
ValleyRide Strategic Plan

Prepared for



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Prepared by

CH2MHILL

700 Clearwater Lane
Boise, ID 83712-7708

Acknowledgements

This document represents the hard work of numerous individuals and organizations. We would like to take a moment to thank them for their dedication to helping keep Boise a connected, livable community.

Strategic Planning Team

- Kevin Bittner, ValleyRide
- Randy Donath, ValleyRide
- Kelli Fairless, ValleyRide
- John Franden, ValleyRide Board
- Grant Jones, ValleyRide
- Terri Lindenberg, Treasure Valley Transit
- Debbie Maxwell, Treasure Valley Transit
- Lauresta Piper-Ruth, ValleyRide Intern
- Patricia Nilsson, Ada County
- Catherine Sanchez, ACHD Commuteride
- Toni Tisdale, Community Planning Association
- Donna West, Canyon County

ValleyRide Board of Directors

- Dave Bivens, Ada County Highway District
- Phil Kushlan, Capital City Development Corp.
- Ted Ellis, City of Garden City
- Matt Beebe, Canyon County Commission
- Todd Lakey, Canyon County Commission
- Brent Coles, City of Boise
- Jerome Mapp, City of Boise
- Dave Szplett, City of Kuna
- Rick Yzaguirre, City of Eagle
- Tom Dale, City of Nampa
- Martin Thorne, City of Nampa

- Robert Corrie, City of Meridian
- Gary Smith, City of Meridian
- Marje Dean-Ellmaker, City of Notus
- Bob Flowers, City of Parma
- Ralph Gant, City of Melba
- Gail Glasgow, City of Star
- Grant Kingsford, Ada County Commission
- Roger Simmons, Ada County Commission
- Ralph Little, Canyon County Highway Districts
- Frank McKeever, City of Middleton
- Garrett Nancolas, City of Caldwell
- Rob Hopper, City of Caldwell
- Alice Reyes, City of Wilder
- Clair Bowman, COMPASS (ex-officio)

Workshop Participants

<p>ACHD Commuteride</p> <ul style="list-style-type: none"> • Kevin Nye • Jarred Blankenship • Cecelia Hockett 	<p>ValleyRide</p> <ul style="list-style-type: none"> • Rena McKean • Linda Boscawen • Kirk Montgomery
<p>COMPASS</p> <ul style="list-style-type: none"> • Matt Stoll 	<p>City of Boise</p> <ul style="list-style-type: none"> • Kathleen Lacey
<p>Idaho Transportation Department</p> <ul style="list-style-type: none"> • Larry Falkner 	<p>Treasure Valley Partnership</p> <ul style="list-style-type: none"> • Elizabeth Connor
<p>CH2M Hill</p> <ul style="list-style-type: none"> • Brian Painley 	<p>Treasure Valley Transit (TVT)</p> <ul style="list-style-type: none"> • Dr. Hugh Hubbard
<p>RBC, Inc</p> <ul style="list-style-type: none"> • Rosemary Curtin 	

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Introduction

ValleyRide History

In 1994 state legislators passed a law giving citizens the opportunity to vote on the formation of public transportation authorities. Citizens in Ada and Canyon counties recognized the need for a regionalized public transportation system and seventy percent voted to approve the formation of a regional public transportation authority for our community.

In December of 1998, the Regional Public Transportation Board of Directors was formed in the Treasure Valley. The Regional Public Transportation Authority is now known as ValleyRide.

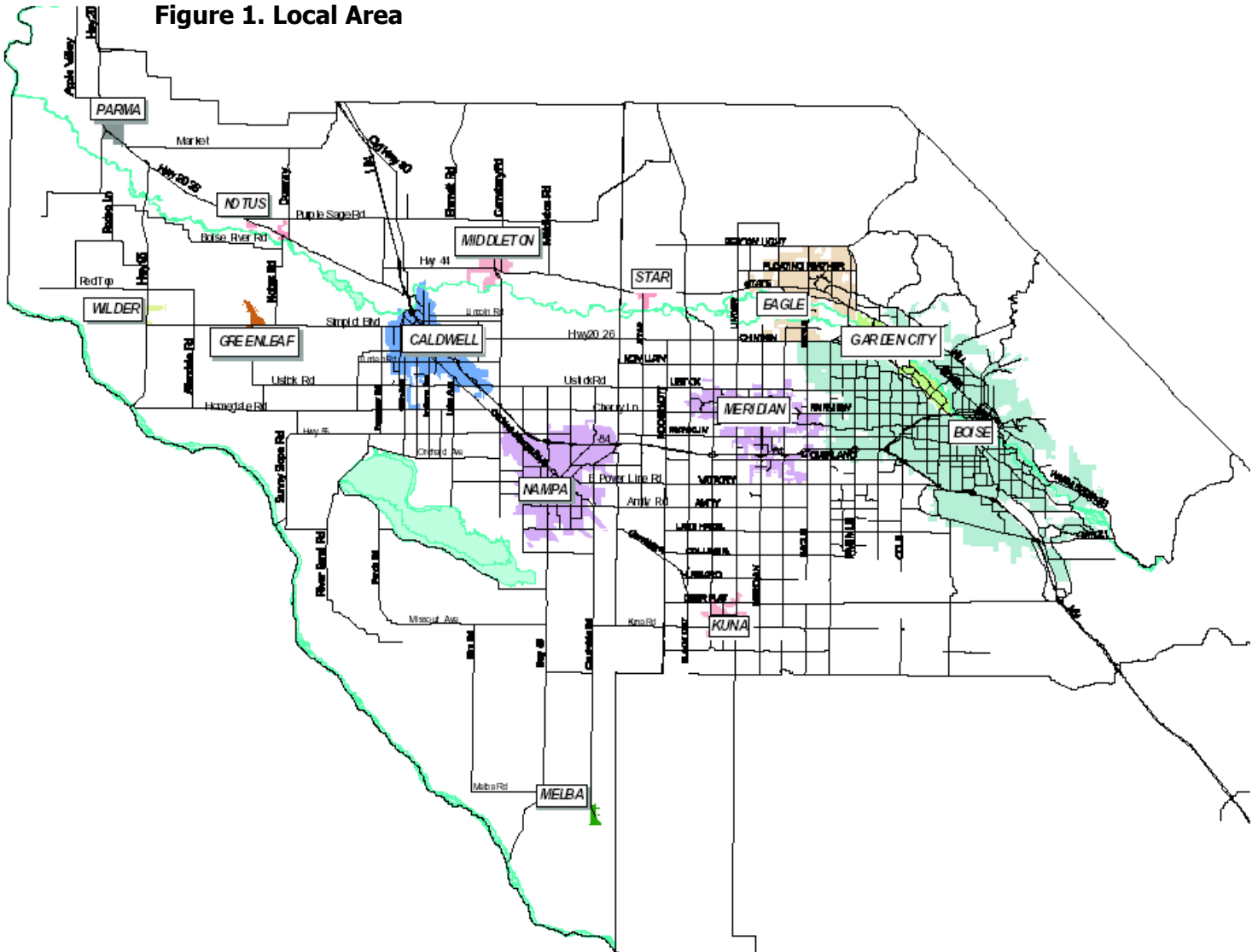
The ValleyRide Board of Directors consists of 25 appointed representatives from incorporated cities, counties, and highway districts in Ada and Canyon counties plus one representative from Capital City Development Corporation (CCDC) and one representative from Boise State University.

While voters approved the formation of a regional public transportation authority, the new state code did not provide a funding source to pay for services. ValleyRide is now investigating the next step in making a regionalized public transportation system a reality, including securing a dedicated funding source.

ValleyRide Today

Currently, ValleyRide is involved in planning public transportation services for the Treasure Valley (see Figure 1, Local Area) and is managing and operating services in the Cities of Boise and Garden City. In July 2002 all Boise City's transit assets were transferred to ValleyRide and ValleyRide became the grantee and recipient of available federal funding. Comprehensive short-term and long-term planning will be completed, detailing what ValleyRide must do to meet the transportation needs in the Treasure Valley and what capital resources are needed to maintain and expand services on a regional basis.

Figure 1. Local Area



Project Purpose

The purpose of this project is to develop a Five-Year Strategic Plan designed to outline a course that will lead to the realization of ValleyRide’s organizational goals. The plan was formed based on input of key stakeholders and community focus groups, and includes vision and mission statements, recommendations for organizational structure, and an outline of implementation strategies.

Summary of the Strategic Plan

The ValleyRide Strategic Plan is composed of four core elements:

Priorities

Goals

Strategies

Objectives

These elements descend in order of elevation of focus. They were defined by the project team and refined through two workshops with steering team members and two Board meetings in October of 2002. Each element is summarized below; they are discussed in further detail later in this report and appear in full text in Attachment 1.

Priorities and Goals

The priorities, goals, strategies, and objectives define the general actions that need to be taken for ValleyRide to be successful in the future. These are defined from a high-level view (priorities) down to very specific action items (objectives). Below is a summary of each priority and its supporting goals. Specific strategies and objectives to support these priorities and goals are discussed in the ValleyRide Strategic Plan portion of this document.

Priority 1. Secure Stable Funding

A high priority is placed on finding the long-term financial sources to support a Valley-wide transportation system. Sources include local, state, and federal revenue streams. Without sufficient funding, ValleyRide would be unable to operate and the vision for a region-wide transportation system would not be a reality.

The four goals under this priority focus on planning and securing funds for a regional public transportation system, creating legislative support for funding, developing a funding plan, and looking at long-term local and federal funding sources.

Priority 2. Public Education/Public Outreach

During stakeholder interviews, the project team learned that there is a gap in understanding the importance of having a regional transportation system. "Why is one needed if we have little congestion?" some participants asked. It is apparent that public education and outreach are necessary to promote public transportation, build a better understanding of community benefits, and establish a base of support for future funding opportunities.

To achieve this priority, four goals were developed. They include increasing visibility and use of existing transportation services; making the community aware of the benefits of using

public transportation; branding the ValleyRide name; and building community leadership support for partnership and service opportunities.

