

AGENDA
INTERCITY TRANSIT AUTHORITY - CITIZEN ADVISORY COMMITTEE
JOINT MEETING
September 21, 2011
5:30 P.M.

CALL TO ORDER

- | | | |
|------------|--|----------------|
| 1. | APPROVAL OF AGENDA | 1 min. |
| 2. | INTRODUCTIONS | 10 min. |
| 3. | PUBLIC COMMENT
<i>Public Comment Note: This is the place on the agenda where the public is invited to address the Authority on any issue. The person speaking is requested to sign-in on the General Public Comment Form for submittal to the Clerk of the Board. When your name is called, step up to the podium and give your name and address for the audio record. If you are unable to utilize the podium, you will be provided a microphone at your seat. Citizens testifying are asked to limit testimony to three minutes.</i> | 5 min. |
| 4. | DIAL-A-LIFT MARKET RESEARCH RESULTS
<i>(Emily Bergkamp; Meg Kester; Jon Canapary)</i> | 45 min. |
| 5. | ANNIVERSARY QUESTIONNAIRE RESULTS <i>(Meg Kester)</i> | 25 min. |
| 6. | 2011 CAC SELF-ASSESSMENT RESULTS <i>(Steve Abernathy)</i> | 20 min. |
| 7. | PROPOSED CAPITAL PROGRAM 2012 THROUGH 2017 <i>(Ben Foreman)</i> | 30 min. |
| 8. | 2012-2017 STRATEGIC PLAN - DISCUSSION OF MAJOR ISSUE AREAS <i>(Mike Harbour)</i> | 60 min. |
| 9. | AUTHORITY/CAC ISSUES | |
| 10. | MEETING EVALUATION | |

ADJOURNMENT

**INTERCITY TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE
AGENDA ITEM NO. 4
MEETING DATE: September 21, 2011**

FOR: Intercity Transit Authority and Citizen Advisory Committee

FROM: Emily Bergkamp, Dial-A-Lift Manager, 705-5893
Meg Kester, Marketing and Communications Manager, 705-5842
Jon Canapary, Corey, Canapary and Galanis Research

SUBJECT: Dial-A-Lift Market Research Results

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- 1) **The Issue:** Provide the results of the recent Dial-A-Lift market research to the Intercity Transit Authority and Citizen Advisory Committee (CAC).

 - 2) **Recommended Action:** Information and discussion.

 - 3) **Policy Analysis:** The Dial-A-Lift (DAL) Manager provides updates to the Authority annually on division activities, and more often as requested. Per the CAC Charter and requests of the CAC, the DAL Manager provides division updates to the CAC at least twice per year, and more often as requested.

 - 4) **Background:** On March 2, 2011, the Authority authorized a contract with Corey, Canapary and Galanis (CC&G), a professional market research company, to conduct a customer satisfaction survey and database analysis of the agency's DAL service. Several DAL telephone surveys took place in July 2011, as well as an analysis of the DAL database. Jon Canapary, CC&G, will provide a presentation summarizing the findings, share recommendations and answer questions. DAL Manager, Emily Bergkamp, and Marketing and Communications Manager, Meg Kester, will also be present for the discussion.

 - 5) **Alternatives:** N/A

 - 6) **Budget Notes:** The market research work is a planned part of the agency's 2011 budget. The work is anticipated to be completed within the \$20,000 budget.

 - 7) **Goal Reference:** Goal #1, *"Assess the transportation needs of our community."* Goal #2, *"Provide outstanding customer service."* Goal #4, *"Provide responsive transportation options."*

 - 8) **References:** Dial-A-Lift Customer Survey 2011 Executive Summary.



Dial-A-Lift Customer Survey 2011

Executive Summary

Survey conducted and report prepared by
Corey, Canapary & Galanis Research
447 Sutter Street
San Francisco, CA 94108

Introduction

Dial-A-Lift is a door-to-door, shared-ride public transportation service for people with disabilities that prevent them from using our regular bus service. Intercity Transit offers Dial-A-Lift service where and when regular fixed-route buses operate.

This report provides an objective evaluation of Intercity Transit's paratransit service through professionally administered market research in the form of rider surveys and client database analysis. The objectives of this research were to:

- Gather satisfaction ratings from clients;
- Identify potential service improvement areas;
- Better understand who uses Dial-A-Lift and how they use the service; and
- Establish baseline performance data for future comparisons.

The Dial-A-Lift survey took place from July 7-July 18, 2011, with a pre-test questionnaire conducted July 1, 2011. The survey method was chosen to provide unbiased, statistically valid data, collected by Corey, Canapary & Galanis, an independent research company. Key characteristics of the survey are:

- Random sample of 450 riders, segmented by ridership:
 - 375 frequent riders (who had ridden on Dial-A-Lift during the survey period)
 - 50 infrequent riders (who had not ridden during the past month, but had ridden Dial-A-Lift within the past year)
 - 25 non-riders (who had signed up and been certified for Dial-A-Lift but had never used the service)
- Most frequent riders had used the service within the previous two days.
- Survey was administered on the telephone by professional researchers.
- Questions elicited both objective information and subjective rider assessments.
- The survey was formulated in order to be a benchmark, so that future surveys can track rise/fall in satisfaction and ridership demographics.

For ease of understanding, the responses to some questions have been translated to scaled numeric scores. For example, in reporting on such questions as *Question 1* where respondents rated their feelings about the service as very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied, the responses were assigned the numbers of 4 to 1, respectively. Then the numeric scores for all the responses were added up and divided by the number of respondents, to compute an average score. Similarly, on questions where respondents rated service characteristics as excellent, good, only fair, or poor, the responses were assigned the numbers of 4 to 1, respectively, then averaged.

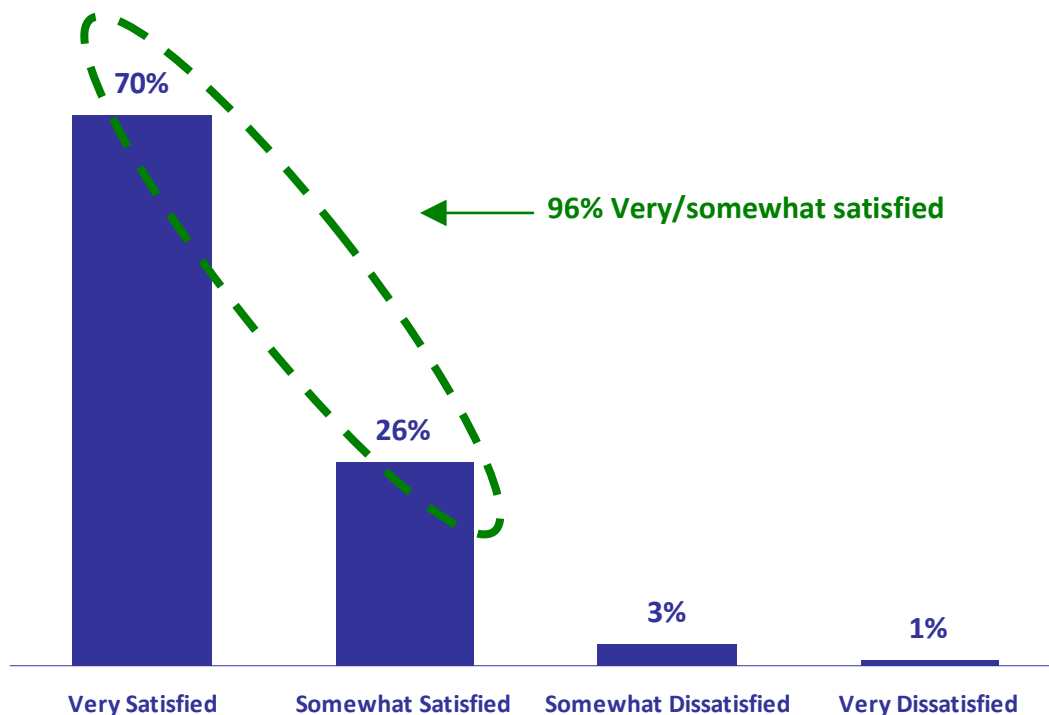
More details about the survey are included in the Technical Memorandum in the Appendix. The Appendix also includes the questionnaire used by the telephone surveyors, and the raw numbers of responses for each question are shown on the questionnaire. The questions asked on the survey were developed by Intercity Transit's Dial-A-Lift and Marketing & Communications staff, and members of the Corey, Canapary & Galanis research team.

