

**AGENDA**  
**INTERCITY TRANSIT AUTHORITY**  
**SPECIAL MEETING**  
**July 17, 2013**  
**5:30 P.M.**

**CALL TO ORDER**

- |   |                |
|---|----------------|
| <b>1. APPROVAL OF AGENDA</b>  | <b>1 min.</b>  |
| <b>2. INTRODUCTIONS - None</b>  | <b>0 min.</b>  |
| <b>3. PUBLIC COMMENT</b><br><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> | <b>10 min.</b> |
| <b>4. CITIZEN ADVISORY COMMITTEE REPORT (Midge Welter)</b>  | <b>3 min.</b>  |
| <b>5. APPROVE GENERAL MANAGER EMPLOYMENT CONTRACT (Heather Stafford)</b>  | <b>10 min.</b> |
| <b>6. ADOPTION OF SEPTEMBER 2013 SERVICE ENHANCEMENTS (Dennis Bloom)</b>  | <b>10 min.</b> |
| <b>7. TRANSPORTATION IMPROVEMENT PROGRAM ADOPTION (Bob Holman)</b>  | <b>10 min.</b> |
| <b>8. PURCHASE OF REPLACEMENT BUSES (Marilyn Hemmann)</b>   | <b>10 min.</b> |
| <b>9. ANNUAL PLANNING SESSION (Rhodetta Seward)</b>   | <b>10 min.</b> |
| <b>10. ENVIRONMENTAL AND SUSTAINABILITY COMMUNICATIONS (Meg Kester and Jessica Brandt)</b>  | <b>20 min.</b> |
| <b>11. CITIZEN ADVISORY COMMITTEE "PURPOSE" DISCUSSION (Rhodetta Seward)</b>  | <b>30 min.</b> |
| <b>12. AUTHORITY ISSUES</b>   |                |

### 13. ADJOURNMENT

**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 5  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority

**FROM:** Heather Stafford, Human Resources Director, 705-5861

**SUBJECT:** Approve General Manager Employment Contract

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1) **The Issue:** Should the Intercity Transit Authority approve the terms and conditions of the Employment Contract with the new General Manager, Ann Freeman-Manzanares?

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2) **Recommended Action:** Authorize the Chair to sign the Employment Contract in recognition of the Authority's acceptance of the terms and conditions for the employment of Ann Freeman-Manzanares in the position of General Manager.

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3) **Policy:** Per Bylaws, Section VIII, Appointed Positions, 8.1, General Manager.

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4) **Background:** On June 5, 2013, the Authority authorized the Chair to make a tentative offer of employment to Ann Freeman-Manzanares for the position of General Manager, and to negotiate a contract with Ann Freeman-Manzanares with terms approved by the Authority.

Negotiations have been completed and a tentative agreement reached between the Chair and Ann Freeman-Manzanares. Details of the employment contract, including the terms and conditions will be presented at the July 17, 2013, meeting.

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5) **Alternatives:**

- A. Authorize the Chair to sign the Employment Contract in recognition of the Authority's acceptance of the terms and conditions for the employment of Ann Freeman-Manzanares in the position of General Manager.
- B. Ask the Chair to further negotiate additional terms and conditions for the Authority's acceptance to be brought back at the next meeting.

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

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7) **Goal Reference:** Hiring a General Manager will help achieve all goals of the agency.

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- 8) **References:** Page 10 of the Authority Bylaws, Section VIII, Appointed Positions, 8.1, General Manager. A copy of the proposed contract will be sent to Authority prior to the meeting.
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**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 6  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority

**FROM:** Dennis Bloom (5832)

**SUBJECT:** Adoption of September 2013 Service Enhancements

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1. **The Issue:** Whether to approve the proposed service enhancements to inter-county Express service, which will become effective at the scheduled service change on September 29, 2013.

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2) **Recommended Action:** Adopt the proposed service changes as presented by staff.

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3) **Policy Analysis:** The Intercity Transit Authority must approve significant service changes.

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4) **Background:** Two proposed inter-county Express service enhancements are slated to start with the September 29, 2013, regional service change. These “demonstration improvements” are funded, in part, by WSDOT Regional Mobility Grants and include the following:

- 1) Implementing a new Express weekday route between Tumwater and Lakewood with 11 round trips per day.
- 2) Extending Sound Transit’s current weekday Route 592 Express Bus service from DuPont to Seattle to begin in Olympia. Six trips north in AM peak and six trips south in PM peak.

A public hearing was conducted on July 3, 2013. Staff provided a brief overview of the proposed changes including the estimated hours and costs. Ten summary comments were submitted from the public and incorporated into the public record of the service change hearing. In addition, four people spoke at the hearing about the proposed service expansion.

The service enhancements, if accepted as proposed, will increase annual service hours in 2013 by 2,462 hours. This is a 1.2% increase above the current 2013 hours, for an estimated total of 210,768 service hours. The 6,297 additional service hours (annualized) needed in 2014 for these service enhancements will be a 2.98% increase for an estimated total of 217,065 fixed route service hours.

Implementation of the service changes are slated to actually occur on Monday, September 30, 2013, (weekday service). This coincides with the other regional transit system changes throughout the Puget Sound area including Pierce and Sound Transit service.

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5) **Alternatives:**

- A) Adopt the proposed service changes as presented by staff.
- B) Amend the service proposals and adopt a new set of services for 2013.
- C) Delay adoption to a later date. However, this could impact the existing ATU contract provisions for operator bids and delay the publication of public information materials regarding the service change.

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6) **Budget Notes:** On June 5, 2013, the Authority approved accepting the two Regional Mobility Grants, which total \$3,465,686 in grant funding, plus 20% in local match funds of \$866,327.67. The grants and match will be spread over two years (2013 - 2015) and require budget adjustments.

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7) **Goal Reference:** This is the culmination of the public process and requires adoption of the changes for a September 2013 start date. The process reflects Goal#1: *"Access the transportation needs of our community."*

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8) **References:** Proposed route maps and schedules and Service Hour System charts.

## Proposed Service Enhancements

**New Weekday Intercity Transit Express Route 609 between Tumwater and Lakewood**  
**Operated by Intercity Transit: Effective: September 30, 2013**

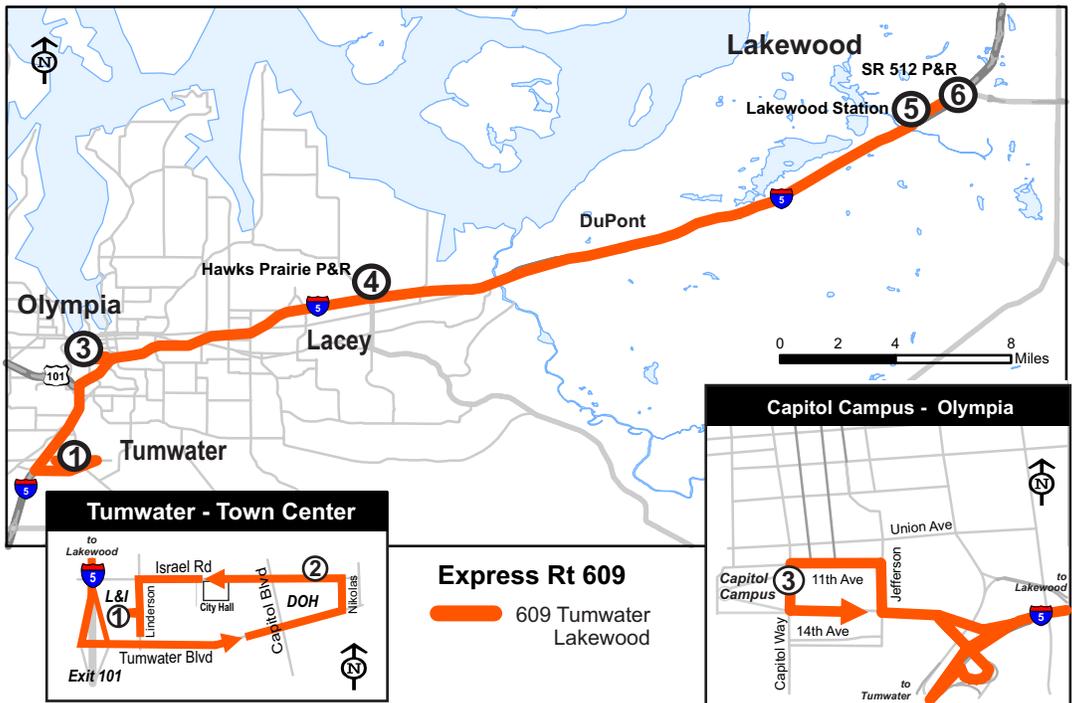
Route 609 Weekdays											
Departs Labor & Industries	Israel & Nikolas	Capitol & 11th	Hawks Prairie P&R	Lakewood Station *	Arrives SR512 P&R	Departs SR512 P&R	Lakewood Station	Hawks Prairie P&R *	Capitol & 11th *	Israel & Nikolas *	Arrives Labor & Industries
to Lakewood						to South Tumwater					
5:00	5:04	---	5:25	5:47	5:50	6:00	6:02	6:30	6:50	7:02	7:10
5:30	5:34	---	5:55	6:17	6:20	6:30	6:32	7:00	7:20	7:32	7:40
6:00	6:04	---	6:25	6:47	6:50	7:00	7:02	7:30	7:50	8:02	8:10
7:20	7:24	---	7:45	8:12	8:15	8:25	8:27	8:55	9:15	9:27	9:35
7:50	7:54	---	8:15	8:42	8:45	8:55	8:57	9:25	9:45	9:57	10:05
---	---	---	---	---	---	2:50	2:52	3:20	3:40	3:52	4:00
2:05	2:09	2:20	2:35	3:07	3:10	3:20	3:22	3:50	4:10	4:22	4:30
2:35	2:39	2:50	3:05	3:37	3:40	3:50	3:52	4:20	4:40	4:52	5:00
4:10	4:14	4:25	4:40	5:12	5:15	5:25	5:27	5:55	6:15	6:27	6:40
4:40	4:44	4:55	5:10	5:42	5:45	6:00	6:02	6:30	6:50	7:02	7:10
5:10	5:14	5:25	5:40	6:12	6:15	6:25	6:27	6:55	7:15	7:27	7:40

\* These are estimated times. Arrival times may vary slightly depending on traffic conditions.  
 Buses proceed on arrival to the next timepoint. This may be before the time shown on the schedule.