Priority 3. Providing Efficient Services → Maximize Service

ValleyRide has a solid base on which to build. This priority focuses on enhancing its existing services, maximizing the resources it already has, coordinating service to increase the benefit to existing and potential customers, and exploring strategies for mobility management and integration of modes and facilities.

The four goals set to achieve this priority include providing “excellent” customer service, integrating and coordinating the public transportation system, coordinating “special” transportation services—such as ADA Paratransit, demand response, and services for seniors—and establishing administrative programs to support the transportation system.

Priority 4. Develop, Improve, and Increase Partnerships

ValleyRide is fortunate to operate in a community that takes pride in its civic leadership and private enterprise. This closely-knit community provides numerous opportunities to develop, improve, and increase partnerships that would be beneficial to ValleyRide, the region, and its citizens. This priority extends to the private and public sectors within the region and state.

Three goals were developed to support this priority. They include establishing public and private partnerships to support the transportation system, building statewide understanding of and support for Idaho’s transportation needs, and creating an advocacy program for land use policies that support the state’s transportation needs.

Priority 5. Develop a Rail Strategy

The development of a rail strategy is important as an integral part of a long-term public transportation system in the Treasure Valley. The rate of growth in the Valley’s cities, the continued desire to grow the economy while protecting livability in the Valley, and the aging demographic all point to the need to plan now for inter-city rail service before the end of the next decade. The strategies in the five-year strategic plan focus on the near-term requirements for success of rail in this decade. The long-term and short-term strategies are comprehensive in scope and address everything from feasibility to environmental considerations to ownership.

Five supporting goals were developed. They include identifying the rail corridor, securing land use and transportation plans and regulations for “transit sensitive” development throughout the Valley, providing seamless inter-modal travel to support the rail service, assuring partnerships to sustain the success of rail service, and creating support with appropriate legislative and administrative officials.

Strategic Plan Process

Process Overview

The development of the strategic plan was accomplished in three primary steps: Context Development, the Golden Thread Process, and Organizational Structure and Functioning.

Context Development

ValleyRide initiated the use of a nine-member Steering Committee to guide the strategic planning process. That committee developed team agreements and commitments to the process, an overview of the strategic planning process, and the synthesis of much of the environmental scan or background information. This group recrafted the ValleyRide Vision Statement and Mission Statement for adoption by the ValleyRide Board and they drafted the top-level priorities.

Stakeholder Input

To gain stakeholder perspectives, the CH2M HILL team conducted in-depth interviews. The candidates interviewed were carefully chosen keeping in mind the long-term goals of the strategic process. The interviews were used to solicit potential critical success factors, which formed the basis for the creation of strategies and objectives. The interviews also revealed potential barriers and identified the focus of common ground for success. Each interview was documented and analyzed. Through an informal discussion, stakeholders were asked 10 questions ranging from familiarity with ValleyRide to thoughts on public transportation funding. The following statements summarize the interviews.

- Stakeholders are familiar with and supportive of ValleyRide.
- Funding and “getting people out of their cars” were identified as the key challenges facing ValleyRide.
- Stakeholders believe the only way to “get people out of their cars” is to provide a quality public transportation system that is convenient, safe, and affordable.
- Congestion of our roadways was the trend most recognized as effecting public transportation in the Treasure Valley.

- Even though congestion in the Treasure Valley is bad, many stakeholders do not believe it is bad enough for residents to choose to use public transportation.
- Another trend identified was the general feeling that local elected officials are getting pressured by citizens to support public transportation.
- Stakeholders believe that current Treasure Valley public transportation services cannot meet the needs of commuters and are lacking interconnecting modes.
- Overwhelmingly, stakeholders expressed that “securing funding for public transportation will be difficult.” All believe initial funding should be a composite of many sources.
- Stakeholders believe ValleyRide must create the public support and political will for shifting this valley to other modes of transportation. The business community has an equally important role.
- ValleyRide needs to create a clear and integrated plan for public transportation.
- Everyone expressed that public transportation is a key component of a livable community.

Questions

1. Are you familiar with ValleyRide?
2. What are the biggest challenges facing public transportation in the Valley?
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?
4. Are there key services in mobility (the movement of goods, services, and people) and connectivity (the ability to change modes or get easily from destination start to finish) that you think are missing in the Treasure Valley?
5. Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?
6. What thoughts do you have about transportation funding?
7. What do you see as the key challenges facing ValleyRide beyond stable funding?

To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation:

 - Who should sponsor and champion such a plan?
 - What elements do you think such a plan should contain?
8. What does "livable community" mean to you?
9. What role do you see public transportation playing in livable communities?
10. What else should we know or pay attention to as we put the ValleyRide strategies together?

Focus Groups

Focus groups were conducted with six key stakeholder groups: Ada County business leaders, employers, urban political leaders, rural political leaders, Canyon County business leaders, and state agency decision-makers. A mind map process was used for these focus groups to create a more robust dialogue with and between participants. The process addresses a question from the middle of a large "working wall." In this case, the question was "What are the current trends and developments affecting public transportation and mobility?" Participants were then asked to create an open brainstorming that grouped related issues into like areas (represented by lines from the initial question which is circled).

The mind maps showed strong trends in a number of areas. Most consistent was the need to secure stable funding. Other strong trends included the need for expanded and stronger partnerships; the issue of changing demographics; the need for supportive land-use planning (sometimes referred to as a lack of community design); the lack of public policy that supports public transportation (PT) and/or a clear plan to follow to evolve PT; and a lack of understanding of PT-awareness, education, and marketing. A sample mind map is shown in Figure 2. All 7 mind maps developed for this project are included as Attachment 2.

Mind Map Basics

What is a mind map?

The product of a group brainstorming exercise

What is the purpose of mind mapping?

To build a shared, but not evaluated, picture of a current state

What are the benefits of mind mapping?

It can generate a great deal of information in a short amount of time. It can create new insights and learning opportunities. It is an inclusive, non-evaluative process; because of this, it creates very little anxiety. It's a fun and energizing exercise.

Figure 2. Sample Mind Map

**Employers
Focus Group**



Demographics deserve some special attention here, as there were some specific trends noticed and an apparent knowledge gap that could be addressed as part of the education campaign.

In general, participants (and interviewees) were aware of the changing demographics of the Valley and focused on increased population. The impression is, however, that most people still do not want to consider public transportation for themselves and that there is not enough density to support a transit system seen in larger metropolitan cities. There is also an awareness that the population is aging and that there is an opportunity to serve this sector better and, therefore, to improve the service (and perception of transit) overall. There is also a strong belief that the "western" attitude of freedom, independence, and individual rights over collective good keeps the Valley from creating a transit supportive policy. Traffic delays are frustrating to people, but there was serious doubt that they were frustrated enough to get out of their cars.

While the Valley has ample opportunity to spread and accept more population, without aggressive planning now, there is little doubt that the Boise metro area, and indeed most of the Valley, will find the roads congested, the air quality diminished, and the overall quality of life less satisfying in the next 15 to 25 years.

Interviews

Nineteen stakeholders were interviewed. The results of these interviews have been summarized and support the findings of the focus groups. The recommended actions and specific gaps referenced in the interviews were more targeted. For example, where the PT funding issue came up, the recommendations for how to deal with the funding issue were more specific - a coalition of business people and elected officials must work together to gain support for taxing initiatives; the PT funding should work with the existing funding sources, but not seek to cannibalize existing programs; rural Idaho may care less about PT, but we must gain their support in order to move the legislature to action.

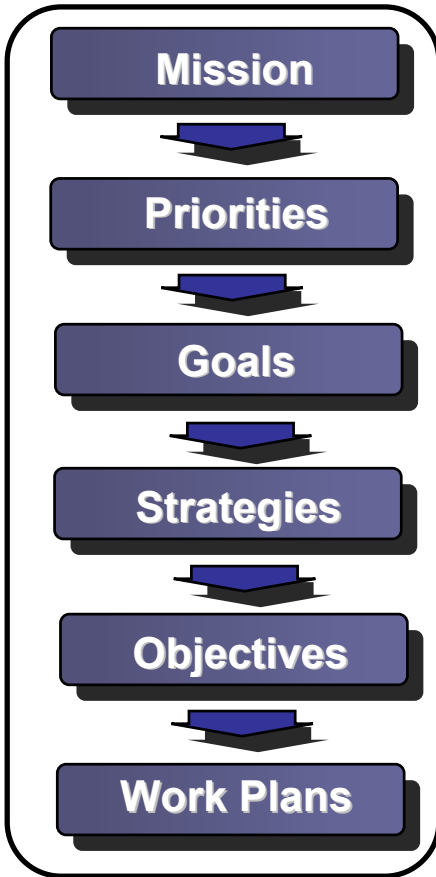
Golden Thread Process—Steering Committee Workshop

The Steering Committee used the focus group mind maps to create a synthesis of what the key focus areas were. These focus areas were then used to craft the top level priorities that guided and informed the remaining elements of the strategy.

Figure 3 shows the elements of the overall strategic plan.

The Steering Committee drafted a vision statement, mission statement, priorities, and supporting principles to guide the way that all of the strategies will be implemented.

Figure 3. Elements of the Strategic Plan



The Vision, Mission, Priorities and Principles were taken to the ValleyRide Board for its review, dialogue, input, adjustment, and adoption. This was the first opportunity for the Board to review this information and begin crafting a compelling approach to public transportation in the Treasure Valley that can be part of the overall transportation solution and can engage the public into meaningful action for a better and more livable tomorrow.

The Strategic Plan

Vision and Mission

Vision

We envision a Treasure Valley where people have access to transportation choices that meet their personal and business needs and support a livable and healthy community.

The **vision** describes the future world in which ValleyRide would operate.

Mission

The ValleyRide mission is to move people throughout the Valley by coordinating and providing convenient public transportation services.

