the COVID-19 shutdown. Twin Transit continues to follow all CDC guidelines and Governor proclamations and remains under a proclamation of emergency.

Twin Transit modified existing routes and redesigned a streamlined system that would continue to help those who depend on transit access grocery shopping, medical appointments, and other essentials, safely. As ridership increased in response to county-wide reopening, a new model was needed to ensure safe social distancing. Each Twin Transit route was supplemented by two back-to-back buses, traveling approximately 5-10 minutes apart. If the first bus reached capacity, it displayed an "out of service" sign and bypassed regular bus stops. These stops were then serviced by the second bus soon thereafter. This model ensured compliance with capacity restrictions, allowed for safe social distancing, and reduced risk, while continuing the service Twin Transit clients depend upon.

Back-to-back busing was replaced with a new high-frequency model on October 12, 2020. The new system increased service between the high-traffic hours of 10:30 a.m. and 3:30 p.m., Monday through Friday.

During this time, bus stops were serviced every 30 minutes. Service outside these hours continued at regular intervals. This system made it easier to access work, grocery shopping, medical

appointments, and other essentials. It also supported economic development by connecting community members with local businesses and services. Twin Transit continues to monitor the situation as it evolves and responds proactively, to ensure that those who depend on public transit can get where they need to go, safely.

Over the last year, Twin Transit has dedicated itself to developing a culture of service, with a focus on problem-solving through community collaboration. This culture drove the organization's response to COVID-19, and its ensuing social and economic repercussions. As the pandemic spread, the question was not simply "what should we do," but "how can we help?"

One of the most urgent local issues caused by the COVID-19 pandemic was the loss of a healthy food supply for senior citizens. Lewis County is a high-poverty area, where many older individuals depend on senior center meals for nutrition and economic relief. Traditionally, these meals are served in a group setting at each senior center location. When COVID-19 hit, this model was no longer safe or viable. Twin Transit partnered with Lewis County Senior Centers and United Way of Lewis County to continue senior meal service through home delivery. Lewis County Senior Centers prepared the meals, United Way handled fundraising and volunteer recruitment, and Twin Transit covered logistics and delivery. This model connected local seniors with nutritional meals during the height of the COVID-19 crisis.

Twin Transit continues to explore innovative ways to serve our community during the COVID-19 pandemic and beyond. Through much research and evaluation, Twin Transit management concluded that a demand-response or "Dial-a-Ride" program is needed to help those who are unwilling or unable to utilize larger-scale public transit. Twin Transit was awarded a \$75,000 National Center for Mobility Management Ready-to-Launch Grant for this program, to fund the second phase of the pilot. Beginning in March 2021, the geographic service area of the DARTT program has been expanded to include surrounding areas such as Napavine, Morton, Pe Ell, Tumwater, Mossyrock, and Toledo. Based on the positive response seen thus far, it is likely that Twin Transit will continue this Dial-a-Ride program indefinitely, as funding allows.

Even in the midst of a pandemic, Twin Transit leadership has not lost sight of its goal of service expansion and leading the charge in incorporating green technologies. In 2019, Twin Transit combined three grant sources to initiate Phase 1 of the I-5 Electric Transit Corridor. Diesel Emission Reductions Act (DERA) and Volkswagen Settlement dollars were used to convert two diesel buses into electric. Meanwhile, a 2019 Green Transportation Capital Grant was awarded to fund the construction of our first e-Transit Station at the Mellen Street Park and Ride, just off exit 81. After nearly a year of planning, permitting, and strategizing, this vision has now become a reality. Both electric buses arrived in May 2021 and the Mellen Street e-Transit Station was completed in June 2021. The Mellen Street e-Transit Station includes electric public transit, wave induction charging, vanpool, bicycle, and pedestrian access, and electric car charging. Most importantly, it services an electric transit route between Centralia and Tumwater, Washington, where Twin Transit now connects with Olympia's Intercity Transit. This has effectively expanded individual opportunity and economic development along this currently unserved section of I-5, also known as the northern half of the "transit broken link." Completion of phase one is a remarkable accomplishment, but it is only the first step in correcting the broken link and implementing green technologies throughout the region.

In 2020, Twin Transit experienced an increase in net position of \$245,815, despite an impact to operating revenue and operational overhead costs. This is due in part to the fact that Twin Transit

received a new funding stream under the Federal 5311 Coronavirus Aid, Relief, and Economic Security (CARES) Act. The funding of \$1,197,450 was awarded to offset lost sales tax and fare revenues, payroll costs, personal protective equipment, and other operational costs. Funding was provided at a 100% federal share with no required local match. Twin Transit was able to take advantage of the 0% match in lieu of a 60% match that would have ordinarily been required under WSDOT's Consolidated Formula Grant for Rural Areas. Furthermore, Twin Transit received \$303,984 in capital grant assistance for progress invoicing of the construction of the Mellen Street e-Transit Station and purchase of two electric transit buses. The expenditures against these grant revenues are capital in nature and as such are reported on the Statement of Net Position as construction in progress.

Twin Transit operating reserves increased from \$441,220 in 2019 to \$534,721 in 2020, but capital reserves decreased from \$2,265,555 in 2019 to \$1,354,774 in 2020. This is a net decrease of \$817,280 in reserves. As explained throughout this analysis, Twin Transit is making substantial investments in capital facility improvements and standardized fleet procurement with a focus on zero-emission technologies. Twin Transit was required to pay a 50% deposit for a 250kW charging unit and an electrical transformer to be installed at the Mellen Street e-Transit Station. Grant reimbursement is not available for these down payments until the equipment has been installed and accepted. Also, Twin Transit was able to use its capital cash reserves to fund projects not subsidized by grants, which included the installation of a new above-ground fuel tank, construction of a new barrel room in the Twin Transit shop, and the beginning phases of construction for the Twin Transit office remodel and renovation at 212 E Locust Street.

