

WASHINGTON STATE TRANSPORTATION COMMISSION

Regular Meeting Summary

July 21 & 22, 2015

Chairman Haley opened the meeting at 9:00 a.m.

COMMISSION BUSINESS

Commissioner Litt moved approval of the June 16, 2015 Spokane meeting summary. Commissioner Jennings seconded the motion and it was approved unanimously.

Commissioner Litt moved approval of the May 20, 2015 verbatim transcript of the TNB Rate Setting final hearing. Commissioner Tortorelli seconded the motion and it was approved unanimously.

Ms. Griffith briefed the Commission on two proposals from consulting teams to move forward the Road Usage Charge Assessment work. Chairman Haley outlined a proposal from the Tolling Team that allows for earlier public input into tolling policy and rate development. For the 2016 toll setting process for SR 520, the Commission will begin with public meetings in the SR 520 corridor in December and November 2015. Commissioner Brogan suggested developing decision trees to illustrate choices and options.

Commissioner Brogan reported that she facilitated a PSRC transit integration summit convened by Executive Constantine. She also co-facilitated an idea lab with Senator Jayapal, at which she shared survey results showing that Millennials have different views than their parents about how to get around. Millennials said they'd rather lose their car than their smartphone or computer. Audience members and expert moderators debated 12 different transportation topics, including urban needs and social equity.

SEAPORT ALLIANCE

Commissioner Petrich indicated that shipping company alliances and the emergence of larger ships nudged the Port of Seattle and Port of Tacoma to forge the Northwest Seaport Alliance. The Alliance will unify the two ports' marine cargo terminal investments, operations, planning and marketing to strengthen the Puget Sound gateway and attract more marine cargo to the region.

There are now only three major international shipping groups. Competition is fierce from the opening of expanded Panama and Suez Canals, expansion in southern and southeastern US ports, and the Prince Rupert and Vancouver ports. Commissioner Petrich added that development of a National Freight Strategy also is needed; we are behind Canada. Pacific Northwest railroad rates are competitive with California ports, but not with Canadian rail.

Commissioner Creighton reported that the two ports succeeded in passing legislation to allow the Port of Seattle and Port of Tacoma to jointly create a port development authority to manage marine cargo facilities and businesses in Seattle and Tacoma. The Commissioners expect to hire John Wolfe, current CEO of the Port of Tacoma, as CEO of the Seaport Alliance.

At the Port of Seattle, Terminal 18 and Terminal 5 are being upgraded for the new, larger ships; at the Port of Tacoma, Pier 4 and Pier 3 are being improved. There are step-by-step improvements needed and a

commitment to continue moving forward. Labor relations need continued focus. Technology also can improve mobility, from small things like signal coordination to improving urban regional planning. Can the state and region provide incentives for better alignment between work and home?

Follow-up/Action: Work with Ports on Tri-State meeting and National Freight Strategy.

CONGRESSIONAL COMMENT

Dana Lurie, from Senator Cantwell's office, reported that Senator Cantwell has introduced legislation to establish a national freight strategy.

WASHINGTON STATE FERRIES RESERVATION SYSTEM UPDATE

Brian Churchwell, Manager, Financial Accountability, WSF, updated the Commission on the ferry reservation system. A 2009 statute directed WSF and the Commission to manage system demand by:

- Planning for efficient growth
- Making better use of limited resources
- Shifting vehicle traffic to underutilized sailings

Reservations provide customers with a guaranteed spot on a vessel, predictability, and minimal wait time. Ferry communities benefit from reduced queuing on streets, continued access to businesses and attractions, and less air pollution. Taxpayers benefit from more efficient use of existing assets.

Reservations are being implemented slowly; the Coupeville-Port Townsend route was first. In the San Juan Islands, system development began in 2012 with the San Juan Island Community Partnership. The 25 member group included Ferry Advisory Committee members, representatives from commercial and tourism industry, and frequent riders and residents, and held 13 meetings over two years. In San Juan County, 90 percent of the vessel can be reserved, with space released in three waves:

- 30% when the season schedule is released;
- 30% two weeks prior to sailing; and
- 30% two days prior to sailing.

