

**Minutes**  
**INTERCITY TRANSIT AUTHORITY**  
**Regular Meeting**  
**November 1, 2017**

**CALL TO ORDER**

Chair Sullivan called the November 1, 2017, meeting of the Intercity Transit Authority to order at 5:30 p.m., at the administrative offices of Intercity Transit.

**Members Present:** Chair and City of Tumwater Councilmember Debbie Sullivan; Vice Chair and Citizen Representative Karen Messmer; City of Olympia Councilmember Clark Gilman; City of Lacey Councilmember Virgil Clarkson; City of Yelm Councilmember Molly Carmody; Thurston County Commissioner Bud Blake. Citizen Representative Ryan Warner; Citizen Representative Don Melnick; and Labor Representative Art Delancy.

**Members Excused:**

**Staff Present:** Ann Freeman-Manzanares; Paul Koleber; David Kolar; Steve Krueger; Rob LaFontaine; Jim Merrill; Pat Messmer; Carolyn Newsome; Eric Phillips; Rena Shawver; Thomas Van Nuys.

**Others Present:** Citizen Advisory Committee Member, Sue Pierce; Legal Counsel, Dale Kamerrer.

**APPROVAL OF AGENDA**

**It was M/S/A by Citizen Representative Warner and Councilmember Clarkson to approve the agenda as presented.**

**INTRODUCTIONS**

A. Joy Gerchak introduced Shawn Myers and John Staikos, Customer Service Representatives.

**PUBLIC COMMENT - None**

**APPROVAL OF CONSENT AGENDA ITEMS**

**It was M/S/A by Citizen Representatives Warner and Melnick to approve the consent agenda as presented.**

**A. Approval of Minutes:** October 4, 2017, Regular Meeting; October 18, 2017, Regular Meeting.

**B. Payroll - October 2017:** \$2,200,216.15.

**C. Accounts Payable:** Warrants dated September 29, 2017, number 23539-23599, in the amount of \$878,447.70; Warrants dated October 13, 2017, numbers 23602-23676, in the amount of \$743,876.33; Warrants dated October 27, 2017, numbers 23679-23752, in the amount of \$984,067.15; Automated Clearing House Transfers for October 2017 in the amount of \$14,253.84 for a monthly total of \$2,620,645.02.

**D. Surplus Property:** Declare the property listed on Exhibit A as surplus to our needs.  
*(Katie Cunningham)*

**PUBLIC HEARING - None**

**COMMITTEE REPORTS - None.**

**NEW BUSINESS**

**A. Marketing, Communications & Outreach Update.** Marketing Manager, Rena Shawver, provided an overview of the marketing, communications and outreach division and the projects they have been working, along with the philosophy they are bringing to the marketing program.

Shawver showed a PowerPoint presentation about social marketing direction, making an impact, and changing ridership behaviors.

Social marketing is all about influencing behaviors for good and it's a discipline. Intercity Transit is a public service, and marketing staff is looking at how to market a service versus a product to the general public. They look at the same things other commercial businesses look for but with a different slant, which is "what is good for the public and service area?"

There are six areas they are looking at:

1. Is there an exchange theory (What's in it for me?). There has to be something tangible in it for the customer.
  - a. The benefit of new behavior must be greater than status quo to motivate the change.
2. Is what we're doing customer oriented?
  - a. Need to find and remove barriers for customers to improve ridership.
3. Dealing with a segmented audience.
4. Are we setting our product, price, the place where we deliver our product and promotion based on the principles above?
5. Are we doing market research that drives our decisions and allows us to know our customers well?

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6. Are we sending measurable result objectives so that we can evaluate the outcome?

The exchange theory is critical because this is where the behavior change takes place. The benefit is the new behavior must be greater than the status quo to motivate the change.

Vanpool rider example: Research shows riders top reasons for vanpooling:

- Save Money: \$400/mo on 50 mile/RT commute
- Reduce Stress: read, sleep, let someone else drive

Bus Service - we need to ask ourselves:

- Is the benefit of the new behavior to ride the bus greater than status quo of current commuters?