**Intercity Transit Express Fare**  
 Adult: \$3.00  
 Youth: \$3.00  
 Senior/Disabled: \$1.25\*  
 \*Requires Regional Reduced Fare Permit.

For additional information on Intercity Transit schedules, fares and passes, please visit [www.Intercitytransit.com](http://www.Intercitytransit.com)  
 Call: 360.786.1881;  
 WA Relay: 800.833.6348  
 or pick up a copy of our *Transit Guide*.

### Proposed Intercity Transit Route 609: Tumwater - Lakewood



**④ Hawks Prairie Park & Ride Lot**

This new 332 stall facility is located north of I-5 near the Thurston County Waste and Recovery Center (WARC) in Hawks Prairie (Lacey): Exit 111 (Marvin Rd), 2548 Hogum Bay Road NE.

**INTERcity TRANSIT**

*Funding for Rt 609 demonstration service is provided, in part, by a WSDOT Regional Mobility Grant to Intercity Transit.*

# Proposed Service Enhancement

Extension of ST 592 between Olympia and DuPont with service to Seattle.

Operated by Sound Transit. Effective: September 30, 2013

## Sound Transit Route 592 Weekdays: AM Northbound

① Leaves Olympia Transit Ctr / Bay M	② Capitol & 11th	③ Hawks Prairie P&R	④ DuPont P&R	⑤ Lakewood Station	⑥ SR512 P&R	Seattle 4th & Seneca *	Seattle 4th & Pike *	Seattle Eastlake & Stewart *
To Seattle [All times are A.M.]								
4:12	4:16	4:30	4:50	5:09	5:14	6:04	6:06	6:10
4:42	4:46	5:00	5:20	5:39	5:44	6:34	6:36	6:40
5:12	5:16	5:30	5:50	6:09	6:14	7:04	7:06	7:10
5:42	5:46	6:00	6:20	6:39	6:44	7:39	7:41	7:45
6:12	6:16	6:30	6:50	7:10	7:15	8:09	8:11	8:16
6:42	6:46	7:00	7:20	7:40	7:45	8:39	8:41	8:46

## Sound Transit Express Fare

Multi-county Trip

Adult: \$3.50

Youth: \$2.50

Senior/Disabled: \$1.50\*

\*Requires Regional Reduced Fare Permit.

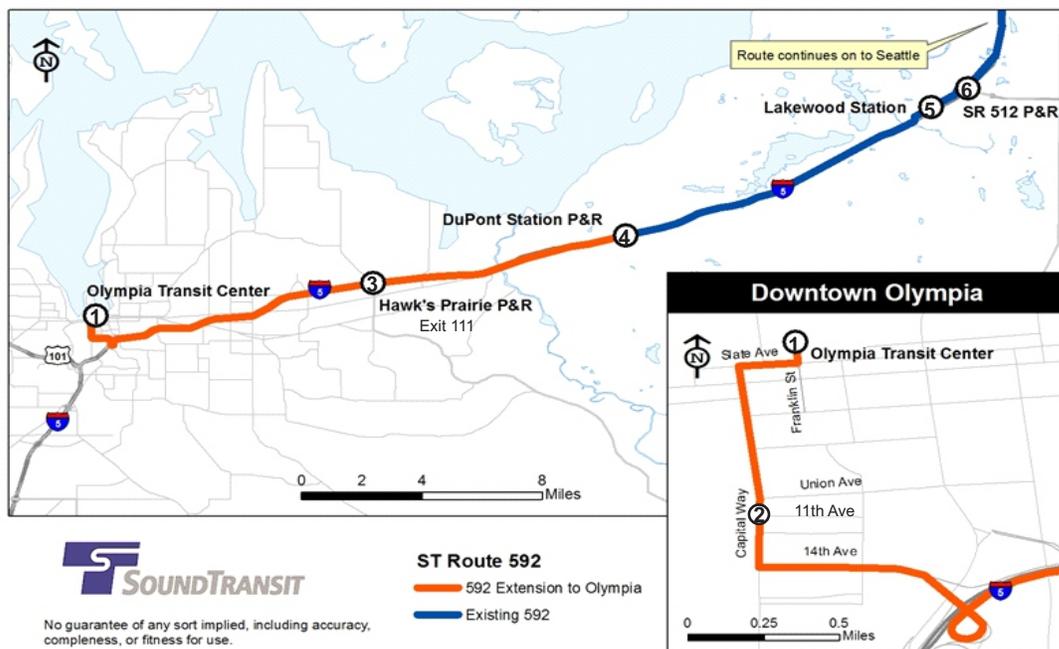
For additional information on Sound Transit Express bus and Sounder rail schedules, fares or passes, please visit [www.soundtransit.org](http://www.soundtransit.org)  
Call: 888.889.6368; TTY Relay 711 or pick up a copy of ST's *Ride The Wave Transit Guide*.

## Sound Transit Route 592 Weekdays: PM Southbound

Seattle Eastlake & Stewart	Seattle 9th & Stewart	Seattle 2nd & Seneca	⑥ SR512 P&R	⑤ Lakewood Station	④ DuPont P&R	③ Hawks Prairie P&R	② Capitol & 11th	① Arrives Olympia Transit Center
To Olympia								
3:03	3:09	3:20	4:24	4:29	4:48	5:03	5:16	5:23
3:33	3:39	3:50	4:54	4:59	5:18	5:33	5:46	5:53
4:03	4:09	4:20	5:24	5:29	5:48	6:03	6:16	6:23
4:33	4:39	4:50	5:54	5:59	6:18	6:33	6:46	6:53
5:03	5:09	5:20	6:24	6:29	6:48	7:03	7:16	7:23
5:33	5:39	5:50	6:54	6:59	7:18	7:33	7:46	7:53

All times are P.M. These trips are operated by Sound Transit.

## Sound Transit Route 592 Extension to Olympia



### ③ Hawks Prairie Park & Ride Lot

This new 332 stall facility is located north of I-5 near the Thurston County Waste and Recovery Center (WARC) in Hawks Prairie (Lacey): Exit 111 (Marvin Rd), 2548 Hogum Bay Road NE.

**INTERcity  
TRANSIT**

Funding for Rt 592 demonstration service is provided, in part, by a WSDOT Regional Mobility Grant to Intercity Transit.

