

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

BOARD OPERATIONS COMMITTEE MEETING

Wednesday, September 8, 2021

1:30 p.m. – 3:00 p.m.

Via Webex Video Conference

Committee Members: [Click here to join the meeting](#)

General Public: [Click here to view the meeting](#)

Audio Conference: Call the number below and enter the access code.
+1-408-418-9388 | Access code: 2496 627 1769

AGENDA

1. Call to Order and Roll Call
2. Approve Committee Agenda (*Haley*)
3. Chair's Comments (*Haley*) (*5 minutes*)
4. Committee Action/Discussion: (*5 minutes*)
 - A. July 7, 2021, Committee Meeting Minutes – Corrections/Approval
5. Committee Chair Reports: (*20 minutes*)
 - A. Al French, Planning & Development
 - B. Chris Grover, Performance Monitoring & External Relations
6. Strategic Planning Services Scope of Work – Approval (*Otterstrom / Liard*) (*10 minutes*)
7. Board of Directors Draft September 16, 2021 Meeting Agenda – Corrections/Approval (*Meyer*) (*5 minutes*)
8. Board Operations Committee Draft October 13, 2021 Meeting Agenda – Information (*Meyer*) (*5 minutes*)
9. CEO Report (*15 minutes*)
10. New Business
11. Adjourn

Next Committee Meeting: Wednesday, October 13, 2021, 1:30 p.m.
Via Webex Video Conference

Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting on STA's website: www.spokanetransit.com. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act. For more information, see www.spokanetransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs. For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 2 : APPROVE COMMITTEE AGENDA

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Pamela Haley, Committee Chair

SUMMARY

At this time, the Board Operations Committee will review the meeting agenda.

RECOMMENDATION TO COMMITTEE: Approve agenda.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 3 : BOARD OPERATIONS COMMITTEE CHAIR'S REPORT

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Pamela Haley, Committee Chair

SUMMARY

Ms. Haley will take this opportunity to discuss topics of interest regarding Spokane Transit.

RECOMMENDATION TO COMMITTEE: Receive report.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 4A : MINUTES OF THE JULY 7, 2021, COMMITTEE MEETING -
CORRECTIONS AND/OR APPROVAL

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Kathleen Roberson
Executive Assistant to the Chief Financial Officer

SUMMARY

The July 7, 2021, meeting minutes are attached for your information, correction and/or approval.

RECOMMENDATION TO COMMITTEE: Corrections and / or approval.

BOARD OPERATIONS COMMITTEE MEETING

Draft Minutes of the July 7, 2021 Meeting
Via Webex Video Conference

MEMBERS PRESENT

Pamela Haley, City of Spokane Valley, Chair
Chris Grover, Small Cities Representative (Airway Heights), *Performance Monitoring & External Relations Committee Chair*, Chair Pro Tempore
Al French, Spokane County, *Planning & Development Committee Chair*
Karen Stratton, City of Spokane
E. Susan Meyer, Chief Executive Officer, *Ex-officio*

STAFF PRESENT

Emily Arneson, *Ombudsman & Accessibility Officer*
Dana Infalt, *Clerk of the Authority*
Monique Liard, *Chief Financial Officer*
Karl Otterstrom, *Director of Planning & Development*
Brandon Rapez-Betty, *Director of Communications & Customer Service*
Nancy Williams, *Director of Human Resources & Labor Relations*

MEMBERS ABSENT

PROVIDING LEGAL COUNSEL

Laura McAloon, McAloon Law PLLC

1. **CALL TO ORDER AND ROLL CALL**

Chair Haley called the meeting to order at 1:32 p.m. and conducted roll call.

2. **APPROVE COMMITTEE AGENDA**

Mr. Grover moved to approve the agenda as presented. Ms. Stratton seconded the motion and it passed unanimously.

3. **CHAIR'S COMMENTS**

No comments.

4. **COMMITTEE ACTION/DISCUSSION**

a. **June 9, 2021 Committee Minutes**

Mr. Grover moved to approve the June 9, 2021, committee meeting minutes as submitted. Ms. Stratton seconded the motion and it passed unanimously.

5. **COMMITTEE CHAIR REPORTS**

a. **Al French, Chair, Planning & Development (P&D)**

The Committee forwarded to the Board consent agenda a recommendation to approve the 2022-2027 Transit Development Plan. Mr. Otterstrom presented updates on the 2021 FTA Section 5310 Funding Program and Sprague High Performance Transit Planning.

b. **Chris Grover, Chair, Performance Monitoring & External Relations (PMER)**

The Committee forwarded to the Board consent agenda recommendations to approve revisions to the Rules of Conduct and to extend the Community Access Pass pilot program to November 30, 2021. The Washington State Auditor's Office gave an Exit Briefing on STA's 2020 Audit, which contained no findings.

6. CITY LINE STATIONS 13, 15, 17 – RIVERSIDE AVENUE CONSTRUCTION AWARD OF CONTRACT

An Invitation for Bid for City Line Stations 13, 15, and 17 was advertised on June 6, 2021. A pre-bid meeting was held on June 15, 2021. STA received three qualifying bids on June 30, 2021.

