

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

### **NOTICE OF BOARD MEETING**

NOTICE IS HEREBY GIVEN by the Board of Directors of the Spokane Transit Authority of Spokane County, Washington, that the Board will hold a meeting at 1:30 p.m. on Thursday, December 19, 2024, in the Spokane Transit Boardroom, 1230 West Boone Avenue, Spokane Washington. A virtual video conference option is available, and the joining information is listed below.

NOTICE IS FURTHER GIVEN that business to be discussed and/or action taken shall be in accordance with the attached agenda, which is also on file at the STA Administrative Offices.

THE MEETING SHALL BE OPEN TO THE PUBLIC.

BY ORDER OF THE STA BOARD OF DIRECTORS.

DATED THIS 19th DAY OF DECEMBER 2024.



Dana Infalt  
Executive Assistant to the CEO  
Clerk of the Authority

---

*Optional virtual joining links available on agenda*

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 4 :** APPROVE BOARD AGENDA

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Al French, STA Board Chair

---

**SUMMARY:** At this time, the STA Board will review and approve the meeting agenda with any revisions provided.

**RECOMMENDATION TO BOARD:** Approve Board agenda.

**FINAL REVIEW FOR BOARD BY:**

Division Head // Chief Executive Officer // Legal Counsel //

Spokane Transit Authority  
1230 West Boone Avenue  
Spokane, WA 99201

## BOARD MEETING

Thursday, December 19, 2024  
1:30 – 3:30 p.m.

**STA Boardroom**  
**1230 West Boone Avenue, Spokane, WA**  
*w/Virtual Public Viewing Option Link on Page 2*

## AGENDA

1. Call to Order and Roll Call (*Chair French*)
2. Pledge of Allegiance
3. Excused Absences
4. Approve Board Agenda (*Chair French*)
5. Board Chair Report (*French*)
6. Public Expressions
7. Recognitions and Presentations: *15 minutes*
  - A. Chris McCulloch, Coach Operator – Retirement (*Brandon Rapez-Betty*)
  - B. Mark Fischer, Fixed Route Supervisor – Retirement (*Brandon Rapez-Betty*)
  - C. Federal Transit Administration Section 5310: Subrecipient Recognition (*Karl Otterstrom*)
8. Board Action - Consent Agenda: *5 minutes*
  - A. Minutes of November 21, 2024, STA Board Meeting– Corrections/Approval
  - B. Approval of the November 2024 Vouchers (*Tammy Johnston/E. Susan Meyer*)
  - C. Public Works Contracts under \$35,000: Final Acceptance (*Jordan Hayes-Horton*)
  - D. City Line Wall Street Title Replacement: Final Acceptance (*Karl Otterstrom*)
  - E. Plaza Door Replacements: Final Acceptance (*Karl Otterstrom*)
  - F. 2025 Performance Measures (*Brandon Rapez-Betty*)
  - G. South Hill Park & Ride Improvements: Final Acceptance (*Karl Otterstrom*)
  - H. Public Transportation Agency Safety Plan (*Nancy Williams*)
  - I. City of Millwood Bus Stop Infrastructure: Preliminary Concurrence (*Karl Otterstrom*)
  - J. City Line Bus Procurement - Funding Source Adjustment (*Brandon Rapez-Betty*)
  - K. 2025 Board and Committee Meeting Calendar (*Dana Infalt*)
9. Board Action – Committee Recommendation: *20 minutes*
  - Board Operations Committee
    - A. Amendment to Board Operations Governing Committee Functions – Resolution (*E. Susan Meyer*)
  - Planning & Development Committee
    - B. Final Proposed 2025 Budget – Resolution (*E. Susan Meyer*) (**Majority vote of five required for 9B**)
    - C. Connect 2035 Strategic Plan: Adoption – Resolution (*Karl Otterstrom*)
10. Board Action – Other: *10 minutes*
  - A. Draft 2025 State Legislative Focus and Priorities (*Carly Cortright*)
11. Board Operations Committee: *5 minutes*
  - A. Chair Report (*Al French*)
12. Planning & Development Committee: *5 minutes*
  - A. Chair Report (*Pam Haley*)
13. Performance Monitoring & External Relations Committee: *5 minutes*
  - A. Chair Report (*Josh Kerns*)

14. CEO Report: *15 minutes*
15. Board Information – *no action or discussion*
  - A. Committee Minutes
  - B. November 2024 Sales Tax Revenue (*Tammy Johnston*)
  - C. October 2024 Financial Results Summary (*Tammy Johnston*)
  - D. October 2024 Operating Indicators (*Brandon Rapez-Betty*)
  - E. January 2025 Service Changes (*Karl Otterstrom*)
  - F. 2025 Service Revisions Outreach Update (*Karl Otterstrom*)
  - G. Division Street Bus Rapid Transit: Design & Public Outreach Update (*Karl Otterstrom*)
  - H. 2025 Performance Monitoring & External Relations Committee Work Program (*Brandon Rapez-Betty*)
  - I. 2025 Planning & Development Committee Work Program (*Karl Otterstrom*)
  - J. 2024 Third Quarter Year-to-Date Performance Measures (*Brandon Rapez-Betty*)
16. Executive Session (*Etter, McMahon*): *15 minutes*  
*RCW 42.30.110(1)(b) To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.*
17. New Business: *5 minutes*
  - A. Recognition of Retiring CEO, E. Susan Meyer (*Chair French*)
18. New Business: *5 minutes*
  - A. Election of 2025 Board Chair and Presentation of Gavel (*Chair French*)  
**(Majority vote of five required for 16A)**
19. Board Member Expressions: *5 minutes*
  - A. Presentation of Commendation to Outgoing Board Chair (*2025 Chair*)
20. Adjourn (*Chair*)

Optional Virtual link:	<a href="#">Click here to join virtually</a>	
Password:	<b>Members:</b> 2024	<b>Guests:</b> Guest
Call-in Number:	1-408-418-9388	Event #:2491 416 6575

Cable 5 Broadcast Dates and Times of December 19, 2024, Board Meeting:

Saturday, December 21, 2024	4:00 p.m.
Monday, December 23, 2024	10:00 a.m.
Tuesday, December 24, 2024	8:00 p.m.

Next Committee Meetings, Wednesday:

Board Operations	January 8, 2025, 1:30 p.m.
Planning & Development	February 5, 2025, 10:00 a.m. <i>No January Meeting</i>
Performance Monitoring & External Relations	February 5, 2025, 1:30 p.m. <i>No January Meeting</i>

Next Board Meeting:

Thursday, January 16, 2025, 1:30 p.m. STA Boardroom, 1230 West Boone Avenue, Spokane, Washington  
*(A virtual joining option will be available for all Committee and Board meetings)*

*Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting on STA's website: [www.spokanetransit.com](http://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](http://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 MEETING OF**

December 19, 2024

**AGENDA ITEM 5 :** BOARD CHAIR REPORT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Al French, Board Chair

---

**SUMMARY:** A verbal report will be given at the Board meeting.

**RECOMMENDATION TO BOARD:** Receive Report.

## 6.

### PUBLIC EXPRESSIONS

At this time, the STA Board of Directors will give the public the opportunity to express comments or opinions. Comments are limited to three minutes per person.

#### **In Person Attendance**

Anyone attending the meeting in person wishing to comment should sign in on the sheet provided at the meeting and indicate the subject of interest.

#### **Virtual Attendance**

Anyone attending the meeting virtually wishing to comment should sign up for Oral Public Expressions, but it is not required. To sign up to provide **Oral Public Expressions** in person, via telephone or computer, please complete this [form](#).

#### **Written Public Expressions**

All written public expressions to be distributed by the Clerk at any meeting must be submitted to the Clerk no later than the day preceding the meeting. Do not distribute materials or written expressions directly to the Board members in person.

To provide **Written Public Expressions** to be distributed by the Clerk at the meeting, please complete this [form](#). You may also email your **Written Public Expression** to [clerk@spokanetransit.com](mailto:clerk@spokanetransit.com). You may email a Public Expressions form using this link: [Written Public Expressions Form submit by email](#). No form is required for emailing comments.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 7A:** CHRIS MCCULLOCH, COACH OPERATOR - RETIREMENT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer  
Mike Hill, Senior Transportation Manager

---

**SUMMARY:** On October 24, 2024, Chris McCulloch concluded a remarkable 29-year career with Spokane Transit, leaving behind a legacy of outstanding service to both the organization and the community.

Throughout his nearly three decades of service, Chris earned an impressive 46 awards, reflecting his exceptional dedication to excellence. His achievements include numerous customer compliments for outstanding service, perfect attendance recognitions, and an extraordinary safety record—26 years without an accident or traffic infraction.

Chris’s commitment to professionalism and his unwavering focus on safety and customer satisfaction set a standard of excellence that will continue to inspire his colleagues. His presence and contributions will be deeply missed by the STA team and the countless passengers who appreciated his service.

As Chris begins this well-deserved chapter of retirement, we extend our heartfelt thanks for his years of dedication and wish him all the best for a future filled with happiness and fulfillment.

**RECOMMENDATION TO BOARD:** Recognize Chris for his 29 years of service and dedication to Spokane Transit.

**FINAL REVIEW FOR BOARD BY:**

Division Head \_\_\_\_\_//\_\_\_\_\_ Chief Executive Officer \_\_\_\_\_ Legal Counsel \_\_\_\_\_

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 7B :** MARK FISCHER, FIXED ROUTE SUPERVISOR - RETIREMENT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer  
Mike Hill, Senior Transportation Manager

---

**SUMMARY:** After 20 years of exemplary service to Spokane Transit, Mark Fischer embarked on his well-earned retirement on November 2nd, 2024.

Mark began his journey with Spokane Transit in 2004 as a Fixed Route Coach Operator, a role he served in for 11 years before advancing to Fixed Route Supervisor, where he excelled for the last 9 years.

Mark was renowned for his unwavering dedication and commitment, consistently going above and beyond in every task. His excellence was recognized with 29 awards, including accolades for customer compliments, perfect attendance, safe driving, quality service excellence, peer recognition, and even a Wall of Fame nomination. Mark's expertise shone brightest in PM Dispatch and as a PM Road Supervisor, where he adeptly managed vehicle incidents and passenger disruptions with skill and professionalism.

Mark's relentless work ethic and determination to ensure smooth service delivery left a lasting mark on our organization and community. His absence is felt deeply by our team, but his legacy of hard work and dedication remains an inspiration.

As Mark embarks on this exciting new chapter, we extend our heartfelt gratitude for his contributions and our warmest wishes for a joyful and fulfilling retirement.

**RECOMMENDATION TO BOARD:** Recognize Chris for his 29 years of service and dedication to Spokane Transit.

**FINAL REVIEW FOR BOARD BY:**

Division Head     //     Chief Executive Officer                      Legal Counsel

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 7C :** FEDERAL TRANSIT ADMINISTRATION SECTION 5310: SUBRECIPIENT RECOGNITION

**REFERRAL COMMITTEE:** Planning & Development (*Haley*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Emilio Bustos, Associate Transit Planner

---

**SUMMARY:** Staff will recognize one or more subrecipients of the Federal Transit Administration (FTA) Section 5310 grant program at the December 19, 2024, Board meeting. Section 5310 funding awarded by the STA Board of Directors on February 15, 2024, supplemented by \$190,000 in STA local match, empowers these organizations to serve the seniors and individuals with disabilities within the Spokane community, and provide a unique service not offered otherwise. Each attending subrecipient's Section 5310 agreement have been or will be signed by the subrecipient organization and STA CEO E. Susan Meyer.

**RECOMMENDATION TO BOARD:** Receive report.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8A :** MINUTES OF THE NOVEMBER 21, 2024, BOARD MEETING -  
CORRECTIONS AND/OR APPROVAL

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Dana Infalt, Executive Assistant to the CEO & Clerk of the Authority

---

**SUMMARY:** The minutes of the November 21, 2024, STA Board meeting are attached for your information, corrections and/or approval.

**RECOMMENDATION TO BOARD:** Corrections and/or approval.

**FINAL REVIEW FOR BOARD BY:**

Division Head // Chief Executive Officer  Legal Counsel mc

Attachment

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

## BOARD OF DIRECTORS

Draft Minutes of the November 21, 2024

**STA Board Meeting**  
1230 W Boone Ave., Spokane  
*w/Virtual Joining Option*

### **MEMBERS PRESENT**

Al French, Spokane County, *Chair (Virtual)*  
Pamela Haley, City of Spokane Valley, *Chair pro-tem*  
Betsy Wilkerson, City of Spokane  
Josh Kerns, Spokane County  
Kitty Klitzke, City of Spokane  
Paul Dillon, City of Spokane  
Tim Hattenburg, City of Spokane Valley  
Zack Zappone, City of Spokane  
Dan Dunne, Small Cities (Liberty Lake)  
Chris Grover, Small Cities (Cheney) *Ex Officio*  
Dan Sander, Small Cities (Millwood) *Ex Officio*  
Hank Bynaker, Small Cities (Airway Heights) *Ex Officio (Virtual)*  
Lance Speirs, Small Cities (Medical Lake) *Ex Officio*  
Rhonda Bowers, Labor Representative, Non-Voting

### **STAFF PRESENT**

E. Susan Meyer, Chief Executive Officer  
Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications & Customer Service Officer  
Karl Otterstrom, Chief Planning & Development Officer  
Nancy Williams, Chief Human Resources Officer  
Tammy Johnston, Sr. Financial Services Manager  
Dana Infalt, Clerk of the Authority

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahon, Lamberson, Van Wert and Oreskovich, P.C.

### **MEMBERS ABSENT**

---

#### 1. Call To Order and Roll Call

Following technical difficulties, Chair French called the meeting to order at 1:38 pm and the Clerk conducted roll call.

#### 2. Pledge of Allegiance – All stood for the pledge of allegiance.

#### 3. Excused Absences – there were none.

#### 4. Approve Board Agenda

Chair French advised that due to timing restrictions of speakers and Board members, he was requesting Agenda Item 10 - Board Action – Other, be taken out of order and placed after Agenda Item 6, Public Expressions.

**Mr. Zappone moved to approve taking Agenda Item 10 - Board Action-Other, out of order and placing after Agenda Item 6 – Public Expressions. Mr. Hattenburg seconded, and the motion passed unanimously.**

Chair French further requested the Agenda item 19 - Executive Session, be taken out of order and placed before Agenda Item #8 - Public Hearing.

**Mr. Dunne moved to approve taking Agenda Item 19 – Executive Session, out of order and placing after Agenda Item 7 - Recognitions and Presentations. Mr. Zappone seconded and the motion passed unanimously.**

There were no further corrections.

**Ms. Wilkerson moved to approve the Agenda as amended. Ms. Klitzke seconded, and the motion passed unanimously.**

5. Chair Report

Chair French provided an update to the Board on the CEO Search and advised there would be additional discussion during the Executive Session. He also requested, due to his connectivity issues, that Chair Pro Tem Haley chair the balance of the meeting. Ms. Haley agreed.

6. Public Expressions

Erik Lowe, Terry Hill, and Dream offered public expressions in person. Written expressions received by the Clerk via email were distributed to the Board members. Chair Pro Tem Haley called three times for additional public expressions. There were none.

10. Board Action – Other

A. Recognition of Congresswoman Cathy McMorris Rodgers – Resolution

Ms. Meyer shared a Resolution thanking Congresswoman McMorris Rodgers and recognizing her contributions and many years of service to Spokane Transit and the region.

**Mr. Hattenburg made a motion to express, by Resolution, the Board’s deep gratitude and appreciation to Ms. McMorris Rodgers for her long-standing exemplary support of public transit and service to the entire Spokane Transit community. Ms. Klitzke seconded and the motion passed unanimously**

B. Recognition of State Senator Andy Billig – Resolution

Ms. Meyer presented a Resolution thanking Senator Billig and recognizing his many years of service and contributions to Spokane Transit and the region. Senator Billig was in attendance and thanked Ms. Meyer and the Board for their recognition, saying how much he had enjoyed the partnership and that he would see people on the City Line.

**Mr. Hattenburg made a motion to express, by Resolution, the Board’s deep gratitude and appreciation to Mr. Billig for his long-standing exemplary support of public transit and service to the entire Spokane Transit community. Mr. Kerns seconded and the motion passed unanimously**

7. Recognitions and Presentations

A. CEO Recognition from Washington State Department of Transportation

Mr. Mike Gribner, Deputy Secretary of Transportation, presented an achievement award to CEO Meyer, on behalf of WSDOT. He noted the DOT typically honors someone who has been fiercely dedicated to improving access and mobility for people of Washington. He discussed the criteria that was reviewed by WSDOT and noted it was pretty clear to them that in Susan’s nearly 20 years as CEO with STA, she represents a dedicated person who is very aligned with this idea of helping everyone in the community have mobility and access to transportation. He noted he was honored to present the award, having known Susan for a long time. He reviewed her state, federal, and local achievements and contributions to transportation in the Region. In closing, on



behalf of Secretary Millar, Mr. Gribner thanked Susan, presented her with the award, and wished her a happy retirement. Ms. Meyer stepped up and accepted the award and expressed her appreciation for the long-standing partnership with Mr. Gribner and WSDOT.

B. CEO Recognition from Washington State Transit Association

Mr. Justin Leighton, Executive Director at the Washington State Transit Association, recognized Susan for her work at STA and WSTA. He commented that Susan's contributions to STA and the Spokane region are deep and well rooted in community and service. He noted that STA has proven its ability time after time to rise to challenge over the years and he attributes that to Susan's leadership. He noted STA's success through a pandemic, a recession, and the assistance she provided with Move Ahead Washington. He talked about her leadership producing the only electric BRT system in the Pacific Northwest and one of the major transit projects in the state which came in on time and under budget, all while managing supply chain and inflation issues following the pandemic. He presented a retirement plaque and resolution from WSTA honoring Ms. Meyer.

Mr. Leighton said on behalf of WSTA's 31 members and the millions of riders across the entire state, thank you Susan, and of course STA for giving us Susan, for your hard work and dedication and we wish you well in retirement. Ms. Meyer accepted the award and thanked Mr. Leighton and WSTA.

19. Executive Session

The Board adjourned to Executive Session at 2:15 pm for fifteen minutes for the purpose of:

*To evaluate the qualifications of an applicant for public employment and to review the performance of a public employee. (RCW42.30.110(g)):*

At 2:30, the Clerk advised the Board requested an additional 10 minutes.

At 2:40, the Clerk advised the Board requested an additional 5 minutes.

At 2:45, the Board reconvened in open session and the following action was taken.

*Ms. Klitzke left the meeting at 2:45 pm*

**Mr. Hattenburg moved to direct legal counsel to amend the current CEO Employment Agreement to allow for reimbursement of all accrued leave at time of separation and present the amended agreement to Ms. Meyer for review and signature; upon signature by Ms. Meyer, the Board authorizes the Chair to execute the amended agreement on behalf of STA. Mr. French seconded. Brief discussion ensued. Chair Pro Tem Haley called for the vote and the motion passed unanimously.**

**Mr. Dunne moved to authorize the Chair to extend offers to Karl Otterstrom and Brandon Ropez-Betty to serve as Interim Co-Chief Executive Officers, in addition to their current roles, beginning January 1, 2025, and ending when a new CEO assumes the position, or until the Board takes other action, and to extend to both Mr. Otterstrom and Mr. Ropez-Betty equally the existing duties, responsibilities, and authority of the Chief Executive Officer position, subject to the following limitations: (1) Neither may alter the existing employment terms or terminate any existing direct report to the Chief Executive Officer position; (2) Neither may add any new positions or make organizational changes, other than those approved by the 2025 Budget. Ms. Wilkerson seconded, and the motion passed unanimously.**

8. Public Hearing

A. Proposed 2025 Budget

At 2:50, Chair Pro Tem Haley opened the Public Hearing on the Proposed 2025 Budget. She called on Ms. Johnston to give a presentation. Ms. Johnston provided an overview of the proposed budget and highlighted the updates since the last presentation. Ms. Johnston advised the Final Proposed 2025 Budget would be presented to the Planning and Development Committee for recommendation to the Board for approval in December. Following Ms. Johnston's presentation, the Chair asked for questions or comments from Board members. Brief discussion ensued with Mr. Zappone encouraging adding funding to hire Navigators to the budget since he thought the staff would be limited in position additions in 2025. Ms. Meyer noted the limit on additional staff was a limit on the interim CEOs, not a limit on what the Board could approve.

*Mr. Dillon left the meeting at 2:55.*

Following Board Member comments, at 3:08, Chair Pro Tem Haley opened the public comment portion of the hearing. Chair Pro Tem Haley called three times for public comment. There were none and the public hearing was closed at 3:10.

*Mr. Grover left the meeting at 3:00.*

B. Draft Connect 2035 Strategic Plan

At 3:10, Chair Pro Tem Haley opened the public hearing on the Draft Connect 2035 Strategic Plan and called on Mr. Otterstrom to present.

Mr. Otterstrom reported this public hearing marks the culmination of several years of community input and planning for STA's new strategic plan, Connect 2035. The plan is grounded in the principles of STA's comprehensive plan, aligning with funding strategies and opportunities, and includes initiatives as well as ongoing investments in public transportation. It reflects the organization's vision to connect people to opportunity while ensuring safe, inclusive, and efficient transportation services. He said the plan is structured around three main goals:

- a. Elevate the customer experience
- b. Collaborate with community partners to enhance regional quality of life
- c. Strengthen STA's capacity to meet regional demands

Public outreach for Connect 2035 has been extensive, engaging nearly 13,000 individuals through workshops, focus groups, and surveys. The plan includes a narrative about STA's transit system, detailing investments and projects, demographic data, and challenges related to housing and affordability. It highlights STA's strong financial position, success with grants, and voter trust in approving funding for improvements.