# Service Hours by Route Type: 2012 - 2014

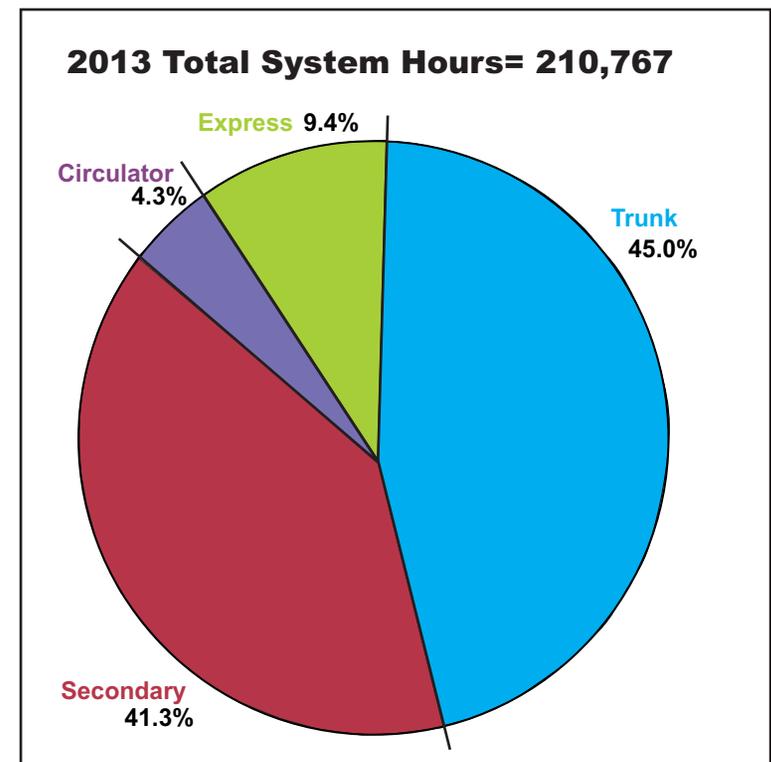
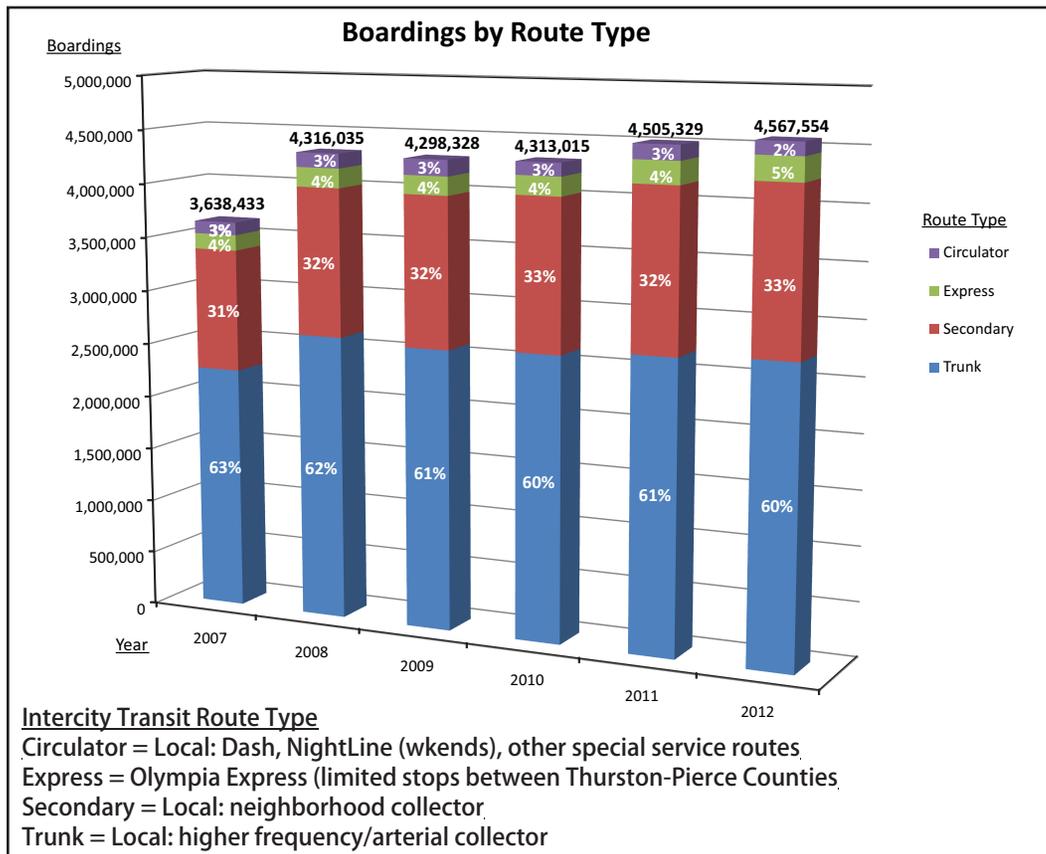
Updated  
DRAFT

Route Type	2012 Total	Change in 2013	Projected 2013	2014 Estimate (Annualized)
Trunk	95,207 45.6%	-370	94,837 45.0%	94,837 43.7%
Secondary	89,605 43.0%	-2,596	87,009 41.3%	87,013 40.0%
Circulator	6,528 3.7%	2,600	9,128 4.3%	8,807 4.1%
Express	17,521 7.6%	2,273	19,794* 9.4%	23,934* 12.2%
<b>Total</b>	<b>208,862</b> 100%	<b>1,905</b>	<b>210,767</b> 100%	<b>217,065</b> 100%

**\*Estimated WSDOT RMG Funded Hours**

**IT Rt 609**  
(included in Service Hr totals)  
2013 = 1,831  
2014 = 7,183  
(allows us to eliminate current backup Express trips = 780 hrs)

**ST Rt 592**  
(included in Service Hr totals)  
2013 = 631  
2014 = 2,474



**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 7  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority  
**FROM:** Bob Holman, 705-5885  
**SUBJECT:** Transportation Improvement Program Adoption

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- 1) **The Issue:** Whether to adopt the proposed 2014-16 Transportation Improvement Program (TIP) and 2013 Revised Projects list for projected Federal Transit Administration (FTA) funded projects for programming into the local, regional and state planning documents.
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- 2) **Recommended Action:** Adopt the 2014-16 Transportation Improvement Program (TIP) and 2013 Revised Projects for anticipated Federal Transit Administration funding.
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- 3) **Policy Analysis:** Grant guidelines require this program be adopted by the governing body.
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- 4) **Background:** The draft Transportation Improvement Program (TIP)/Program of Projects (POP) and 2013 Revised Projects list for anticipated Federal Transit Administration funding reflect they are or will be identified in the **2014-2017 Capital Improvement Program** and the **2012-2018 Capital Program** that will be included in Intercity Transit's **2013-2018 Transportation Development Plan** and is also consistent with the **2013-2018 Strategic Plan**. A public hearing was held on July 3, 2013. At that time there were no public comments, nor were there written or other comments made before or since the public hearing.

Project elements in the proposed 2014-16 Transportation Improvement Program (TIP) and 2013 Revised Projects list are:

- Capital Preventive Maintenance for 2014, 2015 and 2016. This is for planning purposes pending adoption of the federal budget for federal fiscal years 2013 through 2015.
- Approximately 12 hybrid, biodiesel-electric replacement coaches. For planning purposes, anticipating funds from one or more FTA grants combined with PSRC 5307 "earned share" to meet the planned need for replacement coaches in 2016.
- Final Engineering & Construction for transit maintenance and operations facility expansion in 2013-2015. This project is for planning purposes in

the event a funding request from one or more FTA grant applications is successful.

- Federal funding to continue Walk-n-Roll Program for youth transportation education.
- A portion of funding required for purchasing expansion and replacement vanpool vans.
- Bus stop enhancements for accessibility and safety.
- An augmentation of existing federal funding for engineering and construction for the OTC Expansion Project.
- A Smart Corridor multijurisdictional intelligent signaling project on major corridors for 2013 through 2015

Following Authority adoption, Thurston Regional Planning Council will move Intercity Transit's proposed, federally funded projects through their annual process for updating the Regional Transportation Improvement Program (TIP) and the State Transportation Improvement Program (STIP). The STIP then gets approved by the state and federal transportation agencies as the final step in this programming process.

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5) **Alternatives:**

- A. Adopt the 2014-16 Transportation Improvement Program (TIP) and 2013 Revised Projects for anticipated Federal Transit Administration funding. This will meet our local requirement for Federal Transit Administration grant guidelines.
- B. Reject the TIP and Revised 2013 Projects list. This will prevent or delay federal grant funding.

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6) **Budget Notes:** The TIP reflects projects that could be considered for 2013 through 2015 budgets and is consistent with Intercity Transit's **2011-2016 Transportation Development Plan** and **2012-2017 Strategic Plan**.

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7) **Goal Reference:** The project elements support agency goals: Goal 1: *"Assess the transportation needs of our community."* Goal 4: *"Provide responsive transportation options."*

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8) **References:** 2014-16 TIP & Revised 2013 Projects List

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**Intercity Transit 2013 Revised and 2014-16 TIP**

<b>Federally Funded Projects</b>									
<b>IT #</b>	<b>Project</b>	<b>2013 revised</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017-2019</b>	<b>Federal</b>	<b>Type</b>	<b>Local</b>
1	IT 1301 Capital Preventive Maintenance (2013 TRPC & 2012 PSRC)	\$4,312,998					\$3,450,398	Sec. 5307 IT Apportionment & PSRC Earned Share	\$862,600
2	IT 1401 Capital Preventive Maintenance (2014 TRPC & PSRC)		\$4,907,958				\$3,926,366	Sec. 5307 IT Apportionment & PSRC Earned Share	\$981,592
3	IT 1501 Capital Preventive Maintenance (2015 TRPC & PSRC)			\$5,011,446			\$4,009,157	Sec. 5307 IT Apportionment & PSRC Earned Share	\$1,002,289
4	IT 1601 Capital Preventive Maintenance (2016 TRPC & PSRC)				\$5,117,165		\$4,093,732	Sec. 5307 IT Apportionment & PSRC Earned Share	\$1,023,433
5	Capital Preventive Maintenance 3 Yrs (2017-2019 TRPC & PSRC)					\$16,008,750	\$12,807,000	Sec. 5307 IT Apportionment & PSRC Earned Share	\$3,201,750
6	IT 1502 Replacement, heavy duty, hybrid buses - order in 2018 (PSRC)			\$2,079,345			\$1,663,475	Sec. 5307 PSRC Earned Share	\$415,870
7	Vanpool Vans - Replacement & Expansion (PSRC)	\$780,000	\$945,068	\$427,849	\$949,811	\$3,061,508	\$4,931,379	Sec. 5307 PSRC Earned Share	\$1,232,856

**Intercity Transit 2013 Revised and 2014-16 TIP**

<b>Federally Funded Projects</b>										
	<b>IT #</b>	<b>Project</b>	<b>2013 revised</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017-2019</b>	<b>Federal</b>	<b>Type</b>	<b>Local</b>
8	IT11 03	2011 & 2013 STP-U Funded Portion of							Federal Surface Transporta- tion	\$267,983
		OTC Expansion- Design & Construction	\$1,985,065					\$1,717,082		
9	IT 1305	2013-14 Transportation Alternatives (TA) Bus Stop Enhancements	\$185,000					\$160,025	Federal Surface Transporta- tion	\$24,975
10	IT 1306	2013-14 Transportation Alternatives (TA) Walk-N-Roll Youth Transportation Education	\$39,300					\$34,000	Federal Surface Transporta- tion	\$5,300
<b>Total Federal Funded Projects</b>			<b>\$7,311,559</b>	<b>\$5,868,025</b>	<b>\$7,521,140</b>	<b>\$6,066,976</b>	<b>\$19,070,258</b>	<b>\$36,815,147</b>		<b>\$9,024,345</b>
11		<b>Pattison Maintenance Facility Expansion</b>		<b>\$22,000,000</b>				<b>unknown</b>	<b>unknown</b>	<b>unknown</b>