CONTRACTOR	BID AMOUNT
Cameron-Reilly	\$ 1,185,555.00
Corridor Contractors	\$ 1,316,000.00
Wm. Winkler Co.	\$ 1,102,920.75

All bids are within 10% of the Engineer’s Estimate of \$1,213,441.00, with the low bid by Wm. Winkler Co. being 9% less. The bidding documents were reviewed by staff who have determined that Wm. Winkler Co. is a responsible and responsive bidder. Staff proposed a 20% construction contingency (\$220,584.15) as the engineering plans are still in the review phase with the City of Spokane. Change Orders to the construction contract are expected as the City comments on the plans and requires changes to the design. With the construction contract and reserved construction contingency, the project is expected to be within the \$1,475,500.00 forecast for this phase of work within the approved City Line project budget.

Mr. Grover moved to recommend the Board approve an Award of Contract for City Line Stations 13, 15, 17 – Riverside Avenue Project to Wm. Winkler Co. for \$1,102,920.75, including applicable Washington State sales tax, and allow the CEO to apply 20% contingency funds, as necessary, within the project budget. Ms. Stratton seconded the motion and it passed unanimously.

7. CITY LINE TEMPORARY CONSTRUCTION EASEMENTS

Mr. Otterstrom presented information on two temporary construction easements (TCE) necessary for City Line construction. The TCE for parcel no. 35094.3610 located at 2417 E. Mission Avenue, a private residence, will be provided in exchange for the cost of mitigation work to address the property owner’s security and lighting concerns. The TCE for parcel no. 35093.3010 located at 1905 E. Mission Avenue, a gas station/convenience store, is required to relocate an existing freestanding sign to the east side of the station. The estimated cost of the easement is \$1,000, not to exceed \$2,500.

Mr. Grover moved to recommend the Board approve the acquisition of a Temporary Construction Easement on parcel no. 35094.3610, located west of the intersection of Mission Avenue and Cook Street between Robyne Keithley and Spokane Transit Authority, and authorize the CEO to execute all documents required for acquisition of the easement on behalf of Spokane Transit Authority. Mr. French seconded the motion and it passed unanimously.

Mr. Grover moved to recommend the Board approve the acquisition of a Temporary Construction Easement on parcel no. 35093.3010, located at the intersection of Mission Avenue and Napa Street, between GS Bains Two, LLC. and Spokane Transit Authority for an amount not to exceed \$2,500, and authorize the CEO to execute all documents required for acquisition of the easement on behalf of Spokane Transit Authority. Mr. French seconded the motion and it passed unanimously.

8. HIGH PERFORMANCE TRANSIT AMENITIES INSTALLATION AWARD OF CONTRACT

High Performance Transit (HPT) station amenities will be installed in multiple locations and throughout multiple corridors over the next several years. STA issued an Invitation to Bid on May 16, 2021, for a contract that includes amenities installation at HPT stations for the following projects/corridors: City Line, STA Plaza, Monroe-Regal Line, Moran Station, and, as a bid option, the Cheney Line.

STA received the following single bid on June 29, 2021.

CONTRACTOR	BASE BID AMOUNT	OPTIONAL BID AMOUNT
Wesslen Construction	\$ 6,460,293.00	\$ 839,844.00
<i>Independent Cost Estimate</i>	<i>\$ 5,124,117.86</i>	<i>\$ 219,375.00</i>

Because STA received a single bid, federal rules require STA to perform a price analysis and to assess whether there was adequate competition. STA staff reviewed the bidding process and believe there was adequate competition. Staff evaluated the bidding documents and determined Wesslen Construction is a responsible and responsive bidder. Staff does not recommend awarding the optional bid item for the Cheney Line work, which will be procured at a later date through a separate competitive process. Mr. Otterstrom requested an Award of Contract to Wesslen Construction for the total base bid amount of \$6,460,293.00, plus a 20% construction contingency of \$1,292,059.00.

Mr. Grover moved to recommend the Board approve an Award of Contract for the HPT Amenities Installation project to Wesslen Construction for \$6,460,293, and allow the CEO to apply 20% contingency funds, as necessary, within the project budget. Mr. French seconded the motion and it passed unanimously.

9. BOARD MEMBER ATTENDANCE

The committee reviewed Board member attendance at this year's Board and Committee meetings through June 2021. Ms. Meyer said this year's attendance is great.

10. BOARD OF DIRECTORS AGENDA JULY 15, 2021

The agenda was amended to add Approval of Revisions to STA's Rules of Conduct to the Board consent agenda and an Executive Session.

Mr. Grover moved to approve the Board of Directors agenda as amended. Mr. French seconded the motion and it passed unanimously.

11. BOARD OPERATIONS COMMITTEE DRAFT AGENDA SEPTEMBER 8, 2021

Information only. No changes.

12. CEO REPORT

Spokane Police Chief Meidl requested that two of the nine parking spaces in the STA Plaza garage designated for officers working at the downtown precinct be assigned to COPS volunteers who will be staffing the precinct. Ms. Meyer agreed to the request on a temporary basis through the end of this year. If Chief Meidl wants changes after that time, STA will revisit the Interlocal Agreement with the City of Spokane.