In addition to the customer survey, a database analysis was also conducted. Reported in a separate section, this analysis discusses all riders in the Dial-A-Lift system as of July 13, 2011. This was done during the survey period so any analysis was contemporary to the customer survey (and the same general pool of customers was analyzed).

Executive Summary

Overall Satisfaction and Satisfaction/Rating Trends

- Riders are very satisfied with Dial-A-Lift overall. On a scale of “Very satisfied” (4) to “Very dissatisfied” (1), 96% of riders saying they were either “Very satisfied” (4) or “Somewhat satisfied” (3). This is a very high satisfaction rating.



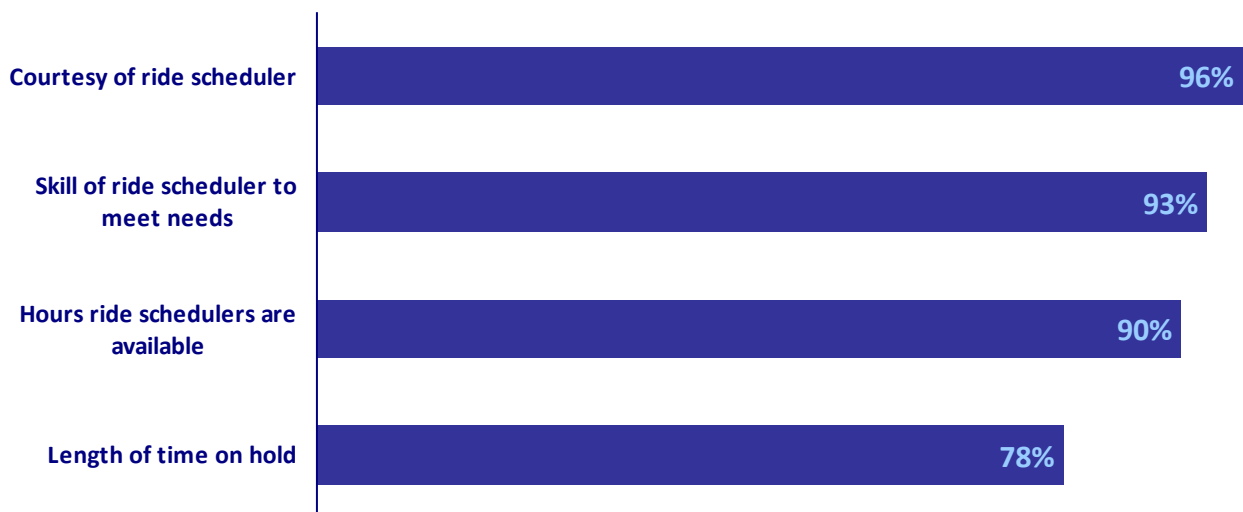
- Infrequent riders tended to be even more satisfied, with 98% saying they are very or somewhat satisfied (compared to 96% of frequent riders who are very or somewhat satisfied). A slightly higher satisfaction rating among infrequent riders is generally not unusual in transportation studies, generally speaking, as those riding more often are more likely to see imperfections than those who ride only occasionally.
- Those with a developmental/cognitive disability as their primary impairment tended to be somewhat less satisfied with Dial-A-Lift than other respondents. However, even among this group, 94% indicated they are very or somewhat satisfied.

On successive questions, including reservations, customer service, and the surveyed trip, riders were asked to use a 4-point scale, rating whether the trip or some part of the trip was “Excellent” (4) to “Poor” (1).

Making A Reservation

- Over the past month, 70% of respondents said they had called to make a reservation. As may be expected, frequent riders were more likely to have done so (75%) than infrequent riders (34%).

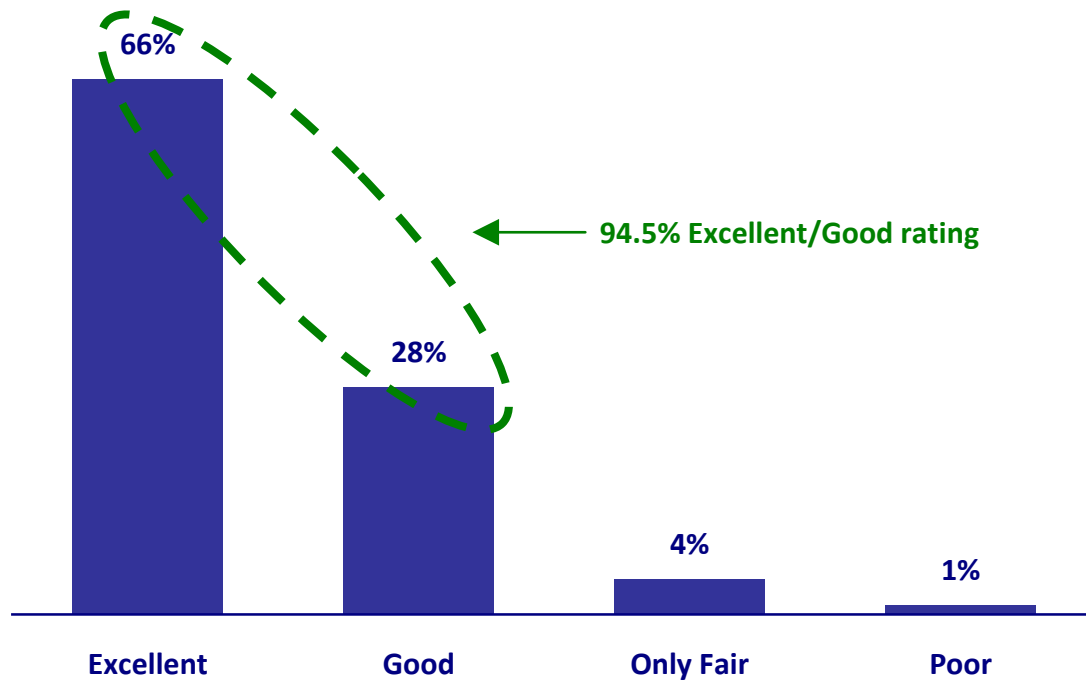
Percent rating attribute “Excellent” or “Good”



- Callers were most satisfied with attributes directly tied to DAL personnel. Notably, 96% of riders rated ride scheduler courtesy as excellent/good, and 93% said the ride scheduler’s skill in working to meet their reservation needs was excellent/good.
- Riders were somewhat less satisfied with the length of time on hold and scheduler availability. Only 78% of riders said the length of time on hold was excellent/good, although 90% said ride scheduler availability was excellent/good. (Note however, some technical difficulties with the phone system during the survey period, which increased the time on hold, may have contributed to this somewhat lower excellent/good percentage.)

Surveyed Trip

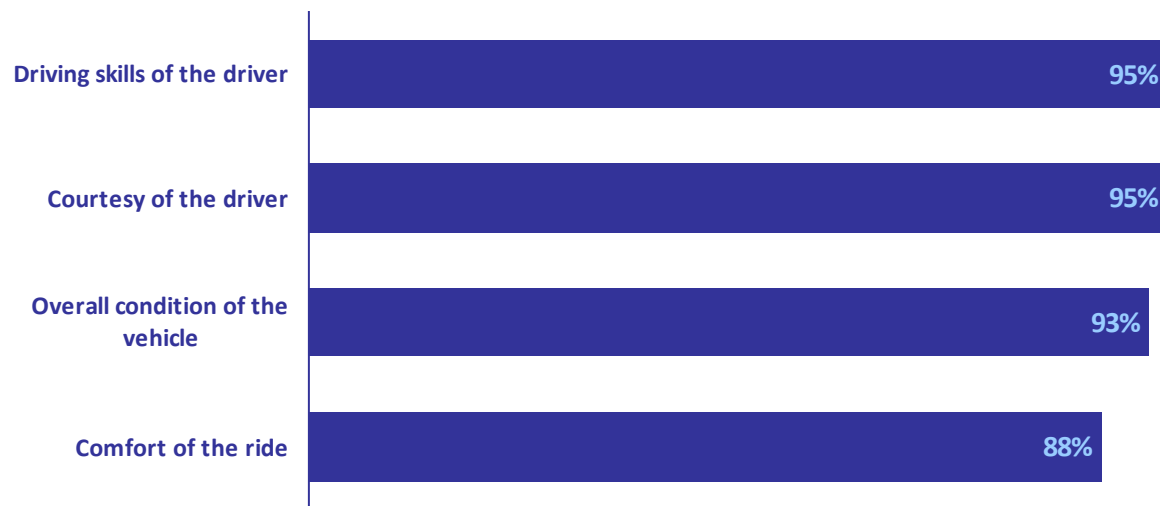
- Riders were generally positive about the surveyed trip, with 95% saying the surveyed trip was excellent/good.