Core investments in the plan include transitioning to a zero-emission fleet, the creation of a clean energy campus, and the largest high-performance transit investment in the region— Division Street Bus Rapid Transit. Over three dozen initiatives have been developed, aligned with the plan's goals. The priority is to implement all initiatives between 2025 and 2035, with sequencing to be finalized in early 2025.

A tracking system will be set up to monitor progress, with updates shared on STA's website. The plan will be finalized and presented to the Planning and Development Committee in December 2024, with full adoption by the Board scheduled for December 19, 2024. The sequencing of initiatives will be discussed in early 2025, with final adoption expected by May 2025.

After asking for Board Member comments and receiving none, at 3:17, Chair Pro Tem Haley opened the public comment portion of the hearing.

Mr. Lowe, Ms. Rose, and Dream attended the meeting in person and offered their testimony on the Draft Connect 2035 Strategic Plan. Following their testimony, Chair Pro Tem Haley called three times for additional public testimony. There was none and the public hearing was closed at 3:26.

9. Board Action - Consent Agenda

**Mr. Hattenburg moved to approve Consent Agenda Items 9A through 9J, as presented. Mr. Dunne seconded, and the motion passed unanimously.**

- A. Minutes of October 17, 2024, STA Board Meeting
- B. Minutes of October 30, 2024, STA Board Workshop
- C. Approval of the October 2024 Vouchers Claims
- D. Public Works Contracts under \$35,000: Final Acceptance of the listed contracts as complete and authorize release of retainage security subject to receipt of Department of Labor & Industries approved prevailing wage affidavits.
- E. I-90 / Valley High-Performance Transit Corridor Development Plan: Route 7 Supplemental Report Approval, by motion, the Route 7 CDP Supplemental Report for the I-90/Valley High Performance Transit Corridor Development
- F. Federal Transit Administration Section 5310 Funding Opportunity Approval, by motion, the staff recommendations for Federal Transit Administration Section 5310 Funding, as listed in Exhibit A "Funding Recommendations 2024 FTA Section 5310 Call for Projects," and authorize staff to make minor administrative adjustments to the final grant awards as necessary to address minor revisions to project costs, local match percentages and schedule.
- G. Hazardous & Non-Hazardous Waste Disposal Services: Award of Contract - Authorize the CEO to execute a five-year contract with Clean Harbors Environmental Services, Inc., using DES Contract 03614 for a total estimated value of \$559,080.
- H. Spokane County Surplus Land Acquisition - Approve, by Resolution #827-24, to authorize the CEO to take such actions and execute all documents necessary to acquire parcels 45201.0831 and 45201.0832 situated at 202 S. University Road in Spokane Valley, for \$492,000.
- I. Sprague Line Right of Way Acquisition - Approve, by motion, the real property acquisition and associated temporary construction easement between McDonalds Corporation and Spokane Transit for a portion of Spokane County Parcel # 35232.9107 for a total \$11,175.57 and authorize the CEO to execute closing documents on behalf of Spokane Transit.
- J. Plaza LED Lighting Project: Final Acceptance - Approve, by motion, acceptance of the contract with Arctic Lighting & Electric, LLC, for the Plaza LED Lighting Project as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law.

~~10. Board Action - Other - Taken out of order after Public Expressions Item 6~~

- ~~A. Recognition of Congresswoman Cathy McMorris Rodgers - Resolution~~
- ~~B. Recognition of State Senator Andy Billig - Resolution~~

11. Board Report

- A. CEO Search Task Force Update

Chair French updated the Board on the CEO Search Task Force progress in engaging an executive search firm. He noted the Task Force agreed with the CEO recommendation to hire KL2 *Connects* and reviewed a potential timeline. The consultants will conduct interviews with

Board Members, staff, and Union leadership during the week of December 16<sup>th</sup> to develop the CEO profile which will be brought back to the Board for approval.

Ms. Meyer asked if the Board wanted to consider an action to designate authority to the Task Force to finalize the Stakeholder Group.

Discussion ensued considering options for the Task Force involvement and involvement of Stakeholders in the beginning and the final stages of the search and the best approach.

Mr. French asked staff to follow through to ensure the community is aware of the opportunity to provide input on the profile of the ideal CEO candidate. He suggested advertisement in the newspapers, local bulletin boards, Inlander, and he encouraged the County and Cities to add it to their meeting notices so we make sure we communicate to as broad an audience as possible the opportunity to participate, regardless of where we end up with a potential motion.

**Mr. Zappone moved to delegate to the Task Force creating a stakeholder list, after broad participation of the community input from surveys and requesting if they would like to participate in further discussion. Mr. Hattenburg seconded and the motion passed unanimously.**

*Ms. Clark left the meeting at 3:30*

12. Board Operations Committee

A. Chair Report (*Al French*)

Chair French advised the items discussed and approved at the Board Operations Committee meeting had been approved under the Consent Agenda or discussed here today.

13. Planning & Development Committee (P&D)

A. Chair Report (*Pam Haley*)

Ms. Haley said the items presented to the P&D Committee meeting had been approved or discussed at the Board meeting today or were in the packet as information.

Performance Monitoring & External Relations Committee (PMER)

A. Chair Report (*Josh Kerns*)

Mr. Kerns gave a brief report on the items that the PMER Committee heard earlier in the month. He also noted the items in the consent agenda and the Committee Information items at the end of the packet.

14. CEO Report

Ms. Meyer reported on Ridership for the month of October. She noted Fixed Route ridership increased 12.6% in October 2024 versus 2023, and year to date is 14.7% above 2023. Paratransit was up 9.5% in October 2024 versus 2023, and 8.5% year-to-date above 2023. Rideshare increased 12.9% in October and 8.1% year-to-date.

Ms. Meyer shared monthly fare revenue by service type.

October voter approved Sales Tax update was provided (August 2024 sales). Sales tax revenue was up \$1,608,978 (19.3% difference) over budget. Year to date, the Sales Tax revenue was 3.9% above budget (\$3.6M).

Ms. Meyer shared some photographs of the Merry & Magical Lane lighting project downtown powered by Visit Spokane and the Downtown Spokane Partnership. Contributors include Spokane Transit Authority, Washington Trust Bank, Davenport Hotels, River Park Square, with partnership and support from the City of Spokane and local companies, including DCI Engineers, RenCorp Building Services, and Rainbow Electric.

There were no questions or comments on the CEO report.

15. Board Information

The following items were included in the packet for informational purposes.

- a. Committee Minutes
- b. October 2024 Sales Tax Revenue
- c. September 2024 Financial Results Summary
- d. September 2024 Operating Indicators
- e. STA Holiday Service & Office Hours
- f. Third Quarter 2024 Service Planning Input Report
- g. 2025 Service Revisions: Draft
- h. Draft 2025 Planning & Development Committee Work Program
- i. Draft 2025 Performance Monitoring & External Relations Committee Work Program

16. New Business

There was no New Business.

17. Board Member Expressions

Ms. Bowers congratulated Ms. Meyer on her retirement and wished her well.

~~18. Executive Session – Taken out of order after Recognitions and Presentations Item 7~~

~~The Board adjourned to Executive Session at 3:25 pm for ten minutes for the purpose of:~~

~~*To evaluate the qualifications of an applicant for public employment and to review the performance of a public employee. (RCW 42.30.110(g)):*~~

19. Adjourn

With no further business to come before the Board, Chair Pro Tem Haley adjourned the meeting at 3:45 pm.

Respectfully submitted,



Dana Infalt  
Clerk of the Authority

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8B :** NOVEMBER 2024 VOUCHERS

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** E. Susan Meyer, Chief Executive Officer  
Tammy Johnston, Senior Financial Services Manager

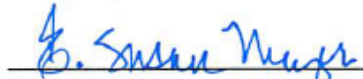
**SUMMARY:** The following warrants and ACH transfers for the period of November 1 through 30, 2024, have been audited and processed for payment by the Finance Department in accordance with RCW 42.24.080 and are hereby recommended for STA Board approval. Supporting invoices are in the Finance Department for review.

DESCRIPTION	VOUCHER/ACH NUMBERS	AMOUNT
Accounts Payable Vouchers (November)	Nos. 629840 – 630329	\$ 8,411,401.51
Worker’s Comp Vouchers (November)	ACH – 2286	\$ 138,736.74
Payroll 11/01/2024	ACH – 11/01/2024	\$ 2,856,888.42
Payroll 11/15/2024	ACH – 11/15/2024	\$ 2,126,584.83
Payroll 11/29/2024	ACH – 11/29/2024	2,210,712.30
WA State – DOR (Excise Tax)	ACH – 1767	\$ 8,196.37
<b>NOVEMBER TOTAL</b>		<b>\$ 15,752,520.17</b>

Certified:

  
\_\_\_\_\_  
Tammy Johnston  
Senior Financial Services Manager

This certifies that the above vouchers have been audited and certified as required by RCW 42.24.080

  
\_\_\_\_\_  
E. Susan Meyer  
Chief Executive Officer  
(Auditing Officer)

**RECOMMENDATION TO BOARD:** Approve claims as listed above.

**FINAL REVIEW FOR BOARD BY:**

Division Head     //     Chief Executive Officer  Legal Counsel     mc

Spokane Transit Authority  
Vouchers - November 2024

<u>Check Date</u>	<u>Check #</u>	<u>Payee</u>	<u>Reference</u>	<u>Amount</u>
11/01/2024	629840	INLAND WELDING SUPPLY INC	1032	900.29
11/01/2024	629841	ASH & ROWAN HARDWARE LLC	2278	40.06
11/01/2024	629842	ALEXANDER DENNIS INC.	2759	252,411.90
11/01/2024	629843	AFSCME	1328	667.10
11/01/2024	629844	AFSCME	1328	120.00
11/01/2024	629845	ALCOBRA METALS INC	2140	1,339.83
11/01/2024	629846	ALCOBRA METALS INC	2140	1,751.67
11/01/2024	629847	AMAZON CAPITAL SERVICES INC	2098	2,589.60
11/01/2024	629848	STEVEN W NILES JR	2276	17.40
11/01/2024	629849	NORTHWEST INDUSTRIAL SERVICES LLC	1058	111.35
11/01/2024	629850	ARCTIC LIGHTING & ELECTRIC LLC	2100	7,802.00
11/01/2024	629851	LETTERMEN'S ENERGY , INC	2932	1,802.97
11/01/2024	629852	AMALG TRANSIT UNION #1015	1055	26,221.98
11/01/2024	629853	AMALG TRANSIT UNION #1598	1056	1,152.23
11/01/2024	629854	AMALGAMATED TRANSIT UNION	1057	2.50
11/01/2024	629855	AVIDEX INDUSTRIES LLC	2244	3,992.30
11/01/2024	629856	AVISTA CORPORATION	1081	1,685.38
11/01/2024	629857	B & H FOTO & ELECTRONICS CORP	1082	4,400.37
11/01/2024	629858	THE BRAUN CORPORATION	1117	88.71
11/01/2024	629859	BUDINGER & ASSOCIATES INC	2149	6,662.77
11/01/2024	629860	CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICE	1130	1,449.22
11/01/2024	629861	CAMERON-REILLY LLC	1137	459,896.06
11/01/2024	629862	LITHIA MOTORS SUPPORT SERVICES	1024	2,374.90
11/01/2024	629863	CANON FINANCIAL SERVICES INC	1154	1,441.93
11/01/2024	629864	CARDINAL INFRASTRUCTURE LLC	2059	14,000.00
11/01/2024	629865	QWEST CORPORATION	1148	150.60
11/01/2024	629866	CHILD SUPPORT ENFORCEMENT AGENCY	1825	392.30
11/01/2024	629867	CITY OF SPOKANE	1601	679.52
11/01/2024	629868	KELLY S SMITH JOHNSTON	2946	1,000.00
11/01/2024	629869	COLEMAN OIL COMPANY LLC.	2683	93,722.22
11/01/2024	629870	COMMERCIAL TIRE INC	2451	6,935.08
11/01/2024	629871	CUMMINS INC	1027	7,976.56
11/01/2024	629872	EMPLOYEE ADVISORY COUNCIL	1236	742.50
11/01/2024	629873	EL JAY OIL CO INC	1003	14,271.32
11/01/2024	629874	FASTENAL COMPANY	1249	3,196.39
11/01/2024	629875	FERGUSON ENTERPRISES INC	1252	328.99
11/01/2024	629876	FISERV-FIRST DATA MERCHANT SERVICES CORPORATI	1257	9,135.72
11/01/2024	629877	FIRST TRANSIT INC	2430	614,173.52
11/01/2024	629878	FEDEX	1808	585.93
11/01/2024	629879	GORDON TRUCK CENTERS INC	1018	106.65
11/01/2024	629880	GALLS LLC	1271	299.60
11/01/2024	629881	GALLS PARENT HOLDINGS LLC	1271	715.23
11/01/2024	629882	PERFORMANCE SYSTEMS INTEGRATION LLC	2728	1,082.36
11/01/2024	629883	GENFARE LLC	1268	1,147.30
11/01/2024	629884	GILLIG LLC	1279	15,436.45
11/01/2024	629885	W.W. GRAINGER INC	1285	1,734.00
11/01/2024	629886	GRIMCO INC	2696	355.36
11/01/2024	629887	H & H BUSINESS SYSTEMS	1298	59.33
11/01/2024	629888	HOGAN MFG INC	1008	565.66
11/01/2024	629889	HORIZON DISTRIBUTORS INC	1321	323.10
11/01/2024	629890	HUMANIX CORP	1329	242.13
11/01/2024	629891	IL DCS AND FAMILY SERVICES	2768	276.53
11/01/2024	629892	INIT INNOVATIONS IN TRANSPORTATION INC	2392	1,779.20
11/01/2024	629893	JACOBS ENGINEERING GROUP INC	2285	2,117.89
11/01/2024	629894	KEYSTONE PEER REVIEW ORGANIZATION LLC	2840	1,424.86
11/01/2024	629895	KPFF INC	2510	35,305.14
11/01/2024	629896	KRUEGER SHEET METAL CO	2407	95,742.87
11/01/2024	629897	LUMINATOR TECHNOLOGY GROUP INC	1009	1,199.00
11/01/2024	629898	M & L SUPPLY CO INC	1413	1,649.02
11/01/2024	629899	MAGALDI & MAGALDI INC	1416	1,118.67
11/01/2024	629900	MASCOTT EQUIPMENT COMPANY	2650	1,436.41
11/01/2024	629901	MODERN ELECTRIC WATER CO INC	1439	1,890.15
11/01/2024	629902	MOHAWK MANUFACTURING & SUPPLY CO	1011	715.38
11/01/2024	629903	MOUNTAIN DOG SIGN COMPANY INC	2663	680.63
11/01/2024	629904	MOUSER ELECTRONICS INC	1449	68.82
11/01/2024	629905	NAPA AUTO PARTS INC	1014	7,642.82
11/01/2024	629906	THE AFTERMARKET PARTS COMPANY LLC	1015	17,760.15
11/01/2024	629907	NORLIFT INC	1470	265.33
11/01/2024	629908	CSWW INC	1102	216.19

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
11/01/2024	629909	CSWW INC	1102	272.48
11/01/2024	629910	NOVATION INC	2394	745.97
11/01/2024	629911	OFFICE DEPOT INC	1483	536.44
11/01/2024	629912	BARCODES ACQUISITIONS INC	2892	741.15
11/01/2024	629913	PROVISIONAL SERVICES INC.	2697	1,102.00
11/01/2024	629914	MULTI SERVICE TECHNOLOGY SOLUTIONS INC	2146	436.13
11/01/2024	629915	ROMAINE ELECTRIC CORPORATION	1548	1,008.68
11/01/2024	629916	S T A - WELL	1557	558.50
11/01/2024	629917	SAFETY-KLEEN SYSTEMS INC	1564	12,595.48
11/01/2024	629918	LOUIS SARDO UPHOLSTERY INC.	2825	7,355.20
11/01/2024	629919	SBA TOWERS II LLC	1569	2,569.62
11/01/2024	629920	SCHINDLER ELEVATOR CORPORATION	1930	601.23
11/01/2024	629921	SITEONE LANDSCAPE SUPPLY LLC	2557	8,141.35
11/01/2024	629922	SIX ROBBLEES INC	1017	123.51
11/01/2024	629923	SPOKANE HOUSE OF HOSE INC	1605	6,164.33
11/01/2024	629924	SPORTWORKS GLOBAL LLC	1617	3,466.67
11/01/2024	629925	SPRAY CENTER ELECTRONICS INC	1619	422.93
11/01/2024	629926	STONEWAY ELECTRIC SUPPLY CO	1633	697.92
11/01/2024	629927	SUMMIT LAW GROUP PLLC	1637	6,535.00
11/01/2024	629928	SUMMIT REHABILITATION ASSOCIATES PLLC	1638	200.00
11/01/2024	629929	SUN SUPPLY INC.	2710	1,117.52
11/01/2024	629930	SYMETRA LIFE INSURANCE COMPANY	1562	23,798.47
11/01/2024	629931	TENNESSEE CHILD SUPPORT	2944	39.22
11/01/2024	629932	THERMO KING NORTHWEST	1650	468.99
11/01/2024	629933	TITAN TRUCK EQUIPMENT INC	1655	2,851.00
11/01/2024	629934	TRISTAR RISK MANAGEMENT	2124	15,287.00
11/01/2024	629935	TYLER BUSINESS FORMS	1788	414.80
11/01/2024	629936	UNITED WAY OF SPOKANE COUNTY	1684	208.31
11/01/2024	629937	US DEPT OF THE TREASURY	2950	293.13
11/01/2024	629938	AMERICAN FEDERATION OF STATE COUNTY 2 WA COUN	1705	1,748.32
11/01/2024	629939	WALTER E NELSON CO	1721	238.89
11/01/2024	629940	WESCO GROUP LLC	2368	6,079.03
11/01/2024	629941	WEST PLAINS CHAMBER OF COMMERCE	1739	1,500.00
11/01/2024	629942	WESTMATIC CORPORATION	1742	5,459.20
11/01/2024	629943	THE W.W. WILLIAMS COMPANY	2870	10,140.34
11/01/2024	629944	WASHINGTON STATE TRANSIT ASSOC	1715	340.00
11/01/2024	629945	WASHINGTON STATE TRANSIT INSURANCE POOL	1703	50.00
11/06/2024	629946	UNIVERSAL PROTECTION SERVICE LP	2338	115,670.43
11/06/2024	629947	US BANK	1678	71,475.25
11/08/2024	629948	INLAND WELDING SUPPLY INC	1032	655.87
11/08/2024	629949	ABM INDUSTRY GROUPS LLC	1066	4,953.41
11/08/2024	629950	ADT COMMERCIAL LLC	2462	1,197.00
11/08/2024	629951	CONTINENTAL AMERICAN INSURANCE COMPANY	2682	2,368.42
11/08/2024	629952	AMAZON CAPITAL SERVICES INC	2098	2,480.24
11/08/2024	629953	NORTHWEST INDUSTRIAL SERVICES LLC	1058	120.00
11/08/2024	629954	AVIDEX INDUSTRIES LLC	2244	1,228.44
11/08/2024	629955	AVISTA CORPORATION	1081	78,758.21
11/08/2024	629956	BIXBY MACHINE TOOL SUPPLY INC	1106	1,366.05
11/08/2024	629957	BLUELINE EQUIPMENT CO., LLC	2948	4,742.11
11/08/2024	629958	THE BRAUN CORPORATION	1117	37.98
11/08/2024	629959	CLARY LONGVIEW LLC	2611	54,237.94
11/08/2024	629960	ZEAL ENDEAVORS LLC	2788	5,866.54
11/08/2024	629961	LITHIA MOTORS SUPPORT SERVICES	1024	6,520.68
11/08/2024	629962	CANON FINANCIAL SERVICES INC	1154	1,028.82
11/08/2024	629963	CHK AMERICA INC	1155	8,750.00
11/08/2024	629964	CITY OF CHENEY - UTILITY	1158	705.15
11/08/2024	629965	CITY OF SPOKANE	1601	12,913.63
11/08/2024	629966	CLEANCO CARPET WINDOW & AIR DUCT CLEANING LLC	2781	21,079.50
11/08/2024	629967	COFFMAN ENGINEERS INC	1162	72,367.46
11/08/2024	629968	COGGINS PROMOTIONAL ADVERTISING INC.	2795	3,064.75
11/08/2024	629969	COLEMAN OIL COMPANY LLC.	2683	92,286.61
11/08/2024	629970	COMCAST	1170	1,647.86
11/08/2024	629971	COMPUNET INC	1166	6,900.00
11/08/2024	629972	CONSOLIDATED IRRIGATION	1177	483.81
11/08/2024	629973	CONTINENTAL DOOR COMPANY	1986	4,783.50
11/08/2024	629974	CUMMINS INC	1027	8,091.39
11/08/2024	629975	D'AMATO CONVERSANO INC. P.C.	2718	6,675.00
11/08/2024	629976	DELTA DENTAL OF WASHINGTON	1726	68,538.06
11/08/2024	629977	EL JAY OIL CO INC	1003	3,181.91
11/08/2024	629978	EMPLOYMENT SECURITY DEPARTMENT	1237	98,215.37
11/08/2024	629979	EMPLOYMENT SECURITY DEPARTMENT	1237	69,884.39
11/08/2024	629980	FASTENAL COMPANY	1249	2,560.41