STA received a copy of the Stadium Predevelopment Application submitted by Spokane Public Schools to the City of Spokane. Project construction is anticipated to begin this fall. Ms. Meyer sent a letter to Stephanie Curran, Spokane Public Facilities District (SPFD), and Mark Richard, Downtown Spokane Partnership (DSP), to request a discussion about the future of the Shuttle Park program. STA, SPFD, and DSP partner in the program that provides parking for commuters at the arena with shuttle service to and from the downtown STA Plaza. The program frees up parking for downtown customers and visitors. Pre-pandemic, 500 to 600 commuters a month participated in the program. Additionally, STA would like to share ideas about how transit service can benefit events at the Podium, the Stadium, the Arena, and the Civic Theatre. There is an opportunity to consider infrastructure elements that support transit service to and from events at the venues.

STA is still under the Transportation Security Administration (TSA) requirement to wear a mask when in a vehicle or station facility. A mask is not required outdoors. This federal requirement is in effect through September 13, unless rescinded by TSA prior to that date.

At the request of Avista Utilities, STA provided residents free transportation on paratransit vehicles to cooling centers during last week's record heat wave and rolling blackouts. Avista contracted with STA to pay the fares. The program was heavily promoted on various media platforms Tuesday through Friday last week. STA estimates seven residents used the service.

STA's Free Rides to Vaccines program ended on July 5, 2021. Customers who received their first ride and vaccination are still eligible for a free ride for the second dose of the Moderna or Pfizer vaccine.

13. NEW BUSINESS

None.

14. ADJOURN

With no further business to come before the Committee, Chair Haley adjourned the meeting at 2:21 p.m.

Respectfully submitted,



Kathleen Roberson
Executive Assistant to the Chief Financial Officer

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 5A : PLANNING & DEVELOPMENT COMMITTEE CHAIR REPORT

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Al French, Chair, Planning & Development

SUMMARY

Mr. French will review the September 1, 2021, and draft October 6, 2021, committee meeting agendas as part of his report. Agendas are attached.

RECOMMENDATION TO COMMITTEE: For information & discussion.

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

PLANNING AND DEVELOPMENT COMMITTEE MEETING

Wednesday, September 1, 2021

10:00 a.m. – 11:30 a.m.

Via Video Conference

Committee Members: [Click here to join the meeting](#)

General Public: [Click here to view the meeting](#)

Audio Conference: Call the number below and enter the access code.
+1-408-418-9388 | Access code: 146 129 8378

AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*5 minutes*)
 - A. Minutes of the June 30, 2021 (July) Committee Meeting -- *Corrections/Approval*
4. Committee Action
 - A. Board Consent Agenda (*10 minutes*)
 1. FTA Section 5310 Funding Awards Recommendation (*Otterstrom*)
 - B. Board Discussion Agenda
(*No items being presented this month.*)
5. Reports to Committee (*25 minutes*)
 - A. Connect Spokane Major Update: Document Review (*Otterstrom*)
 - B. Sprague High Performance Transit Planning Update (*Otterstrom*)
6. CEO Report (*15 minutes*)
7. Committee Information
(*No items being presented this month.*)
8. October 6, 2021 Committee Meeting Draft Agenda Review (*5 minutes*)
9. New Business (*5 minutes*)
10. Committee Members' Expressions (*5 minutes*)
11. Adjourn

Next Committee Meeting: Wednesday, October 6, 2021, 10:00 a.m. via Webex.

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PLANNING AND DEVELOPMENT COMMITTEE MEETING

Wednesday, October 6, 2021

10:00 a.m. – 11:30 a.m.

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Audio Conference: Call the number below and enter the access code.
+1-408-418-9388 | Access code: XXX XXX XXXX

DRAFT AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*5 minutes*)
 - A. Minutes of the September 1, 2021 Committee Meeting -- *Corrections/Approval*
4. Committee Action
 - A. Board Consent Agenda (*15 minutes*)
 1. Division BRT: Design and Engineering Services Award of Contract (*Otterstrom*)
 2. Passenger Information Digital Displays Award of Contract (*Otterstrom*)
 3. High Performance Transit Amenities Fabrication – Contract Amendment (*Otterstrom*)
 - B. Board Discussion Agenda
(*No items being presented this month.*)
5. Reports to Committee (*35 minutes*)
 - A. Draft 2022 Annual Action Plan (*Meyer/Otterstrom*)
 - B. Draft 2022 Operating and Capital Budgets (*Liard*)
 - C. Connect Spokane Update (*Otterstrom*)
 - D. I-90 / Valley High Performance Transit Corridor Planning Update (*Otterstrom*)
6. CEO Report (*15 minutes*)
7. Committee Information
8. November 3, 2021 Committee Meeting Draft Agenda Review (*5 minutes*)
9. New Business (*5 minutes*)
10. Committee Members' Expressions (*5 minutes*)
11. Adjourn

Next Committee Meeting: Wednesday, November 3, 2021, 10:00 a.m. via Webex.

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SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 5B : PERFORMANCE MONITORING & EXTERNAL RELATIONS
COMMITTEE CHAIR REPORT

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Chris Grover, Chair, Performance Monitoring & External Relations

SUMMARY

Mr. Grover will review the September 1, 2021, and draft October 6, 2021, committee meeting agendas as part of his report. Agendas are attached.

RECOMMENDATION TO COMMITTEE: For information and discussion.