To date, 2,000 riders per day travel with a reservation and 24% of reservations are made the day before or on date of travel. Terminal congestion is reduced; lines approaching the Anacortes tollbooth are typically less than 15 minutes. On July 4th, 80% fewer vehicles were unable to get on their desired sailing.

WSF also has faced reservation challenges:

- Reservation Space Availability
 - Tiered release of space is confusing, creates surges that are difficult to manage
 - Hospitality industry needs more space available earlier
 - Locals want more drive-up space for flexibility
- Website Usability
 - Flow is not customer friendly, which increases phone calls
 - Some customers not completing reservation process due to confusion
- No-Show Fee
 - Customers making multiple reservations and then cancelling day prior
 - Low fees allow customers to make "insurance" reservations
 - 10% average no-show rate impacts WSF ability to communicate available space

- Customers arriving early want to travel standby on earlier sailing. Not charged a fee but have to forfeit guaranteed space due to terminal logistics.

[WSDOT Ferries Reservation System Update](#)

Follow-up/Action: Continue to monitor.

FERRY RIDERS' OPINION GROUP RESERVATION SURVEY

Reema Griffith, Executive Director, WSTC, explained that of 4,201 respondents who took a Ferry Riders' Opinion Group survey conducted in early June, nearly half used a route served by the reservation system on their last ride: 1592 were San Juan riders, 51 were British Columbia riders, and 189 were Port Townsend-Coupeville riders. Most respondents who tried to use the reservation system had no problems.

San Juan Islands riders had the most difficulty completing a reservation (14%). Two-thirds of the FROG respondents are satisfied or very satisfied with the reservation system. That number varies by route: while 80% of Port Townsend-Coupeville users are satisfied, only 54% of San Juan County users are.

The small ferry waiting area precludes reservations for Lopez or Shaw. Satisfaction with the reservation system also varies by island:

- Orcas: 64% satisfied;
- San Juan Island: 49% satisfied; and
- Lopez Island, 33% satisfied

[FROG Reservation Survey](#)

Follow-up/Action: None.

PUBLIC COMMENT

Becca Gillespie, from Lopez Island, spoke about the percentage of reservation no-shows and reversals of no-show fees. Of 9548 no-shows between January and June, 1818 have been reversed – a total of 19%. Ms. Gillespie explained that plans change and it's not possible to cancel a return trip if you can't make the outbound trip. More flexibility is needed. She also said that WSF has charged what it wants for no-show fees. She asked the Commission to look into this; it may disproportionately impact low-income and disadvantaged populations.

Mr. Churchwell responded that the no-show fee can be 25-100% of round-trip fare. Commissioners asked whether, in light of experience, the fee is reasonable. The no-show rate in San Juan County is higher than on other routes.

Paul W. Locke said that Sound Transit wants \$8 billion to build a system that doesn't pay its operating costs.

CITY OF SEATTLE TRANSPORTATION CHALLENGES, NEEDS AND SUCCESSES

Scott Kubly, Director, Seattle Department of Transportation (SDOT), talked about how Seattle's growth is a major transportation challenge. The city anticipates 120,000 more people and 115,000 more jobs by

2035. Some of the city’s transportation challenge is not driven by new people, but by the construction underway.

“We talk with people about what they can get to, rather than where they can get to,” he emphasized.

It is a real challenge in keeping Seattle affordable. For many, incomes are flat or declining, rents are rising. Transportation is a big part of keeping Seattle affordable.

Another constraint for mobility in Seattle is geography: water, hills everywhere, I-5 has few east-west connections. The city is divided into five areas, but nearly all traffic goes through central city. A crash in Bellevue last week caused a backup on I-90, which then cascaded all the way onto Fifth Avenue. WSDOT estimates that 25% of congestion is due to crashes.