The **mission** defines ValleyRide's unique purpose and answers the questions, "who are we?" and "what do we do?"

Guiding Principles

Develop Community Benefit

To provide the community with benefit in an overall, not just a transit-focused manner. By enhancing the ability of citizens to make a number of choices for transportation and by providing alternative transportation for those who have no choice, the community's viability, diversity and livability is improved.

The **guiding principles** are threads that are woven into all aspects of the strategic plan.

Connectivity

To create ease of service between people, places, and modes, by assuring that reasonable ways to connect between different providers (of transit service) and different modes are not only available, but are truly easy to understand and easy to use.

Geographic Reach

To assure that the geographic locations and concerns of stakeholders, rural, urban, remote or local are thoughtfully integrated into planning and delivery of transit services to the greatest degree possible.

Customer Service

To make the customer the focal point of our processes, and to assure that the ease of use, flexibility of service, and satisfaction of the customer is of obsessive concern to ValleyRide, the providers, and other partners.

Action Oriented—A Sense of Urgency and Persistence

To keep the heat on and the energy up by applying the appropriate sense of urgency not only to the matter of immediate service and service improvement, but also to the longer range planning effort for the ultimate goal of enhanced livability for the citizens of the Treasure Valley. Hanging in there together and encouraging each other to be tenacious.

Teamwork

To work in collaboration, with our partners, stakeholders, and the public by demonstrating and practicing our willingness to continually improve how we work together for the benefit of our customers.

Communicate—Openly, Directly, and Constantly

This is the underpinning for the success of the other principles. By this principle we are declaring that we are not only in this together, but we are willing to work in an open and honest manner on all things. That background conversations will be brought to the foreground, gossip will be turned into an opportunity for mutual learning, and mistakes will be acknowledged, forgiven, and used as the learning and growth opportunity that they represent.

Priorities and Goals

This section contains the actual text of the priorities and their corresponding goals. The strategies and objectives to accomplish these goals and priorities are included in Attachment 1.

Priority 1. Secure Stable Funding

Secure long-term funding from local, state, and federal sources to implement a regional public transportation system valley-wide.

Goal 1: Develop an integrated financial plan for Treasure Valley's public transportation system

Goal 2: Create effective legislative support for funding

Goal 3: Develop a funding plan

Goal 4: Secure funding for support of a Treasure Valley public transportation system

The **priorities** define the "must dos" based on internal and external drivers. "Where must we focus?"

The **goals** define success and provide direction for the next three to five years. "What do we need to achieve to meet our priorities?"

Priority 2. Public Education/Public Outreach

Promote public transportation through building a better understanding of the benefits to the community, and building grassroots support for future funding discussions.

Goal 1: Increase visibility and use of existing public transportation services

Goal 2: Raise public awareness about the community benefits of public transportation and future services

Goal 3: Develop a ValleyRide branding campaign

Goal 4: Gain Treasure Valley community leader support (public and private sector) for ValleyRide partners and services

Priority 3. Providing Efficient Services → Maximize Service

Focus on enhancing existing services by maximizing available resources, coordinating services to increase the benefit to the existing and potential passengers, and developing mobility management strategies through integration of modes and facilities.

Goal 1: Provide an integrated and coordinated Treasure Valley public transportation system

Goal 2: Provide excellent public transportation customer service to Treasure Valley residents

Goal 3: Coordinate Treasure Valley special transportation services (seniors and disabled)

Goal 4: Coordinate administrative policies for Treasure Valley's service providers

Priority 4. Develop, Improve, and Increase Partnerships

Develop community partnerships with public sector and private sector leaders and stakeholders within the region and statewide.

Goal 1: Establish public and private partners to support Treasure Valley's transportation system

Goal 2: Build statewide understanding and support for Idaho transportation needs

Goal 3: Create an advocacy program for land use policies that support Treasure Valley's public transportation system

Priority 5. Develop a Rail Strategy

Develop both long-term and short-term rail strategies.

Goal 1: Identify and preserve rail corridor(s) between Mountain Home and Ontario

Goal 2: Secure land use and transportation plans and regulations for transit sensitive development throughout the Treasure Valley

Goal 3: Identify and secure complementary infrastructure to provide seamless inter-modal travel to support Treasure Valley rail service

Goal 4: Assure integrated public-private partnerships for the success of Treasure Valley rail service

Goal 5: Create support with appropriate legislative and administrative officials (coordinate with community relations team and funding committee)

Organizational Structure

As with any structure and governance model, there are challenges to be managed in the transition and on an on-going basis. Recommendations for ValleyRide's organizational structure were formed after careful consideration of comments from an Organizational Alternatives workshop attended by the Steering Committee and other key partners, as well as the consultant team's research on current pertinent topics.

ValleyRide Board Structure and Governance Model

Once the Board approved the vision, mission, goals, and priorities, the ValleyRide team participated in a workshop to identify the potential organizational structure and resources needed to meet the future needs of ValleyRide.

After interviews, and a review of current best practices and the goals and focus of the strategic plan, several recommendations were made and adopted by the Board. Many relate to the governance model to be carried forward; some relate to the day-to-day operations of ValleyRide. The most significant elements are detailed below.

Board Terms and Leadership

ValleyRide adopted a leadership structure for the Board of Directors that provides for continuity and stability over time. The Board of Directors as a policy group will meet on a quarterly basis maintaining the current structure with representative members appointed by the member organizations of ValleyRide. Board leadership will include a board chair, chair-elect, vice chair, and a treasurer. Members will move through the leadership positions by succession from treasurer to the Board chair in one calendar year terms. Board leaders will chair standing and ad hoc committees required to accomplish the policy guidance and business of ValleyRide. The Board will select a secretary from within or outside the Board and the secretary will be responsible for recording meeting minutes, maintaining necessary records for the Board, and attesting to resolutions.

Board Sub-committees

A management committee (a standing sub-committee of the Board) will serve as the practical and operations focused guidance group for ValleyRide. This team will meet

monthly and focus on a regular set of agenda items that include budget/finance, operations, political issues and the creation of cohesion across diverse stakeholders. This committee will make regular reports to the Board and recommend actions to the Board. The structure for this committee should be no more than seven (7) members to include the leadership of the Board, the immediate past chairs, and two at-large members. The Board chair would serve as the chair of the management committee. The terms would be up to five years with a new member being added to the committee each year as the one past chair rotates off the committee. This structure would provide for continuity and stability from year to year.

Special focus committees (also referred to as ad-hoc committees) were formed to support the implementation of the strategic plan and other special programs. The need for the committees will be evaluated on an annual basis as part of the strategic plan implementation review process. Based on the priorities endorsed by the Board at the August meeting, the following committees were adopted. Each committee will be chaired by a member from the Board leadership.

- Planning and Operations Committee
- Community Relations Committee
- Finance Committee

Coordination with Others

ValleyRide's primary focus is on creating a well-coordinated Treasure Valley-wide public transportation system. The current system exists of a network of different providers who are more or less connected through the understanding and support of each other's programs. There has been considerable effort on the part of providers and individuals to support one another's efforts and programs, and through the work of the strategic planning process, stronger connections and commitments were made.

ValleyRide Management Council

The ValleyRide Management Council will be formed from the individuals and implementers from the current transit providers and other transportation partners in the Valley. The mission of this team will be to co-develop operational policy and procedures, seek efficiencies and optimization of existing services, collaborate on the development of new services, and create the real meaning of ValleyRide through extraordinary customer focus.

Cross-business operational teams will be formed with members from the different delivery organizations. These teams will focus on specific operational improvements in marketing/customer relations, training and development, maintenance, and scheduling.

Organizational Structure

It is the stated intent of ValleyRide to create a coordinated public transportation system. There are many functions and services currently delivered by others that are under the umbrella of this coordination mandate. It is, therefore, necessary to create an organization that is capable of accommodating the services currently provided directly by ValleyRide, coordinating services provided by others, planning for the future (including gaining support for funding), and expanding as new services are added without undue organizational disruption. The following organizational structure (see Figure 4) supports the current needs of ValleyRide and partners while allowing for flexibility now and in the future. The organizational structure was developed as part of a workshop with stakeholders specifically focusing on the need for clarity and collaboration.