Spokane Transit Authority
1230 West Boone Avenue
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PERFORMANCE MONITORING AND EXTERNAL RELATIONS COMMITTEE

Wednesday, September 1, 2021, 1:30 p.m.

Via Video Conference

AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*5 minutes*)
 - A. Minutes of the June 30, 2021, Committee Meeting – *Corrections/Approval*
4. Committee Action (*20 minutes*)
 - A. Board Consent Agenda
 1. Boone Elevator Modernization – Final Contract Acceptance (*Liard*)
 2. Approval of Contract Renewal for Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System Maintenance & Upgrade Services (*Liard*)
 - B. Board Discussion Agenda
 1. (*No items being presented this month*)
5. Reports to Committee (*None*)
6. CEO Report (*15 minutes*)
7. Committee Information – *no discussion/staff available for questions*
 - A. July 2021 Operating Indicators (*Meyer*)
 - B. July 2021 Financial Results Summary (*Liard*)
 - C. August 2021 Sales Tax Revenue Information (*Liard*)
 - D. June 2021 Semi-Annual Financial Reports (*Liard*)
 - E. 2nd Quarter 2021 Service Planning Input Report (*Otterstrom*)
8. October 6, 2021, Committee Meeting Draft Agenda Review (*5 minutes*)
9. New Business
10. Committee Members' Expressions
11. Adjourn

Next Committee Meeting: October 6, 2021, 1:30 p.m. via WebEx.

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PERFORMANCE MONITORING AND EXTERNAL RELATIONS COMMITTEE

Wednesday, October 6, 2021, 1:30 p.m.

Via Video Conference

DRAFT AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*5 minutes*)
 - A. Minutes of the September 1, 2021, Committee Meeting – *Corrections/Approval*
4. Committee Action
 - A. Board Consent Agenda
 1. (*No items being presented this month*)
 - B. Board Discussion Agenda
 1. (*No items being presented this month*)
5. Reports to Committee (*40 minutes*)
 - A. Fare Policy Revisions:
 1. Preliminary Proposal and Public Outreach (*Monique Liard*)
 2. Public Outreach (*Karl Otterstrom*)
 - B. Community Access Pass (CAP) Pilot Program Review (*Brandon Rapez-Betty*)
 - C. Summer Youth Pass Program – Final Report (*Brandon Rapez-Betty*)
 - D. Second Quarter Performance Measures (*E. Susan Meyer*)
6. CEO Report (*15 minutes*)
7. Committee Information – *no discussion/staff available for questions*
 - A. August 2021 Operating Indicators (*E. Susan Meyer*)
 - B. August 2021 Financial Results Summary (*Monique Liard*)
 - C. September 2021 Sales Tax Revenue Information (*Monique Liard*)
8. November 3, 2021, Committee Meeting Draft Agenda Review
9. New Business
10. Committee Members' Expressions
11. Adjourn

Next Committee Meeting: November 3, 2021, 1:30 p.m. via WebEx.

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SPOKANE TRANSIT AUTHORITY

BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 6 : STRATEGIC PLANNING SERVICES SCOPE OF WORK – APPROVAL

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning and Development
Monique Liard, Chief Financial Officer

SUMMARY

Spokane Transit is seeking qualified assistance in developing a multi-year strategic plan that advances urban and regional mobility, integrates public transportation into existing and future development, and furthers STA's vision to be a source of pride for the region. Development of the plan comes as STA nears completion of the most significant investments within its current ten-year plan, *STA Moving Forward*.

BACKGROUND

Request for Proposal – Scope of Work

STA intends for the new strategic plan to address emerging technologies, trends, and opportunities with 2035 as the planning horizon year. STA expects that the consultant will provide active project management and project control tasks, including regular progress check-ins to report progress, assess and mitigate schedule risks, update on earned value and ensure clear project communications within the consultant and with STA leadership and staff assigned to support the project.

In addition, STA will look to the consultant to develop and facilitate a comprehensive public and stakeholder involvement effort which will crosscut all stages defined below with the objective of informing development of deliverables, while also increasing community buy-in.

The core efforts and deliverables of this scope of work will include:

- Project management
- Design and execution of a comprehensive and proven strategic planning process
- Facilitation of the refresh or update of STA's vision, mission, and values
- Completion of research to understand and inventory dynamics which could impact STA, its service delivery, operations, facilities and staffing through 2035
- Organization of outreach, scaled for strategic planning, including Board engagement and ownership, along with data gathering
- Development of scenarios for possible futures given research findings and advise on most likely scenario(s) with STA's Board and leadership team
- Development of an actionable strategic plan, including a high-level projected budget for implementation
- Recommendations regarding the plan's implementation

Estimated Contract Value and Funding

Based on preliminary cost estimates and the anticipated level of specific strategic skillset required for this work, the total value of the strategic planning consultant contract for which staff is presently seeking authority to procure is estimated at \$650,000. The cost of the contract will be locally funded out of the 2022 operating budget.

Procurement and Evaluation Method and Timeline

Pursuant to STA’s procurement guidelines, STA will issue a Request for Proposal and request prospective consultants submit responses to the scope of work which will be evaluated. Once responses and qualifications are evaluated and ranked, staff will seek board authority to negotiate with the most qualified consultants to arrive at a fair and reasonable price.