In social marketing you need to be customer oriented.

- Need to find and remove barriers for customers.
- Vanpool example for business - challenges they face and benefits we offer:
  - I-5 congestion
  - Recruitment/retention
  - Parking
  - Tax benefit
  - Worker productivity

Intercity Transit needs to reframe the conversation with state agencies and future reduction to the business community and speak in their language. How can we benefit? How can our services benefit them?

Lastly, think about the barriers are we removing for bus riders.

The University of Washington developed a theory about changing citizen behaviors. When communicating with people about any topic, 16% will say show me; 68% say help me; and 16% say make me. With most commuters Intercity Transit will be in the 68% group. When the agency starts thinking about services, how are we going to help the customer understand and reach our services?

The Intercity Transit website is a tremendous tool and could be even better. Marketing is looking at it in terms of user-centered design and analytics - how many people are visiting the web pages. Currently, about 40,000 people a month between the ages of 18 and 35 years old are accessing the IT website, and the most looked at area is the Route Finder/Scheduling. Also 60% users of the website are accessing the website through mobile devices. However, not all of the web pages are set up for mobile adaptive pages.

IT needs to look at introducing e-Commerce, to offer ticket purchasing online. And many people are used to getting information through video. Shawver played a short video clip advertising IT's Vanpool.

***Commissioner Blake arrived.***

IT is looking at segmented audiences such as the 200 state agencies IT works with so they can take the material and place it in a newsletter or push it out through their channels.

There are 1,000+ non-CTR businesses in Thurston/Pierce Counties. There was an article published in FTE News Magazine featuring three state employees and their testimonial on why they vanpool.

The media market is dissolving. IT is trying to communicate with a community of 285,000 but doing it with less media channels – in terms of traditional media channels and more in terms of digital channels. IT is boosting posts on Facebook; looking at texting Rider Alerts – many riders are asking for texts when there are road closures and reroutes; exploring more digital channels; and meeting with partners. IT is reframing the conversation. Instead of them saying will you do this for us, IT is asking them what can you do for that exchange to help IT reach your customer base. This has been fairly fruitful.

Promotion isn't done in isolation. There is a multimedia mix in conjunction with the product (services), and how much we're charging, where it's being delivered and the promotion comes in at the end. It's looking at the whole service line.

In terms of measurable results, IT is questioning all activities against measurable objectives. Can IT show there is an increase in ridership as a result of the social activities being offered? Is IT setting goals? IT has been down 40 vanpools in the last two years. Are the CTR tabling events at state agencies worthwhile versus empowering ETCs to be better advocates and gain the ear/support of their directors to push messages to agency employees? Some ambitious goals include making 50 new business contacts by January 26, 2018; and to recruit 20 new vanpools by the end of FY 2018. IT also needs to ask what will measurably boost transit ridership.

IT continues to leverage partnerships. For example the Timberland Regional Library is selling bus passes. They have 120,000 customers in Thurston County in which they have email addresses for 50,000 of them. South Puget Sound Community College pushed out the IT Road Trip Survey to 6,000 students and asked IT to create a card with a QR scan so students can scan the card and go directly to the survey. SPSCC is doing an eBlast out to their student population; and they are showing a video on taking the bus.

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The City of Tacoma contacted IT saying they were doing a project with Americorp, doorbelling in six communities connecting citizens to some of their community services. IT put together a brochure and they went doorbelling to 2,000 south Tacoma residents twice.

Poetry on the Bus is another example of partnering. The City of Olympia contacted IT and said they had a Poet Laureate and would like to place poems on IT shelters and buses.