- Those with a frailty/energy impairment as their primary disability rated overall trip satisfaction highest, with 98% saying the surveyed trip was excellent/good. Those with a primary impairment of a developmental/cognitive nature rated overall trip satisfaction lowest, although 88% of these riders still rated the surveyed trip as excellent/good.
- Almost all riders indicated that drivers picked them up on time and followed protocols.
 - Among those taking the surveyed trip, 89% said the driver arrived within the time window allotted (on time).
 - While about two-thirds (66%) said the driver got out of the vehicle and announced himself/herself at the door, most of those who said the driver did not do so (92%) indicated they were waiting outside or at the curb when the driver arrived.
 - While 45% of respondents said they needed help on at least some portion of the trip, almost all riders who indicated they needed help (98%) said the driver did help them.

- While trip-related ratings were all relatively high, riders tended to be most positive when asked about driver conduct/skills and less positive when asked about their comfort or seat belt conditions. Respondents were very positive about driver-related attributes, with 95% saying the courtesy of the driver and 91% saying the driving skills of the driver were excellent/good. By comparison, 88% of riders said the comfort of the ride, as well as the condition and ease of use of seat belts, was excellent or good.

Percent rating attribute “Excellent” or “Good”

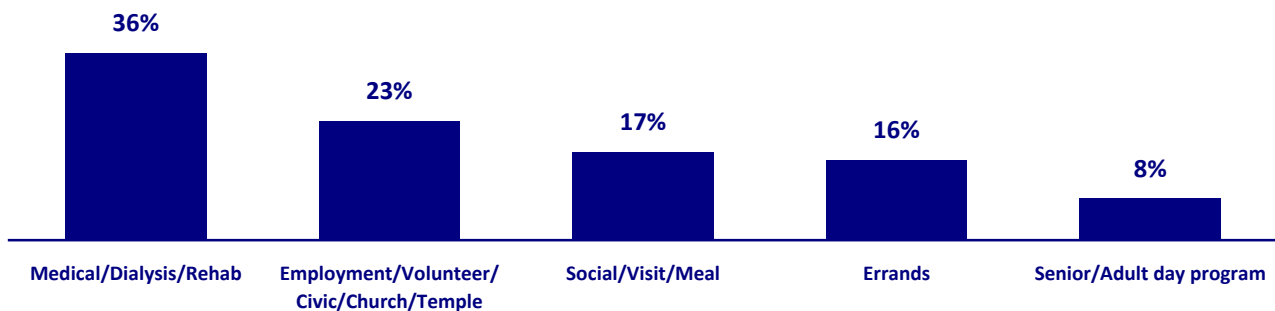


Calling DAL Customer Service

- Among all respondents, 19% indicated they had called customer service in the past month for a reason other than reserving a ride. Frequent riders (20%) were twice as likely to do so as infrequent riders (10%).
- The most common reasons given for calling customer service were no-show/cancellation issues, a question related to a ride being taken (e.g. “Where’s my ride?”), and changing a reservation.
- Respondents rated the interaction with customer service agents highly, with 96% rating the courtesy of the customer service agent as excellent/good and 87% rating the skill of the customer service agent in solving the problem/handling the question as excellent/good.
- Only 73% of riders said the length of time they had to wait on hold before speaking to a customer service agent was excellent/good, but 88% said the length of time to finish the entire call was excellent/good.

Trip Purpose and Demographics

- The most commonly cited trip purpose was a medical appointment (other than dialysis or rehabilitation), which was the purpose given by 25% of respondents overall.
 - Frequent riders were far less likely (20%) to give a medical appointment as the trip purpose than infrequent riders (66%).
 - Frequent riders were also more likely to be out for a meal or other social visit, running errands, going to work, going to a senior center, volunteering, or doing other non-essential/life-enhancing activities.



- Over half (54%) of riders surveyed cited a mobility impairment as their primary disabling condition, while 24% said a developmental/cognitive disability was their primary impairment, 12% said their primary disability was related to frailty/low energy, and 9% said their primary impairment was blindness or low vision.
- The ‘typical’ rider is white (89%), has a household income of \$23,432 per year, and is 68 years old. They are more likely to be female (69%) than male (30%). However, age varies by primary impairment and riding frequency.
 - Frequent riders have an average age of 67, compared to the average age of 72 for infrequent riders.
 - Those with a developmental disability as their primary impairment are among the youngest, with an average age of 55 years. Those with a frailty/energy impairment are among the oldest, with an average age of 79 years.

- While 42% of respondents have ridden on public transportation at some point in their adult lives, use of other modes of transportation vary by impairment type and rider frequency. For example, infrequent riders are more likely to say they have used a taxi or driven themselves in a car in the past month.
- As with use of other transportation, fare payment habits vary by rider frequency. About half of frequent riders (51%) purchase a daily, monthly, or yearly pass from customer service to pay for their ride, while about a quarter (27%) say they purchase a pass from the driver. By contrast, nearly two-thirds of infrequent riders say they either purchase the pass from a driver (32%) or pay cash (32%).

The study also included a database analysis, which is included in this report. The analysis confirmed the sampling for the customer survey: That is, that frequent riders account for 88% of all trips actually taken on Dial-A-Lift in the past year. It also re-affirmed many of the demographic/usage statistics gleaned from the survey.

**INTERCITY TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE
AGENDA ITEM NO. 5
MEETING DATE: September 21, 2011**

FOR: Intercity Transit Authority & Citizen Advisory Committee
FROM: Meg Kester, Marketing & Communications Manager, 705-5842
SUBJECT: Anniversary Questionnaire Results

1) **The Issue:** Staff will share the findings from the agency's 2011 30th anniversary questionnaire.

2) **Recommended Action:** For information and discussion.

3) **Policy Analysis:** Information about our current users, future customers and the taxpaying public is imperative to understanding the needs of our market and meeting the agency's mission and vision.

4) **Background:** A special edition of Intercity Transit's "Interchange" newsletter was sent to all households within the agency's service area this spring. The newsletter was a report to the community at the agency's 30th anniversary. Included in the newsletter was a questionnaire to which residents were invited to respond.

A total of 1,455 people responded providing valuable feedback.

The purpose of the Anniversary Questionnaire was to gain information from the community on a number of important issues relevant to Intercity Transit. The survey covered five topics:

- The importance of public transit to the community
- How well Intercity Transit spends tax dollars
- The public's priority for service investment
- The influence of gas prices on use of transit
- The awareness levels of Intercity Transit services and programs

5) **Alternatives:** N/A

6) **Budget Notes:** N/A

7) **Goal Reference:** Goal #1, "Assess the transportation needs of our community." Goal #4, "Provide responsive transportation options."

8) **References:** Intercity Transit Questionnaire



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OLYMPIA WA 98507-9944



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Intercity Transit Questionnaire

Intercity Transit is interested in your opinions. Please take a few minutes to reply to this survey or go to <http://bit.ly/ITsurvey2011> and **reply by June 3, 2011**.

Thank you for your input!

1. Please review the following list of local transportation services and indicate if you are aware of them.

	Very Familiar	Only Heard of It	Not Aware
Intercity Transit local bus service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intercity Transit Express bus service between Olympia and Tacoma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dial-A-Lift for persons with disabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intercity Transit carpool matching service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intercity Transit vanpool service for long distance commuters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus pass programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customized bus trip planning and travel training options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Intercity Transit provides a range of transportation services to area residents and commuters.

Funding for service expansion is limited. Please tell us which of the following are your three top priorities.

	1st	2nd	3rd
Increasing the frequency of service on existing local bus routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving services for the elderly and the disabled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing services for long distance commuters traveling to/from Thurston County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping bus fares low	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing bus service to new residential areas (inside Thurston County)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing bus service to new employment centers (inside Thurston County)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What one improvement would you like to see in Intercity Transit make (bus or other transportation service improvement)?