STA is seeking strategic consulting services from firms that have robust experience in delivering proven long range implementable plans. STA intends to use the following evaluation criteria and scoring method. Further details on the considerations for each criterion can be found in the attached Scope of Work. Following a preliminary evaluation, STA will invite up to three of the top-ranked firms for in-person interviews to aid in finalizing the evaluation scoring and ranking.

Evaluation Criteria	Maximum Point Value
Research capabilities & development of strategic insights	30
Project understanding & proposed delivery approach	30
Relevant experience	20
Reference materials	10
Price proposal	10

Subject to Committee’s approval of the Scope of Work, following are key milestones in the anticipated timeline for the solicitation, evaluation process, and contract award. The timeline is subject to change.

Procurement Activity	Anticipated Date
Release of RFP	September 10, 2021
Deadline for submitting proposals	October 12, 2021
Evaluation process	Mid-October to mid-November 2021
Committee and Board authorization to negotiate and execute the Strategic Planning Services contract	December 2021
Negotiate and execute contract	By January 1, 2022

RECOMMENDATION TO COMMITTEE: By motion, approve the general Scope of Work and authorize staff to release a Request for Proposal for Strategic Planning Services.

Strategic Planning Services Scope of Work

Agency Background

Spokane Transit Authority (STA) is a municipal corporation formed in 1981 when the region's voters approved the establishment of a Public Transportation Benefit Area (PTBA). The regional Board of Directors is composed of elected officials appointed by their jurisdictions within the PTBA, and a non-voting labor representative.

The Chief Executive Officer, E. Susan Meyer, oversees the day-to-day operations of STA's Fixed Route Bus, Paratransit, and Vanpool services.

Spokane Transit provides Fixed Route bus service on 43 different routes within the PTBA, which is comprised of 248 square miles within Spokane County. STA operates 147 buses, 28 of which are hybrid (diesel-electric) vehicles. The agency provided 9,971,798 bus rides in 2019, a 0.97% decrease over 2018.

STA's Paratransit service provides door-to-door, shared ride transportation for people who are disabled if the effects of their disabilities prevent them from using the regular bus. The Paratransit fleet of 108 lift-equipped vans provided 442,186 trips in 2019.

Vanpool is Spokane Transit's rideshare program. Groups of five or more commuters share the cost of commuting and the ride to work in a STA van driven by one of the commuters. In 2019, Vanpool passengers made 155,262 trips.

STA employs approximately 620 people working in four locations in the Spokane region. The majority of these employees are vehicle operators and maintenance personnel. Spokane Transit has the following divisions: Executive Administration, Operations (Fixed Route, Paratransit, and Vanpool), System Planning and Development, and Finance and Information Services.

STA is a zero-debt agency. The primary source of funding comes from local sales and use tax, customer fares, and state and federal grants. Public transit in Washington State is funded by up to 0.9% of local sales tax revenue with voter approval, with STA currently authorized for 0.8% (0.6% base plus additional 0.2% authorized in 2016 through 2028).

In 2016, after more than 35 years at the effective rate of 0.6%, voters approved a phased-in 0.2% increase to bring STA's funding rate to 0.8% by 2019. This new revenue is used to fund the 10-year *STA Moving Forward* plan to maintain, improve and expand service across the region.

Project Overview

Spokane Transit is seeking qualified assistance in developing a multi-year strategic plan that advances urban and regional mobility, integrates public transportation into existing and future development and furthers STA's vision to be a source of pride for the region. The development of the plan comes as STA nears the completion of the most significant investments within its current ten-year plan, *STA Moving Forward*.

The timing of this strategic planning effort recognizes current funding resources and opportunities, along with the 2028 expiration of a voter-approved sales tax of 0.2%, if not authorized earlier, that is funding current service, expansion and delivery approved in *STA Moving Forward*. STA intends for the

new strategic plan to address emerging technologies, trends, and opportunities with 2035 as the planning horizon year.

The core deliverables of this scope of work will include:

- Effective and informative stakeholder engagement to ensure careful consideration of stakeholder input as well as broad support of the plan's key strategies.
- Robust analysis of local, regional, and national trends that shape and influence transportation options with the aim to improve mobility.
- Bold, yet feasible and practical solutions that build on existing strengths, suppress weaknesses, leverage opportunities, and mitigate threats to the vitality of the region and STA's public service role, supported by a clear funding plan.
- Recommendations for action with clear, mission-driven goals and objectives.

Anticipated project deliverables are presented within the stages and tasks detailed below and are subject to refinement through the planning process.

Phase 1 – Set Direction

The objective of this phase is to assist the STA Board of Directors and senior staff to design and execute a comprehensive and proven planning process that results in an adopted clear strategic direction for STA. STA envisions the scope of work being completed in stages, as shown below. However, STA values the consultant's recommendations regarding the best process to develop an actionable strategic plan. Each Stage is expected to culminate in a Board workshop or presentation at a Board meeting which will yield approval from the Board to progress to the next stage of the strategic planning process. Phase 1 is anticipated to begin upon contract execution in January 2022 and extend for 9-12 months.