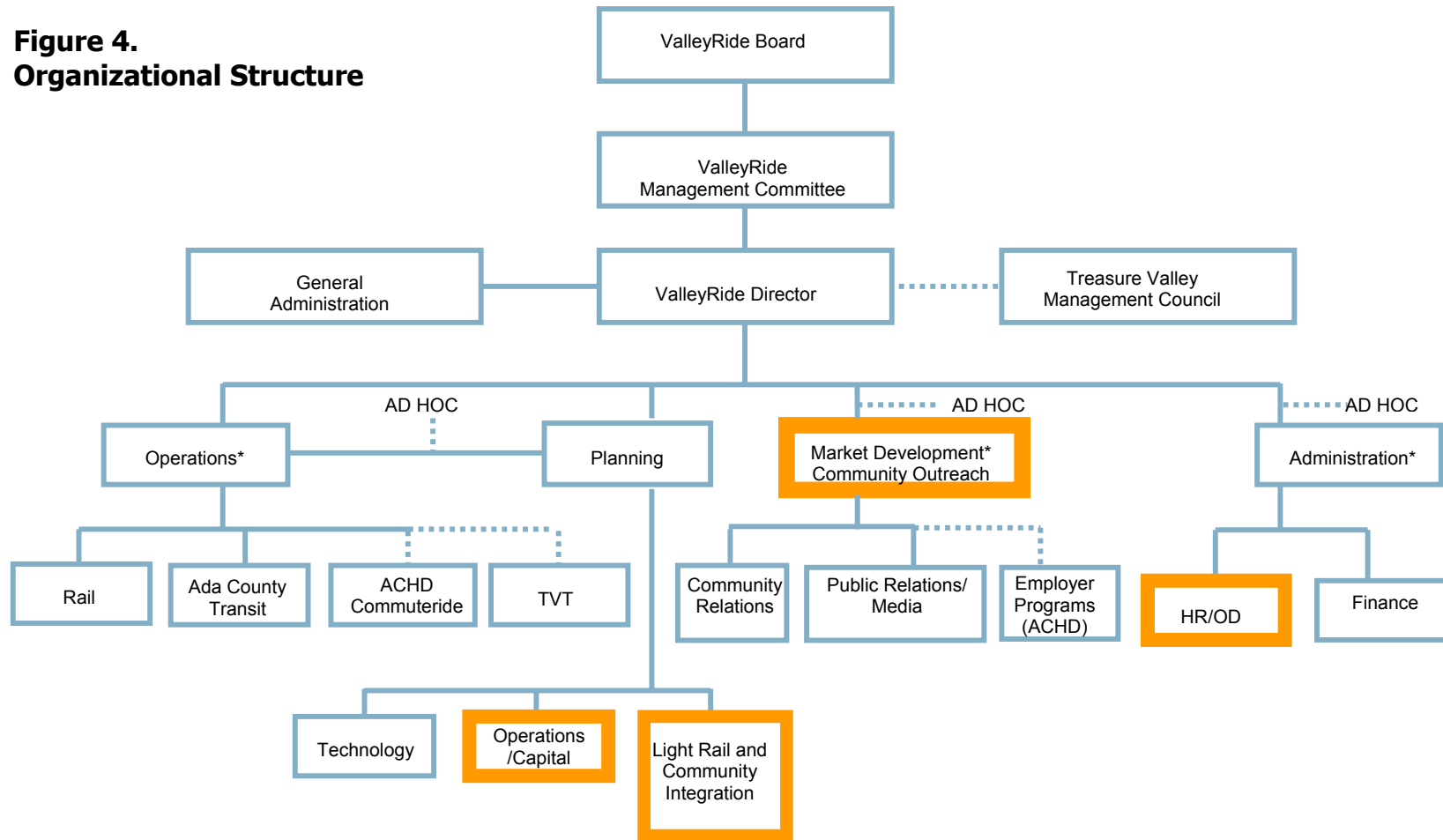
Public Guidance and Input

In order to successfully implement the strategic plan, ValleyRide must prepare to meaningfully engage and remain engaged with the public. The public and stakeholders, however, need an on-going and meaningful dialogue in order to make their input relevant.

Public Transit Citizen Resource Group

This group will be made up of volunteer citizens who commit to engage on an as-needed basis in the issues related to transit where public input, guidance, and wisdom are necessary or desired. The group would be pulled from a large pool of potential stakeholders. The participants would commit to a term of service and to some initial education about public transportation, the current conditions and issues, the vision for public transportation in the Valley, and their role in the success of public transportation. They will not necessarily meet on a regular basis, but will be called on to support the Board ad-hoc committees, give input on a particular operational or development issue, and work with the ValleyRide Management Council as needed to test market concepts, funding options, and other issues. The potential draw list for the Citizens Resource Group could include urban riders, rural riders, senior citizens, persons with disabilities, social services providers, youth/students, education (K-12 and University), employers, and Chambers of Commerce. If you are interested in being a part of this important resource group, please contact ValleyRide.

**Figure 4.
Organizational Structure**



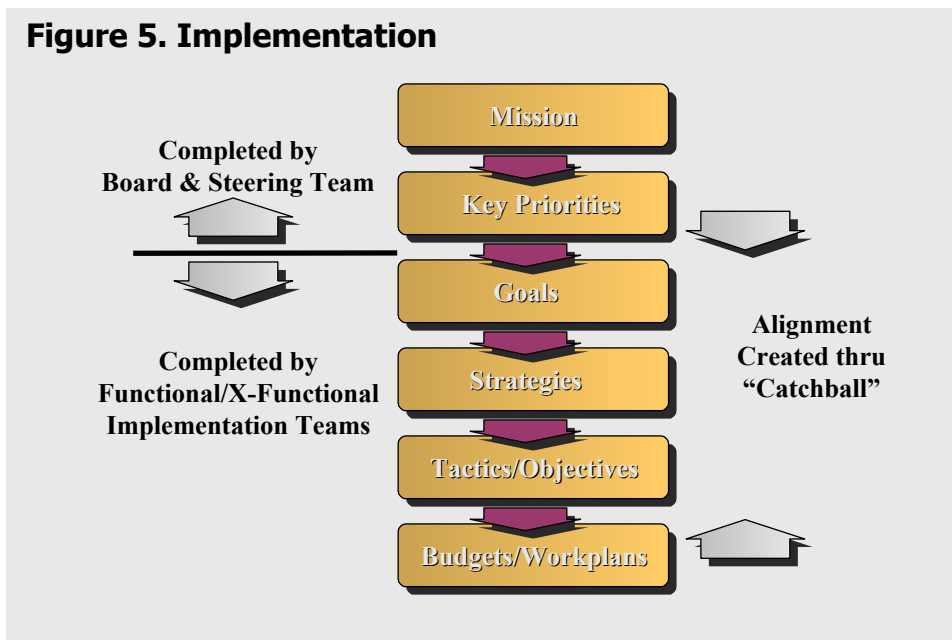
LEGEND

- * Self-Managed Teams
- Partner Collaborator Relationship
- Position to be Created

The Implementation Plan

The Transition Process

Transition refers to the process of change from working towards goals that are good and appropriate at the time, to moving towards the full implementation of the collaboratively created strategic plan. The ValleyRide Executive Director, working with the Board will address the transition issues related to staffing, funding, and organizational shifts. ValleyRide and other partners will address the specific transition issues related to each strategy as part of the deployment process and the assignment of strategy responsibility (see Figure 5).



Deployment is Based on Three Principles:

- People responsible for implementing the plan will design the plan
- The “means” as well as “results” are specified
- Plans are linked vertically and horizontally

Next Steps

The objectives and, in some cases, strategies will be the first steps undertaken in the implementation stage. These specific objectives are aligned with the goals and priorities so implementation progress can easily be assessed. A task leader has been assigned to each strategy. For example, to achieve Priority 1—Secure Stable Funding, four goals were developed. One of these goals was to develop an integrated financial plan for Treasure Valley’s public transportation system. To support this goal, four strategies were created, including the production of the current and projected ValleyRide budgets. A task leader is assigned and is responsible for the completion of six objectives under this goal. These objectives are specific action items such as identifying revenues and existing sources and developing a six-year capital budget.

A spreadsheet detailing this information is included in Attachment 1.

Timeline

Each objective is also linked to a delivery date. This helps task leaders further prioritize their numerous implementation responsibilities and keep track of their progress. Taking the example above, the target date for completion of this goal—developing an integrated financial plan for Treasure Valley’s transportation system—and the associated supporting strategies and objectives is December 2003. The general timeline for goal completion runs from November 2002 through November 2004.

This is a rolling five-year strategic plan to be reviewed on an annual basis.

Contact Information

For more information about the ValleyRide Strategic Plan:

- Visit our website at www.valleyride.org
- Contact Kelli Fairless at:
 - kfairless@valleyride.org
 - Phone (208) 846-8547
 - Fax (208) 846-8564
- Visit or write our office at 830 N. Main Street, Suite 230, in Meridian, Idaho 83642

Attachments

- Attachment 1: ValleyRide Strategic Plan: Priorities, Goals, and Strategies
- Attachment 2: Mind Maps
- Attachment 3: Team Development Approach for ValleyRide Cross-Business Teams
- Attachment 4: Function and Service Assessment Tool
- Attachment 5: Stakeholder Interview Summary

Attachment 1

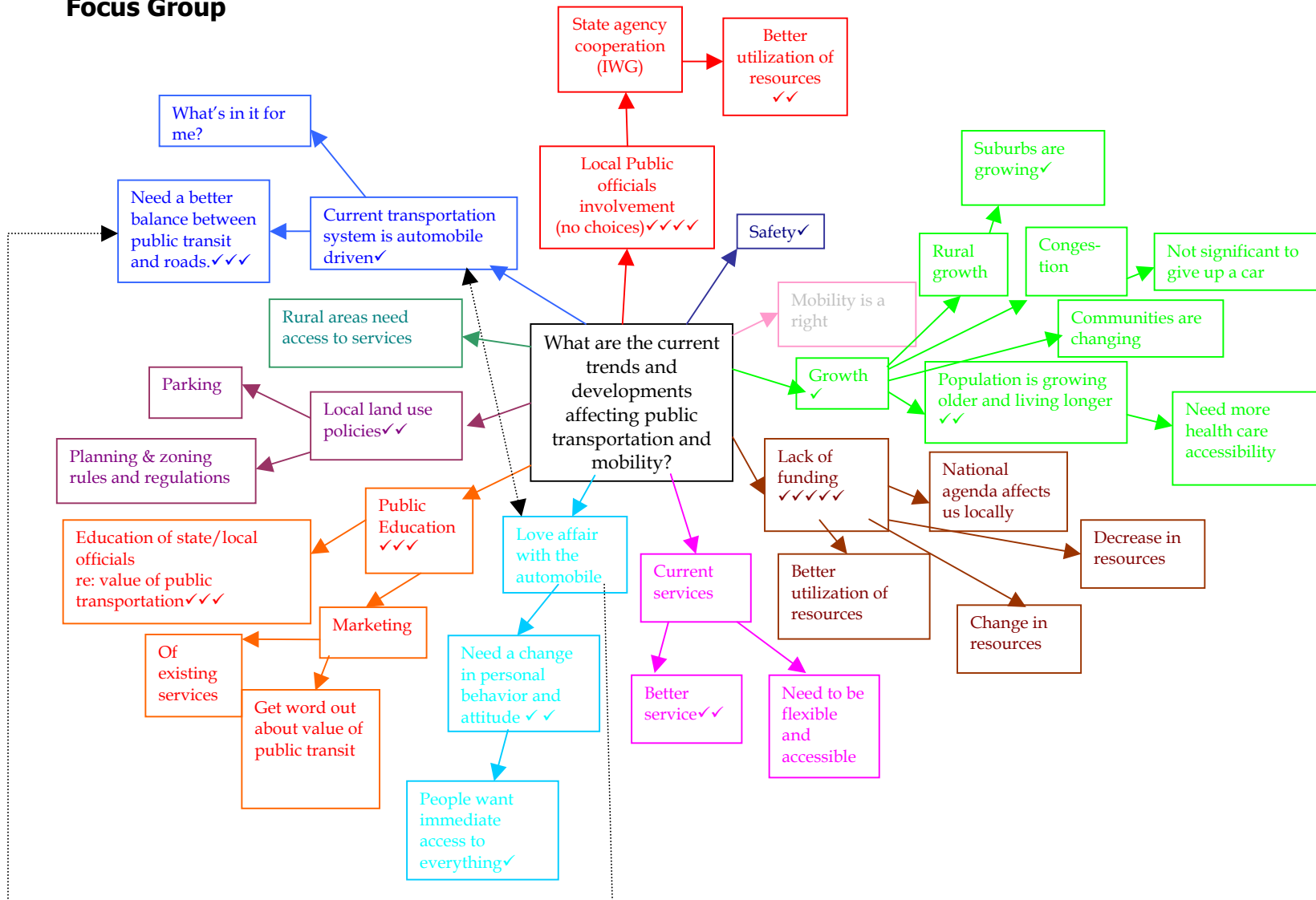
ValleyRide Strategic Plan: Priorities, Goals, and Strategies