<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
11/08/2024	629981	THE FIG TREE	2465	170.00
11/08/2024	629982	FEDEX	1808	66.98
11/08/2024	629983	GORDON TRUCK CENTERS INC	1018	10,913.27
11/08/2024	629984	GALLS LLC	1271	1,439.71
11/08/2024	629985	GALLS PARENT HOLDINGS LLC	1271	2,772.15
11/08/2024	629986	GILLIG LLC	1279	15,583.35
11/08/2024	629987	H & H BUSINESS SYSTEMS	1298	884.45
11/08/2024	629988	HUMANIX CORP	1329	204.88
11/08/2024	629989	ARCADIS A CALIFORNIA PARTNERSHIP	1336	862.60
11/08/2024	629990	IDAHO STATE TAX COMMISSION	2504	5,992.70
11/08/2024	629991	WILLIAM CORP	1363	214.53
11/08/2024	629992	JOTFORM INC	2614	790.00
11/08/2024	629993	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	403,068.07
11/08/2024	629994	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	86,811.43
11/08/2024	629995	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS IN	1295	7,064.16
11/08/2024	629996	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS IN	1295	46,653.14
11/08/2024	629997	LOOMIS ARMORED US LLC	1408	5,870.02
11/08/2024	629998	MAGALDI & MAGALDI INC	1416	4,572.76
11/08/2024	629999	NEALTON INC	2896	132.23
11/08/2024	630000	CREATIVE BUS SALES INC	1233	483.70
11/08/2024	630001	MODERN NETWORKS LLC	2940	251.66
11/08/2024	630002	MOHAWK MANUFACTURING & SUPPLY CO	1011	1,572.02
11/08/2024	630003	BLACK REALTY MANAGEMENT INC	1658	850.00
11/08/2024	630004	NANONATION INC	2554	7,387.20
11/08/2024	630005	NAPA AUTO PARTS INC	1014	1,168.29
11/08/2024	630006	NATIONWIDE	2592	1,045.32
11/08/2024	630007	THE AFTERMARKET PARTS COMPANY LLC	1015	9,148.14
11/08/2024	630008	NORTHWEST BUS SALES INC	2272	96.61
11/08/2024	630009	OFFICE DEPOT INC	1483	117.22
11/08/2024	630010	ELIZABETH ZESKI	901	29.00
11/08/2024	630011	RUTH FERGUSON	901	34.00
11/08/2024	630012	PREMERA BLUE CROSS	1521	390,763.97
11/08/2024	630013	PROVISIONAL SERVICES INC.	2697	764.15
11/08/2024	630014	ROMAINE ELECTRIC CORPORATION	1548	1,037.07
11/08/2024	630015	SAFELITE FULFILLMENT INC	2889	1,304.20
11/08/2024	630016	SAFETY-KLEEN SYSTEMS INC	1564	2,694.20
11/08/2024	630017	SAM SCHWARTZ CONSULTING LLC	2369	37,766.59
11/08/2024	630018	SIX ROBBLEES INC	1017	315.02
11/08/2024	630019	SPECIAL MOBILITY SERVICES	2122	8,660.79
11/08/2024	630020	SYMETRA LIFE INSURANCE CO	1562	16,567.63
11/08/2024	630021	TRANSMACHINE MTT INC	2899	237.47
11/08/2024	630022	TRAPEZE SOFTWARE GROUP	1669	2,411.62
11/08/2024	630023	TYLER BUSINESS FORMS	1788	903.22
11/08/2024	630024	CARACAL ENTERPRISES LLC	2419	24.20
11/08/2024	630025	WASHINGTON STATE	1710	18,479.33
11/08/2024	630026	WASHINGTON STATE DEPT OF LABOR AND INDUSTRIES	1208	121,736.23
11/08/2024	630027	WALTER E NELSON CO	1721	6,215.84
11/08/2024	630028	WESCO GROUP LLC	2368	4,464.72
11/08/2024	630029	WESTERN STATES EQUIPMENT	1740	3,132.00
11/08/2024	630030	WESTMATIC CORPORATION	1742	16,119.70
11/08/2024	630031	CUSTOM WRISTBANDS INC	2937	1,467.10
11/08/2024	630032	WASHINGTON STATE TRANSIT ASSOC	1715	3,060.89
11/15/2024	630033	INLAND WELDING SUPPLY INC	1032	748.26
11/15/2024	630034	ACCESS INFORMATION HOLDINGS	2340	651.51
11/15/2024	630035	ASH & ROWAN HARDWARE LLC	2278	123.19
11/15/2024	630036	FRANCIS AVENUE HARDWARE	2279	179.59
11/15/2024	630037	JANT GROUP II	2263	107.56
11/15/2024	630038	SOUTH HILL ACE HARDWARE	2263	52.64
11/15/2024	630039	CBS REPORTING INC	1035	323.00
11/15/2024	630040	ALEXANDER DENNIS INC.	2759	252,411.90
11/15/2024	630041	AFSCME	1328	667.10
11/15/2024	630042	AFSCME	1328	120.00
11/15/2024	630043	AMAZON CAPITAL SERVICES INC	2098	3,311.50
11/15/2024	630044	AMERICAN RADIATOR INC.	2809	229.66
11/15/2024	630045	AMERICAN SEATING COMPANY	1063	2,160.53
11/15/2024	630046	APS INC	1841	156.96
11/15/2024	630047	NORTHWEST CENTER SERVICES	2271	5,588.76
11/15/2024	630048	AMALG TRANSIT UNION #1015	1055	26,219.93
11/15/2024	630049	AMALG TRANSIT UNION #1598	1056	1,152.23
11/15/2024	630050	AMALGAMATED TRANSIT UNION	1057	168.77
11/15/2024	630051	AVISTA CORPORATION	1081	1,617.71
11/15/2024	630052	B & H FOTO & ELECTRONICS CORP	1082	207.19

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
11/15/2024	630053	BOSTON CONSULTING INC	2607	137.97
11/15/2024	630054	ZEAL ENDEAVORS LLC	2788	4,861.49
11/15/2024	630055	BUDINGER & ASSOCIATES INC	2149	11,545.10
11/15/2024	630056	CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICE	1130	1,449.22
11/15/2024	630057	LITHIA MOTORS SUPPORT SERVICES	1024	1,014.99
11/15/2024	630058	CANON FINANCIAL SERVICES INC	1154	1,021.13
11/15/2024	630059	CONSOLIDATED ELECTRICAL DISTRIBUTORS	1133	941.55
11/15/2024	630060	CHILD SUPPORT ENFORCEMENT AGENCY	1825	392.30
11/15/2024	630061	CITY OF MEDICAL LAKE	1424	97.29
11/15/2024	630062	CITY OF SPOKANE	1601	23,891.58
11/15/2024	630063	CITY OF SPOKANE	1601	1,494.33
11/15/2024	630064	CITY OF SPOKANE	1601	43.10
11/15/2024	630065	CITY OF SPOKANE	1601	1,260.00
11/15/2024	630066	KELLY S SMITH JOHNSTON	2946	1,000.00
11/15/2024	630067	CLEANCO CARPET WINDOW & AIR DUCT CLEANING LLC	2781	21,079.50
11/15/2024	630068	COAST TRANSPORTATION	2040	11,108.03
11/15/2024	630069	COFFMAN ENGINEERS INC	1162	14,241.16
11/15/2024	630070	COMCAST	1170	399.70
11/15/2024	630071	COMPUNET INC	1166	25,954.64
11/15/2024	630072	CONSEAL CONTAINERS LLC	1176	397.78
11/15/2024	630073	COSTAR REALTY INFORMATION INC.	2851	489.79
11/15/2024	630074	CUMMINS INC	1027	16,189.78
11/15/2024	630075	D-MCP CONSTRUCTION LLC	2536	86,230.40
11/15/2024	630076	DOW JONES & COMPANY	2698	187.48
11/15/2024	630077	DOWNTOWN SPOKANE DEVELOPMENT ASSOCIATION	1217	184.00
11/15/2024	630078	EMPLOYEE ADVISORY COUNCIL	1236	743.50
11/15/2024	630079	EARTHWORKS RECYCLING INC.	2816	217.50
11/15/2024	630080	EDGE CONSTRUCTION SUPPLY INC	1224	823.38
11/15/2024	630081	EMBROIDERED SPORTSWEAR INC	1232	54.43
11/15/2024	630082	ETC INSTITUTE	2792	19,972.00
11/15/2024	630083	FASTENAL COMPANY	1249	2,096.52
11/15/2024	630084	FEDEX FREIGHT	2346	87.55
11/15/2024	630085	PERFORMANCE BASED FIRE PROTECTION PLLC	2894	9,600.00
11/15/2024	630086	FIRST DIGITAL COMMUNICATIONS LLC	2730	1,354.85
11/15/2024	630087	V02 COLLECTION INC.	2860	179.85
11/15/2024	630088	FEDEX	1808	497.21
11/15/2024	630089	GORDON TRUCK CENTERS INC	1018	14,552.31
11/15/2024	630090	GALLS LLC	1271	7,188.17
11/15/2024	630091	GALLS PARENT HOLDINGS LLC	1271	2,674.64
11/15/2024	630092	THE GENERAL STORE	1956	68.76
11/15/2024	630093	GILLIG LLC	1279	24,406.49
11/15/2024	630094	W.W. GRAINGER INC	1285	1,309.09
11/15/2024	630095	H & H BUSINESS SYSTEMS	1298	354.26
11/15/2024	630096	H & H BUSINESS SYSTEMS	1298	1,926.49
11/15/2024	630097	HOGAN MFG INC	1008	171.82
11/15/2024	630098	IL DCS AND FAMILY SERVICES	2768	276.53
11/15/2024	630099	JOHNSON CONTROLS FIRE PROTECTION LP	1584	3,637.50
11/15/2024	630100	KERSHAW'S INC	1374	144.44
11/15/2024	630101	LIBERTY LAKE SEWER AND WATER DISTRICT	1396	349.89
11/15/2024	630102	LOWE'S COMPANIES, INC	2913	477.52
11/15/2024	630103	MAINTENANCE SOLUTIONS	1418	1,094.36
11/15/2024	630104	MILLER PAINT COMPANY	2657	315.11
11/15/2024	630105	MOHAWK MANUFACTURING & SUPPLY CO	1011	41.16
11/15/2024	630106	NAPA AUTO PARTS INC	1014	487.87
11/15/2024	630107	NATIONAL COLOR GRAPHICS INC	1455	831.57
11/15/2024	630108	NEW FLYER OF AMERICA	1015	9,868.50
11/15/2024	630109	THE AFTERMARKET PARTS COMPANY LLC	1015	22,387.37
11/15/2024	630110	NORTHWEST BUS SALES INC	2272	158.43
11/15/2024	630111	TAMMY LYNNE GLIDEWELL	1282	2,761.50
11/15/2024	630112	ONEBRIDGE FSA	2880	421.00
11/15/2024	630113	KEN MANDLER	901	25.00
11/15/2024	630114	PACIFIC OFFICE SOLUTIONS	2288	998.77
11/15/2024	630115	PARAMETRIX INC	2062	769.51
11/15/2024	630116	PHOENIX MOTOR INC	2885	3,478.51
11/15/2024	630117	PROVISIONAL SERVICES INC.	2697	3,214.65
11/15/2024	630118	REHN & ASSOCIATES	2395	348.00
11/15/2024	630119	ROMAINE ELECTRIC CORPORATION	1548	3,501.45
11/15/2024	630120	S T A - WELL	1557	560.50
11/15/2024	630121	SAFELITE FULFILLMENT INC	2889	1,191.64
11/15/2024	630122	SAFETY-KLEEN SYSTEMS INC	1564	10,106.48
11/15/2024	630123	SPECIAL MOBILITY SERVICES	2122	18,528.34
11/15/2024	630124	SPOKANE PUBLIC FACILITIES DISTRICT	1941	1,288.00

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
11/15/2024	630125	SPOKANE COUNTY SOLID WASTE	1603	63.81
11/15/2024	630126	SPOKANE COUNTY ENVIRONMENTAL SERVICES	1603	316.13
11/15/2024	630127	SPOKANE POWER TOOL	1608	974.46
11/15/2024	630128	DGT ENTERPRISES LLC	2670	8,787.00
11/15/2024	630129	THE SPOKESMAN REVIEW	1616	344.30
11/15/2024	630130	STA OPERATIONS	1556	201.55
11/15/2024	630131	SUMMIT REHABILITATION ASSOCIATES PLLC	1638	540.00
11/15/2024	630132	TENNESSEE CHILD SUPPORT	2944	39.22
11/15/2024	630133	ULINE INC	2401	1,300.04
11/15/2024	630134	UNIFIRST CORPORATION	2868	15,511.91
11/15/2024	630135	UNITED PARCEL SERVICE INC	1683	32.03
11/15/2024	630136	UNITED WAY OF SPOKANE COUNTY	1684	208.31
11/15/2024	630137	US DEPT OF THE TREASURY	2950	294.98
11/15/2024	630138	UTILITIES PLUS	2606	607.00
11/15/2024	630139	VERITECH INC	2049	1,228.00
11/15/2024	630140	VERIZON WIRELESS LLC	1686	18,379.46
11/15/2024	630141	EVA VIGOUROUX	2930	890.00
11/15/2024	630142	AMERICAN FEDERATION OF STATE COUNTY 2 WA COUN	1705	1,736.83
11/15/2024	630143	WASHINGTON STATE DEPT OF LABOR AND INDUSTRIES	1208	0.00
11/15/2024	630144	WALTER E NELSON CO	1721	10,574.82
11/15/2024	630145	WASTE MANAGEMENT SPOKANE	1702	420.74
11/15/2024	630146	WESCO GROUP LLC	2368	12.40
11/15/2024	630147	WEX BANK	2642	18,249.68
11/15/2024	630148	WHITWORTH WATER DISTRICT	1746	71.14
11/15/2024	630149	WILBUR-ELLIS COMPANY	1747	101.34
11/15/2024	630150	THE W.W. WILLIAMS COMPANY	2870	1,045.86
11/22/2024	630151	INLAND WELDING SUPPLY INC	1032	357.91
11/22/2024	630152	ASH & ROWAN HARDWARE LLC	2278	5.56
11/22/2024	630153	FRANCIS AVENUE HARDWARE	2279	5.79
11/22/2024	630154	ALEXANDER DENNIS INC.	2759	252,411.90
11/22/2024	630155	ALCOBRA METALS INC	2140	1,982.30
11/22/2024	630156	ALCOBRA METALS INC	2140	62.37
11/22/2024	630157	UNIVERSAL PROTECTION SERVICE LP	2338	188,930.75
11/22/2024	630158	AMAZON CAPITAL SERVICES INC	2098	3,468.04
11/22/2024	630159	NORTHWEST INDUSTRIAL SERVICES LLC	1058	409.29
11/22/2024	630160	AVISTA CORPORATION	1081	1,644.88
11/22/2024	630161	CONTINENTAL BATTERY COMPANY	2915	3,479.28
11/22/2024	630162	BDI	1022	144.51
11/22/2024	630163	LITHIA MOTORS SUPPORT SERVICES	1024	59.76
11/22/2024	630164	CANON FINANCIAL SERVICES INC	1154	627.48
11/22/2024	630165	CDW-GOVERNMENT	1132	1,103.10
11/22/2024	630166	CONSOLIDATED ELECTRICAL DISTRIBUTORS	1133	347.50
11/22/2024	630167	CENTER FOR TRANSPORTATION AND THE ENVIRONMEN	2335	5,000.00
11/22/2024	630168	QWEST CORPORATION	1148	278.00
11/22/2024	630169	CITY GLASS SPOKANE INC	2599	708.50
11/22/2024	630170	CITY OF SPOKANE	1601	233.88
11/22/2024	630171	COLEMAN OIL COMPANY LLC.	2683	204,559.51
11/22/2024	630172	COMPENSATION CONNECTIONS LLC	2724	240.00
11/22/2024	630173	COMPUNET INC	1166	103,463.54
11/22/2024	630174	CONSOLIDATED SUPPLY CO	2956	740.59
11/22/2024	630175	CUMMINS INC	1027	21,221.45
11/22/2024	630176	EL JAY OIL CO INC	1003	6,338.12
11/22/2024	630177	ETTER MCMAHON LAMBERSON VAN WERT & ORESKOV.	2737	19,620.00
11/22/2024	630178	FASTENAL COMPANY	1249	4.80
11/22/2024	630179	BUSINESS INTERIORS OF IDAHO	2715	354.18
11/22/2024	630180	FEDEX	1808	423.02
11/22/2024	630181	GORDON TRUCK CENTERS INC	1018	9,313.40
11/22/2024	630182	GALLS LLC	1271	193.02
11/22/2024	630183	GARD COMMUNICATIONS INC	1272	1,025.50
11/22/2024	630184	GILLIG LLC	1279	29,078.98
11/22/2024	630185	GLOBAL EQUIPMENT COMPANY INC	1280	141.49
11/22/2024	630186	GOODSON MANUFACTURING COMPANY	1284	357.40
11/22/2024	630187	W.W. GRAINGER INC	1285	100.28
11/22/2024	630188	GRAYBAR ELECTRIC CO INC	1287	85.02
11/22/2024	630189	H & H BUSINESS SYSTEMS	1298	1,162.03
11/22/2024	630190	HORIZON DISTRIBUTORS INC	1321	563.72
11/22/2024	630191	HUMANIX CORP	1329	372.50
11/22/2024	630192	ARCADIS A CALIFORNIA PARTNERSHIP	1336	8,589.90
11/22/2024	630193	INLAND FIRST AID AND SAFETY	2895	746.11
11/22/2024	630194	WILLIAM CORP	1363	407.50
11/22/2024	630195	KEYSTONE PEER REVIEW ORGANIZATION LLC	2840	1,421.04
11/22/2024	630196	L&E PARK LLC	2391	4,347.28

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
11/22/2024	630197	LOWE'S COMPANIES, INC	2913	283.39
11/22/2024	630198	M & L SUPPLY CO INC	1413	1,928.61
11/22/2024	630199	MACON SUPPLY INC	2573	121.38
11/22/2024	630200	MAGALDI & MAGALDI INC	1416	835.42
11/22/2024	630201	MARLIN WINDOWS INC	2924	129,889.60
11/22/2024	630202	MOHAWK MANUFACTURING & SUPPLY CO	1011	2,052.07
11/22/2024	630203	MOTION AUTO SUPPLY INC	1012	65.18
11/22/2024	630204	MOUSER ELECTRONICS INC	1449	20.15
11/22/2024	630205	MUNCIE RECLAMATION AND SUPPLY CO	1013	823.69
11/22/2024	630206	NAPA AUTO PARTS INC	1014	8,929.02
11/22/2024	630207	THE AFTERMARKET PARTS COMPANY LLC	1015	7,409.98
11/22/2024	630208	OFFICE DEPOT INC	1483	234.58
11/22/2024	630209	PACIFIC OFFICE SOLUTIONS	2288	184.44
11/22/2024	630210	PARAMETRIX INC	2062	511,631.24
11/22/2024	630211	PARR LUMBER	2299	27.69
11/22/2024	630212	PROVISIONAL SERVICES INC.	2697	1,102.00
11/22/2024	630213	PURE FILTRATION PRODUCTS INC	1531	242.36
11/22/2024	630214	MULTI SERVICE TECHNOLOGY SOLUTIONS INC	2146	136.26
11/22/2024	630215	ROMAINE ELECTRIC CORPORATION	1548	1,287.09
11/22/2024	630216	SAFELITE FULFILLMENT INC	2889	718.24
11/22/2024	630217	JEFFREY S SEARS	1573	570.07
11/22/2024	630218	SEGMENTAL SYSTEMS INC	2929	43,476.63
11/22/2024	630219	SIX ROBBLEES INC	1017	807.14
11/22/2024	630220	SPOKANE COUNTY PERMIT CENTER	1603	200.00
11/22/2024	630221	SPOKANE HARDWARE SUPPLY INC	1604	126.37
11/22/2024	630222	SPOKANE HOUSE OF HOSE INC	1605	2,028.78
11/22/2024	630223	SPOKANE POWER TOOL	1608	31.58
11/22/2024	630224	SPRAY CENTER ELECTRONICS INC	1619	72.73
11/22/2024	630225	STONEWAY ELECTRIC SUPPLY CO	1633	1,107.59
11/22/2024	630226	SUN SUPPLY INC.	2710	192.54
11/22/2024	630227	SYMETRA LIFE INSURANCE CO	1562	23,984.44
11/22/2024	630228	TEAM TORQUE INC	1644	281.00
11/22/2024	630229	THERMO KING NORTHWEST	1650	115.08
11/22/2024	630230	ULINE INC	2401	1,025.98
11/22/2024	630231	VERITECH INC	2049	1,015.00
11/22/2024	630232	WASHINGTON STATE DEPARTMENT OF LICENSING	1768	42.00
11/22/2024	630233	WALKER CONSTRUCTION INC	1913	185,370.00
11/22/2024	630234	WALTER E NELSON CO	1721	3,107.96
11/22/2024	630235	WASHINGTON STATE DEPARTMENT OF TRANSPORTATI	1709	15,000.00
11/22/2024	630236	WASTE MANAGEMENT RECYCLE AMERICA	1702	720.39
11/22/2024	630237	WESCO GROUP LLC	2368	3,696.72
11/22/2024	630238	WESTMATIC CORPORATION	1742	156,241.41
11/22/2024	630239	THE W.W. WILLIAMS COMPANY	2870	20,290.31
11/22/2024	630240	WASHINGTON STATE TRANSIT ASSOC	1715	300.00
11/22/2024	630241	VERIZON	2142	16,061.14
11/22/2024	630242	ZAYO GROUP LLC	2321	42,157.67
11/27/2024	630243	INLAND WELDING SUPPLY INC	1032	7,016.88
11/27/2024	630244	ABM INDUSTRY GROUPS LLC	1066	260.71
11/27/2024	630245	AMAZON CAPITAL SERVICES INC	2098	1,640.84
11/27/2024	630246	NORTHWEST CENTER SERVICES	2271	55,412.20
11/27/2024	630247	NAF FAIRCHILD AFB	1466	227.65
11/27/2024	630248	B & H FOTO & ELECTRONICS CORP	1082	836.50
11/27/2024	630249	BLACK PROINVEST SCHADE TOWER LLC	2767	7,012.55
11/27/2024	630250	ZEAL ENDEAVORS LLC	2788	1,711.92
11/27/2024	630251	LITHIA MOTORS SUPPORT SERVICES	1024	35.03
11/27/2024	630252	CANON FINANCIAL SERVICES INC	1154	1,000.06
11/27/2024	630253	CLEANCO CARPET WINDOW & AIR DUCT CLEANING LLC	2781	42,159.00
11/27/2024	630254	COFFMAN ENGINEERS INC	1162	11,614.52
11/27/2024	630255	COLEMAN OIL COMPANY LLC.	2683	132,030.29
11/27/2024	630256	COMCAST	1170	1,199.76
11/27/2024	630257	COMPLETE OFFICE LLC	2202	2,005.16
11/27/2024	630258	COMPUNET INC	1166	13,693.67
11/27/2024	630259	CONTINENTAL DOOR COMPANY	1986	888.30
11/27/2024	630260	WASHINGTON STATE DEPT OF CORRECTIONS	1708	1,523.56
11/27/2024	630261	CROWN CASTLE INTERNATIONAL CORP.	2733	2,115.99
11/27/2024	630262	CORPORATE TRANSLATION SERVICES INC	2158	191.78
11/27/2024	630263	CUMMINS INC	1027	13,415.47
11/27/2024	630264	D'AMATO CONVERSANO INC. P.C.	2718	8,506.25
11/27/2024	630265	EDEN ADVANCED PEST TECHNOLOGIES	2428	190.75
11/27/2024	630266	EL JAY OIL CO INC	1003	3,695.10
11/27/2024	630267	FASTENAL COMPANY	1249	3,156.10
11/27/2024	630268	FERGUSON ENTERPRISES INC	1252	54.19

