

Forces of Change Shaping The Future For Public Transportation Across Idaho



John W. Martin
SIR Institute for Tomorrow



April 8, 2024



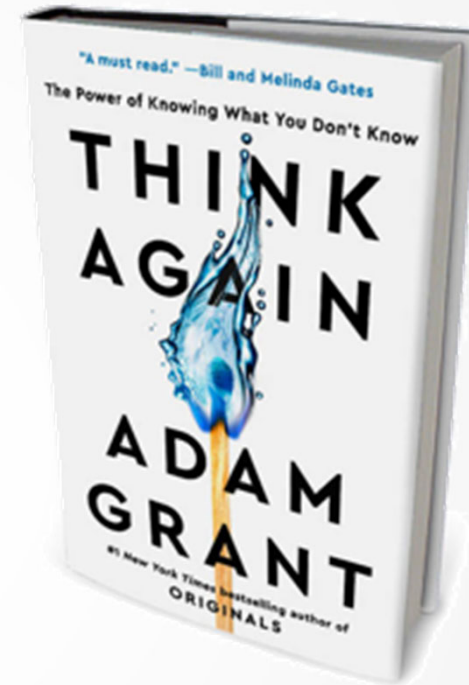
Stephen Lawson Photography



Rethinking – our cognitive flexibility that helps us stay relevant in a world that knows no stability.

Adam Grant

www.adamgrant.net



Challenge Your Assumptions



Mann Gulch, Montana August 1949

Creating A New Pathway for the Future of Transit

Your Local
Transit Agency

INTERNAL DRIVERS
1.
2.
3.
4.

INTERNAL

What Are The Drivers We Control Or Can Influence
To Help Reach Our Desired Future State?

1.

2.

3.

4.

EXTERNAL DRIVERS

The State-wide
Transit Industry

**Desired
Future State**
What is our aspiration
for the future of public
transit in Idaho?

Current State
What is the current
state of public transit in
Idaho today?

EXTERNAL



New Pathway: 2 Goals

- 1** How to Strengthen Your Local Transit Agency
- 2** How to Advance Support and Funding for Idaho Public Transit

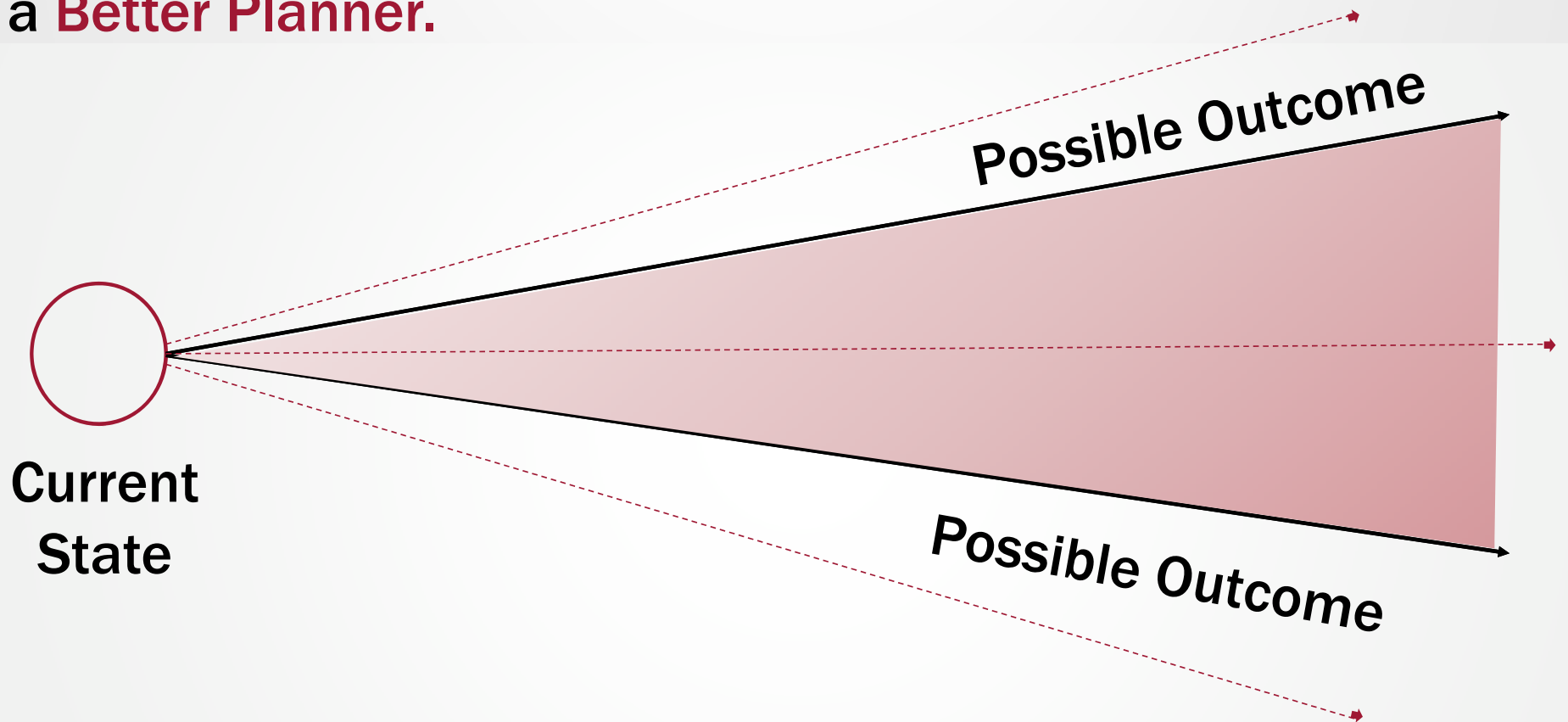
3 Topics

- 1 Exploring the Future: 4 Rules To Follow
- 2 Mapping The Trends Shaping the Future of Transit
- 3 What To Do Next

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Rule #1: Exploring the Future Is About Becoming a Better Planner.

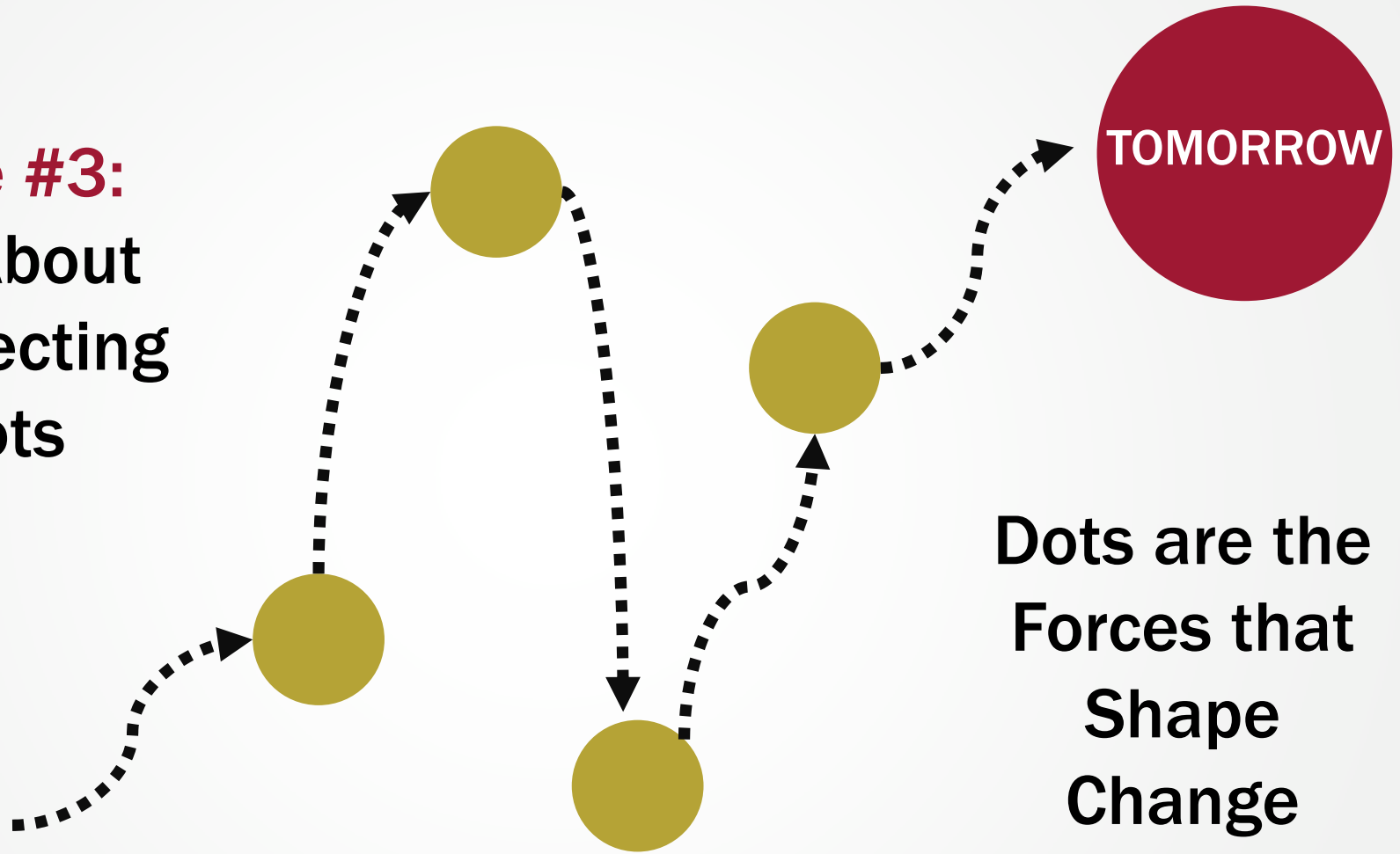


Rule #2:
It's Not About
a Very Specific
Event or Exact Time.
It's About "Seeing" a
General Direction.

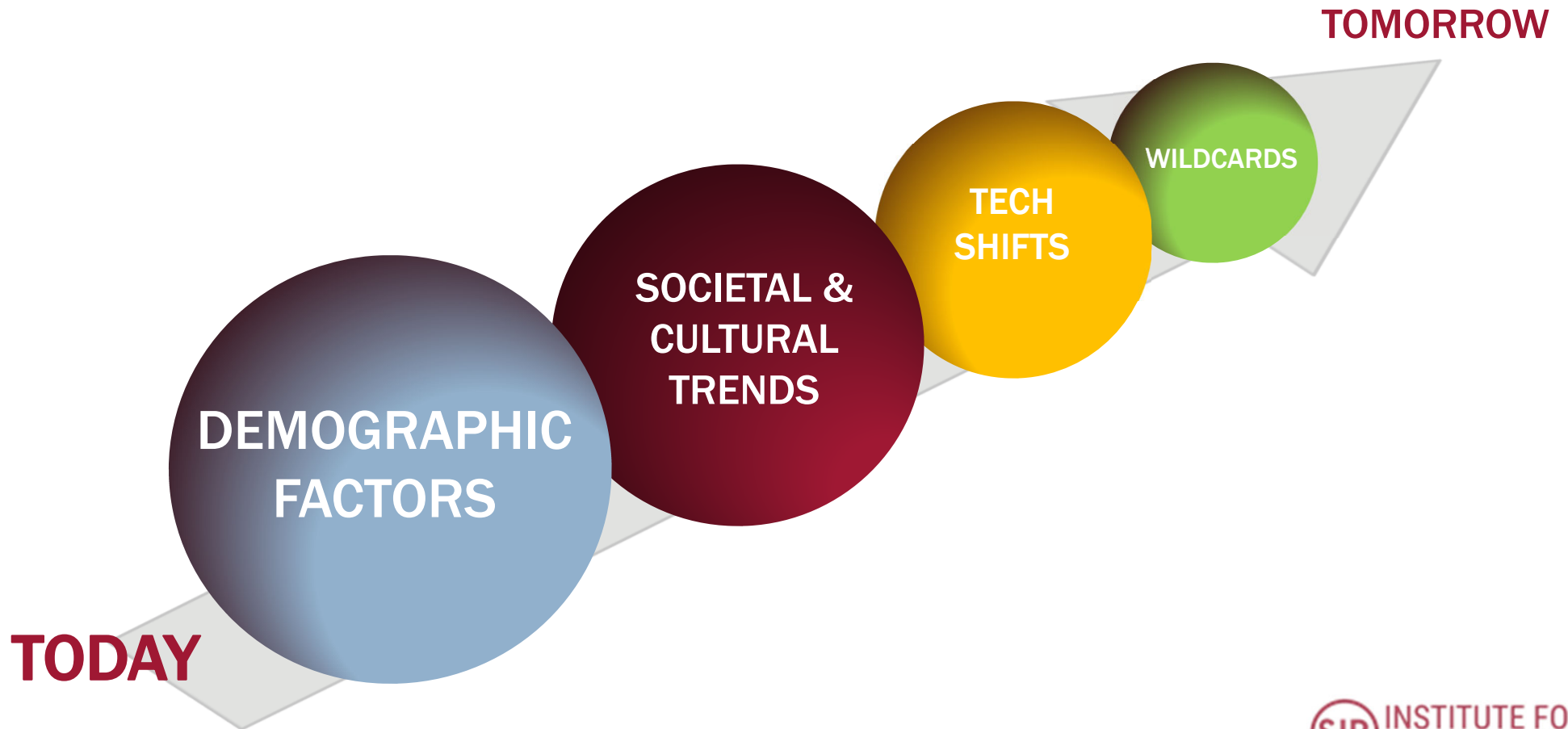


Rule #3:
It's About
Connecting
Dots

TODAY



**Dots are the
Forces that
Shape
Change**



3 Topics

- 1 Exploring Future: 4 Rules To Follow
- 2 Mapping The Trends Shaping the Future of Transit*
- 3 What To Do Next

****With an Idaho Twist***

What's The Best Pro-Transit Message for Idaho (Right Now)?

10. What Else?

1. Provides Access
to Healthcare

2. Enables Social
Connections

9. Workers:
Provides Access
to Jobs

3. Helps Protect
the Environment

8. Employers:
Supports Worker
Attraction and
Retention

Positioning Transit: The Transit Arguments That Will Resonate The Most

4. Supports Smart Growth
- Transit-oriented Dev.

7. Provides Access to
Educational
Opportunities

6. Supports Retail Economy -
Access to Shopping / Eating Out

5. Supports Access to
Recreation and Tourism

The background is a complex digital composition. At the center is a large, detailed eye with a blue iris, looking directly forward. The eye is overlaid on a faint world map. The entire scene is set against a dark blue background filled with vertical lines of binary code (0s and 1s) in various colors (white, red, blue). There are also some abstract geometric shapes and patterns, including a bar chart at the bottom right and a circular graphic on the right side.

1

Population Shifts

**Dramatic
Pop Growth**



Idaho's Recent Growth: 2022-2023

+26,000 people

Idaho Today:

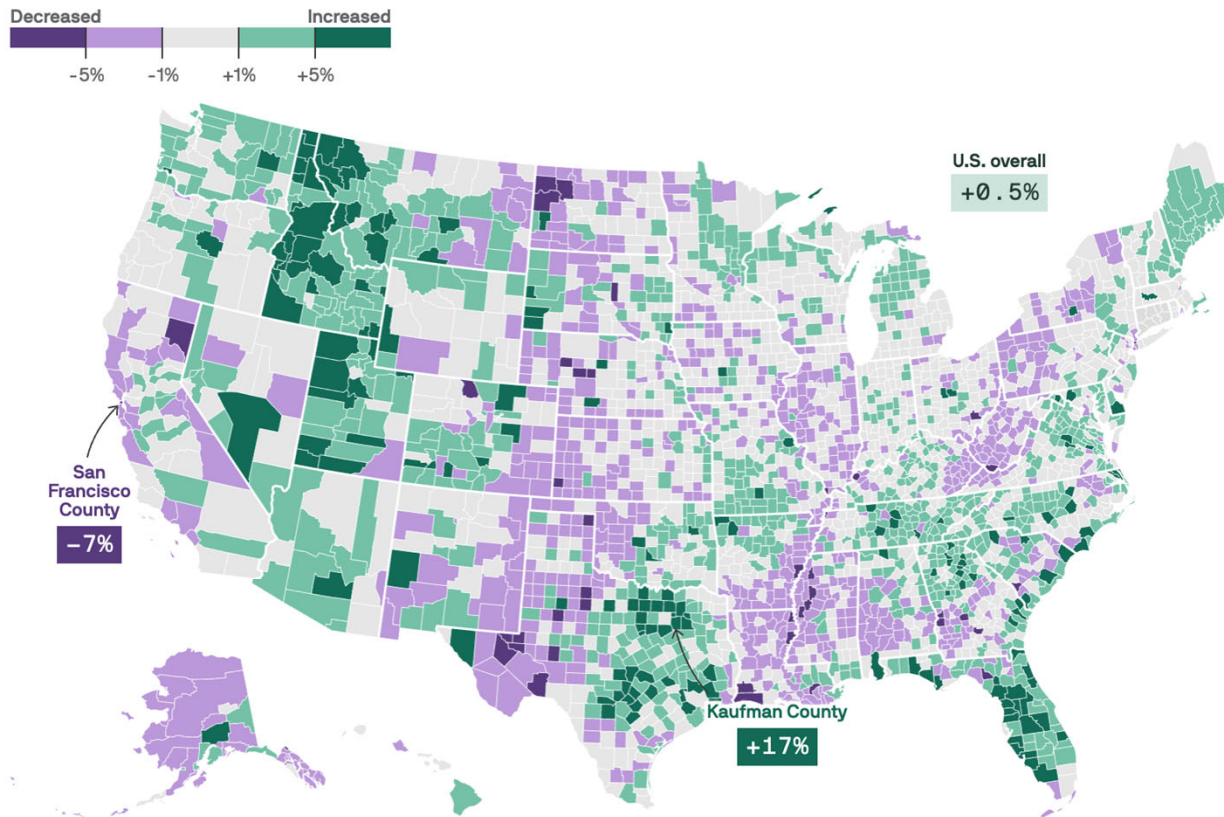
1.9M total people

*Double the national average.
This puts Idaho in fourth place nationally
in percentage pop. growth*

Source: <https://www.idahostatesman.com/news/business/article283986238.html#storylink=cpy>

Idaho Department of Labor

One of America's Fastest Growing States

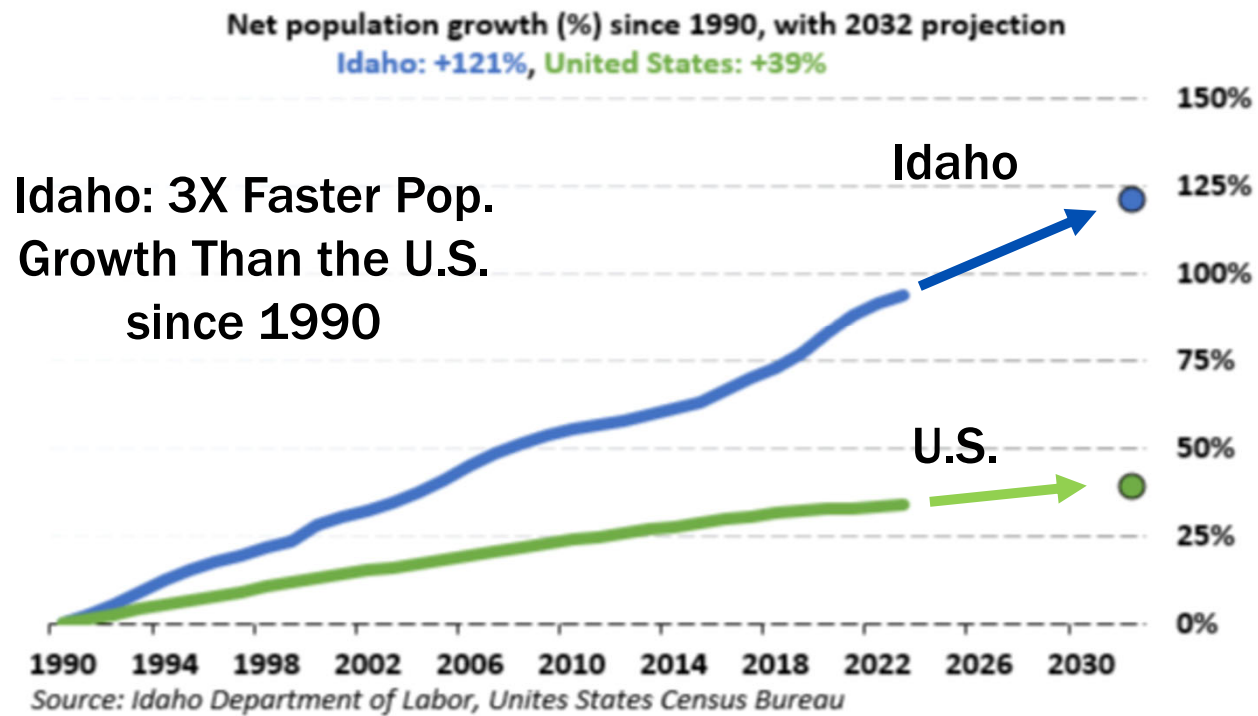


Data: U.S. Census; Note: County-level data not available for Connecticut; Map: Kavya Beheraj/Axios

Source: 2022 Axios



This Is A Long-term Trend



Source: Idaho Dept. of Labor

**Dramatic
Pop Growth
Next Ten Years**



Idaho's Population Will Reach **2.4 Million By Around 2030**

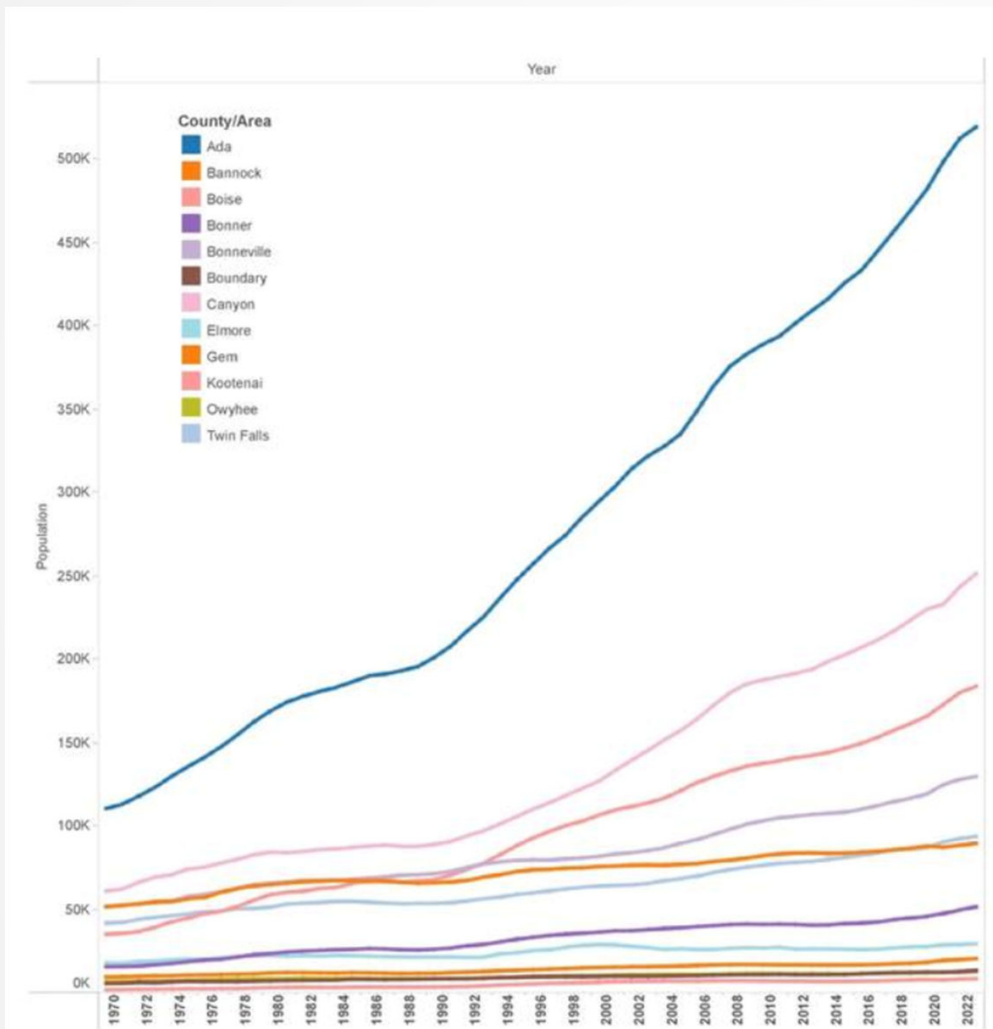
This estimate is based on the state's current population growth rate driven by factors such as **in-migration from other states**, **strong job growth**, and **relatively affordable living costs** compared to neighboring states like California and Washington.

IMPLICATION FOR PUBLIC TRANSIT

Growing Number of Idahoans to Serve (Everywhere)

**Urban Areas
Are Hot**





Idaho: Decades of Growth Urban Areas Growing Faster Than Rural Areas

But rural areas are growing too. Only two counties lost population — Caribou (-9 residents) and Madison (-411 residents).

Idaho:

Urban Areas

72%
of Total
Population

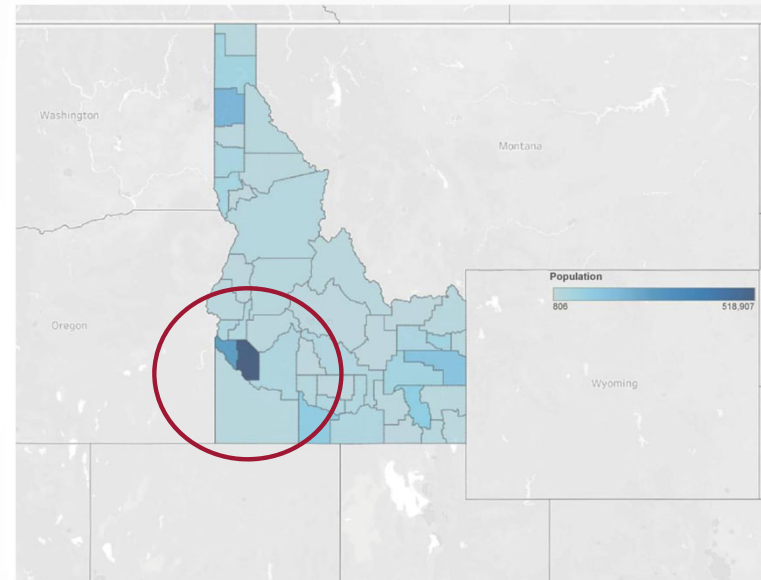
1.4 Million
Residents

Rural Areas

28%
of Total
Population

542,000
Residents

Almost 1 in 2
45%
of all Idahoans reside
within the Boise
metropolitan area

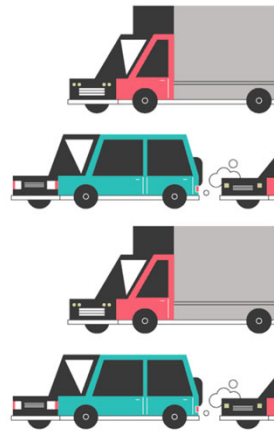


Source: The Idaho Department of Labor
<https://www.idahostatesman.com/news/business/article283986238.html#storylink=cpy>

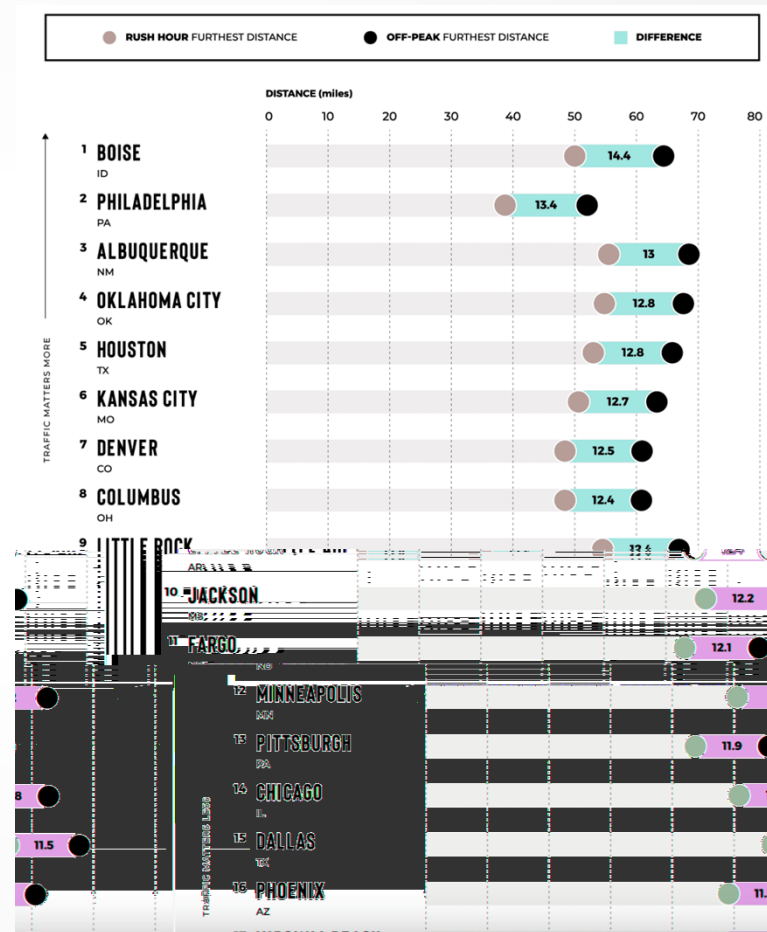
THE WORST RUSH HOURS IN THE WORLD RANKED

Driving in rush-hour traffic always feels like a slow grind, but in some cities it's worse than others.

We used TravelTime.com to calculate the distance you can travel by car in one hour from city centers around the world during peak traffic and compared it to how far you can get in one off-peak hour.



Source: Fleet Lodging



IMPLICATION FOR PUBLIC TRANSIT

**Conversations On
Urban Transit Could
Overshadow Rural Transit
(Without Intentionality)**

Workers:
Provides Access
to Jobs

Provides Access
to Healthcare

Enables Social
Connections

Employers:
Supports Worker
Attraction and
Retention

Positioning Transit :
**What's The Right Transit
Message for Idaho
(Right Now)?**

Helps Protect
the Environment

Provides Access to
Educational Opportunities

Supports Smart Growth
- Transit-oriented Dev.

Supports Retail Economy-
Access to Shopping / Eating Out

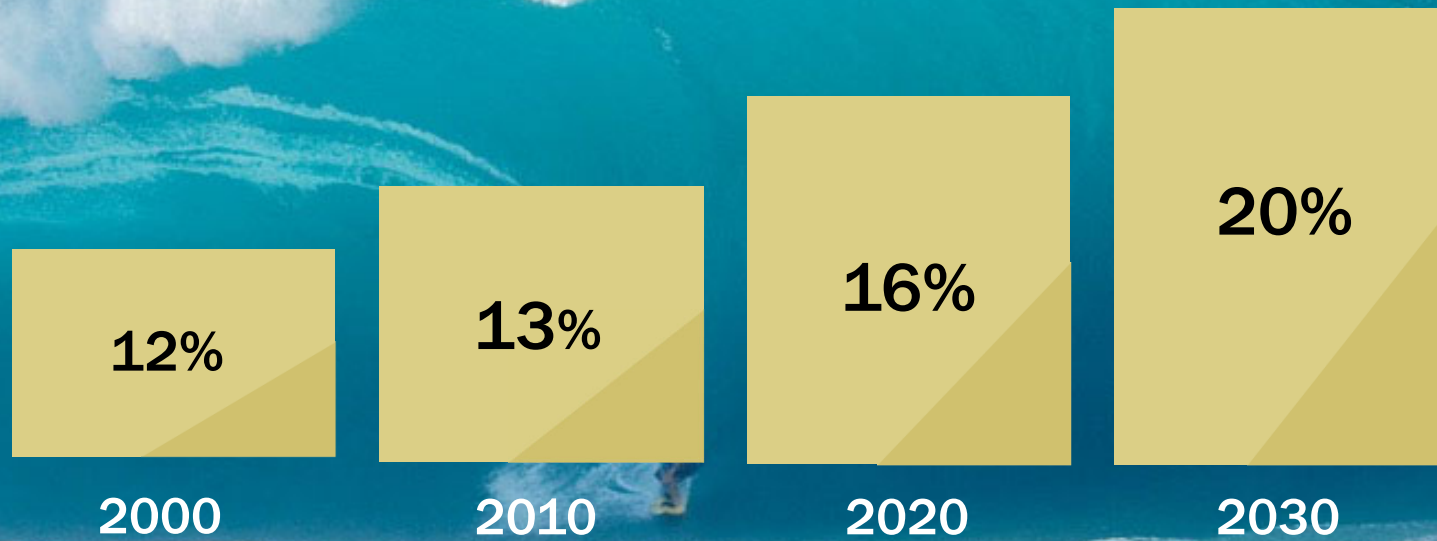
Supports Access to
Recreation and Tourism

The background is a complex digital composition. At the center is a large, detailed eye with a blue and green iris, looking directly forward. The eye is overlaid on a dark blue background filled with vertical lines of binary code (0s and 1s) in various colors (white, red, blue). To the left and right of the eye are stylized circuit board patterns and data flow lines. At the bottom, there are faint bar charts and a world map outline. The overall aesthetic is futuristic and technological.