Although these projects have an impact on cash flow, investments in capital assets help to improve Twin Transit's financial position. Twin Transit's debt ratio (total liabilities to total assets) equals 40.4% and its current ratio (current assets to current liabilities) is 4.67. Typically, a debt ratio of less than 50% is considered healthy, as it implies that the organization is less dependent on debt to expand its resources. A current ratio of more than 1 means that the entity is considered to have less financial risk because it can liquidate its current assets more easily to pay down short-term liabilities. In addition, Twin Transit's interest coverage ratio is 2.26, meaning that it can pay its obligations using only its operating revenues (fares and advertising) for two full years. A ratio of at least 2 is considered the minimum acceptable amount for a company that has consistent revenues; under pre-pandemic conditions, Twin Transit would have seen an even healthier ratio.

**Economic Vitality – *To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.***

**2020 Progress:**

- Continued transit service to major employers in the community including the two industrial land ports.
- Twin Transit by way of a legislative appropriation for \$2,500,000 will be constructing the first Hydrogen fueling station in the state to facilitate the continued growth and use of renewable energy resources in transit operations.
- Continued coordination with Centralia College on a cooperative program to allow registered college students to ride transit at no charge.
- Ongoing development of bus stops and pull-outs to better serve the downtown areas of both cities.

- 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.

- Refreshed the customer complaint procedure to ensure responsiveness on all safety-related comments and concerns.
- Continued a comprehensive audit of onboard digital recording systems (cameras) and initiated the replacement of damaged or outdated components.

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

- Continue replacing flag bus stops with conventional roadside bus stops in areas approved by local engineering departments.
- Participate in supervisory training necessary to stay current on industry standards and best practices.
- Make continued progress to improve facility security.
- Strengthen our safety committee practices as well as complete our agency safety plan.

#### **Mobility – *To improve the predictable movement of goods and people throughout Washington State.***

#### **2020 Progress:**

- Twin Transit is converting from a flag-stop to a designated stop model and has made significant progress in this effort.
- Using expanded fixed-route service, provide additional collection and express routes to reduce time-on-bus travel to key areas of the community.
- Expanded weekend service hours to provide broader access to services during off-peak hours.
- The development and planning of a more comprehensive client-friendly paratransit system.

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

- Establish an I-5 corridor transit model focusing on the use of existing and re-developed park and ride sites.
- Over the next two years, complete the construction of four transit stations – the attributes of which are transit, parking, and electric car charging – to provide decongestion strategies in the growth areas of our current service footprint.
- Improve or maintain existing service connections with neighboring service providers.
- Increase all routes to 30-minute frequencies during peak time periods.

- Identify underserved areas within the community and assess options on fixed route bus service.
- Remodel existing Building 1 structure located at 212 E. Locust St. for use as the Centralia Regional Transit Center, to improve the quality of transit service and access to transit support staff and management.
- Explore the expansion of bus service to a larger geographic area including county-wide service.
- Increased technological capabilities through the adoption of web-based and client-based tools to route plan and purchase bus passes.
- Integration of bus pass purchasing with social service agencies to assist customers with a more streamlined pass acquisition process.
- Pilot Dial-a-Ride services to improve ridership opportunities within and outside of current service areas.
- The restrictions imposed by the COVID-19 pandemic if left in place will require a reexamination of our service delivery models including fixed route, paratransit, and dial-a-ride.

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

**2020 Progress:**

- Twin Transit reduced local carbon emissions by giving 112,820 rides in 2020 that may have otherwise occurred inside a single-occupancy vehicle.
- Encouraged public knowledge of the transit system via online articles and media releases.
- Continued internal recycling of paper, plastic, aluminum, and steel; as well as reusing old engine oil to heat the vehicle maintenance shop.
- Successfully awarded grants for the development of e-Transit Stations and the purchase of electric buses. In total, we anticipate one-third of our fleet will be electric by 2021. This transition equates to 76,701 trips and 106,625 miles each year converted from diesel to zero-emission electric. In addition, this initiative will markedly reduce the number of vehicles on the road, resulting in untold carbon savings. Preliminary calculations indicate that we can reduce carbon emissions by 184.4 tons per year. In the first two years (2021-2022) that equates to 371.016 tons. Over the next ten years, the replacement of four heavy-duty diesel buses with carbon-free electric buses will translate to 3339.144 metric tons of emission reductions. With the award of a second Green Transportation Capital Grant, we will accelerate this goal and achieve the 35% benchmark by 2021.



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

- Encourage improvements to pedestrian amenities and transit-related development within the community to develop transportation corridor models as alternative forms of transportation.
- Increase public information and awareness in an effort to promote the use of public transportation as an alternative to the single-occupancy vehicle.
- Work toward the addition of electric buses to the fleet, including electric retrofit buses, and source the additional buses through grant opportunities.
- Replacement of existing fuel tanks to ensure environmental safety and improve vehicle performance.
- Develop a shop cleanliness program that includes fluid management process, shop safety and organization, training, and awareness.

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

### **2020 Progress:**

- Continued development of updated administrative policies and procedures that contain contemporary provisions and current industry best practices.
- Existing service levels were preserved, and efforts were made to encourage and incentivize new ridership.
- Continued to develop more detailed financial models and reporting to provide a higher level of information and transparency to our board, our employees, and our community.

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

- Consider the aging population and be mindful of accessibility when considering fixed route changes and paratransit demand.
- Emphasize the importance of customer service in retaining passengers and continue to strive for improved quality.
- Continue to encourage transit-oriented development as well as purchase/acquire additional transit-friendly infrastructure to support reliable and accessible transit service.
- The organizational engagement with our community continues to create awareness of our role as a transit agency in providing not only transportation but support to those who are seeking education, employment, or economic development.

- Continue to examine the impacts and effects of COVID-19 on the organization and to develop contingency plans that allow for measured reaction to unforeseen circumstances.