STA expects that, throughout Phase 1, the Consultant will provide active project management and project control tasks, including regular progress confirmations and reports, assess and mitigate schedule risks, update on earned value and ensure clear project communications with STA leadership and staff assigned to support the project.

In addition, STA will look to the Consultant to develop and facilitate a comprehensive public and stakeholder involvement effort which will crosscut all stages defined below with the objective of informing development of deliverables, while also increasing community buy-in. Public and stakeholder involvement is envisioned to be scaled for strategic planning, and to include opportunities for input, through stakeholder interviews, community surveys, and information materials that can be easily understood.

It is expected that these tasks will be accomplished through a combination of activities, including:

- Background research by Consultant on STA and the transit industry, including environmental scan of organization and opportunities ahead
- Benchmarking STA with other similar sized transit agencies' strategic deliverables
- Focus groups, interviews, surveys, public outreach and/or any other method that will be useful in receiving relevant input from riders, the community, elected officials, STA leadership and other pertinent constituents
- Facilitated group meetings with the board and staff to create consensus regarding a strategic vision and plan
- Group report-outs of findings

Stage 1: Discovery – Strategic vision with STA Board

This stage includes consensus building among Board members alongside STA staff to establish the workplan and foundation for the ensuing stages. One Board workshop is expected to take place in March 2022 to support the activities and deliverables of this stage.

Task 1 – Development of Work Plan and Project Management Plan

Develop a project workplan establishing the organizational structure, timeline and detailed objectives, guidelines, and deliverables of this strategic planning process. The project workplan will serve as a reference of authority throughout the delivery of this project.

Task 1 Deliverables

- Board validated work plan for subsequent stages and tasks within Phase 1.
- Project Management Plan (PMP) that is concise and easy to understand that conveys project team staffing, change management related to the work effort, regular reporting activities and risk management. The PMP should be prepared for review within the first 15 days of the project. It may be modified from time to time as necessary.

Task 2 – Vision & Mission Refresh

This task will focus on refreshing the shared strategic vision and mission so that they:

- are clearly stated
- are compelling
- are timely
- describe a clear and present need
- motivate people to act
- are a worthwhile challenge

Consensus-building activities may include interviews with individual board members and STA leadership.

Task 2 Deliverables

- Memorandum to staff documenting key findings from initial engagement interviews and other activities
- Updated vision and mission statements that are formally adopted by Resolution by the STA Board of Directors

Stage 2: Research and Validation

This stage should produce the substantive documentation and solutions, validated through informed stakeholder involvement, which are needed for the confirmation of the vision and mission and the establishment of the organizational priorities which will inform the strategic planning process.

Task 1 – Development of Public Involvement Plan

Develop a Public Involvement Plan (PIP) that identifies audiences and engagement and communication tactics to be undertaken throughout Phase I. Tactics specific to engaging disadvantaged communities and others whose needs previously may not have been sufficiently represented in transportation planning .

Task 1 Deliverables

- Board validated Public Involvement Plan that is concise and easy to understand that identifies audiences along with engagement and communications tactics to be undertaken. Should identify both in-person and virtual options to provide a full-range of opportunities.

Task 2 – Development of Tools, Analyses and Documentation of Dynamics & Trends

This task should leverage various tools such as needs assessment, gap analysis, SWOT analysis, demographic research, market trends, benchmarking STA with other similar sized transit agencies' strategic deliverables, stakeholder interviews and public outreach, understanding of mobility trends, etc. This will include perceptions about STA in the community from various perspectives both in terms of current (as part of SWOT analysis) as well as future expectations of STA's role in the region.

Conduct research to understand and inventory dynamics which STA could influence, or which could impact STA, its service delivery, operations, facilities and staffing through 2035 or beyond to 2045. Of particular interest are trends in:

- diversity, equity and inclusion
- housing affordability and accessibility improved through transit, such as Transit-Oriented Development (TOD) (include review of planning data conducted elsewhere such as Spokane Regional Transportation Council (SRTC), Greater Spokane Incorporated (GSI), and other regional agencies)
- climate footprint of transit
- ridership and mobility solutions
- impact of technology on transit industry

Presentation of the activities and deliverables of this Task is expected to be provided at the April 2022 Board meeting.

Task 2 Deliverables

- Detailed report documenting research and validation activities, findings, and conclusions as well as results of any analyses carried out such as needs assessment, SWOT, etc.

Stage 3: Scenario Planning

This stage should leverage the research conducted in Stage 2 to establish and plan for multiple different futures, possibly five, to test the robustness of STA's strategic plan. The outcome of this stage should be the most or top 2 most likely views of what the outyear of the plan looks like to inform the development of Phase 2 projects and initiatives. One Board workshop is expected to take place in May 2022 to support the activities and deliverables of this stage.

Deliverables

- Memorandum documenting the scenarios planning activities
- Board action selecting the most likely scenarios to be the basis for the Strategic Plan Development Stage

Stage 4: Strategic Plan Development

After the Discovery, Research and Scenario Planning phases, Stage 4 entails the identification of key strategic goals and the development of an actionable strategic plan that will serve as the overall

blueprint for STA's planning efforts. This effort should be informed by public outreach in alignment with the Public Involvement Plan (PIP) developed during Stage 2. One Board workshop is expected to take place in July 2022 to support the activities and deliverables of this stage.