<u>Check Date</u>	<u>Check #</u>	<u>Payee</u>	<u>Reference</u>	<u>Amount</u>
11/27/2024	630269	FISERV-FIRST DATA MERCHANT SERVICES CORPORATIO	1257	786.69
11/27/2024	630270	V02 COLLECTION INC.	2860	190.75
11/27/2024	630271	FLYNN BEC LP	2479	314.55
11/27/2024	630272	FREE PRESS PUBLISHING INC	1985	459.50
11/27/2024	630273	FEDEX	1808	59.75
11/27/2024	630274	GORDON TRUCK CENTERS INC	1018	6,994.89
11/27/2024	630275	GALLS PARENT HOLDINGS LLC	1271	1,249.93
11/27/2024	630276	GENFARE LLC	1268	916.78
11/27/2024	630277	GILLIG LLC	1279	12,379.56
11/27/2024	630278	GRAYBAR ELECTRIC CO INC	1287	1,842.10
11/27/2024	630279	THE HILLER COMPANIES LLC	2888	837.00
11/27/2024	630280	KIRK'S AUTOMOTIVE INC	1007	90.61
11/27/2024	630281	L&M TRUCK SALES INC	2400	1,446.28
11/27/2024	630282	LOWE'S COMPANIES, INC	2913	480.56
11/27/2024	630283	MOHAWK MANUFACTURING & SUPPLY CO	1011	1,166.13
11/27/2024	630284	MOUSER ELECTRONICS INC	1449	1,799.69
11/27/2024	630285	MUNCIE RECLAMATION AND SUPPLY CO	1013	1,889.35
11/27/2024	630286	BLACK REALTY MANAGEMENT INC	1658	2,550.00
11/27/2024	630287	NAPA AUTO PARTS INC	1014	11,556.91
11/27/2024	630288	NATIONAL COLOR GRAPHICS INC	1455	4,354.55
11/27/2024	630289	THE AFTERMARKET PARTS COMPANY LLC	1015	47,970.15
11/27/2024	630290	RANDY BROWN	903	148.83
11/27/2024	630291	PATRIOT FIRE PROTECTION INC	2436	2,310.52
11/27/2024	630292	PROVISIONAL SERVICES INC.	2697	406.72
11/27/2024	630293	PURE FILTRATION PRODUCTS INC	1531	941.17
11/27/2024	630294	ROMAINE ELECTRIC CORPORATION	1548	2,403.41
11/27/2024	630295	SAM SCHWARTZ CONSULTING LLC	2369	29,132.00
11/27/2024	630296	SAMSARA INC	2872	3,962.34
11/27/2024	630297	SENSKE LAWN & TREE CARE INC	2194	107.91
11/27/2024	630298	SIX ROBBLEES INC	1017	3,428.50
11/27/2024	630299	THE SPOKESMAN REVIEW	1616	462.18
11/27/2024	630300	SPORTWORKS GLOBAL LLC	1617	189.22
11/27/2024	630301	SPRAY CENTER ELECTRONICS INC	1619	2,169.33
11/27/2024	630302	STICKERYOU INC	2949	1,990.64
11/27/2024	630303	SUMMIT REHABILITATION ASSOCIATES PLLC	1638	160.00
11/27/2024	630304	SUN SUPPLY INC.	2710	3,352.05
11/27/2024	630305	UNIFIRST CORPORATION	2868	7,750.67
11/27/2024	630306	US BANK	1678	51,044.07
11/27/2024	630307	JEFFREY OIEN	2155	2,071.00
11/27/2024	630308	WALTER E NELSON CO	1721	8,320.52
11/27/2024	630309	WENDLE MOTORS INCORPORATED	1021	80.79
11/27/2024	630310	WESCO GROUP LLC	2368	2,686.37
11/27/2024	630311	THE W.W. WILLIAMS COMPANY	2870	5,962.71
11/27/2024	630312	ZIPLINE COMMUNICATIONS INC	2492	5,395.00
11/28/2024	630313	AMALG TRANSIT UNION #1015	1055	26,530.36
11/28/2024	630314	CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICE	1130	1,449.22
11/28/2024	630315	CHILD SUPPORT ENFORCEMENT AGENCY	1825	392.30
11/28/2024	630316	DELTA DENTAL OF WASHINGTON	1726	69,567.16
11/28/2024	630317	EMPLOYEE ADVISORY COUNCIL	1236	738.50
11/28/2024	630318	FISERV-FIRST DATA MERCHANT SERVICES CORPORATIO	1257	9,200.48
11/28/2024	630319	IL DCS AND FAMILY SERVICES	2768	276.53
11/28/2024	630320	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	414,381.86
11/28/2024	630321	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	93,354.68
11/28/2024	630322	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS IN	1295	6,475.48
11/28/2024	630323	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS IN	1295	46,199.86
11/28/2024	630324	PREMERA BLUE CROSS	1521	400,007.95
11/28/2024	630325	S T A - WELL	1557	557.50
11/28/2024	630326	TENNESSEE CHILD SUPPORT	2944	39.22
11/28/2024	630327	UNITED WAY OF SPOKANE COUNTY	1684	208.31
11/28/2024	630328	US DEPT OF THE TREASURY	2950	471.25
11/28/2024	630329	AMERICAN FEDERATION OF STATE COUNTY 2 WA COUN	1705	1,695.18
<b>TOTAL NOVEMBER ACCOUNTS PAYABLE</b>				<b>8,411,401.51</b>
11/1/2024-11/30/2024	ACH	WORKER'S COMPENSATION	2286	138,736.74
<b>TOTAL NOVEMBER WORKER'S COMPENSATION DISBURSEMENTS</b>				<b>138,736.74</b>
11/01/2024	730818-730845	PAYROLL AND TAXES PR 22, 2024	VARIES	2,856,888.42
11/15/2024	730846-730868	PAYROLL AND TAXES PR 23, 2024	VARIES	2,126,584.83
11/29/2024	730869-730891	PAYROLL AND TAXES PR 24, 2024	VARIES	2,210,712.30

<u>Check Date</u>	<u>Check #</u>	<u>Payee</u>	<u>Reference</u>	<u>Amount</u>
TOTAL NOVEMBER PAYROLL AND TAXES				7,194,185.55
11/18/2024	ACH	WA STATE - DOR (EXCISE TAX)	1767	8,196.37
TOTAL NOVEMBER EXCISE AND LEASEHOLD TAX DISBURSEMENT				8,196.37
TOTAL NOVEMBER DISBURSEMENTS FROM TO1 ACCOUNTS				15,752,520.17
TOTAL NOVEMBER DISBURSEMENTS FROM TO5 TRAVEL ADVANCE ACCOUNT				0.00
TOTAL NOVEMBER DISBURSEMENTS TO1 & TO5 ACCOUNTS				15,752,520.17

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8C :** PUBLIC WORKS CONTRACTS UNDER \$35,000: FINAL ACCEPTANCE

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Jordan Hayes-Horton, Senior Procurement Manager

**SUMMARY:** Per RCW 39.08.030, all Public Works contracts require acceptance for completion by the STA Board of Directors and an approved affidavit of wages paid from the Washington State Department of Labor & Industries.

The table summarizes projects below \$35,000 ready for acceptance by the Board:

Purchase Order/ Contract Number	Project Description	Contractor	Purchase Order/ Contract Value	Substantial Completion Date of the Work
20241565	City Line Miscellaneous Striping	Frontline Road Safety Operations, LLC	\$14,778.00	10/9/2024
20241931	Annual Fire System Test – Plaza	Patriot Fire Protection, Inc	\$2,679.22	10/17/2024
20242098	Fire Sprinkler System Repairs – South Boone	The Hiller Companies, LLC	\$3,115.00	11/7/2024
20242097	Five-Year Fire Sprinkler Inspection – Boone Northwest Garage	The Hiller Companies, LLC	\$930.00	11/12/2024
20240151	Quarterly Garage Door Preventative Maintenance – Plaza	Continental Door Company	\$4,120.20	11/15/2024
20241603	Customer Service Counter Microphones - Plaza	Avidex Industries, LLC	\$31,108.50	11/20/2024
20242625	Excavation for Bollard Holes - Paratransit	Badger Daylighting Corp	\$1,880.76	11/20/2024
20242573	FDC Repair – Tire Shop	The Hiller Companies, LLC	\$3,128.30	11/26/2024

Public Works contracts with a value of \$35,000 or more (before tax) also require release of retainage authorization from the Washington State Employment Security Department, Department of Revenue, and Department of Labor & Industries. These contracts are presented individually to the Board for approval as part of the consent agenda when needed.

**RECOMMENDATION TO BOARD:** Approve, by motion, acceptance of the above contracts as complete and authorize release of retainage security subject to receipt of Department of Labor & Industries approved prevailing wage affidavits.

**FINAL REVIEW FOR BOARD BY:**

Division Head JHH Chief Executive Officer  Legal Counsel //

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8D :** CITY LINE WALL STREET TILE REPLACEMENT: FINAL ACCEPTANCE

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Dan Wells, Deputy Director for Capital Development

**SUMMARY:** All Public Works construction contracts require Board of Directors acceptance for completion.

<b>Public Works Contract for:</b>	City Line Wall Street Tile Replacement
<b>Purchase Order Number:</b>	20241936-00
<b>Capital Project Number:</b>	347
<b>Contractor:</b>	Segmental Systems Inc.
<b>Construction Start:</b>	September 23, 2024
<b>Substantial Completion:</b>	October 8, 2024
<b>Final Completion:</b>	October 9, 2024
<b>Scope of Work:</b>	Remove and replace loose tiles and installation of expansion joints along Wall Street between Riverside Avenue and Main Avenue.

<b>Contract Authority, Including Contingency</b>	
<b>Awarded Construction Contract, incl. bid alternates</b>	\$55,865.00
<b>Additive Change Orders (Applied Contingency)</b>	\$0.00
<b>Unspent Bid Alternate Budget</b>	\$7,557.63
<b>Total Final Contract Value</b>	<b>48,307.37</b>
<b>Unspent</b>	\$7,557.63

**RECOMMENDATION TO BOARD:** Approve, by motion, to accept the contract with Segmental Systems, Inc. for the City Line Wall Street Tile Replacement as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law.

**FINAL REVIEW FOR BOARD BY:**

Division Head ko Chief Executive Officer  Legal Counsel mc



**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8E :** PLAZA DOOR REPLACEMENTS: FINAL ACCEPTANCE

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer  
Alyssa Peterson, Capital Projects Manager

---

**SUMMARY:** All Public Works construction contracts require Board of Directors acceptance for completion.

<b>Public Works Contract for:</b>	Plaza Door Replacements – Contract # 2023-10864
<b>Capital Project Number:</b>	1027
<b>Contractor:</b>	Marlin Windows, Inc.
<b>Construction Start:</b>	September 16, 2024
<b>Substantial Completion:</b>	October 15, 2024
<b>Final Completion:</b>	November 6, 2024
<b>Scope of Work:</b>	<ul style="list-style-type: none"><li>• Selective demolition and installation of twenty-five replacement doors and hardware for entrances at the STA Plaza facility</li><li>• First-year warranty service for replacement doors</li></ul>

<b>Contract Authority, Including Contingency</b>	<b>\$274,777.10</b>
Awarded Construction Contract	\$211,367.00
Additive Change Orders (Applied Contingency)	\$504.90
Deductive Change Orders	\$0.00
<b>Total Final Contract Value</b>	<b>\$211,871.90</b>
Unspent	\$62,905.20

**RECOMMENDATION TO BOARD:** Approve, by motion, to accept the contract with Marlin Windows, Inc. for the Plaza Door Replacements contract as complete and authorize release of retainage security subject to the receipt of all affidavits of wages paid and such certificates and releases as are required by law.

**FINAL REVIEW FOR BOARD BY:**

Division Head brb Chief Executive Officer  Legal Counsel mc

SPOKANE TRANSIT AUTHORITY

BOARD MEETING OF

December 19, 2024

AGENDA ITEM **8F**: SOUTH HILL PARK & RIDE IMPROVEMENTS: FINAL ACCEPTANCE

REFERRAL COMMITTEE: Planning & Development (*Haley*)

SUBMITTED BY: Karl Otterstrom, Chief Planning and Development Officer  
Dan Wells, Deputy Director for Capital Development

**SUMMARY:** All Public Works construction contracts require Board of Directors acceptance for completion.

<b>Public Works Contract for:</b>	South Hill Park & Ride Improvements
<b>Contract Number:</b>	2023-10783
<b>Capital Project Number:</b>	900
<b>Contractor:</b>	Cameron-Reilly LLC
<b>Notice to Proceed:</b>	10/04/2023
<b>Substantial Completion:</b>	12/13/2023
<b>Final Completion:</b>	05/28/2024
<b>Scope of Work:</b>	This contract consisted of the following: <ul style="list-style-type: none"><li>• Construction of a new entrance from Southeast Boulevard</li><li>• Construction of two HPT passenger platforms with amenities and new shelters</li><li>• Improvements to the concrete bus exit</li><li>• Improvement to 31<sup>st</sup> Avenue pavement section</li><li>• Installation of security camera infrastructure</li></ul>

<b>Contract Authority, Including Contingency</b>	<b>\$816,385.00</b>
<b>Awarded Construction Contract</b>	\$709,900.00
<b>Additive Change Orders (Applied Contingency)</b>	\$63,451.04
<b>Deductive Change Orders</b>	\$0.00
<b>Total Final Contract Value</b>	\$773,351.04
<b>Unspent</b>	<b>\$43,033.96</b>

**RECOMMENDATION TO BOARD:** Recommend the Board approve, by motion, to accept the contract with Cameron-Reilly LLC for South Hill Park & Ride Improvements contract as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law.

**FINAL REVIEW FOR BOARD BY:**

Division Head ko Chief Executive Officer  Legal Counsel mc

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8G :** 2025 PERFORMANCE MEASURES

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer

**SUMMARY:** The attached report presents STA’s 2025 key operational Performance Measures in which staff propose adjustments to certain measures based on year-to-date actuals, multi-year data trends, and new guidance in *Connect Spokane* regarding farebox recovery.

The details proposed for the 2025 goal adjustments are included in the table below.

<b>Performance Measure</b>	<b>2024 Goal</b>	<b>2025 Goal</b>	<b>Adjusted</b>	<b>Justification</b>
Fixed-Route Preventable Accident Rate	.08	.11	37%↑	Trend
Fixed-Route Ridership	10.16M*	10.39M	2.2%↑	2025 Budget
Paratransit Ridership	390,000*	405,000	3.8%↑	2025 Budget
Rideshare Ridership	104,000*	109,000	4.7%↑	2025 Budget
Fixed-Route Passengers per Hour	17.5	19.2	9.7%↑	2025 Budget
Paratransit Passengers Per Hour	2.7	2.4	11%↓	2025 Budget
Fixed-Route Miles Between Road Calls	<7,500	<6000	20%↓	Trend
Rideshare Cost Recovery	85%	50%	41%↓	Trend
Fixed-Route Maintenance Cost per Mile	\$1.67	\$1.81	8.4%↑	2024 YTD Avg.

\*Projected 2024 year-end ridership for each mode provided for comparison against 2025 Goal.

During the 2024 update to STA’s Comprehensive Plan, *Connect Spokane*, the Board of Directors approved a change in the farebox recovery methodology. The percentage of farebox recovery is now calculated by dividing the current standard fare rate of \$2.00 by the operating cost per passenger. The goal of 20% recovery remains the same.

Each performance measure is intended to support the delivery of a specific Spokane Transit organizational priority, as established and reviewed annually by the STA Board of Directors. These quantifiable benchmarks demonstrate the agency’s commitment to accountability and a cost effective and efficient operation.

As the Board of Directors continues to plan implementation of the *Connect 2035* Strategic Plan, it will consider and evaluate the establishment of new performance measures alongside these existing measures. Staff expect such additions, modifications, or deletions to take effect for the calendar year 2025.

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board approve the 2025 Performance Measures as presented.

**COMMITTEE ACTION:** Approved as presented and forwarded to the Board Consent agenda.

**RECOMMENDATION TO BOARD:** Approve, by motion, the 2025 Performance Measures.

**FINAL REVIEW FOR BOARD BY:**

Division Head brb Chief Executive Officer BSM Legal Counsel mc

**SPOKANE TRANSIT AUTHORITY**

Annotated copy to show comparison to 2024

**SUBJECT:** 2025 PERFORMANCE MEASURES

---

**MISSION**

- We provide safe, inclusive, convenient, and efficient public transportation services to the Spokane area communities.
- We are leaders in transportation and a valued partner in the community's social fabric, economic infrastructure, and quality of life.

**OUR VISION**

- Connecting everyone to opportunity.

**PRIORITIES AND OBJECTIVES**

**1. Safety**

Emphasize safety of our customers and employees in all aspects of our operations

**2. Earn and Retain the Community's Trust**

Engender trust and accountability and satisfy and exceed the expectations of citizens, customers, and employees; increase ridership; operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; provide service that is responsive and tailored to the area's needs.

**3. Provide Excellent Customer Service**

Provide consistently high-quality service to customers at every interaction with Spokane Transit; be rated by customers, the community, and employees as providing excellent customer service as measured annually in surveys.

**4. Enable Organizational Success**

Have a well-trained and highly productive workforce; promote healthy dialogue on important issues; reduce employee injuries.

**5. Exemplify Financial Stewardship**

Operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; establish reasonable, user-based revenue targets; plan for future operational and capital needs.

**PERFORMANCE MEASURES**

1. **ENSURE SAFETY**

Emphasize safety of our customers and employees in all aspects of our operations.

