



MEMORANDUM #2

Date: June 25, 2015 Project #: 17542.1

To: Doug Pilant
Tillamook County Transportation District

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Project: TCTD Transit Plan Update

Subject: Updated Goals, Objectives, Strategies and Action Items

INTRODUCTION

TCTD provides six fixed-route bus services, dial-a-ride service within the county, and service into adjacent counties via agreements with the adjacent transit providers, including service to Cannon Beach in cooperation with the Sunset Empire Transit District, service to Lincoln City in cooperation with the Lincoln County Transportation Service District, and intercity bus service to Portland and Salem.

This memorandum provides guidance to TCTD for how to update the Business Plan and shift their focus to new opportunities that will help achieve their mission and vision.

TCTD 2013-2015 BUSINESS PLAN

In 2013 TCTD adopted the 2013-2015 Business Plan. This plan identifies and builds from the agency's mission, vision, and values with clearly stated objectives, which are listed below.

Mission Statement: Connecting the Community through sustainable transit services

Vision Statement: Committed to innovative transportation services

Values: Accountability, Innovation, Safety, Communication, Service Excellence

Objectives:

1. Increase Stable Funding
2. Positive Settlement of Union Contract Negotiations
3. Create Measurable Outcomes for Services
4. Increase Presence in South County

5. Meet The General Administrative and Facility Maintenance Needs
6. Look for opportunities to develop innovative services

The following strategies were identified to achieve the six objectives.

Strategies:

1. Gain Community Support for the Transportation Services
2. Increase Grant Writing Opportunities
3. Adjust Fare Base Policy
4. Develop Clearer Contract Language that protects the District
5. Negotiate wage increases that are within projected budget
6. Improve relationships between Administrative Staff and Union Employees
7. Maintain a positive public image during the negotiation process
8. Identify a labor attorney (group) to represent the District
9. Identify and build primary performance measures
10. Building Customer Service Satisfaction Measures
11. Interact with citizen groups in South County
12. Interact with County entities such as: Public Works, Planning and Road Departments

Action items were identified as steps to implement most strategies and ultimately achieve the six objectives. Over the past two years, many action items were executed or are nearing completion. The table below lists the strategies and actions included in the plan along with the TCTD assessed level of completion. The table gives an assessment of the action item and recommends to eliminate or refine those that have been achieved and suggests new strategies and action items to be adopted by TCTD. Some of the strategies and actions have been identified for further assessment during the course of this Transit Development Plan project.

Table 1 TCTD Strategies and Actions

Strategies & Actions	Percent Completion	Notes and Recommendations
STRATEGY: GAIN COMMUNITY SUPPORT		
Friends of the Wave	50%	This action item should continue to be an agency focus.
Establish a Foundation	0%	This action item should continue to be an agency focus as long as there is the community momentum to pursue.
Participate in Community Events	75%	This action item should continue to be an agency focus. Consider seeking a community booth at farmers markets.
Gain Support by Interaction from Other Agencies	30%	This action item should continue to be an agency focus.

STRATEGY: INVOLVEMENT WITH OUTSIDE ORGANIZATIONS		
Oregon Transit Association	Ongoing	These action item should continue to be an agency focus.
Public Transportation Committee		
Northwest Connector Alliance Coordinating Committee		
Northwest Oregon Area Commission on Transportation		
STRATEGY: LONG RANGE PLANNING		
Scoping the Project	100%	Eliminate these action items from Plan.
Hiring a Consultant	100%	
Planning Start	50%	These action items should continue to be an agency focus.
Updating the Plan	0%	
Fiscally Constrained Plan	0%	
STRATEGY: PARTNER WITH EMPLOYERS		RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
Identify Employers	100%	Eliminate action item from Plan, if complete.
Survey Employee Groups	25%	These action items should continue to be an agency focus. Suggest revising first action to: "Survey Employee Groups/Employers"
Employer Interviews	25%	
Identify the Needs	25%	
Planning Phase	0%	
Implement the Plan	0%	
Follow Up	0%	
STRATEGY: ADJUST THE FARE BASE POLICY		
Review Fare Box Return Ratio By Service Type	100%	Eliminate action item from Plan.
Conduct Peer Review Of Rural Systems Fare Policies And Fare Box Return Ratio	0%	This action item should continue to be an agency focus.
Prepare Dial-A-Ride Analysis	100%	Eliminate these action items from Plan.
Board Approves New Policy Adjustment	100%	
Implement A New Zone And Fare Policy For Dial-Ride	100%	
Review All Fares	0%	These action items should continue to be an agency focus.
Use Metric Information and Develop Board Policy On Fare Changes	0%	
STRATEGY: POSITIVE SETTLEMENT FOR UNION NEGOTIATIONS		
Positive settlement for Union Negotiations	100%	Recommend modifying Strategy to " <u>Continue to Monitor and Improve Union Relationship.</u> "
Quarterly Meeting with Union Representative	<i>Proposed</i>	Recommend quarterly meetings to discuss any issues that may be occurring and to generally maintain and improve working relationships.

