

Spokane Transit Authority
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Approved 9/15/22
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BOARD OF DIRECTORS

Draft Minutes of the July 21, 2022, STA Board Workshop
1230 W Boone Ave., Spokane, Washington
with a WebEx Video Conference Option

MEMBERS PRESENT

Chris Grover, Small Cities Representative (Airway Heights) *Chair*
Al French, Spokane County
Betsy Wilkerson, City of Spokane
Josh Kerns, Spokane County
Karen Stratton, City of Spokane
Lori Kinnear, City of Spokane, *Chair Pro Tempore*
Pamela Haley, City of Spokane Valley
Zack Zappone, City of Spokane
Tim Hattenburg, City of Spokane Valley
Dan Sander, Small Cities Representative (Millwood)
Ex Officio
Rhonda Bowers, Labor Representative, *Non-Voting*

MEMBERS ABSENT

Veronica Messing, Small Cities Representative (Cheney) *Ex Officio*
Don Kennedy, Small Cities Representative (Medical Lake) *Ex Officio*
Dan Dunne, Small Cities Representative (Liberty Lake),
Ex Officio

STAFF PRESENT

E. Susan Meyer, Chief Executive Officer
Brandon Rapez-Betty, Chief Operations Officer and
Interim Chief Communications & Customer Service
Officer
Karl Otterstrom, Chief Planning & Development Officer
Monique Liard, Chief Financial Officer
Nancy Williams, Chief Human Resources Officer
Dana Infalt, Clerk of the Authority

PROVIDING LEGAL COUNSEL

Laura McAloon, McAloon Law PLLC

GUESTS

Kevin Desmond, Principal & National Director, Transit
and Rail, Sam Schwartz
Tim Payne, Senior Principal, Nelson Nygaard

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

Chair Grover called the meeting to order at 11:31 a.m. and introductions were made.

2. **STA STRATEGIC PLAN WORKSHOP**

A. **Welcome and Introductions:** Ms. Meyer welcomed everyone and expressed her appreciation for everyone making time to participate. She provided a review of the background of the Strategic Plan. Ms. Meyer noted that since the last workshop, staff have been working on outreach and refining the Mission, Vision, and tag line. She noted the three Strategic Plan goals that will be presented today for concurrence, and advised that we will then review the future scenarios developed, and next steps.

Ms. Meyer advised that we will be using the Mentimeter tool again and reiterated that all members are invited to provide input today, regardless of voting or non-voting status and said we want to hear from all Board members during the workshop.

She introduced Mr. Tim Payne and Mr. Kevin Desmond, along with the internal Strategic Planning working group.

B. Workshop Objectives: Ms. Liard shared a graphic that reviewed the overall strategic planning overview, indicating where staff are in the process leading up to the Phase 1 Strategic Plan being adopted at the December 2022 Board meeting.

1. **Update on outreach efforts and findings** – Ms. Liard noted the completed and anticipated efforts through August 2022. She noted proposed topics for the September, October, and November workshops.

Ms. Liard mentioned the preliminary online survey results which is running June 22 through August 15. The survey is available in five languages and has received 65 responses as of July 20, 2022. She also reviewed results of the survey to date.

Brief discussion ensued with Board members and staff concerning on-demand transit and housing near transit.

2. **Finalize updates to STA's Mission, Vision, and Tagline** – The Mission & Vision refresh was discussed, and the results of the May Board Workshop were reviewed. Ms. Liard showed proposed revisions to the Mission statement. There were no revisions suggested to the Vision statement, and it was suggested changing "city" to "cities" in the tagline.

A Mentimeter activity followed which allowed Board members to participate and provide responses to questions about riding in autonomous vehicles, and the proposed Mission Statement, Vision Statement, and Tagline.

3. **Concur on Draft Strategic Plan Goals** – Mr. Desmond reviewed the Strategic Plan goals' definition, initial outreach input used to develop goals, and the proposed Draft Strategic Plan Goals of a) Elevate the customer experience; b) Lead and collaborate with community partners to enhance the quality of life in the region; and c) Strengthen STA's capacity to anticipate and respond to the demands of the region. He reiterated the objective of the meeting today is to obtain concurrence on the proposed goals.

Mr. Hattenburg joined the meeting at 11:53 a.m.

Mr. Desmond presented example strategies to each of the three goals, which were individually followed by a Mentimeter activity to provide Board Members the opportunity to give anonymous feedback and suggestions and weigh in on the goals. Discussion ensued.

Mr. Desmond advised that Goal 1 used Service, Ease of Use, and Safety as examples in elevating the customer experience. When asked 'What strategies would be important to you as an STA Board Member in reaching this goal of Lead and Collaborate with Community?', Board members submitted ideas that included utilizing new technologies, identifying ALL community partners, how do we define the customer, frequency of service, serving non-served communities, continuous evaluation of actions to ensure they get us to the goal, ongoing requests for feedback, and partnering and connecting to neighborhood centers/hubs.

Board members were reminded that strategies include Leadership, Collaboration, and Looking to the Future. Feedback on goal #2 strategies and the question of how well it aligned was met with 6 "very well" versus 2 "somewhat well" responses.