Deliverables

- Board adopted strategic plan which should include:
 - An executive summary
 - Comprehensive details that identify:
 - Shared vision and mission
 - Goals and priorities
 - Objectives
 - Strategies
 - Tactics
 - Responsible partners and their roles
 - Measures
 - Outcomes
 - Resource development strategies
 - Initial communications strategies (What are the key messages? Who are the targets for those messages? How are the messages delivered? Who delivers the messages?)
 - A Community Engagement Report that documents all engagement activities undertaken through the planning process

Stage 5: Recommendations for Implementation

This stage includes the development of recommendations regarding the implementation phase of STA's strategic plan. The objective of this phase is to develop a detailed scope of work for Phase 2 of the Strategic Planning effort. Included within this phase should be a detailed budget to implement the plan and methods of measuring successful implementation. Presentation of the activities and deliverables of this Stage is expected to be provided at the September 2022 Board meeting.

Deliverables

- Recommendations regarding the plan's implementation
- Detailed scope of work for Phase 2
- Preliminary estimate of cost to implement

Phase 2 – Strategic Plan Project Elements

At its discretion, STA may initiate a second phase of work with the Consultant to advance the strategic plan. This phase includes defining and evaluating specific projects that could be implemented within the strategic plan horizon. Conceptually, projects will be derived from existing plans, such as *Connect Spokane*, or stem from strategies developed in Phase 1. Activities may consist of the following:

- *Develop a list of strategic projects*
- *Establish evaluation criteria to prioritize projects to realize strategic plan*
- *Publish new 2025-2035 strategic planning document*
- *Develop supporting framework and timeline for next ballot measure*

It is envisioned that other resources will be engaged during this phase, including planning, architectural and engineering resources that STA has procured independently. Part of the Consultant scope in Phase 2 will be to help orchestrate and integrate work product from external resources. In the event, STA exercises this Phase 2 option, the Consultant may play a role in ensuring continuity and tie back to overall concepts and strategies from Phase 1, participate in the selection process and support the newly selected Consultant as a resource as needed.

Evaluation

The timeline for these efforts is expected to be as follows:

DATE	PROCUREMENT ACTIVITY
September 10, 2021	Release of RFP
October 12, 2021	Proposals due
October 25, 2021	Initial meeting – Evaluation committee
Week of November 15, 2021	Interviews
November 23, 2021	Evaluation committee recommendation
December 1, 2021	Award of Contract recommendation to Planning & Development Committee
December 16, 2021	Award of Contract approval by Board of Directors

EVALUATION CRITERIA	WEIGHTING
Research capabilities & development of strategic insights	30 Points
Project understanding & proposed delivery approach	30 Points
Relevant experience	20 Points
Reference materials	10 Points
Price proposal	10 Points
TOTAL POSSIBLE	100 Points

The following items will be taken into consideration by STA in each Evaluation Criteria:

Research Capabilities & Development of Strategic Insights

- Robust experience in compiling relevant research and benchmarking
- Proven ability to conduct effective and relevant public outreach
- Ability to translate research into baseline for strategic planning baseline

Project Understanding & Proposed Delivery Approach

- Understanding of STA's needs based on proposed approach to organizing, managing, and implementing the stages outlined in the scope of work.
- Quality of proposed approach and work plan, applying proven planning tactics and addressing risks and opportunities that may arise within the scope of work.
- Suitability of the proposed plan to the STA operating environment, resources levels and infrastructure
- Demonstrated realization of project timeline and objectives
- Capacity to effectively undertake the scope of the project and meet all time requirements
- Project management approach and techniques required for quality control of the work

Relevant Experience

- Significant and proven experience working with clients to develop an impactful and pertinent strategic plan guided by a proven methodology
- Experience of key personnel with strategic planning and effectively working with Boards and executive leadership
- Experience in similar projects for transit agencies
- Ability to meet the technical and functional requirements of the RFP within the specified timeframe and estimated budget

Reference Materials

- Demonstrated qualifications through relevant work examples, such as:
 - Strategic plan documents
 - Research reports
 - Public involvement plans
 - Work plan
- Ability to produce high quality deliverables as detailed in the RFP

Note: References will be given equal weight across all evaluation criteria listed above.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 7 : BOARD OF DIRECTORS MEETING AGENDA SEPTEMBER 16,
2021 – CORRECTIONS AND/OR APPROVAL

REFERRAL COMMITTEE: N/A

SUBMITTED BY: E. Susan Meyer, Chief Executive Officer

SUMMARY

The Board of Directors meeting agenda for September 16, 2021, is attached for your information, correction and/or approval.

RECOMMENDATION TO COMMITTEE: Corrections and / or approval

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

BOARD MEETING

Thursday, September 16, 2021
1:30 – 3:00 p.m.