STRATEGY: CREATE MEASURABLE OUTCOMES FOR SERVICES		RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
Build Primary Measures	100%	New/Revised recommended performance measures will be an outcome of the TDP effort.
Build Secondary Measures	50%	These action items should continue to be an agency focus.
Educate the Board on Measures	50%	
Communicate Measures to Public	0%	
Communicate Measures to Drivers	25%	
Communicate Measures to the City Council and County Officials	25%	
Celebrate 1,000,000 Rider	100%	Eliminate action item from Plan.
Celebrate 20 years of Service	0%	These action items should continue to be an agency focus.
Compare Measures Against Other Transit Organization of Similar Size	25%	
Conduct a Public Awareness Survey	25%	
STRATEGY: INCREASE PRESENCE IN SOUTH COUNTY		RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
Meet with Pacific City Chamber	0%	These action items should continue to be an agency focus.
Set up a meeting with Cloverdale Group	0%	
Complete Cloverdale Transit Center	0%	
Lincoln City/NCAC	50%	
Complete Neskowin Transit Center	100%	Eliminate these action items from Plan, if complete.
Salmon River Services	100%	
Identify and meet with other business, planning and redevelopment groups in south county.	<i>Proposed.</i>	This will contribute to regional recognition of TCTD and allow TCTD to better understand their market needs. For example, attend the Cape Kiwanda Planning Meeting.
STRATEGY: MEET DAILY GENERAL ADMINISTRATIVE AND MAINTENANCE NEEDS		
Preparations for Board Meetings	0%	This action item should continue to be an agency focus.
Write and Implement Title VI Plan	100%	Eliminate these action items from Plan, if complete.
Write and Implement Regulation Governing District Property Ordinance	100%	
Write and Implement Northwest Connector Alliance Ordinance	100%	
Develop and Approve Annual Budgets	Ongoing	This action item should continue to be an agency focus.
Review and Revise Facilities Maintenance Plan	100%	Eliminate action item from Plan, if complete.
Develop a more Comprehensive Facility Maintenance Program that Includes Buildings, Shelters, etc.	<i>Proposed</i>	A Comprehensive Facility Maintenance Program will help TCTD to prioritize capital needs and regular maintenance.
Hire and Train an In-House Service Tech to Perform Bus Repairs and Preventative Maintenance	<i>Proposed</i>	There may be cost savings associated with having an in-house tech on staff.

STRATEGY: CUSTOMER OR STAKEHOLDER SATISFACTION		
Survey yearly to Measure	15%	These action items should continue to be an agency focus.
Implement a Public Awareness Survey every two years	0%	

PROPOSED STRATEGIES AND ACTION ITEMS

Below are proposed Strategies and corresponding action items for TCTD to consider adopting and prioritizing over the next two to five years.

Strategy: Improve Customer Service Support

Customer service support is very important to attract and retain riders. TCTD should seek opportunities to become more accessible and open to their constituents through the following action items.

Actions	Notes and Recommendations
NEW STRATEGY: IMPROVE CUSTOMER SERVICE SUPPORT	RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
Identify areas of need during TDP and make a Fact Sheet in English and Spanish (i.e. how to ride the bus, lost and found, common questions, etc.)	Making bus routes easy to access and understand is fundamental to the success of the services. Providing easily accessible answers to common questions will help potential customers use the system.
Provide overview of how to use the bus in all TDP and other outreach sessions	Providing this information frequently will reach more and more people who are unaware of what TCTD provides.
Establish a Customer Service Phone Number and/or Email Contact	There is an existing Title VI Customer Service number and email; consider making this available to broader customer service.
Invest more resources towards Customer Service Support for staff and bus operators	The face of TCTD are the bus operators and customer service staff. Providing adequate training and resources for these staff members will contribute to the positive image of TCTD.

Strategy: Improve Operations

Efficient and predictable operations will attract and retain riders. Identifying ways to streamline processes and standardize practices will contribute to efficiencies and predictability. The following actions are recommended steps to achieve better operations at TCTD.