The current transportation levy – Bridging the Gap, a nine-year \$365 million levy – expires in 2015. Part of the reason for the levy is due to the state’s 1% cap on property tax increase. The proposed new \$930 million levy will cost the average homeowner \$275. Move Seattle is allocated thus:

- Safe City \$320 million
- Affordable City \$250 million
- Interconnected City \$265 million
- Vibrant City \$95 million

With passage of Prop 1 last year, Seattle is buying additional Metro service. Prop 1 will enable us to improve service on over 85% of Seattle’s bus routes, with 223,000 additional bus hours annually. More routes have buses every 15 minutes or more frequently.

Another challenge is Change Management. Demographics are changing, travel preferences are changing, communication is changing. E-commerce has changed how we shop; smart phones have changed how we interact, how we travel. People adopt change at different rates.

Seattle’s Vision Zero campaign aims to eliminate fatal and serious injuries. Redesigning streets can create major safety gains, typically taking them from 4 lanes to 2 with a center turn lane. For example, NE 75th St was redesigned in August 2013 after a horrific crash in March 2013 where a drunk driver killed two grandparents and left a mother and her newborn seriously injured. SDOT studied the street last year to see how it’s working now, in terms of speeding, collisions, volumes and saw that speeds and collisions had decreased dramatically. Traffic volumes actually increased about 3% on the average weekday.

[City of Seattle Challenges, Opportunities, needs and successes](#)

Follow-up/Action: None.

WTP IMPLEMENTATION: EMERGENCY PREPAREDNESS AND RESPONSE **INTERAGENCY COLLABORATION AND COOPERATIONS**

Peter Antolin, Deputy Director of the Emergency Management Division, provided an overview of planning for catastrophic events. The Cascadia Subduction Zone (CSZ), which runs 800 miles from Southern British Columbia to Northern California and lies 50 to 80 miles off the Pacific Coast, is the only significant fault line on the Ring of Fire without a major quake in the last 50 years. The heavy Juan de Fuca plate is sliding under the lighter North American plate. A magnitude 9.0 CSZ earthquake has

occurred every 300 to 500 years. **The last CSZ earthquake occurred January 26, 1700.** Planning for a CSZ quake anticipates a national and international response, including the Department of Defense.

Ground shaking effects will include liquefaction, landslides and tsunami. Shaking will be most intense along the coast and in the Puget Sound basin. Most transportation facilities west of the I-5 corridor will suffer complete to severe damage. Most facilities along the I-5 corridor will suffer severe to moderate damage. Most facilities east of the I-5 corridor suffer slight to no damage. Many of the key transportation facilities are located in liquefaction zones. The state is working with the Coast Guard, the Department of Defense and ports to identify areas for off-loading from ships. Tsunami danger is greatest along the coast and in some low-lying areas of the north Puget Sound, such as Padilla Bay.

The Comprehensive Emergency Management Plan is the statewide catastrophic incident planning framework:

- Develop Local to State coordination for response & short-term recovery
 - * Identify & develop core coordination elements
 - * Direction & Coordination
 - * Resource Management
 - * Information Collection
 - * Public Communications
- Validate or reject operational regions concept
- Grounded on the National Response Framework

Two of the 31 areas for additional detailed planning currently identified are transportation focused: Community Road Repair, and Evacuation and Supporting Voluntary Relocations.

Cascadia Rising is a statewide response plan and exercise that will take place in June 2016 to identify and develop core coordination elements:

- Direction & Coordination
- Resource Management
- Information Collection
- Public Communications

Cascadia Rising assumptions include ground shaking to last up to five minutes and tsunami wave height 20 to 80 feet with multiple waves. Emergency Operations Centers at all levels of government and the private sector will activate to coordinate simulated field response operations both within their jurisdictions (also with neighboring communities, state EOCs, FEMA, and major military commands).