4. What is your present employment status?

- Employed outside home Student Employed in home/home business Homemaker
 Retired Unemployed Active duty military

5. If you are employed outside your home or are a student, how do you usually get to work or school?

- Drive alone Drive, taking adult(s) along Drive, taking kid(s) along Get a ride with others/Carpool Vanpool
 Bus Walk Bicycle Other _____

6. With gas prices now above \$4 a gallon, do you plan to make any changes in your driving practices?

- No. Pay the extra gas costs and continue my regular driving routine (go to question 8)
 Yes. Make changes to my driving practices (go to question 7)

7. You've indicated you will make changes to your driving practices. What kind of changes will you make? (check all that apply)

- Drive less (run errands together, chain trips, etc.) Ride the bus (or ride more if you already do) Carpool
 Bike (or bike more if you do already) Walk (or walk more if you already do) Vanpool

8. How important is it to have public transportation available in your community?

- Extremely Important Very Important Somewhat Important Not Important

9. Intercity Transit, like all transit agencies in the U.S., receives tax support from local and national sources.

**How good a job do you believe Intercity Transit does using that tax money?
(Using a scale with 0 being 'Very Poor' and 10 being 'Excellent')**

- 0 (very poor) 1 2 3 4 5 (fair) 6 7 8 9 10 (excellent)

Tell us about yourself:

10. What is your age? _____

11. What city or area do you currently live in?

- Olympia Lacey Yelm Tumwater
 Unincorporated Thurston County Other (please specify) _____

12. What is your ethnic background?

- Caucasian African American Asian Hispanic
 Native American Pacific Islander Other _____

13. Are you: Male Female

If you would like to get information from Intercity Transit, please check the box(es) below and give us your contact information (optional and confidential).

- I would like information about Intercity Transit services
 I would like to receive an occasional *Interchange* newsletter with Intercity Transit news

Name _____

Email _____ Phone # _____

Mailing Address _____

Thank you for your input.

To mail: **Fold** the survey in thirds with mail panel on the outside. **Tape** all 3 open sides. DO NOT STAPLE. Please **mail by June 3, 2011.**

**INTERCITY TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE
AGENDA ITEM NO. 6
MEETING DATE: September 21, 2011**

FOR: Intercity Transit Authority & Citizen Advisor Committee

FROM: Rhodetta Seward, (705-5856); Steve Abernathy, CAC Chair

SUBJECT: CAC Self Assessment Results

1) **The Issue:** The Citizen Advisory Committee will share the results of their annual self-assessment.

2) **Recommended Action:** Information and feedback.

3) **Policy Analysis:** Per the Operating Principles, the Citizen Advisory Committee will conduct a self evaluation (assessment) at least annually and present the results to the Transit Authority.

4) **Background:** Eighteen members were eligible to complete the assessment. There was 83% participation, which was the lowest return in the assessment since the committee began over 10 years ago. Some findings include:

- In the past, members voiced concern about having a youth position. The CAC added two youth to the CAC.
- There were mixed results on how members feel regarding whether they are being heard or whether they make a difference. Some feel they do; others feel they may but aren't sure, while others don't believe they do make a difference or that they are not heard. *This appears to be a good topic for the Authority to provide feedback to the CAC.*
- There was concern by some CAC members that some of the percentages appeared to be lower than last year. Seward explained less people participated in the assessment which will influence the results, but actually most percentages appeared to improve. One went down in the "strongly agreed" but by-in-large, most areas improved. Examples:
 - #1 - We remained faithful to our purpose: *In 2010, 16 answered Strongly Agreed for 89%; In 2011, 13 said Strongly Agree for 87%.*
 - #2 - The CAC represents the community: *In 2010, 7 answered Strongly Agreed for 39%; in 2011, 12 answered Strongly Agreed for 80%.*

- #3 – IT and the community benefited from our input: *In 2010, 12 answered Strongly Agreed for 67%; in 2011, 10 answered Strong Agreed for 67%.*
- #4 – We add value to the ITA’s decisions: *In 2010, 8 answered Strongly Agreed for 44%; in 2011, 10 answered Strongly Agreed for 67%.*
- #5 – Our meetings are run well: *In 2010, 18 answered Strongly Agreed for 100%; in 2011, 11 answered Strongly Agreed for 73%.*
- #6 – I feel satisfied with my participation level within the CAC: *In 2010, 9 answered Strongly Agreed for 50% and in 2011, 10 answered Strongly Agreed for 67%.*
- #7 – I am prepared for the meetings: *In 2010, 8 answered Strongly Agreed for 44% and in 2011, 11 answered Strongly Agreed for 73%.*

The assessment tool is attached.

Members of the CAC and the Authority will have an opportunity to discuss the results and share any concerns.

5) **Alternatives:** N/A

6) **Budget Notes:** N/A

7) **Goal References:** The CAC works with the Authority to meet all goals of Intercity Transit.

8) **References:** 2011 CAC Self Assessment Results

**INTERCITY TRANSIT
CITIZEN ADVISORY COMMITTEE
SELF ASSESSMENT
MAY 2011**

*Total Members Eligible to Participate: 18
83% of Participation:*

Members Participating in Survey: 15

Due to rounding, percentages may be either 99%, 100% or 101%.

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>Don't Know</i>
1. We remained faithful to our purpose.	13 87%	2 13%			
<p>Comments: "I feel the CAC fulfilled its mission as an advisory committee more this year than in the previous 5 years." "I love that most of us are team players." "There were meetings when we were certainly quite sidetracked. In all fairness, this sometimes produced insightful observations, though it's hard to know if they were considered or useful to the Transit Authority." "We remained faithful to our purpose." "I believe we are doing what we are supposed to be. Occasionally, we get caught up with things that only the ITA can deal with and some meeting time has been wasted. There have been a few other times where personal agendas or issues have taken up meeting time, as well. I don't believe that is our function."</p>					

Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree Don't Know

2. The Citizen Advisory Committee represents the community.	12	80%	3	20%			
<p>Comments:</p> <p>“Really looking forward to having a dedicated youth position.”</p> <p>“It will even be more so with a youth rep.”</p> <p>“Still need to have a youth rep.”</p> <p>“We are moving towards an even better representation with the addition of a youth position.”</p> <p>“For the most part, yes. Most of our members think of the community at large when they ask questions or have concerns. We all have user groups that we are trying to represent and I think we do a good job of bringing their concerns forward for consideration.”</p> <p>“We have excellent and diverse representation.”</p> <p>“I think we have it all covered.”</p> <p>“Once we have the youth position filled, I think we will.”</p> <p>“Once we have our youth on the committee, we will represent the community very well.”</p> <p>“It can never represent the breadth of our community, but it seemed to be pretty diverse. We didn’t keep our business reps for as long as we would have liked.”</p>							

3. Intercity Transit and the community benefited from our input.	10	67%	5	33%			
<p>Comments:</p> <p>“I’m not sure that I can point to one instance, but we did send to the Authority several recommendations that were accepted. Adding a youth position comes to mind.”</p> <p>“Recent decision on whether to take over Pierce bus service to Tacoma showed how valuable our decisions are.”</p> <p>“I think we did good.”</p> <p>“Economic concerns prohibited further growth. How about some PSA’s?”</p> <p>“We help to make sure that every user group in the community has a voice.”</p> <p>“Recommendations and input made by the CAC on behalf of the community often result in concrete changes which directly impact our transit system and the community that depends on it. I especially feel the direct and forthcoming communication from members who share their observations and experiences with Dial-A-Lift have greatly supported significant and important improvements.”</p> <p>“Looking over the exchanges between the CAC and the Authority, I don’t quite see where CAC’s input influenced actions of the Authority. I do think the CAC members are informed people who speak up in their own circles, which is certainly useful. So perhaps our largest benefit to the PTBA is as go-betweens.”</p> <p>“IT and the community benefitted from our input.”</p>							

4. We add value to the Transit Authority's decisions.	10 67%	4 27%			1 7%
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Comments:

"We add value to the Authority's decisions."

"See above."

"Always reminded by Board Authority of our contributions to decision making and how we are valued."

"It is my belief that we do add value to the Transit Authority's decisions and it is my hope that the Authority feels the same."

"I hope they think so. If our opinions aren't valued, we shouldn't exist. I believe the ITA does pay attention to our input. It is a great process and I think that is why IT has such strong community support."

"I'd like to see a bit more interaction/information prior to some of the Authority's decisions. I think the CAC could provide information to the Authority that could be of benefit."

"Clearly, we are heard."

"Per the ITA themselves."