**Community Relations & Outreach – *To increase ridership and improve public perception and brand identity.***

**2020 Progress:**

Throughout 2020, Twin Transit engaged in extensive community outreach. This has taken several forms, including:

- Involvement in community events, to the extent allowable by COVID-19
- Newspaper articles and ads
- Radio ads and special promotions
- Website and social media promotion
- Coverage in online news media

The goal of this community outreach has been to increase ridership and promote Twin Transit's new programs, such as:

- Dial-a-Ride Twin Transit (DARTT), our new direct, door-to-door transportation service
- LIFTT, our recently rebranded and revamped paratransit service
- Ongoing COVID-19 health and safety precautions

**2021 – 2026 Action Strategies:**

Moving forward, Twin Transit plans to continue promotion of these items and expand to include 2021 and 2022 projects, such as:

- Twin Transit's new Green Line, which provides service from the Mellen Street e-Transit Station to Tumwater and Olympia, Washington
- Twin Transit's recent incorporation of two new electric buses and our commitment to transition to a 100% zero-emission fleet
- The newly dedicated Mellen Street e-Transit Station, which serves as Twin Transit's main hub and offers electric car charging, ample parking, bicycle, and pedestrian access, and includes wave induction charging for our electric buses
- Twin Transit's upcoming construction of Western Washington's first hydrogen refueling station, and what this milestone will mean for our local community
- Construction of Twin Transit's second e-Transit Station
- The anticipated roll-out of a new route between Chehalis and Kelso/Longview.
- Extensive community involvement in local events, parades, and organizations

We also plan to expand communications to include:

- Multiple collaborative promotions with other agencies and organizations
- Innovative new promotions, including a find-the-bus contest and radio promos
- A partnership with our local libraries to offer storytime on the bus
- Increased participation in community organizations such as our local Chambers of Commerce, Economic Development Council, Downtown Associations, and Civic Clubs
- An expanded advertising program

- A “Why I Ride” page on the Twin Transit website
- Helpful videos and tutorials on how to ride the bus and how best to access various key destinations
- A series of articles detailing how to ride public transit to key locations throughout the region
- A Travel Trainer program which offers direct ridership education and promotion in schools, local colleges, senior centers, independent living centers, and organizations for those living with a disability in our community
- Twin Transit-hosted events

### **Lewis County Community Services Coalition:**

Lewis County is abundantly blessed with many nonprofits and organizations that care. These entities work tirelessly to feed the hungry, clothe the poor, shelter the homeless, and respond to need wherever it may arise. When the COVID-19 Pandemic struck, it heightened demand for this assistance to a record, potentially overwhelming rate.

The Lewis County Community Services Coalition (LCCSC) began in March 2020 with three founding entities. They united to solve one difficult problem: how to revamp the senior center model to feed seniors in need while keeping them home and safe from COVID-19. Lewis County Seniors, United Way, and Twin Transit tackled the issue head-on. Lewis County Seniors made the meals, United Way handled volunteer recruitment and fundraising, and Twin Transit managed delivery and logistics. Under this collaborative model, the group was able to meet rapidly expanding needs, growing to serve over 658 seniors 4,600 meals per week.



This successful collaboration grew from there. Today, Twin Transit continues to lead the Lewis County Community Services Coalition, which now includes a diverse array of entities such as Bethel Church, Hub City Mission, Lewis County Health and Social Services, Rural Senior Health Solutions, Cascade Community Healthcare, Gather Church, Salvation Army, Visiting Nurses, Catholic Community Services, Lewis County mask makers, Lewis County Veterans, and KACS Radio.

LCCSC organizations met multiple times each week throughout the height of the pandemic to discuss, strategize and address a wide range of issues, including mental and behavioral health, food insecurity, senior health and wellness, access to essentials and services, information dissemination, and more. LCCSC currently meets monthly to continue this important work. This group exemplifies the “stronger together” philosophy.



In 2020, LCCSC organizations provided over 5,400 meals and 735 food boxes each week. They also developed and launched a behavioral health response that included a call-in hotline, senior welfare checks, and other resources. They initiated awareness campaigns to promote voluntary masking, COVID safety practices, behavioral health tools and resources, and more.

LCCSC’s mission is to “collaborate to forward social equity, reduce poverty, and improve life in Lewis County.”

This collaborative model has garnered attention from State representatives, who worked in coordination with the group to proliferate the model throughout Washington State. They see this dynamic approach as key to reducing food insecurity and strengthening individual communities.

By combining the skills and resources of diverse entities, the Lewis County Community Services Coalition is building a future of social stability, economic prosperity, and limitless potential for our community – during and after COVID-19.

## SECTION 7: PROPOSED CHANGES 2021 – 2026

### REVENUE

Like other public entities, Twin Transit experienced a significant drop in sales tax revenues beginning in February 2020 due to the COVID-19 pandemic. In addition, ridership numbers decreased exponentially, negatively impacting fare revenue. Meanwhile, Twin Transit had to place twice as many buses on the road to facilitate safe social distancing, which was not a cost-effective model. The impact and costs associated with these occurrences are expected to continue through 2021.

Below is a table that displays operating and non-operating revenue sources as a percentage of Twin Transit's total revenue for the past three fiscal years:

Revenue Source	2020	Percent of Total Revenue	2019	Percent of Total Revenue	2018	Percent of Total Revenue
<b>Operating Revenues:</b>						
Passenger fares	\$62,624	1.4%	\$137,202	3.8%	\$152,417	4.7%
Supplementary transportation	43,860	1.0%	13,929	0.4%	9,503	0.3%
<b>Total Operating Revenues</b>	<b>106,484</b>	<b>2.4%</b>	<b>151,131</b>	<b>4.2%</b>	<b>161,920</b>	<b>5.0%</b>
<b>Non-Operating Revenues:</b>						
Gain (loss) on disposal of assets	(125,855)	-2.9%	(101,668)	-2.8%	(5,145)	-0.2%
Sales tax	2,006,107	45.6%	2,126,523	59.1%	2,014,035	62.7%
External operating subsidies:						
Indirect federal grants	1,871,224	42.5%	1,090,086	30.3%	736,402	22.9%
State grants	497,807	11.3%	287,863	8.0%	267,768	8.3%
Local grants		0.0%	-	0.0%	-	0.0%
Investment income	25,132	0.6%	40,467	1.1%	29,592	0.9%
Other income	16,899	0.4%	2,903	0.1%	5,185	0.2%
<b>Total Non-Operating Revenues</b>	<b>4,291,314</b>	<b>97.6%</b>	<b>3,446,174</b>	<b>95.8%</b>	<b>3,047,837</b>	<b>95.0%</b>
<b>Total Revenues</b>	<b>\$4,397,798</b>	<b>100.0%</b>	<b>\$3,597,305</b>	<b>100.0%</b>	<b>\$3,209,757</b>	<b>100.0%</b>

#### *Note on Possible Boundary Expansion:*

This version of the TDP and financial forecast contains potential local transit sales tax revenue and increased salary expenses that may result from an expansion of the PTBA boundary beginning in the year 2023. In an effort to preserve bus service in east Lewis County, the Twin Transit Board of Directors indicated an interest in exploring an expansion of the taxation and service boundary to include a larger geographic area, perhaps even county-wide. A feasibility study was conducted in 2017 to assess the financial and political realities of expanding the transit district. It is anticipated that the discussion on expansion will continue in 2022 and likely result in a vote to expand the PTBA countywide.

#### **Sales Tax Forecast**

A local transit sales tax of .2% is a major revenue source for the agency. Total sales tax collected in 2020 was \$2,006,107 which was \$120,416 or 5.7% less than was received in 2019. It is typical to expect an increase in sales tax from year to year due to inflation and consumer spending habits; however, 2020 consumer spending was largely impacted when emergency measures were put into place to require citizens to stay home unless necessary to access an essential function. The decrease in revenue may have been catastrophic if it had not been for online sales and specialized services in construction and manufacturing. Future revenues remain at risk; according to sources from the Department of Revenue, 2021 may see an overall decrease in sales tax revenues of 6.7%.

Nevertheless, the forecast for 2021-2026 assumes a conservative increase of 2.0% per year in the amount of revenue received through taxation. The forecast also assumes a decrease in 2021 forecasted revenues of 6.7%, according to sources from the Department of Revenue. The comparison of these two data points equates to a net decrease of 4.1%. For budget purposes, the organization has chosen to adopt the full 6.7% decrease in our revenue forecast models.

Twin Transit directly deposits a portion of monthly sales tax revenue into a *Capital Replacement Fund*; the remaining amount is deposited into an *Operations Fund*. Between 2021 and 2026, Twin Transit expects to deposit a total of \$2,232,000 into the Capital Fund which will be used to fund significant facility improvements, as well as provide matching funds for grant-funded capital purchases.

	2020 Actual	2021 Adopted	2021 Projected	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
<b>Operating</b>	\$1,638,216.97	\$1,622,865.00	\$1,713,404.59	\$1,755,112.68	\$1,797,654.94	\$1,841,048.03	\$1,885,308.99	\$1,930,455.17
<b>Capital</b>	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00
<b>Total</b>	\$2,010,216.97	\$1,994,865.00	\$2,085,404.59	\$2,127,112.68	\$2,169,654.94	\$2,213,048.03	\$2,257,308.99	\$2,302,455.17

Changes to Tax Rate: At .2% the LPTBA has the lowest tax of any of the public transit districts in the state of Washington. Given the geographic location, the Twin Cities enjoy an above-average amount of non-resident sales activity. Recognizing the volatility of the economy as well as the importance of keeping a competitive regional advantage, the current Board of Directors does not have any firm intentions of proposing to local voters an increase to the rate.

## State & Federal Grants

Consolidated Transit Grant Program: Intergovernmental [Grant] awards increased substantially in 2020 compared to 2019, due in part to Twin Transit's success in competitively obtaining those awards for capital improvements. The increase in intergovernmental [Grant] awards for 2020 was \$991,082 or 71.9% greater than in 2019. The primary source of grant assistance in 2020 originated from the Federal 5311 Coronavirus Aid, Relief, and Economic Security (CARES) Act. As noted above, the funding of \$1,197,450 was awarded to offset lost sales tax and fare revenues, payroll costs, personal protective equipment, and other operational costs. Twin Transit normally would have depended primarily on the Washington State Department of Transportation (WSDOT) Consolidated Grants Program which combines both State and Federal assistance programs. Through the Consolidated Program in 2020, Twin Transit received \$845,782 in State/Federal operating assistance; by comparison, Twin Transit received \$955,181 in 2019, which results in a decrease of \$109,399.

Capital grant assistance decreased from \$414,823 in 2019 to \$303,984 in 2020. The majority of this revenue is the result of a state capital grant award to purchase two new zero-emissions transit buses to replace two diesel-powered transit buses and to install WAVE induction bus charging and electric vehicle charging at the Mellen Street Park & Ride. An indirect federal grant through the Department of Ecology also contributed to the total capital grant assistance for this project. Manufacturing and construction schedules were delayed due to the COVID-19 pandemic, but Twin Transit was able to secure an extension of the Department of Ecology grant deliverable due date until June 30, 2021. The project is back on schedule and anticipated completion is now June 3, 2021.

Twin Transit will continue to participate aggressively in the *Consolidated Transit Grant* program administered by the Washington State Department of Transportation. The Consolidated Grant



program combines State and Federal funds and has historically provided Twin Transit with 20-40% of the revenue necessary for Transit operations. Additionally, Twin Transit intends to purchase replacement and expansion buses through capital grants administered through WSDOT (i.e. Consolidated Program or Federal Discretionary) as much as practicable.

Twin Transit's active grant activity as of the publish date of this report is summarized below.