2

Rising Age Wave

U.S. Population 65+



Source: US Census

A satellite view of the state of Florida, showing its distinctive shape and surrounding waters. The word "FLORIDA" is written vertically in large, bold, red capital letters across the center of the state. To the right of the state, the text "20% of population is 65+" is displayed in white and yellow. The background is a blue and white satellite image of the Earth's surface.

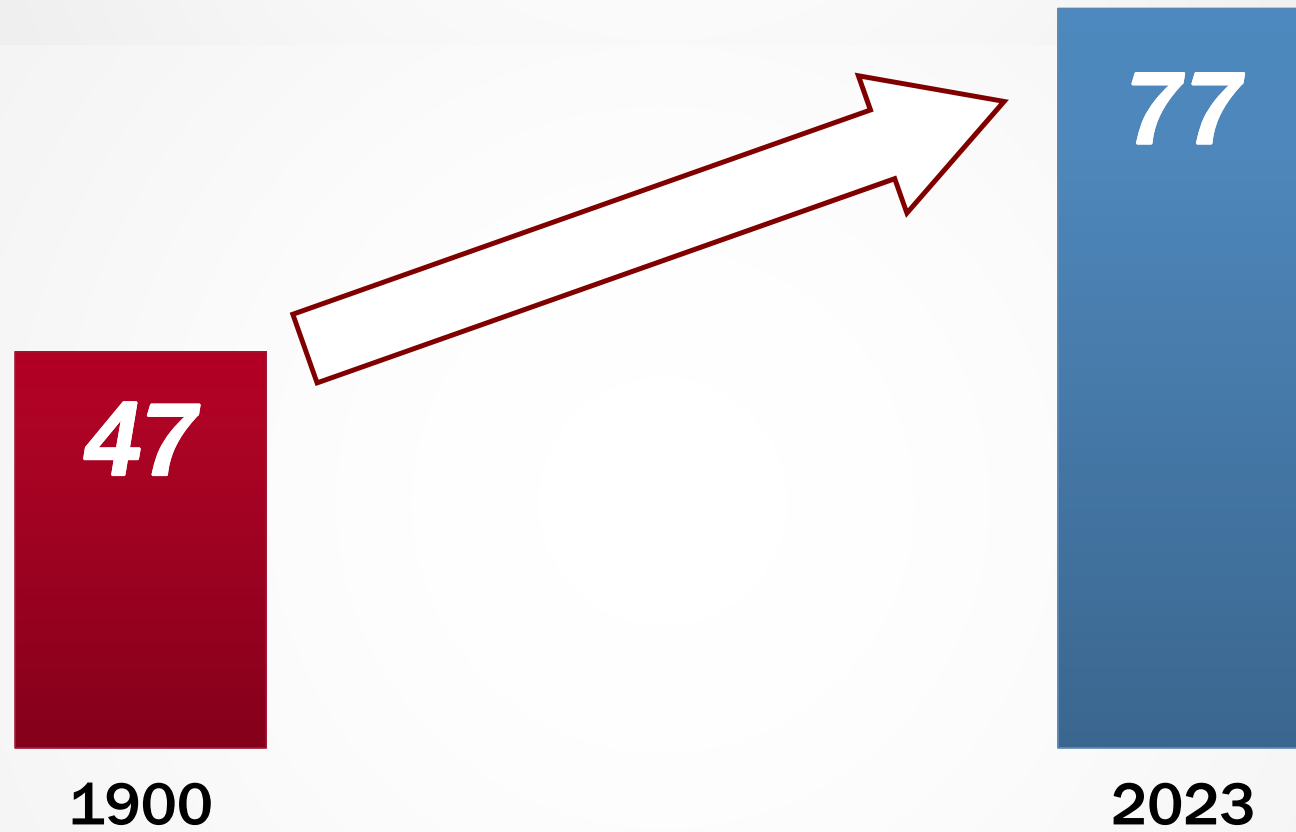
FLORIDA

20%
of population is
65+

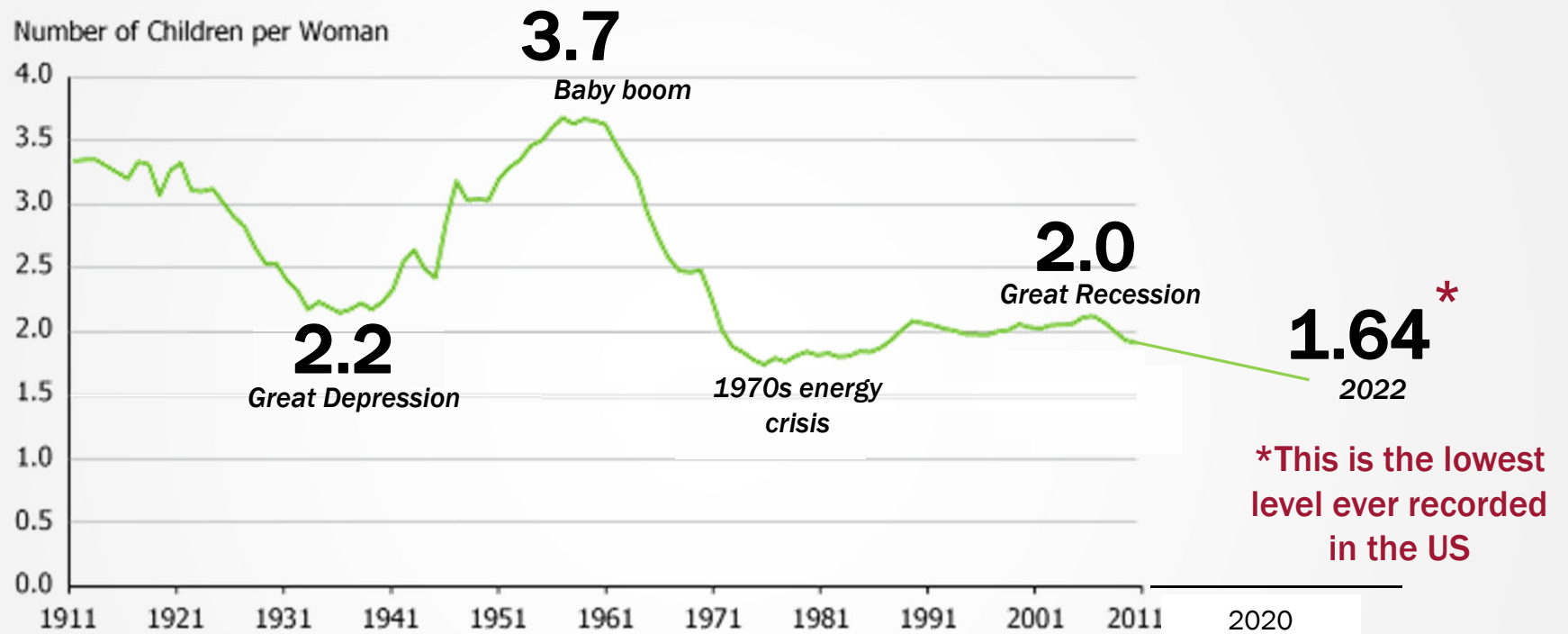
The Population Age Pyramid



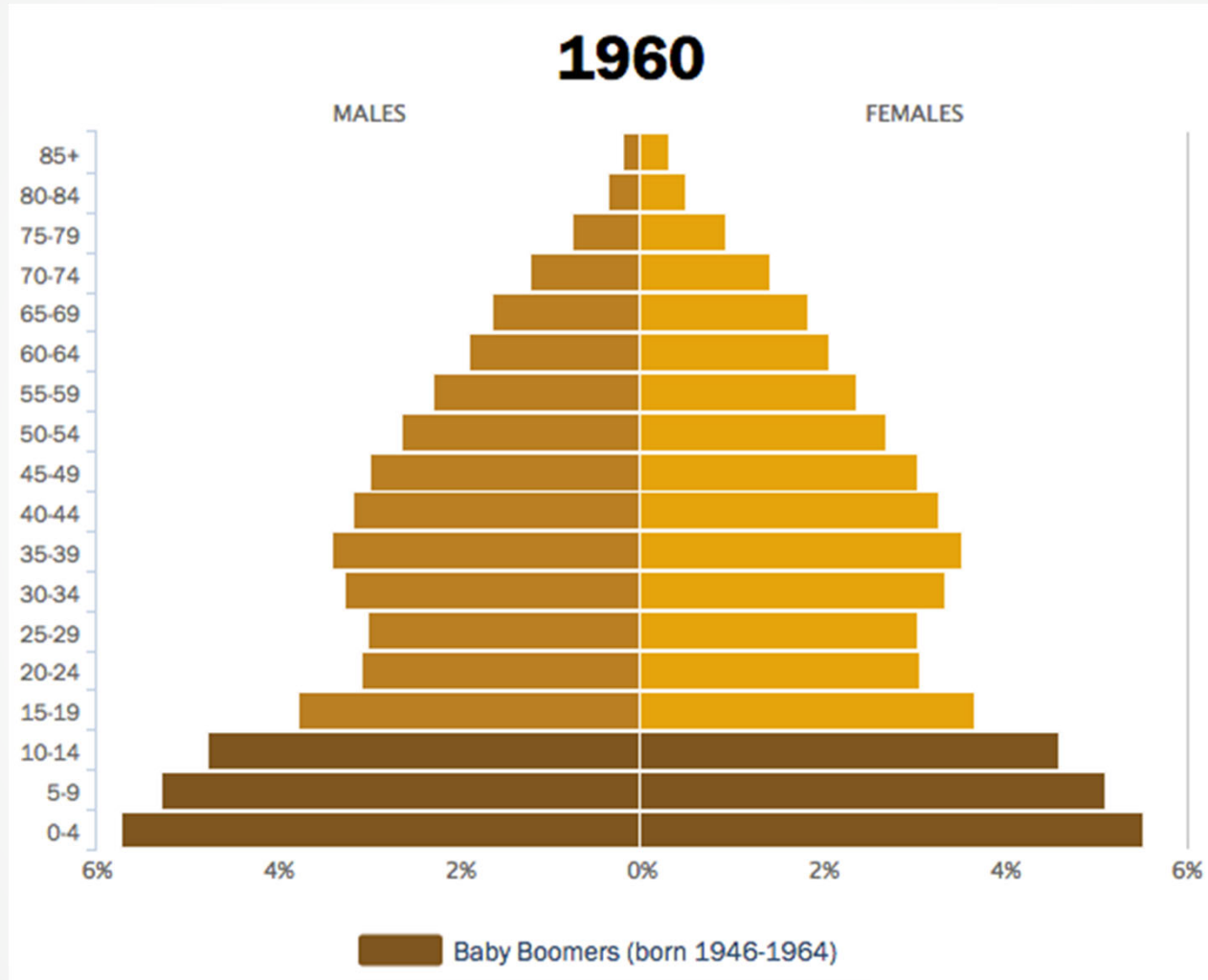
Increasing U.S. life expectancy

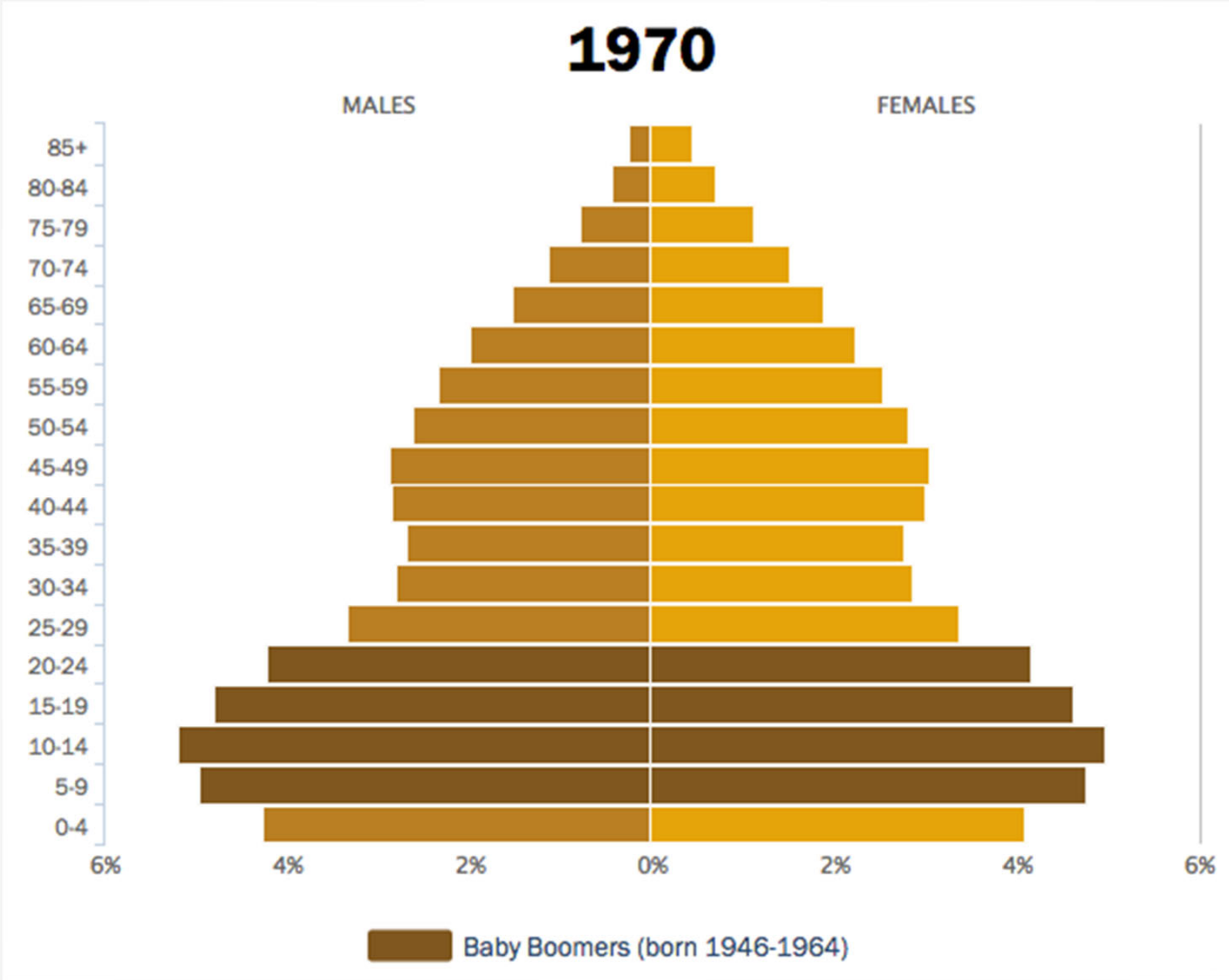


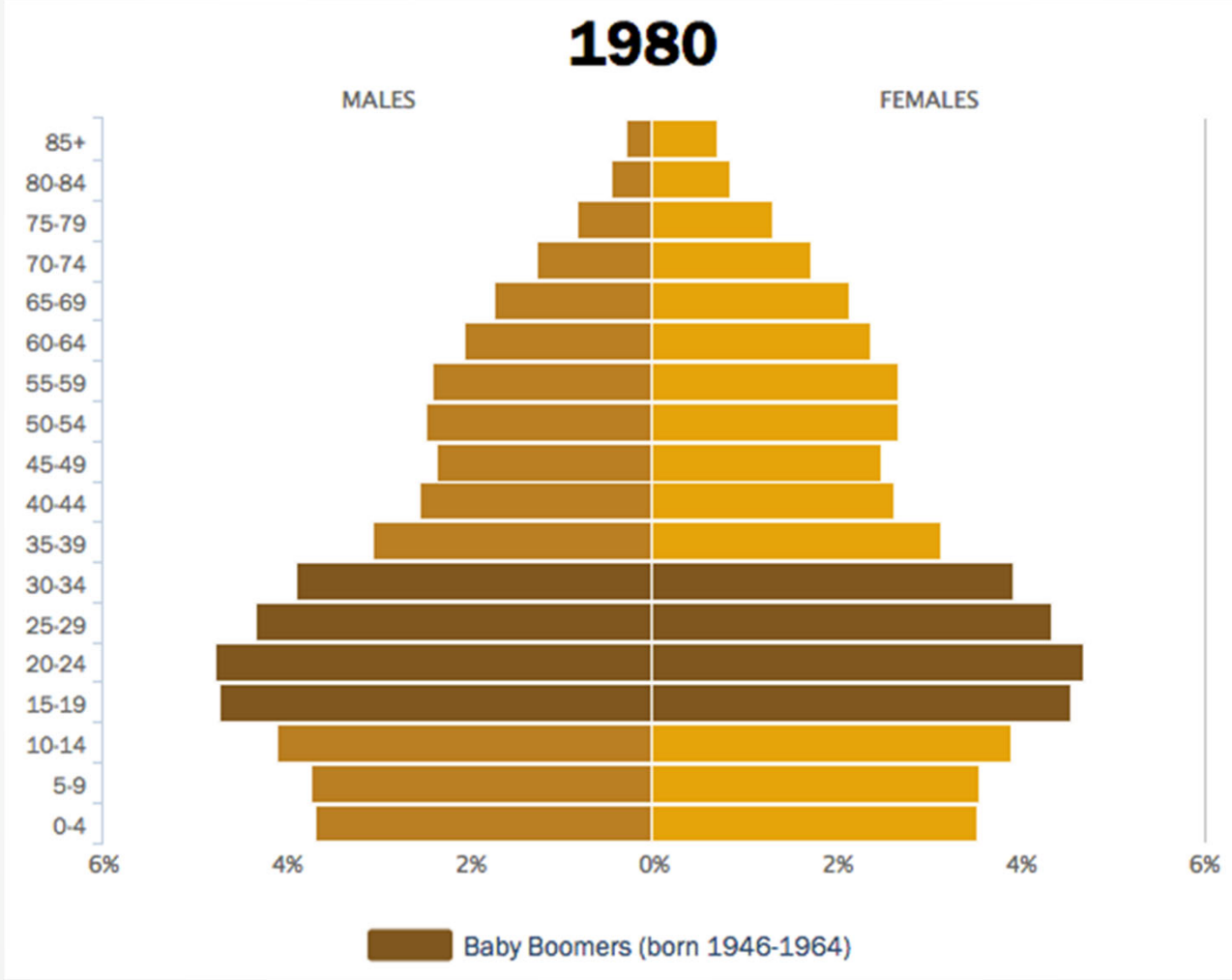
Declining birth rates *Total fertility rate*



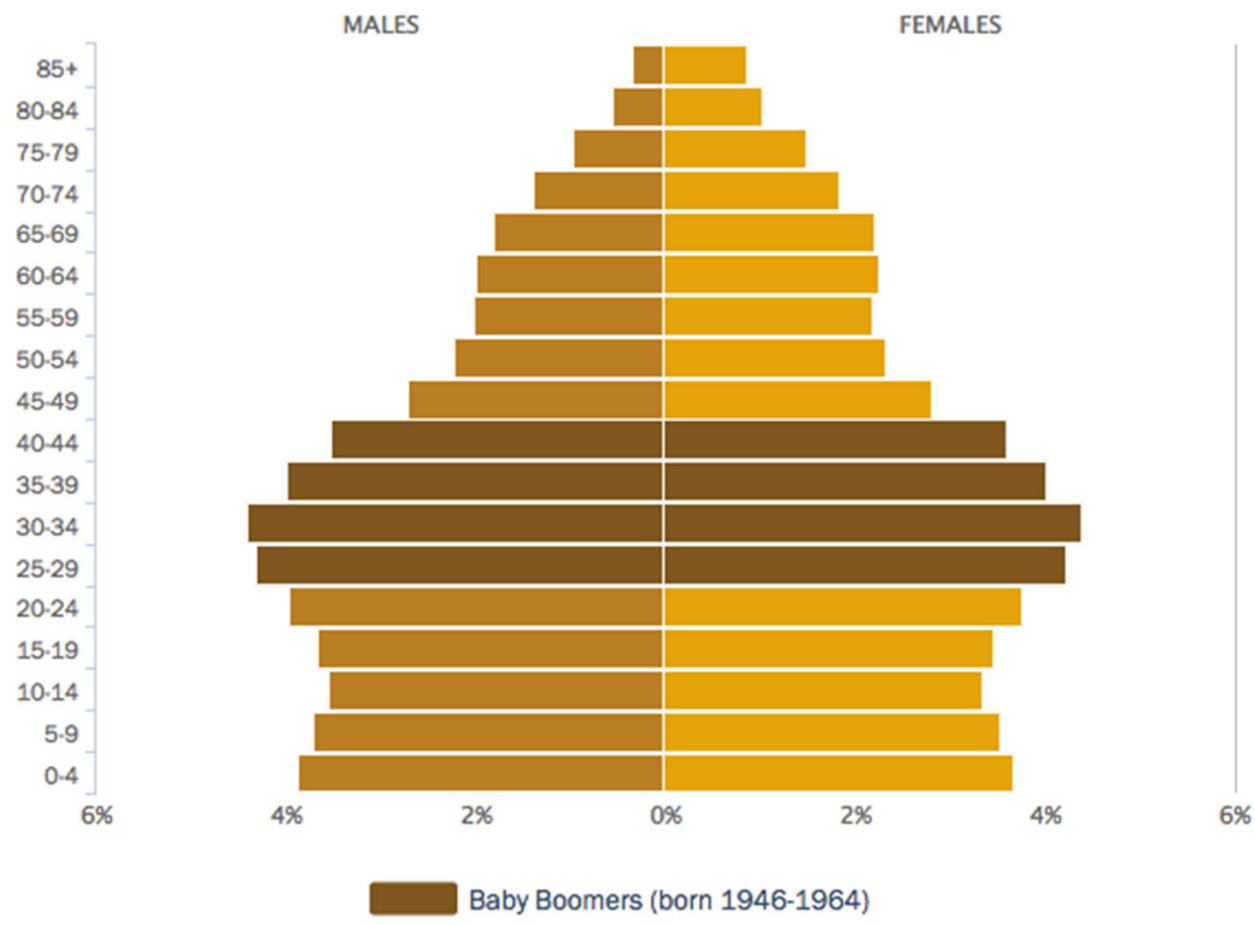
Source: Population Reference Bureau. <http://www.prb.org/publications/datasheets/2012/world-population-data-sheet/fact-sheet-us-population.aspx>