**Intercity Transit 2013 Revised and 2014-16 TIP**

<b>Federally Funded Projects</b>						
	<b>IT #</b>	<b>Project</b>	<b>Total</b>	<b>Fed %</b>	<b>Project Status</b>	
1	IT 1301	Capital Preventive Maintenance (2013 TRPC & 2012 PSRC)	\$4,312,998	80%	Current - amending for full year apportionment	Apportioned 5307/5340 Including PSRC Earned Share
2	IT 1401	Capital Preventive Maintenance (2014 TRPC & PSRC)	\$4,907,958	80%	Planning Purpose	New - Anticipated Formula 5307
3	IT 1501	Capital Preventive Maintenance (2015 TRPC & PSRC)	\$5,011,446	80%	Planning Purpose	New - Anticipated Formula 5307
4	IT 1601	Capital Preventive Maintenance (2016 TRPC & PSRC)	\$5,117,165	80%	Planning Purpose	New - Anticipated Formula 5307
5		Capital Preventive Maintenance 3 Yrs (2017-2019 TRPC & PSRC)	\$16,008,750	80%	Planning Purpose	2017-19 CPM Total
6	IT 1502	Replacement, heavy duty, hybrid buses - order in 2018 (PSRC)	\$2,079,345	80%	Secured Funding	Carry Forward of Secured & Anticipated Funding
7		Vanpool Vans - Replacement & Expansion (PSRC)	\$6,164,235	80%	Planning Purpose	Planned Replacement Vanpool Vans

**Intercity Transit 2013 Revised and 2014-16 TIP**

<b>Federally Funded Projects</b>						
	<b>IT #</b>	<b>Project</b>	<b>Total</b>	<b>Fed %</b>	<b>Project Status</b>	
8	IT1103	2011 & 2013 STP-U Funded Portion of			Secured Funding	Secured Funding TRPC Award of federal 2011 & 2013 Surface Transportation (STP) funds
		OTC Expansion-Design & Construction	\$1,985,065	87%		
9	IT 1305	2013-14 Transportation Alternatives (TA) Bus Stop Enhancements	\$185,000	87%	Secured Funding	Secured Funding TRPC Award of federal 2013 STP-TA funds
10	IT 1306	2013-14 Transportation Alternatives (TA) Walk-N-Roll Youth Transportation Education	\$39,300	87%	Planning Purpose	Secured Funding TRPC Award of federal 2013 STP-TA funds
<b>Total Federal Funded Projects</b>			<b>\$45,839,352</b>	<b>80%</b>		
11		Pattison Maintenance Facility Expansion	unknown		Regionally Significant RTP Project Contingent on Securing Federal \$\$	

**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 8  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority  
**FROM:** Marilyn Hemmann, 705-5833  
**SUBJECT:** Purchase of Replacement Buses

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- 1) **The Issue:** Consideration of the purchase of ten, 40-foot, hybrid/electric, low-floor buses.
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- 2) **Recommended Actions:** Authorize the General Manager to issue a purchase order for ten, 40-foot, hybrid diesel/electric, low floor buses to the Gillig Corporation pursuant to the Niagara Frontier Transportation Authority Contract in an amount not-to-exceed \$6,996,285, inclusive of tax.
- 
- 3) **Policy Analysis:** The Procurement Policy states the Authority must approve any contract over \$25,000.
- 
- 4) **Background:** The Transit Development plan identifies the need to replace fourteen coaches by 2014. Seven vehicles were replaced through our 2012 purchase. The seven remaining vehicles identified for purchase will replace seven 1998 Gillig Low Floor 40-foot coaches. In addition, Intercity Transit has received Washington State Department of Transportation Regional Mobility Grant (RMG) funding to purchase three coaches to provide express service to Lakewood.

The Federal Transit Administration (FTA) has a minimum replacement cycle for heavy duty buses of 12 years. Our experience has been to replace buses at an older age, typically around 15 years, depending on fleet condition, finances, grants and the bus market. This purchase will replace vehicles that will be 16 years old at the time of delivery.

The grants identify the purchase of hybrid diesel/electric buses. This hybrid propulsion system uses diesel and electric motors. Dedicated batteries are placed on the roof of the bus to store electrical power generated by engine deceleration. This energy is then applied upon demand to the electric motors. Reduced fuel consumption is an outcome of both the batteries and the smaller diesel motor required.

Staff intends to purchase the vehicles under the Niagara Frontier Transportation Authority contract for hybrid diesel/electric 40-foot buses. This contract will fulfill our needs, is competitive, meets FTA standards, and the pricing is fair and reasonable. A July 2013 purchase date should allow delivery of buses in September 2014.

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**5) Alternatives:**

- A. Authorize the General Manager to issue a purchase order for ten, 40-foot, hybrid/electric, low floor buses to the Gillig Corporation pursuant to the Niagara Frontier Transportation Authority Contract in an amount not to exceed \$6,996,285, inclusive of tax.
  - B. Defer action. If we chose not to exercise options from this contract, the Niagara Frontier Transportation Authority may choose to reallocate the available options to other transit agencies. Staff will need to identify other qualifying contracts and seek options from the respective transit property. This will likely extend the timeline for replacing the vehicles. The anticipated vehicle delivery schedule for this purchase will be approximately 14 months.
- 

**6) Budget Notes:** Funding for this purchase is through a combination of two federal grants, (State of Good Repair and a 2011 Clean Fuels grant), one state grant (RMG) and local funds. The State of Good Repair provides \$2,324,000 in federal funds with a \$476,000 local match. The 2011 Clean Fuels grant provides \$1,500,000 in federal funds with a \$307,229 local match. The RMG grant provides \$1,800,000 in state funds for the current biennium with a \$450,000 local match. In addition, \$139,056 of local dollars will need to be dedicated to this project. The result is approximately 80% federal and state funds with a 20% local match. Funds for these vehicles are identified in the strategic plan and will need to be included in the 2014 budget.

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**7) Goal Reference:** Goal No. 2: *"Provide outstanding customer service."* Goal No. 4: *"Provide responsive transportation options."* Goal No. 5: *"Align best practices and support agency sustainable technologies and activities."*

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**8) References:** N/A

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**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 9  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority  
**FROM:** Rhodetta Seward, 705-5856  
**SUBJECT:** Annual Planning Session

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- 1) **The Issue:** Whether to conduct a planning session, identify a date, and identify facilitators to interview.
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- 2) **Recommended Action:**  
A. Agree to conduct a fall planning session;  
B. Identify a date which then enables facilitator discussions to move forward; and  
C. Identify facilitators for the board officers and staff to contact.
- 
- 3) **Policy Analysis:** Annually, the Authority conducts at least one planning session to review issues identified by members of the Transit Authority.
- 
- 4) **Background:** The Authority typically meets in April or May to conduct a planning session; however, due to the General Manager recruitment, it was postponed until early fall.

Staff was asked to look into identifying local facilitators and possible dates, typically Fridays. The Authority members will identify discussion topics. The Authority Chair, Vice Chair and General Manager will interview facilitators, negotiate costs and finalize the agenda for the planning session.

What's needed now is a short list of facilitator names and a date that will work for all Authority members. Some facilitators may be eliminated based on their availability. Staff will make contact with those facilitators the Authority selects to determine their availability, provide them an outline of needs and seek a proposal. After the proposals are reviewed, the Chair, Vice Chair and General Manager will determine which will be interviewed and then a selection will be made.

In order for all Authority members to be able to fully participate in the planning session, staff recommends the use of a facilitator and the budget includes the cost for these services.

Past experience demonstrates Fridays work better for the session versus a Saturday or another day of the week; however, the Authority's composition has changed slightly. The following Fridays are options for your consideration and are based on conducting the session in the Intercity Transit Boardroom:

**Friday**

August 30  
 September 13  
 September 20  
 September 27  
 October 11  
 October 18

**Space**

Intercity Transit Boardroom  
 Intercity Transit Boardroom

**Possible Facilitators**

*John Kliem, Creative Community Solutions, Inc.*  
*Deborah Holden, Creative Community Solutions, Inc.*  
*Rick Kramer, Organizational Resource Group, Inc.*  
*Tonia Sugarman, Northwest Consulting*  
*Faith Trimble, FLT Consulting, Inc.*  
*Kendra Dahlen, FLT Consulting, Inc.*  
*Debbie Rough-Mack, Rough-Mack consulting*  
*Doug Mah, Doug Mah & Associates*  
*Don Chalmers, SparrowHawk Consulting Company, Inc.*

Intercity Transit worked with Rick Kramer, Tonia Sugarman, Faith Trimble, Kendra Dahlen and Debbie Rough-Mack in the past. Doug Mah sat on the Intercity Transit Authority.

Staff seeks direction from the Authority as to a date and a list of facilitators to contact.

---

**5) Alternatives:**

- A. Agree to conduct a fall planning session; identify a date and identify facilitators for the board officers and staff to contact.
- B. Identify additional facilitators beyond those listed above, and identify a date for the planning session.
- C. Defer the planning session until 2014.

- 
- 6) Budget Notes:** \$8,150 has been allocated in the 2013 budget for the session which includes facilitation costs, the meal, equipment, and materials. In the past, this has been more than adequate to cover the cost of this session given we've used a local facilitator and our own facility.