John Himmel, Emergency and Security Program Manager, WSDOT, explained how the WSDOT implements the emergency management and response strategy in the WTP. WSDOT is responsible for:

1. Working with Military Department's Emergency Management Division. *WSDOT is responsible for Emergency Support Function 1 in the State Comprehensive Management Plan: the prevention, mitigation, preparedness, recovery, infrastructure restoration, safety, and security of the State and its transportation system.*
2. Identify network of redundant or alternate routes. *A Federal Grant provided funds to develop a multi-jurisdictional regional transportation system recovery plan, to identify likely system disruptions and to prioritize route restoration needs. The Puget Sound Catastrophic Disaster*

Coordination Plan includes traffic mitigation strategies for 50 major road disruption scenarios identified by stakeholders in each of the eight (8) counties.

3. Enhance regional catastrophic preparedness. *Statewide, 619 bridges require seismic retrofit at a total cost of about \$1.2 billion. Of those, 236 bridges are in the Puget Sound basin. Securing a strategic freight corridor is key to economic recovery following a major earthquake. The identified North to South lifeline corridor shifts from I-5 to I-405 the high retrofit costs on I-5 from Lake City Way to south of Boeing Field.*

The remaining bridges on the Lifeline Corridors in Puget Sound that still need additional seismic retrofitting of their columns and crossbeams (substructure) will be designed to resist the forces caused by ground motion for the largest predicted seismic event in 1000 years. Three of these bridges have columns with hollow cores in their center.

4. Recognize public transit's role in emergency response efforts. *Local jurisdictions have the responsibility to request resources to conduct evacuations of large numbers of people or transporting those with special needs. During the Skagit River Bridge collapse WSDOT facilitated with the Amtrak, transit and vanpool providers to provide resources to help move people.*

Barb Graff, City of Seattle, talked about the close cooperation and collaboration of the jurisdictions. Many of the things done to strengthen our response to earthquakes, apply to other types of disasters. The City of Seattle activates its emergency response center about seven times a year.

Jody Woodcock, King County, said that everything emergency managers and planners touch deals with transportation. King County's hazard mitigation plan includes many cities and special districts. Resiliency is the new goal. King County hopes to have a draft recovery plan framework by the end of 2015.

Mitigation is most effective; for every dollar spent on mitigation, four dollars is saved on response and recovery. The state is woefully underfunded for emergency management. Since 2006, the budget for state's Department of Emergency Management (DEM) has dropped by about 75%, due to federal cuts and state general fund reductions. DEM now has no general fund money; it is funded almost entirely by E-911 and federal money. Rep. Tarleton has been working on finding a sustainable funding source. Florida has used a \$2 surcharge on insurance policies.

Priorities for additional resources, if available:

- Disaster planner
- Accelerate seismic retrofit of bridges
- Strengthen the corridor to and from the coast
- Strengthen other routes, such as the Deception Pass bridge, SR 8, US 101, SR 6, and SR 14

[Emergency Planning Activities](#)
[WSDOT Emergency Management](#)

Follow-up/Action: Highlight successes and challenges in the 2015 Annual Report and WTP Scorecard.

SOUND TRANSIT 3 DEVELOPMENT

Ric Ilgfenfritz, Executive Director, Planning, Environment and Project Development, Sound Transit (ST), talked about the status of ST 2 investment and the process for developing the ST 3 proposal. To be on the November 2016 ballot, the ST Board must act by July 2016.

Sound Transit's district includes 40% of the state's population, 70% of its economic activity and 97% of its congestion. PSRC estimates it will cost \$80 billion to keep current roads in good repair over the next 30 years.

ST is gaining more riders every year. ST now has over 30 million riders and University Link is projected to double LINK ridership. By 2023, Puget Sound will have over 50 miles of light rail, with over 30 stations, directly connecting 11 cities. The light rail farebox recovery goal is 40%.