"Probably the most value to the Authority comes from attending the CAC meetings and participating in our discussion. As mentioned above, the CAC has sent along a few recommendations."

Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree Don't Know

5. Our meetings are run well.	11 73%	4 27%			
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"Linda ran good meetings and was good about recognizing all that wanted to speak. I don't recall that Jackie ran any of the meetings."

"Sometimes they go beyond time. I prefer to be on time for each topic."

"Linda did a great job."

"Generally, yes, but would like to see a more controlled comment period, which would be helped by raising hands and being acknowledged versus just speaking out."

"Agenda packet materials, organization are all great. President does a nice job keeping us on task. Staff and guest presentations have been really good."

"Meetings are organized and well run."

"We have been steadily improving since I joined the CAC. Linda has been especially skillful at balancing efficiency with full participation."

"I am continually impressed with how much we are able to discuss and accomplish within such a short period of time. I appreciate that allowing for questions is always a priority. It is my understanding that our meetings are scheduled to run 2 hours though we often can end early. At times it seems there is an impatience for meetings to end early, which puts unnecessary pressure on those who wish to share during member comment."

6. I feel satisfied with my participation level within the Citizen Advisory Committee.	10 67%	5 33%			
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Comments:

“I sometimes leave feeling that I could have participated more. But overall, I am satisfied.”
 “I feel satisfied with my level of participation on the committee.”
 “I wish at times that my job was not so demanding and that I could contribute more time to the CAC.”
 “The longer I am part of the group, the more comfortable I am with contributing.”
 “I am still on the learning curve.”
 “Due to change in family circumstances, I was not able to give/attend every meeting.”
 “I probably participated more this year than in past years. Anything that I needed to bring to the committee, I did. Yes, I am satisfied.”

7. I am prepared for the meetings.	11 73%	4 27%			
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Comments:

“Yes, for the most part. I received the meeting packets electronically and that allowed me to be informed, except the couple of times when I didn’t read the packet.”
 “I take the commitment seriously.”
 “Yes, I look at the packet and take notes if needed.”
 “Staff always provides materials in a timely manner and is very thorough.”
 “I could always be more prepared, yet the meetings are so thorough that I feel well supported.”

Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree Don't Know

8. I feel comfortable contributing at the meetings.	14	93%	1	7%			
<p>"Yes, I am comfortable contributing and feel that comments are heard and received with genuine interest by fellow CAC members and IT staff."</p> <p>"We are provided with excellent information from well informed and well spoken representatives."</p> <p>"Environment is one of collaboration and equal contribution."</p> <p>"Our contributions are always welcome and appreciated even if we occasionally ask something dumb."</p> <p>"I'm still feeling new."</p> <p>"This last year has again been a pleasure."</p> <p>"My comments at the meeting are always welcomed and well answered."</p> <p>"Yes, I can't think of one time when I held back because I was uncomfortable with what I wanted to say."</p>							

Are there any topics, specific to Intercity Transit services, you are interested in discussing, getting further clarification on or having presentations made available at CAC monthly meetings? If so, please share below:

- "This question doesn't apply anymore."
-
- "Would appreciate being briefed by the ED regarding ongoing transit operations much as he does for the Authority Board."
- "Would like to have a CAC tour of the bus maintenance facility so we can appreciate the job of bus maintenance."
-
- "I am waiting for the new system which will help IT to remain on time. When the bus time ranges from 5-15 minutes it is so hard to know whether a person has missed the bus or the bus is late. A telephone hot line which can help the customers to know where the bus is at the moment will help to relax and do the necessary."
-
- "Can't think of any. If I don't know something I will ask."
-
- "I am always interested in expanding the service area and hope we can come up with some new ideas that can make service available to seniors who should not be driving."
-
- "Could the CAC do a quarterly logistics review, i.e. bus schedules, routes, shelter/sidewalk issues? This is the most common type of feedback I get from community members and while I know that all wishes cannot be accommodated, I think that if we regularly visit the public needs and requests, then the most common needs and requests of the community will show up as trends and could help guide the planning process."
-
- "I can't think of any particular issues that we need to discuss apart from the regular agendas."

**INTERCITY TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE
AGENDA ITEM NO. 7
MEETING DATE: September 21, 2011**

FOR: Intercity Transit Authority & Citizen Advisory Committee

FROM: Ben Foreman, 705-5813

SUBJECT: Proposed Capital Program 2012 Through 2017

-
- 1) **The Issue:** The proposed capital program for 2012 through 2017 is an integral part of the Strategic Plan and will also set the capital component for Intercity Transit's 2012 capital for budget purposes.
-
- 2) **Recommended Action:** Informational at this time.
-
- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to adopt the annual six year forecast commonly referred to as the Strategic Plan (SP). The 2012-2017 SP is scheduled for adoption by the Authority on November 16th. The SP states the Authority's policies regarding service levels, fare levels, and capital projects and sets the budget constraints for the 2012 budget process.
-
- 4) **Background:** Preliminary financial forecast for the period 2012 through 2017 were presented on September 7, 2011. The process of formulating Intercity Transit's six year forecast is iterative and will culminate when the Authority adopts the SP. The adopted 2012-2017 SP will then be used by staff and the Authority as the basis for the 2012 budget. The attached capital program is formulated under the assumption that 2012 through 2017 will consist of no major increases or decreases in fixed route service levels compared to 2011. Vanpool expansion will resume in 2012 and consist of eleven expansion units per year through year 2017. Major expenses for capital in 2012 will be \$7.4 million in revenue vehicles, \$4.3 million for the Olympia Transfer Center expansion and \$4.3 million in the Hawks Prairie Park and Ride Project.
-
- 5) **Alternatives:** N/A
-
- 6) **Budget Notes:** The 2012-2017 SP sets the budget for the coming year.
-
- 7) **Goal Reference:** The annual SP update directs how we address all goals.
-
- 8) **References:** Recap for Capital and Other Major Expenses

Recap for Capital and Other Major Expenses							
	2011	2012	2013	2014	2015	2016	2017
Revenue Vehicles	3,236,081	7,385,287	1,593,900	7,043,317	2,628,882	777,398	1,998,554
Staff Vehicles	97,180	29,000	67,800	115,300	68,900	37,600	-
Other Capital/Major Exp	10,058,776	9,237,515	10,744,000	12,406,000	3,775,000	560,000	460,000
Total Capital/Major Exp	13,392,037	16,651,802	12,405,700	19,564,617	6,472,782	1,374,998	2,458,554

VEHICLE PROJECTIONS

	2011	2012	2013	2014	2015	2016	2017
Total Revenue Vehicles at Y/E	326	338	349	360	373	384	396
Fixed Route Coaches	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	68	68	68	68	68	68	68
Replacement Vehicles		7		7			
Expansion Vehicles							
From Contingency Fleet							
End of Yr. Fleet Size	68	68	68	68	68	68	68
Total Actual Coach Purchases	0	7	0	7	0	0	0
Dial-A-Lift Vans	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	33	34	35	35	35	37	37
Replacement Vehicles	17	9			5	2	
Expansion Vehicles	1	1			2		1
End of Yr. Fleet Size	34	35	35	35	37	37	38
Total Actual DAL Van Purchases	18	10	0	0	7	2	1
Vanpools	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	221	221	232	243	254	265	276
Replacement Vehicles	47	35	44	47	45	5	45
Expansion Vehicles	0	11	11	11	11	11	11
End of Yr. Fleet Size	221	232	243	254	265	276	287
Total Actual Vanpool Purchases	47	46	55	58	56	16	56
Village Vans	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	3	3	3	3	3	3	3
Replacement Vehicles		1		2			
Expansion Vehicles							
End of Yr. Fleet Size	3	3	3	3	3	3	3
Total Actual W/F Van Purchases	0	1	0	2	0	0	0
Total Vehicles Purchased by Year	2011	2012	2013	2014	2015	2016	2017
	65	64	55	67	63	18	57