- 
- 7) Goal Reference:** Authority members meeting annually to discuss in length various issues, needs and future plans for the agency and community supports all goals of the agency.

- 
- 8) References:** Facilitator Bios
-



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Facilitation

Strategic Plans

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## Contact

### John M. Kliem

[jkliem@ccsolympia.com](mailto:jkliem@ccsolympia.com)

[v-card](#)

### Deborah A. Holden

[dholden@ccsolympia.com](mailto:dholden@ccsolympia.com)

[vcard](#)

Phone: 360-866-9325

[www.ccsolympia.com](http://www.ccsolympia.com)

Creative Community Solutions  
2203 Overhulse Road NW  
Olympia WA 98502

[Staff CV](#), Creative Community Solutions [brochure](#)



**John Kliem** has been owner and president of Creative Community Solutions, Inc. since 1992. He has over thirty years of public and private experience as a planning and community development professional in Washington State. His broad work accomplishments include major projects in facilitation, community development, land use planning, housing, social services, and organizational development. His past and current clients have included cities, counties, the State of Washington, tribal governments, and non-profit organizations. Before owning his own firm, John worked for municipal governments as a planning director and city administrator.

John's educational achievements include a Master's in Urban and Regional Planning from Eastern Washington University and a Bachelor's in Political Science from Washington State University. He is a Returned Peace Corps Volunteer from Sierra Leone, West Africa. His personal interests include [kendo](#), kayaking, hiking, cross-country skiing, and woodworking.

**Deborah Holden** joined Creative Community Solutions in 2007 as a facilitator and project coordinator. Deborah has over 28 years experience working as an administrative assistant and paralegal. She brings special project skills in web design, document production, and project-integrated IT assistance for clients. Her interests include photography, bicycling, and gardening.

[GHCoSolidWastewebsite 4-29-13](#)

## Organizational Resource Group, Inc.

**Teamwork**

**Planning**

**Results**

The wise see  
knowledge and action  
as one.

**The Bhagavad-Gita**

### SERVICES

All of our services have one goal – to help you achieve the real-world results you desire. We help leaders and teams improve their performance, create and execute plans, and align and apply their resources to get stronger, more focused, and more efficient at getting things done. How do we do it? With services that target three key components of performance:

#### Teamwork - People Working Together

- Team Refueling
- Shaping Effective Leadership
- Building Effective Boards

#### Planning - Setting Direction And Goals

- Strategic Planning and Execution
- Alignment and Core Business Development
- Succession Planning to Sustain High Performance
- Community Involvement
- Facilitation for Productive Meetings

#### Results - Improving Service And Quality

- Business Process Improvement
- Results-Focused Performance Management
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**Rick Kramer**

**Peter Guttchen**

**Merritt Mount**

**Kathy Baros Friedt**

**Stephen Harrell**

**Catherine Geissler**

### COMPANY

Performance and results are our bottomline. Success for us is seeing the leaders and teams we work with flourish and thrive, and achieve the real-world results they desire.

In our decades of experience supporting leaders and their teams, we've learned there are no short-cuts to achieving and sustaining top performance. To make a difference over the long-haul, people need to listen and learn, and have a passion for what they do.

That's why we begin by listening to learn what's really going on in your organization. Then we get down in the trenches with you where the real work gets done to help your team get reenergized, refocused, and moving forward toward achieving its goals.

We are passionate about our work. We don't sit on the outside looking in. We roll up our sleeves and become partners with you, helping you focus on what's important, and moving down the right road to achieve your goals.

**"Maintaining a budget and clarity regarding services rendered is important and ORG was very positive in these regards - we were well within our budget while attaining our goals."**

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**Rick Kramer**

**Peter Guttchen**

**Merritt Mount**

**Kathy Baros Friedt**

**Stephen Harrell**

**Catherine Geissler**

### **Rick Kramer**

**Printable Bio**

I believe healthy organizations are cornerstones of our communities and economy. I've dedicated my career – which spans more than 30 years – to helping organizations improve their performance and become more vibrant and vital places to work.



Working with my colleagues at ORG, we've developed a unique set of field-tested, adaptable, and highly successful approaches to help people work better together, set a clear direction and goals, and then achieve those goals.

As president of ORG, I'm proud of the associates that have chosen to join our firm, and the work we've done together to help the people and organizations we serve improve their performance. For me, it's the partnerships we've been able to develop with the leaders and teams we've worked with that gives me the most satisfaction. The trust they put in us, and their willingness to take risks and learn, is what allows us and them to be successful.

I'm also proud of our long-term involvement with community groups, and the time and expertise we've donated to support local non-profits and public agencies to improve their ability to make a difference in the lives of the people they serve.

I hold a Master of Arts in Applied Behavioral Sciences from the Leadership Institute of Spokane at Whitworth College, and a Bachelor of Arts from The Evergreen State College.

My interests include playing and recording blues guitar ([checkout my Music for Food Project by clicking here](#)), hot yoga, sailing and kayaking, and learning to be a good husband and father.

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- Business Process Improvement
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## Organizational Resource Group, Inc.

### TOOLS

We use a diverse set of robust and field-tested tools to assist our clients to achieve their goals. These tools include the tailored assessments, hands-on training, and innovative technology described below:

[Human Systems Assessment™](#)

[Human Risk Assessment](#)

[Board Cultural Assessment](#)

[Zoom - Process Improvement Training](#)

[The IdeaNet™ Solution](#)

---

### Human Systems Assessment™

This assessment is designed to measure what elements of an organization's culture are strong, and what elements present opportunities for improvement, including key human systems such as:

- Leadership
- Accountability
- Decision-making capacity
- Management effectiveness
- The strength of internal staff relations

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### Human Risk Assessment

This assessment is designed to gather data about the key aspects of an organization's work environment that impact productivity and safety in individual work groups and in the organization as a whole, including:

- Discrimination
- Violence
- Aggressive behavior

An innovative software product that organizations use to meaningfully tap, leverage and share vital organizational knowledge in ways that can dramatically improve their performance. IdeaNet™ can be used to:

- Turn strategy into action
- Close the performance gap
- Standardize best practices
- Support effective succession planning

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*Clarity. Connection. Confidence*

Hello, I'm Tonia Sugarman, Founder and President of Northwest Consulting. I want to personally thank you for taking the time to visit our site. We are a small training, coaching and facilitation company based out of the Pacific Northwest that gets big results!

**Tonia Sugarman**  
President  
360.790.9426  
info@northwestconsulting.com



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Northwest Consulting offers results oriented speakers, trainers, facilitators and coaches for today's business, non-profit and government leaders in the areas of:

- Leadership development
- Mission, vision and values identification
- Change management
- Effective communication
- Contract management
- Project management
- Team building



Approved vendor for the Washington State Department of Personnel and Office of Minority and Women's Business Enterprises (OMWBE) certification is pending.

- Coaching
- Facilitation
- Training
- Event Speakers

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## OUR CLIENTS

We specialize in serving small business, non-profit and government organizations that are making a difference in our communities. Below is a partial client list.

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[Board of Industrial Appeals](#)

[City of Seattle](#)

[County Road Administration Board](#)

[Department of Ecology](#)

[Department of Licensing](#)

[Department of Social and Health Services](#)

[Department of Transportation](#)

[Interagency Committee for State Employed Women](#)

[King County Human Resources](#)

[Lewis County Sheriff's Department](#)

[South Puget Sound Community College](#)

[Thurston County Sheriff's Department](#)

[Tuff Kookie Productions](#)

[United Way of Thurston County](#)

[Washington Association of County Officials](#)

[Washington Counties Risk Pool](#)

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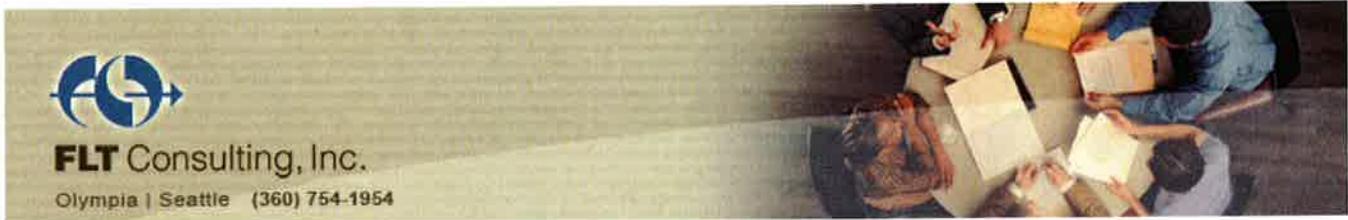
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FLT ADMINISTRATION

**Faith Trimble**  
*President and CEO*

**Wyatt Finn**  
*Administrative Assistant*

**Dan Cunningham:**  
*The Business Ferret*  
*Financial Analysis*

**Bryan Nelson**  
*Human Resources*

**Donna Doerer**  
*Grant Writer*

## Our People

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### **Faith L. Trimble,** **President and CEO**

Faith has been providing professional services to state agencies, cities and counties, transit authorities, Native American tribes, and non-profit organizations since 1992. Her background is rooted in project management, strategic planning, meeting facilitation, citizen engagement, and all facets of policy research and analysis as it relates to fiscal and social issues.

She launched FLT Consulting as an outgrowth of her work with the Association of Washington Cities and a non-profit she founded to better connect citizens with their government. Faith believes that strategic direction, measured actions, honest communication, and information sharing lead to quality public service.

