



Jefferson Transit TRANSIT DEVELOPMENT PLAN

2024-2029



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INTRODUCTION

ABOUT THE TRANSIT DEVELOPMENT PLAN (TDP)

In accordance with RCW 35.58.2795, Jefferson Transit Authority (JTA) has prepared and submitted this Transit Development Plan (TDP) for 2024 through 2029. This planning document provides the framework for guiding the services to be provided in the current and next five years, as well as a review of the agency's accomplishments in 2023. This plan serves dual purposes: it communicates planning strategies to the public and assists the agency internally. It helps identify funding sources, including grants, addresses procurement needs, creates a viable financial plan, and updates both the Peninsula Regional Transportation Planning Organization (PRTPO) Plan and Washington State's Transportation Improvement Plan.

The TDP conforms to Washington State's Transportation Policy Goals (RCW 47.04.280) and supports local comprehensive planning and economic objectives within Jefferson County, this agency, and the regional transportation goals established through the PRTPO.

The public is encouraged to provide feedback on this TDP. The public hearing is scheduled for Tuesday, July 16, 2024, at 1:30 PM at 63 Four Corners Road, Port Townsend, WA 98368. The public comment period is open for two weeks before the public hearing. Public comment is also accepted in person or virtually during the public testimony part of the hearing. Written public comment may also be submitted via email to JTAClerk@jeffersontransit.com.

Reasonable accommodations will be provided in accordance with the Americans with Disabilities Act (ADA) and Chapter 49.60 RCW, Discrimination Human Rights Commission accommodations upon request. Please contact Jefferson Transit Authority to make accommodation arrangements.



Mission and Core Values

Mission

To provide reliable, safe, comfortable public transportation service in Jefferson County which is cost effective, reduces energy consumption, and contributes to the cultural, environmental, and economic betterment of the residents of Jefferson County.

Core Values

Jefferson Transit's core values are the operating principles that govern how Jefferson Transit employees act towards one another, their customers, the communities they operate in, and the environment.

Acknowledgment and Support

We recognize Jefferson Transit to be the product of the concerted efforts of many well-intended people. We take time to commend the accomplishments of individuals and acknowledge their contributions toward the organizational goals of the agency.

Accountability

We take responsibility to uphold the mission statement and core values of Jefferson Transit. When challenged, we display fairness, trust, and good judgment. Individually, we are sincerely interested in self-evaluation and personal growth.

Shared Responsibility

Collectively, we are responsible for the direction and image of the agency. This requires us to be flexible enough in our thinking to establish goals. We show a willingness to get involved and direct our efforts toward achieving positive outcomes and setting progressive objectives.

Communication

We express our thoughts and ideas appropriately. We are willing to listen to ideas contrary to our own. We recognize that good communication, compromise, and diversity of opinion will strengthen Jefferson Transit.

Professionalism

We take responsibility to uphold the mission statement and core values of Jefferson Transit. When challenged, we display fairness, trust, and good judgment. Individually, we are sincerely interested in self-evaluation and personal growth.

Stewardship

We will be stewards of the environment, of our customers, of the most vulnerable in our community, and of public funds. JTA will take an environmental leadership role by continuing to reduce both community emissions and JTA fleet vehicle emissions by continuing to invest in alternative fuel vehicles. We will also work to reduce our environmental impacts in ways big and small throughout our operations.



ENVIRONMENTAL PRIORITIES

In Washington State, the transportation sector is the largest contributor of anthropogenic greenhouse gas (GHG) emissions. The reliance on fossil fuel-powered vehicles for commuting, freight transportation, and other activities releases substantial amounts of carbon dioxide (CO₂) and other GHGs into the atmosphere, exacerbating the effects of climate change. This pollution not only harms human health, leading to respiratory illnesses and cardiovascular problems but also has adverse effects on ecosystems and contributes to environmental degradation.

JTA recognizes that reducing emissions within the transportation sector is essential for achieving both statewide and local climate objectives and ensuring the well-being and health of its riders, employees, and community in Jefferson County. JTA strives to be a part of the solution and a model for how rural transit agencies can help tackle the challenge of climate change, in part, by reducing emissions.

JTA's leadership team is committed to viewing all policies, procedures, service implementation, and expenditures through the lens of climate change, equity, and sustainability. These themes will be expounded upon and woven throughout this document.

Increasing
ridership

Idling
Reduction Policy

Zero Emission
Fleet

Development
of a Climate
Action Plan

WSDOT TRANSPORTATION GOALS

The Washington State Transportation Plan provides six goals to guide and prioritize the activities of public agencies in developing and maintaining Washington State's transportation system. Jefferson Transit's services, priorities, and strategies in this plan align with the state's transportation goals which are:

Economic vitality

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

Preservation

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

Safety

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

Mobility

To improve the predictable movement of goods and people throughout Washington State.

Environment

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

Stewardship

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

THE AGENCY

Jefferson Transit Authority (JTA) is a public transportation benefit area, authorized under RCW 36.57A, providing transportation services in Jefferson County. In 1980, Jefferson County voters created Jefferson Transit with an approved sales tax to support a public transit agency. JTA began revenue service in eastern Jefferson County in May 1981 and in western Jefferson County in January 1995.

As of May 1, 2024, JTA's service area had 33,858 residents. This includes both the east and west sides of the county.

GOVERNING BODY

JTA is governed by a Board of Directors consisting of seven voting members and one non-voting member.

- Three elected Jefferson County Commissioners.
- Two elected appointees from the City of Port Townsend Council.
- One elected School District Representative
- One elected representative from a School, Port, PUD, or hospital district.
- One non-voting labor representative from Amalgamated Transit Union Local 587.

Ben Thomas (Chair)	City of Port Townsend Council Member
John Nowak (Vice Chair)	Port Townsend School District Board Member
David Faber	City Port Townsend Council Member (Mayor)
Greg Brotherton	County Commissioner - District 3
Heidi Eisenhour	County Commissioner - District 2
Kate Dean	County Commissioner - District 1
Viviann Kuehl	Quilcene School District Board Member
Rick Burton	ATU Local #587 Union Representative

JTA conducts open public meetings bi-monthly and more frequently as needed at the JTA Administrative Offices. The schedule of regular meetings can be found on the JTA website. Employees and the public are encouraged to attend. Hybrid meetings continue to be offered for participation convenience.

The JTA Transit Advisory Group (TAG) plays a crucial role in advocating for public transit in Jefferson County. TAG's mission is to advocate for public transit and serve as a resource to the JTA Board in achieving JTA's goals. The group actively promotes ridership, recommends best practices, and explores innovative technologies related to transit.

Debbie Jahnke (Chair)	Port Townsend
Brandon Maxwell (Vice Chair)	Port Hadlock
Dave Nakagawara	Port Townsend
Jeff Kostechka	Port Townsend
John Frasca	Port Townsend
Rebecca Kimball	Port Townsend
Scott Walker	Port Townsend
Tim Caldwell	Port Ludlow

TAG meetings occur on the first Wednesday of every other month. The schedule of regular meetings can be found on the JTA website. Employees and the public are encouraged to attend. Hybrid meetings continue to be offered for participation convenience.



AGENCY STRUCTURE

JTA is organized into three departmental areas: maintenance, operations, and finance, with the JTA General Manager serving as the chief executive officer.

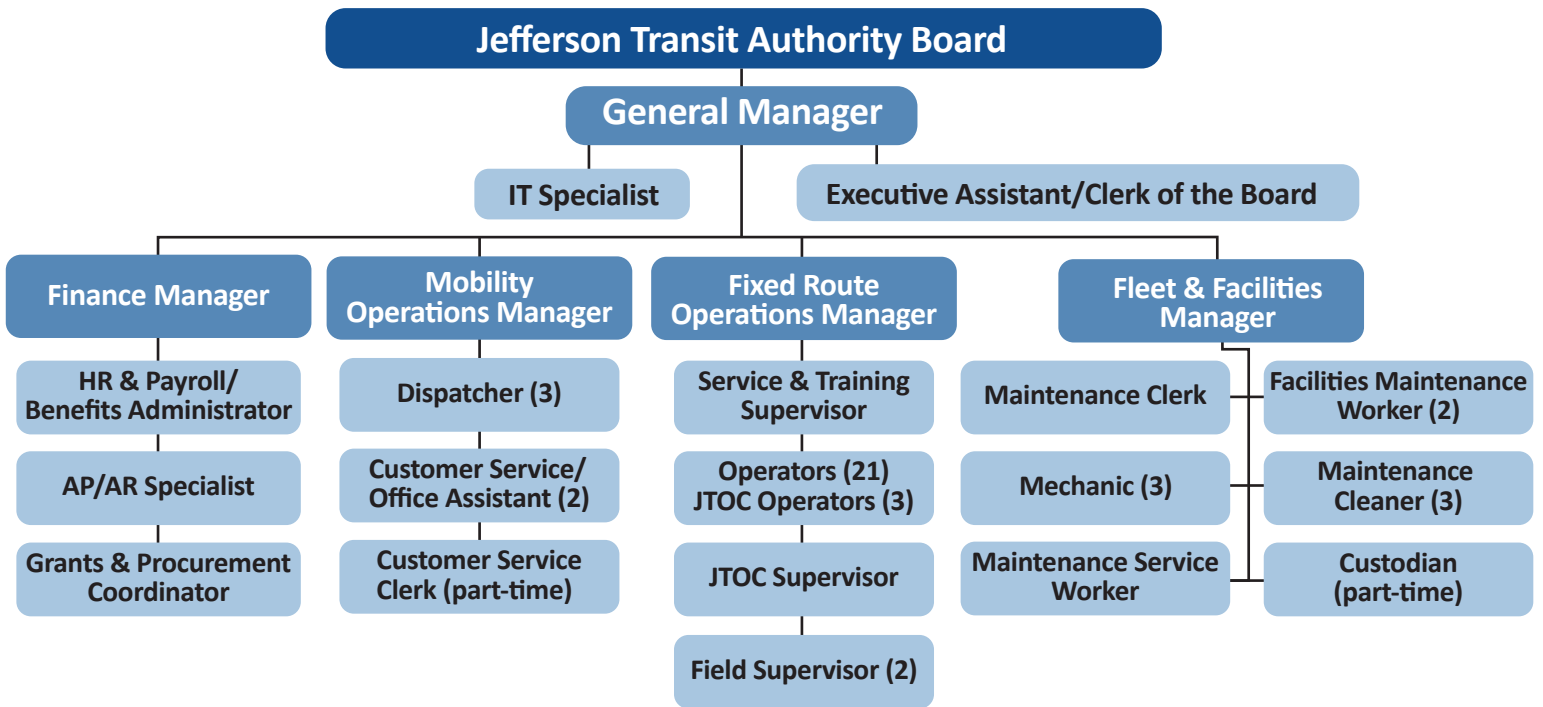
Leadership Team:

- Nicole Gauthier.....General Manager
- Miranda Nash.....Finance Manager
- Desiree Williams.....Fleet and Facility Manager
- Amy Hall.....Fixed Route Operations Manager
- Sara Peck.....Mobility Operations Manager

The leadership team serves on a variety of boards and committees representing Jefferson Transit, including:

- Board Member, Economic Development Council – Team Jefferson
- Board Member, Washington State Transit Association (WSTA)
- Board Member, Washington Transit Insurance Pool (WSTIP)
- Board Member, Peninsula Regional Transportation Planning Organization (PRTPO)
- Board Member, Disability Awareness Starts Here (DASH)
- Fiscal Agent, Peninsula Regional Transportation Planning Organization (PRTPO)
- Executive Committee, Washington State Transit Insurance Pool (WSTIP)
- Member, Jefferson County Climate Action Committee
- Member, Jefferson County – Solid Waste Management Task Force
- Chair, Technical Advisory Committee (PRTPO)
- Board Member, Intellectual/ Development Disabilities Advisory Board (I/DDAB)

Organizational Chart

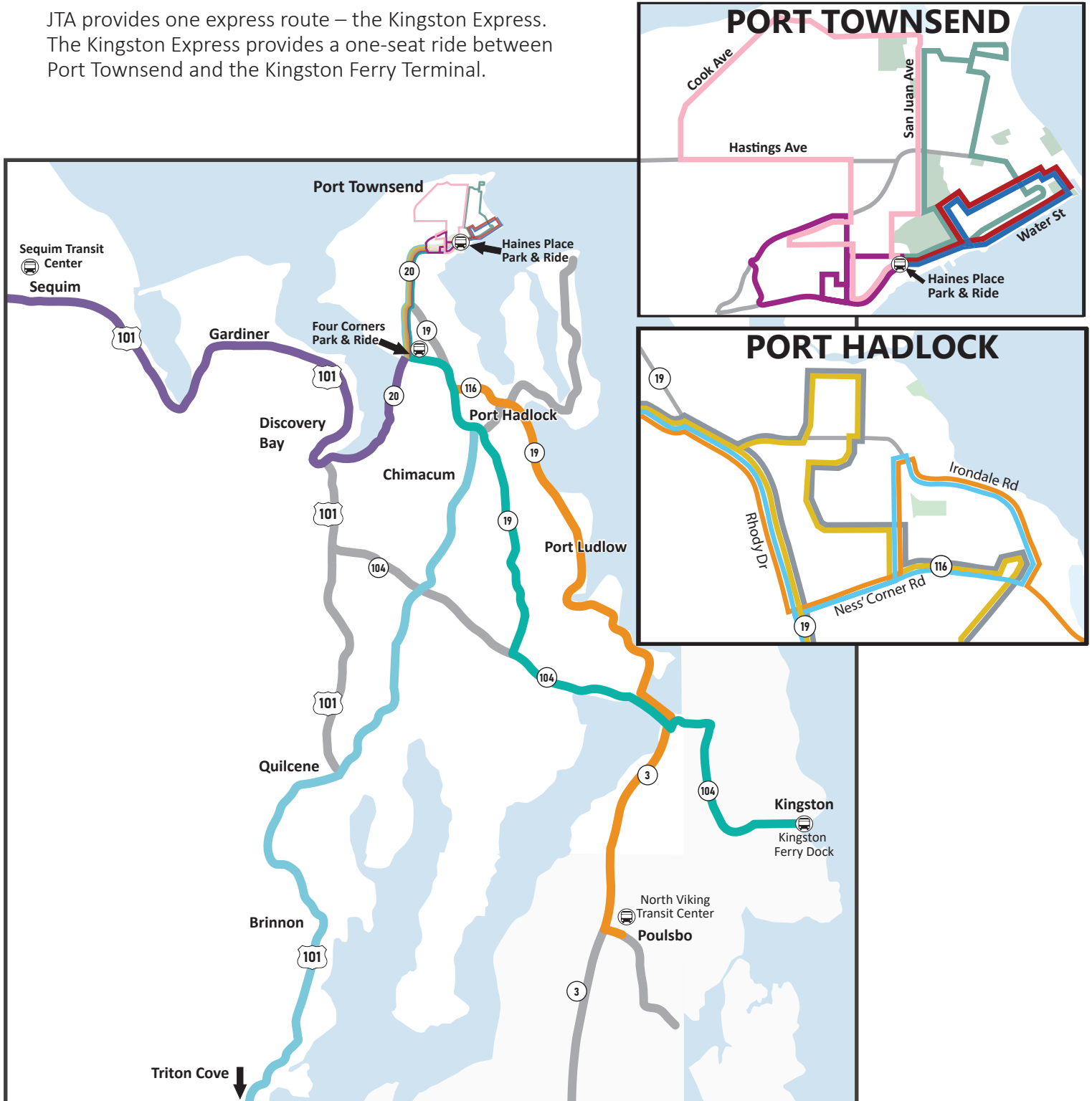


SERVICE (Required Element)

Fixed Route

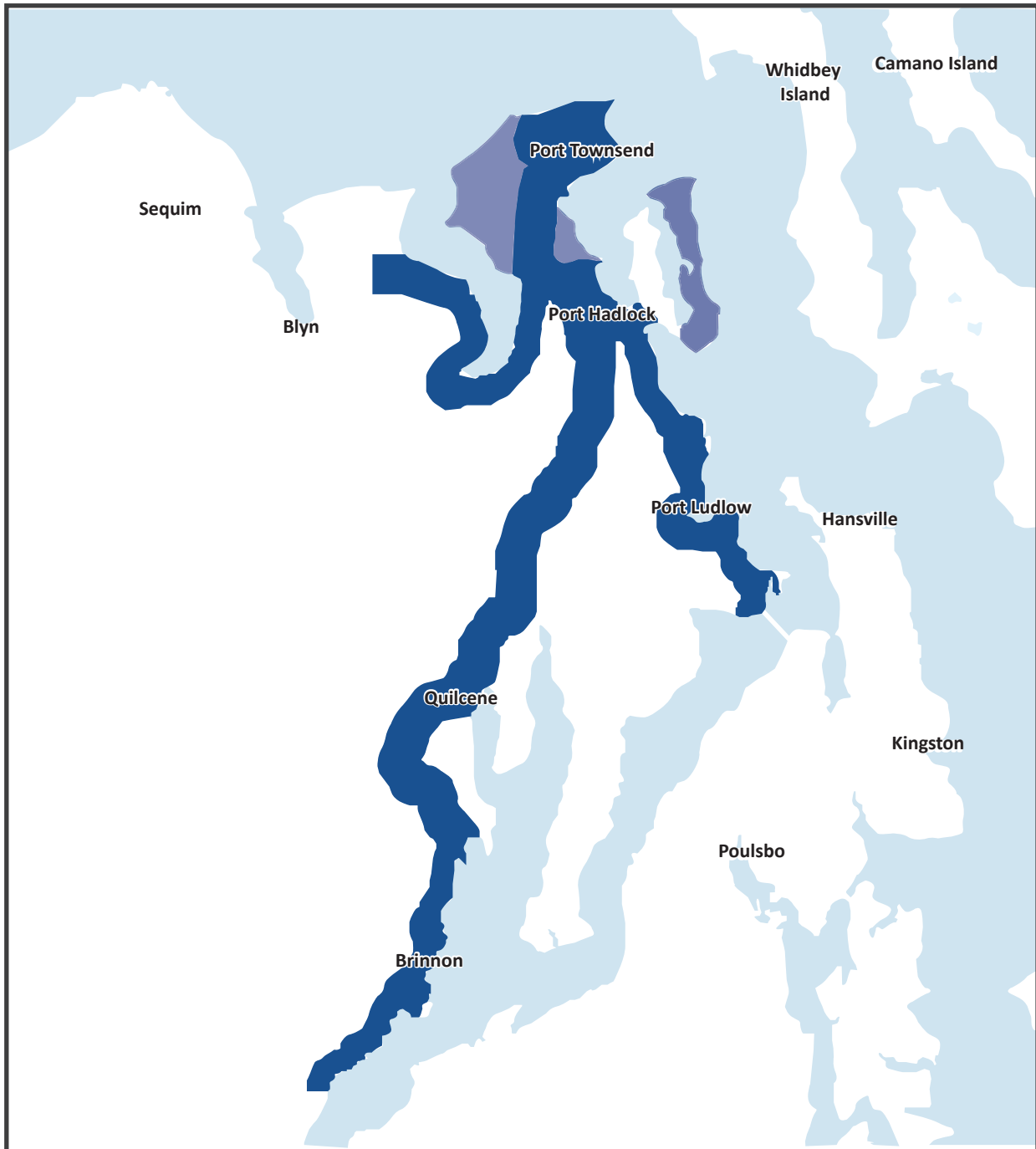
JTA provides ten fixed routes that operate Monday through Saturday between 5:15 am and 8:30 pm. These routes connect different areas within the county and provide a balance between high frequency routes and routes that provide lifeline service to remote areas of Jefferson County.