<b>General Operating Assistance Awards</b>	<b>2019-2021 (PTD0040)</b>	<b>2021-2023 (PTD0265)</b>	<b>2021 Awarded (PTD0239)</b>	<b>2021 Awarded (DC- 2020-003-00)</b>	<b>2021-2023 (PTD0458)</b>	<b>2023-2025 Projected</b>
Consolidated Grant Program	\$ 1,439,222	\$ 1,489,595	\$ -	\$ -	\$ -	\$ -
State Formula (Special Needs)	\$ 528,512	\$ -	\$ -	\$ -	\$ -	\$ -
FTA 5311 CRRSAA	\$ -	\$ -	\$ 2,282,756	\$ -	\$ -	\$ -
FTA 5314 Technical Assistance/National Center for Mobility Management	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -
Regional Mobility	\$ -	\$ -	\$ -	\$ -	\$ 778,000	\$ 778,000
<b>Total Operating Awards</b>	<b>\$ 1,967,734</b>	<b>\$ 1,489,595</b>	<b>\$ 2,282,756</b>	<b>\$ 75,000</b>	<b>\$ 778,000</b>	<b>\$ 778,000</b>

<b>Capital Projects Awards</b>	<b>2019-2022 (PTD0203)</b>	<b>2019-2021 (OTGP-2020- LePuTr- 00029)</b>	<b>2018-2022 (AQTRNBU S-1719- LePuTr- 00004)</b>	<b>2021-2023 (PTD0463)</b>	<b>2020- 2021 (PTD0223)</b>	<b>2021- 2023 (PTD0466)</b>	<b>2021-2023 Awarded</b>	<b>2021-2023 Application</b>
State Formula (Special Needs)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 678,049	\$ -
FTA Discretionary 5339(b)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,543	\$ -	\$ -
Green Transportation	\$ 1,935,000	\$ -	\$ -	\$ 2,109,586	\$ 35,000	\$ -	\$ -	\$ -
Dept. of Ecology DERA	\$ -	\$ 631,849	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 331,650
Dept. of Ecology VW	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Legislative Local Community Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
<b>Total Capital Awards</b>	<b>\$ 1,935,000</b>	<b>\$ 631,849</b>	<b>\$ 400,000</b>	<b>\$ 2,109,586</b>	<b>\$ 35,000</b>	<b>\$ 91,543</b>	<b>\$ 678,049</b>	<b>\$ 2,831,650</b>

**Regional Mobility Grant Program:** As of 2020, there was no direct public transit on I-5 between Kelso/Longview and Tumwater/Olympia, Washington. One could ride public transit from Tumwater northward and from Kelso/Longview southward, but not between these two key points. Twin Transit's vision was to create a Southwest Washington e-Transit Corridor, establishing long-term public transit along this unserved section of I-5. Doing so will correct this "transit broken link" by connecting existing transit agencies in Lewis, Thurston, Cowlitz, Grays Harbor, and Pacific Counties.

As with any project of this size and scope, the Southwest Washington e-Transit Corridor must be implemented in phases. The first phase was to establish a route between Centralia at exit 81 and Olympia at exit 101. Leveraging the capital funds gained from the Department of Ecology's Diesel Emission Reduction Act (DERA) Grant, Volkswagen settlement dollars, and a \$1.9 million Green Transportation grant, Twin Transit purchased two electric buses and completed the first I-5 electric transit station at Exit 81 in Centralia. Twin Transit was awarded Regional Mobility Grant dollars to fund the operational costs of this route for the 2021-2025 project cycle. The requested funds of \$1,555,854 will help cover driver salaries, maintenance, and other associated expenses of operating this route for the duration of the project.

Twin Transit plans to request additional Regional Mobility dollars to fund phase two of the project. If operating costs are funded by the Regional Mobility Grant, Twin Transit's anticipated window

of route operation will begin on January 1, 2023, and extend through December 31, 2026, at which time management will complete an evaluation of route effectiveness and potential expansion.

Federal Discretionary Grants: Between 2021 and 2026, Twin Transit will participate in all applicable grant programs offered by the State and Federal governments that provide funding assistance for capital or operating projects contained in this plan. Of particular interest are programs such as the “Low/No” grant (Washington State DOE Volkswagen Settlement Grant) which is intended to offer capital funding assistance for electric vehicles and related infrastructure. Twin Transit seeks to replace as many vehicles as practicable with new electric or retrofit electric vehicles. Twin Transit intends to migrate to a 65/35% ratio of electric vehicles versus conventional powered vehicles in the fleet. However, our aging cutaway fleet required attention, and therefore we submitted and were successfully awarded a 5339B grant in the amount of \$91,543 to purchase a new paratransit replacement vehicle.

Emergency Preparedness Grants: Southwest Washington is subject to flooding as well as earthquake/volcano activity and fires. Moreover, Lewis County could be a refuge area during a large-scale evacuation of highly populated communities to the north/south or coastal communities. As a result, Twin Transit is a recognized local agency in the Lewis County Emergency Management Plan and owns a variety of unique and valuable resources that could be used during the recovery period following a natural disaster. Between 2021 and 2026, Twin Transit intends to explore emergency preparedness grants administered by agencies such as the Federal Emergency Management Agency (FEMA). Potential grant projects include the replacement of fuel tanks and pumps, property security, and flood/earthquake mitigation. In 2020, Twin Transit appointed a new Emergency Management Coordinator (EMC) to work with county and state agencies in coordinating emergency management efforts.

Energy Efficiency & Solar Grants: Between 2021 and 2026, Twin Transit intends to explore the Energy Efficiency & Solar Grants program administered by the Washington State Department of Commerce, the Department of Ecology, and the Department of Transportation. Potential project(s) would include the installation of roof-top solar panels on our existing Maintenance facility; the energy produced would be used to mitigate the expense of introducing 100% electric vehicles into the bus fleet.