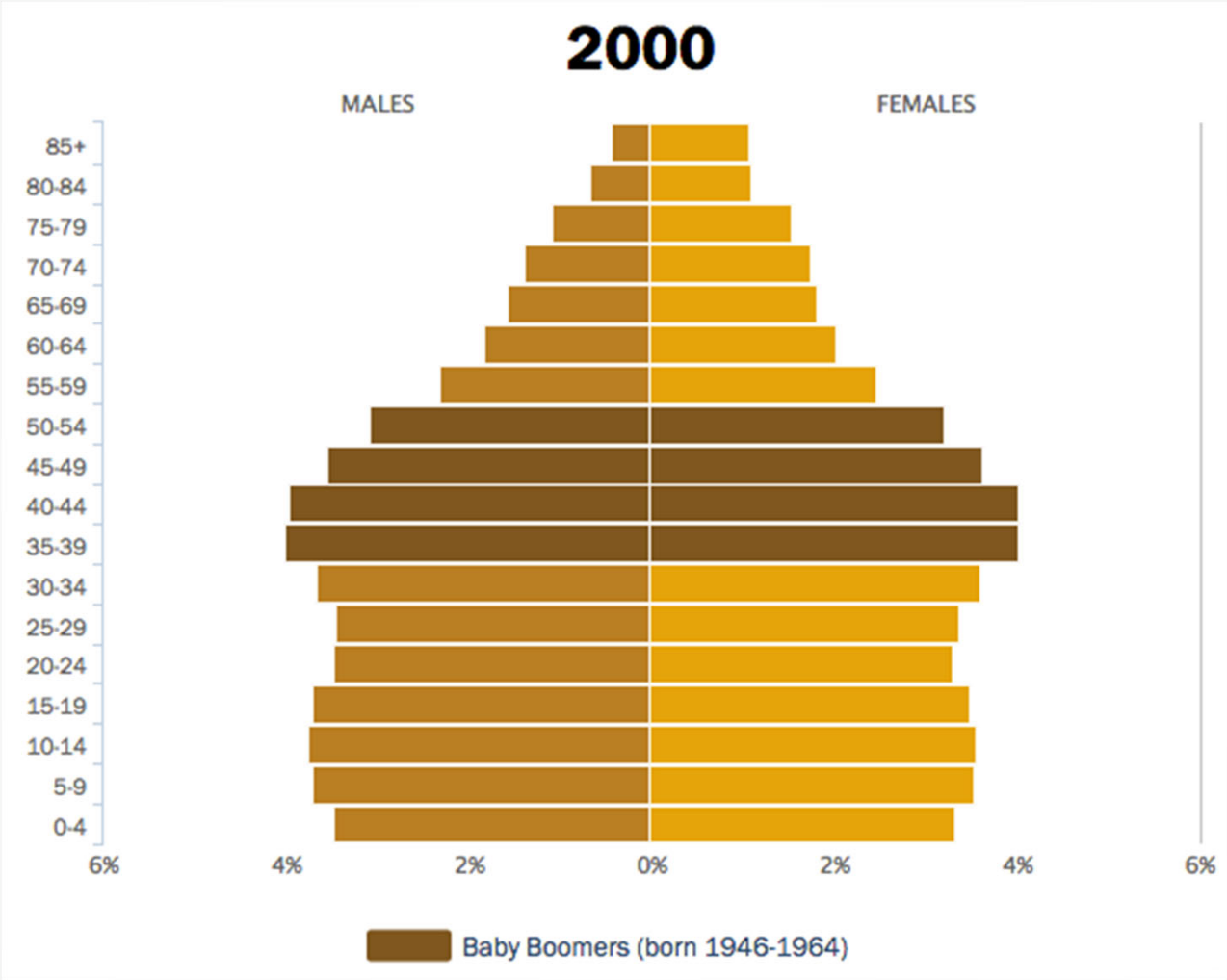




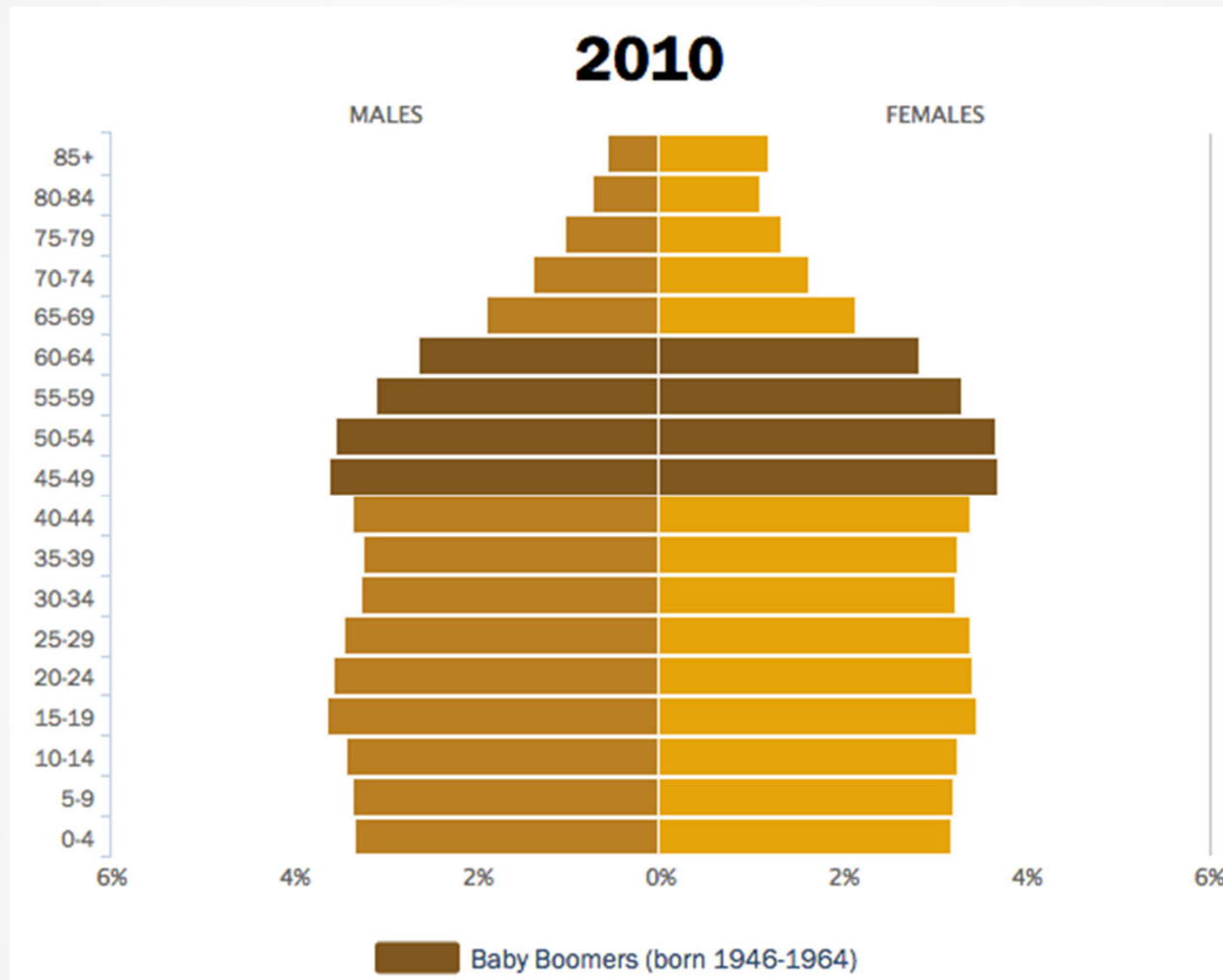


1990





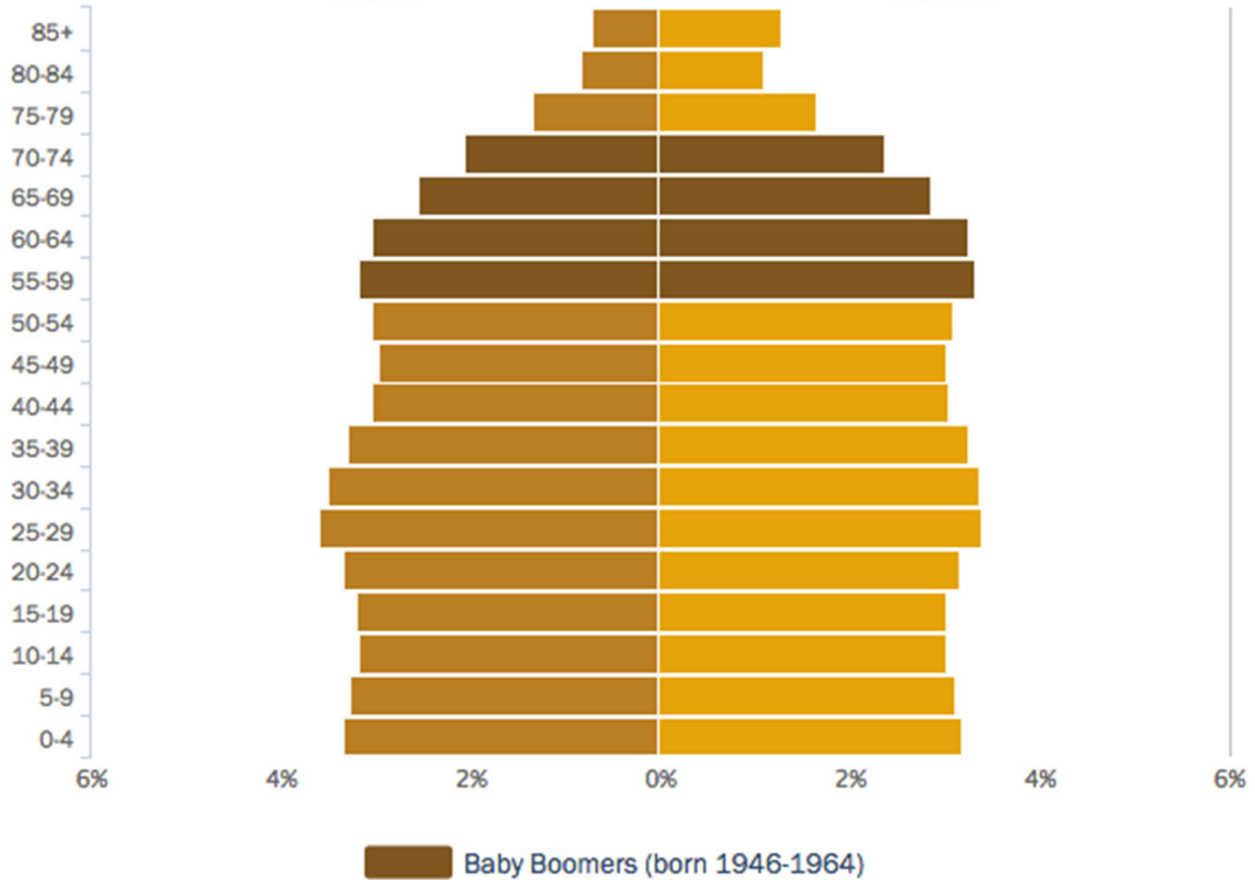
2010



2020

MALES

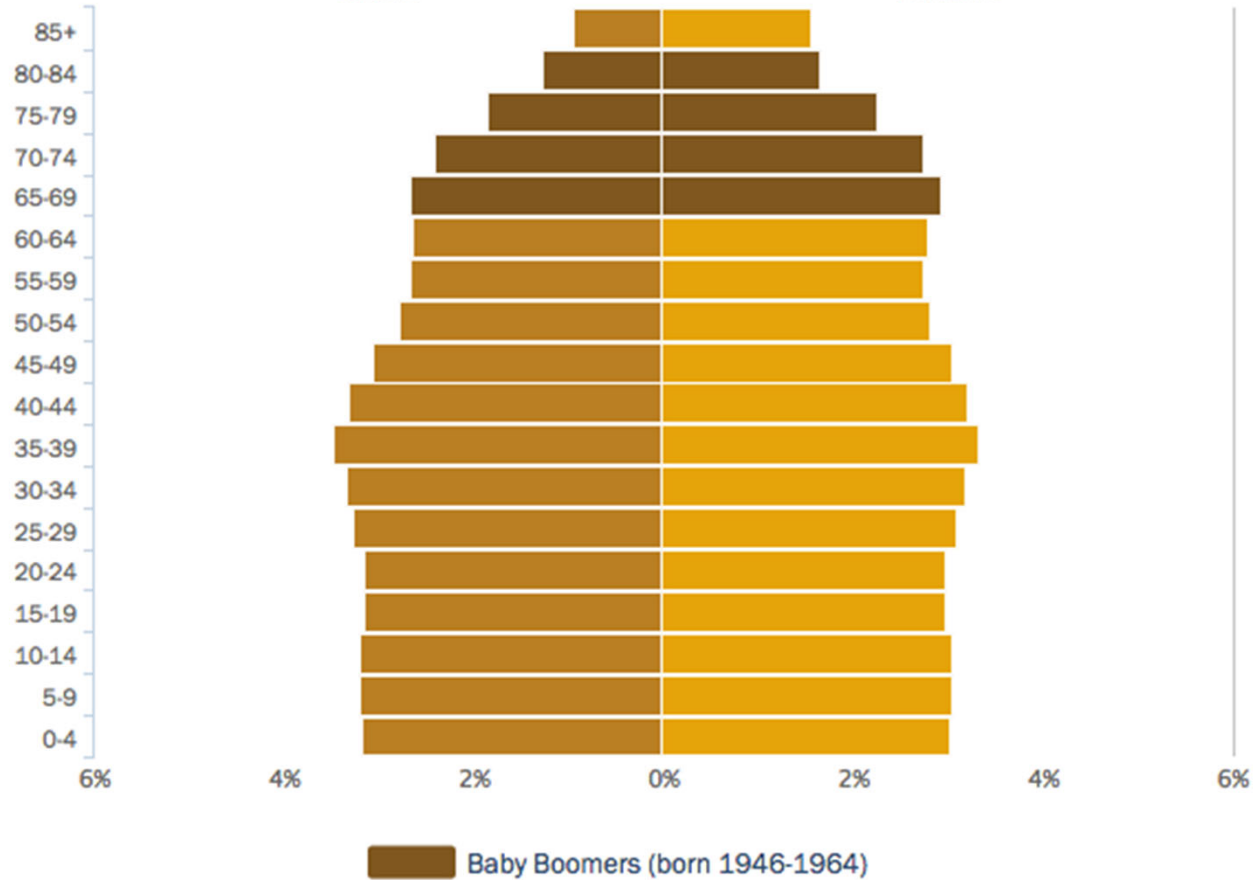
FEMALES



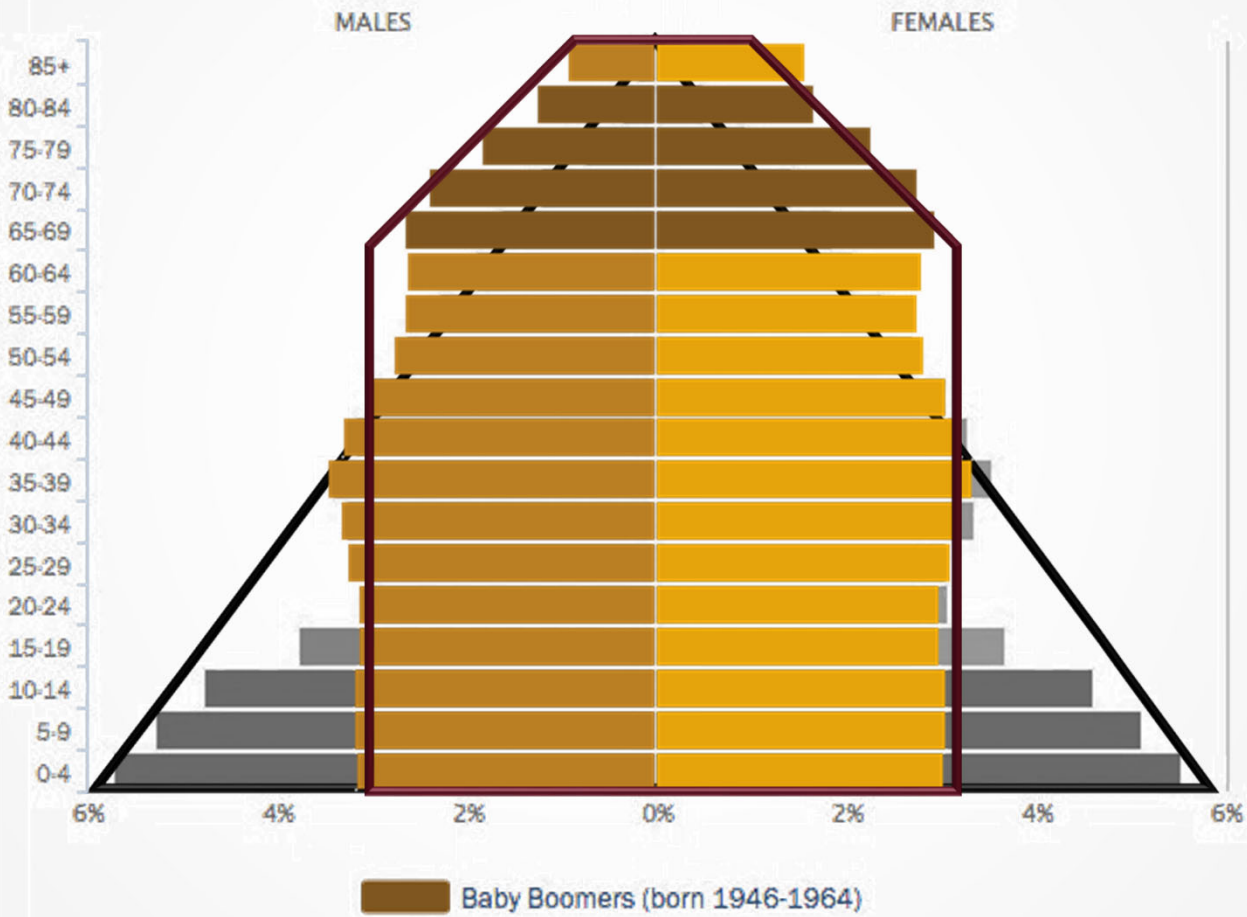
2030

MALES

FEMALES



1960 vs. 2030



**Empire State Building
102 Stories**



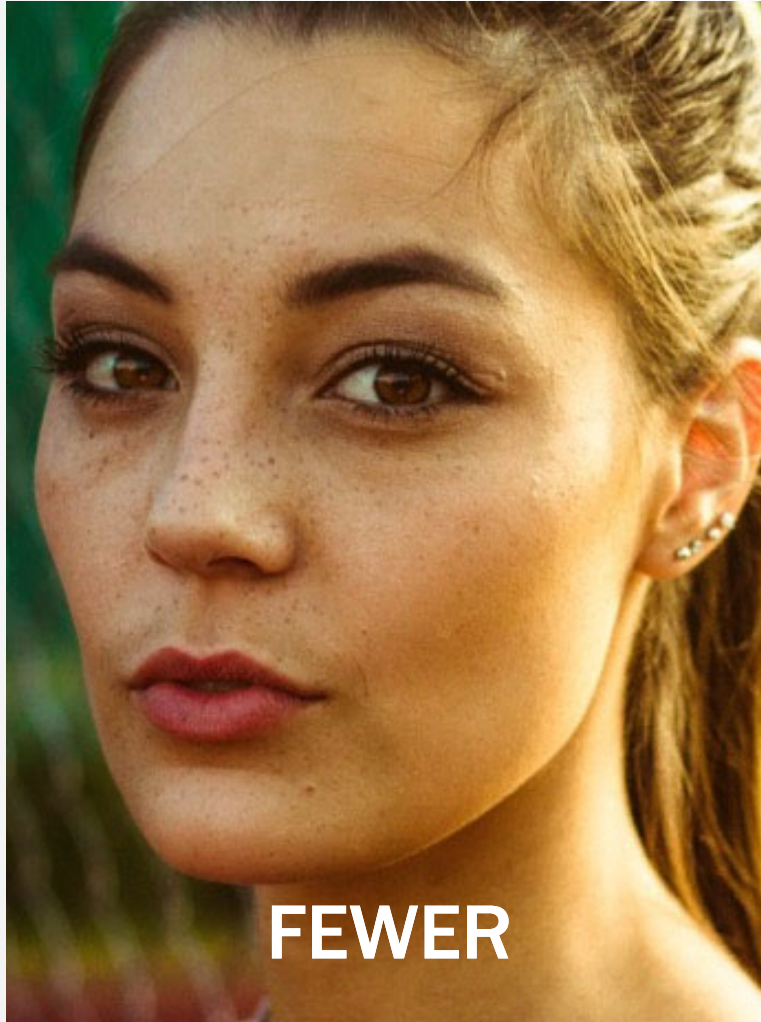


Senior

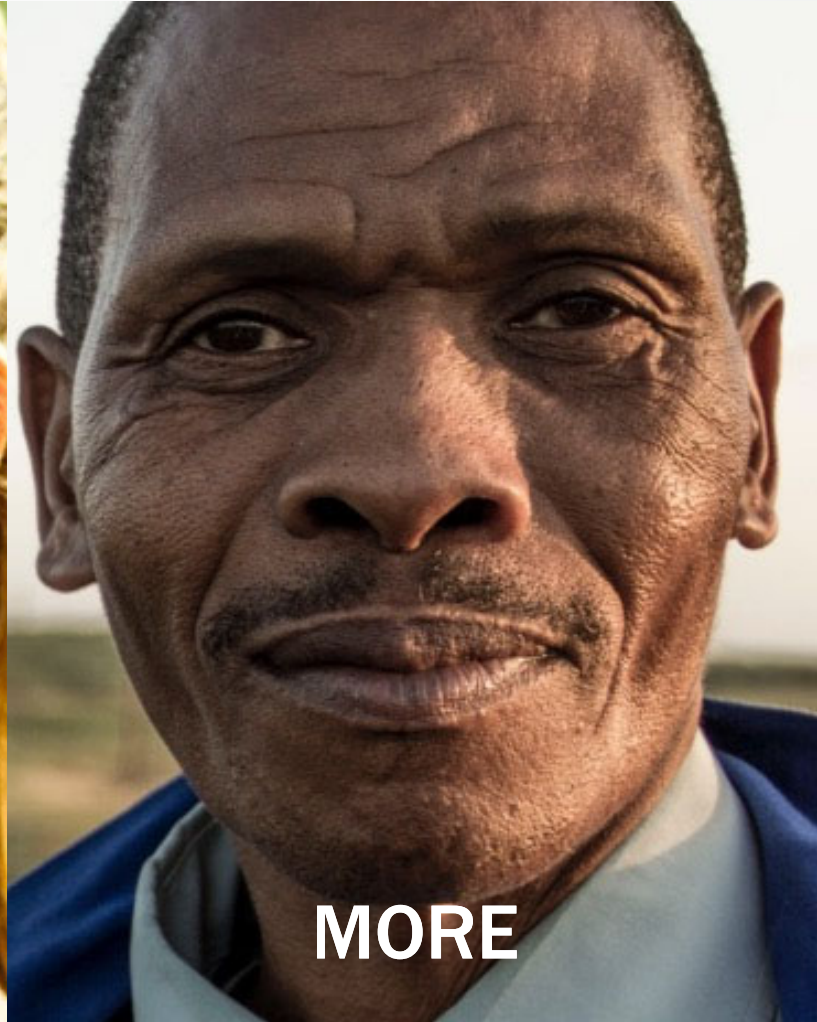
Midlife

Young Adult

Youth



FEWER



MORE

Idahoans aged 65+ are expected to increase significantly

continued aging of the population and in-migration of retirees.

2023

290K

14-15%

Of total population

2032

400 - 450K

18-20%

Of total population

30%+ growth in the coming decade.

THE OLDER ADULT BOOM DOESN'T END WITH BOOMERS:

NO END IN SIGHT OF MORE OLDER ADULTS:



**You've heard the stat:
Thanks to Boomers,
every day 10,000 people
turn 65.**

Few seem to know that it
doesn't end 12/31/29
when the last Boomer
reaches age 65.

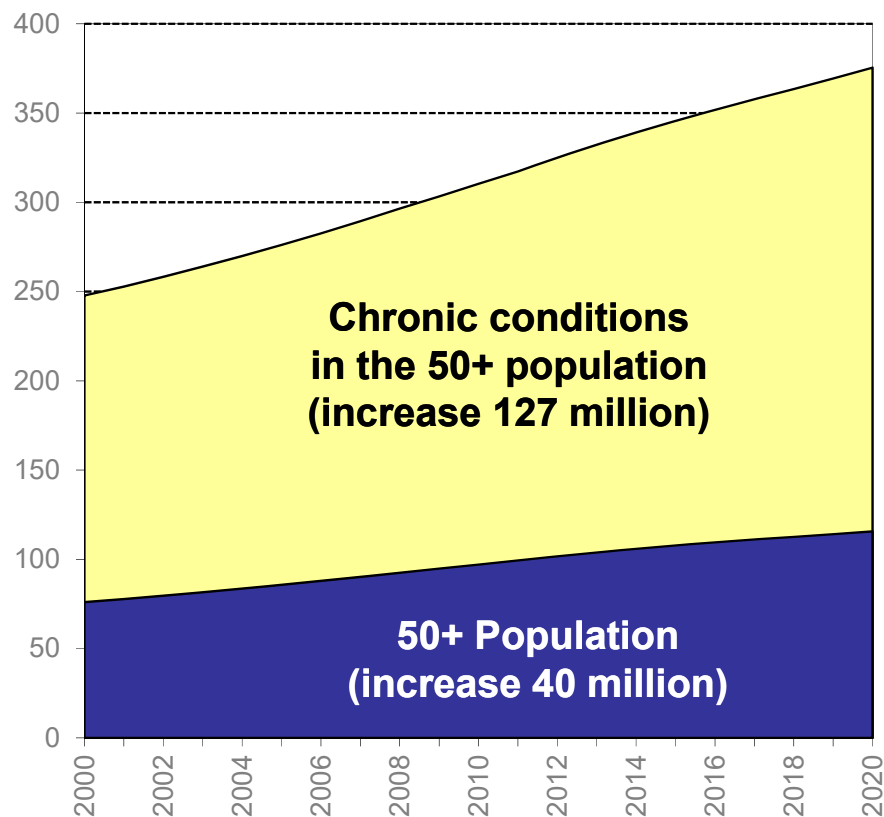
Source: US Census Projections.

THE NUMBER 65+ IS PROJECTED TO INCREASE EVERY YEAR THROUGH 2060

YEAR	POP 65+
2021	57,842,422
2025	65,226,333
2030	73,137,570
2035	77,997,363
2040	80,826,591
2045	82,834,627
2050	85,674,674
2055	89,615,168
2060	94,675,928

Growth of Chronic Conditions Outpacing 50+ Population Growth

Older Americans consume significantly more health care than those younger than 65.



Source: Analysis of NCHS Data, 2003

IMPLICATION FOR PUBLIC TRANSIT

**Ride the Age Wave.
This is a growing transit
opportunity.**

HIRTA – 5 Central Iowa Counties



Project Start

Initial Concept

Stakeholder Input

Design & Test

Operate & Evaluate

Operations
Maintenance







Transportation Services

[Home](#) > [Transportation Services](#)

The Kootenai Health patient-transport program was made possible by the generous community-minded supporters of the 1995 Kootenai Health Foundation Festival of Trees.

That event allowed the purchase of the program's first vehicles. In 2002, the Kootenai Health Auxiliary added a new wheelchair equipped van to the fleet. The day-to-day program costs are covered by Kootenai Health.

[Transportation Services](#)

[Frequently Asked Questions](#)



[Popular Resources](#)





Select Language ▾

Powered by [Google Translate](#)

TREASURE VALLEY TRANSIT



TVT provides non-emergency medical transportation through a contract with the Idaho Medicaid Brokerage program in Canyon County (Nampa, Caldwell,

Middleton, Parma, Greenleaf, Wilder, Homedale, Marsing, Bowmont, Melba)

Provides Access to Healthcare

Workers:
Provides Access to Jobs

Enables Social Connections

Employers:
Supports Worker Attraction and Retention

Positioning Transit : What's The Right Transit Message for Idaho (Right Now)?

Helps Protect the Environment

Provides Access to Educational Opportunities

Supports Smart Growth - Transit-oriented Dev.

Supports Retail Economy- Access to Shopping / Eating Out

Supports Access to Recreation and Tourism



The background is a complex digital composition. It features a large, detailed eye in the center, with a blue and green iris. The eye is overlaid on a world map. The entire scene is filled with binary code (0s and 1s) in various colors (red, blue, white) and orientations. There are also some abstract geometric shapes and patterns, possibly representing data or circuitry. The overall color palette is dominated by blues, greens, and reds, with a dark, almost black background.

3

Increasing Diversity

(But Not What Most Other Places
Are Experiencing)

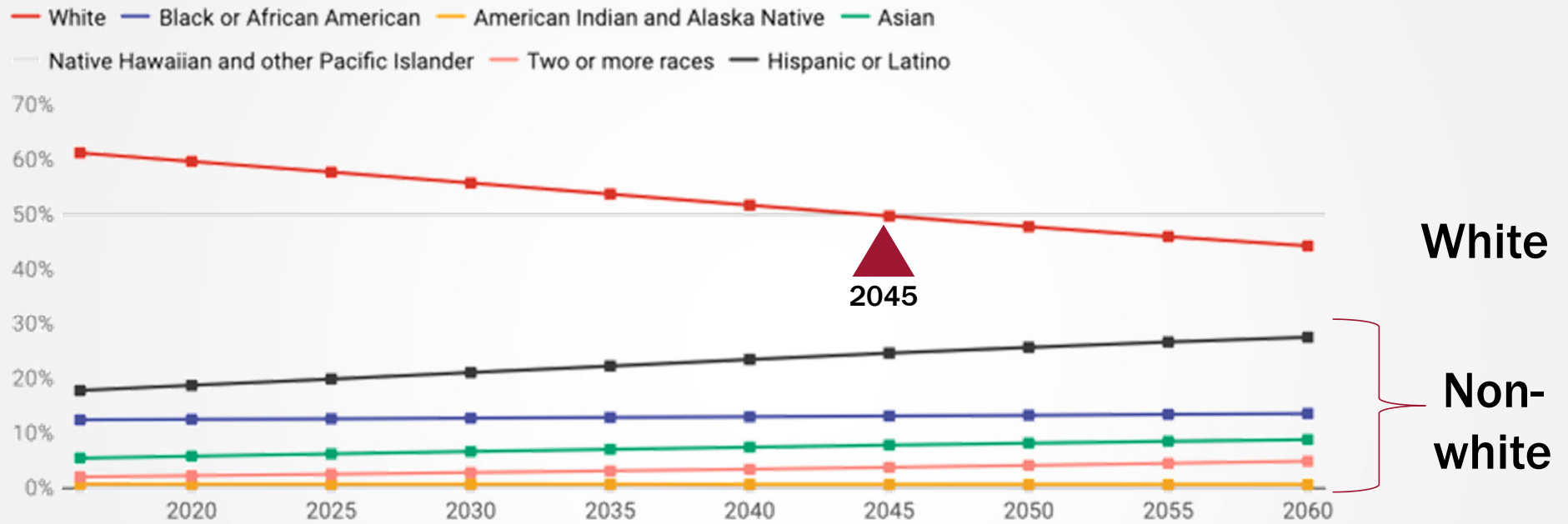
An American flag waving against a blue sky. The flag is the central focus, with its stars and stripes clearly visible. The text is overlaid on the flag.

~2045

**The minority will become
the majority**

Source: U.S. Census

In About two Decades – By 2045 The **Minority** of U.S. will become the **Majority**

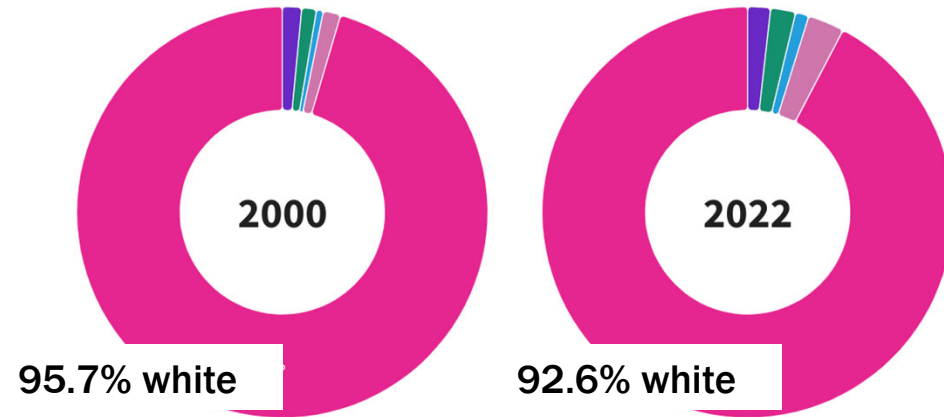


All groups not Hispanic or Latino unless specified otherwise.
Chart: The Conversation, CC-BY-ND • Source: [U.S. Census Bureau](#) • [Get the data](#)

Idaho Is Not Experiencing Major Changes In Racial Diversity

Based on current trends, Idaho is not expected to reach a point where minorities collectively make up the majority of the population within the next few decades.

Idaho's minority-majority trajectory is likely to take longer (if ever) due to its smaller and less diverse population base.



American Indian / Alaska Native Asian / Pacific Islander
Black or African American White Two or More Races

SHARE THIS



**However, Other Forms of
Diversity
May Be Helpful for Transit.**

**Greater Diversity In
More People Coming
Here Who May Be More
Experienced with Transit?**



Idaho's Population Growth 2023

78%

**domestic
migration**

22%

**natural
change**
meaning births minus deaths

Source: The Idaho Department of Labor
<https://www.idahostatesman.com/news/business/article283986238.html#storylink=cpy>

IMPLICATION FOR PUBLIC TRANSIT

**Look for
“More Experienced”
Transit Users and
Advocates.**

6-7%

of Idaho's population is foreign-born.

This is lower than the national average of about **13-14%**, but the immigrant population in Idaho has been steadily growing. Idaho has a long history of **refugee resettlement**, with cities like **Boise** being known as welcoming communities for refugees. Since the 1970s, Idaho has resettled refugees from countries like **Bosnia, Somalia, Bhutan, Iraq, and Syria**.

IMPLICATION FOR RURAL TRANSIT

**Make Your
Transit Agency the “Big
Tent” Model for Your
Community.**

Be a **“BIG TENT”**





f X ④ in ①

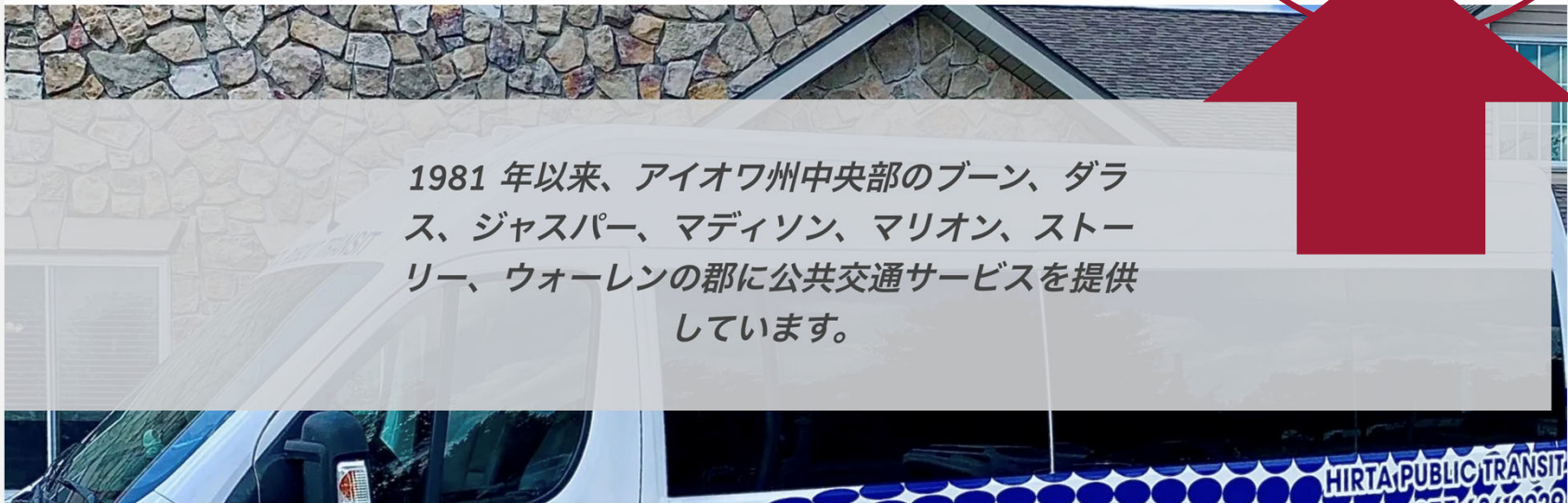
📞 ルタに電話する

📅 乗車を予約する

Japanese

Powered by Google Translate

家 乗る ▾ プロジェクトとイベント ▾ ボランティアプログラム ▾ ニュース ▾ 私たちについて ▾ お問い合わせ ▾ あなたの乗り継ぎストーリーを語ってください



1981 年以來、アイオワ州中央部のブーン、ダラス、ジャスパー、マディソン、マリオン、ストーリー、ウォーレンの郡に公共交通サービスを提供しています。

スケジュール設定

運賃

サービス時間

料金は片道の料金です

月曜日金曜日





Google
<https://chrome.google.com/detail/google-translate>

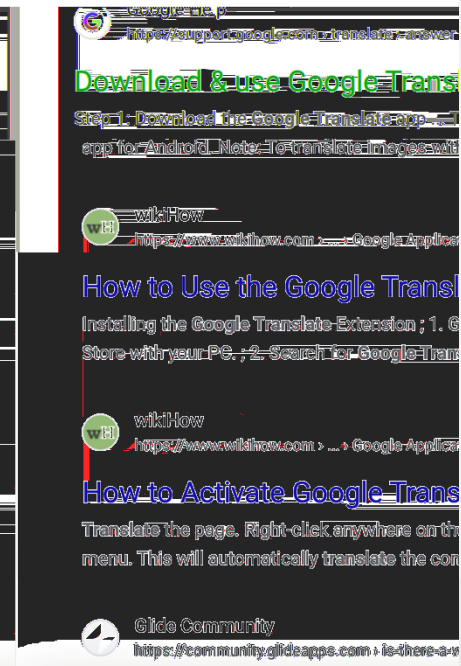
Google Translate

Mar 22, 2023 – Highlight or right-click on a section of text and click on **Translate** icon next to it to translate it to your language. Or, to translate the ...

Method Help Center
<https://help.method.me/articles/6653416-how-to-...>

How to add the Google Translate extension in Chrome

Click Add to Chrome. It will ask if you want to Add "Google Translate". Click the Add extension button. Google Translate will now be added to Chrome.



Workers:
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to Jobs

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Employers:
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Positioning Transit : **What's The Right Transit** **Message for Idaho** **(Right Now)?**

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Access to Shopping / Eating Out

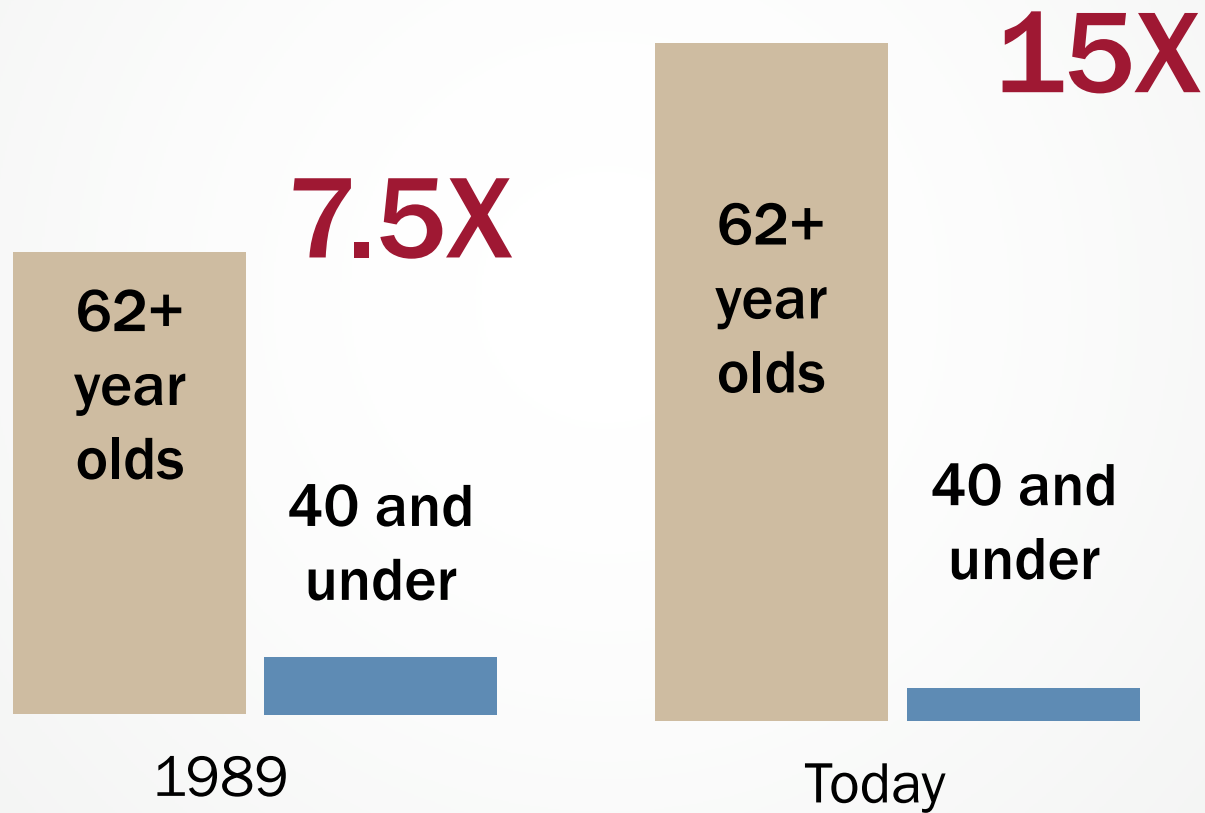
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Recreation and Tourism



4

Growing Wealth Gap

The “Wealth Gap”



Life Is Hard for Millions of Americans

62%

**Live paycheck to
paycheck**

Source: 2023 LendingClub

Life Is Hard for Millions of Americans

37%

**Can't cover a
\$400 emergency
expense**

Source: Fed's 2022 Economic
Well-Being of U.S. Households Survey

ALICE Population (United Way)

Asset Limited, Income Constrained, Employed

- 32% of Idaho households are (ALICE).
- This means that these households earn above the federal poverty level (FPL) but are still struggling to make ends meet.
- When combined with the 11% of Idaho households that earn below the FPL, **43% of Idaho households are below the ALICE threshold**

IMPLICATION FOR PUBLIC TRANSIT

**Continue to Help People
With Access to Training,
Jobs, and Upward Mobility.**

IMPLICATION FOR PUBLIC TRANSIT

**Continue to Make
Your Transit Service
Affordable.**

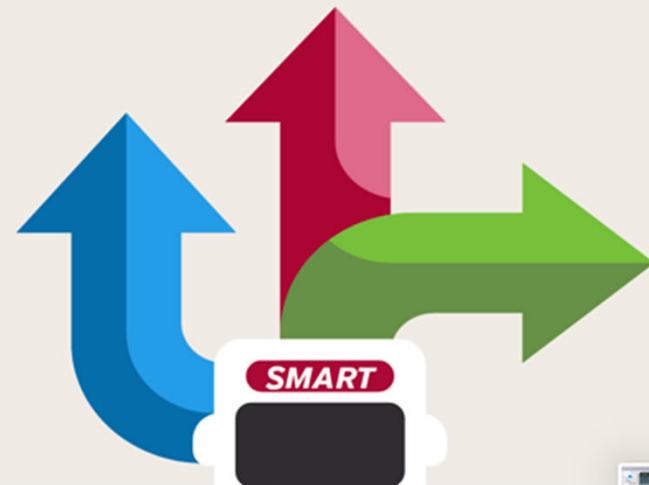
Smart Transit's Free Rides in Moscow



[Schedules & Map](#) [Paratransit](#) [Using SMART Transit](#) [Give](#)

FREE public transit
serving Moscow,
Idaho

SMART Transit offers free rides for everyone in the community. It drives you to all the top destinations in town.