Vehicle Expenses							
	2011	2012	2013	2014	2015	2016	2017
Coaches							
Coach Unit Cost	672,709	700,000	724,456	749,766	775,961	803,071	831,127
Total Units Purchased	0	7	0	7	0	0	0
Total Expense	0	4,900,000	0	5,248,363	0	0	0
Dial-A-Lift Vans	2011	2012	2013	2014	2015	2016	2017
DAL Van Unit Cost	\$ 110,849	\$ 114,729	\$ 118,744	\$ 122,900	\$ 127,202	\$ 131,654	\$ 136,262
Total Units Purchased	18	10	0	0	7	2	1
Total Expense	1,995,282	1,147,287	0	0	890,412	263,308	136,262
Vanpools	2011	2012	2013	2014	2015	2016	2017
Vanpool Van Unit Cost	\$ 26,400	\$ 28,000	\$ 28,980	\$ 29,994	\$ 31,044	\$ 32,131	\$ 33,255
Total Units Purchased	47	46	55	58	56	16	56
Total Expense	1,240,800	1,288,000	1,593,900	1,739,669	1,738,470	514,090	1,862,292

Staff Vehicles

Total Staff Vehicles at Y/E	15	15	15	15	15	15	15
VM Service Trucks	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	2	2	2	2	2	2	2
Replacement Vehicles							
Expansion Vehicles							
End of Yr. Fleet Size	2	2	2	2	2	2	2
Total Actual VM Service Truck Purchases	0	0	0	0	0	0	0
Ops Service Vans - 5 Year Cycle	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	3	3	3	3	3	3	3
Replacement Vehicles			2			1	
Expansion Vehicles							
End of Yr. Fleet Size	3	3	3	3	3	3	3
Total Actual Ops Service Van Purchases	0	0	2	0	0	1	0
General Staff Vans	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	2	2	1	1	1	1	1
Replacement Vehicles	1	-1					
Expansion Vehicles							
End of Yr. Fleet Size	2	1	1	1	1	1	1
Total Actual Staff Van Purchases	1	0	0	0	0	0	0
General Staff Car	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	2	2	3	3	3	3	3
Replacement Vehicles	1	1		1			
Expansion Vehicles							
End of Yr. Fleet Size	2	3	3	3	3	3	3
Total Actual Staff Car Purchases	1	1	0	1	0	0	0
General Staff Station Wagon	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	1	1	1	1	1	1	1
Replacement Vehicles				1			
Expansion Vehicles							
End of Yr. Fleet Size	1	1	1	1	1	1	1
Total Actual Staff Station Wagon Purchases	0	0	0	1	0	0	0
Facility Truck	2011	2012	2013	2014	2015	2016	2017
Beg. Yr. # of Vehicles in Fleet	5	5	5	5	5	5	5
Replacement Vehicles				1	1		
Expansion Vehicles							
End of Yr. Fleet Size	5	5	5	5	5	5	5
Total Actual Facility Truck Purchases	0	0	0	1	1	0	0

	2011	2012	2013	2014	2015	2016	2017
Facility Maintenance Trailers							
Beg. Yr. # of Vehicles in Fleet	0	0	0	0	0	0	0
Replacement Vehicles							
Expansion Vehicles							
End of Yr. Fleet Size	0	0	0	0	0	0	0
Total Actual Facility Truck Purchases	0	0	0	0	0	0	0
	2011	2012	2013	2014	2015	2016	2017
Total Staff Vehicles Purchased by Year	2	1	2	3	1	1	0

Vehicle Expenses and Revenues							
	2011	2012	2013	2014	2015	2016	2017
VM Service Trucks							
VM Service Truck Unit Cost	53,000	54,900	56,800	58,800	60,900	63,000	65,200
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	0	0	0	0	0	0	0
Total Expense	0	0	0	0	0	0	0
Ops Service Vans	2011	2012	2013	2014	2015	2016	2017
Op Service Van Unit Cost	31,700	32,800	33,900	35,100	36,300	37,600	38,900
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	0	0	2	0	0	1	0
Total Expense	0	0	67,800	0	0	37,600	0
General Staff Vans	2011	2012	2013	2014	2015	2016	2017
General Staff Van Unit Cost	26,700	27,600	28,600	29,600	30,600	31,700	32,800
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	1	0	0	0	0	0	0
Total Expense	26,700	0	0	0	0	0	0

	2011	2012	2013	2014	2015	2016	2017
General Staff Car							
General Staff Car Unit Cost	40,000	29,000	30,000	31,100	32,200	33,300	34,500
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	1	1	0	1	0	0	0
Total Expense	40,000	29,000	0	31,100	0	0	0
General Staff Station Wagon							
General Staff Station Wagon Unit Cost	22,900	23,700	24,500	25,400	26,300	27,200	28,200
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	0	0	0	1	0	0	0
Total Expense	0	0	0	25,400	0	0	0
Facility Truck							
Facility Truck Unit Cost	53,000	54,900	56,800	58,800	68,900	63,300	57,500
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	0	0	0	1	1	0	0
Total Expense	0	0	0	58,800	68,900	0	0
Facility Trailers							
Facility Trailer Unit Cost	13,700	14,200	14,700	15,200	15,700	16,200	16,800
Vehicle Cost Inflation Rate	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Total Units Purchased	0	0	0	0	0	0	0
Total Expense	0	0	0	0	0	0	0
Total Expenses/Revenues							
Expenses	2011	2012	2013	2014	2015	2016	2017
VM Service Trucks	0	0	0	0	0	0	0
Ops Service Vans	30,480	0	67,800	0	0	37,600	0
General Staff Vans	26,700	0	0	0	0	0	0
General Staff Car	40,000	29,000	0	31,100	0	0	0
General Staff Station Wagon	0	0	0	25,400	0	0	0
Facility Truck	0	0	0	58,800	68,900	0	0
Facility maintenance Trailers							
Total Expenses for Staff Vehicles	97,180	29,000	67,800	115,300	68,900	37,600	0

OTHER CAPITAL AND FACILITIES							
	2011	2012	2013	2014	2015	2016	2017
MIS & Communication Equipment							
MIS & Communication Equipment							
Air conditioner for phone room		10,000					
Computer Room remodel			175,000				
Data Deduplication System (Single Sys/5 Yr)	60,000		-			60,000	
Disaster Recovery Servers/Storage in another building		20,000				20,000	
Fax Server		-	20,000				20,000
Laptops - Tough Book Type (7/4YR)	4,500	-				4,500	
Laptops _Standard (26/4Yr)	8,000					8,000	
Laser Printer - Specialty (7/4Yr)	4,000				4,000		
Laser Printers High Pro BW (6/4Yr)	7,000				11,000		
Laser Printers High Pro Color (1/4YR)	5,000				10,000		
Orbital Reader Board Sign Replacment		-					25,000
Personal Computers	120,000	85,000	85,000	85,000	85,000	85,000	85,000
Plotter (1/5 Yr)	15,000					15,000	
Projector Equipment OTS conference room		-	10,000				10,000
Phone System replacement				150,000			
Servers - High Performance (8 @ 5 yr)	50,000					60,000	
Servers - Standard (10 @ 5 yr cycle)	30,000	30,000	20,000	30,000	10,000	30,000	30,000
Security DVR Replacements		80,000					80,000
Storage Area Network (SAN) (1/5YR)					120,000		
Network Hardware							
Firewalls (9/5 Yr)	36,000					36,000	
Routers (4/7 YR)					12,000		
Switches (14/7 YR)		20,000	24,000	16,000			90,000
Fiber Optics/High Speed Links		70,000					
Network Wiring (10 year cycle)		80,000					
OTC new building network equipment		-	25,000				
Voice Logger (1 System/7 Yrs)							
Wireless access point replacement			30,000				
Software							
ACS Orbital upgrade rollover	57,000						

Adobe Software Upgrades				10,000			
Budget tool		-			10,000		
Email Archiving		5,000				5,000	
Office Upgrades (130/5yrs)					53,000		
Windows OS replacement (PC Operating System)	33,800				35,000		
POS system updates							0
Symantec Antivirus Replacment		-				24,000	
VMWare Software (8 Units/5 Yrs)	12,000					4,500	
V-Server Windows Enterprise (6 Units/5 Yrs)	4,500					8,000	
V-Server Windows Std (20 Units/5 Yrs)	2,000					100,000	
Microsoft Server Software Upgrades/Repl.							
Total	\$448,800	\$400,000	\$389,000	\$291,000	\$350,000	\$460,000	\$340,000
Facilities	2011	2012	2013	2014	2015	2016	2017
<i>Expansion - DAL Expansion/Remodel</i>							
Amtrak Brick Work							
Amtrak Depot Platform Expansion							
Amtrak Seal Coat							
Amtrak Floor Tile Replacement			25,000				
Amtrak Airconditioner		25,000					
Remodel CS, DAL, Fare box Rm	18,611						
Construct New Fare Box Room							
DAL Expansion							
Exterior Painting of Pattison							
Exterior Painting of OTC							
Admin Carpet Replacement							
Operations Carpet Replacement							
Replace Sanders/Chemical Applicators							
Interior (03) Exterior (09) Painting - OTC							
Replace Carpet - OTC							
Replace Carpet - Amtrak							
ADA Patt. Improvements							
Concrete Pad Replacement Pattison Facility							