When asked what strategies would be important to you as an STA Board member in reaching this goal, responses included weekend night buses, collaborate with law enforcement to prevent DUIs and collisions, regular communication with

stakeholders, plaza law enforcement, provide more opportunities for non-riders to learn about STA, and regular meetings with partners, sharing plans for projects, making multimodal transportation a high priority in collaboration with land use, improving relationships with SPD, and the downtown partnership. Discussion ensued.

Goal 3 included asking about strengthening STA’s capacity to anticipate and respond to the demands of the region. Example strategies for human, capital, and financial resources were shared. The question of How well does this goal represent where STA should be heading in the future? received 9 “very well” and 1 “somewhat well” responses.

In response to the question of ‘What strategies would be important to you as an STA Board member in reaching this goal?’ Board members offered options such as attract/retain staff, empower employees to participate in decision making, partner with colleagues or trade schools to teach people, communication and planning, outreach to diverse communities, training opportunities, expansion, employee incentives, good stewards of public finances, eye on the future beyond 2035, better evaluation of personal factors resulting in lost employees and changes that can be made by the organization to address them, and human capital drives it all.

Mr. Desmond asked for additional comments and discussion ensued regarding responses. He asked if any other goals were missing and restated the draft goals. A few suggestions were offered and discussed how they fit into the three goals mentioned.

Mr. Desmond stated the objective was to get concurrence that these are the right goals and he felt we had achieved that today.

Mr. French joined the meeting at 12:32 p.m.

4. **Review Scenario Planning** – Mr. Payne reviewed the stages of scenario planning used to evaluate goals and strategies in an uncertain future. External factors were evaluated, and a scenario summary was provided with discussion of the following scenarios:

Scenario	Over-arching Theme
Scenario A - Current Trends	Current trends and indicators carry into the future
Scenario B - Resurgence of Downtown Spokane	Downtown Spokane becomes a vibrant mixed-use center and attracts regional growth and focus
Scenario C - Large Employment Centers	Employment growth is dominated by large manufacturing employers, one in the Spokane region and one in North Idaho
Scenario D - Idaho Shift	Regional growth in housing, retail, medical services, and employment shifts into North Idaho
Scenario E - North Spokane Corridor Influences	Regional growth focuses on the North Spokane Corridor with transit needs connected to all parts of the region, including Downtown Spokane
Scenario F - Regional Backtrack	Forces of employment opportunity and housing shortages cause the region to move back in time economically

This review was followed by a Mentimeter activity. The question ‘How well do these scenarios represent a sufficiently broad set of futures to test the suitability of the goals and strategies?’ received 4 “very well” and 5 “well” responses. Mr. Desmond asked for thoughts and comments. Discussion ensued.

Additional Mentimeter activities asked Board members to participate in determining which Draft Scenarios present the greatest opportunity, which Draft Scenarios are the most challenging to respond to, and which external factors should be explored in another scenario? Board members provided their input. Mr. Desmond reviewed the planning overview and talked about the performance measures and their importance to measuring how well the goals area being met, noting they will be presented in September.

5. **Next Steps**– Ms. Meyer commented on the input received today, goals and strategies, how interesting the scenarios are, and how pleasing it is to have the Board’s concurrence that we are on the right track. She advised we will continue the surveys, meet with Citizen Advisory Committee, refine the list of strategies, and bring back to the Board.

She thanked Board members for their leadership, input, and participation. She noted a lot was covered today and advised next steps include continued outreach efforts, refining the list of strategies, development of strategic performance measures, testing strategies against future scenarios, and then drafting the strategic plan.

She reviewed the project timeline through the summer and beyond to the adoption of the strategic plan in December 2022. She advised the next workshop will be in the same time slot prior to the September 15 Board Meeting.

Ms. Meyer thanked the consultants and staff for their efforts and reiterated her appreciation of Board Members’ contributions of time and energy to the development of the strategic plan.

- C. May Board Workshop Supplemental Data - Ms. Meyer asked Mr. Payne to discuss the slides included in the May information that was included in the packet sent to the Board members prior to the meeting. He discussed the annual average daily traffic context and the demographic shifts of the past decade. He discussed the slide about homelessness context and unsheltered homelessness for Spokane, Clark, and Pierce counties, noting it was difficult to find comparison but sees that the Spokane unsheltered population has skyrocketed. Board members were encouraged to review and let staff know of any questions that came up.

3. ADJOURNED

With no further business to come before the Board, Chair Grover adjourned the meeting at 1:23 p.m.

Respectfully submitted,



Dana Infalt
Clerk of the Authority

Steering Committee Members

E. Susan Meyer, Chief Executive Officer
Monique Liard, Chief Financial Officer
Karl Otterstrom, Chief Planning & Development Officer
Brandon Rapez-Betty, Chief Operations Officer
Nancy L. Williams, Chief Human Resources Officer
Kathleen Weinand, Strategic Plan Project Manager
Dana Infalt, Clerk of the Authority
Amie Blain, Executive Assistant to the CFO

Consultant Team Workshop Staff

Tim Payne, Senior Principal, Nelson|Nygaard
Kevin Desmond, Principal and National Director,