### **Passenger Fare**

Twin Transit charges a base fare of \$1.00 to ride the fixed route bus one-way. Paratransit trips are \$2.00 one-way. Fare revenue provides approximately 1.4% of the revenue needed to support the transit system. In 2015, Twin Transit removed all discounts on monthly bus passes and implemented a flat fare structure for all passengers. Paratransit monthly passes increased from \$10 to \$25. While the forecast assumes a 5% growth in revenue, no changes to the fare structure are presented in this plan.

Passenger fares decreased in 2020 to \$62,624 compared to \$137,202 in 2019; a drop of \$74,578 or 54.4%. This is attributable to the fact that ridership was decreased by a total of 106,353 fixed route and paratransit passenger trips during 2020, in comparison with 2019. Due to the fact that cash is considered to be a potential transmitter of the COVID-19 virus, and in an effort to mitigate the risk of transmission of the virus, all fares were suspended for approximately five months of the year.

<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 YTD</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>
\$ 62,624	\$ 70,000	\$ 16,110	\$ 40,110	\$ 70,000	\$ 73,500	\$ 77,175	\$ 81,034

### **DARTT Voucher Programs**

In 2021, Twin Transit established DARTT voucher programs with Cascade Community Healthcare and CHOICE Regional Health Network. These programs are similar, in that both partner agencies are using grant funding to purchase DARTT rides, via DARTT vouchers. Each program's unique components are outlined below:

Cascade Community Healthcare: Cascade Community Healthcare's voucher program is designed for whole health. Using grant funding, they purchased DARTT vouchers, as well as regular bus pass vouchers. Their providers can give these vouchers to any client who needs help with transportation. The client can then use the bus voucher to hop on the bus or use the DARTT voucher to book a trip to a medical appointment, pharmacy, the grocery store, to visit a friend or family member, or anywhere else they need to go. Cascade wanted to leave the destination options flexible, in order to best serve their clients.

CHOICE Regional Health Network: CHOICE Regional Health is administering a grant-funded program designed to help those who are addicted to opiates. Twin Transit provides CHOICE with DARTT vouchers, which CHOICE then distributes to their local community health partners (Valley View Health, Cascade Community Healthcare, and Gather Church). These providers can use the DARTT vouchers to book rides for their clients in the opiate program to get to and from appointments, the pharmacy, and (if it is included in another trip) the grocery store.

### **Advertising**

Twin Transit leases space temporarily on the exterior of buses and vans to organizations for the purpose of commercial advertising. As of 2020, advertising is primarily sold in the form of vehicle wraps or interior placards. Advertising revenue resulted in an estimated 0.99% of the agency's total operating revenues in 2020, or \$43,860. This was an increase of \$29,931 or 214.9% in

comparison with 2019. Twin Transit's goal over the next six years is to grow advertising revenues by 25% per year.

## **EXPENDITURES**

Several variables will impact expenditures between 2021 and 2026. The remodel of the existing structures at 212 E. Locust St. will increase utility expenses as well as office furnishings. Lastly, approximately 30% of the existing employee group will reach retirement age by 2021. As a result, management is expecting increased costs related to recruitment, selection, and training. In response to COVID-19, Twin Transit implemented a thorough fleet and facility sterilization process that calls for nightly sterilization of the buses. Unfortunately, there is not a clear line of sight as to when this will end or what will occur with sales tax and other funding sources in the future. Due to this reality, Twin Transit continues to take a very conservative budgeting approach.

### **Operating Expenses**

Each fiscal year, management prepares a budget of expected revenue and expenses which separates forecasted purchases between the Operations function and investments in capital assets. Throughout the year as purchases are made, expenses are recorded by class (i.e., Administration, Fleet, Facilities, Operating, COVID-19) within the Operations function. Twin Transit, in conjunction with our external accounting firm, developed a new budget tracking format and method for tracing expenditures to specific budget categories. This has aided management in projecting a more accurate representation of annual revenues and expenditures. These efforts also promote transparency and accountability throughout the operational departments.

The initial adopted budget for FY2020 was \$3,652,349 for Operations—which did not include depreciation expense. In 2020, total operating expenses were \$4,104,853 less depreciation costs of \$252,013. The actual operating expenses were \$3,852,840. This represented an increase in spending of \$200,491 in the FY2020 budget. The primary factor responsible for this increase was the COVID-19 pandemic. Approximately \$26,799 was spent on personal protective equipment and cleaning supplies, \$9,605 on professional cleaning services, and \$75,000 on initiatives to support senior meal delivery, childcare for essential workers, and safety equipment for essential workers. The remainder can be attributed to an overall increase in operational overhead costs such as fuel, vehicle supplies, and payroll due to Twin Transit's response to CDC guidelines. As described above, Twin Transit took the necessary measures to prevent the spread of the virus by limiting passengers on its buses and operating double buses on routes to keep up with demand. In addition, Twin Transit implemented a thorough fleet and facility sterilization process that calls for nightly sterilization of the buses. Unfortunately, there is not a clear line of sight as to when this will end or what will occur with sales tax and other funding sources in the future. Due to this reality, Twin Transit continues to take a very conservative budgeting approach.

The percent of each operating expense classification in relation to total operating expenses is presented in the following table:

Operating Expenses	2020	Percent of Total Expenses	2019	Percent of Total Expenses	2018	Percent of Total Expenses
Operations	\$804,197	19.6%	\$1,922,346	54.0%	\$1,804,648	63.3%
Administration	1,125,394	27.4%	782,521	22.0%	390,319	13.7%
Maintenance (Facilities & Fleet)	727,997	17.7%	609,430	17.1%	429,635	15.1%
COVID-19	1,195,252	29.1%	-	0.0%	-	0.0%
Depreciation	252,013	6.1%	245,185	6.9%	226,292	7.9%
<b>Total Operating Expenses</b>	<b>\$4,104,853</b>	<b>100.0%</b>	<b>\$3,559,482</b>	<b>100.0%</b>	<b>\$2,850,894</b>	<b>100.0%</b>

Administration expenses include 100% of the pension adjustments. 2019 reduced operating expenses by \$82,544. 2020 resulted in a reduction of \$111,984.