Via Webex Video Conference

Board Members: Board Members Join [Here](#)

General Public: Public Attendees Join [Here](#)

Audio Conference: 1-408-418-9388; Event #: 146 443 4134 Password: 2021

DRAFT AGENDA

1. Call to Order and Roll Call
2. Approve Board Agenda (*Pamela Haley*)
3. Public Expressions
4. Recognitions and Presentations – *10 minutes*
 - A. Wall of Fame Nominations (*Nancy Williams*)
 - B. 2nd Quarter Years of Service (*Nancy Williams*)
 - C. 2nd Quarter Employee Recognition (*Nancy Williams*)
5. Board Action - Consent Agenda: *5 minutes*
 - A. Minutes of the July 15, 2021, Board Meeting – Corrections/Approval
 - B. July and August 2021 Vouchers - Approval (*Monique Liard*)
 - C. FTA Section 5310 Funding Awards Recommendations (*Karl Otterstrom*)
 - D. Boone Elevators Modernization – Final Acceptance (*Monique Liard*)
 - E. Approval of Contract Renewal for Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) System Maintenance & Upgrade Services (*Monique Liard*)
6. Board Operations Committee: *10 minutes*
 - A. Chair Report (*Pamela Haley*)
7. Planning & Development Committee: *10 minutes*
 - A. Chair Report (*Al French*)
8. Performance Monitoring & External Relations Committee: *10 minutes*
 - A. Chair Report (*Chris Grover*)
9. CEO Report: *15 minutes*

10. Board Information – *no action or discussion*
 - A. Committee Minutes
 - B. August 2021 Sales Tax Revenue (*Monique Liard*)
 - C. July 2021 Financial Results Summary (*Monique Liard*)
 - D. July 2021 Operating Indicators (*E. Susan Meyer*)
 - E. Connect Spokane Major Update: Document Review (*Karl Otterstrom*)
 - F. Sprague High Performance Transit Planning Update (*Karl Otterstrom*)
 - G. June 2021 Semi-Annual Financial Reports (*Monique Liard*)
 - H. 2nd Quarter 2021 Service Planning Input Report (*Monique Liard*)
11. Executive Session (*McAloon Law PLLC*): *None*
12. New Business
13. Board Members' Expressions
14. Adjourn

Cable 5 Broadcast Dates and Times of September 16, 2021, Board Meeting:

Saturday, September 18, 2021	4:00 p.m.
Monday, September 20, 2021	10:00 a.m.
Tuesday September 21, 2021	8:00 p.m.

Next Committee Meetings (Via WebEx Virtual Conference) Wednesday:

Planning & Development	October 6, 2021, 10:00 a.m.
Performance Monitoring & External Relations	October 6, 2021, 1:30 p.m.
Board Operations	October 13, 2021, 1:30 p.m.

Next Board Meeting (Via WebEx Virtual Conference):

Thursday, October 21, 2021, 1:30 p.m.

Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting on STA's website: www.spokanetransit.com. A video of the Board meeting may be viewed on the website the week after the meeting. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend and participate. Anyone wishing to address the Board of Directors on a specific subject at a Board meeting may do so by submitting written comments to the STA Chair of the Board (1230 West Boone Avenue, Spokane, WA 99201-2686) 24 hours prior to the Board meeting. Mail addressed to the Board of Directors will be distributed by STA at its next meeting. Mail addressed to a named Board Member will be forwarded to the Board Member, unopened. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964. For more information, see www.spokanetransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs. For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 8 : BOARD OPERATIONS COMMITTEE DRAFT OCTOBER 13, 2021,
MEETING AGENDA – INFORMATION

REFERRAL COMMITTEE: N/A

SUBMITTED BY: E. Susan Meyer, Chief Executive Officer

SUMMARY

The draft Board Operations Committee meeting agenda for October 13, 2021, is attached for your information.

RECOMMENDATION TO COMMITTEE: For information and discussion.

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

BOARD OPERATIONS COMMITTEE MEETING

Wednesday, October 13, 2021

1:30 p.m. – 3:00 p.m.

Via Webex Video Conference

- Committee Members:** Click here to join the meeting
General Public: Click here to view the meeting
Audio Conference: Call the number below and enter the access code.
+1-408-418-9388 | Access code: ###

DRAFT AGENDA

1. Call to Order and Roll Call
2. Approve Committee Agenda (*Haley*)
3. Chair's Comments (*Haley*) (*5 minutes*)
4. Committee Action/Discussion: (*5 minutes*)
 - A. September 8, 2021, Committee Meeting Minutes – Corrections/Approval
5. Committee Chair Reports: (*20 minutes*)
 - A. Al French, Planning & Development
 - B. Chris Grover, Performance Monitoring & External Relations
6. Board of Directors Draft October 21, 2021 Meeting Agenda – Corrections/Approval (*Meyer*) (*5 minutes*)
7. Board Operations Committee Draft November 10, 2021 Meeting Agenda – Information (*Meyer*) (*5 minutes*)
8. CEO Report (*15 minutes*)
9. New Business
10. Adjourn

Next Committee Meeting: Wednesday, November 10, 2021, 1:30 p.m.
Via Webex Video Conference

Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting on STA's website: www.spokanetransit.com. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act. For more information, see www.spokanetransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs. For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
BOARD OPERATIONS COMMITTEE MEETING

September 8, 2021

AGENDA ITEM 9: CEO REPORT

REFERRAL COMMITTEE: N/A

SUBMITTED BY: E. Susan Meyer, Chief Executive Officer

SUMMARY

At this time, Ms. Meyer, CEO, will have an opportunity to comment on various topics of interest regarding Spokane Transit.

RECOMMENDATION TO COMMITTEE: N/A