JTA provides one express route – the Kingston Express. The Kingston Express provides a one-seat ride between Port Townsend and the Kingston Ferry Terminal.



Dial-a-Ride

For riders who cannot use JTA's fixed route services due to a disability, JTA offers comparable origin to destination paratransit service within $\frac{3}{4}$ mile of fixed route services. JTA travels beyond the $\frac{3}{4}$ mile requirement by providing two-day per week service to Kala Point, Marrowstone Island, and Cape George. JTA currently provides Dial-a-Ride paratransit service to approximately 1,316 registered riders with disabilities. Paratransit service requirements are directly tied to the fixed route service network. As fixed route service expands or contracts in geographic coverage and operating hours, Dial-a-Ride operations are adjusted accordingly.

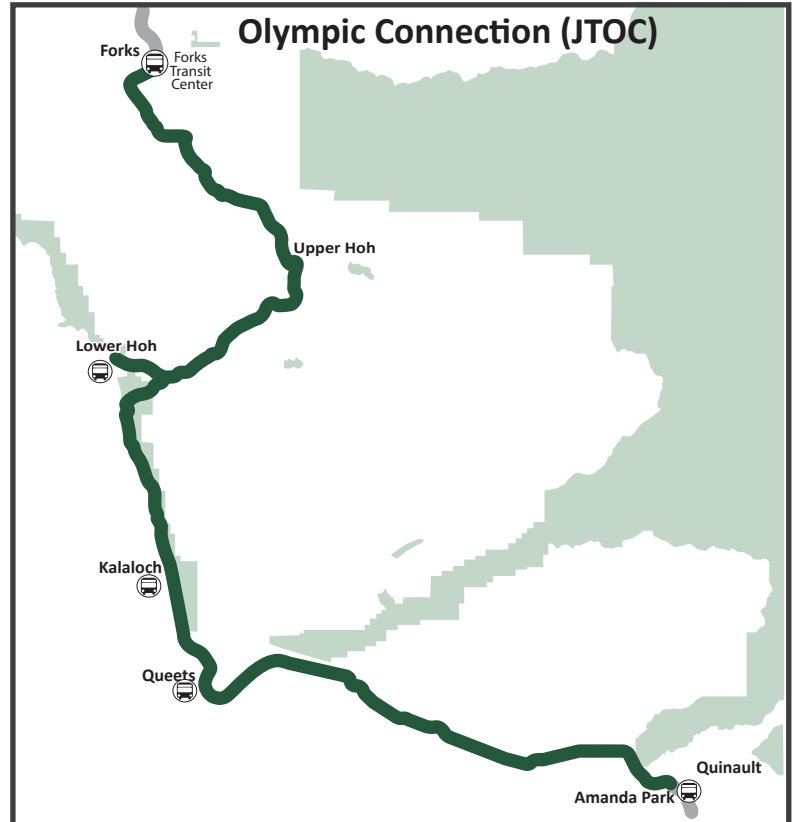


Jefferson Transit Olympic Connection

This route provides fixed route and route deviated service between Forks and Amanda Park along Hwy 101.

This service operates four times per day Monday through Friday and three times per day on Saturday. This route completes the Olympic Loop by connecting with Clallam Transit in Forks and Grays Harbor Transit in Amanda Park.

Route deviations are used to accommodate ADA requirements and serve areas such as the Hoh Reservation, Queets Village, and the Upper Hoh Road.



Rideshare

JTA's Rideshare service provides a shared commute option for customer groups that start or end their travel in Jefferson County. Rideshare is a great option for customers who have similar work schedules and are traveling to the same destination. JTA staff help Rideshare groups with maintenance, emergencies, and other Rideshare program issues.

JTA also partners with the Washington Department of Transportation where customers can register with RideshareOnline.com and be matched with more than 25,000 commuters who want to share a ride within the Puget Sound region.



REGIONAL CONNECTIONS

JTA operates bus service that connects most communities in Jefferson County, as well as services to neighboring counties.

Clallam Transit

JTA makes connections with Clallam Transit at the Sequim Transit Center and at the Forks Transit Center.

Mason Transit

JTA makes a connection with Mason Transit at Triton Cove State Park.

Grays Harbor Transit

JTA makes a connection with Grays Harbor Transit at Amanda Park.

Kitsap Transit

JTA makes a bus connection with Kitsap Transit at the North Viking Transit Center in Poulsbo and a ferry connection at the Kingston Ferry Terminal.

Island Transit

JTA makes connections with Island Transit via the Washington State Ferry on the Port Townsend/Coupeville route.

Washington State Ferries

JTA makes connections with the Washington State Ferries in Port Townsend, Kingston, and Bainbridge Island (via Kitsap Transit).



FACILITIES & EQUIPMENT

Bus Stops & Shelters

JTA buses serve 246 bus stops in Jefferson, Clallam, and Kitsap Counties. 38 of these stops are equipped with passenger shelters.

Transit Centers

JTA owns and operates a multi-modal facility, including a 100-space park and ride, bike barn, electric vehicle chargers, administrative offices, and maintenance and operations facility located at 63 Four Corners Road in Port Townsend, WA.

JTA owns and operates Haines Place Park and Ride located in the heart of Port Townsend, WA. Haines Place serves as the starting and ending point for routes serving the east side of the county. Haines Place includes a 252-space and 7-ADA space parking lot for transit users, carpoolers, and community events. Bike lockers are available for rent.

JTA's west end service, Jefferson Transit Olympic Connection (JTOC), operates out of a facility leased from the Quillayute Valley School District in Forks. Fixed route start and end at the Forks Transit Center.



Bus Shelter on Ceder Ave. Port Hadlock



63 Four Corners- Administration Facility



Haines Place Park and Ride

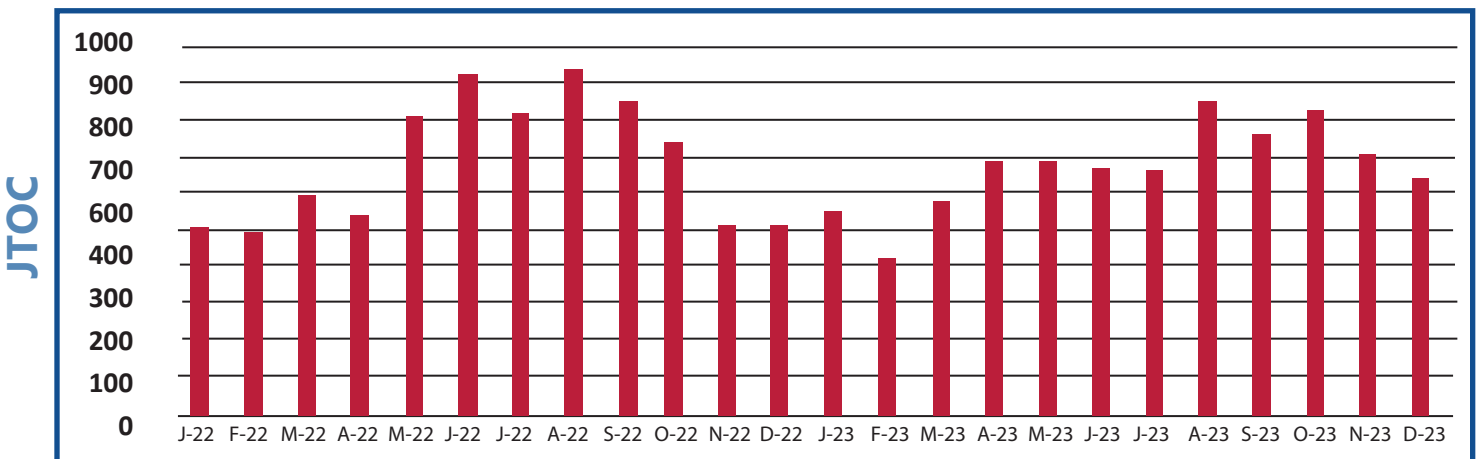
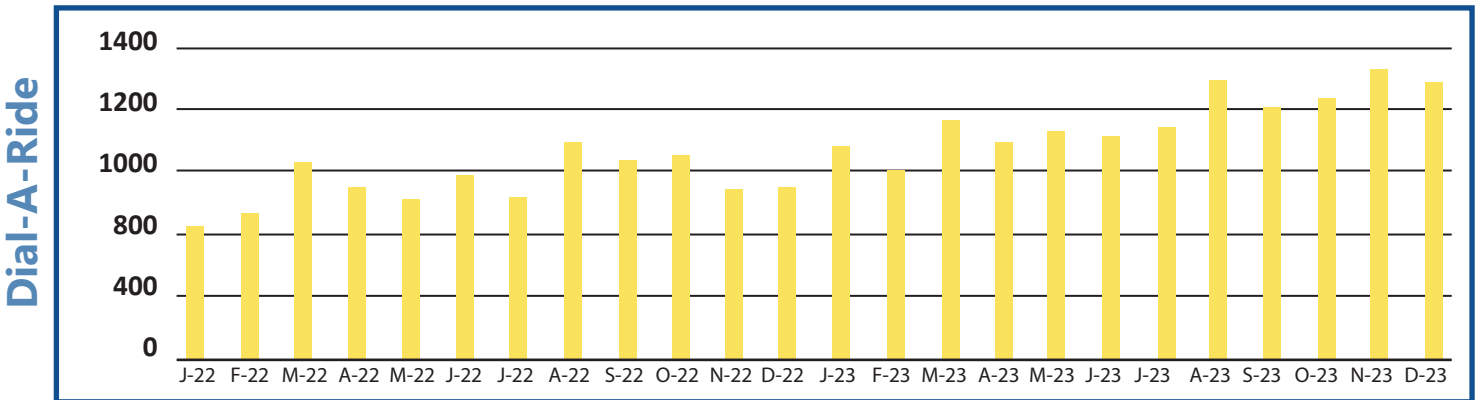
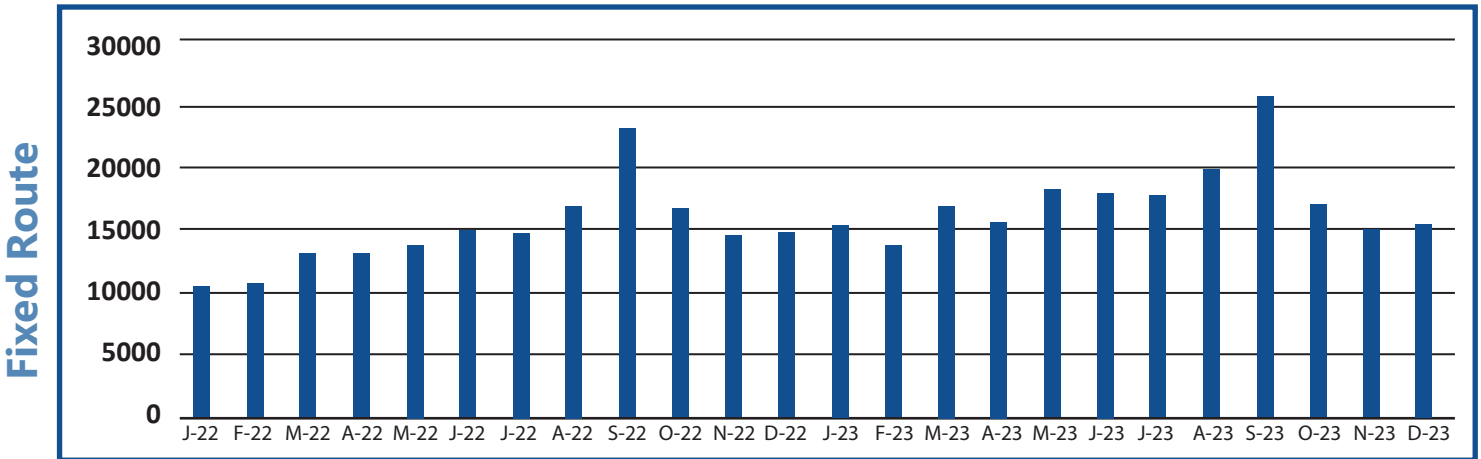