Attachment 2

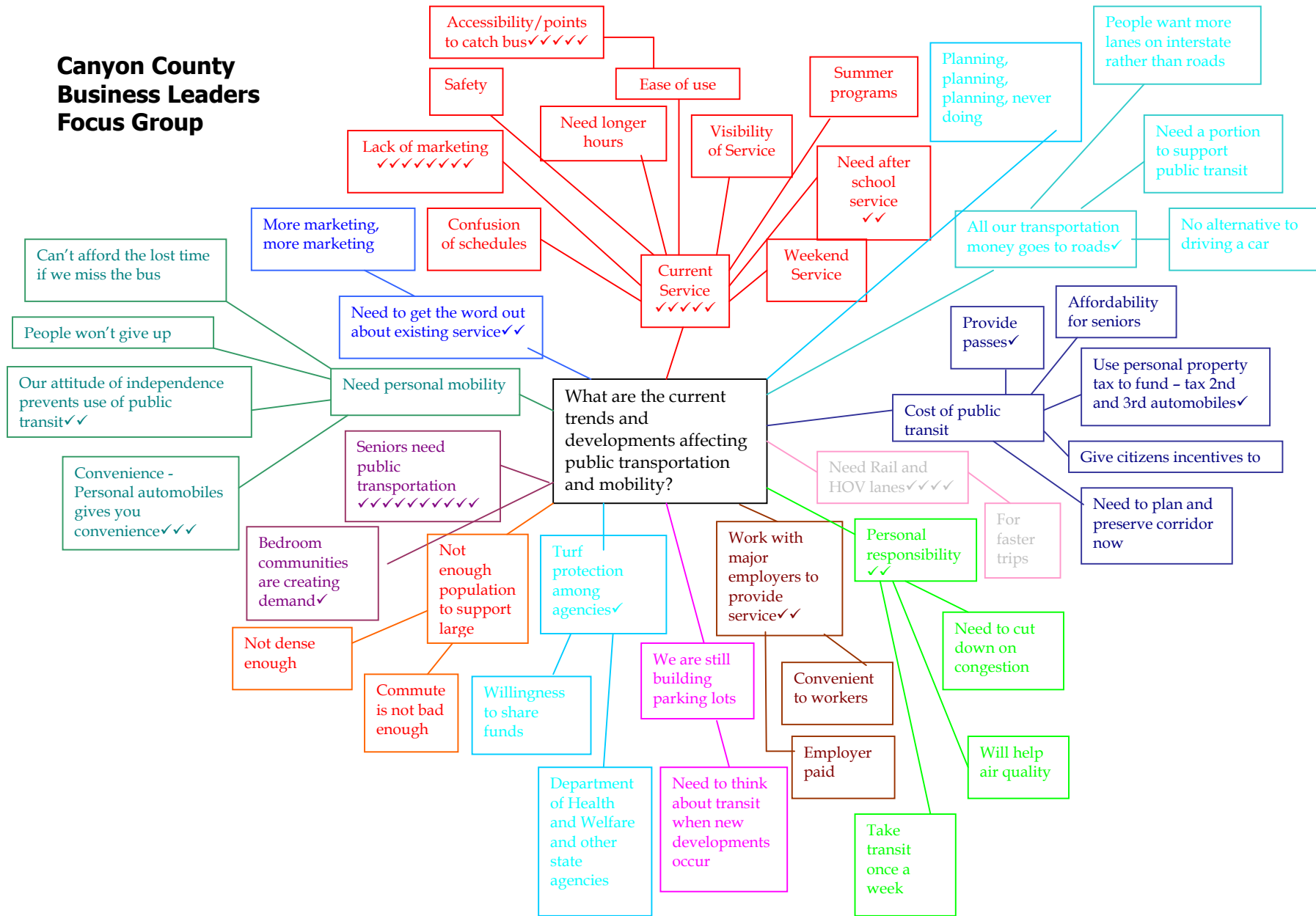
Mind Maps

State Agencies

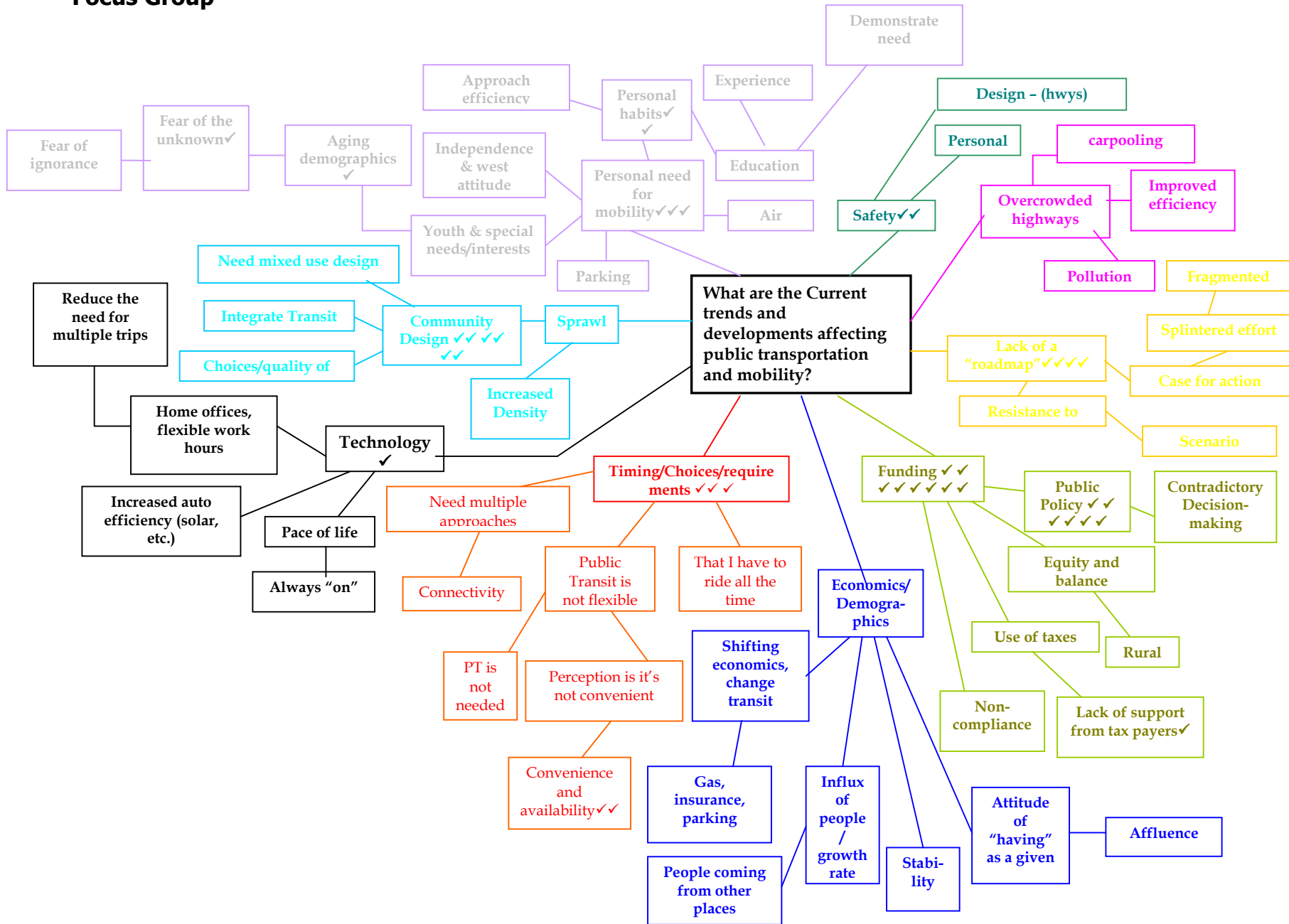
Focus Group



Canyon County Business Leaders Focus Group



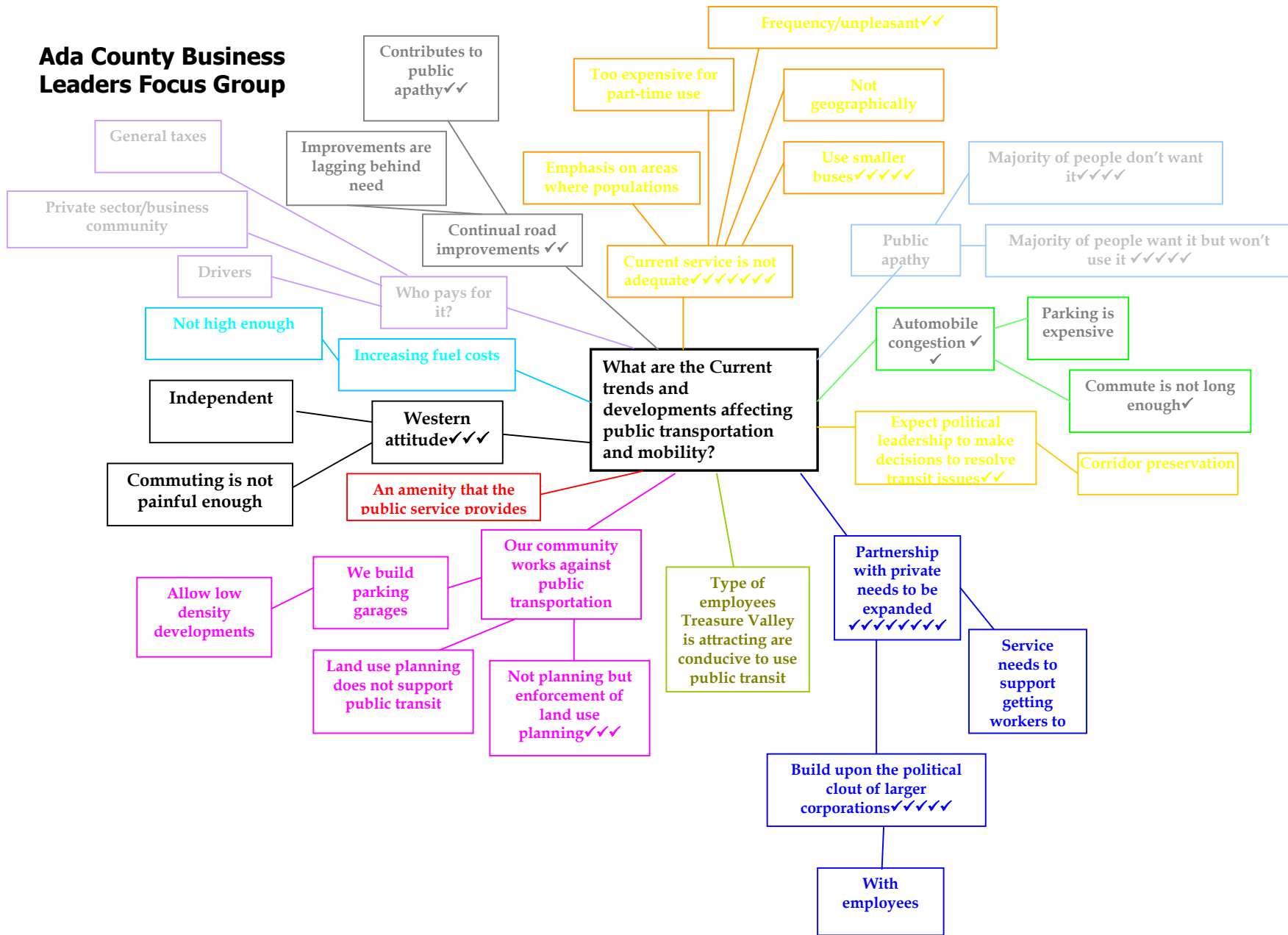
Urban Political Leaders Focus Group



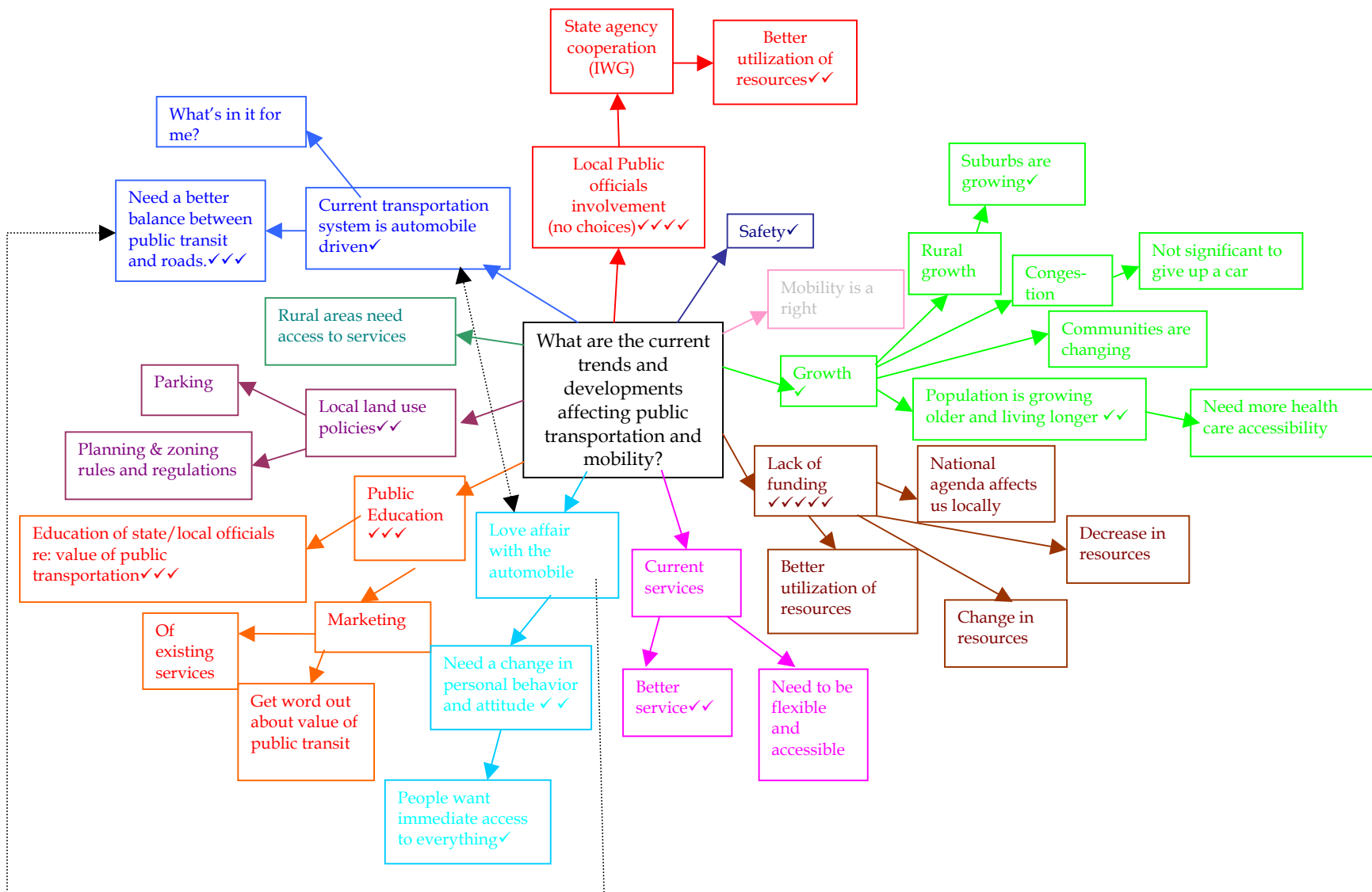
Employers Focus Group



Ada County Business Leaders Focus Group



State Agencies Focus Group



Attachment 3

Team Development Approach for ValleyRide Cross-Business Teams

It is suggested that the following skills be developed through a series of team development exercises. The most successful approach is to dedicate a day (or at least the better part of a day) to an initial team development and then continue to work on particular skills at regular intervals as the team meets to work on other topics.

- A. Team purpose and performance measures
- B. Team agreements: communication, meeting management, facilitation, and team integrity
- C. Shared decision making and the meaning of consensus
- D. Managing conflict and difficult behavior
- E. Building strength through diversity and differences
- F. Acknowledgement and genuine appreciation