In addition to her work with FLT Consulting, Faith is a member of the Adjunct Faculty of The Evergreen State College in Olympia, WA, where she teaches in the same degree program from which she earned her Masters of Public Administration (MPA). Faith also holds a Bachelor of Arts from the University of Washington. She is certified as a Project Management Professional (PMP) by the Project Management Institute and as a Charrette Planner by the National Charrette Institute.

#### **Skill sets**

- Strategic planning
- Project management
- Public outreach
- Policy analysis
- Performance evaluation
- Stakeholder management
- Facilitation
- Intergovernmental partnerships

#### **Subject matter expertise**

- Washington state and local government revenues
- Coordinated human service and transit planning

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**Planning**

**Project Management**

**Policy Research**

**Public Participation**

**Performance Measurement**

# Supporting your Good Work

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Our services can be used individually, or in combination. We shape each client engagement for relevance now—and into the future.

**Planning**

Goals can't become actions without a solid plan. We help government agencies, municipalities, non-profits, schools, transit systems and tribes chart their future. Our Planning division helps clients develop their vision, mission, values, and strategic objectives. Once the plan is in place, the organization can move on to implementation, evaluation, and communication—either with or without our involvement.

We help organizations

- define and clarify goals
- align strategic objectives
- clarify roles and responsibilities
- quantify scope, resources, and schedule
- identify and include stakeholders at the right times
- shape key messages and communication vehicles
- design performance measures for tracking outcomes

**Project Management**

This is the art and science of ensuring a project successfully meets its objectives. We bring the human and technical knowledge necessary to keep projects on track, on time, and within budget. A good project manager will start you off on the right foot, proactively addressing scope, timelines, costs, risk, communications, integration, quality, and human resources.

Managing stakeholders is a key aspect of any successful project, but is often overlooked. Our clients tell us that our ability to diplomatically move work forward, involving the right people at the right stages, makes all the difference.

**Policy Research**

We use statistically valid research to get the right information, at the right time, from the right people, in the right way. Raw data is transformed into engaging, accessible formats that every decision-maker—from budget analysts to executives to legislators—can use.

We conduct needs assessments, cost/benefit analyses, impact analyses, policy and fiscal analyses, case studies, feasibility studies, usability studies and legislative studies.

**Public Participation**

We are passionate about helping citizens connect with their government, and helping government perform at its best. If public hearings are not providing productive feedback, talk to us about developing an ongoing relationship with your citizens.



FLT PRINCIPALS

**Liz Dubois**  
*Performance Management and Justice Systems*

**Kendra Dahlen**  
*Community Development*

**Kimberly Cregeur**  
*Performance Improvement*

**Rick Anderson**  
*Cross-sector Collaboration*

## Our People

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### **Kendra Dahlen, Community Development**



Public affairs expert Kendra Dahlen brings 25 years of experience to the FLT team. Specializing in public outreach, program evaluation, and project management, Kendra is skilled at bridging complex barriers to completion. Always ready to get involved, she has facilitated focus groups, boards, commissions, and advisory committees.

Kendra excels at consensus building and effective engagement of diverse community interests. Locally, she has a reputation for providing project advocacy to developers, architects and engineers working with government officials and agencies. This is no surprise, given her background in intergovernmental relations-- overseeing such projects as the renovation of Seattle Center and Thurston County's Regional Justice Center Plan.

Sound research and evaluation are the corner-stone of her program development strategy. Her tool kit includes surveys, best practice models, performance measurement, analysis, and planning. Characterized by integrity, her work results in solution-oriented recommendations and improved outcomes.

A respected veteran of local and statewide public affairs, she served with the Seattle Planning Commission, the Thurston County Board of Commissioners and the Joint Legislative Audit and Review Committee. Kendra holds a Masters from the Graduate School of Public Affairs and a Bachelors from the University of Washington's School of Architecture, Department of Urban Planning.

#### **Skill sets**

- Strategic planning
- Policy analysis
- Project Management
- Performance and program evaluation
- Public engagement, facilitation, focus groups
- Governmental and community relations

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SERVICES

- Planning**
- Project Management**
- Policy Research**
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### **Public Participation**

We are passionate about helping citizens connect with their government, and helping government perform at its best. If public hearings are not providing productive feedback, talk to us about developing an ongoing relationship with your citizens.



## Who We Are

Debbie Rough-Mack and Sheila Connor have worked with over 500 teams in the hi-tech, manufacturing, health, government, and social service industries. Our passion is to help individuals and groups to operate more effectively, enhancing their abilities to address issues of change, collaboration and personal effectiveness.

### About Debbie Rough-Mack

Debbie Rough-Mack is an insightful and accomplished organizational development consultant, facilitator and coach, committed to helping individuals and groups become more effective in their professional and personal lives. She is noted for combining proven methodologies with practical tools, whether it's coaching individuals one-on-one, facilitating small groups, or implementing large scale organizational change. Debbie designs participatory processes for inclusion, accountability, and maximum potential, motivating and mobilizing the people involved.

In addition to organizational consulting, she is a regionally known speaker and conference presenter. Some of her most requested conference workshops are How to Think Like Leonardo DaVinci; Smart Risks -- Balancing Courage with Caution in a Complex World; The Agony and the Ecstasy: Understanding Change; and The Power of Honor: Personal Recognition.

Debbie holds a Master's Degree in Whole Systems Design from Antioch University and is a certified Systems Renewal Consultant. She has earned lifetime certification as a Senior Professional in Human Resources (SPHR) from the Society of Human Resource Management. She presided over an eight-member Board of a non-profit, serving two terms as President of the American Society of Training and Development, Nisqually Chapter, and has served as President and Vice President of her investment club. Before starting her own consulting business, she held management positions in manufacturing, retail, information technology and human resource organizations.

Debbie is an avid walker, traveler, reader and community volunteer. She is the mother of two teenage girls.

### About Sheila Connor

Sheila Connor is a versatile and effective leadership and organizational consultant with exceptional skills in human interaction - especially in the areas of leadership



**Rough-Mack**  
consulting

Debbie  
Rough-Mack

**Our Services**

- ▶ Team & Leadership Development
- ▶ Facilitation & Problem Solving
- ▶ Change Leadership, Strategy & Implementation
- ▶ Personal Growth Workshops

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## Facilitation & Problem Solving

***"Truly good meetings are well designed and skillfully facilitated."***

Different types of meetings require different agenda designs, and we are experienced at designing meetings of all kinds. Our proven group processes and practical tools help drive groups toward solutions. Energy, insight and humor helps all participants engage. Among the group work we are adept at facilitating:

- ▶ Decision making
- ▶ Strategic planning
- ▶ Off-site retreats
- ▶ Boards and Executive team meetings
- ▶ "All Hands" meetings
- ▶ Negotiation for durable commitment
- ▶ Collaboration sessions for stakeholders
- ▶ Small or large groups of up to 500 people

“Debbie is experienced, highly perceptive, and has great skills as a communicator. She always gets results.

Her preparation led to our success at the end of the day.”

- P. Halliday, HR Manager,  
Washington State Gambling Commission

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- ▶ Team & Leadership Development
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- ▶ Change Leadership, Strategy & Implementation
- ▶ Personal Growth Workshops

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## Change Leadership, Strategy and Implementation

***"Organizational change occurs when leaders model the desired change through their own behavior."***

Partnering with key stakeholders, we focus on helping organizations achieve business success in the midst of transition challenges. Our backgrounds in organizational change, individual effectiveness and communications provide a powerful combination for developing and implementing comprehensive programs that translate business strategy into action and in the process support individual engagement.

By using specific approaches and techniques to enhance leadership competencies - building trust, creating influence and a communications strategy, developing a shared vision -- the organization begins to actualize the significant shifts they need while cultivating commitment within the workforce.

“Debbie and her partner, Sheila, worked with my leadership team for two years and they were fantastic! They helped us define our vision as we grappled with a huge organizational change. Our work with them formed the foundation for our future organization and helped us create a culture of accountability. We grew as individuals and as a leadership team. We learned to present a united front, a consistent message and to be accountable to each other first. I have hired dozens of consultants over the years, and they are far and away the best that I have ever hired.”

- T. Miller, CIO, MedManage Systems

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Doug@DougMahAssociates.com

## Management and Public Affairs Consulting

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Helping people and organizations resolve strategic issues typically requires the achievement of three goals: 1) building and maintaining strong relationships; 2) creating meaningful communication, dialog, and outreach; and 3) advocating and protecting shared technical, financial, and policy interests. To accomplish these three goals, Doug Mah & Associates provides the following services:

- Meeting facilitation
- Strategic planning
- Leadership development
- Report writing
- Managing stakeholder relationships and input
- Creating meaningful content for stakeholder communications
- Political campaign services
- Advocacy with decision makers
- Monitoring the public policy process
- Negotiating charters and agreements



Doug Mah & Associates recognizes that strategic issues and opportunities vary in scope, duration, and magnitude. Doug Mah & Associates will work with you to evaluate and choose services, approaches, and deliverables that best fit your goals, requirements, and situation. Framing the problem or opportunity is the first step toward aligning people, resources, and outcomes. We look forward to taking that first step with you.

Doug works to create sustainable and effective organizational governance for shared services, technology, and infrastructure programs to meet emerging needs.

Doug provides real-world advice on negotiation tactics to frame and build long-term agreements and relationships. He serves as a facilitator of groups, cultivating different perspectives to creating more effective outcomes and deliverables. Doug uses analytical, political, communication, and leadership acumen to guide individuals and organizations to solutions and successful results at the confluence of governance, outreach, and public policy.