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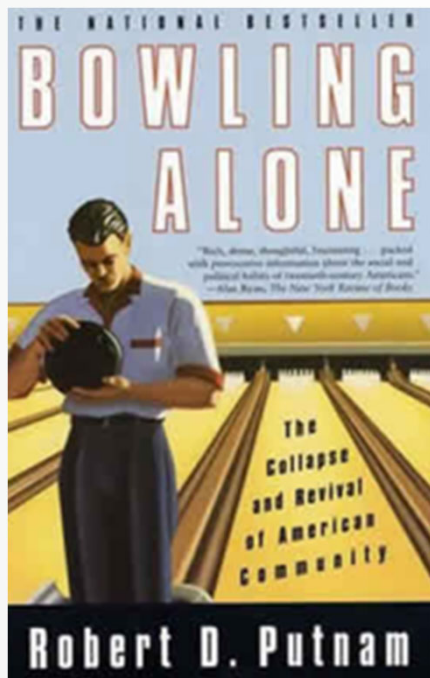
Supports Access to
Recreation and Tourism

The background is a complex digital composition. A large, detailed eye is the central focus, rendered in shades of blue and green. The eye is surrounded by a dense field of binary code (0s and 1s) in various colors (red, blue, white). There are also faint circuit board patterns and a world map visible in the background. The overall aesthetic is futuristic and technological.

5

Decreasing Social Connections

Declining Social Capital Trends over the Last 25 Years



- Attending Club Meetings:
58% drop
- Family Dinners:
43% drop
- Having Friends Over:
35% drop

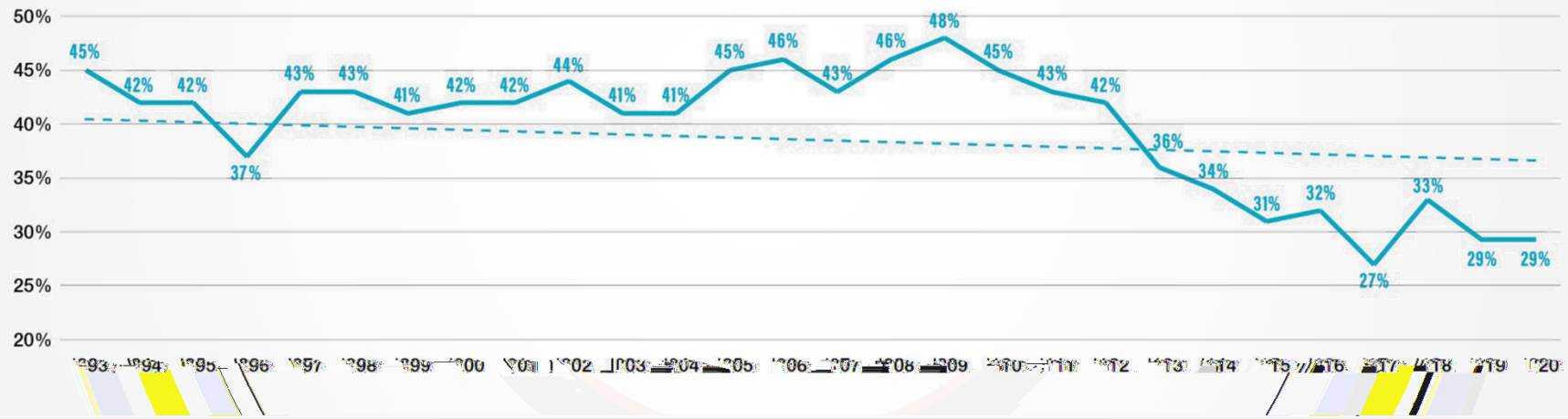
Connections Through Places of Worship



WEEKLY CHURCH ATTENDANCE: 1993-2020



● All U.S. adults



n = 103,603 U.S. adults | 1993-2020

© 2020 | barna.com



Decreasing Church Membership

Church Membership Among U.S. Adults Now Below 50%

Do you happen to be a member of a church, synagogue or mosque?

— % Yes, member



Based on annual aggregated data, usually based on two surveys

GALLUP

Social Isolation and Loneliness

A large body of research shows that **social isolation and loneliness** have a serious impact on physical and mental health, quality of life, and longevity.



Harvard Gazette

<https://news.harvard.edu/gazette/story/2023/10/>

How social isolation, loneliness can shorten your life

Oct 3, 2023 — A new study shows that social isolation and loneliness are not same thing but can be connected, sometimes in surprising ways.



Centers for Disease Control and Prevention (.gov)

<https://www.cdc.gov/social-connectedness/lonelin...>

Health Risks of Social Isolation and Loneliness

Social isolation and loneliness have become widespread problems in the United States, posing a serious threat to our mental and physical health.



National Institutes of Health (.gov)

<https://www.ncbi.nlm.nih.gov/articles/PMC7437541>

Social Isolation and Loneliness in Older Adults

by NJ Donovan · 2020 · Cited by 284 — For example, meta-analyses have found that **social isolation** or **loneliness** in older adults is associated with a 50% increased risk of developing ...

[Highlights](#) · [Abstract](#) · [INTRODUCTION](#) · [DEFINITIONS](#)



BMC Public Health

<https://bmcpublichealth.biomedcentral.com/articles>

The state of loneliness and social isolation research

by HO Taylor · 2023 · Cited by 3 — Findings from empirical **studies** indicate increases in **loneliness** and/or **social isolation** are independently associated with poorer health [5].

1 in 4

Community-dwelling
Americans aged 65 and older
are considered to be
socially isolated.

50%

Increased risk of dementia
and other serious medical
conditions are associated with
social isolation.

IMPLICATION FOR PUBLIC TRANSIT

**Be a Social
Connector.**

Workers:
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to Jobs

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Recreation and Tourism

The background is a complex digital composition. A large, detailed human eye is the central focus, with a blue and green iris. The eye is overlaid on a dark blue background filled with vertical lines of binary code (0s and 1s) in various colors (white, red, blue). A faint world map is visible behind the eye. On the right side, there's a vertical strip showing a circular, futuristic interface element. The overall aesthetic is high-tech and data-oriented.

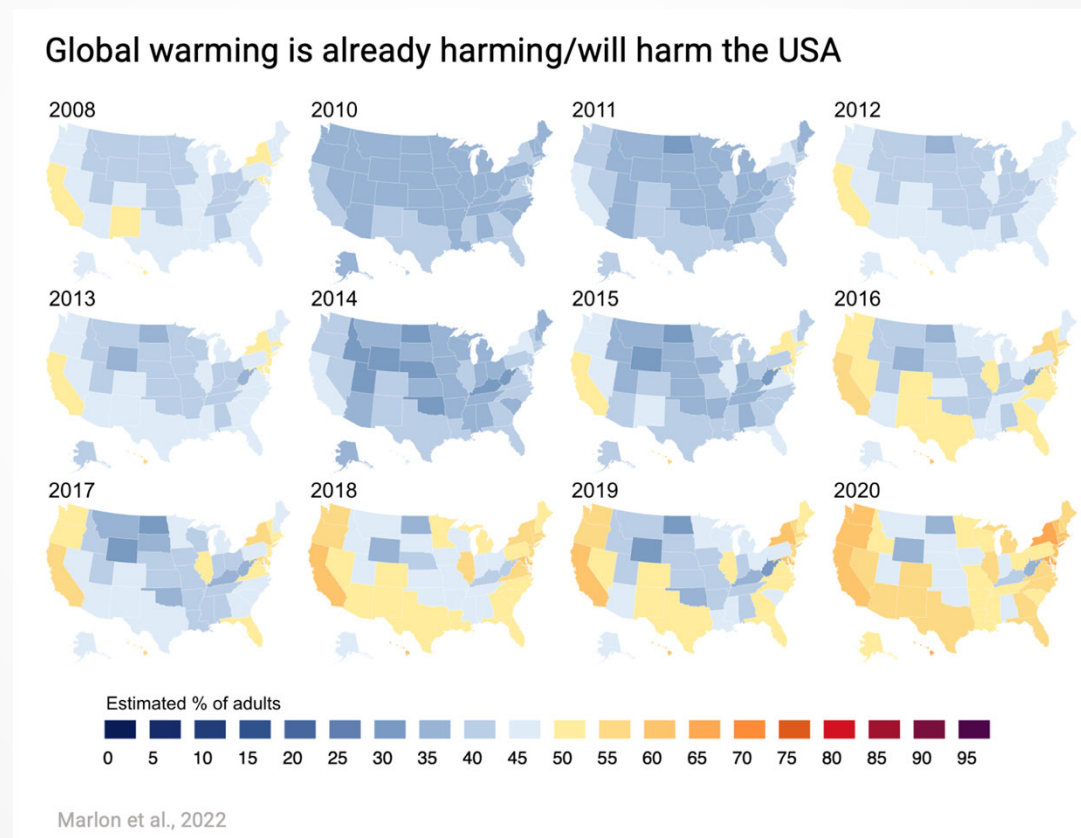
6

Increasing Environmental Concerns

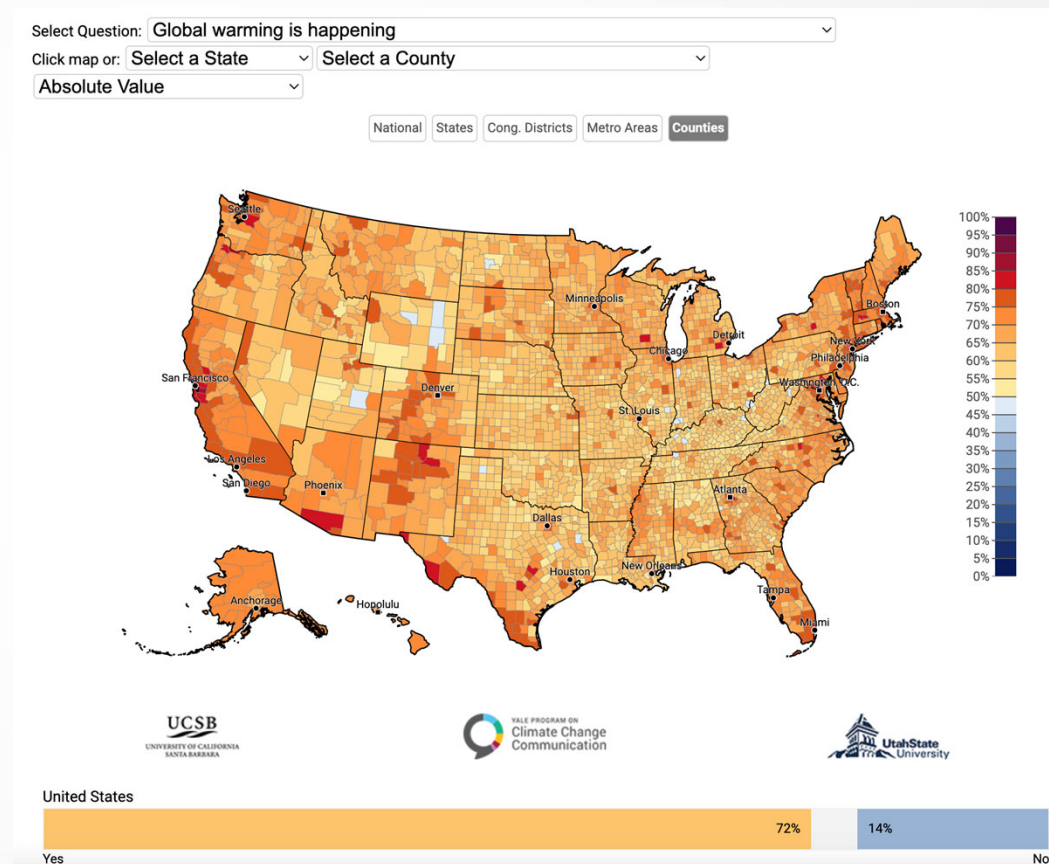
Concern For the Environment Is Growing

From 2008 to 2020, more people in every state also said that global warming is important to them and that it will harm future generations.

State-by-State Public Opinion 13-year Tracking Study



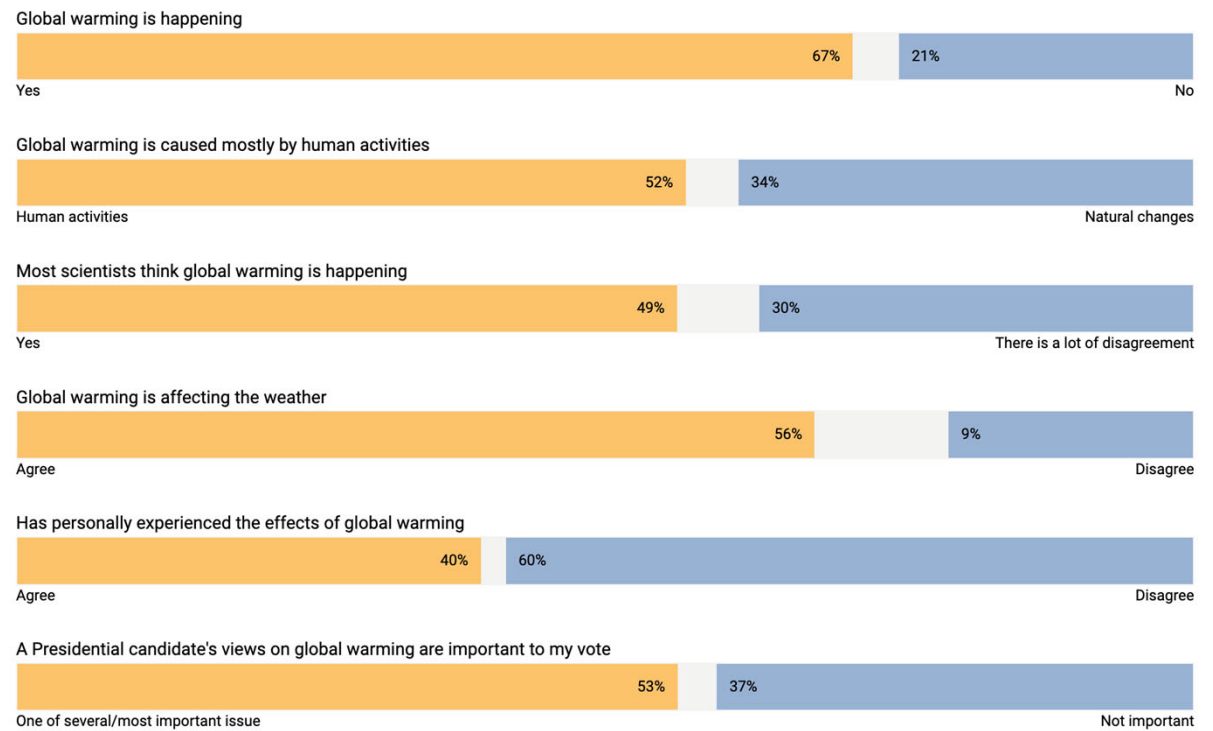
Yale Database
Find out how
Idaho stacks up:
<https://climatecommunication.yale.edu/visualizations-data/ycom-us/>



Idaho: Environmental Beliefs

Public Opinion Estimates, Idaho, 2023

BELIEFS



IMPLICATION FOR PUBLIC TRANSIT

**Be the Example of a
Local Pro-environment
Organization.**



Mountain Rides

1.8K likes · 1.9K followers

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Workers:
Provides Access
to Jobs

Provides Access
to Healthcare

Enables Social
Connections

Employers:
Supports Worker
Attraction and
Retention

Positioning Transit :
**What's The Right Transit
Message for Idaho
(Right Now)?**

Helps Protect
the Environment

Provides Access to
Educational Opportunities

Supports Growth -
Development
Of Activity Centers

Supports Retail Economy-
Access to Shopping / Eating Out

Supports Access to
Recreation and Tourism



7

Growing Employment Challenges

Idaho's Job Growth Advantage

According to projections by the Idaho Department of Labor, the state is expected to see **job growth of about 15-20% by 2030.**

This growth rate **outpaces the national average.**

Reflects Idaho's expanding economy, increasing urbanization, and attraction for businesses and individuals moving from higher-cost states like California and Washington.

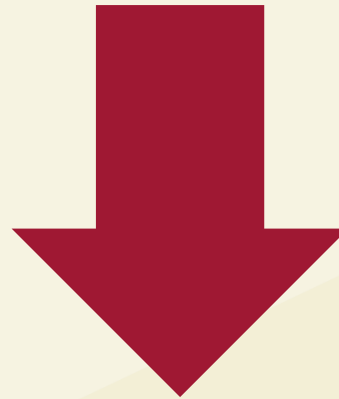
Idaho's Job Growth Challenges

Idaho's unemployment rate is relatively low, sitting around **2.7% to 3%**.

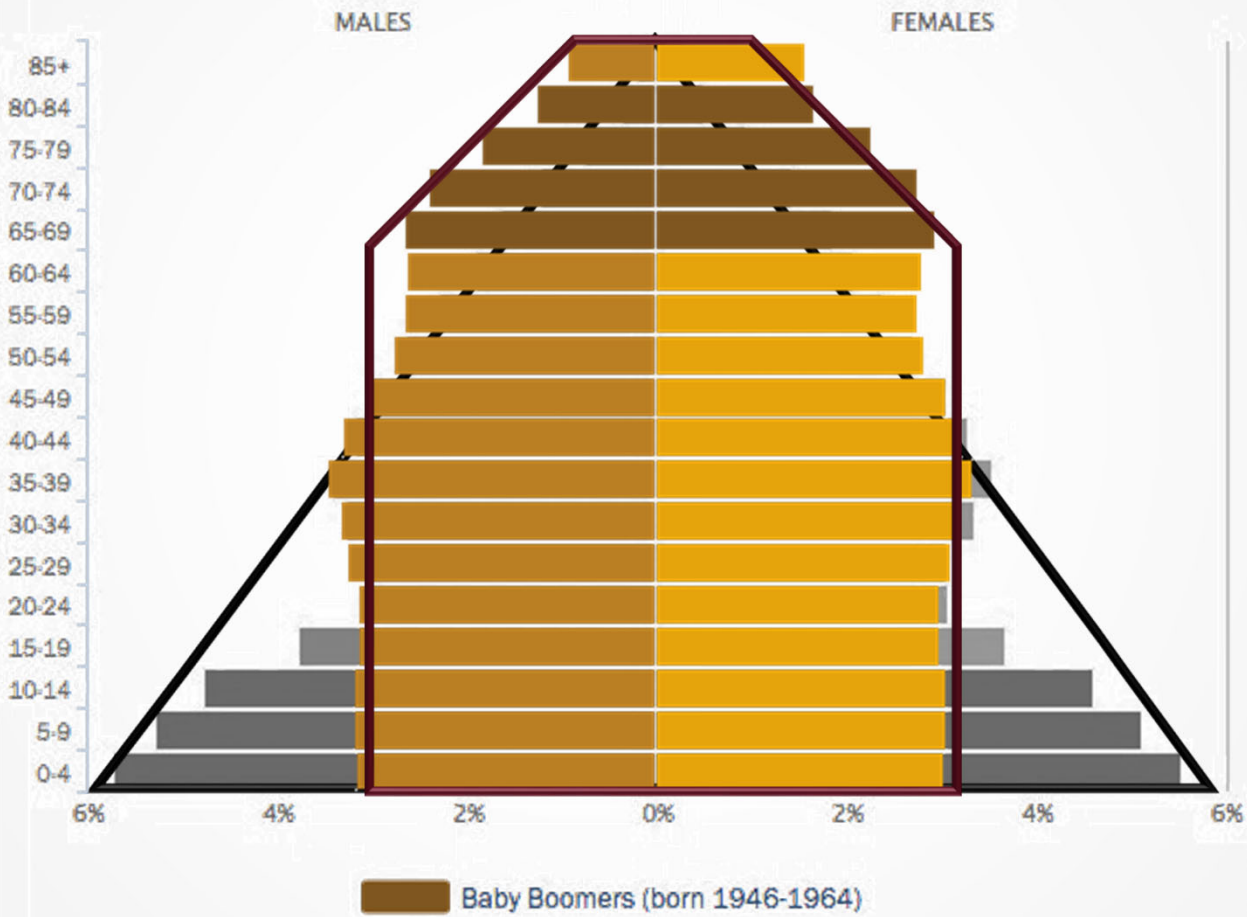
This places Idaho **below the national average**, reflecting a strong labor market with high demand for workers across various industries such as technology, healthcare, construction, and agriculture.

However, this tight labor market has also led to **labor shortages**, prompting many employers to offer **competitive wages and benefits to attract workers**.

**Fewer
Young
People**



1960 vs. 2030



Workforce: **War for Talent**

SHORTAGE



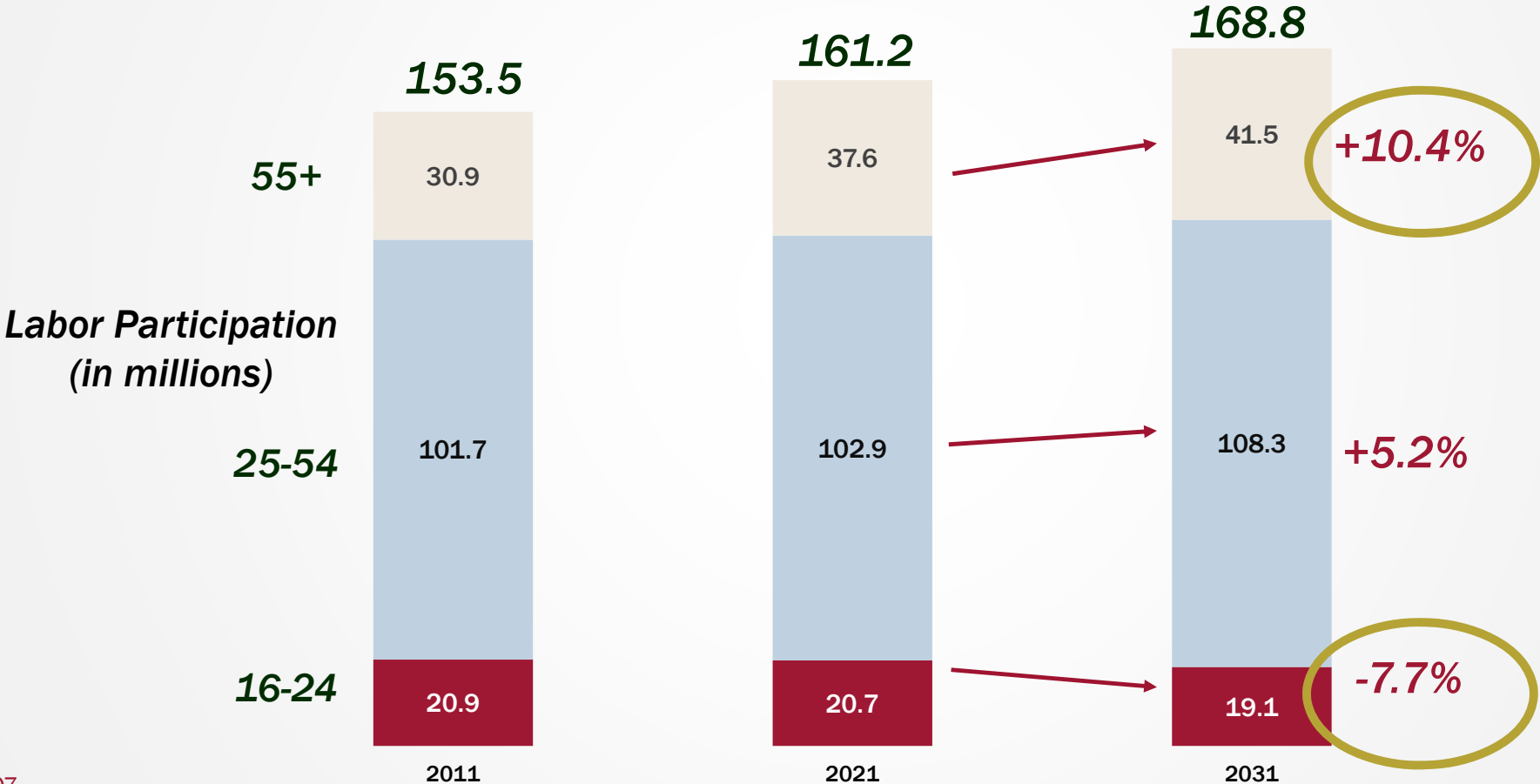
YOUNGER ADULTS

ABUNDANCE



OLDER ADULTS

THE NEXT DECADE: THE COMPETITION FOR YOUNG TALENT INTENSIFIES.



**More Gig
Workers**



A person's hands are holding a white rectangular sign with the text "THE GIG ECONOMY" printed in a bold, dark red, sans-serif font. The sign is held up against a background of a clear blue sky with scattered white clouds. In the background, several tall, modern buildings with glass and concrete facades are visible, suggesting an urban environment. The lighting is bright, indicating it is daytime.

**THE GIG
ECONOMY**

The Gig Economy by the numbers:

70.4

million

US workers

are 1099

(+20% between 2021-2022)

14%

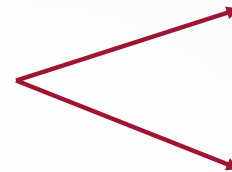
**Report being an
independent
contractor is their
primary job**

Sources: Edelman; Upwork, 2020. US Bureau of Labor Statistics, 2022. Zippia.com.
<https://www.forbes.com/sites/elainepofeldt/2020/05/30/survey-nearly-30-of-americans-are-self-employed>

EMBRACING INDIVIDUALISM

53%

of Gen Z would pass up a traditional job for full-time gig work



Desire for more flexible schedules

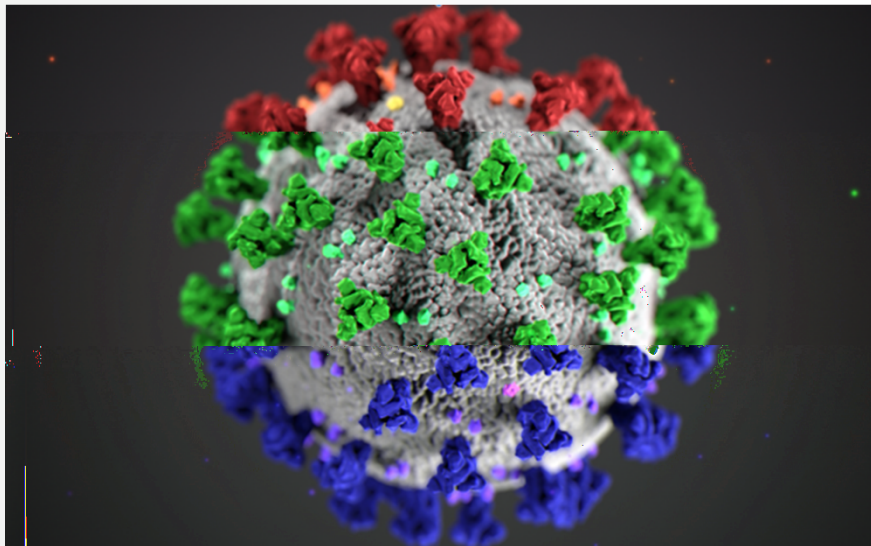
Greater independence

- Entrepreneurship: 2/3 of Gen Z indicate intention to start their own business
- Almost half of Gen Z have numerous side hustles, more than any other generation
- Brand loyalty dependent on value alignment
- Respond to individual communication efforts instead of being spoken to as a group

Sources: Gen Z and the Gig Economy: It's time to gig in or get out; Workforce Institute; 2019

Microsoft finds Gen Z is redefining the idea of work hustle in and outside the office; CNBC; 2022

Many consequences . . .



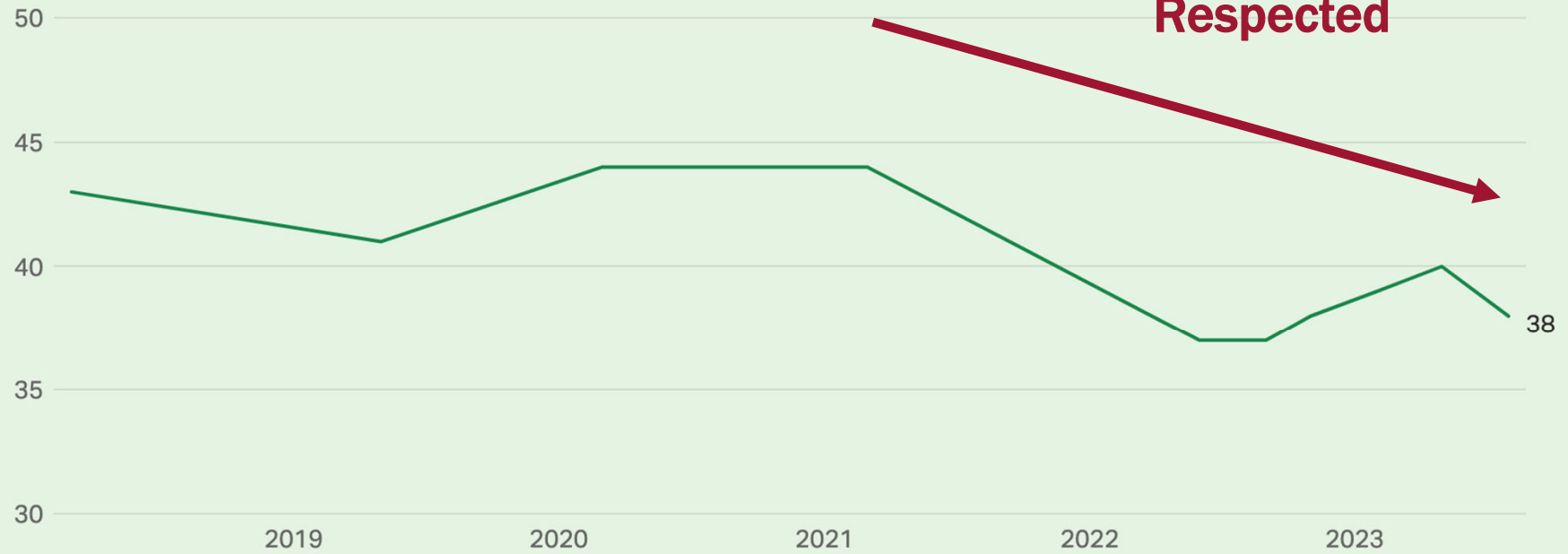
**Act My
Wage**



4 in 10 U.S. Employees Feel Respected at Work

At work, I am treated with respect.

— % Strongly agree



**Employees
Not Feeling
Respected**

38

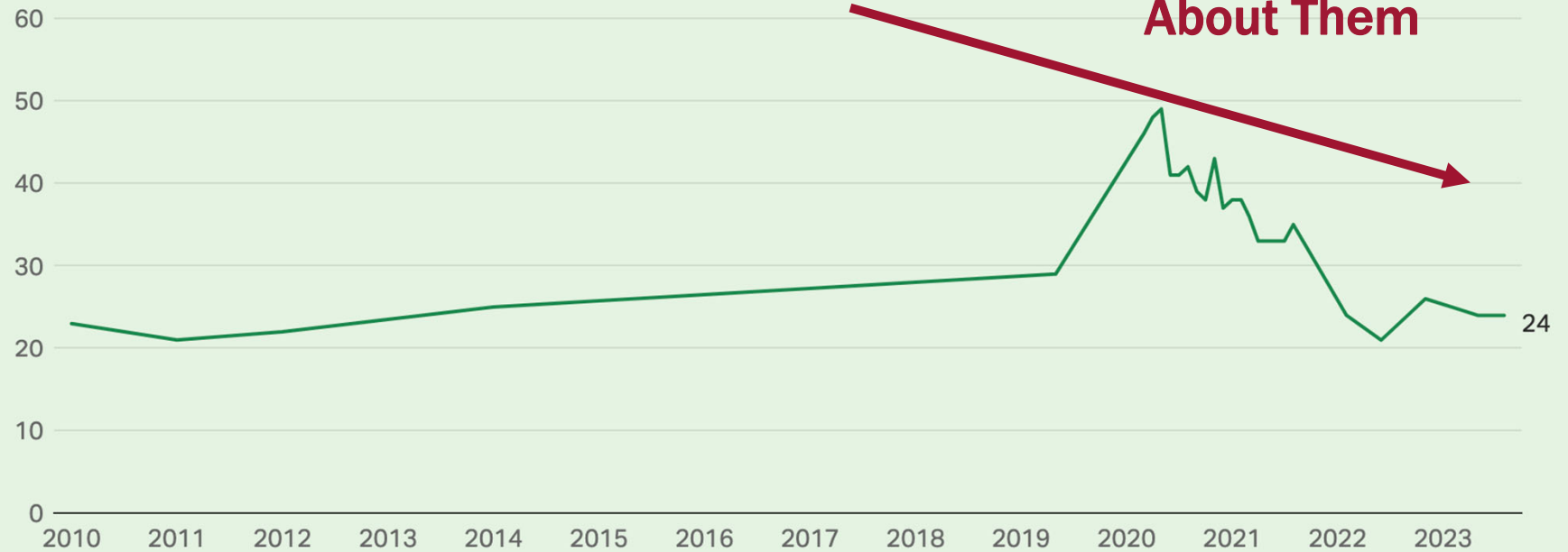
[Get the data](#) • [Download image](#)

GALLUP

U.S. Employee Perceptions of Organization Caring About Their Wellbeing

My organization cares about my overall wellbeing.