Quillayute Valley School District Bus Barn

2023 PERFORMANCE

SYSTEM PERFORMANCE

JTA ridership continued to grow steadily in 2023, with 224,294 total boardings on Fixed Route, Dial-A-Ride paratransit, and Jefferson Transit Olympic Connection (JTOC) service, representing an increase of approximately 18% from 2022. Average Fixed-Route weekday ridership was 676, and Saturday ridership averaged 462. Approximately 90% of JTA’s ridership is derived from fixed route boardings, 6% Dial-A-Ride boardings, and 4% is JTOC boardings.



Fixed-Route service was adjusted in June, after numerous surveys, comments, outreach events, and public meetings. The adjustments made added frequency during peak hours to better serve the community. The #4 Upper Sims Loop added additional trips to serve the 7th Haven affordable housing development; the #6 Tri-Area Loop added trips to serve riders in the county; and the #1 Brinnon adjusted service times to accommodate youth riders going to school.

Overall operating statistics for Fixed Route, Dial-A-Ride and JTOC in 2023 are shown in the table below:

Mode	Fixed Route	Dial-A-Ride	JTOC
Annual Revenue Miles	473,360.10	66,808	143,754
Annual Revenue Hours	17,582.78	5,878.82	4,647.50
Boardings	202,449	13,716	8,126

CAPITAL PROGRAM

Bus Yard Electrification

JTA undertook a significant initiative by installing a 480V three-phase electrical transformer to power electric bus charging equipment and infrastructure in their bus yard at 63 Four Corners Road. Charging infrastructure included one ChargePoint CPE250 plug-in bus charger, two Blink Series 6 single head chargers for staff use, and two Blink Series 8 dual head chargers for public use. This project not only reflects JTA’s commitment to sustainability but also a forward-thinking approach to modernizing fleet operations.

Server Upgrade

JTA underwent a complete server upgrade in 2023, bringing IT infrastructure up to date. This upgrade allowed streamlining of data management processes, improved network performance, and bolstered cybersecurity measures to safeguard sensitive information.

Expanding the Electric Bus Fleet

JTA took another stride towards sustainable transportation by placing the order for its second battery electric bus. This underscores the agency’s commitment to reducing its carbon footprint and embracing environmentally friendly transit options.

OTHER PROGRAMS

Salary Survey

JTA retained the services of Cabot Dow to conduct a comprehensive salary survey aimed at reviewing its current compensation structures. This was undertaken to ensure that JTA’s salary offerings remain competitive and equitable in the transportation industry. By engaging Cabot Dow, a firm renowned for its expertise in compensation analysis, JTA identified discrepancies and areas for improvement in its pay scales, thereby supporting the effort to attract and retain skilled employees. The survey’s findings informed the adjustments made to salaries in 2023, and ensured alignment with market standards and internal equity.

WSDOT Transportation Goals: How we did:

Economic Vitality

Connects Local Economies, Supports Tourism, Commuter Service

Preservation

Strict Vehicle Maintenance Schedule, Shelter Maintenance/Refurbishment, Regular Building Maintenance

Safety

Daily Service Monitoring, Collaborate with Law Enforcement, Cameras on all Buses

Mobility

Olympic Peninsula Hub, Rural Lifeline Routes, Rider Alert System

Environment

5-Star Envirostar Rating, Recycle Water, Idle Reduction Policy

Stewardship

WSDOT Coordination, Washington State Ferries Coordination, Neighboring Counties Coordination



AGENCY SUPPORTING ACTIVITIES

Recruitment

Recruiting and maintaining sufficient staff continued to be a challenge during 2023. JTA implemented numerous measures to position itself as an employer of choice in Jefferson County. Strategies included boosted posts on Facebook for job openings, advertisement through GlassDoor and other online recruiting websites, maintaining a competitive advantage by conducting a salary survey to review total compensation, implementing a longevity incentive, and continuing the Wellness Program. In 2023 Jefferson Transit hired 9 operators, 1 customer service clerk, 1 mechanic, and 2 dispatchers.

Climate Action Plan

JTA embarked on a collaborative journey with Peak Sustainability to develop a comprehensive Climate Action Plan. The goal of this plan is to assess current operations, identify areas for improvement, and implement targeted strategies to reduce greenhouse gas emissions, enhance energy efficiency, and promote sustainable practices throughout operations.

Microsoft 365 Platform

In 2023, Dailey Computers completed the implementation of Microsoft 365 collaboration platform “Teams”. This platform provides the foundation for a suite of collaboration tools that enhance the agency’s ability to communicate and coordinate.

Fleet

In 2023, JTA owned, operated, and maintained 16 buses, 8 paratransit vehicles, and 4 cutaway-style buses for Jefferson Transit Olympic Connection (JTOC) service. JTA added its first battery-electric bus to its fleet in June of 2023. The remainder of the bus fleet is comprised of both 29-foot and 35-foot biodiesel buses, including one trolley-style bus. The average age of the bus fleet is 7 years. Innovations within the fleet include passive restraint systems being introduced on all new buses, on-board bicycle racks, ADA-compliant audible destination displays, and continued use of a 5% biodiesel mixture in all diesel buses. Total vehicles in service for all modes is 35.



2024-2029 PLANNING

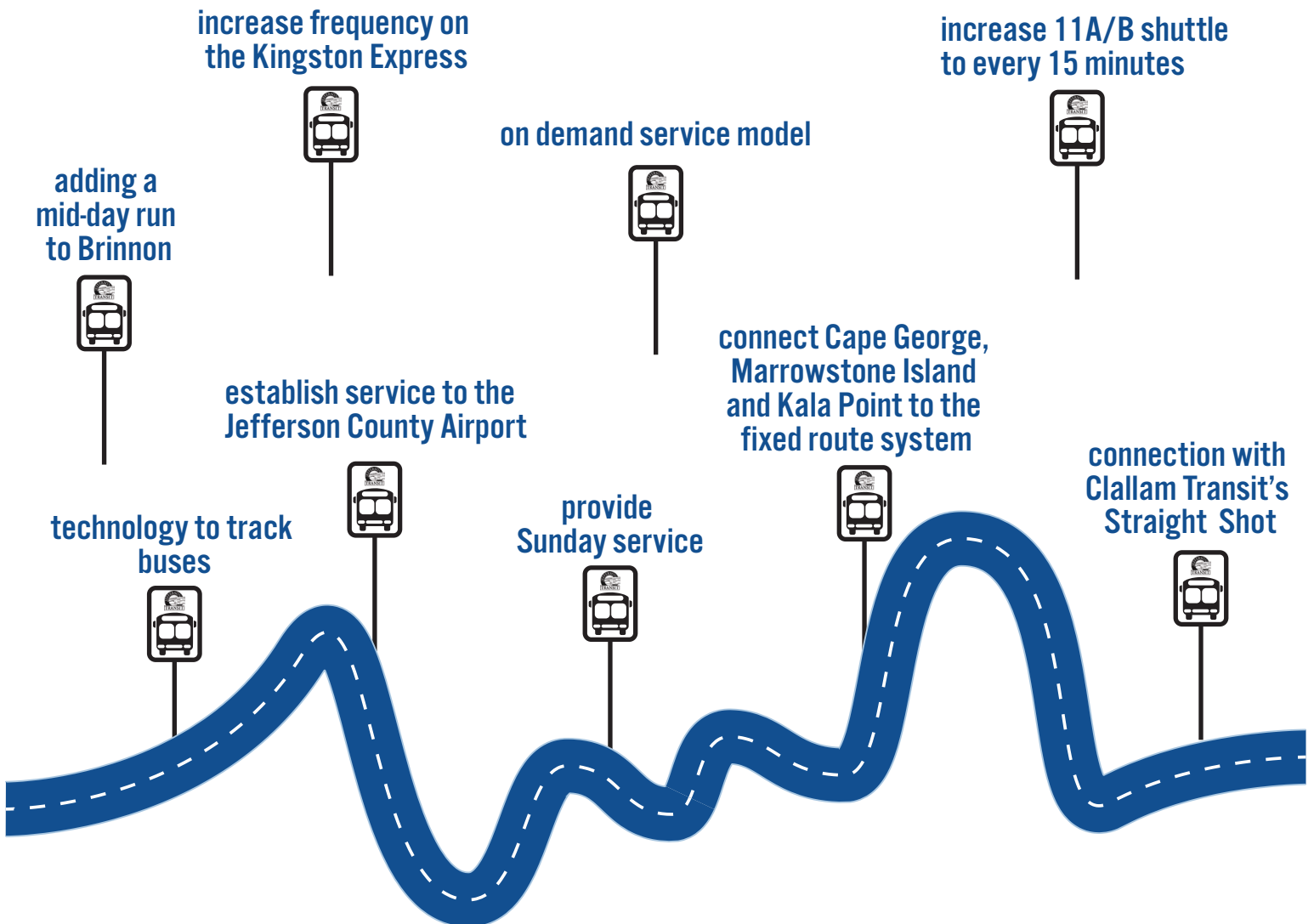
SERVICE (Required Element)

Transit Changes in 2024 and Beyond

JTA will spend 2024 and into 2025 conducting a comprehensive analysis of its entire operating system, the results of which will inform future service additions, route modifications and increased efficiencies.