**Performance Measures**

• **Accident Rate**

Fixed Route

Measurement – (1 measure) Preventable accidents

2024 Goal: 0.08 (or less) per 10,000 miles

2025 Goal: 0.11 (or less) per 10,000 miles

Measured - Quarterly

2023 Actual: 0.17

2024 Q3 YTD: 0.15

Paratransit

Measurement – (1 measure) Preventable accidents

2024 Goal: 0.10 (or less) per 10,000 miles

2025 Goal: 0.10 (or less) per 10,000 miles

Measured - Quarterly

2023 Actual: 0.12

2024 Q3 YTD: 0.11

• **Injury Rate (Employee Days Lost)**

Fixed Route

Measurement – Workers Comp Lost Days

2024 Goal: 0.02 (or less) per 1,000 employee hours

2025 Goal: 0.02 (or less) per 1,000 employee hours

Measured - Quarterly

2023 Actual: 0.04

2024 Q3 YTD: 0.04

Paratransit

Measurement – Workers Comp Lost Days

2024 Goal: 0.04 (or less) per 1,000 employee hours

2025 Goal: 0.04 (or less) per 1,000 employee hours

Measured – Quarterly

2023 Actual: 0.05

2024 Q3 YTD: 0.04

Maintenance

Measurement – Workers Comp Lost Days

2024 Goal: 0.05 (or less) per 1,000 employee hours

2025 Goal: 0.05 (or less) per 1,000 employee hours

Measured - Quarterly

2023 Actual: 0.01

2024 Q3 YTD: 0.01

- **Injury Rate (Employee Claims)**

- Fixed Route

- Measurement – Claims per 1,000 hours

- 2024 Goal: 0.05 claims (or less) per 1,000 hours

- 2025 Goal: 0.05 claims (or less) per 1,000 hours

- Measured – Quarterly

- 2023 Actual: 0.07

- 2024 Q3 YTD: 0.07

- Paratransit

- Measurement – Claims per 1,000 hours

- 2024 Goal: 0.08 (or less) claims per 1,000 hours

- 2025 Goal: 0.08 (or less) claims per 1,000 hours

- Measured - Quarterly

- 2023 Actual: 0.09

- 2024 Q3 YTD: 0.06

- Maintenance

- Measurement – Claims per 1,000 hours

- 2024 Goal: 0.10 (or less) claims per 1,000 hours

- 2025 Goal: 0.10 (or less) claims per 1,000 hours

- Measured - Quarterly

- 2023 Actual: 0.09

- 2024 Q3 YTD: 0.04

2. **EARN AND RETAIN THE COMMUNITY'S TRUST**

**Engender trust and accountability and satisfy and exceed the expectations of citizens, customers, and employees; increase ridership; provide service that is responsive and tailored to the area's needs.**

**Performance Measures**

- **Ridership**

- Fixed Route

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 10.16 million trips

- 2025 Goal: 10.39 million trips; 2.2% increase

- Measured – Monthly

- 2023 Actual: 33.3% increase (8,789,348 trips)

- 2024 Q3 YTD: 15% increase

- Paratransit (Excluding SUV)

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 390,017 trips

- 2025 Goal: 404,960 trips; 3.8% increase

- Measured – Monthly

- 2023 Actual: 16.2% increase (360,535 trips)

- 2024 Q3 YTD: 8.4% increase

- Rideshare

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 104,000 trips

- 2025 Goal: 109,000 trips; 4.7% increase

- Measured – Monthly

- 2023 Actual: 5.6% increase (95,655 trips)

- 2024 Q3 YTD: 7.6% increase

- **Service Effectiveness**

- Fixed Route

- Measurement – Passengers per revenue hour

- 2024 Goal: 17.5 or above system wide average

- 2025 Goal: 19.18 or above system wide average

- Measured – Quarterly

- 2023 Actual: 19.00

- 2024 Q3 YTD: 18.70

- Paratransit

- Measurement – Passengers per revenue hour

- 2024 Goal: 2.7 or above system wide average

- 2025 Goal: 2.42 or above system wide average

- Measured – Quarterly

- 2023 Actual: 2.37

- 2024 Q3 YTD: 2.39

- **Customer Security**

- Fixed Route

- Measurement – Response to two questions on Annual Ridership Survey: Customer assessment of personal safety & drivers' driving safe

- 2024 Goal: 4.5 (or above) average

- 2025 Goal: 4.5 (or above) average

- Measured – Annually

- 2023 Survey: 4.0

- 2024 Survey: Results will be presented at the February 2025 committee meeting.

- Paratransit

- Measurement – Response to two questions on Annual Paratransit Survey: Customer assessment of personal safety & drivers driving safe

- 2024 Goal: 4.5 (or above) average

- 2025 Goal: 4.5 (or above) average

- Measured – Annually

- 2023 Survey: No Survey

- 2024 Survey: 4.7

- **Public Outreach**

- Agency Wide

- Measurement – Response to question on annual Community Perception Survey: STA does a good job listening to the public.

- 2024 Goal: 4.5 (or above) on a scale of 1 to 5

- 2025 Goal: 4.5 (or above) on a scale of 1 to 5

- Measured – Annually

- 2023 Survey: 3.2

- 2024 Survey: Delayed until Quarter one 2025

**PROVIDE EXCELLENT CUSTOMER SERVICE**

Provide consistently high-quality service to customers at every interaction with Spokane Transit; be rated by customers, the community, and employees as providing excellent customer service as measured annually in surveys.

**Performance Measures**

- **On Time Performance**

Fixed Route

Measurement – 0 to 5 minutes from scheduled time point

2024 Goal: 93% on time

2025 Goal: 93% on time

Measured – Monthly

2023 Actual: 93%

2024 Q3 YTD: 91.7%

Paratransit

Measurement – 0 to 30 minutes from scheduled pick-up time

2024 Goal: 93% on time

2025 Goal: 93% on time

Measured – Monthly

2023 Actual: 92.1%

2024 Q3 YTD: 94.2%

- **Call Center**

Fixed Route Customer Service Abandon Rate

Measurement – Percent of calls abandoned in comparison to the total call volume

2024 Goal: 4% or below

2025 Goal: 4% or below

Measured – Monthly

2023 Actual: 1.0%

2024 Q3 YTD: 1.0%

Paratransit Reservationists Abandon Rate

Measurement – Percent of calls abandoned in comparison to the total call volume

2024 Goal: 4% or below

2025 Goal: 4% or below

Measured – Monthly

2023 Actual: 3.0%

2024 Q3 YTD: 1.7%

Fixed Route (Customer Service) Service Level

Measurement – The percent of time calls are answered within the goal period

2024 Goal: 90%/60 seconds

2025 Goal: 90%/60 seconds

Measured – Monthly

2023 Actual: 93%

2024 Q3 YTD: 96%

Paratransit Reservationists Service Level

Measurement – The percent of time calls are answered within the goal period

2024 Goal: 90%/60 seconds

2025 Goal: 90%/60 seconds

Measured – Monthly

2023 Actual: 84%

2024 Q3 YTD: 78%



- **Complaint Rate**

- Fixed Route

- Measurement – Number of complaints received

- 2024 Goal: 8 complaints (or less) per 100,000 boardings

- 2025 Goal: 8 complaints (or less) per 100,000 boardings

- Measured – Monthly

- 2023 Actual Total Complaints: 9.9

- 2024 Q3 YTD Total Complaints: 9.4

- Paratransit

- Measurement – Number of complaints received

- 2024 Goal: 8 complaints (or less) per 10,000 boardings

- 2025 Goal: 8 complaints (or less) per 10,000 boardings

- Measured – Monthly

- 2023 Actual Total Complaints: 4.4

- 2024 Q3 YTD Total Complaints: 5.1

- **Maintenance Reliability**

- Fixed Route

- Measurement – Number of Road Calls

- 2024 Goal: Less than 1 per 7,500 miles

- 2025 Goal: Less than 1 per 6,000 miles

- Measured – Monthly

- 2023 Actual: 6,515 miles

- 2024 Q3 YTD: 5,782

- Paratransit

- Measurement – Number of Road Calls

- 2024 Goal: Less than 1 per 75,000 miles

- 2025 Goal: Less than 1 per 75,000 miles

- Measured – Monthly

- 2023 Actual: 83,024

- 2023 Q3 YTD: 76,214

4. **ENABLE ORGANIZATIONAL SUCCESS**

**Have a well-trained and highly productive workforce; promote healthy dialogue on important issues.**

**Have an active and engaged Board of Directors.**

**Performance Measures**

- **Training Rate (Employee)**

- Fixed Route

- Measurement – Complete Advanced Operator Training

- 2024 Goal: 8 hours per Operator annually

- 2025 Goal: 8 hours per Operator annually

- Measured – Quarterly

- 2023 Actual: 9 hours per Operator annually (BEB Training)

- 2023 Q3 YTD: 1 hour per Operator annually

- Paratransit

## 2025 Performance Measures

Measurement – Complete Advanced Operator Training

2024 Goal: 8 hours per Operator annually

2025 Goal: 8 hours per Operator annually

Measured – Quarterly

2023 Actual: No Advanced Training

2024 Q3 YTD: Delayed to Q4

### Maintenance

Measurement – 4 major component training events + variety of general professional classes

2024 Goal: Invest average of 25 hours per maintenance employee per year

2025 Goal: Invest average of 25 hours per maintenance employee per year

Measured – Annually

2023 Actual: 49.3 hours per employee

2024 Q3 YTD: 30.4 hours per employee

### Managers/Supervisors/Administrative

Measurement – Scheduled Professional Development Class

2024 Goal: 100% of employees receive either on-site or off-site training event per year

2025 Goal: 100% of employees receive either on-site or off-site training event per year

Measured – Annually

2023 Actual: 8 hours

2024 Q3 YTD: In progress

- **Annual Employee Feedback**

#### Fixed Route

Measurement – Supervisor conducts formal ride check/ride along

2024 Goal: 100% of operators receive a successful evaluation on a ride check/ride along annually

2025 Goal: 100% of operators receive a successful evaluation on a ride check/ride along annually

Measured – Annually

2023 Actual: 100% completed

2024 Q3 YTD: 212 out of 333

#### Paratransit

Measurement – Supervisor conducts formal ride check/ride along

2024 Goal: 100% of operators receive a successful evaluation on a ride check/ride along annually

2025 Goal: 100% of operators receive a successful evaluation on a ride check/ride along annually

Measured – Annually

2023 Actual: 100% Completed

2024 Q3 YTD: 40 out of 56

- **Governance**

#### Board Development

Measurement – Attendance at a transit-related conference/training event

2024 Goal: Two Board members attend annually

2025 Goal: Five Board members attend annually

Measured – Annually

2023 Actual: Completed

2024 Q3 YTD: Completed

5. **EXEMPLIFY FINANCIAL STEWARDSHIP**

**Operate an efficient, cost-effective operation; maintain tight control of operational, administrative, and capital expenditures of public resources; establish reasonable, user-based revenue targets; plan for future operational and capital needs.**

**Performance Measures**

- **Cost Efficiency**

Fixed Route

Measurement – Cost per Revenue Hour

2024 Goal: below 95% of average cost of urban systems in Washington State

2025 Goal: below 95% of average cost of urban systems in Washington State

Measured – Quarterly

2023 Actual: 80.1%

2024 Q3 YTD: 80.5%

Paratransit

Measurement – Cost per Revenue Hour

2024 Goal: below 95% of average cost of urban systems in Washington State

2025 Goal: below 95% of average cost of urban systems in Washington State

Measured – Quarterly

2023 Actual: 83.7%

2024 Q3 YTD: 83.9%

- **Cost Effectiveness**

Fixed Route

Measurement – Cost per Passenger

2024 Goal: below 95% of average cost of urban systems in Washington State

2025 Goal: below 95% of average cost of urban systems in Washington State

Measured – Quarterly

2023 Actual: 68.5%

2024 Q3 YTD: 68.8%

Paratransit

Measurement – Cost per Passenger

2024 Goal: below 95% of average cost of urban systems in Washington State

2025 Goal: below 95% of average cost of urban systems in Washington State

Measured – Quarterly

2022 Actual: 76.3%

2023 Q3 YTD: 76.8%

- **Cost Recovery from User Fees**

Fixed Route

Measurement – Farebox Return

2024 Goal: at least 20%

2025 Goal: at least 20%

Measured – Quarterly

2023 Actual: 8.0%

2024 Q3 YTD: 8.0%\*

\*2024 Q3 YTD 8% is listed for comparison to the previous methodology used to calculate the 2023 actual. The new Board-approved methodology resulted in a 26.2% farebox recovery for Q3 YTD which is reflected in the Q3 YTD Performance Measure Report.

### Paratransit

Measurement – Farebox Return

2024 Goal: at least 5%

2025 Goal: at least 5%

Measured – Quarterly

2023 Actual: 2.8%

2024 Q3 YTD: 2.7%\*

\*2024 Q3 YTD 2.7% is listed for comparison to the previous methodology used to calculate the 2023 actual. The new Board-approved methodology resulted in a 4.7% farebox recovery for Q3 YTD which is reflected in the Q3 YTD Performance Measure Report.

### Rideshare

Measurement – Fare revenue compared to Operational and Administrative expenses (not including Special Use Rideshare)

2024 Goal: 85%

2025 Goal: 50%

Measured – Quarterly

2023 Actual: 38.4%

2024 Q3 YTD: 39.9%

- **Maintenance Cost**

#### Fixed Route

Measurement – Cost per total mile by fleet

2024 Goal: \$1.67 per mile

2025 Goal: \$1.81 per mile

Measured - Quarterly

2023 Actual: \$1.61

2024 Q3 YTD: \$1.79

#### Paratransit/Rideshare

Measurement – Cost per total mile

2024 Goal: \$1.26 per mile

2025 Goal: \$1.26 per mile

Measured – Quarterly

2023 Actual: \$1.26

2024 Q3 YTD: \$1.24

- **Financial Capacity**

#### Financial Management

Measurement – Adherence to approved Operating Budget

2025 Goal: Operate at or below budgeted expenditures

Measured – Monthly

#### Service Level Stability

Measurement – Number of years current service level can be sustained

2025 Goal: 6 years

Measured – Annually

Ability to Sustain Essential Capital Investments

Measurement – Fully funded Capital Improvement Plan

2025 Goal: 6 years

Measured – Annually

Public Perception

Measurement – Answer to question on Annual Community Perception Survey: STA is financially responsible

2024 Goal: 4.5 (or above) on a scale of 1 to 5

2025 Goal: 4.5 (or above) on a scale of 1 to 5

Measured – Quarterly

2023 Survey: 3.1

2024 Survey: Schedule date pending

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8H :** PUBLIC TRANSPORTATION AGENCY SAFETY PLAN – RECOMMENDATION

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Nancy Williams, Chief Human Resources Officer  
Stephanie Crawford, Safety Manager

---

**SUMMARY:** The Public Transportation Agency Safety Plan (PTASP) is a regulatory requirement under the Federal Transit Administration (FTA), intended to ensure public transportation agencies establish comprehensive safety programs. The primary goal of the PTASP is to improve safety by establishing a formal Safety Management System (SMS) that includes safety performance targets, risk management and safety assurance, safety promotion, and appropriate accountability and oversight.

STA's Agency Safety Plan (ASP) improves safety by establishing a formal Safety Management System (SMS) that includes those items listed above.

In April 2024 the FTA released updated requirements for the PTASP which have been integrated into STA's ASP. The updates emphasize ongoing improvements to the SMS that enhance the safety culture and include formalizing safety committees, introducing the risk reduction program, and strengthening employee safety reporting.

This third formal version of STA's ASP contains the following updates per the new requirements listed in 49 CFR Part 673:

- Updated required definitions
- Added Risk Reduction Plan which includes:
  - Updated responsibilities of the Safety Committee
  - New metrics to monitor performance trends
  - Developing strategies to reduce safety risks and ensure a process for continuous improvement
- Updated safety performance metrics and targets
- Added verbiage to include contracted service provider responsibilities under the ASP
- Updated STA employee responsibilities under the ASP
- Enhancements to operator training to include de-escalation and refresher training

A copy of the updated ASP is attached.

**RECOMMENDATION TO COMMITTEE:** Recommend the Board of Directors approve, by motion, the Spokane Transit Authority Public Transportation Agency Safety Plan as presented.

**COMMITTEE ACTION:** Approved as presented and forwarded to the Board Consent agenda.

**RECOMMENDATION TO BOARD:** Approve, by motion, the Spokane Transit Authority Public Transportation Agency Safety Plan.

**FINAL REVIEW FOR BOARD BY:**

Division Head   nw  

Chief Executive Officer   [Signature]  

Legal Counsel   mc

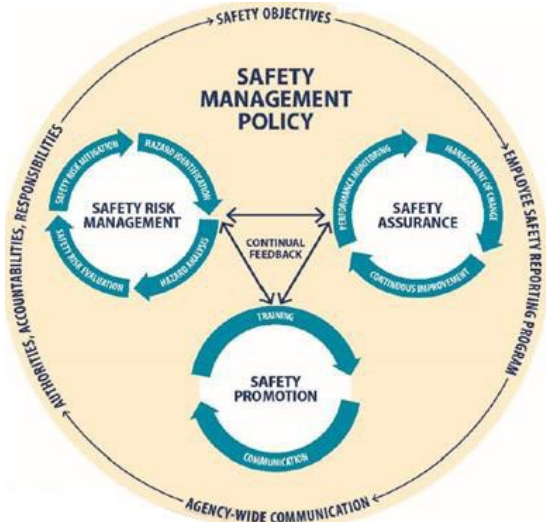
	<b>Spokane Transit Agency Safety Plan</b>	Implementation Date:	12/17/2020
		Last Updated:	10/2024

**Introduction**

This document is Spokane Transit Authority’s Public Transportation Agency Safety Plan (ASP). This ASP provides a high-level overview of the Spokane Transit Authority (STA) Safety Management System (SMS) and processes, developed in accordance with 49 CFR 673. This document is to be used by staff, informing them of documented processes and procedures, a reference to functional safety protocols, and overall, as a safety resource.

This plan establishes accountability and responsibility at the top levels of the organization, evidenced by Board of Directors approval and Chief Executive Officer (CEO) commitment to the Safety Management Policy statement, which includes commitment to necessary resources to sustain and improve the STA safety culture. This document serves as the framework for the STA SMS and maps all processes and procedures that support it.

This plan acts like the hub of a wheel, linking subsidiary plans, manuals, and other safety documentation as spokes to the overall processes and components of SMS to create feedback and continuity into the system.



**Background**

STA is the public transport authority of Spokane County, Washington, serving Spokane, Spokane Valley, Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, and unincorporated areas of Spokane County. It began operating in 1981 after acquiring the assets of the city-operated Spokane Transit System. In 2021, STA had a ridership of 5,554,200 or about 21,300 per weekday.

**Board of Directors**

STA is governed by a Board of Directors composed of up to nine elected officials (and one non-voting STA labor representative) chosen from the jurisdictions served by the Public Transportation Benefit Area, which includes the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, Spokane Valley, and some unincorporated portions of the county surrounding those municipalities.

The Board provides the policy and legislative direction for STA and its administrators and approves its actions, budgets, and long-term plans. It also has the authority to levy taxes as authorized by state law (with voter approval). The Board meets on the third Thursday of the month at the STA Boardroom located at 1230 W. Boone Avenue in Spokane, Washington.

### Delegation of Authority and Accountability in SMS

The Board of Directors has delegated the authority and accountability for day-to-day operation and safety of STA to the CEO. The CEO has designated the Chief Safety Officer (CSO) as the SMS Manager and delegated the CSO authority for the day-to-day Agency oversight of safety for all operating systems. The CSO is a direct report to the CEO and the CSO is responsible for the implementation and operation of the Agency's SMS. This ASP will be approved for implementation under STA authority and accepted by the CEO, the Board of Directors, and the STA Employee Safety Committee.

### Transit Agency Information

<b>Transit Agency Name</b>	Spokane Transit Authority		
<b>Transit Agency Address</b>	1230 W Boone Avenue, Spokane, Washington 99201		
<b>Name and Title of Accountable Executive</b>	E. Susan Meyer Chief Executive Officer		
<b>Name of Chief Safety Officer or SMS Executive</b>	Stephanie Crawford Chief Safety Officer		
<b>Mode(s) of Service Covered by This Plan</b>	Fixed Route Paratransit	<b>List All FTA Funding Types</b>	5307, 5310, 5339
<b>Mode(s) of Service Provided by the Transit Agency (directly operated or contracted service)</b>	Fixed Route - (directly operated) Paratransit – (directly operated) Paratransit – (contracted service)		
<b>Does the agency provide transit services on behalf of another transit agency or entity?</b>	No		

### Safety Plan

This section incorporates STA's conformance with 49 CFR 673 including establishing safety performance targets, review and update of this document, emergency management protocols, and coordination with planning stakeholders.

#### Plan Development, Approval, and Updates

As required by 49 CFR Part 673, STA's ASP, which describes our agency's commitment to continuously monitoring, measuring, and improving safety performance, has been approved by the Board of Directors and endorsed by the Chief Executive Officer.

<b>Name of Entity That Drafted This Plan</b>	Spokane Transit Authority Chief Safety Officer	
<b>Signature by the Accountable Executive</b>	<b>Signature of Accountable Executive</b>	<b>Date of Signature</b>
	E. Susan Meyer, Chief Executive Officer	



<b>Approval by the Board of Directors or an Equivalent Authority</b>	<b>Name of Individual/Entity That Approved This Plan</b>	<b>Date of Approval</b>
	STA Employee Safety Committee	November 12, 2024
	STA Board of Directors	December 19, 2024
	<b>Relevant Documentation (title and location)</b>	
Annual PTASP Approval Board Agenda Item/Minutes		
Employee Safety Committee Meeting Minutes		

<b>Certification of Compliance</b>	<b>Name of Individual/Entity That Certified This Plan</b>	<b>Date of Certification</b>
	E. Susan Meyer, Chief Executive Officer	January 2021
	<b>Relevant Documentation (title and location)</b>	
	Annual Certifications and Assurances	

**Annual Review and Update**

STA's Accountable Executive holds STA management and committees accountable for compliance with the processes and procedures detailed in the Agency Safety Plan (ASP) to ensure adequate safety performance and fulfill requirements of the Public Transportation Agency Safety Plan (PTASP) regulation (49 CFR Part 673). STA's Chief Safety Officer will coordinate the annual review of the ASP, beginning with a notification to the Employee Safety Committee and Operations Management. These departments will review ASP sections applicable to their function to ensure that the ASP aligns with their processes with input from front line supervisors and leads, making recommendations and updates to the CSO. The Chief Safety Officer will incorporate departmental comments in the ASP and then conduct a final review and update with the Employee Safety Committee no later than December 31 of each year. Recommended changes and updates will then be delivered to the CEO and Board of Directors for final approval. Other plan review triggers include:

- Required updates or additions to the ASP by the FTA
- Mitigating a safety deficiency identified through the SMS
- Significant changes in service delivery
- Introduction of a new process that may impact safety, or
- Significant changes in STA's organizational structure

<b>Version Number and Updates</b>			
<i>Record the complete history of successive versions of this plan.</i>			
<b>Version #</b>	<b>Section/Pages Affected</b>	<b>Reason for Change</b>	<b>Date Issued</b>
Version 1	All	Establish Plan	December 2020
Version 2	All	Infrastructure Plan Update	December 31, 2022
Version 3	All	FTA PTASP Updates 2024	December 2024

## Safety Management Policy

### Safety Management Policy Statement

STA recognizes that safety is a core value of our agency and of our business service. The management team is committed to developing, implementing, maintaining, and constantly improving processes to ensure all our transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.