ST is working with King County and other owners on the Eastside Rail Corridor. ST plans to use about one mile of it for East Link. ST also plans to develop bus rapid transit on I-405 in phases; it is not waiting for the full build-out from Lynnwood to Renton.

[Sound Transit Development](#)

Follow-up/Action: Highlight successes and challenges in the 2015 Annual Report and WTP Scorecard.

PUGET SOUND INDUSTRIAL LANDS INVENTORY

Erika Harris, Senior Planner, PSRC, reported that the Puget Sound Regional Council counties have over 473,000 jobs on industrial land, generating \$24.4 billion in wages and \$2.2 billion in state tax revenue. Non-industrial land will continue to absorb industrial jobs, and may increasingly do so.

It is important to protect industrial land for heavy industrial activities. Overall, the region has enough industrial land to meet future demand, but the level of adequacy varies by subarea. Many strategies for protecting industrial land are local land use policies.

Areas with strong demand and limited capacity include Interbay-Ship Canal, Duwamish-North Tukwila, Kent-Renton and SeaTac-Des Moines subareas. The DuPont-Gray Field, PSIC-Bremerton-Sinclair Inlet, and Auburn-Summer subareas have surplus capacity. Overall, the Manufacturing Industrial Centers are doing a good job overall in protecting industrial land.

Ten Recommended Strategies to Preserve and Enhance Industrial Land

1. Local role: Establish or preserve policies that protect and ensure an adequate supply of land for industrial uses
2. Local role: Simplify regulations to improve permitting efficiency
3. Local role: Develop strategic planning frameworks for industrial areas
4. Local role: Take advantage of Industrial Revenue Development Bonds
5. Regional role: Facilitate information sharing of best practices
6. Regional role: Consider study findings when updating regional designation procedures
7. Regional role: Continue to monitor supply and demand for industrial land
8. Local, regional, and state role: Align infrastructure planning with industrial land policy
9. Local, state and federal role: Provide support for brownfield cleanups
10. Local, regional, state and federal role: Provide economic development support

[Industrial Lands Analysis](#)

Follow-up/Action: None at this time.

COMMISSION BUSINESS

Staff briefed the Commission on the on June 24, 2015 rulemaking petition received from Mr. Randy Boss.

Commissioner Litt moved that the Commission deny the petition filed by Mr. Boss on June 24, 2015 in which he requests the WSTC to convert its policy #15 dated March 17, 2010, to a rule. The denial should explain why rulemaking is not in the public interest. Commissioner Brogan seconded the motion. She sees no public benefit to adopting the policy as a rule.

Commissioner Jennings asked whether initiating rulemaking would reopen the TNB toll rates just established. It would not require the toll rate WAC to be reopened, but the public discussion would likely focus on toll rates.

The motion passed unanimously.

TOLLING CUSTOMER SERVICE

Craig Stone, Assistant Secretary, Tolling Division and Patty Rubstello, Director, Toll Operations WSDOT briefed the Commission on implementation of SB 5481, directing changes in tolling customer service and civil penalty resolution.

WSDOT is changing how it resolves disputes for customers who have received a penalty for unpaid tolls. Toll violators now have the opportunity to resolve their civil penalty by paying the outstanding tolls without fees and penalties. Everybody gets a clean start from this point forward. Starting July 20, 2015 customers who have an unpaid civil penalty can contact *Good To Go!* to request a waiver of fees and penalties if they agree to pay all outstanding tolls.

First-time toll violators can call *Good To Go!* to review their civil penalty prior to a hearing. Customer service will work with them to pay their toll, waive the penalties and fees, and resolve the issue that caused them to get behind on their bill. The toll violator will have 20 days to pay the tolls on their civil penalty or a hold will be placed on their vehicle registration. The purpose is to collect the toll and educate the customer so they won't get behind in the future. This approach fairly balances enforcing tolls for the 95 percent of drivers who pay on time while giving others the opportunity to start over.