This comprehensive analysis will explore potential service models not currently utilized by Jefferson Transit and will incorporate service requests from the community. Below is a sample of the most frequent requests.

Community Requests



2024-2029 WSDOT Goals: Moving Forward

Economic Vitality

Supporting local businesses by improving transit connections and promoting economic development through enhanced mobility options.

Preservation

Regularly maintaining and upgrading transit infrastructure to ensure reliable and efficient service.

Safety

Implementing advanced safety features in new buses and enhancing driver training programs to ensure passenger and pedestrian safety.

Mobility

Expanding service routes and increasing frequency to improve access and reduce wait times, particularly in underserved areas.

Environment

Transition to a zero-emission fleet, contributing to cleaner air and reduced greenhouse gas emissions.

Stewardship

Involving the community in planning and decision-making processes to ensure transit services meet local needs and expectations.

FLEET

JTA is committed to transitioning to a zero-emission fleet by replacing older diesel buses with battery-electric vehicles (BEVs) as they reach their Useful Life Benchmark (ULB). Additionally, the agency is expanding its fleet with new zero-emission vehicles to meet growing service demands. This strategic approach ensures a cost-effective and timely transition to sustainable transportation.

For detailed budget projections and further information, please refer to the full Capital Improvement Plan (CIP).

Planned Vehicle Orders	2024	2025	2026	2027	2028	2029
Expansion Cutaways	0	0	0	0	0	0
Expansion Large Transit Electric Coaches	0	0	0	1	0	0
Expansion Rideshare Vans	0	0	0	0	0	0
Expansion Electric DR Vehicles	0	0	1	0	1	0
Expansion Service Vehicles	0	0	0	0	0	0
Replacement DAR Cutaway Vehicles	1	0	0	0	1	0
Replacement Electric DAR Vans	0	1	1	1	1	0
Replacement Large Transit Electric Coaches	0	1	2	1	0	0
Replacement Medium-Duty Cutaways	1	0	0	0	0	0
Replacement Rideshare Vans	0	1	1	0	0	1
Replacement Service Vehicles	0	0	0	0	0	0

CAPITAL IMPROVEMENT & EXPANSION (Required Element)

Zero Emissions Transition

Following the completion of an Electric Vehicle Feasibility Study in 2021, JTA began taking steps towards a more sustainable future. The insights and data from the study provided a baseline to begin the transition to zero-emission buses. With a clear vision in place, 2022 saw the agency ordering its first battery electric bus and commencing the engineering work required to electrify the bus yard at 63 Four Corners Road. This initial phase laid the foundation for a greener transit system, demonstrating Jefferson Transit's commitment to reducing its environmental impact.

By 2023, these efforts bore fruit as the new 480V transformer was installed, along with a ChargePoint CPE250 plug-in bus charger, as well as the delivery of the eagerly anticipated electric bus. This milestone marked a major achievement in JTA's sustainability initiatives. However, integrating a new technology comes with its own unique challenges, and this first electric bus has faced some hurdles in the journey of being able to use it regularly. Learning to manage cold weather charging and range issues, coupled with warranty repairs needed by the manufacturer, the electric bus has spent very little time in service. Despite these obstacles, the agency remains determined to resolve any further issues and utilize the bus in regular service, ensuring that the benefits of clean energy transportation are realized.

Looking ahead to 2024 and beyond, JTA's vision for a zero-emission fleet continues to unfold. With two more electric buses on order, the agency is expanding its commitment to environmentally friendly transit solutions. Plans to install inductive charging in the bus yard and to incorporate electrification into the redesign of the Haines Place Transit Center further emphasize their dedication to sustainable growth. These strategic initiatives not only highlight the agency's role as a leader in green transportation in Jefferson County but also pave the way for a more resilient and eco-friendly transit system for the community and all who visit it.

Haines Place Transit Center Redesign

In 2024, JTA will undertake the first phase of a significant redesign of its Haines Place Transit Center to enhance its capacity and service capabilities. This project will be geared towards accommodating additional buses in the bus loop in order to facilitate expanded service, aligning with the growing public transportation demands in the community. One of the pivotal elements of the redesign includes the integration of electric bus and vehicle charging systems both in the bus loop and the park and ride, marking a substantial step towards sustainable and eco-friendly transportation solutions. This will underscore Jefferson Transit's commitment to modernizing its infrastructure while promoting environmental sustainability.

Additionally, the redesign will prioritize multimodal forms of transportation. This includes the installation of E-bike charging stations to support and encourage the use of electric bicycles, further enhancing the transit center's role as a hub for sustainable transportation.

As part of the comprehensive upgrade, special attention will be paid to constructing modern bus shelters to provide riders with improved comfort and protection from the elements. This multifaceted approach ensures that the Haines Place Transit Center will better serve the community's current and future transportation needs.



CAPITAL PRESERVATION & REPLACEMENT (Required Element)

JTA will take on several capital preservation and replacement projects in the 2024-2029 time period, detailed below:

- Haines Place Transit Center: Asphalt sealcoat and parking striping refresh, to be completed in summer of 2024.
- 63 Four Corners Maintenance and Operations Facility: Replace wash bay cover and install new security cameras.
- County wide: Refurbish and replace bus shelters, as needed.

Third Maintenance Bay

JTA is poised to enhance its operational capacity by constructing a third maintenance bay at its facility located at 63 Four Corners Road. This expansion is a strategic move to accommodate the increasing demands of the region's growing population and the corresponding need for more robust public transportation services. The project will be managed utilizing Barker Creek Consulting as the Owner's Representative. The new bay will provide the necessary space and resources to service a larger number of vehicles, ensuring that the fleet remains in optimal condition to meet the community's needs.

The addition of the third bay will streamline JTA's maintenance operations. With the extra space, the facility can handle more routine maintenance tasks simultaneously, reducing vehicle downtime and enhancing overall efficiency. This is crucial as JTA prepares to expand its fleet, especially with new electric bus technology, and incorporates more buses to cover future service expansion and frequency. By minimizing delays and ensuring that all vehicles are well-maintained, the transit authority can provide more reliable and timely service to passengers.

Moreover, the expanded maintenance capacity aligns with JTA's goals to introduce new services and routes that better connect the community. The additional bay will enable the facility to support a broader range of vehicles, including those designed for new, specialized services such as microtransit and environmentally friendly electric vehicles. This infrastructure enhancement underscores Jefferson Transit's commitment to sustainability and innovation, paving the way for a modern, efficient, and comprehensive public transportation system that meets the evolving needs of its riders.

Facilities Maintenance Building

JTA is expanding its infrastructure with the construction of a new Facilities Maintenance building and a driver training area on the adjoining property at 111 Four Corners Road. This is a strategic enhancement to current operations, providing the facilities department a dedicated space to refurbish bus shelters and securely store equipment. By centralizing these activities in a dedicated building, JTA will increase the efficiency and quality of its maintenance operations, ensuring that public transportation amenities remain in top condition.

The expansion of the existing driver training area will be a crucial component of this project, designed to offer a designated space for driver training and testing activities. Currently, driver training sessions are held in the bus parking yard, which can disrupt regular operations and limit training efficiency. The expanded training area will mitigate these issues, providing a safe, controlled environment where drivers can receive comprehensive training without interfering with daily transit operations. This will not only enhance the quality of training but also improve the overall safety and readiness of drivers.

Lastly, the new Facilities Maintenance building and training area reflect JTA’s commitment to operational excellence and continuous improvement. By investing in this infrastructure, JTA is ensuring that the facilities department has the necessary resources to maintain high standards in public transit infrastructure, while also prioritizing the development and preparedness of its drivers. These enhancements support the mission to provide reliable, safe, and efficient transportation services to the community, meeting both current and future demands.

OTHER PROGRAMS

Paratransit/Demand Response Software

JTA will begin the procurement process in 2024 to select a new, innovative paratransit software aimed at streamlining its operations. This system will enhance the efficiency of scheduling and dispatching services, ensuring a more reliable and user-friendly experience for passengers with disabilities and support automatic vehicle location systems and external applications for riders. By automating tasks and optimizing route planning, the software will help reduce wait times, improve on-time performance, and provide real-time updates to both riders and drivers.

New Website

JTA will unveil a newly designed website in late 2024 which will enhance the user experience and provide more accessible and comprehensive information. The revamped site will feature a modern, intuitive interface with streamlined navigation for both desktop and mobile experiences and support rider facing technologies. Enhanced accessibility features will better serve riders with disabilities.