### *Wages and Benefits*

Twin Transit bus operators are represented by Teamsters Local No. 252 and are under a collective bargaining agreement through December 31, 2021. Modest increases for all positions are forecasted each year in order to compensate for changes due to inflation and cost of living. In 2015, Twin Transit increased the health and welfare benefits package offered to employees and began an employee contribution toward the insurance premium in January 2017. The Director of Transit Services maintains an open-ended written employment agreement with the Authority Board that specifies annual increases to salary based on performance. In fiscal years 2019 through 2020, Twin Transit realigned its organizational structure, introducing a Grants, Planning and IT Specialist, a Marketing and Public Relations Specialist, and a full-time Director of Finance position. Management recognizes that as compliance with State and Federal regulations become more sophisticated, action is necessary to create new administrative positions with demonstrated experience in governmental accounting, procurement, safety, and information technology.

## SECTION 8: CAPITAL IMPROVEMENT PROGRAM 2021 – 2026

	2020	2021	2022	2023	2024	2025	2026
Estimated Beginning Fund Balance	\$619,744	\$1,789,984	\$656,349	\$541,105	\$574,054	\$664,403	\$604,752
<b>Revenue</b>							
Grants							
WSDOT Discretionary 5339 Grant*			\$659,543	\$168,000	\$128,000	\$128,000	
DOE Grant - DERA*	\$98,202	\$555,022	\$331,650				\$331,650
DOE Grant - Volkswagen State Settlement		\$400,000					
Green Technologies*	\$210,485	\$1,251,742	\$2,579,185	\$789,600	\$200,000		\$324,280
Grants - Other			\$413,793				
Grants Total	\$308,687	\$2,206,764	\$3,984,171	\$957,600	\$328,000	\$128,000	\$655,930
Local Transit Sales Tax (Matching Funds)	\$372,000	\$372,000	\$372,000	\$372,000	\$372,000	\$372,000	\$372,000
Interest & Other Earnings	\$21,562	\$907					
Cash Inflow: Loan Proceeds	\$1,500,000						
Real Estate Sales	\$538,372						
Transfer from Operating		\$600,000	\$200,000	\$100,000	\$0	\$0	\$0
Total Revenue	\$3,360,364	\$4,969,655	\$5,212,520	\$1,970,705	\$1,274,054	\$1,164,403	\$1,632,682
<b>Expenses</b>							
Land							
Service Development							
Bus Pullouts		\$101,500	\$100,000				
Market St. Bus Stop	\$20,540	\$113,318					
TRSTN 1 - Mellen St. P&R	\$380,464	\$1,134,128	\$602,050				
Transit Stations				\$250,000	\$250,000		
TRSTN 2 - 1820 N. National Ave	\$22,623	\$24,854	\$375,000				
TRSTN 3 - Exit 63 P&R	\$1,830	\$2,825	\$1,919,983				
Facility Improvements							
212 Locust Bldg #1 Remodel	\$69,485	\$519,346					
Dual Compressor & Barrel Room	\$32,081						
Paving & Stormwater 212 E Locust		\$398,750					
Transit Office							
Security Cameras	\$5,214	\$2,500					
480V 3 Phase Building 1		\$3,485					
Above-ground Fuel Tank	\$73,495						
Bishop Rd. Bldg B	\$15,189	\$70,420					
Shop Charger - Electric Bus		\$9,140					
Electric Vehicle Chargers		\$11,945					
Revenue Service Vehicles (buses)							
Paratransit Specialty Vehicle			\$114,429				
Heavy Duty Bus (used)	\$112,841	\$13,452					
Electric Bus - Remanufactured	\$5,843	\$1,486,471	\$737,000	\$737,000			\$737,000
Bus 447 2005 Gillig	\$25,791						
Camera Upgrade		\$12,302	\$12,302				
Passenger Vans	\$29,314	\$98,828	\$240,000	\$160,000	\$160,000	\$160,000	
Fleet Contingency		\$25,000	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000
Non-Revenue Service Vehicles							
Administrative Vehicle			\$35,000	\$50,000			
Vehicle Fabrication Equipment			\$50,000				
Fluid Filling System (Air)			\$30,000				
2-Post Lift			\$11,000				
Trailer	\$5,031						
Hydraulic Vehicle Lift			\$220,000				
Floor Scrubber		\$3,791					
Forklift/Tractor		\$9,084					
Driver Barriers		\$48,000					
RouteMatch Software	\$4,362	\$49,517					
Bond Payment	\$175,523	\$174,651	\$174,651	\$174,651	\$174,651	\$174,651	\$174,651
Transfer to Operating	\$590,754					\$200,000	\$196,000
Total Expenses	\$1,570,380	\$4,313,306	\$4,671,415	\$1,396,651	\$609,651	\$559,651	\$1,132,651
Estimated Ending Fund Balance	\$1,789,984	\$656,349	\$541,105	\$574,054	\$664,403	\$604,752	\$500,031

\* Indicates that the project assumes successful grant award



Vehicle Replacement: Twin Transit has developed a fleet replacement schedule to address vehicles and buses beyond their useful lifetime. Our fixed route fleet will be comprised of a combination of 35-foot Gillig battery-electric and hydrogen fuel cell and will be replaced on an incremental level, approximately one bus per year for the next six years. Our paratransit and DARTT fleet will begin to migrate away from the typical industry standard cutaway bus to a non-CDL transit-style van that provides much more versatility and flexibility in meeting the needs of our on-demand clients.

Facilities: In the near-term, the completion of the Locust Street remodel will allow for a minimal continued investment. The office building, paving, and facilities work area will be completed by the end of the current 2021 fiscal year. Starting in fiscal year 2022, the major projects include an Exit 68 Transit Station, two major bus pullouts (one in the city of Centralia, the other in Chehalis), and the beginning design of the Morton and Packwood transit centers. These projects are anticipated to continue until the end of fiscal year 2023. From fiscal year 2024 through 2026, Twin Transit will transition to primarily a facilities maintenance mode and a limited number of large capital projects will be undertaken. Given the uncertainty of interest rates, budgeted revenues, and resources, it is difficult to determine the extent of these projects.