The billing structure and the \$40 civil penalty remains the same. The registered owner of a vehicle receives a bill in the mail within two weeks of using a toll facility. There is 15 days to pay before a second bill is issued with a \$5 reprocessing fee. If the toll remains unpaid for 80 days, a notice of civil penalty is issued with \$40 penalty per toll transaction. Unresolved civil penalties result in a vehicle registration hold.

Mr. Stone also reported on the progress made in developing an RPF for the tolling customer service vendor. The state of Florida – with 12 times the transactions as Washington – was unable to interest the banking industry in bidding. WSDOT received eight RFI responses and has talked to them.

Commission staff asked to engage with the Toll Division on the functionality and business rule development for the tolling back office.

Follow-up/Action: Continue to monitor.

LEGISLATIVE OVERVIEW

Allison Dane Camden, Director, Governmental Relations, WSDOT said that WSDOT is developing an implementation plan for the revenue package. Additional in-house ferry work can be done at Eagle Harbor; stormwater payments are increased; and tolling customer service is being redesigned.

The operating budget provides for training for WSDOT staff on practical design, adds new money for structurally deficient bridges. WSDOT is pleased that the legislature has codified practical design and created a transportation futures account, funded by savings from practical design.

Statewide, the package does a lot to finish what we've started.

Josh Brown, Executive Director of PSRC, emphasized that 50% of PSRC residents said that transportation was the top issue to address. What the 2015 transportation package does and doesn't do:

- Completing the SR 520 corridor
- Completing the I-405 express toll lanes
- Completing the SR 509 and SR 167 connections for freight
- ST 3 authorization
- Authorization for CT sales tax increase
- Lack of funding for city and county infrastructure
- About \$6 billion unmet city need in first decade of PSRC T-2040 plan
- Inadequate funding for system maintenance; no plan or money for seismic retrofit of I-5 between Boeing Field and Lake City Way

The local options in the package are helpful for small projects and maintenance, but not for transformative projects like the Bellevue Spring District. What about I-5? The package is doing a lot around it and nothing for it. The most immediate concern of PSRC members is the operational breakdown of the HOV network. There is no travel predictability from Everett to Seattle.

Follow-up/Action: Seek a briefing later in the year on the revenue package implementation plan.

THE RISE OF TRANSPORTATION ALTERNATIVES

Mark Hallenbeck, Director of the Washington State Transportation Center, provided an overview of the growing transportation alternatives in urban areas and some of the issues they raise. "Shared services" are based on short-term rental of transportation equipment by people who are "members" of a group. Automated cars, which may or may not be linked to "shared services," are already here in many respects.

Why have shared services popped up?

- Travel is an economic good. It follows the law of supply and demand. When demand for travel is not effectively met, there is money to be made. There are economic incentives to sharing a resource you own if you are not using it. Sharing is advantageous if the economic benefit from sharing outweighs the risks (costs) of sharing; business models now exist that mitigate that risk and make revenue collection easy.
- Public service providers have been resource constrained and unable (or unwilling) to explore innovative new services.

In dense areas, shared services are playing an increasing role compared to individual ownership of cars. Shared economy services increase the likelihood that people will choose to live in dense urban areas. In many cases they reduce the cost of living in these areas, while providing needed/desired and very flexible mobility. Shared services can include the following:

- Taxi services (Uber, Lyft, Sidecar)
- Paid on-demand carpool services (sharing a ride with someone actually going your way). Seattle tested this with *Go520*, which was abandoned due to issues with government liability and other constraints. It has worked in four US cities.
- Shared vehicles (Zipcar, Car2Go). These short term vehicle rentals are an excellent mechanism, at a lower cost to the user, for meeting the occasional need for a car.
- Bike share (Pronto Bike share, and Capital Bike Share)
- Shared parking. Started as information on the availability and cost of parking. Imagine not just on-street and commercial parking but Shared condo or driveway parking

Modern technology effectively connects buyers to sellers of services

- Identifies that the services are available and merges data from many sources to create value to sell
- Identifies and provides trust for the buyer and seller
- Transfers payment and tracks assets

On the engineering side, automated cars are 95-98% here. There is automated parking and braking, cruise control, lane keeping, station keeping, and navigation. But fully automated cars are still a ways off.