— % Strongly agree

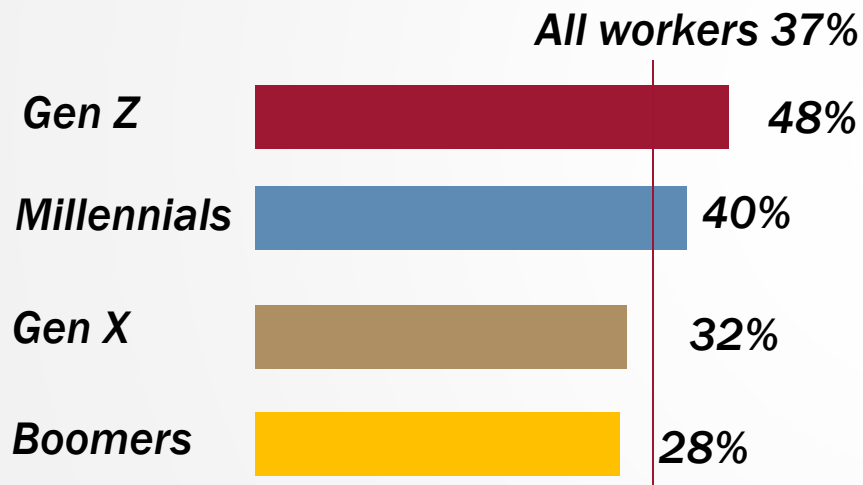


Get the data • Download image

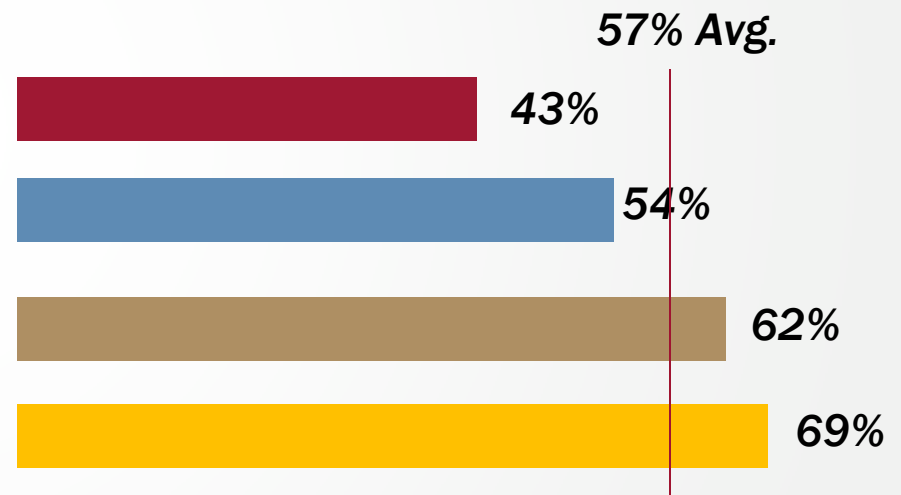
GALLUP

Attitude at Work is Focused Primarily . . .

Just Getting the job done



Going above and beyond



Source: Prudential Survey Oct. 2022

**Employers
Responding**



“Culture Eats Strategy”

A Connection to Culture Drives Professional and Personal Results

Those who strongly agree with “I feel connected to my organization’s culture” are:

3.7x

as likely
to be engaged at work

5.2x

as likely
to strongly agree they would
recommend their organization
as a great place to work

68%

less likely
to feel burned out at work very
often or always

55%

less likely
to be watching for job
opportunities or actively looking
for another job

GALLUP®

Micron Example of Better Connecting . . .

The screenshot shows the Micron website homepage with a dark background and geometric patterns. At the top, there is a navigation bar with 'MENU', 'DESIGN TOOLS', the Micron logo, a search icon, a globe icon, and 'SIGN IN'. The main headline reads 'AI data centers. Unboxed. Unlimited.' Below this is a sub-headline: 'Learn how Micron accelerates data centers with AI memory and storage solutions.' A prominent 'UNBOX NOW' button is centered. The bottom section features three product highlights: 1. 'DATA CENTER SSD' with 'Micron 9550: World's fastest data center SSD' and a link 'Learn about 9550 SSD →'. 2. 'HIGH-BANDWIDTH MEMORY' with 'Production-capable Micron HBM3E 12-high 36GB cube now available'. 3. 'SSD' with 'Micron enable: first PCIe® Gen6 SSD for ecosystem' and a link 'View Gen6 Blog →'. A small green circular icon is in the bottom left corner.

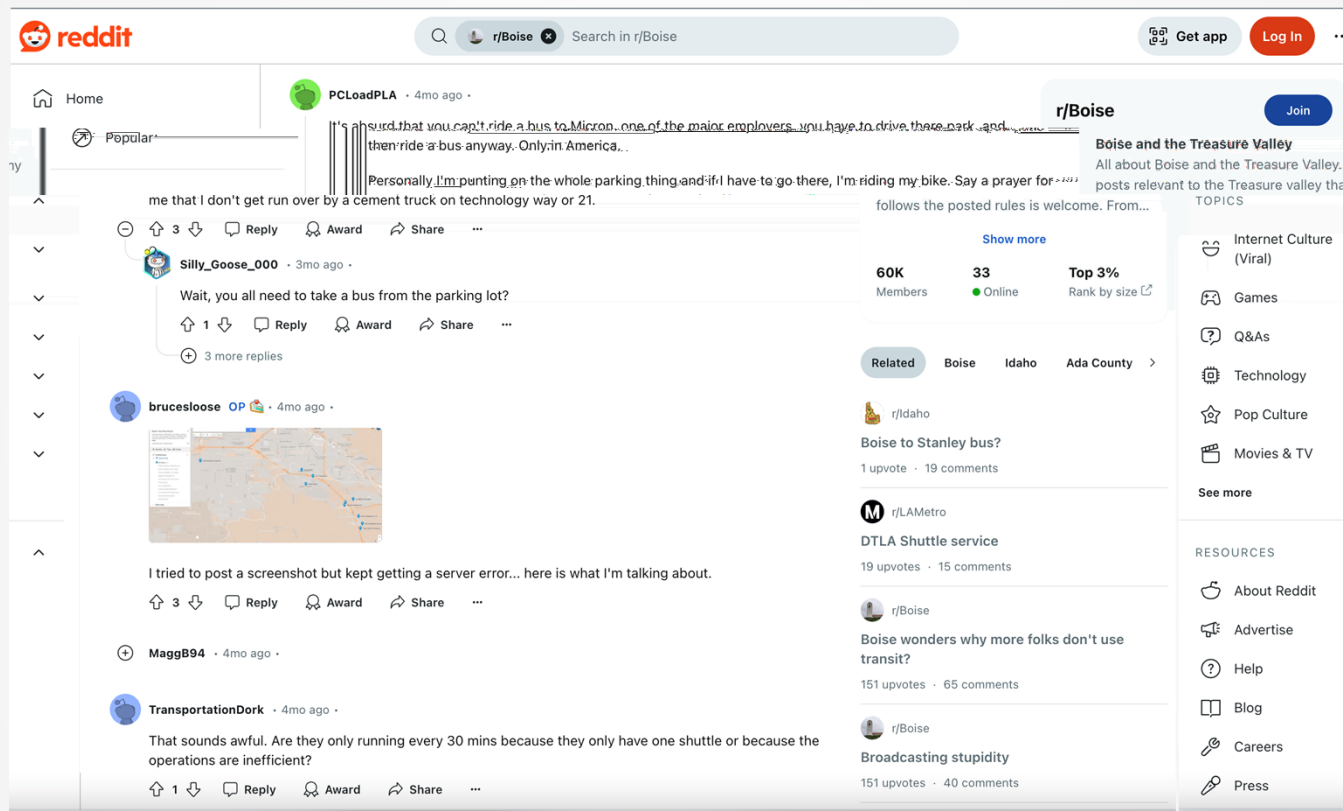
- Today - 6,000 to 7,000 people in Idaho, primarily at its headquarters in Boise.
- Next up - \$15 Billion – the Largest private investment in Idaho
- First memory lab in US in 20 years
- Creating over 17,000 new Idaho jobs, including 2,000 Micron direct jobs.



May 2023: Mircon Opens Childcare Center



What's Next: Micron employees weigh in on lack of transit service to Mircon



Regional Pass Program

Discounted bus passes for groups

Valley Regional Transit's regional pass program provides annual passes for businesses, groups, residential complexes, and human service agencies. The program provides discounted universal/intercounty bus passes, valid at any time on all buses.

The regional pass program is great for your employees, the environment, and your bottom line. Providing employees with free or low-cost access to transit services lets them get around town without having to drive alone, which alleviates traffic around your community, reduces the need for parking, and creates a more sustainable community.

Your group will receive big savings on annual passes. When compared to buying fares at full price, you'll receive up to a 98% discount on passes. The maximum annual price for an annual pass is less than the monthly price of a regular pass with equal service (currently \$90 for an adult).

To learn more, please email citygoboise@ridevrt.org, or call 208-258-2750.

Employee Pass Program

100+ Employees - \$6/person

30-100 Employees - \$12/person

1-29 Employees - \$330

Around Boise

Think Again:
What are the
Feeder
Markets for
Idaho's
Largest
Employers?

1	Albertsons Companies	Boise	325,000	jobs
2	Albertsons	Boise	325,000	jobs
3	Micron Technology	Boise	49,000	jobs
4	AMI Semiconductor	Pocatello	36,000	jobs
5	St. Luke's Health System	Boise	30,000	jobs
6	Washington Group International	Boise	20,000	jobs
7	Winco Holdings, Inc.	Boise	20,000	jobs
8	Forest Products Holdings LLC	Boise	10,191	jobs
9	J.R. Simplot	Boise	10,002	jobs
10	Forsta	Boise	7,500	jobs
11	Norco	Boise	7,500	jobs



Think Again:
What are the
Feeder
Markets for
Idaho's
Largest
Employers?

Outside of Boise

1. **Idaho National Laboratory (INL)**

- Location: Idaho Falls
- Size: ~5,000 employees

2. **Melaleuca**

- Location: Idaho Falls
- Size: ~2,000 employees

3. **St. Luke's Magic Valley Medical Center**

- Location: Twin Falls
- Size: ~2,000 employees

4. **Clearwater Paper Corporation**

- Location: Lewiston
- Size: ~1,300 employees

5. **Lamb Weston**

- Location: American Falls / Twin Falls
- Size: ~1,000 employees

6.

6. **Simplot**

- Location: Caldwell
- Size: Several hundred employees

7. **Chobani**

- Location: Twin Falls
- Size: ~1,000 employees

8. **Northwest Nazarene University**

- Location: Nampa
- Size: ~500 employees

9. **College of Southern Idaho**

- Location: Twin Falls
- Size: ~500 employees

10. **McCain Foods**

- Location: Burley
- Size: Several hundred employees

IMPLICATION FOR PUBLIC TRANSIT

**Look at Transit As a Growing
Way To Support Employers'
Workforce Recruitment and
Retention Efforts**

Workers:
Provides Access
to Jobs

Provides Access
to Healthcare

Enables Social
Connections

Employers:
Supports Worker
Attraction and
Retention

Positioning Transit : **What's The Right Transit** **Message for Idaho** **(Right Now)?**

Helps Protect
the Environment

Provides Access to
Educational Opportunities

Supports Smart Growth
- Transit-oriented Dev.

Supports Retail Economy-
Access to Shopping / Eating Out

Supports Access to
Recreation and Tourism



8

Growing Importance of A Livable Place

S.I.R. Research

When you think about a city as a place you'd really want to live, how important are each of the following to you?

Safety, variety of employment, quality and affordability of housing top the list

BASICS

	RALEIGH NC	WASH. DC	CHARLOTTE NC	AUSTIN TX	ATLANTA GA	Denver CO
Is safe	89%	87%	86%	91%	81%	90%
Has a variety of employment options	90%	82%	83%	85%	82%	87%
Quality <u>and</u> affordability of housing options	92%	83%	87%	87%	83%	83%
Offers outdoor recreation options	71%	60%	71%	77%	71%	76%
Offers a great food scene	76%	75%	78%	85%	77%	75%
Embraces creativity	59%	55%	58%	69%	59%	64%
Embraces innovation	70%	58%	61%	69%	60%	64%
Is near the mountains	28%	24%	40%	17%	30%	64%
Has access to water	59%	54%	64%	65%	54%	63%
Is bike-able/walkable	46%	50%	41%	43%	44%	61%
Has easy public transportation	42%	66%	40%	47%	46%	60%
Embraces small business/start-ups/entrepreneurship	54%	48%	60%	61%	54%	57%
Higher education options	76%	60%	60%	73%	62%	57%
Is diverse	60%	63%	55%	69%	55%	55%
Urban living environment	47%	59%	51%	60%	46%	53%
Offers an active music scene	51%	36%	46%	53%	49%	49%
Offers an active arts scene	42%	38%	44%	43%	42%	46%
Has rich history	42%	47%	39%	41%	42%	42%

Q20. When you think about a city as a place you'd really want to live, how important are each of the following to you?

Raleigh, NC
n = 198
Washington, DC
n = 199
Charlotte, NC
n = 200
Austin, TX
n = 194
Atlanta, GA
n = 204
Denver, CO
n = 195



Placemaking Attributes

PLACEMAKING

	RALEIGH NC	WASH. DC	CHARLOTTE NC	AUSTIN TX	ATLANTA GA	Denver CO
Is safe	89%	87%	86%	91%	81%	90%
Has a variety of employment options	90%	82%	83%	85%	82%	87%
Quality <u>and</u> affordability of housing options	92%	83%	87%	87%	83%	83%
Offers outdoor recreation options	71%	60%	71%	77%	71%	76%
Offers a great food scene	76%	75%	78%	85%	77%	75%
Embraces creativity	59%	55%	58%	69%	59%	64%
Embraces innovation	70%	58%	61%	69%	60%	64%
Is near the mountains	28%	24%	40%	17%	30%	64%
Has access to water	59%	54%	64%	65%	54%	63%
Is bike-able/walkable	46%	50%	41%	43%	44%	61%
Has easy public transportation	42%	66%	40%	47%	46%	60%
Embraces small business/start-ups/entrepreneurship	54%	48%	60%	61%	54%	57%
Higher education options	76%	60%	60%	73%	62%	57%
Is diverse	60%	63%	55%	69%	55%	55%
Urban living environment	47%	59%	51%	60%	46%	53%
Offers an active music scene	51%	36%	46%	53%	49%	49%
Offers an active arts scene	42%	38%	44%	43%	42%	46%
Has rich history	42%	47%	39%	41%	42%	42%

Raleigh, NC
n = 198
Washington, DC
n = 199
Charlotte, NC
n = 200
Austin, TX
n = 194
Atlanta, GA
n = 204
Denver, CO
n = 195

Q20. When you think about a city as a place you'd really want to live, how important are each of the following to you?



Top desires for “ideal” neighborhood 15-Minute Activity Center

Percent saying “4” or “5”

Having access to stores, restaurants,
and services close to my home (within
about 15 minutes)



81%

I would love to live within 15
minutes commute of my work
and/or my school.

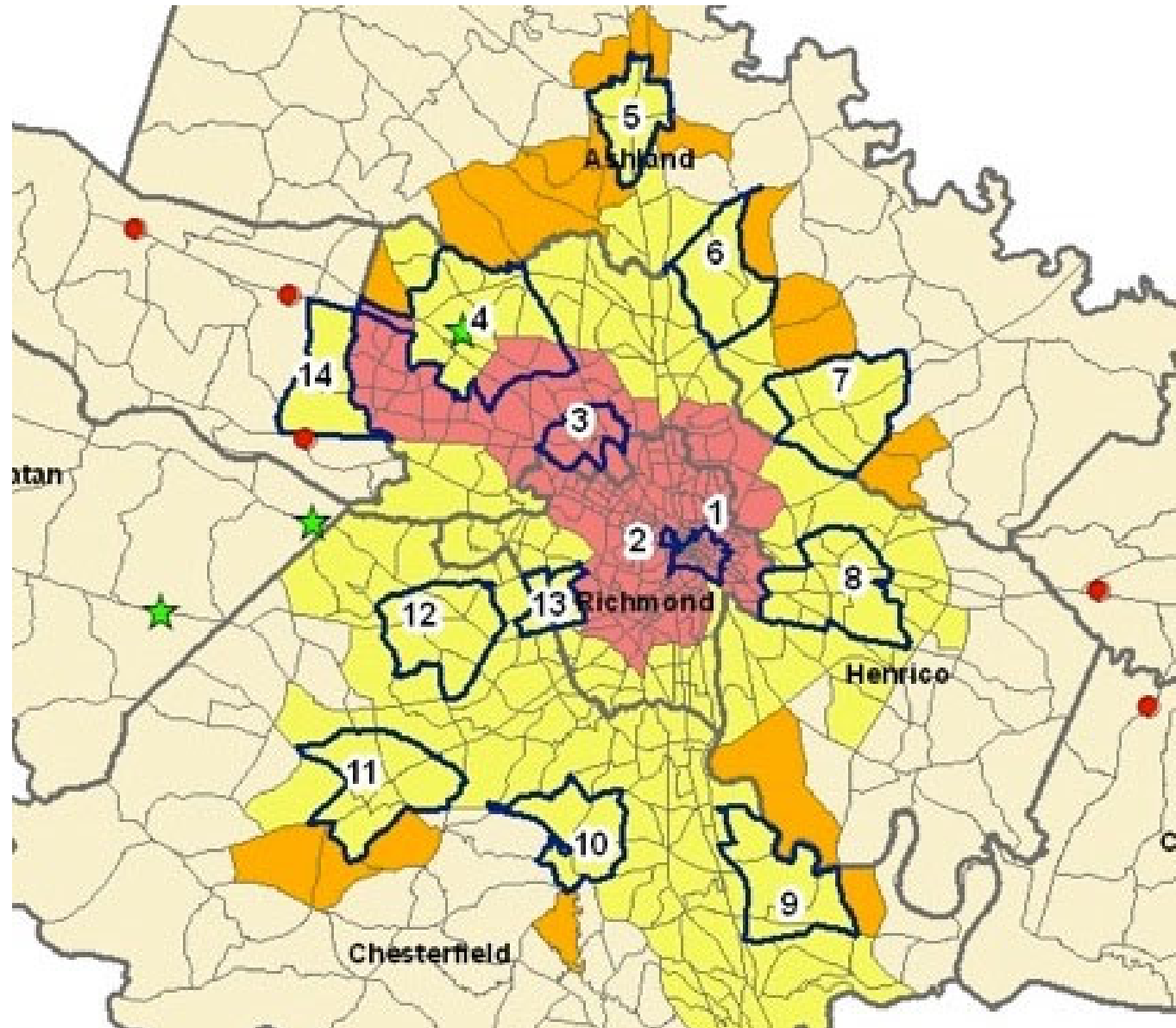


64%

Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood?
Please use a scale of 1 to 5, where “1” means “completely disagree” and “5” means “completely agree.”

Cities and
Regions Are
Becoming
Villages or
“Activity Centers”

“15-minute
communities”



Flexible-route, on-demand AV Mini Micro-transit



CGTN

3

NOUS SOUSCRIPTION



BYANTROBEC

DARESAY

inovia

DOLLAR STORE

Omicron

VICTORIA TOWER



Secalt



Luxembourg



Connecting Activity Centers and Regions

Today:

Micro-transit
with flexible-
route, on-
demand

Tomorrow:

Large Autonomous Vehicle Robo-buses



Workers:
Provides Access
to Jobs

Provides Access
to Healthcare

Enables Social
Connections

Employers:
Supports Worker
Attraction and
Retention

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3 Topics

- 1 Studying Future: 5 Rules To Follow
- 2 Mapping The Trends Shaping the Future of Transit
- 3 What To Do Next

**You Have a Big
Problem:
No Funding**

**Table 4-3. Federal Formula and State Funding for Public Transit by Select Years
(in Millions \$)**

State	FY2018		FY2019		FY2020		FY2021		FY2022	
	Federal Formula \$	State \$	Federal Formula \$	State \$	Federal Formula \$	State \$	Federal Formula \$	State \$	Federal Formula \$	State \$
Alabama	\$64.07	\$0.00	\$62.18	\$0.00	\$77.76	\$0.00	\$65.55	\$0.00	\$76.38	\$0.00
Alaska	\$63.77	\$181.18	\$60.52	\$137.45	\$74.06	\$93.39	\$56.94	\$107.16	\$77.43	\$64.19
Arizona	\$132.55	\$11.65	\$132.08	\$11.54	\$160.89	\$11.26	\$135.64	\$11.76	\$176.05	\$11.28
Arkansas	\$38.37	\$3.53	\$36.64	\$3.58	\$37.26	\$3.69	\$43.01	\$3.49	\$46.61	\$3.37
California	\$1,499.14	\$2,635.08	\$1,464.46	\$3,522.04	\$1,497.86	\$3,676.09	\$1,466.94	\$4,210.46	\$1,970.07	\$4,676.37
Colorado	\$148.11	\$15.00	\$134.66	\$66.90	\$168.19	\$72.00	\$143.24	\$77.00	\$181.57	\$77.00
Connecticut	\$196.59	\$651.48	\$189.81	\$690.50	\$195.62	\$708.35	\$211.79	\$686.95	\$250.39	\$684.84
Delaware	\$31.56	\$102.18	\$31.59	\$109.00	\$31.74	\$117.73	\$37.89	\$129.71	\$35.22	\$144.48
District of Col.	\$222.81	\$564.61	\$213.22	\$614.28	\$219.75	\$878.99	\$208.24	\$882.12	\$311.72	\$895.45
Florida	\$415.48	\$375.81	\$406.30	\$332.18	\$456.23	\$396.92	\$409.12	\$214.28	\$531.33	\$253.87
Georgia	\$215.33	\$16.00	\$213.58	\$15.18	\$232.56	\$15.70	\$215.77	\$16.03	\$283.02	\$29.62
Hawaii	\$47.04	\$0.00	\$47.15	\$0.00	\$69.93	\$0.00	\$53.03	\$0.00	\$61.10	\$0.00
Idaho	\$28.82	\$0.31	\$32.26	\$0.31	\$34.33	\$0.31	\$32.53	\$0.31	\$37.22	\$0.31
Illinois	\$650.11	\$2,302.78	\$632.43	\$2,195.91	\$661.66	\$1,353.87	\$626.77	\$788.97	\$853.67	\$2,140.34
Indiana	\$101.63	\$65.29	\$98.23	\$98.23	\$66.42	\$106.07	\$67.94	\$106.04	\$62.36	\$128.92
Iowa	\$52.59	\$15.93	\$46.92	\$16.23	\$82.89	\$17.37	\$49.69	\$18.23	\$60.36	\$20.01
Kansas	\$40.96	\$11.00	\$41.07	\$11.00	\$63.20	\$11.00	\$43.03	\$11.00	\$49.32	\$11.00
Kentucky	\$66.48	\$1.85	\$61.47	\$1.57	\$83.80	\$1.35	\$62.70	\$1.40	\$75.39	\$11.04
Louisiana	\$76.35	\$4.96	\$72.58	\$4.96	\$100.58	\$4.96	\$76.66	\$4.96	\$91.37	\$4.96
Maine	\$42.43	\$1.54	\$35.68	\$1.53	\$49.09	\$14.73	\$37.75	\$20.62	\$47.58	\$28.12
Maryland	\$274.12	\$1,032.13	\$273.14	\$1,033.94	\$279.85	\$813.64	\$275.72	\$904.80	\$350.60	\$1,078.71
Massachusetts	\$408.23	\$2,105.38	\$405.05	\$2,127.87	\$408.63	\$2,333.72	\$405.07	\$3,500.35	\$537.38	\$3,970.44
Michigan	\$173.65	\$307.19	\$152.04	\$312.53	\$199.90	\$301.86	\$160.61	\$303.99	\$198.76	\$314.45
Minnesota	\$136.57	\$493.70	\$127.33	\$530.00	\$137.84	\$583.09	\$129.99	\$547.13	\$166.59	\$590.94
Mississippi	\$34.20	\$1.60	\$33.86	\$1.65	\$52.09	\$1.92	\$36.58	\$1.76	\$42.07	\$1.68
Missouri	\$113.78	\$1.71	\$110.05	\$1.71	\$123.60	\$1.71	\$106.93	\$1.71	\$141.65	\$1.71
Montana	\$29.13	\$0.83	\$24.25	\$1.14	\$30.04	\$1.48	\$28.46	\$1.58	\$31.16	\$1.28
Nebraska	\$34.81	\$6.30	\$31.65	\$6.30	\$50.29	\$6.30	\$31.64	\$6.30	\$37.04	\$6.30
Nevada	\$69.00	\$0.00	\$71.75	\$0.00	\$85.89	\$0.00	\$76.68	\$0.00	\$89.71	\$0.00
New Hampshire	\$21.22	\$1.35	\$19.65	\$0.83	\$20.90	\$0.82	\$19.48	\$0.46	\$24.35	\$0.33
New Jersey	\$664.59	\$389.47	\$658.31	\$543.10	\$691.51	\$368.64	\$651.79	\$1,034.72	\$834.56	\$889.11
New Mexico	\$67.09	\$5.70	\$59.15	\$6.60	\$70.19	\$6.60	\$61.70	\$6.60	\$73.53	\$6.60
New York	\$1,628.84	\$5,222.19	\$1,594.72	\$5,529.80	\$1,571.86	\$5,965.48	\$1,539.97	\$7,017.44	\$2,162.21	\$6,037.41
North Carolina	\$142.86	\$93.94	\$135.21	\$93.94	\$173.89	\$91.65	\$141.27	\$178.82	\$176.61	\$68.20
North Dakota	\$20.54	\$3.83	\$18.03	\$4.07	\$32.86	\$4.26	\$17.28	\$4.15	\$21.57	\$4.15
Ohio	\$206.98	\$6.50	\$203.06	\$6.50	\$217.21	\$70.00	\$198.01	\$70.00	\$259.29	\$37.00
Oklahoma	\$58.14	\$5.75	\$56.53	\$5.75	\$74.28	\$5.75	\$55.02	\$5.75	\$67.25	\$5.75
Oregon	\$120.66	\$29.16	\$121.17	\$62.97	\$129.56	\$125.32	\$121.39	\$147.25	\$153.02	\$153.55
Pennsylvania	\$469.37	\$1,690.00	\$458.57	\$1,753.69	\$465.78	\$1,729.02	\$445.64	\$1,697.18	\$617.48	\$1,772.02
Rhode Island	\$45.89	\$58.44	\$42.72	\$64.91	\$66.02	\$63.38	\$48.02	\$52.45	\$55.93	\$54.55
South Carolina	\$65.91	\$6.00	\$57.06	\$5.50	\$74.53	\$5.00	\$59.16	\$5.00	\$71.28	\$6.00
South Dakota	\$18.66	\$1.00	\$19.11	\$1.05	\$21.48	\$1.05	\$19.72	\$1.05	\$24.04	\$1.05
Tennessee	\$104.09	\$56.04	\$98.69	\$59.09	\$114.23	\$69.77	\$100.83	\$61.07	\$124.18	\$63.98
Texas	\$491.69	\$34.99	\$479.92	\$34.99	\$536.78	\$37.42	\$503.47	\$37.27	\$647.28	\$37.21
Utah	\$98.09	\$0.00	\$92.16	\$4.24	\$111.67	\$6.37	\$97.17	\$13.49	\$126.42	\$427.38
Vermont	\$13.75	\$7.96	\$14.92	\$7.92	\$13.75	\$8.16	\$13.19	\$8.33	\$15.14	\$4.11
Virginia	\$177.93	\$454.23	\$181.65	\$591.36	\$185.25	\$600.58	\$190.29	\$598.24	\$232.42	\$659.46
Washington	\$290.52	\$107.00	\$278.81	\$114.12	\$320.20	\$117.35	\$284.05	\$113.44	\$369.54	\$150.93
West Virginia	\$28.34	\$2.26	\$29.04	\$2.26	\$35.51	\$2.26	\$29.36	\$2.26	\$38.71	\$2.26

(continued on next page)

Idaho is the lowest state for State Funding supporting public transportation receiving \$312,000 per year.

Alabama, Hawaii, and Nevada are below you with no state funding for public transportation.



Go After the \$200 to \$300 million in Idaho's Strategic Initiative Funding.

First, Let's Acknowledge Today's Reality

- Little state money.
- No matching dollars to get real FTA funding.
- Very little political will for funding transit.
- Overall, there's "no tax increase" mindset.
- Supporting public transit viewed as human services and perhaps liberal by many.
- Idaho's transportation focus is on 100% on roads and bridges:
 - Car-centric attitudes and behaviors rule – build more roads to keep up with the growing mobility needs and demands.
- Statewide transit advocacy is not as strong as 13 years ago – at the peak of Community Transit Association of Idaho's work.

1

Build An Effective Transit Coalition

Recruit One or Two Key Legislative Leaders

**Join 49 Agencies
Together As One Voice
– Think BIG.**

Open Plains Transit - Nebraska, Panhandle

OPEN PLAINS
TRANSIT

[HOME](#) [SERVICES](#) [FARES](#) [CONNECTIONS](#) [TITLE VI](#) [HOW YOU CAN HELP](#)

CONNECTING COMMUNITIES IN WESTERN NEBRASKA

Photo Courtesy of Dan Luedert, Nebraska Department of Transportation

Welcome to Open Plains Transit

Open Plains Transit (formerly known as Panhandle Trails) provides demand-response transit along with intercity bus service in the Nebraska Panhandle. We are operated by Senior Services, Inc., which is a 501(c)3 non-profit organization based in Alliance, Nebraska. We have over 43 years of experience in the public transportation industry. We are funded through Federal and State funds that are allocated through the Nebraska Department of Transportation.

Be aware that **reservations and pre-payment are required** for all travel. You must make your reservation by 4:00 p.m. mountain time, Monday through Friday, at least

Think Beyond Borders

Our bus schedules are aligned with other service providers in **adjacent areas** so that individuals can easily travel to various **communities in the Panhandle and across the state.**

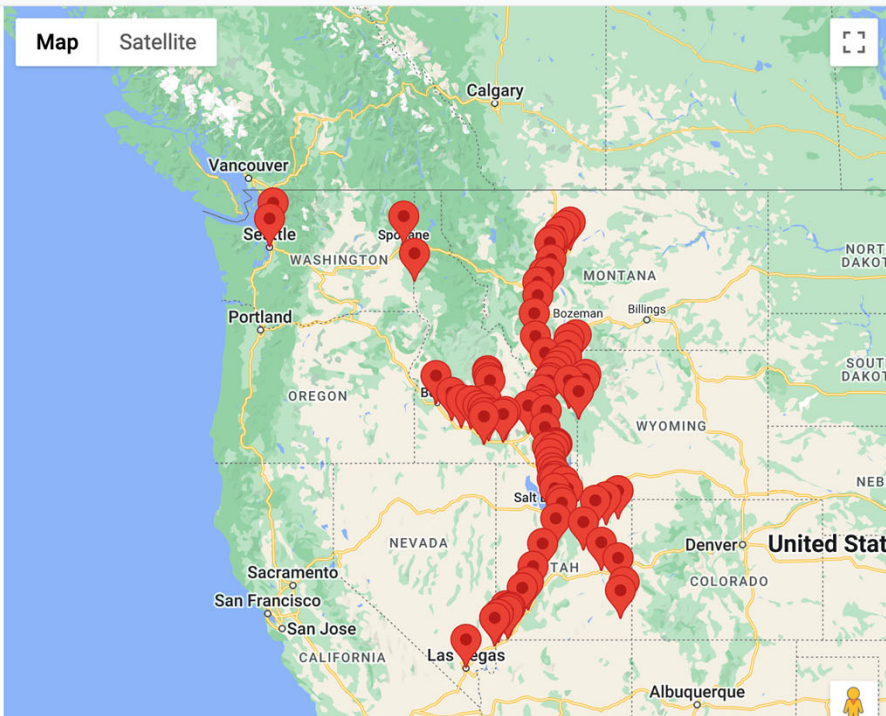


These services also provide **access** to the **surrounding states** of Wyoming, South Dakota, Iowa, and Colorado and extend to Illinois, Missouri, Montana, New Mexico, and Texas.