All levels of STA management, employees and contracted service providers are accountable for the delivery of this high level of safety performance, with the final responsibility resting with the CEO as the Accountable Executive.

- **Executive Commitment to Safety**  
Executive Management will lead the development of an organizational culture that promotes safe operations and provides appropriate resources to support this core function through fostering and ensuring safe practices, improving safety when needed and effective employee safety reporting and communication. STA will hold executives, managers, and employees accountable for safety performance.
- **Communications and Training**  
Employee engagement is crucial to a functioning SMS. Communication systems will be put in place to enable greater awareness of STA safety objectives and safety performance targets as well as to provide on-going safety communications up, down, and across the organization. All levels of management must proactively engage employees and work to keep the lines of safety communications open and honest. All employees will be made aware of the importance of STA's SMS and trained in safety reporting procedures.
- **Responsibility and Accountability**  
All levels of management will be responsible for delivering safe and quality transit services that represent STA's performance of its SMS. Managers will take an active role in the Safety Risk Management process and ensure the Safety Assurance functions are supported. Managers are responsible for ensuring Safety Risk Management is being performed in their operational areas of control to assure the safety risk associated with the safety hazards is assessed and mitigated. Safety performance will be an important part of performance evaluations for STA managers and employees. All employees and contracted service providers will support safety management by ensuring that hazards are identified and reported.
- **Employee Reporting**  
Executive management will establish a safety reporting program as a viable tool for employees to voice their safety concerns. All frontline employees will be responsible for utilizing this program as part of the SMS. No action will be taken against any employee who communicates a safety condition through the STA safety reporting program unless such disclosure indicates the following: an illegal act, gross misconduct, or negligence, or a deliberate or willful disregard of STA rules, policies, procedures, or practices.
- **Performance Monitoring & Review**  
STA will establish realistic measures of safety performance and establish safety performance targets with attention to results to ensure continual improvement in safety performance. Managers will verify that the safety risk mitigations put in place are appropriate and effective.

- **Review and Evaluation**

STA will measure SMS performance by analyzing key safety performance indicators, reviewing inspections, investigations, and corrective action reports that support the SMS. These activities will become the basis for revising or developing safety objectives, safety performance targets, and plans with the goal of continuous safety improvement.

### Purpose and Applicability

The purpose of this plan is to provide a structured safety management approach that effectively controls operational risks and continually improves the agency's performance:

- Document a commitment from management, employees and contracted service providers to achieve safety performance goals.
- Identify safety management roles and responsibilities that outline ownership at every level.
- Establish safety goals and objectives while ensuring the Agency is following federal recommendations and industry safety practices.
- Address all applicable requirements and standards set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.
- Through the Risk Reduction Program carried out by the Employee Safety Committee, set safety performance targets and Safety Performance Measures (SPM) to help ensure the Agency achieves its safety objectives.
- Provide a framework and guidance to implement, evaluate and continuously improve safety policies, the safety risk management process, and achieve related goals and objectives.
- Establish safety programs that document STA's commitment to Safety.

The Public Transportation Agency Safety Plan (PTASP) applies to all Spokane Transit operations. All directors and departments are required to ensure that facilities, equipment, supplies, practices, and procedures meet or exceed federal, state, and local requirements as well as Spokane Transit Authority SMS. Individual departments are responsible for documenting specific procedures tailored to their work tasks as needed.

### Safety Goals

- Goal 1: SMS to Reduce Injuries and Occurrences
  - STA will use the SMS framework to identify safety hazards, mitigate risk and reduce injuries and occurrences resulting from transit operations.
- Goal 2: SMS to Foster a Robust Safety Culture
  - STA will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.
- Goal 3: SMS to Ensure Safe and Efficient Systems and Equipment
  - STA will provide safe and efficient transit operations by ensuring all vehicles, equipment and facilities are regularly inspected, maintained, and serviced as required.

### SMS Concept of Operations

The four components of the STA SMS are:

- Safety Policy – The Safety Policy establishes a clear commitment to continually improve safety. The Safety Policy defines the methods, processes, and organizational responsibilities needed to meet stated safety goals.

- Safety Risk Management – Safety Risk Management is the process for identifying hazards and analyzing, assessing, and mitigating risk.
- Safety Assurance – Safety Assurance is the process of evaluating and measuring the continued effectiveness of risk mitigation efforts and supports the identification of new hazards.
- Safety Promotion – Safety Promotion includes training, communications, and other actions taken to create a positive safety culture within the organization.

**Safety Management Policy Communication**

The Safety Management Policy is communicated to employees and contracted service providers upon hire during new employee orientation, in Employee/Operator handbooks, through agency Safety Notices, in Safety Committee Meeting Minutes, and on Safety Bulletin Board Postings.

**Authorities, Accountabilities, and Responsibilities**

Employee safety is a critical component of our organization’s safety program. In Washington state, employee safety is regulated by the Department of Labor and Industry’s Department of Safety and Health (DOSH), which requires:

- A workplace free of recognized hazards
- A written Accident Prevention Program
- Initial and Recurring Training
- An Employee Safety Committee
- Safety Bulletin Boards
- Other requirements as specified in chapter 296 of the Washington Administrative Code

The CEO, as the accountable executive, has the ultimate responsibility for safe and secure operations at STA and contract service operations. Each employee is required to carry out specific system safety responsibilities depending on their position in compliance with the ASP. The following is a list of the responsibilities of each job description at STA and reflects the agency’s commitment to safety.

<p><b>Accountable Executive – Chief Executive Officer</b></p>	<ul style="list-style-type: none"> <li>• Acts as the Agency’s safety advocate.</li> <li>• Controls and directs human and capital resources needed to develop and maintain the Agency Safety Plan (ASP) and Transit Asset Management Plan (TAM.)</li> <li>• Has final authority over agency operations and carrying out the ASP and TAM Plans.</li> <li>• Collaborate with the Chief Operations Officer and the Safety Department to establish the Agency’s safety objectives and safety targets.</li> <li>• Directs responsibility for the conduct of the Agency’s affairs. Ensures SMS is effectively implemented, and action is taken as necessary to address substandard performance.</li> <li>• Implements safety risk mitigations for the safety risk reduction program.</li> <li>• Receives and considers safety risk mitigations recommended by the Employee Safety Committee</li> </ul>
---	---

*(continues on next page)*

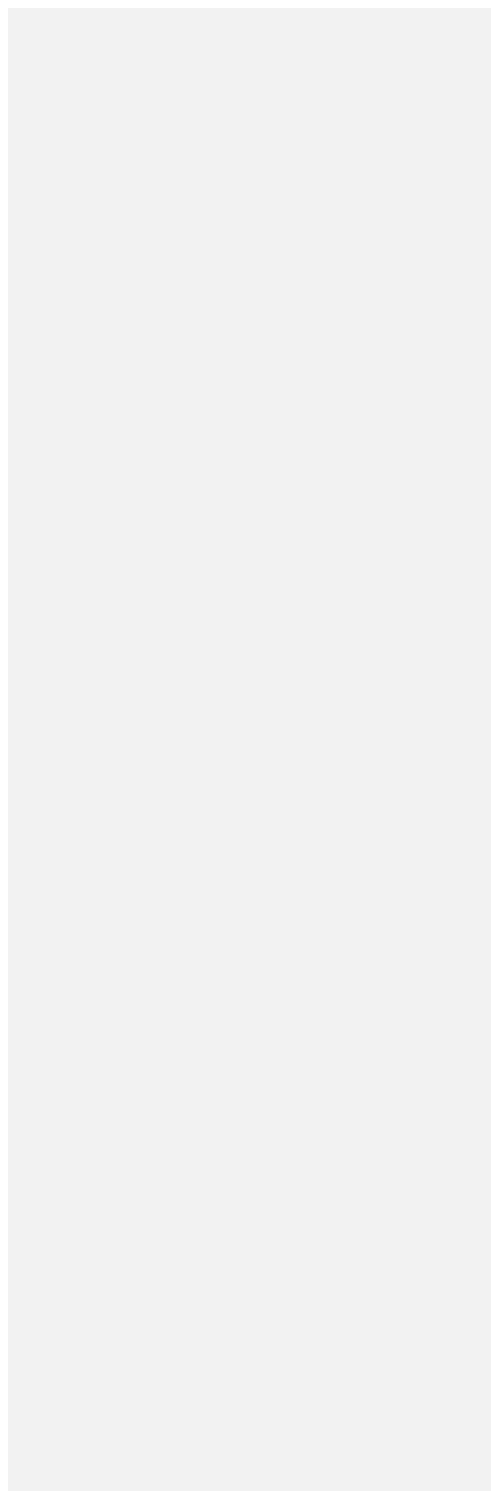
<p><b>Chief Safety Officer – Safety Manager</b></p>	<p>The Safety Manager has oversight, authority, and responsibility for the day-to-day implementation and operations of the Agency’s Safety Management System (SMS), reports directly to the CEO, and is adequately trained. The safety of operations rests with the relevant agency managers. The Safety Manager’s role is to assist those managers with safe operations. The duties of the Safety Manager include taking the lead in:</p> <ul style="list-style-type: none"> <li>• Developing and maintaining safety policies, plans, procedures, and a proactive SMS Plan.</li> <li>• Providing advice for developing realistic and data-driven safety performance indicators and safety performance targets.</li> <li>• Verifying compliance with the SMS Plan and the Accident Prevention Plan with relevant legislation, guidelines, and standards.</li> <li>• Providing advice, interpretation, and recommendations over technical matters such as safety design and systems in new bus/van purchases, facility renovations, and other areas (e.g., standards for safe working, job hazard analyses, and the development of standard operating procedures and handbooks).</li> <li>• Coordinating closely with Security on plans, procedures, and programs related to bus operator safety activities that involve passenger injuries or incidents (e.g., disruptive behavior), pedestrian incidents or incidents with other road users (e.g., collisions), preventing and mitigating worker assaults, emergency response and security procedures for the different modes of transportation.</li> <li>• Developing safety training, competency and awareness programs, and providing advice, input, and final review in developing training activities.</li> <li>• Tailoring safety management plans for the conduct of operations based upon risk.</li> <li>• Allocation of safety resources based on work, associated hazards, and importance of facilities/activities.</li> <li>• Providing training and education plans and programs that maintain competency in safety critical areas.</li> <li>• Measure and report program effectiveness in a form that is useful and relevant to the agency.</li> <li>• Ensure a joint labor-management Employee Safety Committee is established..</li> </ul>
---	--

*(continues on next page)*

<p><b>Agency Leadership and Executive Management – Chiefs &amp; Managers</b></p>	<ul style="list-style-type: none"> <li>• All directors and managers are responsible for ensuring that enough resources are available to achieve a safe workplace and stated outcomes of the SMS Plan.</li> <li>• Ensure that enough employee time, supervisor support, and funds are budgeted for safety equipment, training and to carry out the safe operations.</li> <li>• Review direct report performance each year to make sure they are carrying out their responsibilities as described in this program.</li> <li>• Ensure that incidents are fully investigated, and corrective action taken to prevent hazardous conditions or behaviors from re-occurring.</li> <li>• Set a good example by following established safety rules and attending required training.</li> <li>• Report unsafe practices or conditions to the supervisor of the area where the hazard was observed.</li> <li>• Chief Operations Officer is responsible for: <ul style="list-style-type: none"> <li>○ The overall safety of employees in Fixed Route, Paratransit, Vehicle Maintenance and Facilities.</li> <li>○ Maintenance and condition of all facilities, vehicles, and equipment.</li> <li>○ Establishing, maintaining, and reporting SPM.</li> <li>○ Transit Asset Management plan.</li> </ul> </li> <li>• Senior Fixed Route Transportation Manager is responsible for: <ul style="list-style-type: none"> <li>○ The overall safety of employees in the department.</li> <li>○ Coach Operator performance.</li> <li>○ Maintaining and reporting SPM.</li> </ul> </li> <li>• Senior Paratransit &amp; Transportation Manager is responsible for: <ul style="list-style-type: none"> <li>○ The overall safety of employees in the department.</li> <li>○ Van Operator performance.</li> <li>○ Maintaining and reporting SPM.</li> </ul> </li> <li>• Senior Vehicle Maintenance Manager is responsible for: <ul style="list-style-type: none"> <li>○ The overall safety of employees in the department.</li> <li>○ Vehicle Maintenance employee performance.</li> <li>○ Vehicle preventative and general maintenance and condition through the Transit Asset Management Plan (TAM).</li> <li>○ Maintaining and reporting SPM.</li> </ul> </li> <li>• Senior Facilities Maintenance Manager is responsible for: <ul style="list-style-type: none"> <li>○ The overall safety of employees in the department.</li> <li>○ Facility Laborer employee performance.</li> <li>○ Facility preventative and general maintenance and condition through the Transit Asset Management Plan (TAM).</li> <li>○ Maintaining and reporting SPM.</li> </ul> </li> </ul>
--	--

*(continues on next page)*

<p><b>Key Staff – Supervisors and Leads</b></p>	<ul style="list-style-type: none"> <li>• Ensure that each employee supervised has received an initial orientation before beginning work.</li> <li>• Ensure that each employee supervised is competent or receives training on safe operation of equipment or tasks before starting work on that equipment or project.</li> <li>• Ensure that each employee receives the required personal protective equipment (PPE) before starting work on a project or work task requiring PPE.</li> <li>• Complete a daily walk-around safety check of the work area. Promptly correct any hazards found.</li> <li>• Observe the employees you supervise working. Promptly correct any unsafe behavior. Provide training and take corrective action as necessary. And document employee evaluations.</li> <li>• Set a good example for employees by following safety rules and attending required training.</li> <li>• Investigate all incidents in your area and report findings to management and the CSO.</li> <li>• Talk with management about changes to workplace practices/rules or equipment that will improve employee safety.</li> </ul>
---	--



<p><b>Key Staff – Employee Safety Committee</b></p>	<p>STA established an Employee Safety Committee to support and oversee the SMS. This committee promotes interagency coordination and frontline transit worker cooperation.</p> <p>The committee meets monthly and has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Oversees Safety Risk Reduction Program</li> <li>• Sets performance targets for Safety Risk Reduction Program</li> <li>• Reviews the timely collection of information related to hazards, potential consequences, and safety events;</li> <li>• Reviews reported hazards and supports the analysis of hazards;</li> <li>• Investigates, analyzes, and identifies causal factors for safety events;</li> <li>• Monitors and analyzes trends in hazards and safety events;</li> <li>• Identifies and recommends risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency’s safety risk assessment process;</li> <li>• Identifies mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended</li> <li>• Identifies safety deficiencies for purposes of continuous improvement</li> <li>• Monitors industry data and reports from FTA and oversight authorities, industry associations, and manufacturers and other vendors</li> <li>• Reviews and approves the Agency Safety Plan annually;</li> </ul> <p>Safety Committee Memberships includes:</p> <ul style="list-style-type: none"> <li>• Chairperson</li> <li>• Record Keeper</li> <li>• Employee Selected Member - Paratransit Operator</li> <li>• Employee Selected Members - Fixed Route Operators (2)</li> <li>• Employee Selected Member - Journeyman Vehicle Technician</li> <li>• Employee Selected Member - Fixed Route Transportation Manager</li> <li>• Employee Selected Member - Fixed Route Technical Projects Specialist</li> <li>• Employee Selected Member - Paratransit Supervisor</li> <li>• Advisor – Chief Operations Officer</li> <li>• Advisor – <del>Chief Human Resources Officer</del> <del>Director of Human Resources</del></li> <li>• Advisor – Transit Center Operations Manager</li> <li>• Advisor – Security Manager</li> <li>• Advisor – Associate Transit Planner</li> <li>• Advisor – Training Instructor</li> </ul>
---	---



<b>Key Staff – All Spokane Transit Employees</b>	<ul style="list-style-type: none"> <li>• Follow safety rules and safe practices described in the accident prevention program, safety standards and training you receive.</li> <li>• Promptly report unsafe conditions or actions to your supervisor, Safety Committee Representative, or the Safety Officer using the Safety Hazard Report Form.</li> <li>• Ask for assistance if their physical capacities, skills and/or knowledge are not adequate to complete the task safely.</li> <li>• Report all injuries to your supervisor promptly regardless of how serious.</li> <li>• Report all near-miss incidents to your supervisor promptly.</li> <li>• Always use personal protective equipment (PPE) when required, and make sure it is in good working condition prior to use.</li> <li>• Do not remove or disengage any safety device or safeguard provided for employee protection.</li> <li>• Encourage co-workers with your words and example by using safe work practices on the job.</li> <li>• Safeguard and look out for co-workers.</li> <li>• Make suggestions to your supervisor, Safety Committee Representative, or management about changes you believe will improve employee safety and or eliminate hazards.</li> </ul>
<b>Contracted Service Providers</b>	<p>For contracted service providers working at Spokane Transit, all safety requirements apply to every member of the contractor’s workforce to protect the safety of the contracted service providers, transit employees, public, and property.</p> <ul style="list-style-type: none"> <li>• Contracted service providers must abide by all applicable local, state, and federal safety regulations.</li> <li>• Contracted service providers must perform their work in a safe manner and not expose themselves, Spokane Transit employees, or the public to risk of harm.</li> </ul>

**Public Safety and Emergency Management Interaction**

**Operations** leads in coordinating the Agency’s response to emergencies and will activate STA’s Emergency Operations Center (EOC) when indicated. This department will provide short- and long-term support coordination to aid local/regional in emergency response to federal, state, and local agencies and/or the restoration of public transit services during emergency and disaster events. During emergencies, this department helps with:

- Temporary shelter
- Emergency evacuation assistance
- Detours
- STA Emergency Operations Center Activation

**Paratransit** provides special needs support and transportation as coordinated through STA’s EOC during declared emergencies.

**Security** takes the lead in public safety and security response. This department is responsible for developing, implementing, and updating security emergency response procedures, including, but not limited to:

- Active shooters
- Bomb threats
- Physical security

STA is responsible for providing security at all transit facilities including transit centers and park and rides. The Agency's security plan is covered under the Security & Emergency Preparedness Plan (SEPP). Security Awareness training is provided for employees during new employee orientation.

De-escalation training is provided for all incoming coach operators and security personnel, as well as recurring training for current coach operators, security personnel, and other employees that have interactions with the public.

Crime Prevention through Environmental Design (CPTED) is an important concept used with the Security Program and at all STA facilities. The process is also used during review of new projects.

STA enforces the Rules of Conduct throughout the service area and excludes service to customers who exhibit prohibited behavior using a progressive discipline approach.

Spokane Transit contracts with the Spokane Police Department through an interlocal agreement to provide support at our main transit station in the downtown area.

**The Safety department** serves as STA's Emergency Management Liaison and works closely with the Spokane County Department of Emergency Management and the Local Emergency Planning Committee to provide a coordinated transportation response to local and regional emergencies and disasters.

#### Interface with Internal and External Documents

STA and its contracted service providers will maintain documentation related to the implementation of its SMS, the programs, policies, and procedures used to carry out this ASP, and the results from its SMS processes and activities for three (3) years after creation. This documentation will be available to the FTA or other federal, state, or local oversight entity upon request.

The following STA documents are in conjunction with STA's ASP to meet our safety goals and objectives, and are available upon request:

- Accident Prevention Plan
- Transit Asset Management Plan (TAM)
- Spokane County Comprehensive Emergency Management Plan (CEMP)
- Extreme Weather Emergency Management Plan
- System Security and Emergency Preparedness Plan (SEPP)
- Emergency Operations Plan
- Collective Bargaining Agreements
- Operators Handbook
- Job Descriptions
- Drug and Alcohol Abuse Policy and Program
- Safety Data Sheets

## Safety Risk Management

### Safety Hazard Identification and Analysis

As the first two steps in the Safety Risk Assessment process, hazard identification and analysis are tools the Agency uses to identify and address hazards and potential consequences of hazards before they escalate into incidents or accidents. Major sources of information regarding hazards are obtained

through new project planning and employee reporting. STA's risk management process applies to existing operations and maintenance procedures, service delivery changes, and new services (vehicle, equipment, capital projects).

The Safety Risk Assessment process includes:

- Collecting information on the identified hazard – reviewing event reports, interviewing employees and subject matter experts, and work area walk-throughs.
- Assessing severity of the hazard – identifying the worst feasible consequence affecting people, systems, equipment, and the environment as a consequence of the hazard. STA's matrix cites five levels:
  1. Catastrophic
  2. Critical
  3. Major
  4. Minor
  5. Negligible
- Assessing Likelihood – assigning a frequency to how often the worst feasible consequence will occur with and without existing mitigation countermeasures in place.
  - A. Repetitive
  - B. Frequent
  - C. Occasional
  - D. Remote
  - E. Improbable
  - F. Extremely Improbable
- Determine Overall Risk – assigning the Risk/Criticality Index from the matrix using the severity and likelihood. The resulting alphanumeric rating helps prioritize risk and rates the tolerability of the risks.
  - Minimal – acceptable, operation permitted.
  - Low – acceptable, operation permitted.
  - Medium – acceptable with mitigation. Requires management review and on-going monitoring of mitigation to determine if it is ineffective, inappropriate, or not implemented as intended.
  - High – unacceptable, operation permitted with execution of a high priority, systematic mitigation strategy only. Immediate notification to CEO, Division Chief, Manager, and Safety Manager.
  - Extreme – unacceptable and management approval required. STA will suspend service or activities with an extreme-risk index until mitigated to an acceptable level. Immediate notification to CEO, Division Chief, Manager, and Safety Manager.
- Documenting Results – STA will record the risk/hazard in a Risk Assessment to track it and identify the risk/hazard status.
  - A sample of the Risk Assessment is in Appendix C
  - Risk Assessments are created and maintained by Project Managers and/or the Safety Committee.