Air Compressors (2)							
Air Compressor Room Mod	50,000						
Catwalk Around Heat Recovery Units	75,000						
Grout & Seal Pattison Bus Lot							
Seal Coat Pattison Parking Lot		9,700					
Transit Center Signs							
Reverse Osmosis	15,000		10,000				
Dumpster Enclosure LTC							
Boiler Replacement	150,000						
Lighting Upgrade - Main Fac	120,000						
Interior Paint Amtrak							
Replace Gasoline Pump				15,000			
Replace Automated Fuel Tracking	200,000						
Windows, Glass Block and Soffit							
Replacement - Maint Fac					200,000		
AutoBank							
OTC Concrete Safety Upgrades							
Transit Oriented Street Improvements							
Total	\$628,611	\$34,700	\$35,000	\$15,000	\$200,000	\$0	\$0
<i>Intelligent Transportation Systems</i>							
<i>Projects</i>	2011	2012	2013	2014	2015	2016	2017
<i>Expansion</i>							
2003 Paratransit Software/Hardware							
<i>Replacement</i>							
Advanced Communications Systems							
Fare boxes/Smartcards	500,000						
Total	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
<i>Shop Equipment</i>							
	2011	2012	2013	2014	2015	2016	2017
<i>Expansion</i>							
Auto Fueling/ Tank Monitoring/Posi-Lock							
<i>Systems</i>							
Bar-coding							
Transmission Jack							
Hi-Lift Wheel Dolly							
Dolly							

Replace Two Bus Washers							
Pressure Washer							
Replace Underground Hoist							
Fork Lift							
PC Diagnostic Equipment							
Parking Lot Striper							
Upgrade Maintenance Boiler							
Tire Machine					20,000		
Spin Balancer		15,000			50,000		
Dyno							
Bead Blaster			10,000				
Replace Facilities Pressure Washer							
Articulated Boom Lift					55,000		
Reverse Osmosis Bus Wash	15,000						
Auto Fueling	200,000						
Floor Scrubber	17,500		35,000				
Total	\$232,500	\$15,000	\$45,000	\$0	\$125,000	\$0	\$0
FACILITIES & LAND	2011	2012	2013	2014	2015	2016	2017
Bus Stop Improvements	138,000	100,000	100,000	100,000	100,000	100,000	100,000
Corridor Project							
OTC Expansion (Greyhound Terminal)	3,386,000	4,341,700					
Columbia Properties Environmental							
Amtrak							
Pattison Land Expansion							
Pattison Street Phase I							
Pattison Street Phase II							
Pattison Street Phase III							
Upgrade Maintenance Building Heating System'							
Pattison Street Preliminary Engineering/Construction	3,200,000		10,000,000	10,000,000			
Total	\$6,724,000	\$4,441,700	\$10,100,000	\$10,100,000	\$100,000	\$100,000	\$100,000
Security Projects	2011	2012	2013	2014	2015	2016	2017
Onboard Security System (Cameras)							

Security Cameras							
Lacey Transit Ctr Cameras		\$25,000	\$175,000				
Security Upgrades	10,000						
Pattison Locks							
Total	\$10,000	\$25,000	\$175,000	\$0	\$0	\$0	\$0
TRANSIT CENTERS & PARK and RIDES	2011	2012	2013	2014	2015	2016	2017
Olympia Transit Center							
Lacey Transit Center							
East Lacey Park and ride							
Tumwater Transit Center							
SE Lacey Transit Center							
Westside Transit Center							
Yelm Transit Center							
Martin Way Park and Ride	25,000						
Martin Way Prop Improvements (Pattison Facility)							20,000
Landfill Park and Ride	1,989,865	4,321,115					
Tumwater Park and Ride				500,000	3,000,000		
Yelm Park and Ride				1,500,000			
Total	2,014,865	4,321,115	-	2,000,000	3,000,000	-	20,000
TOTAL OTHER CAPITAL COSTS	\$10,058,776	\$9,237,515	\$10,744,000	\$12,406,000	\$3,775,000	\$560,000	\$460,000

**INTERCITY TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE
AGENDA ITEM NO. 8
MEETING DATE: September 21, 2011**

FOR: Intercity Transit Authority and Citizen Advisory Committee

FROM: Mike Harbour, 705-5855

SUBJECT: 2012-2017 Strategic Plan – Discussion of Major Issue Areas

-
- 1) **The Issue:** To follow up on the discussion with the Intercity Transit Authority (ITA) and the Citizen Advisory Committee (CAC) on major issues to be addressed in the 2012-2017 Strategic Plan.
-
- 2) **Recommended Action:** This is an information item for discussion purposes.
-
- 3) **Policy Analysis:** The Strategic Plan is Intercity Transit’s primary policy document, and Authority direction determines the level of resources and priorities devoted to specific services and projects. The first year of the Strategic Plan provides specific direction to the next year’s budget by setting an expenditure ceiling, a capital program and a desired service level.
-
- 4) **Background:** The attached working paper attempts to capture issues raised by the Authority and the CAC during discussion of issues to be addressed in the Strategic Plan. The paper presents a series of questions that will determine the approach and content of the 2012-2017 Strategic Plan. Staff seeks direction on each of these questions. Some of the questions may be answered immediately while others may require additional staff work and discussion by the CAC and the Authority.
- The 2011-2016 Strategic Plan can be found here:
<http://www.intercitytransit.com/SiteCollectionDocuments/Strategic%20Plan%2011-2016.pdf>
-
- 5) **Alternatives:** N/A
-
- 6) **Budget Notes.** The Strategic Plan provides the basis for the development of the annual budget. Costs associated with developing the plan are minimal.
-
- 7) **Goal Reference:** The Strategic Plan specifies how resources will be allocated to address all of the Authority goals.
-
- 8) **References:** 2012-2017 Strategic Plan Working Paper #2: “Strategic Plan Major Issues”

**2012 – 2017 Strategic Plan
Working Paper #2
Intercity Transit Strategic Plan: Major Issues
August 2011**

Working Paper #1 reviewed the issues facing Intercity Transit over the next six years and the status of issues and actions identified in last year's plan update. The 2012-2017 Strategic Plan Update essentially continues the direction and projects identified in the 2011-2016 Strategic Plan. There continues to be a great deal of uncertainty about sales tax revenue and future federal and state grant funding. The proposed approach in the plan is essentially a conservative one of maintaining current service levels, continuing essential preventive maintenance and grant funded capital projects, and pursuing grant funds for needed capital projects. No major new investments in technology or expansion of programs are proposed. The one area where additional investment is proposed is in the area of Sustainability and Environmental Management.

Staff identified a number of areas where specific policy direction is required and the Intercity Transit Authority requested further exploration of how Intercity Transit can be more of a leader in land use and high capacity corridor issues. These issues are presented below in the form of questions. Staff provides a potential response to these issues and seeks direction from the Authority and Citizen Advisory Committee.