Regulatory decisions will shape the impact on congestion and travel behavior

- Does a qualified driver need to be in the automated car?
- Can an individual own a fully automated car, or only companies with big liability insurance and reliable maintenance practices?

There are major impacts on transportation planning and investment. If individuals own the cars, and they don't need a driver (the GM/Volvo model)

- VMT and sprawl goes up
- Lots of extra miles are driven (without people)
- A much lower perceived cost of congestion

If only Google & Uber own them (the Google model)

- VMT goes down
- Travel is priced per use
- The perception of travel cost goes up

[Transportation Alternatives](#)

Follow-up/Action: Technology may or may not help to solve the transportation problems of different places. Highlight the successes and challenges of these alternatives in the 2015 Annual Report.

ORCA LIFT PROGRAM

Matt Hansen, Manager, Customer Communications & Services, King County Metro talked about innovation in public transit. Metro incubated Flex-Car, from which ZipCar followed. A Metro pilot program in Duvall will offer a public van, trip planning, and bike sharing.

ORCA Lift is a program to support low-income users of public transportation. Metro had doubled fares in the six years since the great recession. Following an Advisory Committee recommendation and development of a proposal and protocols, ORCA Lift was launched in March 2015 and started small on purpose. The standard for ORCA Lift is 200% of federal poverty level – about \$23,000.

Program features:

- Cards look the same as other ORCA cards
- No card fee charged for a new card or renewal
- Expires 24 months after issue date
- A single card per eligible individual
- Flat fare of \$1.50
- Good on water taxi and streetcar

Metro is working with King County Public Health to implement and monitor ORCA LIFT. using Existing Public Health outreach and enrollment systems verify eligibility and issue ORCA LIFT cards, coordinate and oversee outreach and eligibility verification, train and provide technical assistance to partner agencies, ensure broad geographic and community coverage and identify gaps.

What has been learned?

- ✓ Partnership and leveraging enrollment with other programs is powerful (e.g. Basic Food, utility assistance, Comprehensive Child Care, energy assistance)
- ✓ Systems are in place to ensure the integrity of enrollment and overall financial integrity of the program
- ✓ The plan works! People get cards, and they use them

Next Steps

- ▶ Analyze current signups and usage to inform new outreach and increase participation
- ▶ Ramp up Phase II of marketing and outreach
- ▶ Expand ORCA To Go/verification at public events
- ▶ Expand agreements to additional non-contracted partner agencies
- ▶ Partner with the City of Seattle to expand program effectively

[ORCA Lift Program](#)

Follow-up/Action: Highlight successes and challenges in the 2015 Annual Report and WTP Scorecard.

PUBLIC COMMENT

Will Knedlik testified that the state has incrementally addressed public transit and provided tax capacity to local agencies. Over 50 years, state and local debt has gone to \$75 billion dollars. The \$15 billion authorization to ST will include \$10 billion more in debt. We are not doing public transit right.

Sonny Putter addressed:

- Market-based supply-demand customer orientation
- Three new toll facilities being added suggests that we are moving to system wide tolling
- Are Uber and Lyft sustainable over the long run?
- We need to focus on supply-demand, pricing, and alternative sustainable sources

TRANSPORTATION COMMISSION

ANNE E. HALEY, Chairman

JOE TORTORELLI, Vice-Chairman

RITA BROGAN, Member

VACANT, Member

ROY JENNINGS, Member

VACANT, Member

JERRY LITT, Member

ATTEST:

REEMA GRIFFITH, Executive Director

DATE OF APPROVAL