The Safety Department or assigned Subject Matter Expert (SME) will review identified hazard documentation and determine the potential impact on STA operations and/or the health and safety of employees.

At STA hazards are identified through the following:

- Employee safety reporting (Hazard Report Form), see Appendix A.
- Customer service reporting
- Observations by operations
- Safety inspections
- Event/incident reports and investigations
- Incident, injury, and accident history
- Items/Hazard identified through the Risk Reduction Program carried out by the Employee Safety Committee
- Managements Open Door policy
- Data trending reported made available through insurance carriers (e.g., WSTIP)
- Data and information provided by an oversight authority, including but not limited to the FTA, Washington State, or the State Safety Oversight Agency.
- Data and information regarding exposure to infectious disease provided by the CDC or other State health authority

When hazards are identified, they are addressed by:

- Immediate resolution/mitigation
- Reporting to a higher level within the organization (if it cannot be corrected by the person identifying the hazard)
- Reporting the hazard to the safety committee for recording and resolution/mitigation

### Employee Safety Reporting Program

At Spokane Transit our objective is to cultivate and foster a proactive safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders. We recognize that our employees are most familiar with the details of their respective jobs and work environments, which makes their input crucial to maintaining safety in the workplace. Therefore, when witnessing an unsafe act or noticing an unsafe condition or near miss, employees must promptly report the unsafe act or condition to their direct lead, supervisor, manager, the Safety Department, and/or a Safety Committee Representative, and should receive a clear answer with a corrective plan in person or through the Safety Committee Meeting Minutes.

Physical assaults against transit workers will be reported to the employee's direct lead, supervisor, or manager, and security. After the event has occurred and the employee has received medical treatment, if necessary, the employee will complete the Operator's Report. This report, along with the Supervisor's Report, Security Report, video if available, and other information will be reviewed at the Quarterly Assault Review. Quarterly summaries of the assault reviews will be presented to the Employee Safety Committee as part of the Risk Reduction Program.

Operators can request a Security Ride Along if they identify a specific route or time that having a Transit Officer on the coach would deter undesirable behavior. To arrange this, they can use a QR code or notify their supervisor to have a Transit Officer accompany them on the route.

No person will be penalized or retaliated against for bringing safety issues to the attention of management. This statement does not apply to information received from a source other than the employee or which involves an illegal act, or a deliberate or willful disregard of policy, rules, warning/notice signs and posters, procedures, or practices stated in employee handbooks.

There are several ways employees can report safety concerns and hazards to management:

- Report directly to their leads, supervisors, managers, or chiefs
- Report directly to the Safety Department

- Report through Safety Committee Representative
- Report through STA Customer Service Tel. # (509) 328-RIDE
- Email the Safety Manager ([scrawford@spokanetransit.com](mailto:scrawford@spokanetransit.com))
- Complete a Hazard Report Form and give it to Supervisor, Safety Committee Representative, or Safety Department Manager

All safety hazards/concerns will be channeled to the Safety Committee and assigned a tracking number and the status reported monthly on the Hazard Report Log until mitigated or resolved.

### Customer Service Reporting

Customers are also our partners in safety. We encourage our customers and the public to bring their safety concerns to our attention, whether through our bus/van operators or our Customer Service group. Customer Service’s contact information is published on our vehicles and on our website. Customers can contact STA with their safety questions or concerns using:

- Telephone – (509) 328-RIDE
- Email – STA Questions at <https://www.spokanetransit.com/feedback/sta-questions-comments>

### Observations by Operations

STA has programs to help identify and monitor the safety of our system, including driving behavior and transit facility safety.

#### Public Reporting

All complaints, comments, and observations from the public are tracked using the automated comment module from Trapeze, Inc. Customers make reports by calling (509) 328-RIDE, going online to STA Questions & Comments, or submitting a written report.

#### Operator Observations

Operation Supervisors & Training Instructors are required to annually ride with each operator and evaluate/rate each Operator’s driving techniques, route maintenance and customer service skills.

### Safety Inspections

Safety Inspections are performed to:

- Identify hazards, risks, and unsafe practices by inspecting areas with a department representative.
- Proactively take corrective actions by noting findings and abatement issues. Items which can be abated immediately will be done on the spot and recorded.
- Promote a safe work environment by providing a systematic inspection schedule to abate safety issues before accidents occur.
- Encourage safe work practices.
- Identify any training deficiencies needing further development.

Informal safety walkthroughs are conducted periodically, and formal walkthroughs are conducted annually with a department representative and a Safety Department member. Safety Inspection form samples are in Appendix B.

The Security department conducts weekly fire suppression sprinkler control valve inspections and documents their findings. Completed inspections checklists are filed in the Safety Department.

Annual fire extinguisher inspections are conducted by an outside vendor and records are filed in the Facilities Department.

External safety inspections are conducted at the request of outside regulatory organizations such as LNI, Department of Ecology, or other regulatory bodies. These inspections can be planned or unplanned inspections, any findings from inspections will be immediately addressed and abated.

### New Project Planning

Project and/or Department Managers will conduct risk reviews during the planning, construction, and implementation/delivery phases of new facilities, equipment, or service added to STA operations. Mitigation measures identified during these reviews will be communicated to affected employees through advanced training sessions or Safety and Operation Notices.

## Risk Assessment

### Likelihood

	Extremely Improbable, once in 10 years	Improbable, once in 2-10 years	Remote, once in less than 2 years	Occasional, 2-11 times per year	Frequent, 1-3 times per year	Repetitive, 4+ times per year
Catastrophic	4	4	5	5	5	5
Critical	3	3	4	5	5	5
Major	2	2	3	3	4	4
Minor	1	1	2	2	2	3
Negligible	1	1	1	1	1	2
No Safety Implication	0	0	0	0	0	0

Severity

	<b>Injury or Illness</b>	<b>Bus, Facility</b>	<b>Operational Compliance</b>	<b>Damage, Fine, Loss of Revenue</b>	<b>Agency Image</b>	<b>Damage to the Environment</b>
<b>Catastrophic</b>	One or more fatalities	Total loss of bus or facility	Potential threat to operation	Damage, fines, or loss of revenue >1M	Permanent impact on agency system-wide	Massive environmental effect
<b>Critical</b>	Multiple overnight hospital admissions	Bus or facility out of service for more than 1 month	Regulatory/agency policy and/or procedure deviation with a critical impact on safety	Damage, fines, or loss of revenue >1M - 500K	Adverse impact on agency image	Critical environmental effect
<b>Major</b>	Single overnight hospitalization	Bus or facility out of service for 1 month or less	Regulatory/agency policy and/or procedure deviation with major reduction in safety margin	Damage, fines, or loss of revenue >500K - 100K	Major effect on agency image	Contained effect to the environment
<b>Minor</b>	Medical treatment beyond first aid	Bus able to operator, minor property damage	Regulatory/agency policy and/or procedure deviation with minor safety implication	Damage, fines, or loss of revenue >100K - 30K	Minor effect on agency image	Minor environmental effect
<b>Negligible</b>	First Aid Treatment	Minor damage to bus or negligible property damage	Regulatory/agency policy and/or procedure deviation with limited safety implication	Damage, fines loss of revenue >30K	Negligible impact on agency image	Negligible environmental effect
<b>No Safety Implication</b>	No Safety Implication	No safety implication	No safety implication	No safety implication	No safety implication	No safety implication

Risk Level	Risk	Operational Impact	Minimum Action	Immediate Notification	Risk Acceptance and Mitigation Responsibility
5	Extreme (unacceptable)	Stop the Operation	Mitigation to level 4 or lower prior to operation	CEO, Division Chief, Manager, Safety Manager	CEO, Division Chief, Manager, Safety Manager
4	High (unacceptable)	Operation Permitted with execution of a high priority, systematic mitigation strategy	Immediate mitigation and comprehensive mitigation not level 3 minimum required	CEO, Division Chief, Manager, Safety Manager	Division Chief, Manager, Safety Manager
3	Medium (acceptable with mitigation)	Operation permitted	Mitigation strategy required to reduce risk	Manager, Safety Manager	Manager, Safety Manager
2	Low (acceptable)	Operation permitted	Monitor, consider actions to further reduce risk	Manager who owns process	Manager over area of risk
1	Minimal (acceptable)	Operation permitted	N/A	Manager over area of risk	Manager over area of risk
0	None	Operation permitted	N/A	N/A	Manager over area of risk

### Safety Risk Mitigation

If the risk is unacceptable, risk controls are developed that will either eliminate the hazard or mitigate the risk to an acceptable level. Risks/hazards will be addressed on a priority basis with a matrix rating of 5 receiving attention first down to the lowest rating of 1. Mitigation may include reducing the likelihood and/or severity of the consequences of the hazard. After risk controls are developed, management will reassess the new controls to ensure they do not produce an alternative risk. A second assessment of the new control will be conducted following the same Safety Risk Mitigation procedure. Once satisfied that residual risk has been mitigated to an acceptable level, the new process/solution will be implemented and documented.



Many different means are employed to resolve identified hazards. These include design changes, the installation of controls and warning devices, and the implementation of special procedures. The steps for resolving hazards are as follows:



- **Design for Minimum Risk** – From the initial design, eliminate hazards through design selection or alteration.
- **Safety Devices** – Hazards that cannot be eliminated or controlled through design selection shall be controlled using fixed, automatic, or other protective safety design features or devices. The agency will perform periodic checks of safety devices.
- **Warning Devices** – When neither design nor safety devices can effectively eliminate or control an identified hazard, devices may be used to detect and generate an adequate warning signal to correct the hazard or evacuate employees. Warning signals shall be designed to minimize the likelihood of employees responding incorrectly to signals and shall be standardized within similar systems.
- **Procedures and Instruction** – Where it is impossible to eliminate or adequately control a hazard through design selection, engineering or use of safety and warning devices, the agency will use procedures and training to control the hazard. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized as specified by management. Safety-critical tasks and activities may require employees to be certified.
- **FTA or Other Oversight Authority** – Guidance provided by an oversight authority such as the FTA or the CDC will be considered when applicable as a source for safety risk mitigation. **Other mitigation methods** include:
  - Initial Training
  - Advanced Training
  - Remedial Training
  - Preventative Maintenance Program
  - Safety Notices
  - Operating Notices
  - Maintenance Campaigns
  - Employee Safety Committee suggestions or recommendations

**When to use Safety Risk Mitigation:**

- **Daily Operational Systems Assessment** – Methods that provide real-time feedback of safety compliance, adherence to established safety norms or identified job hazards.
- **Design** – Steps taken to ensure safety requirements are considered in the planning, operation and disposal of all items including shops, facilities, equipment, vehicles, planned service stops and routes.
- **Purchasing Goods** – Steps taken to ensure purchased items and equipment are safe to use.
- **Purchasing Services** – Steps taken to ensure that purchased services are performed in a safe manner.
- **The Accountable Executive** will be informed of safety risk mitigations suggestions for a risk unrelated to the safety risk reduction program, and will notify the committee of the decision to approve or deny the recommended mitigation.

**Perform asset condition assessments and SMS hazard analyses to ensure compliance with State of Good Repair standards. Safety Assurance**

The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under Safety Risk Management and STA’s ASP. The Safety, Planning, and Operations

Formatted: Indent: Left: 0.93", Hanging: 0.25", Right: 1.01", Space Before: 6.6 pt, Tab stops: 1.18", Left

Formatted: Tab stops: 1", Left

departments are responsible for monitoring and evaluating the operations system for compliance and sufficiency of the agency and contractor's operations and maintenance procedures to ensure that: 1) emerging risks are identified, 2) STA meets regulatory requirements applicable to the SMS plan, and 3) the organization meets or exceeds its safety objectives through the collection, analysis, and assessment of data regarding the organization's performance. The Chief Operations Officer (COO) will assemble, track and report on the status of the SPM which displays the compliance and sufficiency of operations and maintenance procedures.

### Compliance with and Sufficiency of Operations and Maintenance Procedures

STA’s safety assurance activities that are used for monitoring the oversight, procedural, and performance compliance evaluation of operations and maintenance includes, but is not limited to:

- Safety Event Reporting and Investigation (Accident, Incidents, and Occurrences)
- Quarterly SPM Review
- Safety Inspections
- Internal and External Audits
- Internal and External Findings through Observations of Operations (e.g., ride-alongs)
- Committee Reviews

Video Monitoring

STA’s Departments of Safety, Planning and Operations are responsible for the monitoring, evaluation, and review of results from these activities which are reported to the Chief Safety Officer. Safety assurance activities are documented through defect cards, hazard report forms, accident and incident operator and supervisor forms so the agency can track the data and compare it over time. Based on these reports, the Chief Safety Officer works with the managers in each department to review and investigate findings with implications for agency-wide compliance with and sufficiency of operations and maintenance procedures, and to determine the root cause and contributing factors for any issues.

There are three subcomponents under Safety Assurance:

- Safety Performance Monitoring and Measurement
- Management of Change
- Continuous Improvement

### Safety Performance Monitoring and Measurement

STA’s first step in Safety Assurance is establishing Safety Objectives and Safety Performance Measures to meet the Agency’s safety goals. This Agency Safety Plan includes 14 safety performance measures set forth in the National Public Transportation Safety Plan. Safety Performance Measures (SPM) are established to indicate whether the Agency is achieving its safety objectives and performance targets.

### Safety Goals, Objectives, and Performance Targets

#### Goal 1: SMS to Reduce Casualties and Occurrences

This is completed by using a safety management systems framework to identify safety hazards, mitigate risk, and reduce casualties and occurrences resulting from transit operations to meet or exceed the acceptable level of safety performance.

		Safety Performance Target (SPT)	2022	2023	2024
Fixed Route Fatalities	Number	0	0	0	
	Rate per 1,000,000 Vehicle Revenue Miles (VRM)	0	0	0	
Paratransit Fatalities	Number	0	0	0	
	Rate per 1,000,000VRM	0	0	0	

		Safety Performance Target (SPT)	2022	2023	2024
Fixed Route Safety Events	Number	13	22	16	
	Rate per 1,000,000 VRM	2.04	3.3	2.34	
Paratransit Safety Events	Number	1.6	6	1	
	Rate per 1,000,000 VRM	0.79	2.97	0.43	
Fixed Route Passenger Injury Events	Number	4.4	5	10	
	Rate per 1,000,000 VRM	0.69	0.77	1.47	
Paratransit Passenger Injury Events	Number	1	0	0	
	Rate per 1,000,000 VRM	.49	0	0	
Fixed Route Collisions	Number	12.6	21	16	
	Rate per 1,000,000 VRM	2.0	3.24	2.34	
Paratransit Collisions	Number	1.8	6	1	
	Rate per 1,000,000 VRM	0.89	2.97	0.43	
Fixed Route Pedestrian Collisions	Number	0	0	0	
	Rate per 1,000,000 VRM	0	0	0	
Paratransit Pedestrian Collisions	Number	0	0	0	
	Rate per 1,000,000 VRM	0	0	0	
Fixed Route Vehicle Collisions	Number	12.6	21	16	
	Rate per 1,000,000 VRM	2	3.24	2.34	
Paratransit Vehicle Collisions	Number	1.8	6	1	
	Rate per 1,000,000 VRM	0.89	2.97	0.43	
Fixed Route Employee/Contracted Provider Fatalities	Number	0	0	0	
	Rate per 1,000,000 VRM	0	0	0	
Paratransit Employee/Contracted Provider Injuries	Number	0	0	0	
	Rate per 1,000,000 VRM	0	0	0	
Employee Assaults	Number	1	1	0	
	Rate per 1,000,000 VRM	0.12	0.12	0	

**Goal 2: SMS to Foster a Robust Safety Culture**

Foster agency-wide support for transit safety by establishing a culture where managers are held accountable for safety and everyone in the organization takes an active role in securing transit safety. Cultivate a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of agency leadership.

	<b>Safety Performance Target (SPT)</b>	<b>Baseline</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Fixed Route Advanced Training</b>	100%	90%			
<b>Paratransit Advanced Training</b>	100%	90%			
<b>Vehicle Maintenance Advanced Training</b>	100%	90%			

**Goal 3: Systems and Equipment**

Provide safe and reliable transit operations by ensuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed.

	<b>Safety Performance Target (SPT)</b>	<b>Baseline</b>	<b>2023</b>	<b>2024</b>
<b>Fixed Route Road Calls – Number of miles between road calls</b>	7,500 miles	6,722 miles		
<b>Paratransit Road Calls – Number of miles between road calls</b>	75,000 miles	67,537 miles		
<b>Facilities Preventive Maintenance</b>	80% completed on time	90%		
<b>System Reliability</b>				

**Safety Performance Target Coordination**

STA is a member of the Spokane Regional Transportation Council (STRC) and annually updates the Metropolitan Planning Organization (MPO) with our performance targets. STA will coordinate, to the maximum extent possible, with the FTA State Safety Oversight Officer and the local MPO on the selection of these targets. STA’s Accountable Executive shares our ASP, including safety performance targets, with the MPO in our service area each year after its formal adoption by the STA Board of Directors. STA’s Accountable Executive also provides a copy of our formally adopted plan to the Washington Department of Transportation.

If STA does not meet an established annual SPM, it must:

- Assess associated safety risks, using the methods outlined in this Safety Risk Management portion of the ASP.
- Mitigate associated safety risk based on the results of a Safety Risk Assessment outlined in this ASP.
- Allocate its safety set-aside in the following fiscal year to safety-related projects eligible under 49 U.S.C. 5307 that are reasonably likely to assist the transit agency in meeting the safety performance target in the future.

Under the direction of the Account Executive, STA will develop and carry out a plan to address any deficiencies identified through the safety assessment.

**Risk Reduction Program – Safety Committee**

The Risk Reduction Program is a framework utilized by the Employee Safety Committee to improve organizational safety performance by reducing the number and rates of safety events, injuries, and assaults on transit employees. This program utilizes components of the SMS to evaluate eight safety

performance measures established by the National Public Transportation Safety Plan to reduce and mitigate safety events, vehicle and pedestrian safety events involving transit vehicles, and assaults on transit employees. The committee will set Safety Performance Targets for these eight safety performance measures for all modes of transportation within the agency. The committee will investigate and identify risk mitigations when STA does not meet one of the annual safety performance targets. These safety risk mitigation evaluations will include:

- Evaluation and reduction of visibility impairments
- Evaluation of retrofitting equipment in vehicles
- Consideration of specifications for future vehicle procurements
- Infrastructure and technology mitigations to reduce operator assaults and restrict the unwanted entry of individuals and objects into the workstations of operators.

The Employee Safety Committee will also identify safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

Recommended mitigations will be approved by the Employee Safety Committee with an agreement of both union and non-union members. If an agreement for a mitigation cannot be reached, a neutral third party that is approved by both the organization and the union will be brought in to resolve the matter. If a recommended safety mitigation cannot be put into place, a written explanation will be provided to the Employee Safety Committee and the Board of Directors by the Account Executive, if applicable.

The Employee Safety Committee documents risk and mitigations on the Hazard Report Log, which is updated monthly after each committee meeting and included in the Employee Committee Meeting Minutes, which are posted in each department.

**Safety Performance Measures for the Safety Risk Reduction Program**

<b>Fixed Route</b>	Safety Performance Target (SPT)	2024	2025	2026
Major Events				
Major Event Rate				
Collisions				
Collision Rate				
Injuries				
Injury Rate				
Assaults on Operators				
Rate of Assaults on Operators				

<b>Paratransit</b>	Safety Performance Target (SPT)	2024	2025	2026
Major Events				
Major Event Rate				

Collisions				
Collision Rate				
Injuries				
Injury Rate				
Assaults on Operators				
Rate of Assaults on Operators				

### Organizational Risk Reduction

The following operations, procedures and processes are used organization-wide to serve as the collective risk reduction program for STA's transit operations to reduce the number of accidents, injuries and assaults on STA's transit workers based on data submitted to NTD. The collection of data, investigation of events, Accident & Incident Review Board, Safety Performance Measures, Inspections and Audits all address:

- Reducing vehicular and pedestrian accidents involving buses and consider measures to reduce visibility impairments for bus operators that contribute to accidents.
- Mitigation of assaults on transit workers. In 2023 barriers were installed on all coaches to restrict the unwanted entry of individuals and objects into bus operator workstations after a risk analysis performed by the Safety Committee determined that such barriers or other measures would reduce assaults on and injuries to transit workers.

#### Data Collection

Safety, Risk, Operations, Maintenance, and Training departments work collaboratively as a team to collect, analyze, and disseminate the data necessary to demonstrate the effectiveness of the Agency operations, hazard/risk mitigation efforts including identifying individual safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended, compliance with operation/maintenance procedures, and the SMS. Contracted service providers are expected to report requested data so STA can include that data in the risk reduction program. This data comes from several documented sources including, but not limited to:

- Operator Event Reports on safety and security incidents including assaults on transit workers, vehicular and pedestrian accidents, injuries, and illnesses (*Attachment D*)
- Hazard Reports
- Job Hazard Analysis
- Observations from Operators
- Observations from Contracted service providers
- Service Improvement Committee
- Internal and external inspection, survey, and audit reports
- Customer comments and suggestions
- Historic recall
- Seasonal events and effects
- Environmental considerations
- Deployment of new equipment
- Maintenance common fleet issues
- Process review and improvement
- Emergency planning



This safety data is reviewed, discussed, and shared at the monthly management meetings and monthly Safety Committee Meetings. Specific procedures on how to carry out safety risk mitigation monitoring activities and forms to document those activities are on file in the Safety Department.