Take Aways from this presentation include:

1. Moving behavior is not a sprint, but a marathon – staff hasn't looked at the bus service yet and Shawver is excited to get into that; but instead are working on vanpool and have three promotions planned for 2018. The promotions will be in all of the business publications; at the EDC Expo first week in December; in the Business Examiner and Thurston Talk; letters are going out to Chamber members; ads are going into Voice Magazine/Thurston Chamber and radio ads are going on now for vanpooling.
2. Takes a lot of thoughtful planning and effort. It's a focused campaign that will help move behavior.
3. Must be targeted and measurable.
  - a. Parades, give-aways, BBQ events – how do we measure the impact of those on ridership?
  - b. Good relationship building with partners and fun for children?
4. Must address customer barriers to be able to change behavior. What do they need and want to be able to ride our services.
5. Must trust the research.

The Marketing/Communication/Outreach Department is fully staffed and the team consists of:

Marketing/Communication:

Nicky Upson – MCO Coordinator

Ally McPherson – MCO Representative

Youth Education and Bike Commuter Outreach:

David Copley – YEP Assistant

Duncan Green – BCC Assistant

Jessica Gould – YEP Specialist

Supplemental support:

Agencies, Interns, AmeriCorp

Melnick said connecting with the businesses in the community will benefit when/if Intercity Transit begins discussion about a tax increase. He also encourages

marketing to look to the senior population as well, because according to TRPC, they are the largest growing population segment in Thurston County. In terms of additional cost items, Melnick is curious about what type of ridership improvements might occur.

***Commissioner Blake left the meeting.***

Gilman is interested in the types of metrics marketing plans on using to report results. He's curious what work needs to be done to reach the 68% wanting help in how to use our services? Shawver said looking at the 280,000 people in the PTBA IT could be serving, 68% of them would use IT's services supposedly if IT removed barriers and helped them figure out how to ride the bus - barriers such as routes, schedules, frequency, technology, etc. Help means Bus Buddies and expanding IT's training staff. Ultimately it's looking at services and how to tap into choice markets. IT needs to provide other service options.

Messmer said there are those people who want to know that IT is doing a good job with their taxes. This presents a challenge. How do we keep the trust of the community, even those who don't use the service?

Carmody said connect with the schools like St. Martin's and the technical schools in Pierce County. The students of today are the future voters.

Clarkson mentioned the major development that took place several years ago on the west side of Olympia in which the Board was not made aware. He wants to know if IT has a good relationship with the developing community as they go about developing within the PTBA and does IT try to provide them with the idea that their future buyers that their future buyers or renters know that service will be there if it's not there already. Shawver said there is a huge effort being made by IT to be involved in future planning processes.

Clarkson said it's important to have a good relationship with the cities, county and school districts.

Freeman-Manzanares said staff is spending a considerable amount of time having conversations with the jurisdictions and superintendent of schools about when IT needs to step into the process and that is impactful so they have an understanding of what IT is trying to accomplish and then it trickles on down.

Carmody said Google analytics is critical because so many people use the internet.

- B. Surplus Van Grant Program.** Vanpool Manager, Carolyn Newsome, provided an update to the Surplus Van Grant Program.

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A review team consisting of the General Manager Ann Freeman-Manzanares, former CAC member Meta Hogan, and Vanpool Manager Carolyn Newsome, evaluated 16 applications received by the October 11 deadline. Utilizing selection criteria including; community benefit, passenger trips provided, coordination of services and ability to maintain vehicle and service, the team recommends award of vehicles to the City of Lacey Veterans Services Hub, Community Youth Services, Senior Services for South Sound, TOGETHER! and Yelm Senior Services. The review team would recommend two additional groups if the ITA is interested in granting additional vans. The Thurston County Food Bank and Wa-Ya Outdoor Institute both have worthy programs and demonstrate community benefits.

City of Lacey Veterans HUB will be serving disabled, elderly and disabled veterans. HUB will be scheduling trips connecting Tumwater Square with the Veterans HUB and American Lake Veteran's Administration. Majority of veterans served will be low income and/or suffering from a service related disability.

Community Youth Services works with low income and at-risk youth, aged 12-24, to overcome impact of abuse, abandonment and the stigma of poverty and homelessness.

Senior Services for South Sound transports seniors to activities such as the Senior Nutrition Program, Services to at Risk Seniors (STARS) and Adult Day Care and Respite Programs.