Attachment 4

Function and Service Assessment Tool

Team Member Votes	Service	Funding	Political	Public	Strategy	Increase/Improve Service	Operational Efficiencies
1							
2							
3							
4							
5							
6							

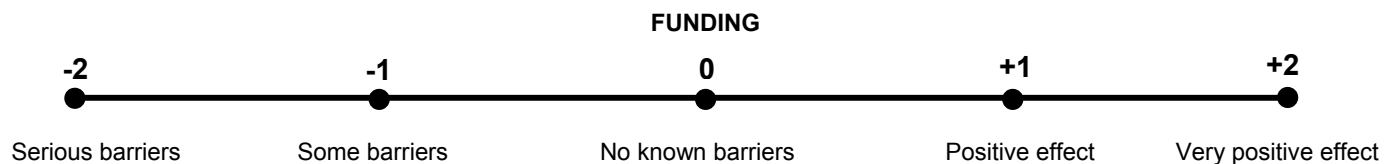
Scoring Scale

Simple Likert scale with some scores in the negative field for ease of understanding. For instance a scale on funding where you give a score of -2 if there are significant barriers to transitioning funding from the current service provider to ValleyRide for operations, 0 if there are no known barriers and +2 if there are very positive effects for transferring funds. A total score of 0 in the funding area would suggest that in that area (funding) there would be neither a positive nor negative effect for changing the operational management of a service. The scale must be described for each criteria.

Definitions

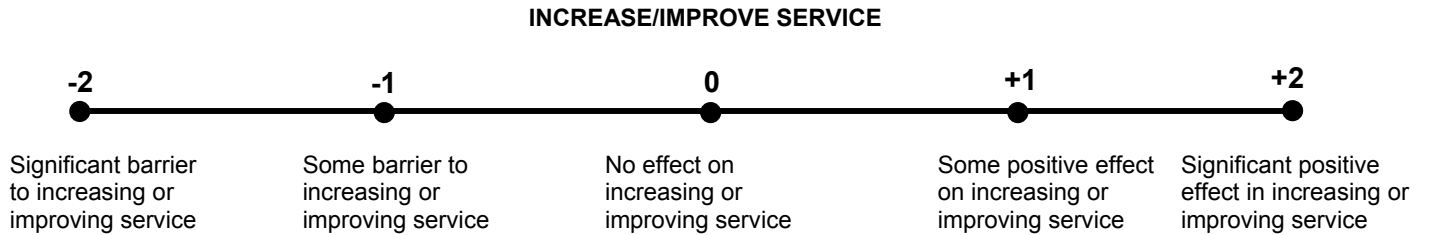
Funding

If the service is currently provided and funded through a single source or multiple sources, are there funding barriers or benefits achieved by providing the service through ValleyRide?