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Doug@DougMahAssociates.com

*We help people and organizations resolve strategic issues that occur at the confluence of governance, outreach, and public policy.*

- Doug Mah

Former Olympia Mayor, Doug Mah established Doug Mah & Associates in April 2012, as an extension of his prior work helping public, private, and not-for profit organizations achieve their strategic objectives. Drawing on 20+ years' experience as an elected, appointed, and volunteer leader and advisor, Doug will deliver solutions, projects, and agreements that accurately embody the values of your organization.

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## Management and Public Affairs Consulting

360-867-8802  
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### Recent newspaper clippings:

The Olympian Editorial:  
Doug Mah joins Olympian Editorial Board (1/2/13)  
[www.theolympian.com/2013/01/02/2370720/doug-mah-joins-olympian-editorial.html](http://www.theolympian.com/2013/01/02/2370720/doug-mah-joins-olympian-editorial.html)

The Olympian Editorial:  
Cities owe much to outgoing Olympia, Lacey mayors (1/3/12)  
[www.theolympian.com/2012/01/03/1933867/cities-owe-much-to-outgoing-olympia.html](http://www.theolympian.com/2012/01/03/1933867/cities-owe-much-to-outgoing-olympia.html)

The Olympian Headline:  
Olympia Mayor Mah praised for demeanor, cooperation upon exit (12/25/11)  
[www.theolympian.com/2011/12/24/1925373/olympia-mayor-mah-praised-for.html](http://www.theolympian.com/2011/12/24/1925373/olympia-mayor-mah-praised-for.html)



### Awards and Recognition:

- Great Friend to Kids Award 2011 – Olympia Hands on Children's Museum
- Distinguished Citizen 2011 – Pacific Harbors Council, Boy Scouts of America
- Citizen of the Year 2008 – Thurston County Realtor's Association
- Forty under Forty 2004 – Puget Sound Business Examiner

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## Services

### Overview

#### **Fundraising, Grant Writing and Capital Campaigns**

We offer a comprehensive array of fundraising and planning services to sustain and enhance your organization. We have raised millions of dollars in gifts and grants for our clients' major capital projects as well as for their programs. We will help you clearly articulate your needs and prepare to meet them successfully whether it is with a full campaign, grant applications, or grant management systems.

We have assisted scores of organizations develop and implement insightful strategic plans as well as fundraising plans. Our independent program evaluations not only assess projects, but also help each client better chronicle their successes.

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Helping you and your group learn is what we at SparrowHawk Consulting Company strive for. Recognizing that each client is unique, we listen to you. We then design customized training programs to meet your individual needs.

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#### **Marketing, Management and Organizational Consulting**

We can help you become a nonprofit corporation, and secure your group's tax exempt status. You will be eligible for grants only available to this kind of organization.

We can help bring more resources to your business through a public offering or a business plan / development program.

We will review your organization from head to toe and offer a complete, confidential report with concise, detailed recommendations for increasing the return of your development program.

We will help you strengthen your board by assessing the interests and capabilities of current board members, and recommending or developing training programs to make your board more effective.

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**SparrowHawk Consulting Company, Inc.**

510 Bates Street Southeast  
Tumwater, WA 98501

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Toll Free: 800.398.9048  
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Broadway Center for the Performing Arts  
Tacoma, WA

Capital Playhouse  
Olympia, WA

Gig Harbor Peninsula Historical Society  
Gig Harbor, WA

Historic Flight Foundation  
Seattle, WA

Museum & Arts Center  
Sequim, WA

Oregon Air and Space Museum  
Eugene, OR

Olympic Theatre Arts  
Sequim, WA

**Civic**

The City of Olympia  
Olympia, WA

The City of Vancouver  
Vancouver, WA

Office of the Superintendent of Public  
Instruction  
Native Youth Leadership Summit  
Olympia, WA

Timberland Regional Library  
Olympia, WA

Washington State Dept. of Social and  
Health Services/  
Aging and Disabilities Services Agency  
Olympia, WA

Washington State Dept. of Transportation  
Olympia, WA

**Education**

Foundation for Private Enterprise  
Education  
Olympia, WA

The North Idaho College Foundation  
Coeur D'Alene, ID

**Health and Social Services  
(continued)**

Community Youth Services  
Olympia, WA

Enumclaw Regional Healthcare Foundation  
Enumclaw, WA

Governor's Juvenile Justice Action Council  
Olympia, WA

Good Cheer Foodbank & Thrift Stores  
Langley, WA

International Community Health Services  
Seattle, WA

Lewis County Children with Special Needs  
Centralia, WA

Intercommunity Mercy Housing  
Seattle, WA

Life Skills Foundation  
Tacoma, WA

Morningside  
Olympia, WA

Pacific Peaks Girl Scout Council  
Olympia, WA

Seattle Food Committee  
Seattle, WA

Volunteer Center of Lewis, Mason, &  
Thurston Counties  
Olympia, WA

WomenSpirit Coalition  
Olympia, WA

YMCA of Snohomish County  
Everett, WA

**Professional**

The Center for Economic Opportunity  
Bremerton, WA

The Gift International Foundation  
Puyallup, WA

Inland Northwest Development Council  
Spokane, WA

Tulalip Tribes  
Tulalip, WA

Yurok Tribe  
Klamath, CA

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## About Us

### Our History

President Don Chalmers founded SparrowHawk Consulting Company in 1984 to serve nonprofits, tribal governments, and others with a full range of empowering consulting services.

Many Pacific Northwest nonprofits continue to enjoy benefits resulting from an engagement with SparrowHawk at some point in their growth. More than a few of these clients continue to rely on our expertise for the continued success of their organization.

Our experience includes execution of capital campaigns, feasibility studies, strategic planning, training, facilitation, board development, marketing, and project management.

By design, SparrowHawk's approach to all of our work empowers our clients for success. We develop individualized work plans to match each client's goals, budget, schedule, and organizational culture. We are proud of our well-earned reputation for the results we achieve and for the responsive client service and knowledgeable project management that make those results possible.

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INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 10  
MEETING DATE: July 17, 2013

**FOR:** Intercity Transit Authority  
**FROM:** Meg Kester, Marketing & Communications Manager, 705-5842  
and Jessica Brandt, Sustainability Coordinator, 705-5819  
**SUBJECT:** Environmental and Sustainability Communications

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1) **The Issue:** Update the Authority on communication practices under way to raise awareness of Intercity Transit's environmental and sustainability work.

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2) **Recommended Action:** Information only.

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3) **Policy Analysis:** Intercity Transit has an Environmental and Sustainability Policy and the Authority made environmental and sustainability practices a priority for the agency. Part of this Sustainability and ESMS work is to encourage education and awareness.

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4) **Background:** Intercity Transit's Environmental and Sustainability Policy, section 1, indicates *Intercity Transit will increase the awareness of environmental issues among employees and the community, and will communicate progress and actions to Intercity Transit Authority members, elected officials, agency employees and the general public.* To that end, Marketing & Communications staff, the ESMS Core Team, and the Environmental & Sustainability Coordinator are working to support communications about Intercity Transit's sustainability commitment and its ESMS efforts.

Further, the Authority recently authorized an ISO 14001 certification audit of our Environmental and Sustainability Management System (ESMS), likely to occur later this year. The ESMS Competency, Training & Awareness element requires the agency make our employees, vendors and the public aware of our ESMS efforts.

Staff developed a set of tools that includes an ESMS & Sustainability video, a sustainability fact sheet, and an ESMS information card.

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5) **Alternatives:** N/A

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

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7) **Goal Reference:** The project elements support Goal #3, *“Maintain a safe and secure operating system;”* and Goal 5: *“Align best practices and support agency sustainable technologies and activities.”*

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8) **References:** Sustainability Fact Sheet. Additional material, namely the ESMS pocket card and our new ESMS & Sustainability educational video, will be shared at the meeting.

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# Intercity Transit Sustainability Fact Sheet



**At Intercity Transit, we believe public transportation is a cornerstone of community vitality, sustainability, and**

**environmental stewardship.** We uphold these qualities through our commitment to sustainable practices, leadership principles, mobility, and accessibility. Sustainability is integral in our daily practices and long-term objectives. We believe sustainability must consider people, planet, and prosperity.

Practicing sustainability at Intercity Transit is a multi-pronged approach that involves a commitment to our Environmental & Sustainability Policy, implementing an Environmental & Sustainability Management System, and supporting the initiatives lead by an active Sustainability Committee. Most importantly, sustainability is successful and effective because it is embraced by Intercity Transit leadership and employees.

## Environment & Sustainability Management System

An Environmental & Sustainability Management System (ESMS) is a tool that helps us achieve our economic, environmental, and sustainability goals. It helps us:

- reduce our operation's environmental impact;
- protect our valuable resources;
- ensure our compliance with regulations; and
- encourage process improvements and innovation.

ESMS is a proven business model for effective management, and is designed to meet an international standard (the 14001 standard of the International Organization for Standardization, or ISO). ESMS helps reduce operating costs, avoid or minimize any harm to our environment, and makes Intercity Transit a healthier place to work.

## Environmental & Sustainability Policy

Our policy upholds our ongoing commitment to be a leading public steward in environmental and sustainability practices. We:

- Protect the environment;
- Incorporate sustainability in all areas of our operations;
- Implement and maintain an Environmental and Sustainability Management System (ESMS); and
- Expand implementation of sustainable practices over time.

We focus our ESMS efforts on conserving and protecting valuable resources and minimizing activities, products, and services that could have an adverse impact on the environment.