This in turn allows access to the rest of the **United States** and, indeed, the **rest of the world.**

ROUTE MAP



Serving Mid-West Travelers

Our routes have grown to provide [charter](#) and scheduled service for travelers throughout Nevada, Utah, Idaho, Montana and Wyoming.

With an over 20 year track record of reliable and safe shuttle service, our goal of getting you to your destination throughout the mid-west remains unchanged. Browse our available destinations and discover new ones to explore!

Provides Transit Services Through Intergovernmental Agreements Throughout District 5

The screenshot shows the Pocatello Regional Transit (PRT) website. At the top left is the PRT logo with the text 'Pocatello Regional Transit'. To the right, it says 'PROUDLY SERVING FOR OVER 50 YEARS' and '208-234-A-BUS (2287)'. A navigation menu includes 'HOME', 'BUS SERVICES', 'RIDER TOOLS', 'GENERAL', 'CUSTOMER SERVICE', 'ABOUT', and 'SEARCH'. The main content area features a dark blue background with the text 'DOOR-TO-DOOR SERVICES' in large white letters. Below this, a paragraph states: 'The Transit system is operated by the City of Pocatello and provides urban and rural services through Intergovernmental Agreements with county and municipal governments throughout Idaho Transportation District #5.' A green button labeled 'DOOR-TO-DOOR' is positioned below the text. On the right side of the main content area is a photograph of a white and blue PRT bus with its front door open. The bus has '956-19' on its side and 'PUBLIC TRANSIT' on the front. Navigation arrows are visible at the bottom right of the image.



2

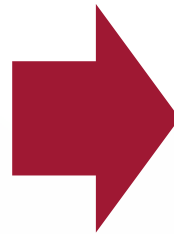
**Prioritize A Focused
Pro-Transit Message That Will
Resonate: Sustaining Idaho's
Economic Growth**



Think Again - Mindset shift

From:

Getting People
From A to B for
Human Services



To:

Supporting
Idaho's
Economic
Success

Positioning Transit: What's The Right Transit Message for Idaho (Right Now)?

Workers:
Provides Access
to Jobs

Provides Access
to Healthcare

Enables Social
Connections

Employers:
Supports Worker
Attraction and
Retention

Helps Protect
the Environment

Provides Access to
Educational Opportunities

Supports Smart Growth
- Transit-oriented Dev.

Future Talent Pipeline

Supports Retail Economy -
Access to Shopping / Eating Out

Supports Access to
Recreation and Tourism

Create An Industry Plan: Start with a Strong Vision and Purpose Statements

Vision (our what): We want to achieve . . . *A modern network of transit agencies serving an increasing number of workers and jobs across Idaho.*

Purpose (our why): Because we believe . . . *Transit supports and sustains the Gem state's continued economic growth and resilience.*

Mission (our how): Therefore we....(do this...)

Values: This is how we operate in living our mission

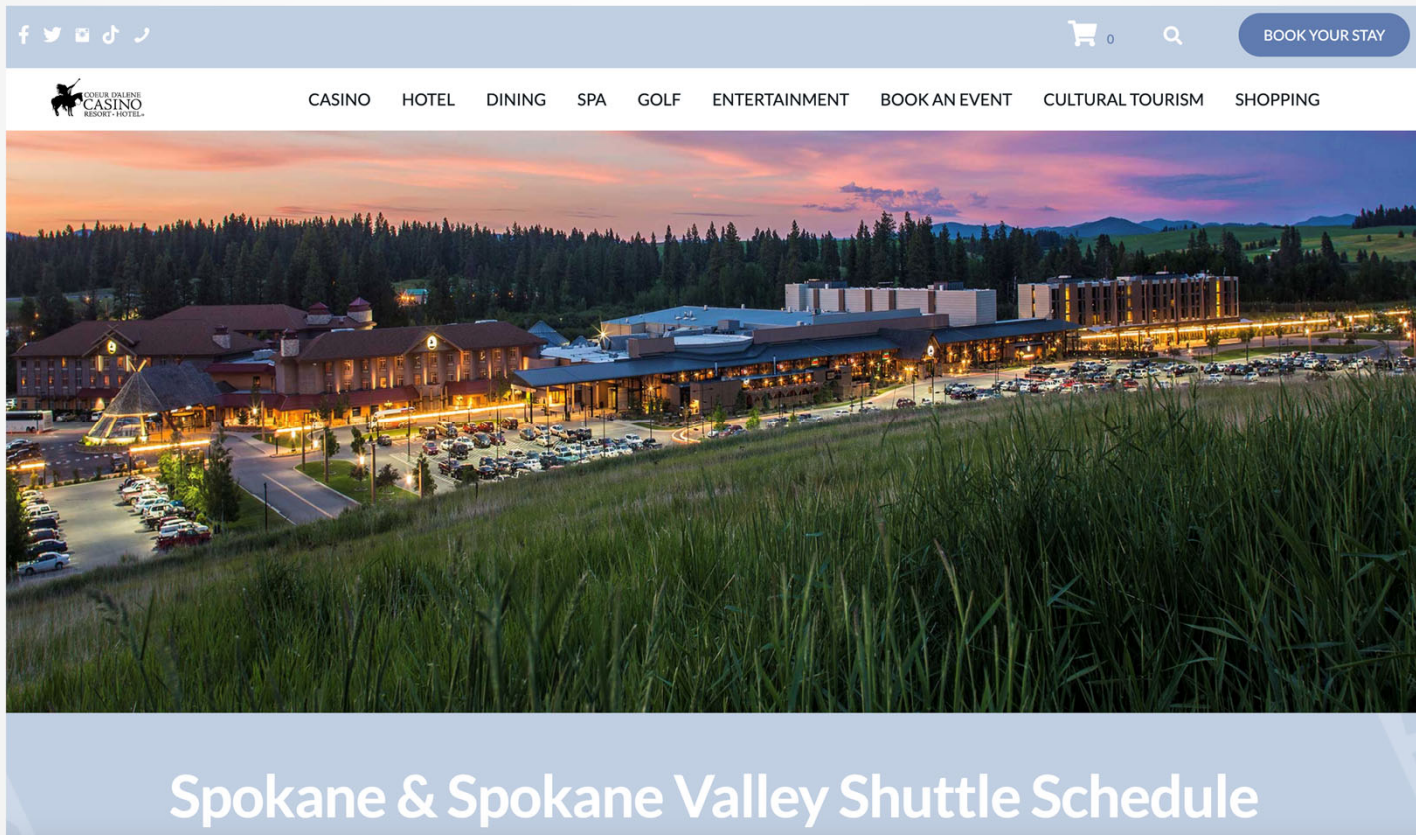
Build on Transit Playbook of Tribes in Northern Idaho

In northern Idaho, tribes such as the **Coeur d'Alene** and **Nez Perce** play an important role in supporting **economic development** and **job creation** through improvements in transportation infrastructure and transit services.



Transit connects rural and tribal communities to economic opportunities. Transportation improvements, including transit initiatives, are key to the tribes' broader goals of **sustaining economic growth**, **enhancing tourism**, and **providing access to jobs** for tribal members and surrounding communities.

Include Tourism Industry Impact and Growth



3

**Get The Facts
on Your Collective Impact
Today and Promise for
Tomorrow**

Conduct a Statewide Rider Survey

- Well-coordinated effort across all agencies
- Same time-period, most of the same questions
- Quantify who rides and why - to support an econ. impact argument

Transit supports and sustains the Gem state's continued economic growth and resilience.

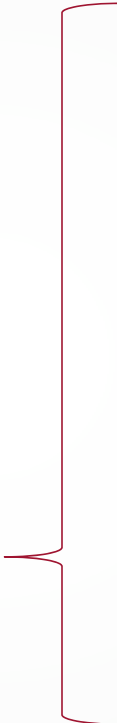
Include Everyone

S.I.R. Example: Chesterfield County Transit Study

- Lower income residents living in trailer courts, public-subsidized housing, and single-family homes.
- A prevailing lack of trust in government.
- No experience where their input generates any assistance.

Broad Engagement

Reaching underserved residents

- Created surveys – multiple formats
 - Held meetings with business and human service providers and other organizations trusted by underserved community members
 - Flyers and printed surveys were distributed through social service organizations and public housing managers
- 
- Door hangers placed on homes by sheriff deputies
 - Geo-targeting social media
 - County website
 - Email lists
 - Provide an incentive for giving feedback, like a gift card or similar
 - Respect people's time and effort into giving feedback

All surveys, fliers, door hangers, ads, and website links, provided in both English and Spanish for maximum reach.



PRÉSTENOS SU VOZ.
COMPLETE NUESTRA
ENCUESTA DE TRÁNSITO
ANÓNIMA ANTES DEL
15 DE MARZO.
JEFFDAVISSURVEY.COM

**EL CONDADO DE
CHESTERFIELD QUIERE
SABER DE USTED.**

El Condado de Chesterfield está dirigiendo encuestas de tránsito de quienes viven, trabajan, y reciben servicios a lo largo del corredor de Jefferson Davis.

Nuestra esperanza es comprender mejor las necesidades y percepciones del transporte y el tránsito en el área para que podamos atender mejor esas necesidades en el futuro. Su voz importa.

Todas las respuestas permanecerán anónimas.

Los encuestados tienen la oportunidad de ganar una de 200 tarjetas de regalo Target por \$5. Complete la encuesta ahora en www.jeffdavisurvey.com



RESIDENTES Y VISITANTES FRECUENTES DE
JEFFERSON DAVIS HIGHWAY/RUTA 1



RESIDENTES Y VISITANTES FRECUENTES
DE JEFFERSON DAVIS HIGHWAY/RUTA 1

**QUEREMOS
SU OPINIÓN**

SI USTED VIVE, TRABAJA, COMPRA O VIAJA
REGULARMENTE EN JEFFERSON DAVIS HIGHWAY/RUTA 1
EN EL CONDADO DE CHESTERFIELD, QUEREMOS
ESCUCHAR SU OPINIÓN SOBRE TRANSPORTACIÓN
EN LA ZONA

WWW.JEFFDAVISSURVEY.COM

3,000+

Surveys completed by Chesterfield County residents, with feasibility results analyzed and reported to county commissioners. Data provided the basis of a county proposal that won state support for a new transit service.

4

Package Your Business Case

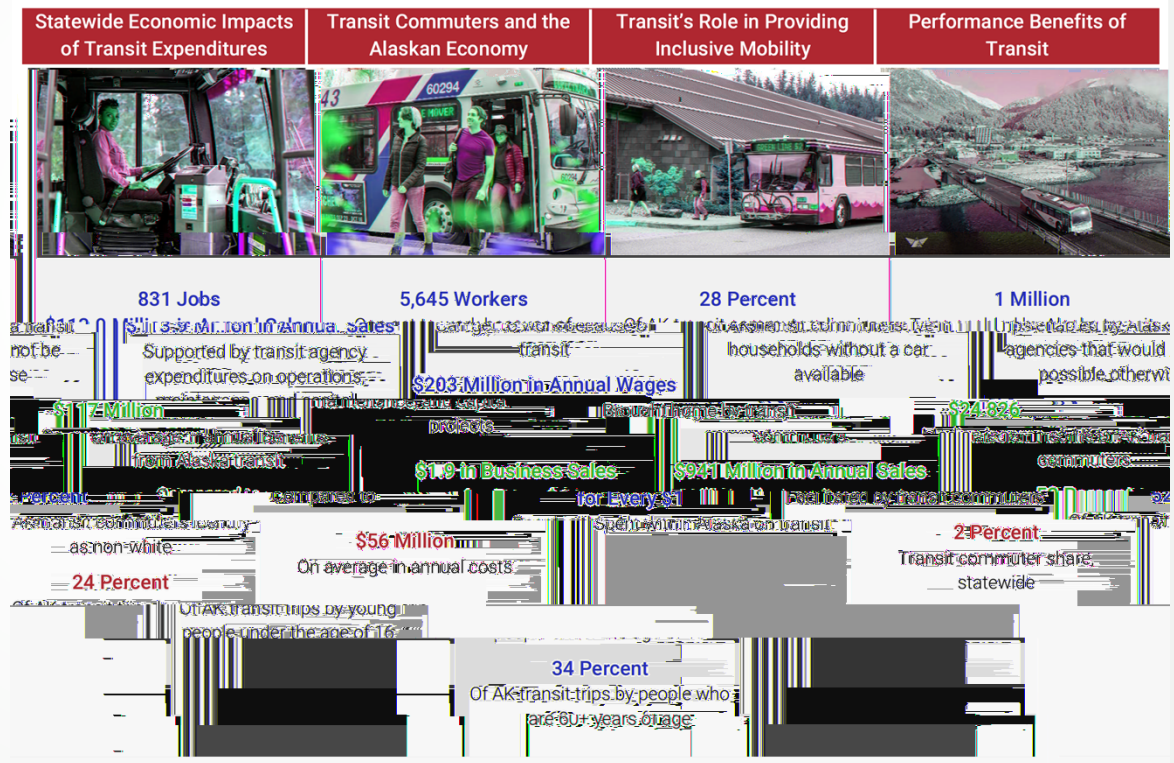
Go Beyond Just Numbers ... In One Study

The Economic Value of Public Transit in Alaska

Developed by EBP US, Inc.
for the Alaska Department of Transportation & Public Facilities
MAY 2022



EBP



**Create a comprehensive
advocacy campaign.
Two Examples . . .**

**How Could Two
Small Towns in
Southern Virginia get
Attention for
Transportation
Infrastructure
improvements?**



By Sharing a Bigger Story



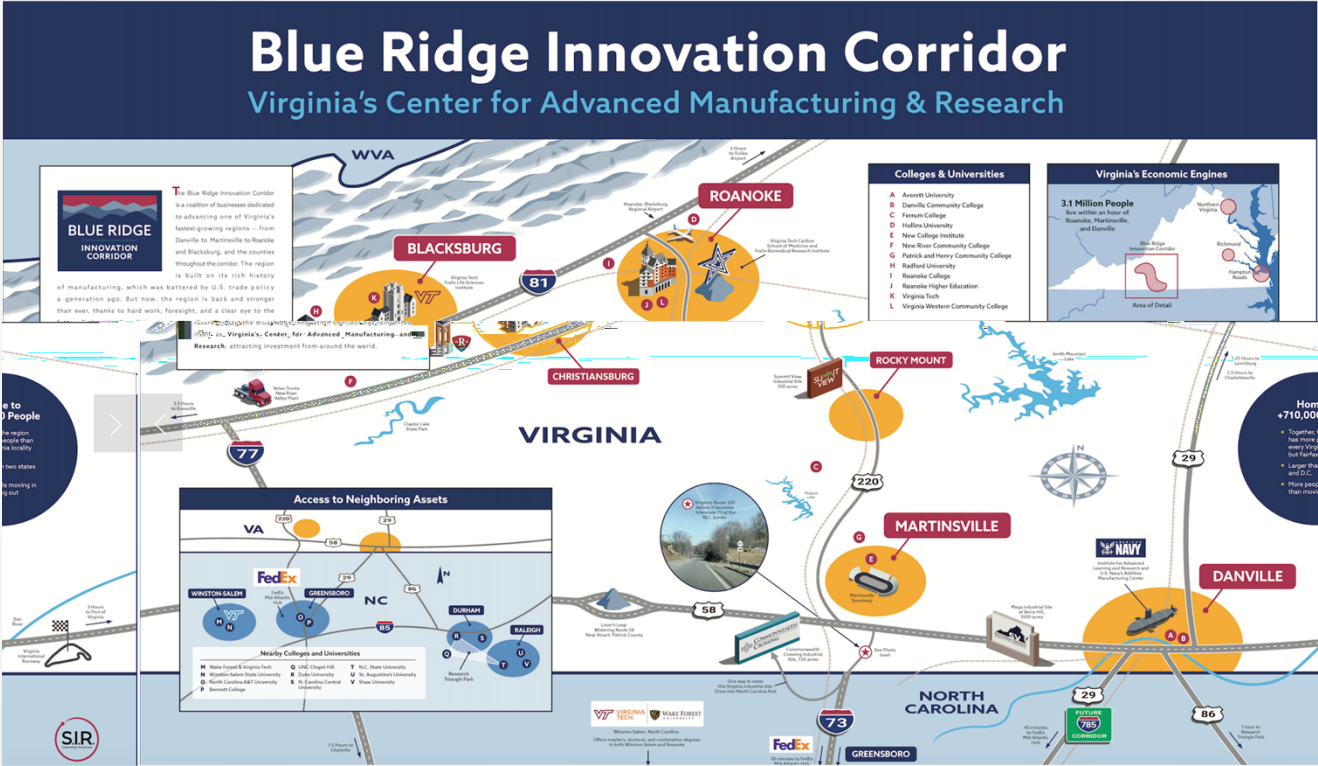
**BLUE RIDGE
INNOVATION
CORRIDOR**

**Virginia's Center for Advanced
Manufacturing & Research**

The Blue Ridge Innovation Corridor (BRIC) is a coalition of businesses dedicated to advancing Virginia's fastest-growing region— from Danville to Martinsville to Roanoke and Blacksburg, and the counties throughout the corridor. The region is built on its rich history of manufacturing, which was battered by U.S. trade policy a generation ago.

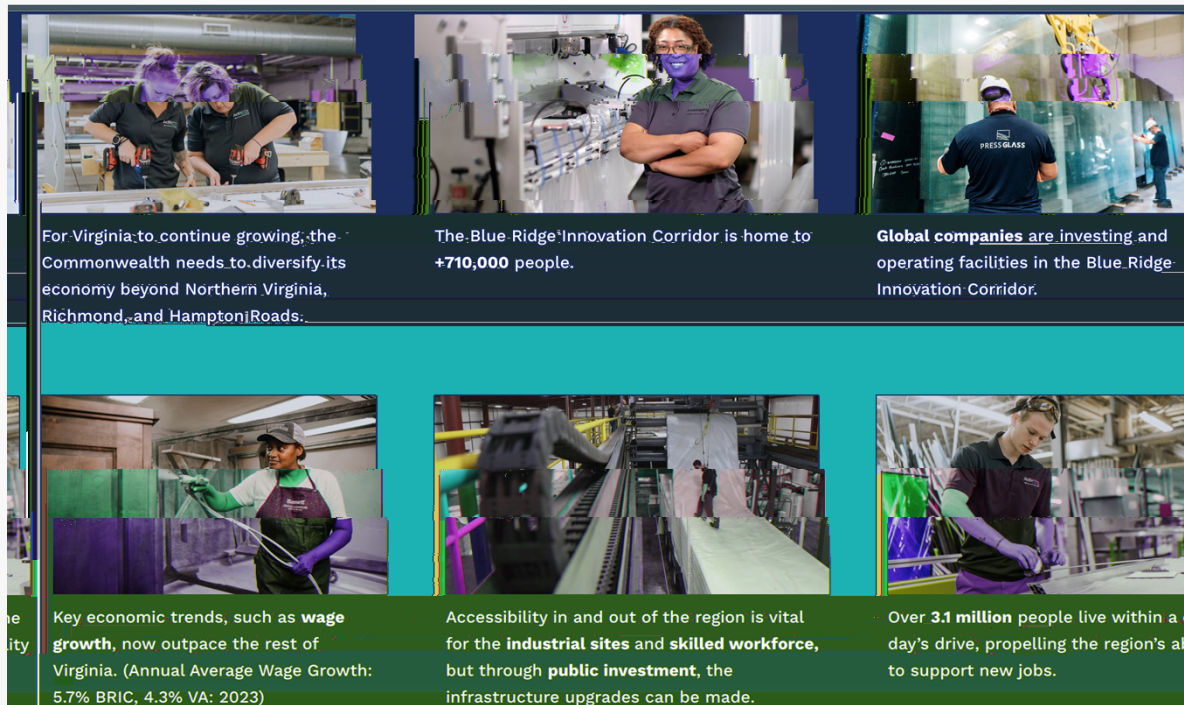
Now, the region is back and stronger than ever, thanks to hard work, foresight, and a clear eye to the future. Today, the Blue Ridge Innovation Corridor has reinvented itself as **Virginia's Center for Advanced Manufacturing and Research**, attracting investment from around the world.

Together the Larger Region Makes Up Virginia's Next Econ. Dev. Growth Engine



Create An Advocacy Campaign To Share the Story (with Facts)

For Virginia to Continue to Grow, the Commonwealth Needs to Diversify It's Economy Beyond Northern Va. And Richmond, and Hampton Roads



For Virginia to continue growing, the Commonwealth needs to diversify its economy beyond Northern Virginia, Richmond, and Hampton Roads.

The Blue Ridge Innovation Corridor is home to **+710,000** people.

Global companies are investing and operating facilities in the Blue Ridge Innovation Corridor.

Key economic trends, such as **wage growth**, now outpace the rest of Virginia. (Annual Average Wage Growth: 5.7% BRIC, 4.3% VA: 2023)

Accessibility in and out of the region is vital for the **industrial sites** and **skilled workforce**, but through **public investment**, the infrastructure upgrades can be made.

Over **3.1 million** people live within a one day's drive, propelling the region's ability to support new jobs.

Accessibility is key for the workforce to serve the industrial sites and expanding companies.

**How Can Two Cities
Get Recognized By
and Attract Global
Digital
Infrastructure
Investment?**



The World's Next Global Internet Hub Isn't a City but a Megaregion

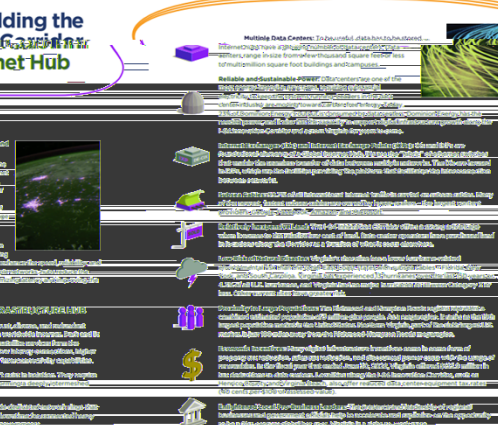
The Richmond Region to Hampton Roads, Virginia



How we are building the I-64 Innovation Corridor into a Global Internet Hub

What is a Global Internet Hub?

A Global Internet Hub is a place where digital infrastructure, talent, and investment converge to create a competitive advantage for a region. It is a place where the physical and digital worlds meet, and where innovation is born. The I-64 Innovation Corridor is a prime example of a Global Internet Hub in the making.



Why being a Global Internet Hub is important:

- 1. **Global connectivity:** A Global Internet Hub provides a central point of connection for a region, enabling it to compete globally.
- 2. **Talent attraction:** A Global Internet Hub attracts top talent from around the world, providing a competitive advantage for a region.
- 3. **Economic growth:** A Global Internet Hub stimulates economic growth by attracting investment and creating jobs.
- 4. **Innovation:** A Global Internet Hub fosters innovation by providing a platform for collaboration and knowledge sharing.
- 5. **Resilience:** A Global Internet Hub provides a level of resilience that is not possible in a single city, as it is spread across a larger geographic area.

Why It takes the Richmond region and Hampton Roads together to become a Global Internet Hub:

RVA757 Connects' Global Internet Hub Strategic Plan is a bold and innovative approach to harness a once-in-a-generation opportunity to transform the future of the Richmond region and Hampton Roads. Looking at the combined digital assets of both the Richmond region and Hampton Roads, it is easy to see why it nearly requires the digital infrastructure of both regions combined to become a Global Internet Hub.

Components of a Global Digital Infrastructure Hub:	RVA	757
1. High-speed fiber optic network	✓	✓
2. Data centers	✓	✓
3. Skilled workforce	✓	✓
4. Investment in digital infrastructure	✓	✓
5. Supportive regulatory environment	✓	✓
6. Access to venture capital	✓	✓

We are well on our way. Research from international digital infrastructure consultants The Geography and the Grid provides irrefutable evidence that the I-64 Innovation Corridor is an emerging Global Internet Hub. The I-64 Innovation Corridor also has gained a place on the international internet map. Since 2019, this corridor has experienced a 73% compound annual growth rate in international internet bandwidth, according to TrendForce. This statistic, paired with the enormous digital infrastructure investments already made here and the billions of dollars in existing and proposed data centers – leaves no doubt that the I-64 Innovation Corridor is well on its way to becoming a Global Internet Hub. This plan now puts goals, organizational structure, and clear interconnectivity in place to drive the global importance of our megaregion as a digital gateway and to realize the resulting benefits for our region. Becoming a Global Internet Hub will allow us to advance Richmond's Hampton Roads' economies in the first half of the 21st century than building Interstate 64 did for both regions in the second half of the 20th century!

Now is the time to think big, act boldly, and embrace urgency!

How we are building our Global Internet Hub:

RVA757 Connects, a nonprofit organization focused on advancing economic prosperity for everyone in the Richmond region (RVA) and Hampton Roads (757) region, identified the opportunity to accelerate the development of the I-64 Innovation Corridor's digital infrastructure. RVA757 Connects is comprised of a network of top leaders representing business, higher education, and community.

The organization established a Steering Committee with more than 60 experts from 10 different industry and business categories. The group hired two leading international digital infrastructure consultants – TrendForce and InterMedia – with the goal of developing a strategic vision and action framework capitalizing on the combined digital assets of the Richmond region and Hampton Roads. This initiative was made possible by a grant from GO Virginia and financial supporters from both markets: Dominion Energy, Henrico County, the City of Virginia Beach, the Hampton Roads Alliance, Old Dominion University, and the Dragonfly Group.



- #### Strategic Framework Recommendations:
1. **Establish a Global Internet Hub Industry Council.** Turn the Steering Committee into the Global Internet Hub Council to drive the implementation of the Strategic Plan.
 2. **Increase regional awareness.** The Council will design, launch, and sustain general outreach and education programs across the I-64 Innovation Corridor to increase awareness, support, and coordination of multiple stakeholders – business, government agencies, local and state-level elected officials, and community groups – to develop the region's digital infrastructure.

When

Milestones showing the momentum behind the digital infrastructure growth across the I-64 Innovation Corridor:



3. Increase global investor awareness.

Conduct international outreach to spread the word about the opportunities in the I-64 Innovation Corridor to attract additional digital infrastructure investments in data centers, terrestrial networks, 5G, and more international subsea cables.

4. Support the growth of robust local internet networks.

Promote the opportunities for additional investment in local terrestrial networks and routes connecting the region to other hub markets. Create an inventory of existing routes and share this resource with the industry and investors.

5. Attract additional international subsea cables.

The Council will work with Virginia Beach and the Hampton Roads Alliance to promote the availability of additional cable landing sites: diversified Cable Landing Stations, and work to advocate and promote no-anchor protection zones.

6. Support the growth of data centers.

Data centers are the engines of a digital economy. The AirBorne has created a data center space crunch. Now is the time to support data center growth in the I-64 Innovation Corridor, already home to 12 data centers and with more planned. The Council will support local and regional economic development organizations in investigating and packaging viable data center site locations. The Council also will work to repeal the 2025 sunset law for state tax incentives for data centers.

7. Encourage the growth of Internet Exchanges and Internet Exchange Points.

Internet Exchanges (IX) and Internet Exchange Points (IXP) are foundational elements of a successful Global Internet Hub. The Council will encourage the growth of IX and IXP in both the Richmond region and Hampton Roads. The Richmond region has one IX (on the DE-CIX network) in Henrico. Hampton Roads does not have any at this point, but it needs one.

8. Explore the potential of a network ring.

Local interconnectivity was a major factor of success for other regions in becoming a global interconnection point. The Council will support the completion of the regional fiber ring in Hampton Roads and help the Richmond region explore the need for a regional ring as well as a Corridor long loop.

9. Promote Dominion Energy's capacity to support digital infrastructure growth.

Domination Energy has the power and the capacity to support energy-intensive digital infrastructure growth. The Council will share this story to help support Northern Virginia while positioning the I-64 Innovation Corridor as the optimal place to expand data center presence.

10. Provide a growing tech-savvy workforce.

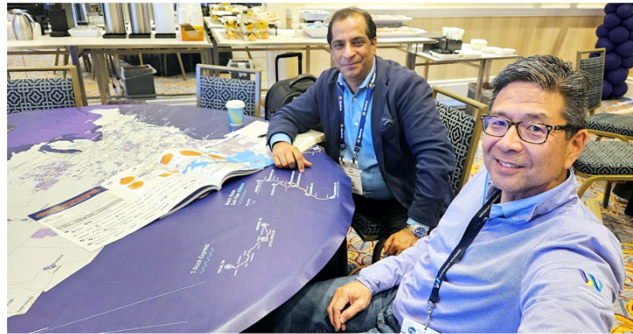
A robust and growing digital infrastructure requires tech talent. The Council will conduct a study in close coordination with existing workforce development organizations. This work will include inventorying the existing tech talent pipeline and future digital infrastructure education and training programs. The study will be completed by the end of 2023. For more information on the I-64 Innovation Corridor Strategic Plan, visit: www.GlobalInternetHub.org

The World's Next Global Internet Hub

These 10 strategic initiatives are being implemented as a complement and an integrated approach to accelerate development of the megaregion as home to high-paying jobs, 21st century commerce, and international recognition as one of the world's digital gateways.



John Nishimoto



"This will be a game-changer for the Richmond and Hampton Roads market. A very comprehensive and useful map for the entire region including the data centers and subsea cables."

Sr. Vice President
Products, Marketing, and Strategy



Jeff Uphues

"This is an incredible map with a lot of useful information and a clear demonstration of the power of public-private partnership."

Chief Executive Officer



Erick Contag

"In less than a decade, the I-64 Innovation Corridor has evolved into a major global internet hub. InterGlobix's map not only provides valuable information but also illustrates a visionary roadmap for sustainable digital infrastructure development, achieved through remarkable collaboration among all stakeholders."

President Board of Trustees



Ex-CEO & Chairman



The Key:
Create Something
You Can't Be
Against

Idaho Transit:

Transit supports and sustains the Gem state's continued economic growth and resilience.

5

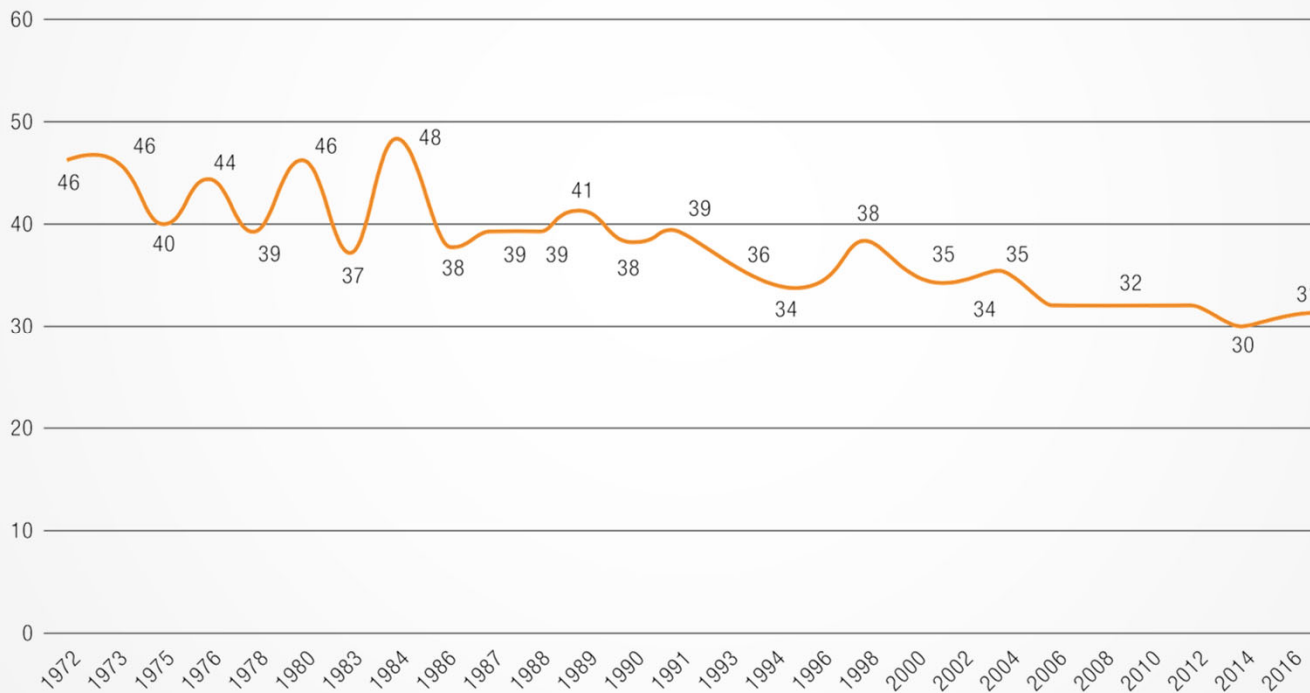
**Build Trust in Your
Pro-transit Arguments
with a Growing Number
of Supporters**

**Trust in people and
institutions is at
historic lows.**

Falling Trust in People

Can People Be Trusted?