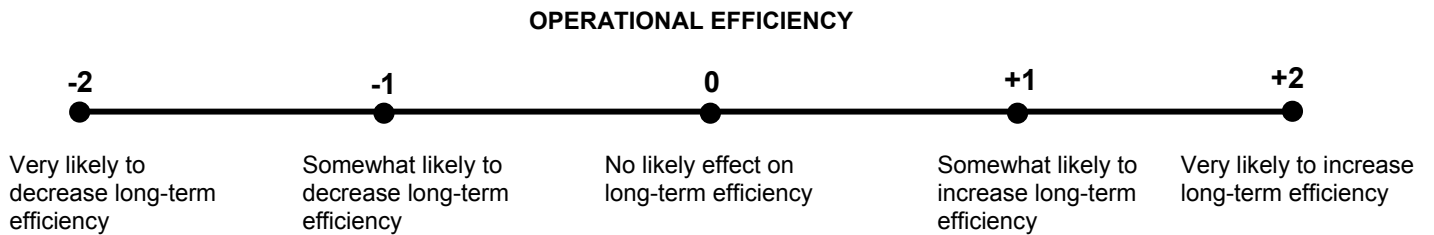
Increase/Improve Service

The shift has the potential to hamper the increase or improvement of service or the shift has the potential to enhance the opportunity to increase or improve service.



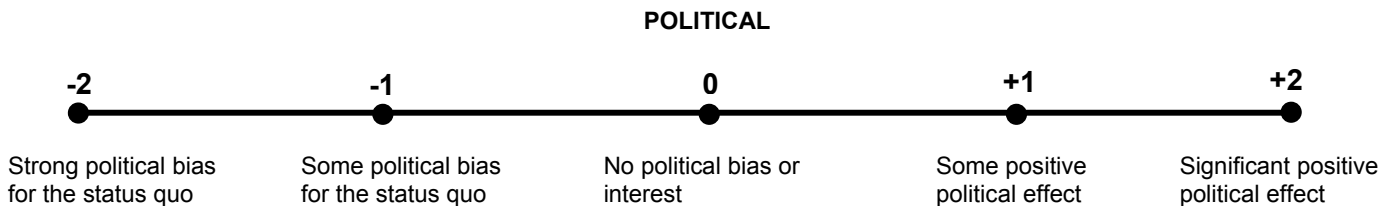
Operational Efficiency

The shift is likely to decrease the operational efficiency or the shift is likely to increase operational efficiency. CAUTION - operational efficiency is always decreased for a short period initially due to the learning curve and amount of disruption for individuals. However, when evaluating the option the long-term result is what should be measured.



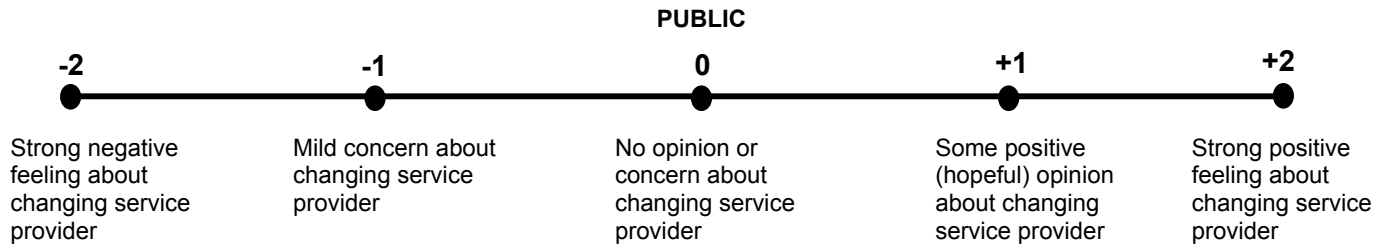
Political

Are there political concerns or perceived political risks tied to the current provider of the service? How hard will it be to mitigate any political effects of the transition?



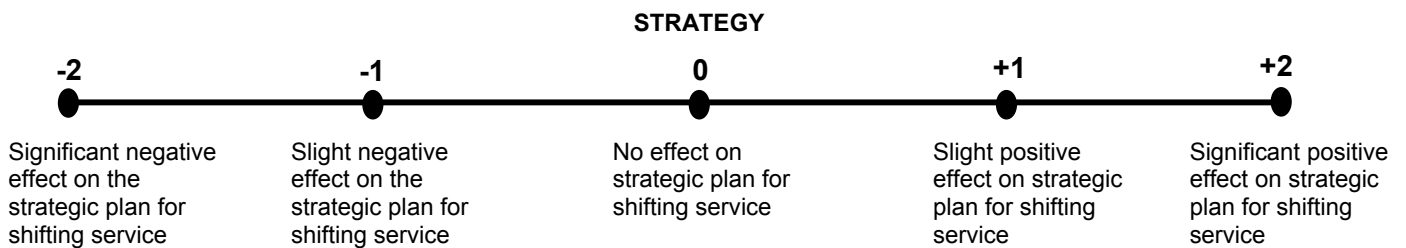
Public

The public has existing opinions about not only the service, but who delivers the service.



Strategy

The shift of service to ValleyRide for operational or stronger management oversight has an effect on the strategic plan.



Notes

The net effect of the scale is that a negative score reveals the true magnitude of the barriers to overcome and a positive score reveals strong leverage opportunities.

Individuals can be given the scale to do the scoring on their own and the scores combined in a blind fashion. Where strong honesty and good relationships exist, a facilitated discussion to develop the score (first by individual and then combined) can be very useful.

Individuals scoring outside of a group discussion should be cautioned to ask themselves if they actually have data to answer. It is OK to use anecdotal information, for instance on the public perception question, but one should know if you have heard it from one person or fifty people. Also, is the data you have because of the data you are seeking? Go ask a few more people if you really want to test your own assumptions. In a facilitated session, the facilitator can ask the question "how do you know this?"

After scoring, the process discussion would be used to create either an integration plan or a plan to support the status quo. With either choice you must develop a communication plan that

addresses the concerns related to the change or lack of change. It is clearly important to take these issues on and discuss them thoroughly; it is even more vital to communicate the stakeholders commitment to the process and outcome of the discussion.

Attachment 5

Stakeholder Interview Summary

Interview: 1	
1. Are you familiar with ValleyRide?	<p>Yes (Kelli has given a presentation)</p> <p>Yes</p> <p>Not really</p> <p>Yes, but there is lots of confusion about what they really do</p> <p>Yes, but I haven't seen much</p>
2. What are the biggest challenges facing public transportation in the Valley?	<p>Public transportation faces an up-hill battle</p> <p>Finding funds</p> <p>Awareness</p> <p>People's attitudes towards transit</p>
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?	<p>Congestion in the Treasure Valley may not be bad enough to get people out of their cars</p> <p>Treasure Valley residents may not be ready yet for a public transportation system</p> <p>There is more awareness of environmental issues - air quality</p> <p>People in Idaho are independent</p> <p>There is a trend that says that public transit can work but only in big cities</p> <p>Yes, generally service in the Treasure Valley is not convenient. If we build light rail, we do not have the bus service to support it</p>
<p>4. Are there key services in mobility and connectivity that you think are missing in the Treasure Valley?</p> <p>Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?</p>	<p>Yes, generally service in the Treasure Valley is not convenient. If we build light rail, we do not have the bus service to support it</p> <p>There are many citizens in our community who need public transit, seniors, youth, and those without the income for two automobiles</p> <p>Should be focused towards those who do not have any other alternatives</p> <p>For it to really succeed, it should be focused towards commuters - we need businesses support to do that</p> <p>It is very difficult to get from one end of the Valley to another except on a commuter bus. If you have other needs, it's not convenient</p> <p>Seniors</p>

Interview: 1	
<p>5. What thoughts do you have about transportation funding?</p>	<p>Treasure Valley may have the economic growth to sustain another tax but the majority of the state does not</p> <p>We should look at public-private partnerships for development and to business for better support</p> <p>The local option tax is probably the best matching opportunity, but I think it will be a very hard sell in current economic times.</p> <p>Take some of the highway fund</p> <p>A local option tax and using any existing road money will be difficult</p>
<p>6. What do you see as the key challenges facing ValleyRide beyond stable funding?</p>	<p>Working with the legislature and trying to get the Treasure Valley legislators on the same page</p> <p>As a group the Treasure Valley legislators could move legislation</p> <p>Assuring a broad base of support and a logical plan for growth that people can understand</p> <p>Developing working partnerships</p>
<p>7. To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation -</p> <p>Who should sponsor and champion such a plan?</p> <p>What elements do you think such a plan should contain?</p>	<p>Local elected officials need to champion this issue</p> <p>Mayor Nancolas, Dale and Commissioner Lakey are doing their best</p> <p>Would like to see the private sector more involved</p> <p>In fact ValleyRide cannot be successful without private sector support</p> <p>Plan needs to be specific</p> <p>To me integrated means the partnerships and approaches are well defined</p> <p>ValleyRide is the logical sponsor of the plan. It is their job and they should step up and take it, but they are going to need the support of local elected officials and the business community</p>
<p>8. What does "livable community" mean to you?</p>	<p>Safety</p> <p>Open space</p> <p>A safe and secure place that is easy to get around in</p> <p>He personally likes smaller and more agricultural communities</p>