TOGETHER! transports low income, rural and at-risk youth and families to community events, Learning Centers and medical, vision and dental appointments.

Yelm Senior Center provides rides to Yelm Senior Center for vital social services, supporting senior's health, dignity and independence. It allows seniors to participate in events that enhance physical and mental health of participants.

Thurston County Food Bank transports volunteers and clients to gleaning locations in rural areas, providing 30,000 pounds annually of gleaned produce to Thurston County residents in need.

Wa-Ya Outdoor Institute offers positive, low-cost after-school activities and education for low-income, at-risk Native American youths.

**It was M/S/A by Vice Chair/Citizen Representative Messmer and Councilmember Gilman to authorize the General Manager to grant seven surplus vanpool vehicles to the City of Lacey Veterans Services, HUB, Community Youth Services, Senior Services for South Sound, TOGETHER!, and Yelm Senior Center. Also grant**

**additional vehicles to the Thurston County Food Bank and Wa-Ya Outdoor Institute.**

- C. Authority Contract Approval Threshold.** Procurement Manager, Steve Krueger, presented for consideration the revision of Intercity Transit's Procurement Policy dollar threshold requiring Authority approval.

At the August 2, 2017, meeting, the Authority requested staff review the approval threshold for contracts. It was suggested the monetary limit may be lower than necessary. To aid in decision making, staff compared the limits for comparable transit systems and local government entities.

**It was M/S/A by Citizen Representative Melnick and Councilmember Clarkson to authorize the General Manager, to revise the Authority contract approval threshold in the amount of \$100,000.**

- D. Citizen Advisory Committee Appointments.** Freeman-Manzanares said the CAC recruitment has concluded and she presented the recommendation of the ad-hoc committee for Citizen Advisory Committee appointments.

At the direction of the Intercity Transit Authority, an ad-hoc committee formed to conduct interviews of applicants for the Citizen Advisory Committee. The committee consisted of *Debbie Sullivan, Karen Messmer, Don Melnick, Jan Burt, Marilyn Scott and Tim Horton*. Interviews of all applicants took place on October 18, 2017. Upon conclusion of the interviews, the group discussed applicant qualifications, committee attributes and is bringing their recommendation forward to the Authority for consideration.

The ad-hoc committee recommended reappointing *Austin Wright* to the youth position beginning January 1, 2018; and appointing the following individuals to full three-year terms beginning January 1, 2018: *Walter Smit; Carla Dawson; Linda Vail; Scott Paris; and Justin Belk*.

Sullivan said she appreciates the fall recruitment process.

**It was M/S/A by Councilmembers Carmody and Clarkson to reappoint *Austin Wright* to the youth position beginning January 1, 2018; and appoint the following individuals to full three- terms beginning January 2018: *Walter Smit; Carla Dawson; Linda Vail; Scott Paris; and Justin Belk*.**



**GENERAL MANAGER'S REPORT**

The Annual Holiday Banquet is Friday, December 8.

Staff will attempt to shorten the December 6, 2017, Authority meeting (if possible) to allow the members to attend the City of Lacey Celebration honoring Councilmember Virgil Clarkson at the Virgil Clarkson Senior Center. The December 20 meeting is canceled due to the holiday.

Staff is preparing for the 2018 Legislative Session, and several tours are scheduled here at Intercity Transit with: Senator King, who is the Chair of the Senate Transportation Committee; Representative Orcutt who is the minority ranking member on the House Transportation Committee; and Richard DeBolt who is the Ranking Republican on the Capitol Budget Committee.