Q. Can people be trusted? *Can trust/Cannot trust/Depends*—% Can trust

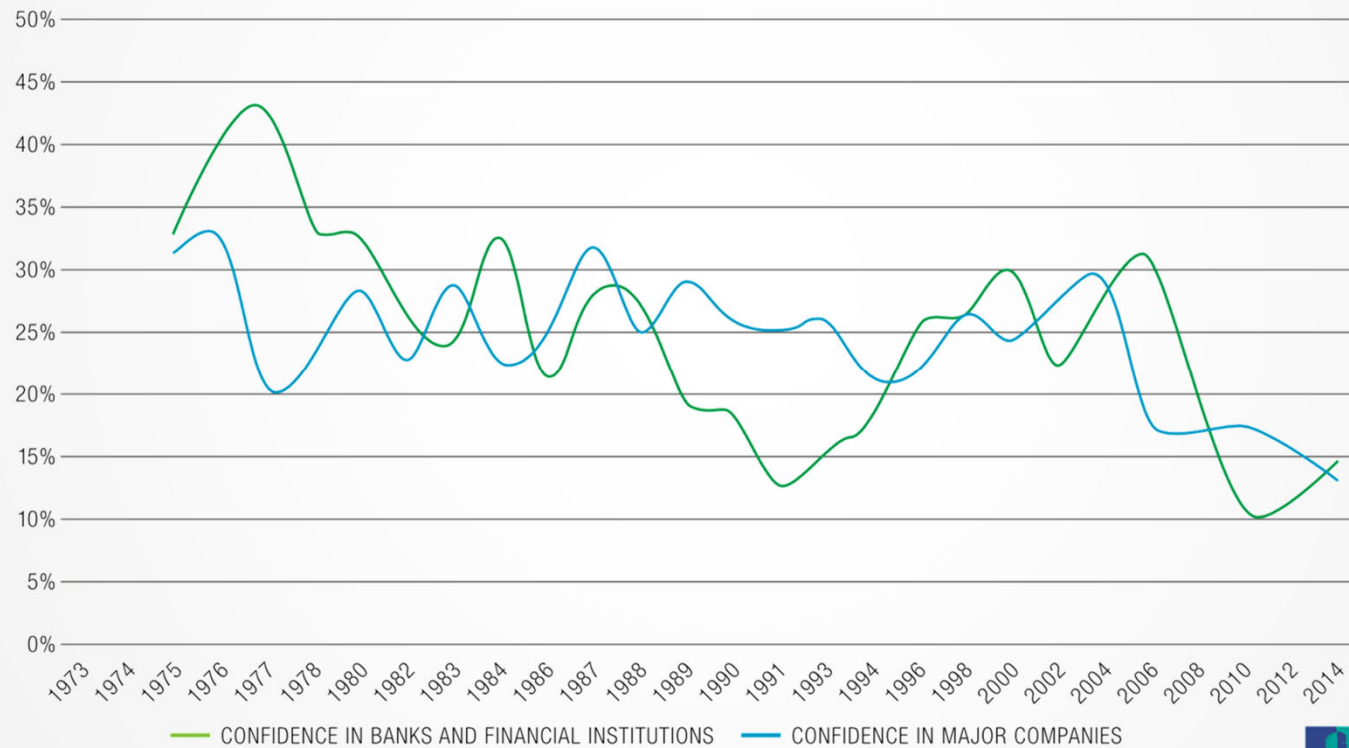


General Social Survey (GSS) N = 41,095



Falling Trust in Major Companies

Trust in Private Sector

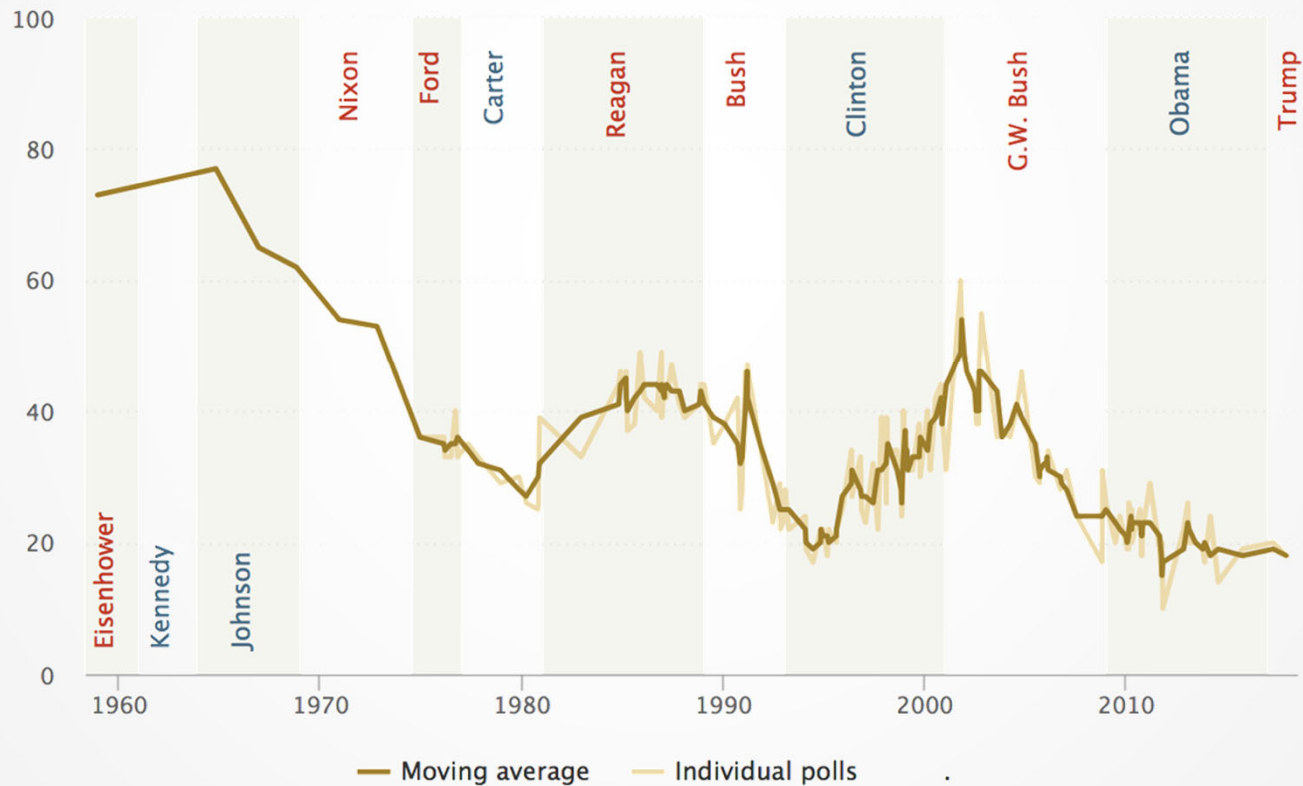


General Social Survey (GSS) N = ca. 40,000



Falling Trust in Government

% who trust the govt in Washington always or most of the time





AI.

MIDJOURNEY can produce incredible results





Real or Not ?

The growing quality in AI images makes them harder to spot.
Can you tell if this image is real or AI generated?



Round 1/15 Score: 0 (0.00%)

Real

Artificial

<https://www.tidio.com/blog/ai-test/>

<https://britannicaeducation.com/blog/quiz-real-or-ai/>

<https://www.bloomberg.com/graphics/2023-opinion-google-ai-images-quiz/>

**The future of trust will
be “distributed trust.”**

Institutional trust is shifting to distributed trust

OLD TRUST MODEL

Institutions, Organizations,
Experts, Authorities,
Regulators



NEW TRUST MODEL

Family,
Friends, Peers,
Colleagues,
and Fellow
Users



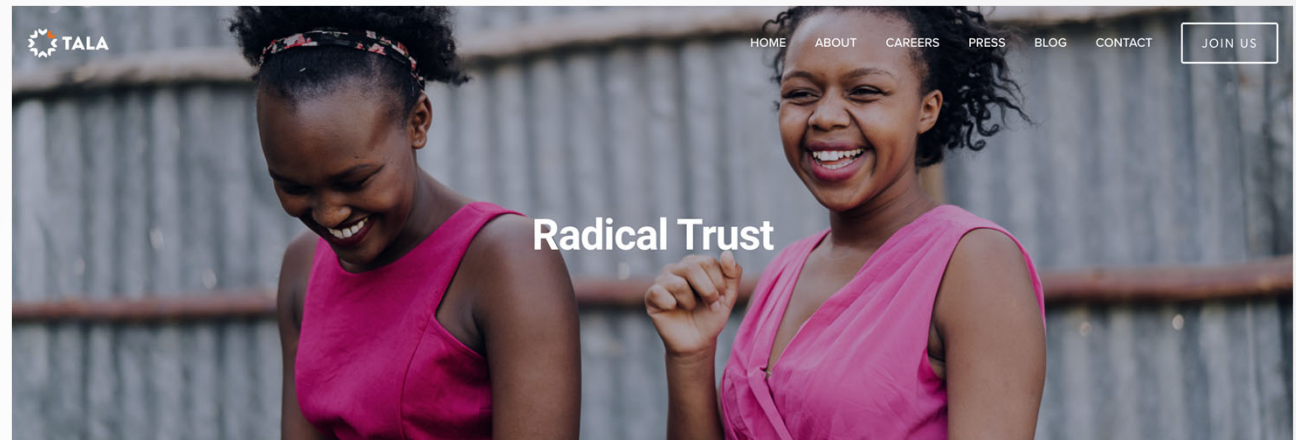
Examples are everywhere **TODAY**

- Airbnb – rate the owner and renter
- Uber – rate the driver and rider
- Amazon – past buyers rate the product
- eBay – buyers rate the seller
- Tripadvisor – past visitors rate the location or experience

Where trust is headed **TOMORROW**



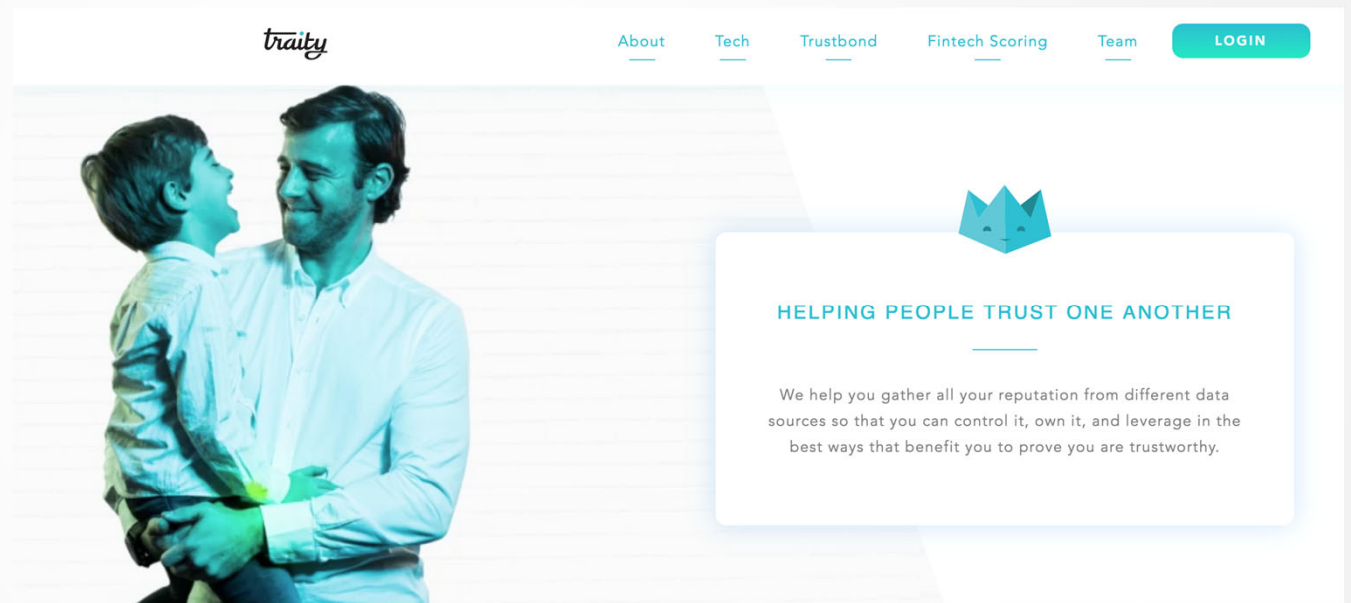
Tala: Uses a person's online network to prove they are trustworthy – a blockchain-like ID system – runs their financial lending underwriting.



At Tala, we see the world differently. We're driven by a fundamental belief in people, and we work hard to prove their potential. We take risks that others won't, in order to put more power in our customers' hands.



Traity: A Spanish insurance company that assesses risk by scoring people's online reputations. Tala sells services to banks and landlords.



**Be Transparent.
Build Trust with the
New Model.**

OATS Transit - Missouri



Home About Us Bus Schedules Jobs More Donate Employee Login

Search...

Platinum
Transparency
2023

Candid.

Candid is an information service specializing in reporting on U.S. nonprofit companies.

Operating Above the Standard as
a **Rural Transportation Provider**
in Missouri Since 1971



Platinum
Transparency
2023
Candid.

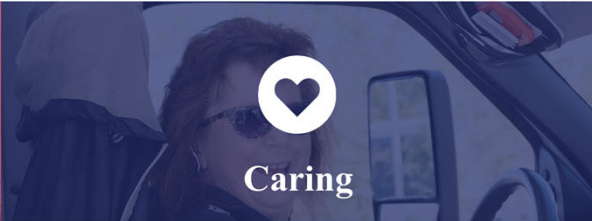
Candid is an information service specializing in reporting on nonprofit companies.

Our Mission:

Enhancing quality of life by providing *safe, caring, and reliable* transportation services.



Safe



Caring



Reliable



OATS Transit - Missouri

Candid.

Generated on December 02, 2023

GuideStar Charity Check

OATS Inc.

Aka OATS Transit

2501 Maguire Blvd. Ste. 101
Columbia, MO 65201

- ✓ **Foundation Status Code:** PC*
- ✓ Public charity described in section 509(a)(1) or (2)

IRS Publication 78 Details

✓ IRS Pub 78
verified

Organization name Oats Inc.	Location Columbia, MO	Most recent IRS Publication 78 November 2023
EIN 43-1016961	Deductibility status description A public charity (50% deductibility limitation).	Verified with most recent Internal Revenue Bulletin November 27, 2023

IRS Business Master File Details

IRS BMF 509(a)(1)

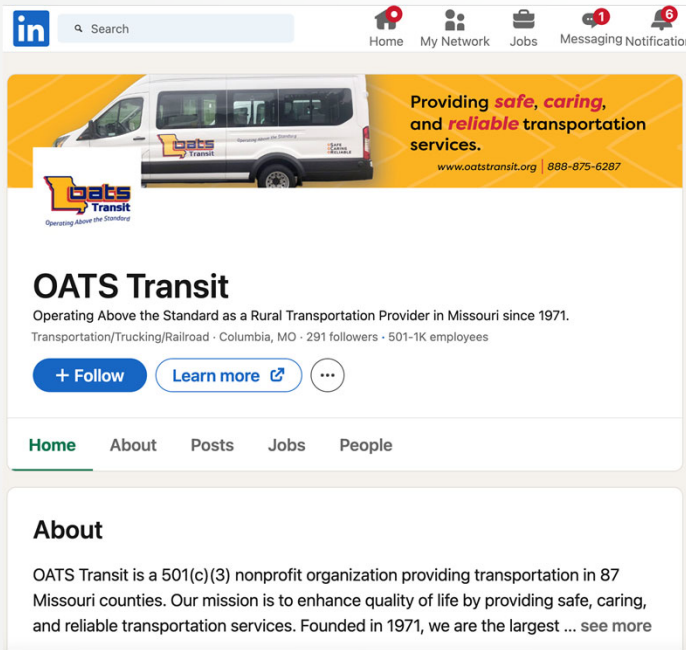
Organization name OATS INC	Most recent IRS BMF November 13 2023	Reason for Non-Private Foundation Status Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)
EIN 43-1016961	IRS subsection This organization is a 501(c)(3) Public Charity	Ruling date 05/1974

This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals (SDN) list.

On September 8, 2011, the IRS issued [regulations](#) which eliminated the advance ruling process for a section 501(c)(3) organization. [Learn more](#)

OATS Transit - Missouri

LinkedIn



The screenshot shows the LinkedIn profile for OATS Transit. At the top, there is a banner image of a white van with the OATS Transit logo and the text "Providing safe, caring, and reliable transportation services." Below the banner, the profile name "OATS Transit" is displayed, along with the tagline "Operating Above the Standard as a Rural Transportation Provider in Missouri since 1971." The profile also lists "Transportation/Trucking/Railroad" as the industry and "Columbia, MO" as the location. There are 291 followers and 501-1K employees listed. Navigation buttons for "Follow" and "Learn more" are visible. The "About" section is partially visible, stating that OATS Transit is a 501(c)(3) nonprofit organization providing transportation in 87 Missouri counties.

291 Followers

Facebook



The screenshot shows the Facebook profile for OATS Transit. The profile picture is a circular logo with the OATS Transit name and tagline. The cover photo is a white van with the OATS Transit logo and the text "SAFE. CARING. RELIABLE." The profile name "OATS Transit" is displayed, along with 2.7K followers and 73 following. The "Intro" section states: "We enhance quality of life by providing safe, caring, and reliable transportation services." A recent post from 1 day ago congratulates Northeast Region driver/Team Leader Phil Leatherman on his 15th year anniversary of being on the OATS Transit's team. The post text reads: "Congratulations to Northeast Region driver/Team Leader Phil Leatherman on his 15th year anniversary of being on the OATS Transit's team. Phil assists with onboarding new drivers and is a certified CPR/AED/First Aid Instructor for the organization. Phil makes sure our".

2,700 Followers



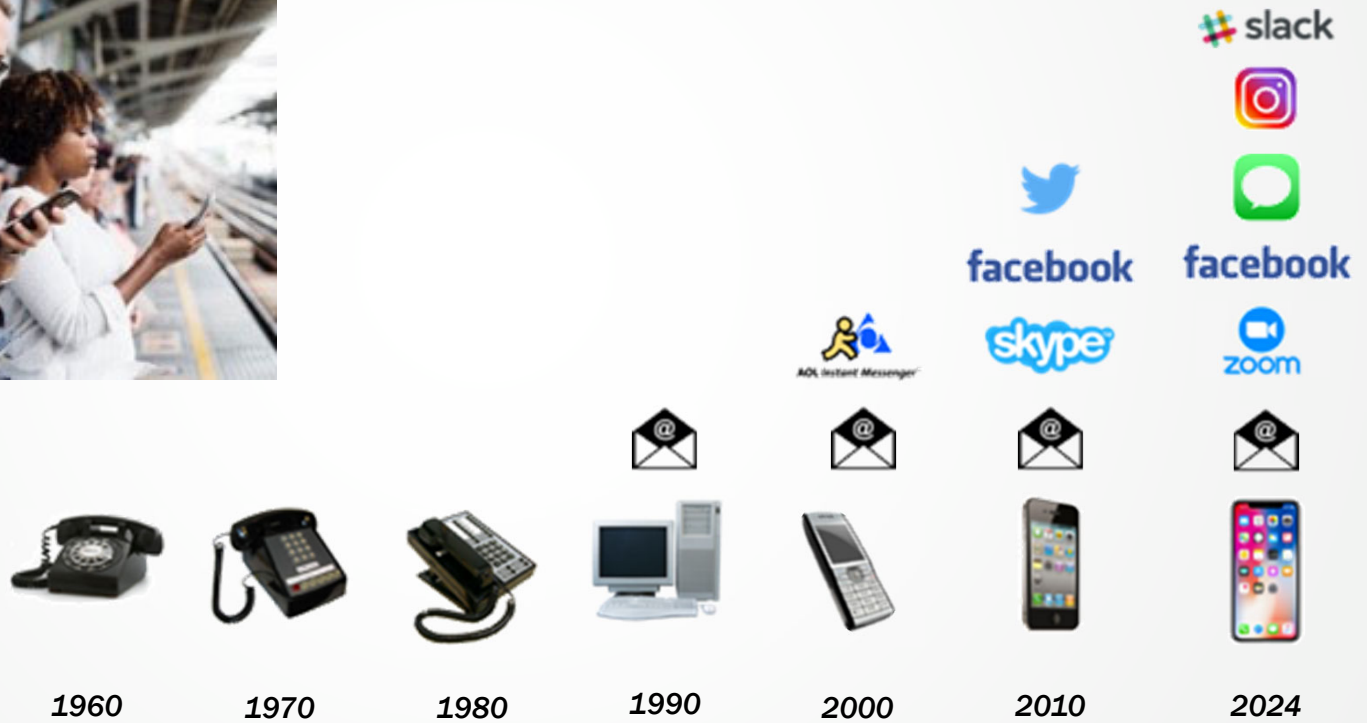
6

**Improve
Operational
Efficiency**

Moore's Law Is in Your Hand



In 1960, no one ever said, "Just text me."



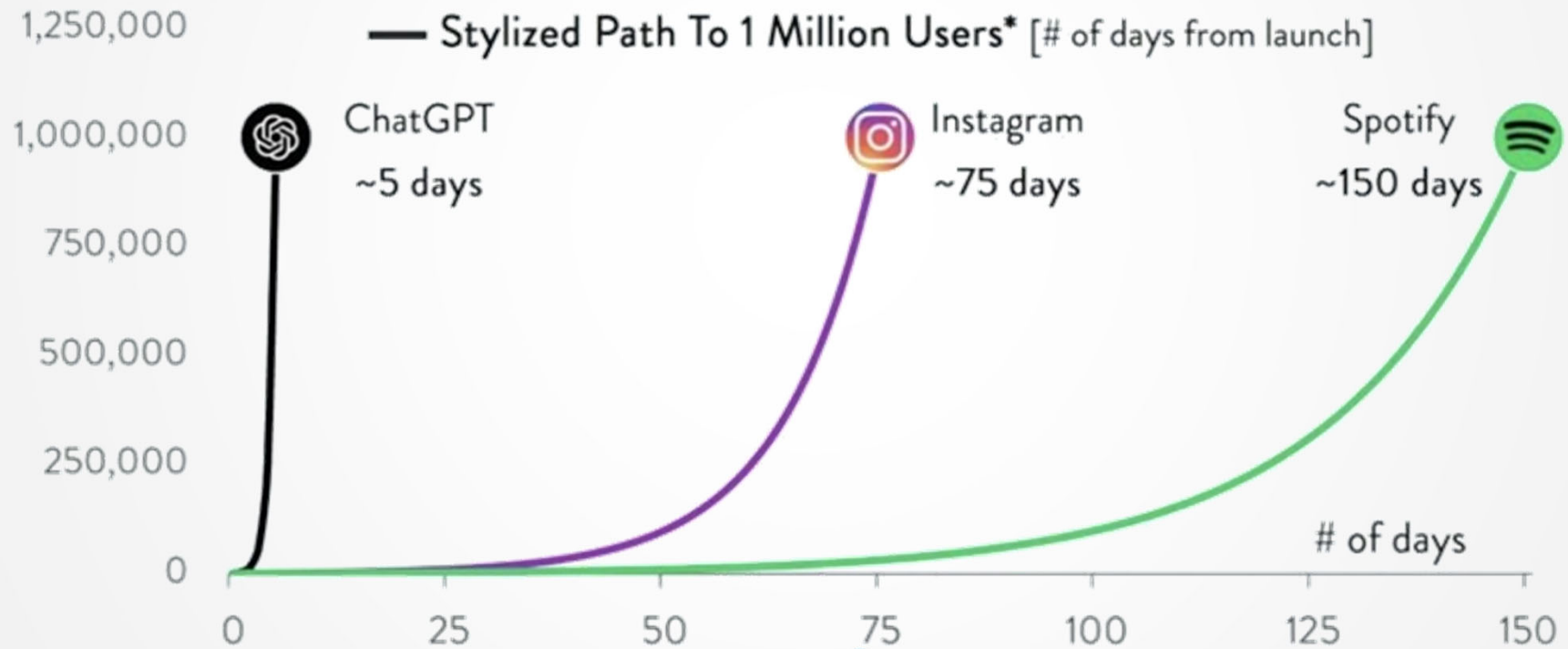
CHATGPT

 OpenAI



Within 5 days, ChatGPT had over **1 MILLION** users

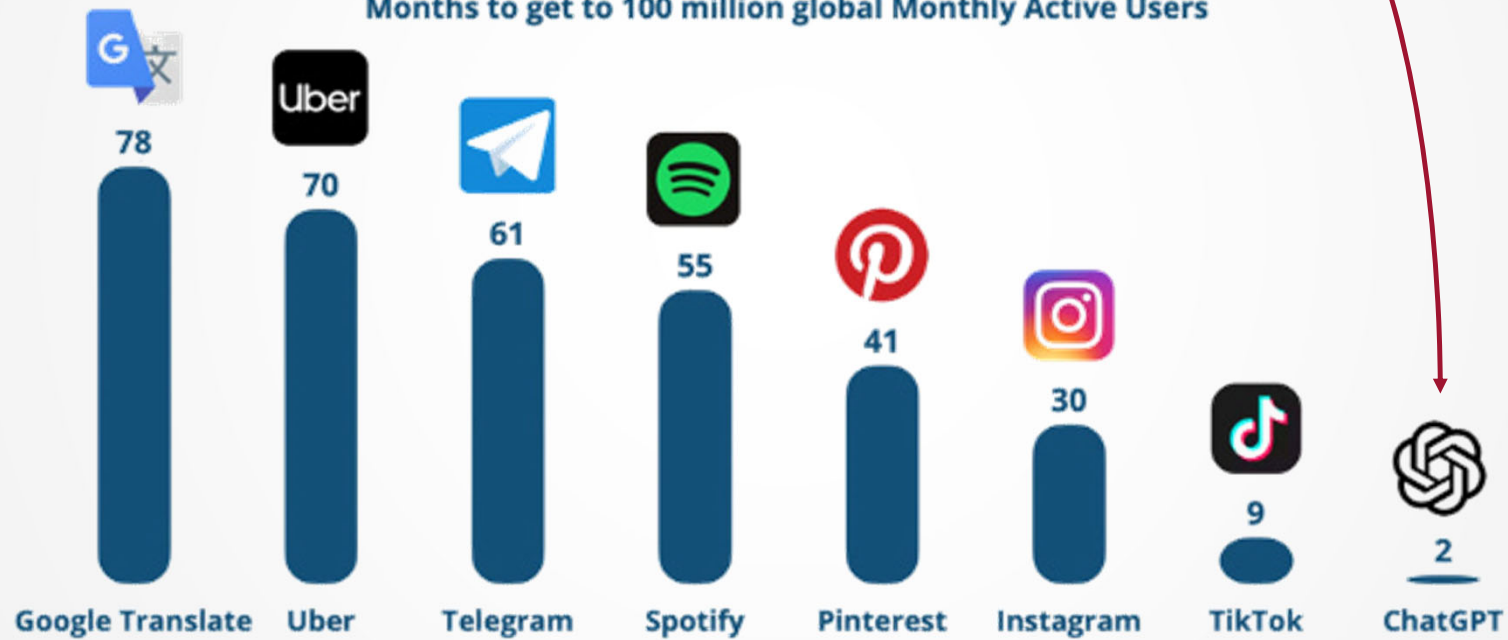
Earning it the fastest adoption rate of a technology in HISTORY



In 2 months reached **100 MILLION** unique users

Time to Reach 100M Users

Months to get to 100 million global Monthly Active Users

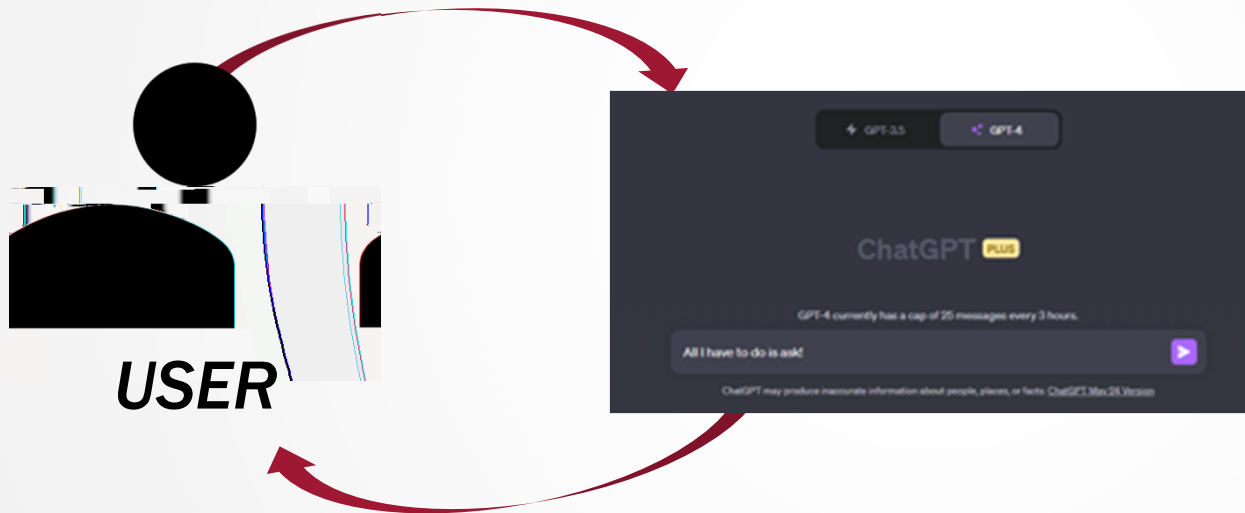


Source: UBS / Yahoo Finance

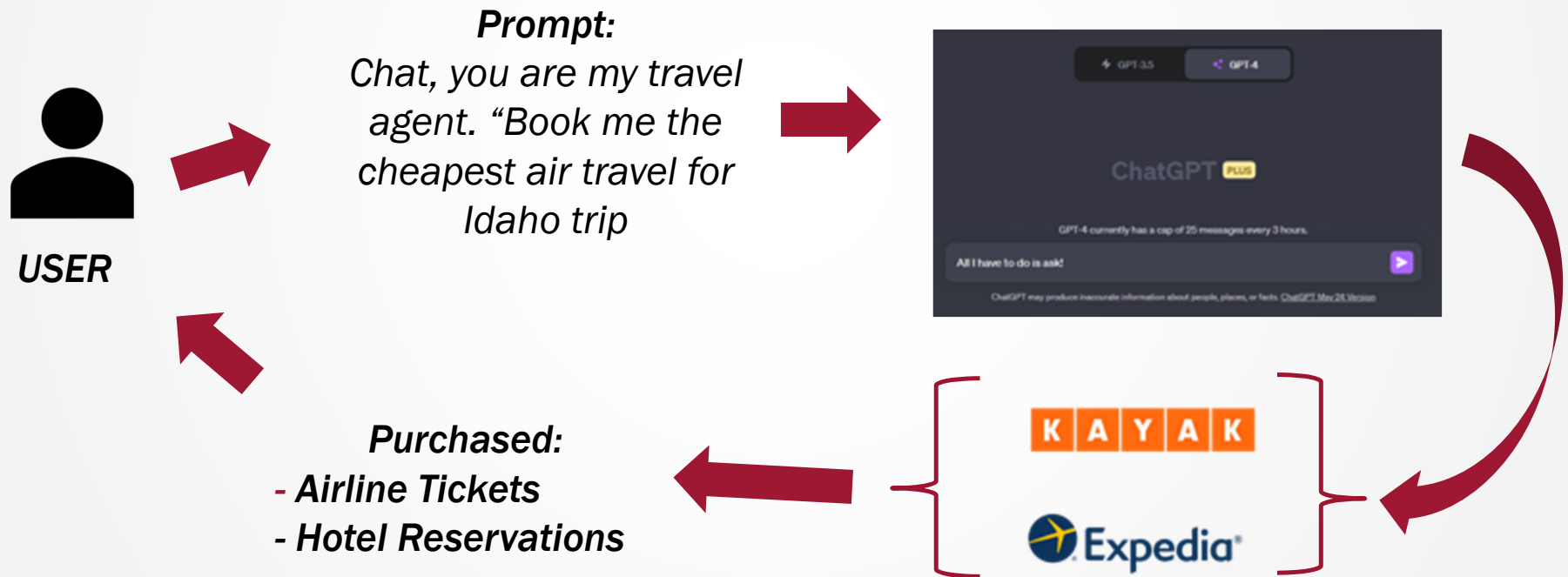
@EconomyApp

APP ECONOMY INSIGHTS

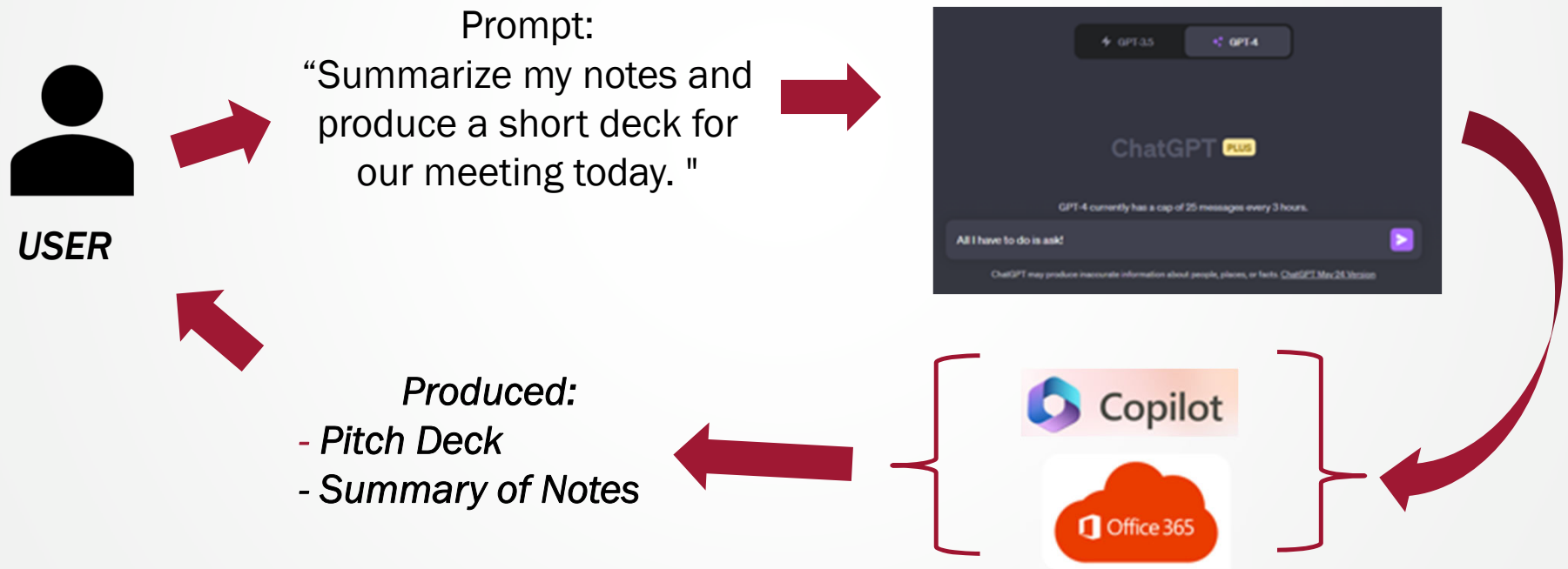
You can have actual conversations with the AI



This natural language interface can enhance how we interact with almost all other software



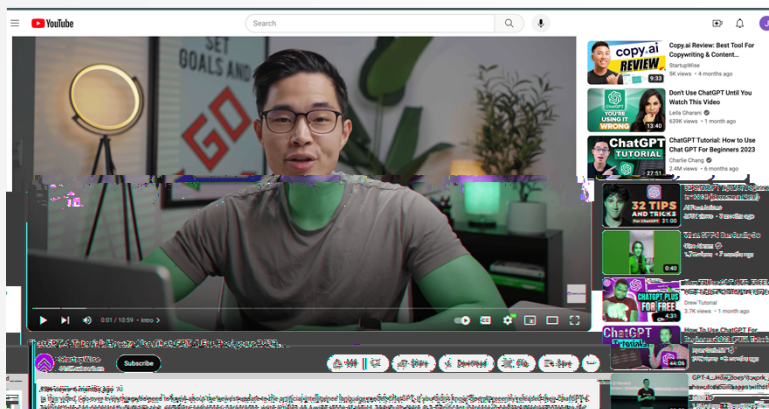
This natural language interface can enhance how we interact with almost all other software



It's So Easy

*You can access a free version of
ChatGPT simply by
visiting chat.openai.com and
creating an OpenAI account.*

Free Assistance is everywhere



How to use ChatGPT for work

- [How to use ChatGPT to write Excel formulas](#)
- [ChatGPT Plus can mine your corporate data for powerful insights. Here's how](#)
- [How to use ChatGPT to build your resume](#)
- [How to use ChatGPT to write a cover letter \(and why you should\)](#)
- [How I used ChatGPT and AI art tools to launch my Etsy business fast](#)

Useful ChatGPT tips

- [How to write better ChatGPT prompts for the best generative AI results](#)
- [How to use ChatGPT to plan a vacation](#)
- [6 helpful ways to use ChatGPT's Custom Instructions](#)
- [Six skills you need to become an AI prompt engineer](#)
- [7 advanced ChatGPT prompt-writing tips you need to know](#)
- [How to block OpenAI's new AI-training web crawler from ingesting your data](#)
- [How to use ChatGPT as a Siri shortcut on your iPhone or iPad](#)

www.zdnet.com/article/how-to-use-chatgpt/

The Key Is How You Prompt ChatGPT

Role ...