### Goals:

- Reduce the environmental and personal health impacts of the chemicals we use by the inventory and safe storage of chemicals and fluids.
- Reduce the environmental, natural resources, and financial impacts of fuel use through efficient vehicle operation, technology and equipment advances, and use of green fuels.
- Prevent spills and eliminate pollution from entering stormwater runoff by operating a clean environment, managing chemicals, and practicing preventative behaviors.
- Prevent or reduce the environmental and health impacts of spills by practicing preventative behaviors and having plans and materials in place to mitigate damage should a spill occur.





# Intercity Transit Sustainability fact sheet

## Sustainability Committee

Our Sustainability Committee provides recommendations and activities that support our internal sustainability efforts. The committee works on programs to reduce waste output, water and energy use, and decrease greenhouse gas emissions from internal operations and employee actions.

## Other Earth-Friendly Practices



To help preserve the environment we:

- purchase biodiesel-electric coaches (20 percent of our current bus fleet);
- use biodiesel blend in all buses and vans;
- recycle paper, cardboard, plastic, aluminum cans, batteries, tires, fluorescent lamps, and more;
- recycle vehicle byproducts including antifreeze, oil filters, and metals;
- recap tires and reuse motor oil (re-refined off site);
- compost yard, plant, and food waste;
- encourage employees to use green commute options (about 20 percent currently participate);
- have staff bicycles available for work-related travel;
- conserve water by recycling bus wash water and using high-efficiency toilets and low-flow aerators in faucets throughout the agency; and
- conserve energy by participating as a 100 percent partner in Puget Sound Energy's Green Power Program, installing motion-sensor lights in several areas of its facilities, and using solar-powered lights in low-lit sheltered bus stops.

## Sustainability Achievements

We have received awards for our sustainability achievements over the years, including:

- 2012 League of American Bicyclist silver-level Bicycle Friendly Business designation
- 2012 American Public Transportation Association "gold" status for our sustainability commitment
- 2012 Olympia Thurston County Chamber of Commerce Green Business of the Year Award
- 2008-2013 Thurston County Green Business Designation
- 2009 Best Mid-size Public Transportation System Award
- 2003 Washington State Department of Ecology Environmental Excellence Award
- 2002 Governor's Commute Smart Award
- 2001 Clean Cities Award

## For more information:

Web site: [intercitytransit.com/about/sustainability](http://intercitytransit.com/about/sustainability)

E-mail: [tellus@intercitytransit.com](mailto:tellus@intercitytransit.com)

**INTERcity**  
**TRANSIT**

**INTERCITY TRANSIT AUTHORITY  
SPECIAL MEETING  
AGENDA ITEM NO. 11  
MEETING DATE: July 17, 2013**

**FOR:** Intercity Transit Authority  
**FROM:** Rhodetta Seward, 705-5856  
**SUBJECT:** Citizen Advisory Committee "Input Review" Discussion

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- 1) **The Issue:** Discussion how the Citizen Advisory Committee and Authority interact and how does the Authority utilize the Committee?
- 
- 2) **Recommended Action:** Discussion only.
- 
- 3) **Policy Analysis:** The Authority chartered the Citizen Advisory Committee (CAC) and initially proposed a purpose and authority. Annually they require the CAC to conduct a self-assessment which provides the Authority with information on how they are doing and if direction may need to be revisited.
- 
- 4) **Background:** Each May, the Citizen Advisory Committee conducts a self-assessment and shares the results with the committee at their June meeting and with the Authority typically at a joint meeting held in September. Some comments from the assessments are summarized below for discussion purposes.

Currently, an Authority member attends the monthly CAC meeting and a CAC member attends both the regular and work session meetings of the Authority and provides reports back from the CAC meeting. In the past, the Authority occasionally called upon the CAC to ask their opinion and feedback on specific topics. They have only on one or two instances asked them to take a vote on a topic so the Authority could see specifically where the CAC stood on an issue. The Authority asked members of the CAC to participate on several ad hoc committees over the years including the development of the Mission and Vision statements, interviewing CAC members, participating on the art committee for the Olympia Transit Center expansion, to the selection of the General Manager.

Members are continuously encouraged to offer comments on issues they see or hear about, so staff can address them and/or bring those issues to the Authority's attention. In the past, Intercity Transit hosted two statewide CAC meetings; however, more recently attendance is an issue, so this year, the Authority approved training funds for two members to attend the WSTA Symposium in Spokane to continue their education and outreach.

Questions you might consider in this discussion include:

- Are you maximizing the CAC's potential? Are there other ways you could use the members? How? Need to consider not all members have or want to give more time?
- The CAC and the Authority interact in a certain way - is this the best method(s) or are there better ways and if so, what are they?
- In the past, it's been recommended CAC members be used on projects - what does that look like?

The CAC is discussing their purpose at their July 15<sup>th</sup> meeting, so there may be some meaningful feedback from that meeting.

Attached are some comments from previous self-assessments.

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5) **Alternatives:** N/A

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

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7) **Goal Reference:** The relationship between the CAC and the Authority assists in meeting all goals of the agency.

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8) **References:** Excerpts from CAC self-assessments.

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## Intercity Transit CAC Self-Assessment Comments

### 2010

- Not always “advising” in terms of soliciting feedback/input from CAC/
- I believe the CAC has a renewed focus on its purpose in the last two-year period.
- No clear on how the Authority utilizes the minutes from our meetings; are they considered or incorporated into the Authority’s decision-making process.
- I.T. is often resistant to alternative points of view, so when the committee supports the conclusions and projections that I.T. has arrived at, one could say I.T. benefits.
- I get the feeling the Authority listen to our suggestions; it is why we exist as an advisory committee.
- We are another set of voices and ideas.
- Authority board members have stated publicly the CAC has informed and influenced their decisions. The CAC adds value to the decisions made by the Authority.
- While I assume the CAC adds significant value to the Authority’s decisions, I am unclear on how this transpires overall. I have heard appreciation shared to the CAC at our meetings by Authority representation, and it has felt very sincere in content and deliver.
- I believe the Authority values the comments and input offered by the CAC. I have seen this relationship grow over the years to where it is now.

### 2011

- I feel the CAC fulfilled its mission as an advisory committee more this year than in the previous 5 years.
- Occasionally, we get caught up with things that only the ITA can deal with and some meeting time has been wasted.
- We did send to the Authority several recommendations that were accepted, such as the youth position.
- Recent decision on whether to take over Pierce bus serve to Tacoma showed how valuable our decisions are.
- We help to make sure every user group in the community has a voice.
- 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.
- Looking over the exchanges between the CAC and the Authority, I don’t quite see where CAC’s input influenced actions of the Authority.
- Always reminded by Board Authority of our contributions to decision making and how we are valued.

- 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 W.T. 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.
- Probably the most value to the Authority comes from attending the CAC meetings and participating in our discussions.

## 2012

- We do a good job of giving our opinions on various issues to the Authority which is our main purpose for existing.
- We took seriously our job of providing input to the Authority on proposals and in providing new ideas. We worked to listen to input we heard from the community and bring it into the discussions.
- The community benefits if only in assisting the Authority in making more informed and thought out decisions.
- While I certainly believe we maintain a sense of influence and are well-respected by the Transit Authority, I believe if members of the CAC and the Authority met in a large group setting more frequently, the Authority would further benefit from our input. Of course, this is a bit idealistic, but if lines of communication were simply made more convenient between the CAC and ITA, our voice would go a bit further in aiding the Authority.
- Sometimes, it can be a bit fuzzy as to how our discussions and opinions impact policy as only one CAC member generally attends Authority work sessions and meetings, and vice versa in regards to CAC meeting attendance by members of the Authority.
- Without the CAC, the Authority would be acting without a voice of the consumer close to guide decisions.
- When decisions are difficult, I am sure the Authority appreciates the feedback and input from a group of concerned citizens, and we do give ample feedback.
- Not only am I sure we add value, but the Authority also share their appreciation often.
- We asked them this earlier this year, and they said they take what the CAC thinks very seriously. That is good!

## 2013

- Although the question of purpose comes up often enough, I think it may be a challenge to keep it in minds.
- It isn't really clear to me what our purpose is.

- I feel we keep a good eye on what our purpose is, and with the help of IT staff, the CAC continually makes adjustments wherever necessary to ensure we do remain faithful to our purpose.
- With the volunteers from the CAC providing input on key issues and helping out with important things such as appearing on the interview panels for the General manager, there is no doubt we have an impact.
- I do believe the community benefits; however, I feel the CAC could benefit from some sort of tracking that represent this is literal. Documenting the how/when/what the CAC did to make an impact on the Authority, I.T. and the community. This could potentially help us see where we can expand our efforts and where more efforts may be needed.
- I believe we provide additional perspectives on the policy issues decided by the Authority.
- On at least one occasion, we were asked to discuss a subject that had already been decided by the Authority – what was the point?
- We have been told and thank many times by the Authority for our input – thus I think our time and minds are well spent.
- I continue to believe we could benefit from knowing the Authority’s opinions and consider them when making decisions.
- I feel IT. actually places importance in what the CAC does and we are a valuable free asset for the organization.
- If the CAC did not bring value, or was viewed as bringing value then the Authority and General Manager would not have included members on the GM interview panels or continue to seek out the CAC input on key matters.
- From time-to-time, I’ve made specific recommendations for Authority consideration and have yet to receive any acknowledgement of same. While I obviously do not expect that any or all of my recommendations will be accepted, I think it is not unreasonable that I expect some acknowledgement of them.