Interview: 1	
<p>9. What role do you see public transportation playing in livable communities?</p>	<p>Public transportation is important to any community</p> <p>PT can help protect the spaces that we would like to leave green</p> <p>It's difficult to see how it can help because the problems are not too bad yet</p> <p>I think the community that we have now is livable. I just don't think the way we are growing that highways will be the way we want to get around in 30 years. We probably need better land-use laws more than we realize</p>
<p>10. What else should we know or pay attention to as we put the ValleyRide strategies together?</p>	<p>Would like to see more public education</p> <p>Making sure people get and stay informed about what is going on.</p>

Interview: 2	
1. Are you familiar with ValleyRide?	Yes (Kelli also gave a presentation to the Chamber)
2. What are the biggest challenges facing public transportation in the Valley?	Getting citizens out of their cars Westerners like their automobiles
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?	New businesses/residents moving to Meridian from out of state are usually appalled by the lack of public transportation However, new residents who have had long commutes find the Treasure Valley commute minimal
4. Are there key services in mobility and connectivity that you think are missing in the Treasure Valley? Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?	Very happy to see the Metro come through Meridian and stop Chamber did receive calls from citizens asking when bus service would be available Would like to see bus service down Fairview Regional Sprinter is great idea, think residents have less of a problem riding a train as opposed to a bus Seniors and commuters are natural populations to serve Commuters—those that travel to work and stay at their office or place of work all day
5. What thoughts do you have about transportation funding?	This will be difficult Federal grants, state revenue is very difficult to get Rural Idaho may care less what happens in the Treasure Valley but you need their support in order to get state legislation passed A local option tax is not popular with local businesses Using any existing road money would be fine if used for HOV lanes
6. What do you see as the key challenges facing ValleyRide beyond stable funding?	Getting residents to ride Funding
7. To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation -Who should sponsor and champion such a plan? What elements do you think such a plan should contain?	This is the role of ValleyRide Local elected officials Need a partnership to be successful (regional partnership) Specifics Market research ValleyRide is doing its homework

Interview: 2	
8. What does "livable community" mean to you?	Convenience is the key component of a livable community Would like to be able to walk to all services
9. What role do you see public transportation playing in livable communities?	Public transportation is important to any community, especially to those who have no other way to get around (seniors, youth, college students)
10. What else should we know or pay attention to as we put the ValleyRide strategies together?	Not anything ValleyRide has not already heard Pay attention to markets, who will use Maybe try special event bus service

Interview: 3	
1. Are you familiar with ValleyRide?	Yes, member of ValleyRide strategic planning process steering committee
2. What are the biggest challenges facing public transportation in the Valley?	Variety—public information and education, industry leader involvement, funding, western mentality- westerners do not want to give up their independence which is their car, and we need a comprehensive, timely, cost-effective geographically expanded system
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?	Several, influx of people into the Treasure Valley, more highway traffic, more congestions, more air pollution, more accidents, more inefficient use of people's time-waiting in traffic Elected officials are beginning to be pressured to do something
4. Are there key services in mobility and connectivity that you think are missing in the Treasure Valley? Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?	TVT does a good job of serving urban Canyon County Need expanded services to smaller communities Need a reverse commute from Boise which meets the communities needs Current system is not working for all populations
5. What thoughts do you have about transportation funding?	Initially a composite of sources is needed Government has a vested interest Industry must be involved (possibly providing incentives to employees) Fuel tax—if you are on the roads you should pay User fee—if you are using the system you need to contribute Try and capture everyone in the community
6. What do you see as the key challenges facing ValleyRide beyond stable funding?	Creating a short and long term strategic plan for ValleyRide Before we can collect ridership or any other major change, ValleyRide needs to figure out what they are doing Need to slow down and do this well

Interview: 3	
<p>7. To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation -Who should sponsor and champion such a plan?</p> <p>What elements do you think such a plan should contain?</p>	<p>Industry</p> <p>Government (federal, state and local)</p> <p>Short and long term plan (they are not the same)</p> <p>What will a system cost and possibly funding sources</p> <p>Possible alternatives</p> <p>Educational component</p> <p>Expansion of exiting services</p> <p>HOV lanes included in planning</p> <p>Who is it ValleyRide wants to be and what is the starting point?</p>
<p>8. What does "livable community" mean to you?</p>	<p>Being able to walk to a neighborhood grocery store, get to work in a reasonable amount of time, clean air</p> <p>Smart growth concept</p>
<p>9. What role do you see public transportation playing in livable communities?</p>	<p>Most definitely a role for public transportation in a livable community</p> <p>Public transportation must be reasonable to use, within walking distance of origins and destinations, within reasonable distance from park and ride lots</p> <p>System must be efficient (other western communities have been successful)</p>
<p>10. What else should we know or pay attention to as we put the ValleyRide strategies together?</p>	<p>We need to get a plan in place before we start acquiring ridership and providers</p> <p>Pay attention to public opinion</p> <p>Create an educational campaign</p> <p>Interact with legislators</p> <p>Include industry, if private sector is not at the table ValleyRide cannot be successful</p> <p>It is too important not to succeed!</p>

Interview: 4	
1. Are you familiar with ValleyRide?	Yes
2. What are the biggest challenges facing public transportation in the Valley?	<p>Perception by potential riders (public transit is inconvenient)</p> <p>Social stigma attached to those who use mass transit</p> <p>Investment might help, but people say one thing and do another</p>
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?	<p>Increasing traffic congestion problem in the Treasure Valley</p> <p>Traffic might be bad enough to bring mass transit to the forefront</p> <p>Don't see a focus at the federal level to mitigate congestion</p>
<p>4. Are there key services in mobility and connectivity that you think are missing in the Treasure Valley?</p> <p>Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?</p>	<p>Marketing to the obvious (young and old) will not provide enough relief to traffic congestion</p> <p>Can't market to commuters until the system is more solid, commuters cannot be late to work and</p> <p>Current services are not reliable and lacking interconnecting modes</p>
5. What thoughts do you have about transportation funding?	<p>Government subsidies are a must and must be done up front</p> <p>Statewide funding is not possible because there is not a statewide need for transit</p> <p>Local option tax might work but would need solid voter approval (partnered with a strong educational campaign)</p> <p>Local option must capture all those communities who would benefit</p>
6. What do you see as the key challenges facing ValleyRide beyond stable funding?	<p>Conservative state, population who do not want to pay more taxes</p> <p>"Government is already too large"</p>
<p>7. To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation -Who should sponsor and champion such a plan?</p> <p>What elements do you think such a plan should contain?</p>	<p>Cities, community leaders, new and upcoming community leaders, neighborhood associations, business community, folks who do not have good access to transportation, and homeowner associations</p> <p>Can't be successful without involvement of business community</p> <p>Need to identify benefits to businesses</p> <p>Short and long term direction</p> <p>Assurance of success, don't ask community to support a system that will fail, can't be a leap of faith</p>

Interview: 4	
8. What does "livable community" mean to you?	<p>Clean air and water, good schools</p> <p>Not a lot of traffic, ease of getting around</p> <p>Access to services (health care) and recreational opportunities</p> <p>Attractive</p>
9. What role do you see public transportation playing in livable communities?	<p>Not a lot of traffic, ease of getting around</p> <p>Access to services (health care) and recreational opportunities</p>
10. What else should we know or pay attention to as we put the ValleyRide strategies together?	<p>Timing is terrible (bad time to ask state legislature for money given current budget crisis)</p> <p>Even if ValleyRide has the entire package ready might be wise to wait</p> <p>Need to sell public transit on "what it can do for our community" need people to look beyond themselves</p>

Interview: 5	
1. Are you familiar with ValleyRide?	<p>Not really</p> <p>Very supportive of alternative transportation</p> <p>ValleyRide has a difficult job to do</p>
2. What are the biggest challenges facing public transportation in the Valley?	<p>Providing service with good timing and routes</p> <p>Providing quality service and client relations</p> <p>People are always going to opt for saving time and money (convenience)</p>
3. What trends do you see, nationally and locally, that could affect transportation systems in the Valley?	<p>Commute time is increasing</p> <p>Need for park and ride lots</p> <p>Issues associated with environment (clean air and being good citizens)</p>
4. Are there key services in mobility and connectivity that you think are missing in the Treasure Valley? Who are the transportation users that ValleyRide should be striving to serve in the next 3 to 5 years?	<p>Commuters</p> <p>Seniors</p> <p>Youth</p> <p>Need to dialogue with community regarding need</p>
5. What thoughts do you have about transportation funding?	<p>Good luck</p> <p>People need to pay a fee for service</p> <p>The time needs to be ripe to approach legislature, need must be evident</p> <p>What about license fees</p> <p>Need a dependable source</p>
6. What do you see as the key challenges facing ValleyRide beyond stable funding?	<p>Finding that dependable funding source</p>
7. To create public support and political will for shifting to other modes, we have been told that the people need to see a clear and integrated plan for transportation - Who should sponsor and champion such a plan? What elements do you think such a plan should contain?	<p>Need the business community support (local Chambers of Commerce)</p> <p>Will not be successful without business community</p> <p>Need to have a spokesperson</p> <p>Elected officials, mayors, commissioners, city council members, etc.</p> <p>Phases (think that alternative transportation will have a better chance of success if planned in phases)</p> <p>A roll-out plan (clearly understood by the public)</p> <p>Clear sense of direction</p> <p>Hopefully it will give the agency momentum</p>

Interview: 5	
8. What does "livable community" mean to you?	<p>Operates on a community culture and community service foundation</p> <p>A community that relates emotionally</p>
9. What role do you see public transportation playing in livable communities?	<p>I get there from here</p> <p>Services within a close proximity</p> <p>People need to get to work (public transit has a role)</p> <p>Need to have clusters for both employment and residents to make transit effective</p>
10. What else should we know or pay attention to as we put the ValleyRide strategies together?	<p>Can't make people do what is against their will, time must be ripe</p> <p>There is a role for public transit within K-12 school system</p> <p>Schools do early schedules</p> <p>Schools have after-school activities</p> <p>ValleyRide should contact the local school districts within their jurisdiction</p> <p>Not easy to use the Boise bus system</p>