## SECTION 9: OPERATING REVENUES AND EXPENSES: 2021 – 2026

	2021	2021	2022	2023	2024	2025	2026
	Budget	Projected	Proposed	Forecast	Forecast	Forecast	Forecast
<b>REVENUE</b>							
Beginning Fund Balance (estimated)	\$1,202,089	\$1,090,979	\$770,565	\$819,934	\$945,579	\$1,009,305	\$1,022,345
Revenue							
Sales Tax	\$1,622,865	\$1,713,405	\$1,755,113	\$1,755,113	\$1,797,655	\$1,841,048	\$1,885,309
Projected Sales Tax Revenue Increase	\$0	\$0	\$0	\$0	\$898,827	\$920,524	\$942,654
Federal Grants	\$744,798	\$1,653,810	\$744,798	\$1,367,142	\$1,408,156	\$1,450,401	\$1,493,913
State Grants	\$264,256	\$282,109	\$132,128	\$132,128	\$339,025	\$339,025	\$349,195
Regional Mobility Grant*	\$388,964	\$194,482	\$389,000	\$389,000	\$389,000	\$389,000	\$400,670
CRRSAA 5311/ARPA	\$2,282,756	\$380,636	\$1,902,120	\$1,300,000	\$300,000	\$300,000	\$300,000
Local Grants & Other	\$0	\$43,302	\$0	\$0	\$0	\$0	\$0
Passenger Fare	\$70,000	\$43,597	\$70,000	\$70,000	\$73,500	\$77,175	\$81,034
Interest	\$20,000	\$9,321	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
Advertising	\$75,000	\$103,841	\$93,750	\$117,188	\$146,484	\$183,105	\$228,882
Other/Misc. Revenue	\$0	\$2,082	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
Route Enhancement Grants*	\$0	\$0	\$0	\$250,000	\$250,000	\$257,500	\$257,500
Transfer from Capital Investments	\$0	\$0	\$0	\$0	\$0	\$200,000	\$196,000
Total [new] Revenue	\$6,670,728	\$5,517,564	\$5,869,474	\$6,213,544	\$6,562,407	\$6,982,515	\$7,174,308
<b>EXPENSES</b>							
Administration Expenses							
Total Salaries & Wages	\$437,307	\$560,554	\$638,099	\$654,051	\$729,033	\$747,259	\$765,940
Total Fringe Benefits	\$268,920	\$304,466	\$424,255	\$434,861	\$473,627	\$485,468	\$497,604
Total Materials & Supplies	\$51,200	\$61,700	\$53,993	\$54,533	\$55,078	\$55,629	\$56,185
Total Services	\$474,299	\$460,322	\$531,426	\$536,740	\$542,108	\$547,529	\$547,529

Total Administration Budget	\$1,231,726	\$1,387,042	\$1,647,773	\$1,680,186	\$1,799,846	\$1,835,884	\$1,867,259
Maintenance Expenses							
Total Salaries & Wages	\$301,562	\$323,328	\$346,781	\$360,652	\$371,472	\$447,257	\$456,202
Total Fringe Benefits	\$203,598	\$202,275	\$249,268	\$259,239	\$267,016	\$308,065	\$314,227
Total Materials and Supplies	\$300,985	\$272,352	\$360,800	\$364,408	\$368,052	\$371,733	\$371,733
Total Services	\$99,016	\$78,428	\$89,027	\$89,917	\$90,816	\$91,725	\$91,725
Total Maintenance Budget	\$905,161	\$876,383	\$1,045,876	\$1,074,216	\$1,097,356	\$1,218,780	\$1,233,886
Operations Expenses							
Total Operator Wages	\$908,989	\$815,110	\$942,993	\$1,089,780	\$1,230,491	\$1,375,424	\$1,456,417
Total Other Salaries & Wages	\$264,669	\$278,538	\$282,714	\$294,023	\$302,843	\$311,929	\$318,167
Total Salaries & Wages	\$1,173,658	\$1,093,648	\$1,225,707	\$1,383,802	\$1,533,334	\$1,687,353	\$1,774,584
Total Fringe Benefits	\$774,318	\$728,979	\$915,084	\$1,014,510	\$1,107,163	\$1,202,596	\$1,257,455
Total Materials and Supplies	\$1,600	\$1,038	\$8,100	\$8,181	\$8,263	\$8,345	\$8,429
Total Services	\$8,000	\$5,753	\$7,000	\$7,070	\$7,141	\$7,212	\$7,284
Total Operations Budget	\$1,957,576	\$1,829,418	\$2,155,891	\$2,413,563	\$2,655,901	\$2,905,506	\$3,047,753
COVID-19 Expenses							
Total Salaries & Wages	\$0	\$32,841	\$0	\$0	\$0	\$0	\$0
Total Fringe Benefits	\$0	\$4,913	\$0	\$0	\$0	\$0	\$0
Total Materials & Supplies	\$0	\$9,903	\$0	\$0	\$0	\$0	\$0
Total Services	\$0	\$6,500	\$0	\$0	\$0	\$0	\$0
Total COVID-19 Expenses	\$0	\$54,157	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$4,094,463	\$4,146,999	\$4,849,540	\$5,167,965	\$5,553,103	\$5,960,170	\$6,148,897
Transfer to Capital Fund	\$500,000	\$600,000	\$200,000	\$100,000	\$0	\$0	\$0
Change in Fund Balance	\$2,576,265	\$1,370,565	\$1,019,934	\$945,579	\$1,009,305	\$1,022,345	\$1,025,411
Ending Fund Balance (estimated)	\$2,076,265	\$770,565	\$819,934	\$945,579	\$1,009,305	\$1,022,345	\$1,025,411