Staff will submit several new recommendations on the 2018 budget to the Authority prior to final approval. They include:

- Two additional computer software modules for the Fleetnet System to address Transit Asset Management, which is a new Federal requirement and timekeeping software for Operations.
- There is a need for additional dollars to replace the HVAC units at the OTC, Pattison Street Facility and the Amtrak Depot.
- A painting project for the Pattison location, Amtrak, the OTC and Lacey Transit Center.
- Freeman-Manzanares proposed a \$20,000 budget amendment for the IT Road Trip and Community Conversation. Staff was anticipating 1,000 returned surveys; however, 3,500 were returned which resulted in it taking more time to process all of that information. She is considering putting as much as \$60,000 in the budget to expand the contract and use the dollars as necessary.
- There was a request to obtain estimates for an electric mini-bus for the parade. The initial estimate is about \$7,000. While staff is intrigued by the idea, staff suggests pausing on this due to the significant work plan for 2018.

Melnick noted that at the Amtrak Station, the interior of the south wall above the windows looks bad, and is there any way to make it look more modern. Freeman-Manzanares said staff would take a look at that. She noted staff has attempted to work with the DOT in the past in getting equipment for the Centennial Station as well.

Carmody is hesitant to approve more dollars for the IT Road Trip/Community Conversation and would rather place those dollars on a strong marketing advertising and outreach to the community. Freeman-Manzanares said there is funding available in

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the marketing budget. The money she is referring to is for the consulting contract to finish all three phases of the conversation.

On November 16 there will be a staff review session on the results of the first phase of the community conversation and IT Road Trip. This will be a test run before presenting the results to the external stakeholder group scheduled for November 13. Staff will review the comments and provide feedback on how the information has been packaged for sharing with the community. The external stakeholder group consists of staff from Lacey, Olympia, Tumwater, Yelm, Thurston County, SPSCC, Evergreen College, North Thurston Public Schools, the EDC, Thurston Chamber and Pac Mountain.

Grants were submitted for CMAQ for the Thurston Regional Planning Council. The applications were a continuation of the Smart Corridors grant process. It went in under the name of TRPC on behalf of the entire region. There was a suggested range of \$260,000 to \$320,000 with a match of \$34,000 to \$50,000. Two grant applications are in for the Walk N Roll program and that takes IT out through 2021. The match for Walk N Roll was \$15,000 - the ask was \$95,000; for 36 bus stops the match was \$27,000 and the ask was \$171,000.

October sales tax was 1.5%.

There are 176 active vanpools.

Staff is working on a JBLM Vanpool Ambassadors Program with Pierce County, Pierce Transit and JBLM, and Transit Fairs at Ecology, a Health and Wellness Fair at SBCTC and the annual College and Career Fair at Timberline High School.

Staff hosted a Transit Options Workshop around the opening of the new 106 11<sup>th</sup> Avenue Building next to the Capitol Campus.

Sixteen 2017 Van Grant applications were submitted by the deadline. The most ever!

Staff trained eight new Vanpool and four Community Van drivers and conducted a Village Vans test drive for a new program volunteer.

## **AUTHORITY ISSUES**

Messmer received an email that indicated Senator Hunt is speaking at the Sierra Club's monthly meeting regarding SB 5309. This bill would add Thurston County to Sound Transit, extending mass transit from Everett to Olympia. She wanted to know if other members of the Authority have had any contact with Senator Hunt about this or heard about it. She wants to know more about his motivation. She suggested the Authority Chair and a few other members meet with him to have a further conversation. Freeman-

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Manzanares said it's important to keep our message clear in terms of the local sales tax option and goals. She will work to set up a meeting.

Melnick would like staff to add a segment to the November 15 agenda allowing the Board members who attended the APTA conference to share what they learned.

Carmody said it's important that Intercity Transit and as many other transit groups get in on the conversation pertaining to the reduction of the traffic congestion situation in Yelm, Roy and Rainier.

**ADJOURNMENT**

**It was M/S/A by Councilmember Clarkson and Citizen Representative Warner to adjourn the regular meeting at 7:15 p.m.**

**INTERCITY TRANSIT AUTHORITY**



**Debbie Sullivan, Chair**

**ATTEST**



**Pat Messmer**

**Clerk to the Authority**

**Date Approved: December 6, 2017.**

Prepared by Pat Messmer, Recording Secretary/  
Executive Assistant, Intercity Transit