*Chat, you are
a 6th grade teacher*

Goal ...

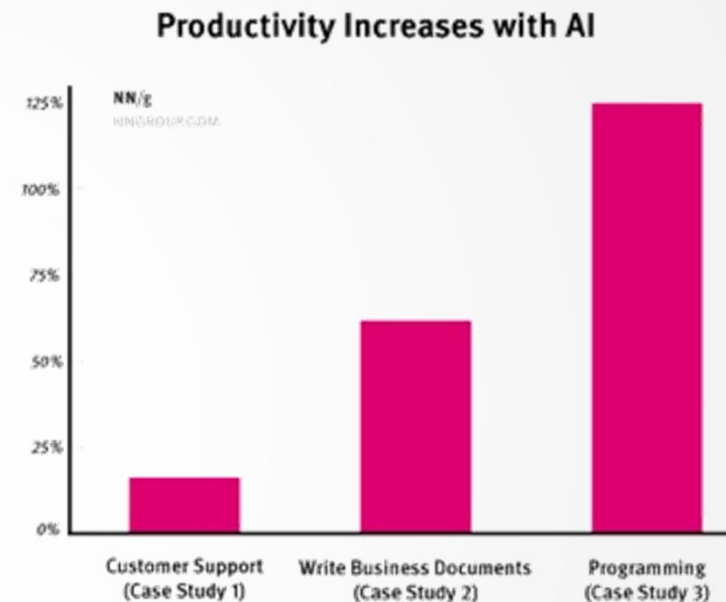
*Give me 5 examples of how I
can use ChatGPT in my
classroom activities to get
my students to understand
the value of history*

Parameters

- *Activities that are 15 minutes or less*
- *Make them weekly*
- *Make them build on each other*
- *Make them fun*

Productivity Tool

- IT programmers: increased their productivity by **an average of 55.8%**
- Business professionals: memos, strategy documents, and policies **completed tasks 37% faster**, and their average writing quality was better than their non-AI peers

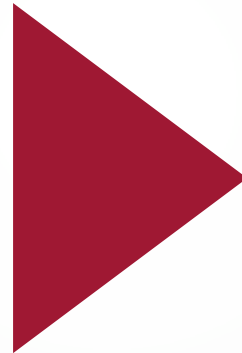


Sources: The Impact of AI on Developer Productivity: Evidence from GitHub Copilot, [2302.06590.pdf \(arxiv.org\)](#)
Experimental Evidence on the Productivity Effects of Generative Artificial Intelligence, [Noy Zhang 1.pdf \(mit.edu\)](#)
[AI Improves Employee Productivity by 66% \(nngroup.com\)](#)

IMPLICATION FOR IDAHO TRANSIT

**Adopt AI to
Increase Your
Productivity.**

Example: 40 Hours Vs. 4 Min.



The SE Ohio
Foodbank supplies

70+

member food pantries
with items to
distribute to the
community.

What SIR recommends for every organization to do today to harness the power of AI.

1. **Embrace AI – become an informed user.** Stop sitting on the sidelines and start exploring today.
2. **Set up an AI leadership team** to test and deploy solutions and advance a pro-AI culture.
3. **Create official work policies** – how AI should and should not be used.
4. **Identify optimal use cases** – how AI should be used to transform key tasks across your organization.
5. **Empower and train everyone** with components from 1-4 above.

7

**Build Your Team
To Advance Your Agency and
a New Day for Idaho's
Transit Movement**

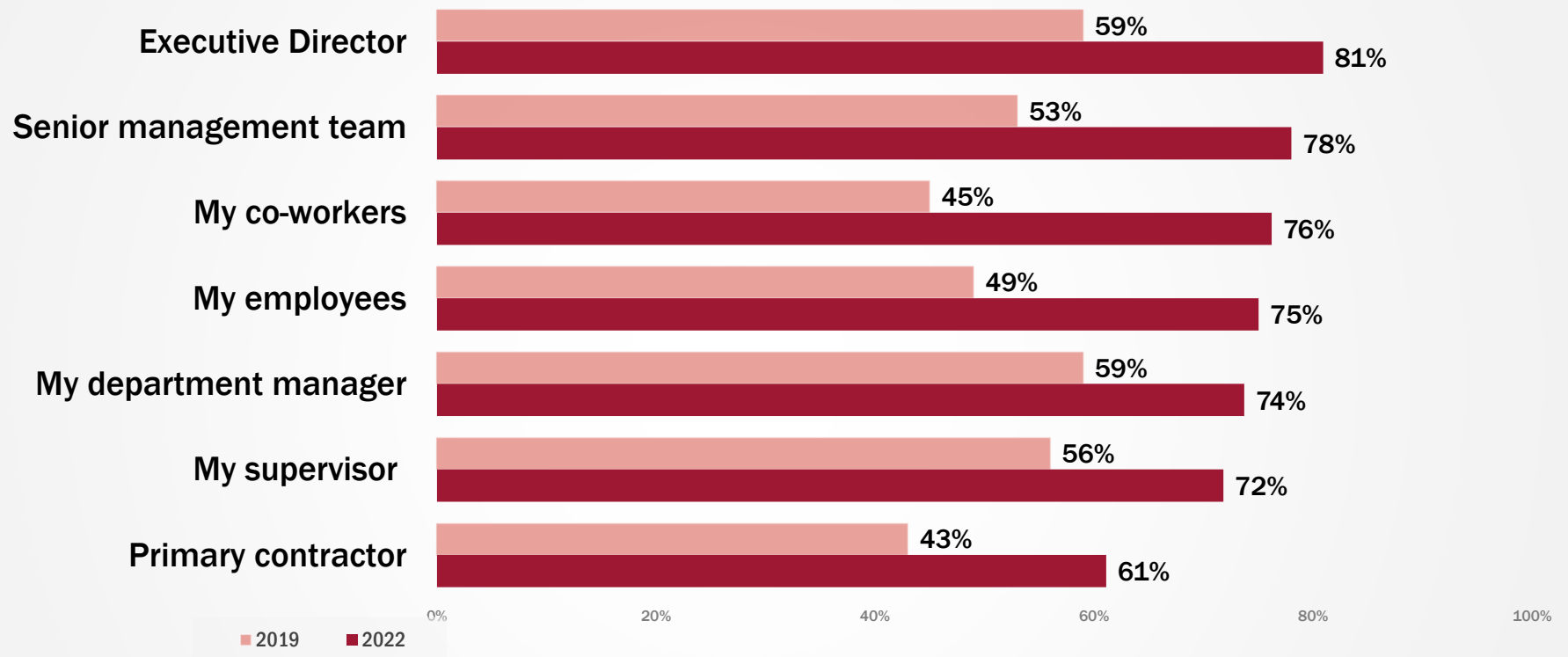
IMPLICATION FOR IDAHO TRANSIT

**Fully Appreciate the
Impact of Your
Leadership.**

SIR Transit Client:
*In 3 years with intentional
culture-building activities . . .*

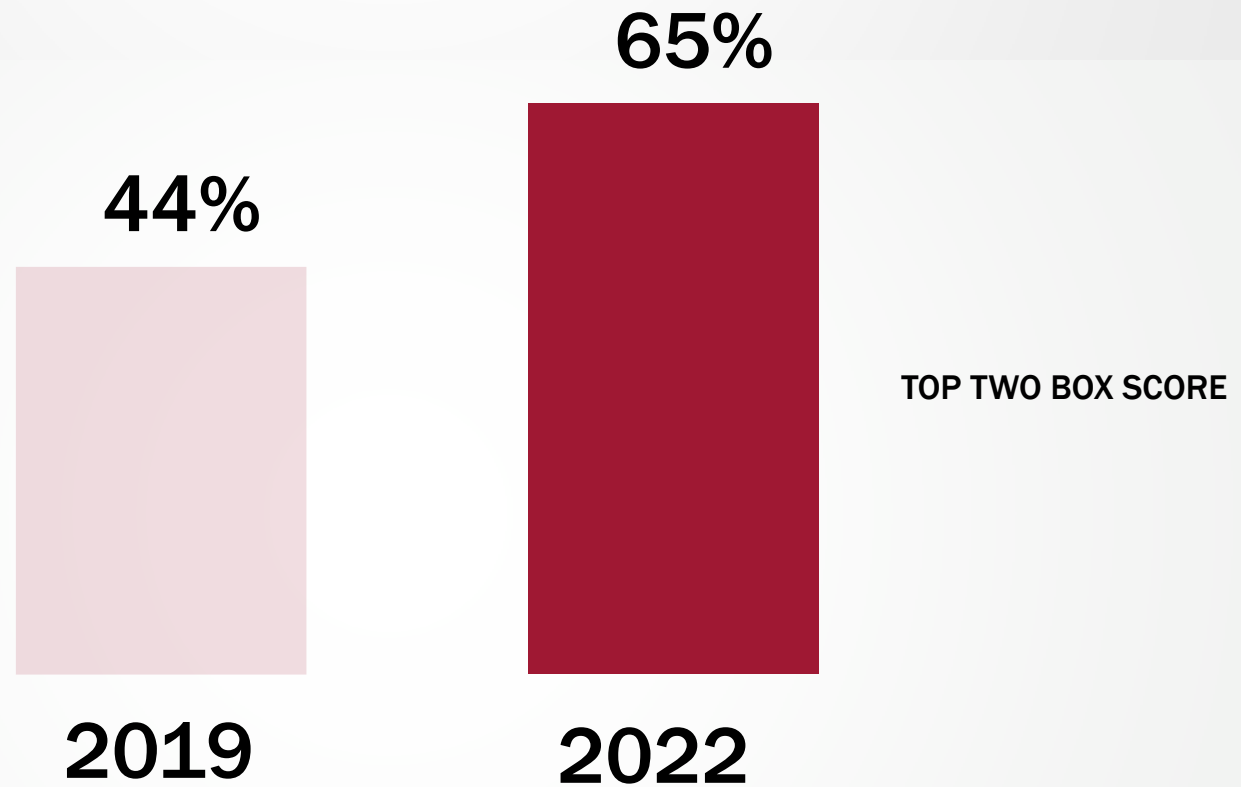
ORGANIZATIONAL TRUST

Q18. How strongly do you trust the following positions in your organization:

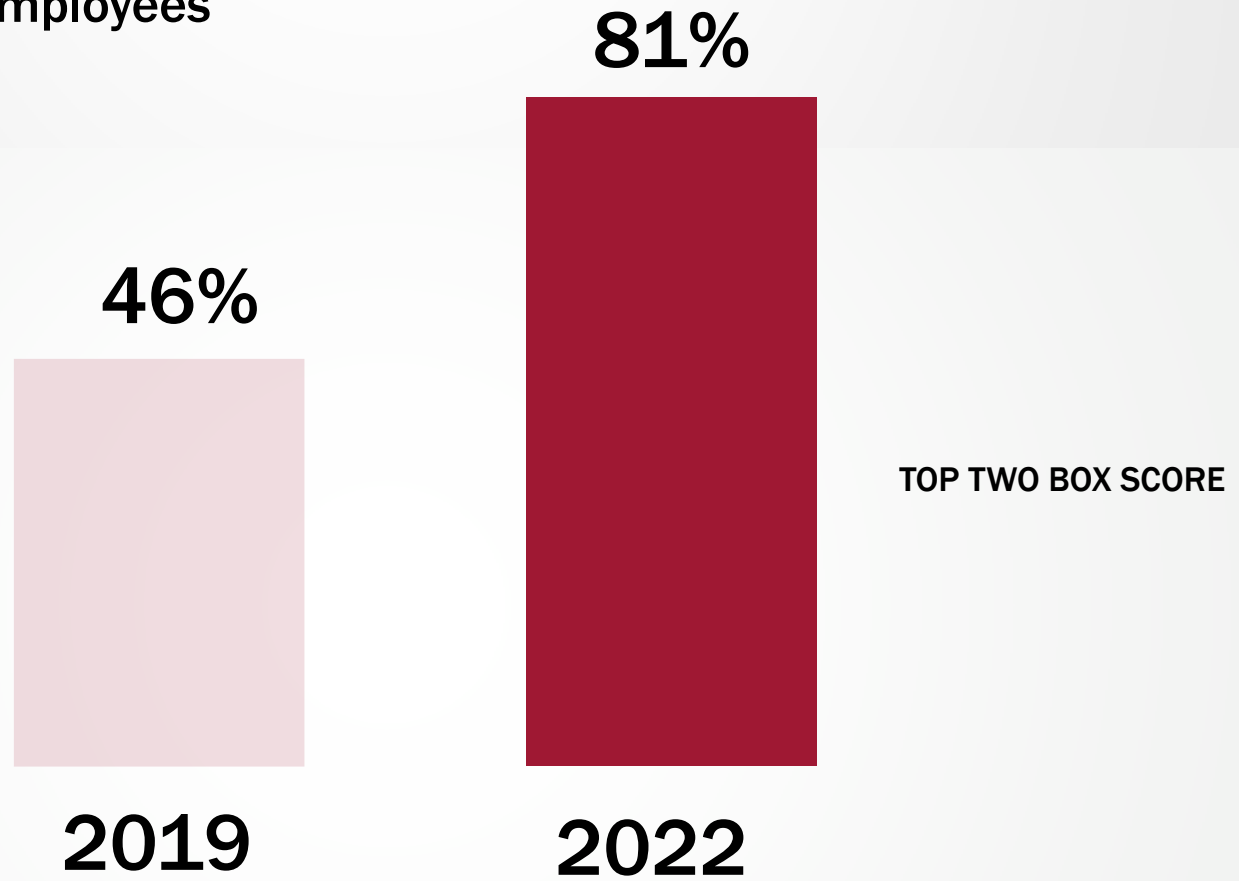


MORALE

Rate Team Morale



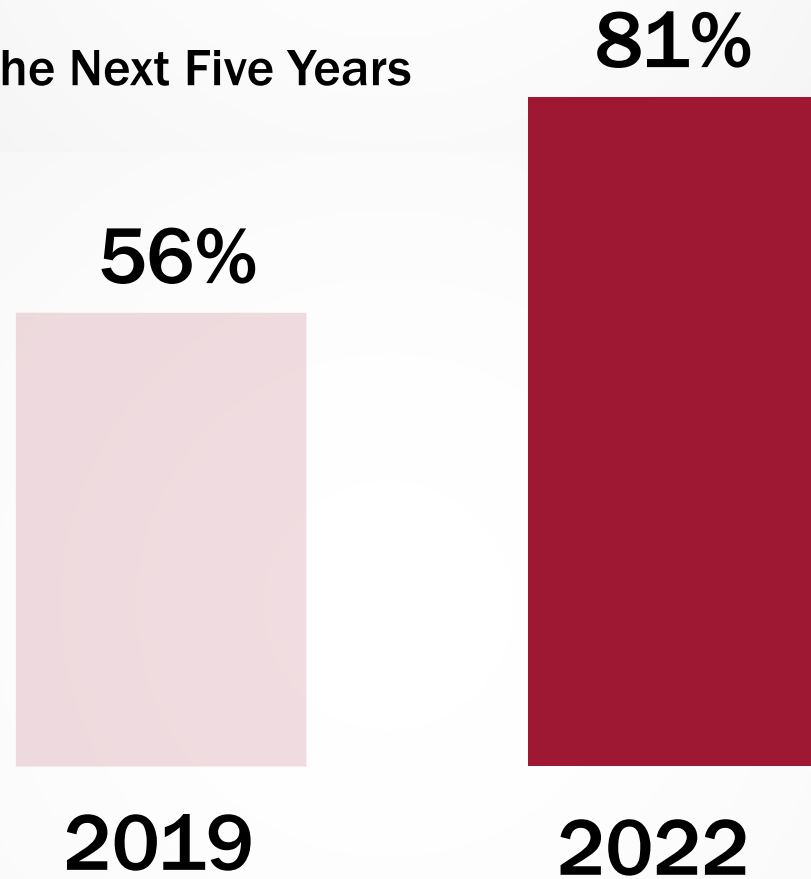
ENGAGEMENT All Employees



Q23. Overall, how engaged would you say you and other organization employees are today
Note: "Don't know" responses were removed from the data set.

FUTURE

Better Place to Work in the Next Five Years



TOP TWO BOX SCORE

IMPLICATION FOR IDAHO TRANSIT

Two Quick Team-building Ideas . . .

1. Combine Health + Wellness





Adam C



2. Craft and Celebrate Your Agency's Purpose

Mission

What an organization does.



Purpose

Why an organization is on the planet.

(It's bigger than who you are, what you do)

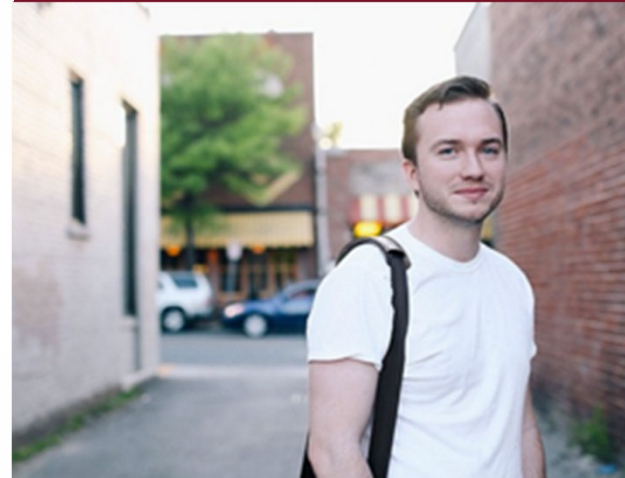
Career Goals

BOOMERS:



**LIVE TO
WORK**

Gen Z and MILLENNIALS:



**WORK
TO LIVE**

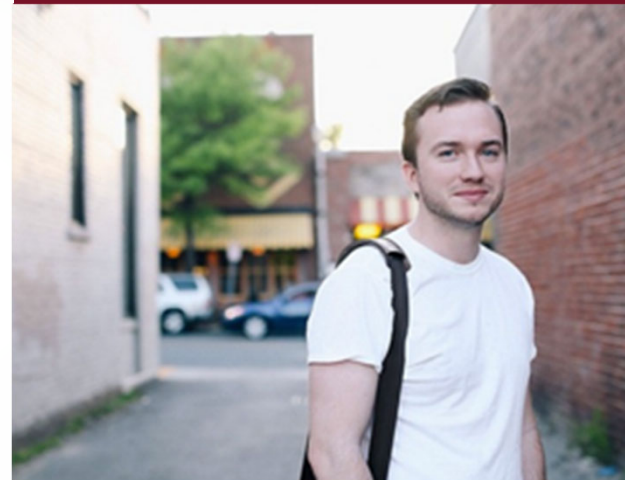
Career Goals

BOOMERS:



**LIVE TO
WORK**

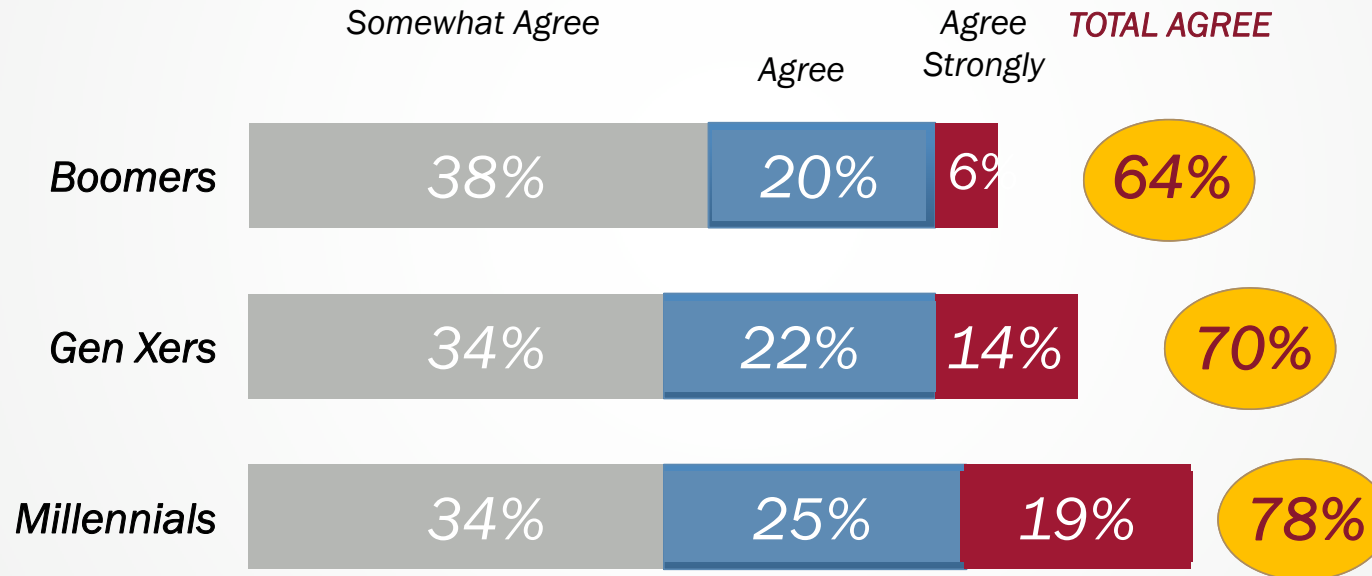
Gen Z and MILLENNIALS:



**WORK
To Make A
Difference**

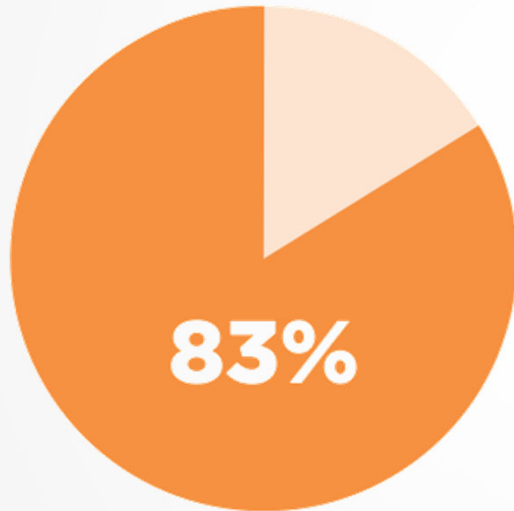
The majority want to work where “purpose” is shared.

“I want my employer to contribute to social or ethical causes that I think are important.”

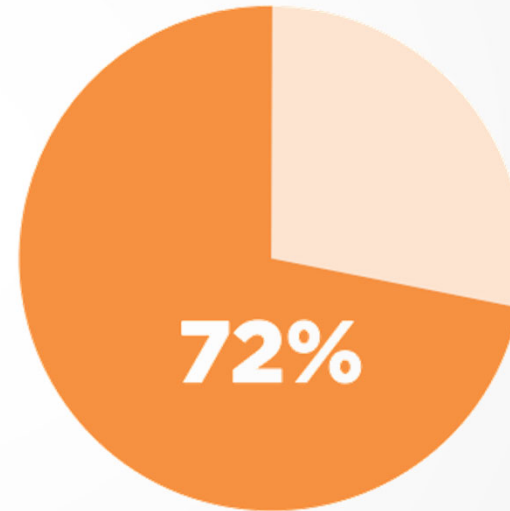


Source: SIR's GenerationsMatter National Study

**% of Gen Z that considers a company's
PURPOSE when deciding:**



Where to Work



What to Buy

Source: Cone Study, 2019

Home > Our Movement

OUR MOVEMENT

SHARE:    



WE'RE IN BUSINESS TO HELP CHANGE LIVES.

It's a big job, and we don't do it alone. With our customers and Giving Partners, we're transforming everyday purchases into a force for good around the world. **One for One.**

LEARN HOW CHANGE HAPPENS WITH

SHOES

SIGHT

The Capital One logo is positioned in the top left corner of the banner image.

[Teams & Roles](#)

[Life at Capital One](#)

[Campus](#)

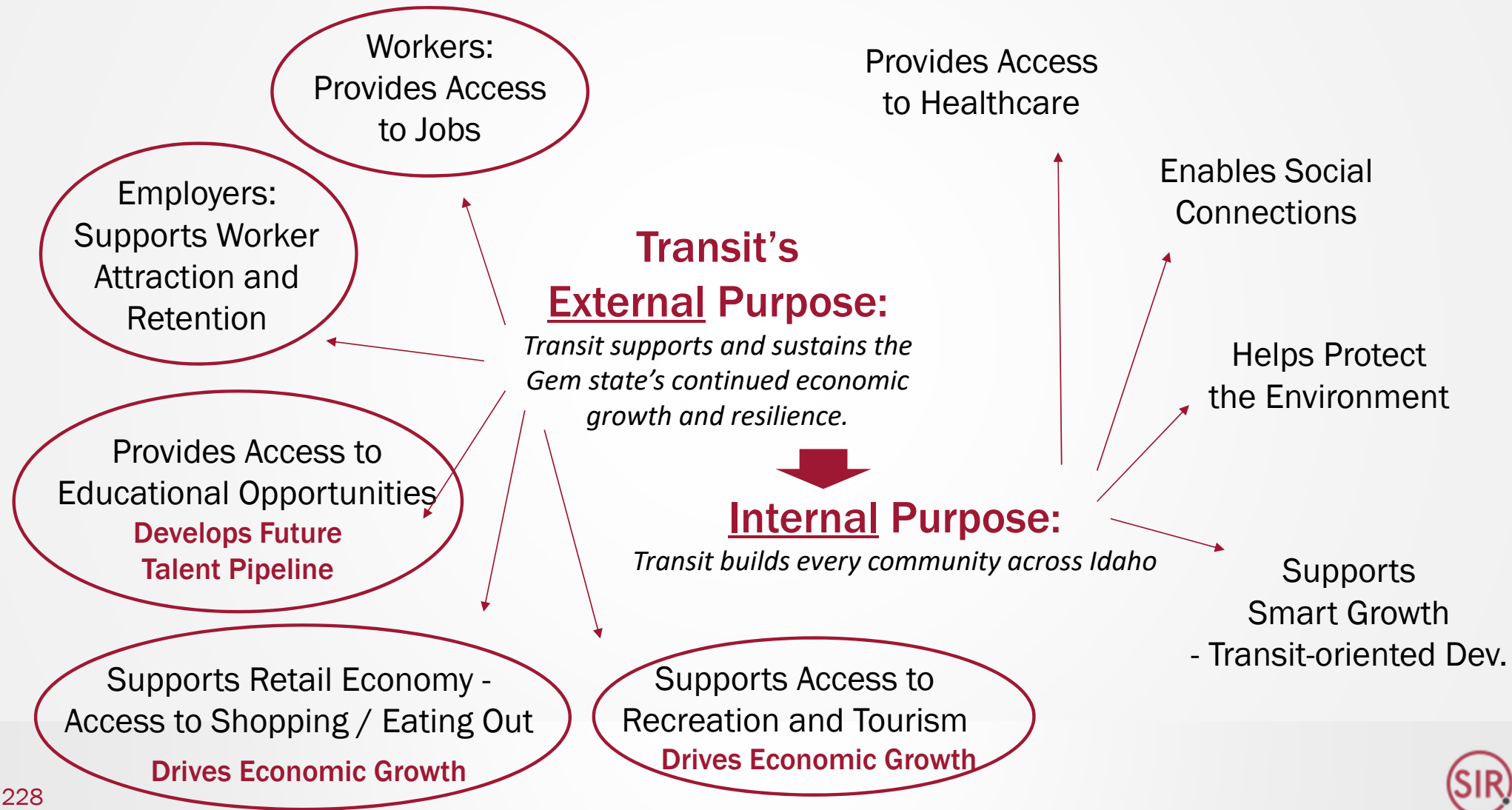
The background of the banner is a photograph of a modern office interior. Employees are seen working at desks with computers. The office has large windows, glass partitions, and a clean, professional atmosphere. The text 'Reimagine Money. Inspire Life.' is overlaid on the center of the image in a white, sans-serif font.

Reimagine Money. Inspire Life.

At Capital One, we dare to dream, disrupt and deliver a better way. Our goal is simple – bring ingenuity, simplicity, and humanity to an industry ripe for change. Founder-led, Capital One is on a mission to change banking for good and to help people live their best lives. Together, we will build one of America's leading information-based technology companies. Join us.







Q&As

A landscape photograph of a golden field at sunset. The sun is low on the horizon, creating a warm orange glow and lens flare effects. The sky transitions from a deep blue at the top to a lighter orange near the horizon. The foreground is a vast field of golden crops, possibly wheat or corn, with visible furrows. In the distance, there are rolling hills and a line of trees. The text 'Q&As' is overlaid in a large, white, sans-serif font in the center of the image.



Thank You



John W. Martin

SIR Institute for Tomorrow