VOIP System

JTA will procure a new Voice Over Internet Protocol (VOIP) system to modernize its communication infrastructure. This system will replace outdated phone lines with a more reliable and versatile internet-based solution, facilitating clearer and more efficient communication across all departments and the public.

Comprehensive Operation Analysis (COA)

JTA will launch a Comprehensive Operation Analysis (COA) to evaluate and optimize its operational efficiencies and service needs. This comprehensive study will provide valuable insights into the current performance of JTA's transit services and help forecast future demands. By analyzing various aspects such as ridership patterns, service coverage, and operational costs, the COA aims to recommend improvements that enhance service reliability and responsiveness. Ultimately, the COA will guide JTA in making informed decisions to better meet the evolving transportation needs of the community.

Technology

JTA is exploring several new technologies to integrate into the agency that will enhance the rider's experience. By incorporating a mobile app passengers will be able to easily find nearby bus stops, receive travel alerts, and get real-time departure and arrival information that will assist with trip planning. Implementing a bus tracker will allow passengers to track buses in real time. This technology will reduce uncertainty, minimize wait times, and provide a stress free travel experience.

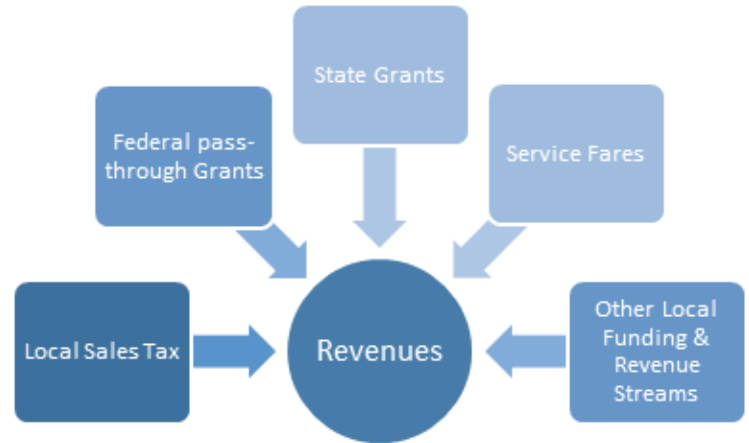
JTA will procure fixed route intelligent transportation system (ITS) software to enhance both internal and public facing needs. The ITS technology will improve bus scheduling and management while providing up-to-date information, such as real-time bus location and arrival time, to riders.

FINANCIAL PLAN (Required Element)

OPERATING FINANCIAL PLAN

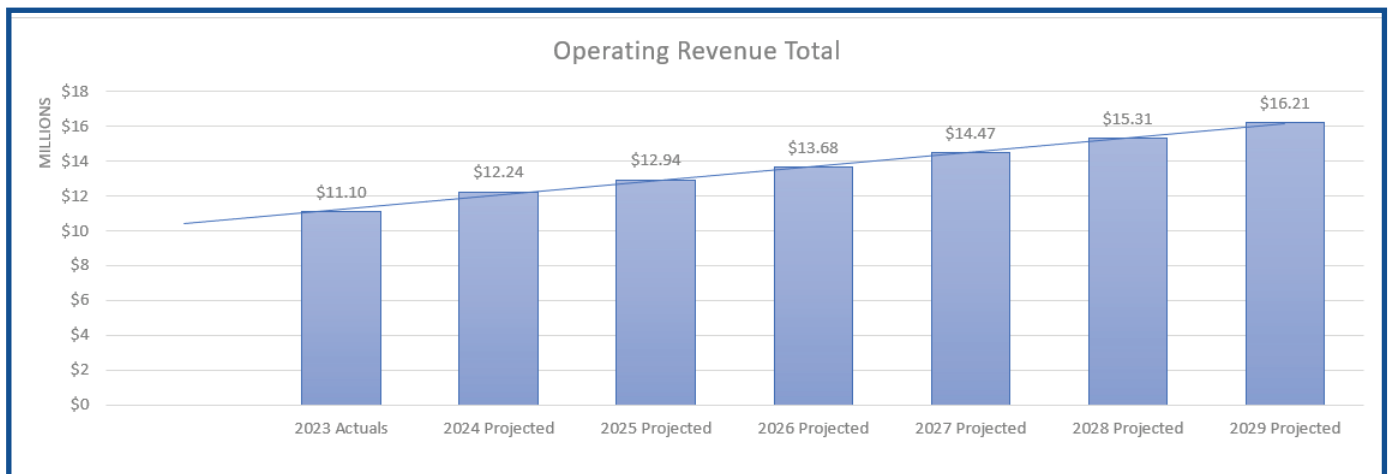
Revenues

JTA's revenue sources are diverse, with local sales tax revenue, at its legislative maximum, being the primary contributor, providing approximately 75% of the annual revenue. The remaining ~25% comes from a combination of state and federal pass-through grant funding, local funding sources, service fares, and other revenue streams. This mix of funding sources ensures that JTA can maintain and enhance its transit services, despite the variable nature of sales tax income. The strategic use of grant funding, particularly from state and federal sources, plays a crucial role in supporting JTA's operations and expansions.



JTA is currently zero fare on all services. In March 2020, the JTA Board implemented zero fares across all routes and services to reduce contact between the general public and transit personnel. In April 2022, the Board passed a Fare Policy resolution that made zero-fare standard on regular routes (excluding express and premium labeled routes) and for all passengers 18 years of age and younger, regardless of the type of service. In December 2023, the Board approved the Kingston Express route to be zero fare in 2024.

JTA projects its revenues for 2024-2029 based on several key assumptions. With the continuation of the zero-fare policy initiated in 2023, no fare revenues are projected. Sales tax revenue is anticipated to grow at an average annual rate of 7%, reflecting the five-year historical average. State and Federal Operating Funding will remain a significant source of revenue. Investment interest rates are projected to decrease by approximately 2% and stay consistent over the next five years, as forecasted by the US Treasury. Overall, revenue is expected to increase by 19% (as budgeted) in 2024, followed by a 3% annual increase in subsequent years to keep pace with inflation.



Annual Revenues	2023 Actuals	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Operating Revenue							
Passenger Fares	\$ 18,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Transit Fares	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenue Subtotal	\$ 18,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenues							
Sales Tax	\$ 7,740,773	\$ 8,282,628	\$ 8,862,411	\$ 9,482,780	\$ 10,146,575	\$ 10,856,835	\$ 11,616,814
External Operating Subsidies							
Local Grants & Contrib	\$ 18,855	\$ 22,437	\$ 23,111	\$ 23,804	\$ 24,518	\$ 25,254	\$ 26,011
State Grants & Contrib	\$ 1,406,842	\$ 1,674,141	\$ 1,724,366	\$ 1,776,097	\$ 1,829,380	\$ 1,884,261	\$ 1,940,789
Federal Grants & Contrib	\$ 1,087,735	\$ 1,294,405	\$ 1,333,237	\$ 1,373,234	\$ 1,414,432	\$ 1,456,864	\$ 1,500,570
Investment Income	\$ 823,318	\$ 963,282	\$ 992,180	\$ 1,021,945	\$ 1,052,604	\$ 1,084,182	\$ 1,116,707
Interest Paid on Capital Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Non-operating Revenues	\$ 3,812	\$ 4,537	\$ 4,673	\$ 4,813	\$ 4,957	\$ 5,106	\$ 5,259
Non-Operating Revenues Subtotal	\$ 11,081,335	\$ 12,241,430	\$ 12,939,978	\$ 13,682,674	\$ 14,472,465	\$ 15,312,502	\$ 16,206,151
Operating Revenue Total	\$ 11,099,518	\$ 12,241,430	\$ 12,939,978	\$ 13,682,674	\$ 14,472,465	\$ 15,312,502	\$ 16,206,151

Washington Initiative 2117 (I-2117) aims to repeal the 2021 Climate Commitment Act (CCA), which established a cap-and-invest program to reduce greenhouse gas emissions. If successful, the repeal of I-2117 will impact the allocation of state funds, particularly those supporting public transit agencies like Jefferson Transit.

Impact of Repeal on Jefferson Transit:

State Grant Funding: In 2023, 37% of Jefferson Transit's state grant funding came from CCA funds, which were crucial in securing matching consolidated grants. These grants supported additional services implemented in June 2023, including extra trips on specific routes and increased ADA demand response services, adding an additional service day.

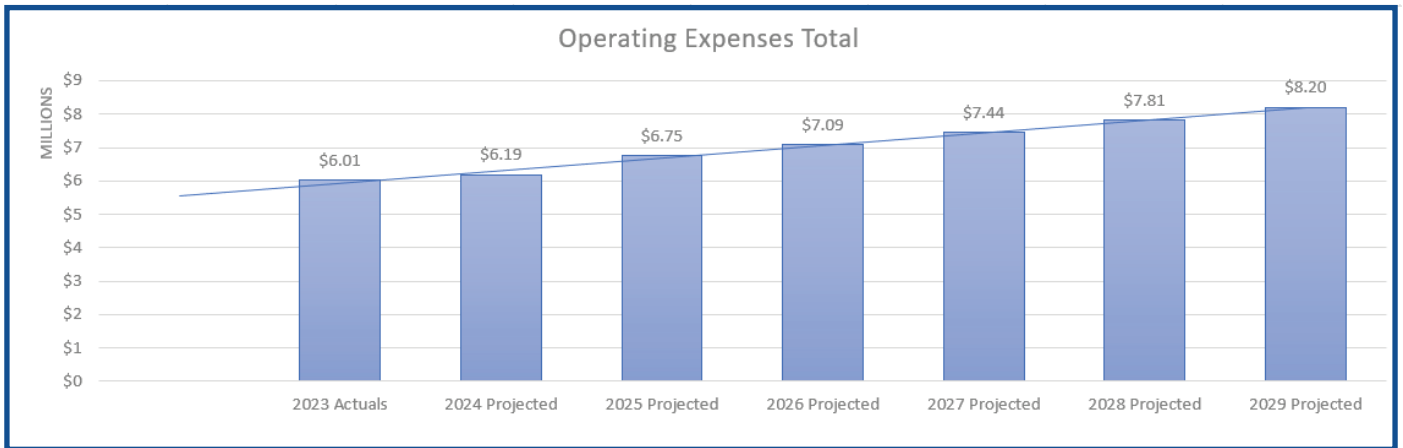
Financial Challenges: Without CCA funds, securing similar grant awards will be more challenging, potentially affecting the sustainability of these expanded services. Jefferson Transit received approximately \$2.5 million from CCA/Move Ahead Washington programs since 2022 and anticipates an additional \$2.5 million for the 2025-2027 biennium, contingent on the CCA's continuation.