- 1. Should the 2012-2017 Strategic Plan assume status quo service levels and no new major projects without grant funding?** The current level of uncertainty with the economy and with federal and state funds lead staff to recommend a conservative approach aimed at maintaining current service levels. Staff recommends preventive maintenance schedules be maintained with no new major capital projects being pursued unless grant funds are available. *Should the 2012-2017 Strategic Plan assume status quo service levels?*

- 2. Should Intercity Transit continue to move the Pattison Street Maintenance and Operations facility project forward without federal grant funds?** Intercity Transit has been moving forward with planning and design for the expansion and renovation of the Pattison Street Maintenance and Operations facility by using local funds to purchase land, develop a site master plan and to complete preliminary engineering and environmental work. Value Engineering was completed in mid-2011. The next phase of the project is the final engineering and preparation of construction bid documents. This phase of work will provide Intercity Transit with the necessary materials to seek contractors to complete construction work. This phase is estimated at approximately \$3,000,000 and funding is included in the Strategic Plan financial forecast. The construction phase is estimated to cost \$20,000,000, and the local share of \$4,000,000 is also

included in the financial forecast. The completion of the final engineering for the project could improve the chances of the project receiving federal grant funds for construction. Federal funding allocation moved from an “earmark” process to a competitive one. Moving the project forward could make the project more competitive but is not guaranteed. *Should the final engineering for the Pattison Street expansion and renovation project occur in 2012 and be funded with local funds?*

3. **Should Intercity Transit increase express service in late 2012 to connect with the Sounder commuter rail service at Lakewood?** The Strategic Plan financial model includes no new express service connecting Thurston County with Pierce County and with Sound Transit service at Lakewood. Pierce County will eliminate its remaining service to Thurston County in October 2011, and it appears unlikely they will be in a position to restore any of this service in the near future. This could create overloading issues on Intercity Transit service. The Sounder commuter rail service will be extended to Lakewood in late 2012. This will make use of commuter rail to Seattle more attractive to Thurston County residents, and Intercity Transit can expect increased ridership and demand for service between Lakewood and Thurston County. Intercity Transit will also open its new Hawks Prairie park-and-ride facility in late 2012. Staff will examine restructuring of current express service, but it expected this will not meet the demand for new service. *Should Intercity Transit include additional express service in the 2012-2017 Strategic Plan?*
4. **Should Intercity Transit pursue a sales tax increase as part of the 2012-2017 Strategic Plan?** The current Strategic Plan financial model assumes no change in the sales tax rate during the period of the plan. Intercity Transit still has 0.1% of sales tax capacity and could ask the community to raise the sales tax to the maximum level of 0.9%. This would generate an additional \$3.5 million per year and would allow expansion of service and of the capital program. Staff recommends the plan continue the assumption of no change in sales tax level and that the question of an increase in mid-2013 be part of next year’s Strategic Plan update. *Should Intercity Transit consider an increase in the transit sales tax level as part of the 2012-2017 Strategic Plan update?*
5. **Should Intercity Transit consider a fare increase as part of the 2012-2017 Strategic Plan?** Intercity Transit increased its base fare to \$1.00 in January 2009. Intercity Transit’s policy is to consider a fare increase every three years. Given the uncertainty in the economy and Intercity Transit’s financial position, staff recommends a delay in consideration of a fare increase until 2012 with an effective date of any change to be January 2013. *Should Intercity Transit consider a fare increase to be effective in early 2012 or should this be delayed until early 2013?*

6. **Should Intercity Transit increase the level of resources devoted to implementing an Environmental and Sustainability Management System (FTA) and pursuing Sustainability practices in its operations and capital programs?** Intercity Transit staff will complete the Federal Transit Administration's ESMS training in November 2011 and will receive on-site audits as part of the program in March and July 2012. Fully implementing an ISO 14001 ESMS and more actively pursuing Sustainability projects and actions will require additional staff resources. *Should a new Environmental and Sustainability Coordinator position be added to staff as part of the 2012 budget?*
7. **Should Intercity Transit play a greater and/or leading role in local land use planning and in pursuing transit priority treatments and transit-oriented development in major corridors?** Authority members asked staff to examine the role of Intercity Transit in land use planning and in ensuring future land use planning encourages transit-oriented development and includes provisions that encourage the use of public transportation.

Intercity Transit's current approach is to participate with the Thurston Regional Planning Council and local jurisdictions in their land use and corridor planning and to advocate for measures and actions that encourage transit use and transit-supportive development. Intercity Transit has a very strong and positive working relationship with the Thurston Regional Planning Council and with jurisdiction staff. Intercity Transit staff and Authority members are currently active participants in the following TRPC-led efforts:

- Sustainable Thurston County - The TRPC received a \$1.5 million Housing and Urban Development grant in late 2010 to develop a "Regional Plan for Sustainable Development." One of the "Livability Principles" guiding this effort is:

"Provide more transportation choices - Develop safe, reliable and economical transportation choices to decrease household transportation choices, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health."

Intercity Transit is a partner in this effort and has an Authority member serving on the Sustainable Thurston Task Force. Staff is involved in the panels and work groups supporting this effort.

- Urban Corridors Task Force (UCTF) - The UCTF was formed in late 2009 to evaluate land use in key transportation corridors and activity centers and to identify issues and actions that achieve the adopted land use vision. This vision includes denser corridors and activity centers and greater use of and reliance on public transportation. The UCTF includes

an Intercity Transit Authority member, and staff has been actively involved in the effort.

- Smart Corridors – Intercity Transit has been involved in the TRPC effort, funded with Congestion Mitigation and Air Quality (CMAQ) funds, to examine the implementation of a smart corridor in the Martin Way corridor. This effort would include improved signal coordination and transit priority measures. Intercity Transit staff has been very involved in this planning effort.
- Thurston Here to There – This project is a coordinated set of activities directed by the TRPC to improve access to travel options for residents of Tumwater, Yelm, Tenino, Bucoda and Rainier. Intercity Transit staff has been involved in the school-based efforts as well as other work.
- JBLM/I-5 Congestion Relief Action Plan – The Thurston Region Planning Council recently received grant funding to develop a congestion relief plan for the I-5 corridor between Joint Base Lewis-McChord/Lakewood and Lacey/Thurston County. This effort will build on work by TRPC and Intercity Transit to examine the potential for extending Sound Transit service to Thurston County and to assess other alternatives for improving transportation in the corridor. Intercity Transit staff will be involved in this effort.
- Capitol-Martin Corridor Neighborhood District Plan – This proposed project will continue work to help this corridor develop into one that is more supportive of transit service. Intercity Transit will be a partner in this effort if it is funded.
- Local Jurisdiction Comprehensive Plan Updates – Intercity Transit is participating in the updates of each jurisdiction’s comprehensive plans. This update will primarily occur in 2012, and Intercity Transit will participate in these efforts to ensure plans include provisions supportive of public transportation.

The TRPC and our local jurisdictions focused a great deal of effort on developing land use and planning policies that encourages transit-supportive development and infrastructure. Intercity Transit’s approach has been to be an active partner in these efforts but to allow local jurisdictions and the TRPC to lead the efforts. *Should Intercity Transit take a more active, leadership role in land use planning in Thurston County and what actions should Intercity Transit take as part of the Strategic Plan to accomplish this?*

- 8. How does signal preemption for transit fit into Intercity Transit’s Strategic Plan?** The Smart Corridor project identifies the Martin Way corridor as the prime candidate for implementation of a “Smart Corridor” in Thurston County”. Staff will soon provide additional information on this project and costs and

benefits for Intercity Transit. It is anticipated implementation of the project will require a significant contribution of local funds by Intercity Transit. *What factors should be considered in determining whether an investment in signal preemption should be pursued by Intercity Transit? Should funds be allocated in the Strategic Plan for the implementation of signal priority in Thurston County?*

9. **Should Intercity Transit continue to include implementation of the ORCA system in the Strategic Plan?** Intercity Transit chose in the mid-1990s to not be one of the original ORCA partners. Instead, once ORCA was fully implemented in the central Puget Sound area, Intercity Transit would consider joining the partnership. The implementation has taken much longer than initially anticipated but is now essentially completed in the central Puget Sound. For the past two years, Intercity Transit attempted to work with Pierce Transit and the ORCA partners to install ORCA readers on Intercity Transit's express service. During this period, Intercity Transit treated the ORCA card as a "flash" pass and received a partial reimbursement of fares from Pierce Transit for ORCA users. The effort to install the ORCA equipment on Intercity Transit vehicles has not been successful due to both legal and technical issues, and the earliest date we could have the equipment is now estimated at June 2012. In addition, one of the key reasons to have the equipment on Intercity Transit buses was so the same fare media could be used both on Pierce Transit and Intercity Transit service in the corridor. Effective October 2, 2011, Pierce Transit will discontinue its express service in this corridor, and Intercity Transit will be the only service provider.

Staff will recommend to the Authority at a future meeting effective January 1, 2012, Intercity Transit no longer accept ORCA cards as fare payment. A separate fare will be charged for Sound Transit and Olympia express service. A passenger traveling to the central Puget Sound would pay Intercity Transit's express fare and when boarding a Sound Transit bus or train would then pay that fare. The fare to travel to Seattle or SeaTac would be \$6.00 - \$2.50 for the Olympia Express and \$3.50 for the Sound Transit service. *Should Intercity Transit continue to include implementation of ORCA on part or all of our system in the Strategic Plan?*