Actions	Notes and Recommendations
NEW STRATEGY: IMPROVE OPERATIONS	RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
Develop Dispatching/DAR Operations Procedures	Communication between and among bus operators and support staff will allow everyone to quickly and easily communicate if issues arise while in operation.
Development of a Comprehensive Driver Training Program	Audit current program and policies for gaps and needs to define clear and objective standards and expectations
Improve On-Time Performance	Identify and analyze things that are currently degrading on-time performance. Understanding the problem and measuring it will help to establish expectations for improvement. Identify strategies to improve on-time performance. This may be accomplished through the TDP.
Increase Reliability of connections with Lincoln County and Sunset Transit Systems	Similar to improving on-time performance, understand why the reliability of these two connections is not sufficient and identify strategies to improve reliability. This may be accomplished through the TDP or NW Connector work.
Transit service to the Port of Tillamook Bay to serve businesses, the Justice Center and the Oregon Youth Authority	Investigate the ability of TCTD to service these destinations.

Strategy: Enhance Local Jurisdictional & Other Entity Coordination

Many of the local jurisdictions within TCTD’s service area do not have capital projects identified in the near term. Often this is not due to the lack of need but because of the lack of funding resources. TCTD should engage their local partners to identify opportunities where their joint efforts could secure funding. Below are action items to consider incorporating into TCTD’s business plan.

Actions	Notes and Recommendations
NEW STRATEGY: ENHANCE LOCAL JURISDICTIONAL & OTHER ENTITY COORDINATION	RECOMMEND THIS STRATEGY IS EVALUATED AS PART OF THE TDP.
TCTD should partner with the City Mayors and Administrators in Tillamook County to promote public transportation and ensure that the goals and strategies of the cities are being met by the TCTD. Use outreach calls as part of TDP to initiate coordination. TCTD can build this partnership by engaging with the City Mayors and Administrators in Tillamook County during the year, presenting the status of the TCTD projects, collecting new ideas for projects, and identify any service issues.	This was identified in the 2009 TCTD Master Transportation Plan which was not adopted. However, it is still relevant to current TCTD efforts and should be included as an action.
Engage with Community and Private Groups. Continue to engage with community and private groups such as the Columbia Pacific Economic Council to represent public transportation in the economic development planning within Tillamook County that these groups are performing.	This was identified in the 2009 TCTD Master Transportation Plan which was not adopted. However, it is still relevant to current TCTD efforts and should be included as an action.

Participate in Transportation System Plan (TSP) updates with surrounding jurisdictions, including County, Cities, and Communities.	Coordination is important to ensure transit becomes a more prominent consideration in local plans.
Work with Tillamook County Agencies. Work with Tillamook County Agencies such as the Future's Council and the Citizen Planning Advisory Commissions to ensure community involvement in the TCTD planning process and that public feedback on the TCTD projects is received.	This was identified in the 2009 TCTD Master Transportation Plan which was not adopted. However, it is still relevant to current TCTD efforts and should be included as an action.
Identify a primary point-person at local agencies to coordinate with over the long term.	Establishing solid working relationships with one or two individuals at the local jurisdictions will help TCTD to be a more visible agency partner in the community.
Participate in ODOT Statewide Public Transportation Plan (OPTP).	ODOT is currently developing a new OPTP. The plan will provide a vision for the public transportation system and describe the role of public transit in contributing to the transportation system overall.
Coordinate with ODOT staff to identify federal, state and local funding opportunities.	Working with ODOT to identify funding options will ensure TCTD is aware of all funding opportunities.
NW Connector Coordinating Committee	TCTD service as the Fiscal Agent and has ongoing joint projects. The Coordinating Committee meets monthly. Recommend continued engagement on this committee to identify opportunities for joint transit development.

STRATEGIES RECOMMENDED FOR EVALUATION AS PART OF TDP

The TDP will provide TCTD with strategic guidance for the provision of transit services within the district, for providing highly visible transit stops and facility siting, and for the coordination with the Northwest Oregon Connector Alliance (NWOCA). The following strategies have been identified for evaluation as part of this project as they will be instrumental for developing a TDP that responds to TCTD's needs. TCTD should continue to pursue and execute all actions identified in this memorandum.

- **Partner With Employers** – Many of the actions of this strategy are needs assessment based. This information is critical to the creation of a successful TDP.
- **Create Measurable Outcomes for Services** – This strategy lends itself to analysis. The TDP will identify and evaluate primary and secondary service measures.
- **Increase Presence in South County** – South County is growing. The TDP will need to identify an approach to responding to the growth areas. This strategy will be evaluated and refined as part of the TDP.
- **Improve Customer Service Support** – TCTD Service must have a friendly face to be recognized and successful. Promoting awareness of the service provided will contribute to a successful TDP.

- **Improve Operations** – Understanding existing operational deficiencies and efficiencies of TCTD's system will be important background information for the TDP. Tracking this strategy will lay the groundwork to achieving many of the action items.
- **Enhance Local Jurisdictional & Other Entity Coordination** – It will be important to identify a coordination framework for TCTD to pursue with identified stakeholders. This will be instrumental to the success of implementing the TDP.