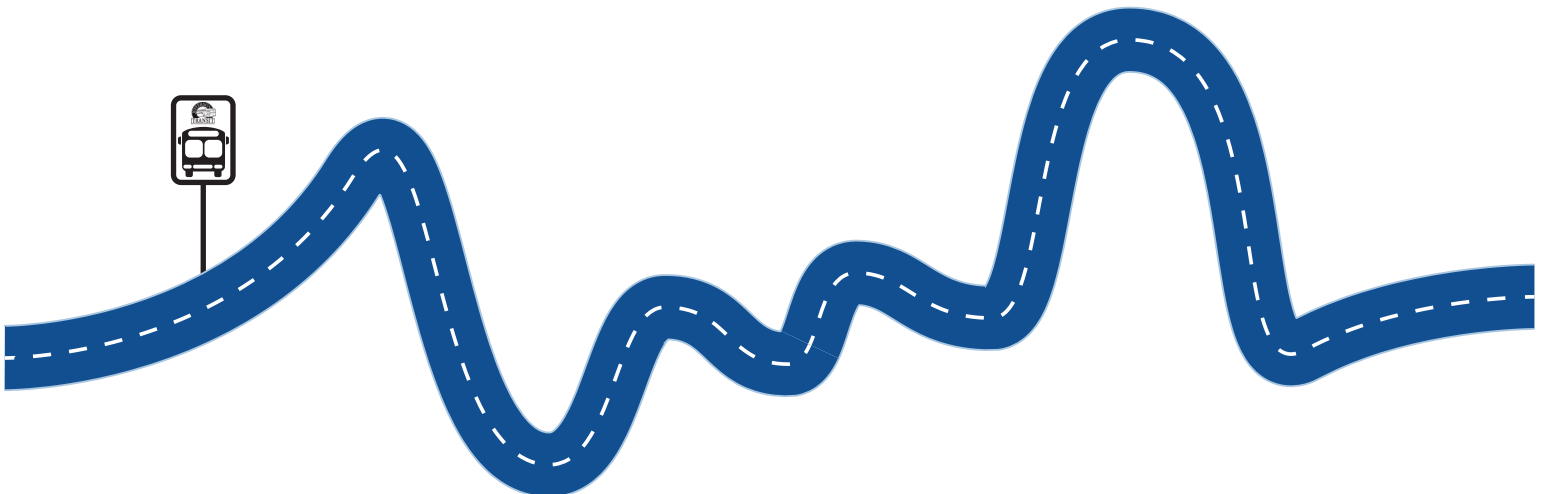
Expenses

JTA projects a steady increase in operating expenses for the years 2024-2028. The 2024 budget reflects a 3% increase over 2023. For 2025, a more substantial rise in expenses is expected, estimated between 7-9%, due to anticipated contract negotiations, additional staffing, and service increases.

Subsequent years, from 2026 to 2029, will see an annual increase of 5% to account for service expansion and the introduction of new service models and rider facing technologies (including bus tracking mobile applications.) These projections underscore the ongoing financial planning required to support the agency's operations and growth.



Operating Expenses	2023 Actuals	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Operating Expenses							
Operations	\$ 2,813,305	\$ 2,897,704	\$ 3,158,497	\$ 3,316,422	\$ 3,482,243	\$ 3,656,356	\$ 3,839,173
HPTC	\$ 38,298	\$ 39,447	\$ 42,997	\$ 45,147	\$ 47,404	\$ 49,774	\$ 52,263
Kingston	\$ 158,236	\$ 162,983	\$ 177,652	\$ 186,535	\$ 195,861	\$ 205,654	\$ 215,937
Maintenance	\$ 1,946,416	\$ 2,004,809	\$ 2,185,241	\$ 2,294,503	\$ 2,409,229	\$ 2,529,690	\$ 2,656,174
Administrative Expenses	\$ 1,055,333	\$ 1,086,993	\$ 1,184,822	\$ 1,244,063	\$ 1,306,267	\$ 1,371,580	\$ 1,440,159
Operating Expenses Total	\$ 6,011,588	\$ 6,191,936	\$ 6,749,210	\$ 7,086,671	\$ 7,441,004	\$ 7,813,054	\$ 8,203,707



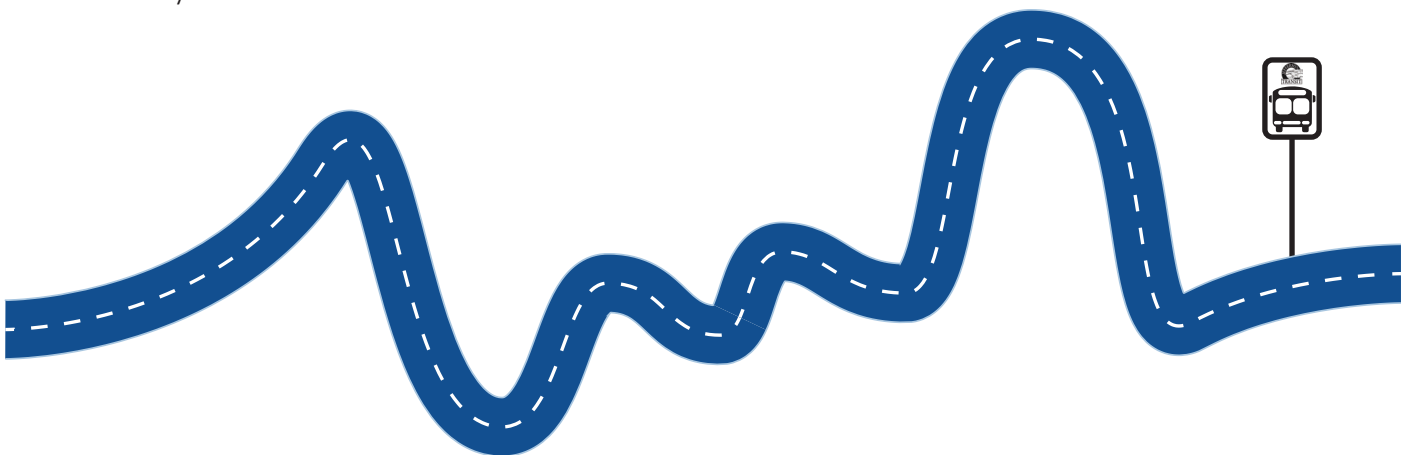
CAPITAL FINANCIAL PLAN

JTA's Capital Improvement Plan (CIP) priorities for 2024-2029 emphasize maintaining a State of Good Repair for fleet, facilities, and technology. This includes ensuring vehicles, infrastructure, and technological systems are updated and functioning optimally to meet operational needs and service quality standards. The CIP also commits to executing local capital projects that enhance service delivery and operational efficiency, including the addition of a third maintenance bay to support electric vehicle maintenance, a new facilities maintenance building, and a redesign of the HPTC park and ride to accommodate service expansions and EV infrastructure.

A key focus of the CIP is the integration of environmentally friendly service infrastructure and sustainable service models. This initiative aims to reduce the environmental impact of transit operations through the transition to alternative fuel vehicles, such as battery electric and other zero-emission fleet vehicles. To support this transition, JTA plans to secure external capital funding to install necessary infrastructure, such as charging stations and maintenance facilities tailored for zero-emission vehicles. The plan also includes a comprehensive analysis of the current system and service models to identify potential service changes and expansions.

The CIP outlines the necessity for increased capital spending between 2024-2029. This funding will support the replacement and expansion of the bus fleet, including large transit electric coaches and DAR cutaway vehicles, as well as facility expansion and upgrade projects. Capital expenditures for large transit vehicles will involve replacing existing fleet vehicles based on the replacement schedule and adding one expansion vehicle every four years. Additionally, there are planned investments for electric paratransit and demand response vans. The planned Comprehensive Operation Analysis (COA) will provide crucial insights into operational efficiencies and future service needs, helping JTA determine capital expenditures in the latter part of the CIP projected timeline and further into the future. It will influence decisions on the type and size of vehicles required to ensure the fleet meets evolving service models. These allocations underscore JTA's commitment to adopting environmentally friendly and sustainable service models, leveraging multiple funding sources including federal pass-through funds, state formula grants, and local contributions.

JTA is also planning for significant fleet technology upgrades to enhance operational capabilities and passenger safety. One of the key projects includes the replacement of the fleet-wide bus camera system. This upgrade aims to improve surveillance and security measures across the entire bus fleet, ensuring the safety of passengers and staff. In addition, JTA is upgrading a fleet-wide radio system upgrade to enhance communication clarity and expand service area coverage. This technological advancement will enable clearer and more reliable communication between drivers, dispatchers, and operational personnel, thereby improving response times and overall service efficiency. These CIP technology projects underscore JTA's commitment to modernizing infrastructure and providing safe, efficient transportation solutions to the community.



Capital Improvement Plan (CIP) Budget Projections

	2023 Actuals	Proposed 2024	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028	Proposed 2029
Expansion							
Facility							
New Facility Design/Construction	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
Misc. Capital							
Misc. Capital	\$ 47,712	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Office Furniture & Equipment							
ITS Improvements	\$ 67,111	\$ 395,000	\$ 185,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Other Building and Structures							
Passenger Amenities & Services	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Transit Base Improvement	\$ 260,859	\$ 823,930	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles							
Expansion Cutaways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expansion Large Transit Electric Coaches	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -
Expansion Rideshare Vans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electric DR Vehicles	\$ -	\$ -	\$ -	\$ 196,000	\$ -	\$ 196,000	\$ -
Service Equipment							
Maintain Equipment	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Service Vehicles							
Expansion Service Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expansion Total	\$ 375,683	\$ 1,348,930	\$ 2,315,000	\$ 376,000	\$ 1,480,000	\$ 376,000	\$ 180,000
Preservation							
Facility							
Transit Base Preserve & Upgrade	\$ 26,889	\$ 2,162,521	\$ -	\$ -	\$ -	\$ -	\$ -
Office Furniture & Equipment							
ITS Improvements	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
Other Building and Structures							
Passenger Amenities & Services	\$ 46,807	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Transit Base Preserve & Upgrade	\$ 31,692	\$ 897,000	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles							
DAR Cutaway Vehicles	\$ 316,241	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000	\$ -
Electric DAR Vans	\$ -	\$ -	\$ 98,000	\$ 98,000	\$ 98,000	\$ 98,000	\$ -
Large Transit Electric Coaches	\$ 980,995	\$ 1,300,000	\$ 2,600,000	\$ 1,300,000	\$ -	\$ -	\$ -
Medium-Duty Cutaways	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -
Rideshare Vans	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 150,000
Service Equipment							
Maintain Equipment	\$ -	\$ 69,100	\$ -	\$ -	\$ -	\$ -	\$ -
Service Vehicles							
Replacement Service Vehicles	\$ 60,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Preservation Total	\$ 1,463,018	\$ 5,898,621	\$ 2,828,000	\$ 1,528,000	\$ 128,000	\$ 578,000	\$ 180,000
Total Capital Expense	\$ 1,838,700	\$ 7,247,551	\$ 5,143,000	\$ 1,904,000	\$ 1,608,000	\$ 954,000	\$ 360,000
Preservation Total	\$ 1,463,018	\$ 5,898,621	\$ 2,828,000	\$ 1,528,000	\$ 128,000	\$ 578,000	\$ 180,000
Anticipated Capital Grant Revenues	\$ 1,005,200	\$ 4,718,897	\$ 2,262,400	\$ 1,222,400	\$ 102,400	\$ 462,400	\$ 144,000
Anticipated Capital Reserve Used	\$ 457,818	\$ 1,179,724	\$ 565,600	\$ 305,600	\$ 25,600	\$ 115,600	\$ 36,000

RESERVES AND FUND BALANCES

Jefferson Transit Authority Reserve Fund Policy Summary

Operating Reserve Fund

The Operating Reserve Fund is designed to maintain a consistent level of service by setting aside funds to cover fluctuations in operating and non-operating revenue or unexpected increases in operating costs. The fund aims to cover at least 25% of the annual operating expense budget and can hold up to 100% of the annual expense budget. This reserve is funded at year-end if revenues exceed expenses, ensuring contributions to other reserve funds and maintaining a minimum balance of one month's operating expenses.

Capital Reserve Fund

The Capital Reserve Fund is established to finance projects and items exceeding \$5,000 that are not covered by other funds, including vehicles, equipment, and major planning projects. The fund targets a minimum annual funding level of \$100,000, with a maximum funding level that includes the total required for the six-year Transit Development Plan (TDP) projects.

Unemployment Compensation Reserve Fund

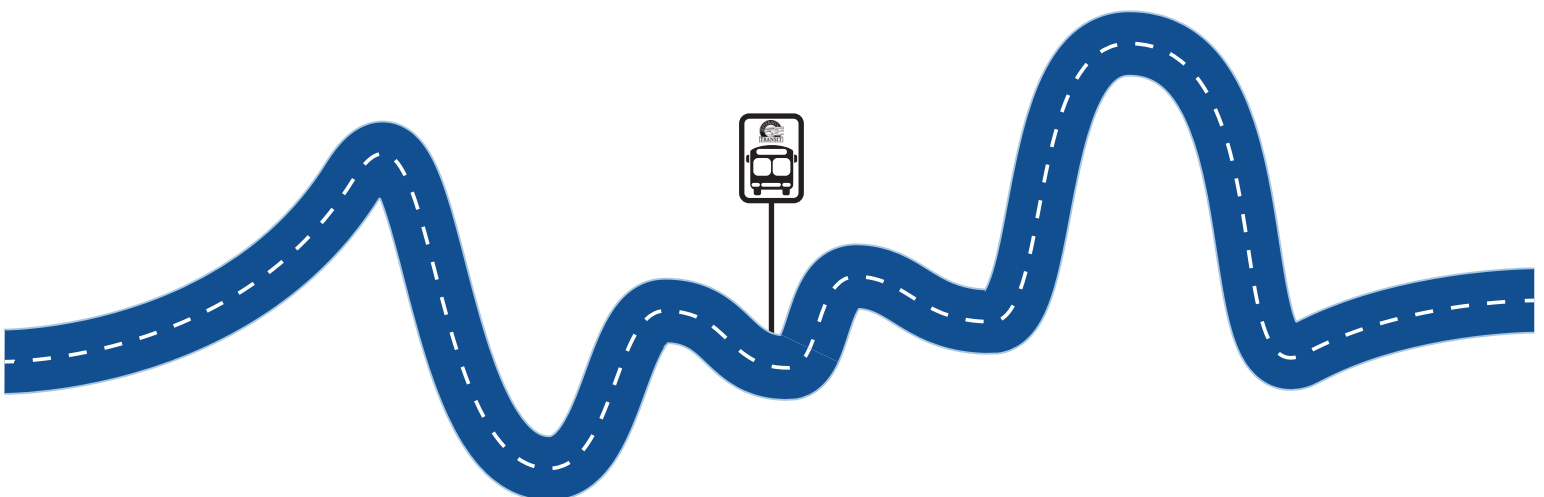
This fund is set up to pay for future unemployment claims in compliance with RCW 50.44.060. It is calculated based on the DES Tax Rate Calculator tool rate and taxable wages. The fund balance is reviewed and adjusted annually, with quarterly contributions restoring any funds used for unemployment compensation.

Revenue Vehicle Reserve Fund

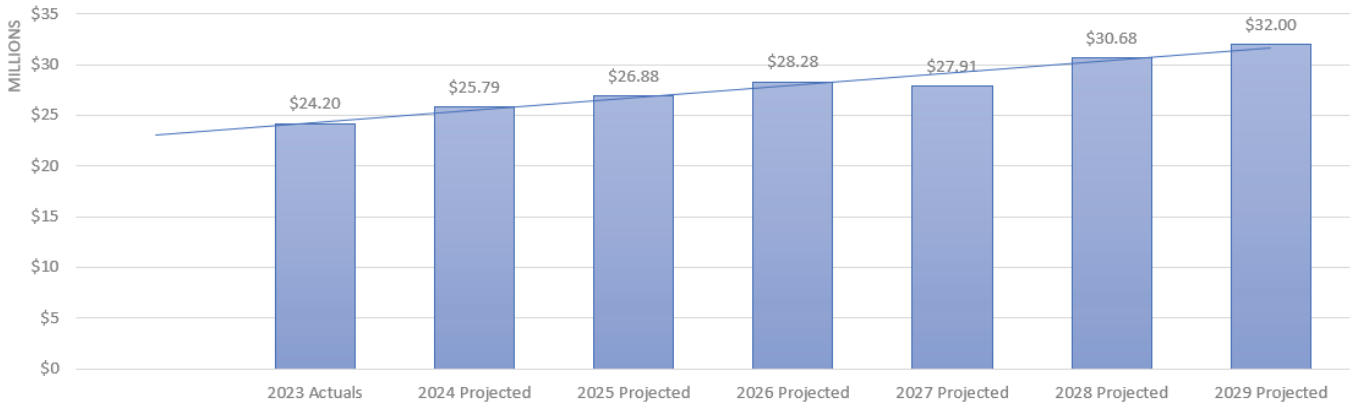
The Revenue Vehicle Reserve Fund allocates funds for the purchase of revenue vehicles, aiming to support the purchase of a full-size bus every four years, along with vanpool vans and demand response vehicles as needed. The maximum annual funding level for this reserve is \$250,000. It is funded at year-end if revenues exceed expenses, ensuring contributions to other reserve funds and maintaining an adequate Operating Reserve Fund balance.

Information Technology Reserve Fund

This fund is dedicated to funding the purchase and replacement of information technology, ensuring resources are up-to-date. It aims to replace staff PCs and laptops every three years and servers every seven years. The maximum annual funding level is \$25,000, with a total reserve cap of \$250,000. This reserve is funded at year-end if revenues exceed expenses, after contributions to other reserves and ensuring the Operating Reserve Fund balance is adequate.



Reserve & Fund Balance Total



Reserve & Fund Balances	2023 Actuals	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Ending Balances, Dec 31							
Operating	\$6,603,218	\$7,652,796	\$7,827,434	\$8,308,324	\$8,822,858	\$9,373,429	\$9,962,598
Capital	\$1,544,894	\$1,790,454	\$1,831,312	\$1,943,822	\$2,064,203	\$2,193,015	\$2,330,857
Operating Reserve	\$5,748,315	\$6,662,007	\$6,814,035	\$7,232,665	\$7,680,583	\$8,159,873	\$8,672,764
Capital Reserve	\$9,530,805	\$8,795,583	\$9,496,258	\$9,828,638	\$8,311,797	\$9,858,462	\$9,871,544
IT Reserve	\$125,000	\$144,869	\$148,175	\$157,278	\$167,018	\$177,441	\$188,594
Vehicle replacement Reserve	\$625,000	\$724,343	\$740,873	\$786,390	\$835,091	\$887,203	\$942,968
Unemployment Reserve	\$21,524	\$24,945	\$25,514	\$27,082	\$28,759	\$30,554	\$32,474
Reserve & Fund Balance Total	\$24,198,756	\$25,794,998	\$26,883,601	\$28,284,198	\$27,910,309	\$30,679,977	\$32,001,800