#### **Safety Event Investigations to Identify Causal Factors**

STA instructs Managers, Supervisors, and Transit Officers on how to conduct investigations of safety events (vehicular and pedestrian accidents, incidents, and injuries) to help find causal and contributing factors and review the existing mitigations in place at the time of the safety event.

Local law enforcement also may respond to any STA safety event. STA will coordinate its investigation process with local law enforcement.

Operations and maintenance management are responsible for immediately notifying the Safety department and key staff (including the Accountable Executive) of any safety event that meets STA's thresholds. The COO notifies the Accountable Executive and designated staff member of any event that resulted in a fatality, serious injury, or property damage to STA's vehicles or private vehicles that may exceed \$25,000. The Safety Department ensures that all safety events are reported, recorded, and tracked in the event tracking system (Origami) maintained by Washington State Transit Insurance Pool (WSTIP).

The Safety department also ensures compliance with reporting thresholds, requirements, and processes defined in *FTA's NTD Safety and Security Policy Manual* and with notification thresholds established by the National Transportation Safety Board and the Washington State Department of Transportation.

STA's general safety investigation process consists of five basic phases.

**Set up:** Designate an investigation team (Supervisor, Manager, Safety, Claims Specialist, Adjuster, etc.) with the required skills and expertise.

**Fact gathering:** Record facts pertinent to understanding the circumstances leading to the safety event using STA's Operator's Event Report (Appendix D), Supervisor's Event Report (Appendix E), and/or Employee Report of Injury (Appendix F).

**Event reconstruction:** Reconstruct the sequence of events using STA's Operator's Event Report (Appendix D), Supervisor's Event Report (Appendix E), Employee Report of Injury (Appendix F), and Supervisor's Investigation of Employee Injury Report (Appendix G), and camera system video recordings.

**Data analysis:** Analyze the information obtained through fact gathering and event reconstruction to assess the safety risk and provide explanations of the technical and operational factors and any underlying organizational factors and issues.

**Establish conclusions:** Draw conclusions and determine preventability from the collected and analyzed information based on:

- Main and direct causes and contributing factors leading to the event.
- Other findings that have potential to improve the safety of the transit system.

#### **Safety Event Investigation Procedures**

STA's safety event investigation procedures follow these steps:

- Bus Operators, Van Operators, Mechanics, Transit Officers, or Operations Supervisors notify Dispatch of the safety event. The Operator of the affected transit vehicle follows basic emergency steps:
  - Stay calm.

- Assess the situation. Do not move the vehicle unless directed by law enforcement or Dispatch.
- Notify Dispatch.
- Protect people, then property.
- Provide aid to the passengers.
- Secure/make safe the vehicle/scene.
- Gather information from customers using Customer Courtesy Cards.
- Complete an Operators Event Report as soon as is practicable.
- Dispatch immediately notifies Operations Management, Safety department, and Emergency Operations representatives via text message and email.
- The investigator is dispatched to the scene. This normally consists of an Operations Supervisor or Manager.
- The investigator arrives at the scene as soon as possible with tools (report blanks & camera) to conduct the investigation.
- The investigator secures the scene and collects facts about what occurred, including interviewing the operator involved, if possible.
- The investigator begins the technical investigative process, which includes but is not limited to the following:
  - Noting the environmental factors surrounding the safety event, such as lighting and visibility, road surface conditions, climate, and weather conditions.
  - Collecting vehicle and roadway evidence, including vehicle condition and position for all vehicles involved in the incident.
  - Observing brake-related factors (skid marks).
  - Observing debris and vehicle fluids.
  - Observing contact and induced damage.
  - Making exterior damage assessments.
  - Photographing the scene.
  - Sketching the incident scene.
  - Interviewing other drivers, witnesses, passengers, fire, emergency medical services, and police personnel at the scene. Interviewing maintenance personnel, if necessary, later.
  - Making drug and alcohol testing decisions.
  - Finalizing the Supervisor's Event Report Form.
  - Requests building and/or vehicle video recordings of the event.

### Identifying Causal and Contributing Factors

STA is committed to examining all safety events to determine causal and organizational factors that may have contributed to the safety event including reducing vehicular and pedestrian accidents and assaults on transit workers. This includes examining:

- Vehicle Operating Instructions.
- People/human factors.
- Management decision-making and resource support.
- Equipment, tools, and materials including any visibility impairments.
- Operating environment.
- Environmental issues.
- Existing relevant mitigations.
- Other causes and contributing factors, as appropriate.

The investigators prepare a report based on this review and send copies to the Operations Manager and Safety Manager for immediate action (if necessary) and integration into their analysis and preventability determination of the event. Additionally, there is a quarterly Assault Review Board that meets to discuss and review the number of assaults on transit workers in the past quarter, and best practices to mitigate assaults on transit workers.

### Accident and Incident Review

STA's Safety Manager/Chief Safety Officer reviews information on all accidents and incidents which occur on STA property or involving STA vehicles, equipment, or employees. The Safety Manager does not review occurrences, as defined in 49 CFR § 673.5. The Safety Manger determines whether:

- The accident or incident was preventable or non-preventable,
- Retraining is required,
- The causal factor(s) indicate(s) an unexpected or previously unconsidered operating condition or situation or an existing mitigation that may be ineffective, inappropriate, or not implemented as intended, or
- The accident or incident appears to involve underlying organizational causal factors beyond just individual employee behavior.

Operators may dispute accident determinations. Disputed accident determinations are reviewed by a knowledgeable third party, agreed upon by both the Union Representatives and STA management. Third party accident determination decisions are final and binding.

Per contractual agreement, the paratransit contractor must immediately notify STA's Paratransit Manager of any safety event that meets defined minimum thresholds. STA also monitors the paratransit contractor's safety investigation processes by reviewing investigation reports, causal analysis activities, and the contractor's response to investigation reports and causal analysis findings. The contractor is required to submit documentation on safety investigation activities to STA.

The Safety department and the individual Fixed Route, Paratransit, and Maintenance departments maintain all documentation of STA's investigation policies, processes, forms, checklists, activities, and results.

### Safety Performance Measures

The Safety department uses collected data to establish Safety Performance Measures (SPM) and baselines for realistic safety performance targets. Safety also uses SPM to assess and communicate efficiency of operations/maintenance procedures and hazard/risk mitigation efforts with affected departments within the Agency as well as outside agencies and the Board in a timely manner

### Internal Safety Reporting Programs

The Chief Safety Officer and Safety Committee routinely review safety data and information captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the SMS Executive and Safety Committee ensure that the issues and concerns are investigated or analyzed through STA's SRM process.

The Chief Safety Officer also reviews internal and external reviews, including audits and assessments, compliance with operations and maintenance procedures, and the effectiveness of safety risk mitigations. The Chief Safety Officer discusses relevant safety issues and concerns with the Accountable Executive and Executive Management.

## Internal and External Inspections and Audits

Audits are used to evaluate the overall effectiveness, efficiency, and reliability of any transit Agency's SMS. Internal inspections also help prepare the Agency for the ~~Triennial~~annual Review with the FTA.

STA performs inspections to determine compliance with the Agency's safety plan, and implements corrective action plans related to findings to:

- Verify safety programs have been developed/implemented in accordance with system safety program plan requirements.
- Assess the effectiveness of the agency's system safety programs.
- Identify program deficiencies.

Identify potential hazards in the operational system and weaknesses in the system safety programs.

- Recommend improvements to the system safety program.
- Provide management with assessment of status and adequacy of system safety program.
- Assure continuing evaluation of safety-related programs, issues, awareness, and reporting.
- Promote continuous improvement of the Spokane Transit Agency Safety Plan.

## Hazard/Risk Actions Log

Tracking safety and security actions is a safety and quality assurance process for monitoring and measuring the effectiveness of the safety and risk management processes. The Actions Log aims to track and address critical safety items/hazards and recurring safety issues. The Safety and Operations departments and the Safety Committee review all findings and follow up on the mitigation plan on a regular basis. A sample Hazard/Risk Actions Log can be found in Appendix C.

## Management of Change

STA understands that change may affect the appropriateness or effectiveness of existing risk mitigation strategies. Hazards may inadvertently be introduced into an operation whenever change occurs. Safety management practices require that hazards that are a by-product of change be systematically and proactively identified, evaluated through the SRM process, and corrected.

STA's SRM process includes identifying a change's associated hazards and potential consequences, assessing safety risk, and, when necessary, creating new safety risk mitigations or modifying existing mitigations. When STA makes a change that requires new or revised mitigations, it monitors these mitigations as described in the mitigation monitoring section above.

Changes may be internal or external to the organization. Examples of external changes include changes in regulatory requirements and changes to service areas. Examples of internal changes include management changes, new equipment, and new procedures.

A formal process for change management should consider the following three criteria:

- Criticality of systems and activities
- Stability of systems and operational environments
- Past performance

New equipment, system expansion and modification, and system rehabilitation require design and procurement efforts. Within STA, the Maintenance department submits changes such as bus retrofits (e.g., mirrors) to the Operations, Safety, and Training departments.

When STA makes configuration changes to a bus that are not within the original scope, the changes are passed through the Operations, Planning, Safety, and Training departments. Once the change is made, operators need to be trained on the item that was changed.

STA's Operations, Planning, Safety, and Training departments:

- Review issues, such as installing new crosswalks at facilities.
- Conduct facility safety inspections of transit centers and submit work orders to correct hazards.
- Issue inspection reports, which outline key items such as sidewalks, condition of pavement paint markings, and similar items.

It is a good practice to conduct annual condition assessments and audits on equipment to cross check that they are being maintained per manufacturer recommendations.

Modifications to maintenance schedules may be needed based upon the results of the condition assessments. Items that may result in a need to modify schedules include:

- Fleet defects
- Part failures beyond the warranty period (feedback to fleet engineering to assess); and/or
- Out-of-service causes, such as braking systems or slack in the steering wheel

### Continuous Improvement

STA uses a continuous improvement process to monitor and improve our SMS and safety performance. STA conducts an annual safety performance assessment during the last quarter of the calendar year. If any deficiencies are identified as part of the safety performance assessment, under the direction of the Accountable Executive, a plan is developed to address the identified deficiencies. STA's process for assessing its safety performance includes:

- Monitoring the achievement of safety objectives and safety performance indicators and targets.
- Reviewing the effectiveness of:
  - Hazard identification, safety risk assessment, safety risk mitigation development, and management of change activities.
  - Operations and maintenance procedure monitoring activities during performance reviews.
  - Safety risk mitigation monitoring activities through the Safety Committee.
  - Event investigation activities.
  - Safety training efforts.
  - Safety communication.

The Safety department is responsible for assessing STA's safety performance because of its safety expertise and functional independence from operations and maintenance. Safety department strategies for assessing safety performance and the effectiveness of STA's SMS operations include but are not limited to the following:

- Reviewing safety data, including data related to safety objectives and safety performance indicators and targets.
- Attending safety committee meetings and safety meetings.
- Conducting field observations.
- Monitoring regulatory compliance.
- Reviewing SMS documentation.

The Safety department will provide reports on the results of safety performance assessments to the Accountable Executive and executive management. The Safety department maintains documentation of the safety performance assessments.

STA supports continuous improvement by addressing deficiencies it discovers during assessments of safety performance and SMS operations assessments. STA monitors corrective actions taken to correct safety deficiencies to ensure the mitigations put in place are sufficient and to identify mitigations that

may be ineffective, inappropriate, or were not implemented as intended. These mitigation deficiencies will be reviewed by the Safety Committee and management and will go through the Risk Management process to identify another mitigation. - STA also may choose to use outside expertise to assist in addressing safety deficiencies. STA's Chief Safety Officer reports on the status of these corrective actions to the Accountable Executive each month through the Safety Committee Meeting Minutes.

## Safety Promotion

### Employee Safety Training

Safety promotion ensures that STA employees and contracted service providers are aware of policies and procedures related to the safety of agency operations, and specifically as related to their areas of work. STA's comprehensive safety training program applies to all STA employees directly responsible for safety.

All agency employees receive training as required under the Agency's Accident Prevention Program. All employees receive New Employee Orientation training and annual training on the basic elements of employee safety and their role in the SMS. Depending upon job classification, some employees may receive additional training in programs such as Bloodborne Pathogens, Confined Space, Lockout/Tagout, De-escalation training, and others as required to perform their job safely.

### Operator Training

STA offers Commercial Driver License (CDL) training for bus and van operators. STA's Training department documents CDL training, which includes a self-certification process audited by the state. Training programs are also subject to internal auditing that includes auditing of trainer performance and content.

Auditing the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

Training begins with the operator selection process. An evaluation of skill sets must be considered during selection. Prospective operators must meet thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skills test prior to moving on to the balance of the class. If a trainee fails a step at a critical point in the training, they may be dropped from the program. Achieving threshold scores is necessary to progress to the next step and is an important component of the training program.

STA provides approximately eight weeks of instruction for new operators, including time spent with an operator mentor. This is followed by route training with field instructors.

Ride checks provide a chance to correct actions before an accident occurs. A systematic process is used to identify who needs a ride check and when. Ride checks should be conducted with the goal of evaluating performance in a holistic manner, and includes evaluation of:

- Health and wellbeing as they relate to safety.
- Customer service.
- Diffusing angry customers.
- De-escalation techniques.
- Operation/Driving skills.
- Face cover use and passenger monitoring.

All Operators receive annual refresher/advanced training, which includes but is not limited to de-escalation training, safety concern identification and reporting training. Remedial training occurs when an Operator receives a preventable collision determination. Operator retraining occurs during the return-to-work process on absences exceeding 90 days.

### Mechanical Certification and Maintenance Training

STA provides vehicle maintenance staff with on-going skills training through Automotive Service Excellence (ASE) certification and awarding extra pay for staff who have obtained certifications. This is provided for in the collective bargaining agreement.

Vehicle Maintenance employees additionally receive skills training in:

- Preventative Maintenance and Standard Operating Procedures (SOPs).
- Specialized equipment training through contracted vendors
- De-escalation, safety concern identification, and reporting training through the Agency training program

### Safety Officer Certification and Training

STA participates in the FTA's Public Transportation Safety Certification Training Program. The designated Chief Safety Officer will complete the following required classes:

- SMS Awareness Training
- Safety Assurance
- SMS Principles for Transit
- Effectively Managing Transit Emergencies
- Transit Bus System Safety
- Fundamentals of Bus Collision Investigation.

The Safety Officer will complete a minimum of one hour of safety oversight training each year.

### Training Assignments and Recordkeeping

Each department maintains training requirements and transcripts for their respective employees.

Further recordkeeping and training documentation can be accessed at:

- Munis
- Trapeze
- Origami
- Employee Files

At STA, the Department Managers track and maintain training records.

### Training Curriculums

The training curriculum is based on adult learning principles. Training also focuses on the local and regional needs of operators and technicians.

### Safety Communication

STA actively encourages the open sharing of information on all safety issues throughout our organization. To ensure effective communication throughout the agency, STA has established formal processes and approaches, including:

#### **Dissemination of safety and safety performance information throughout the Agency:**

The communication of safety performance information follows the agency-wide model of the agency's SMS. The Chief Safety Officer is responsible for reporting on the agency's safety performance through the COO to the Accountable Executive. These reports may include, but are not limited to, performance relative to the agency's safety performance targets, updates related to corrective actions, and unusual events. In accordance with guidance distributed by the Chief Safety Officer, leadership throughout the

agency (including executives, chiefs, managers, and supervisors) are responsible for communicating safety performance information with their teams. The Safety department is responsible for distributing the Safety Committee Hazard/Risk Log and Safety Committee Meeting minutes to all employee levels to inform them of the current status of mitigation efforts.

**Communication of information on hazards and safety risk relevant to employees' roles and responsibilities throughout the Agency:**

As part of New Hire Orientation, STA reviews safety policies and procedures. Training is provided on these policies and procedures, which are also included in the Operator Handbooks. For newly emerging safety issues or safety events at the Agency, STA's Chief Safety Officer issues notices or messages to employees and contracted service providers that are reinforced by supervisors in one-on-one or group discussions with employees and contracted service providers. STA's Training department also develops materials and courses to explain changes to policies, procedures, and work instruction that address hazards and safety risk relevant to employees' and contracted service providers' roles and responsibilities.

**Additional Information**

Safety Committees are required by state law to serve as the basic forum to review safety issues and hazards, hazard reports, safety inspection reports, accident investigations, and corrective actions. Safety Committee Representatives communicate safety concerns from their work areas to the Safety Committee, and report back to their workgroups. Safety Committee meeting minutes are made available to all employees via the Safety Intranet site and Safety Bulletin Boards.

STA has display monitors centrally located throughout the facility to display safety and emergency alerts, accident statistics, and other safety education materials. Safety posters are also used to raise awareness throughout the agency.

STA has established employee recognition programs such as monthly Employee Recognition Awards and Safe Driver and Maintenance Safety Awards to promote safety performance, build morale, and focus attention on achieving the agency's safety goals. To this end, STA conducts an annual Awards Banquet to recognize safety-related award winners and their guests.

STA conducts the annual Rodeo for coach and van operators which showcases operator driving and operation skills. STA uses American Public Transportation Association (APTA) standards and criteria to test competitors. Winners attend the state and national competitions and receive a complimentary dinner at the annual Awards Banquet.

STA annually recognizes two individuals and one team for exemplary performance, dedication, innovation, customer service and professionalism. This Wall of Fame award is sponsored by the Washington State Department of Transportation. Selectees attend a state banquet and receive recognition at the annual Awards Banquet.

**Definitions of Special Terms Used in the Safety Plan**

Accountable Executive – a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a transit agency; responsibility for carrying out the transit agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the transit agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the transit agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.



Assault on a transit worker – as defined under 49 U.S.C. 5302, means a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

CDC – the Centers for Disease Control and Prevention of the United States Department of Health and Human Services.

Chief Safety Officer – an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operator a rail fixed guideway public transportation system.

Direct Recipient – an entity that receives Federal financial assistance directly from the Federal Transit Administration.

Emergency – as defined under 49 U.S.C 5324, means a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, severe storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency, and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170).

Equivalent Entity – an entity that carries out duties like that of a Board of Directors, for a recipient or sub-recipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a Transportation Agency Safety Plan.

FTA – Federal Transit Administration, an operating administration within the United States Department of Transportation.

Hazard – any real or potential condition that can cause injury, illness, death, damage to or loss of facilities, equipment, rolling stock, or infrastructure of a public transportation system, or damage to the environment.

Injury – any harm to persons as a result of an event that requires immediate medical attention away from the scene.

Investigation – the process of determining the causal and contributing factors of a safety event or hazard, for the purpose of preventing recurrence and mitigating safety risk.

Joint labor-management process – a formal approach to discuss topics affecting transit workers and the public transportation system.

Large Urbanized Area – a recipient or subrecipient of financial assistance under 49 U.S.C. 5307 that serves an urban area with a population of 200,000 or more as determined by the most recent decennial Census.

National Public Transportation Safety Plan – the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

Safety Performance Measure\_ ~~SPM~~ ~~SPM~~ Near-miss – a narrowly avoided safety event.

Operator of a Public Transportation System – a provider of public transportation.

Performance Measure – an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established target.

Potential Consequence – the effect of a hazard.

Public Transportation – as defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income; and does not include:

1. Intercity passenger rail transportation provided by the entity described in 49 U.S.C. chapter 243 (or a successor to such entity);
2. Intercity bus service;
3. Charter bus service;
4. School bus service;
5. Sightseeing service;
6. Courtesy shuttle service for patrons of one or more specific establishments; or
7. Intra-terminal or intra-facility shuttle services.

Public Transportation Agency Safety Plan (PTASP) – the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Rail transit agency – any entity that provides services on a rail fixed guideway public transportation system.

Recipient – State or local governmental authority, or any other operator of a public transportation system, that received financial assistance under 49 U.S.C. chapter 53.

Roadway – land on which rail transit tracks and support infrastructure have been constructed to support the movement of rail transit vehicles, excluding station platforms.

Safety Assurance – processes within a transit agency’s Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Committee – the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and 49 CFR part 673.

Safety Event – an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Management Policy – a transit agency’s documented commitment to safety, which defines the transit agency’s safety objectives and the accountabilities and responsibilities for the management of safety.

Safety Management System (SMS) – a formal, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency’s safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing hazards and safety risk.

Safety Management System (SMS) Executive – A Chief Safety Officer or equivalent.

Safety Performance Target – a quantifiable level of performance or condition, expressed as a value for the measure, related to safety management activities, to be achieved within a specified time period.

Safety Promotion – a combination of training and communication of safety information to support SMS as applied to the transit agency’s public transportation system.

Safety risk – the composite of predicted severity and likelihood of a potential consequence of a hazard.

Safety Risk Assessment – a formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risk.

Safety Risk Management – a process within a transit agency’s Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating the safety risk of their potential consequences.

Safety risk mitigation – a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.

Safety set-aside – the allocation of not less than 0.75 percent of assistance received by a large urbanized area provider under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307.

Small public transportation provider – a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service across all non-rail fixed route modes or in any one non-fixed route mode and does not operate a rail guideway public transportation system.

State – a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of good repair – the condition in which a capital asset is able to operate at a full level of performance.

State Safety Oversight Agency – an agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and (k) and the regulations set forth in 49 CFR part 674.

Subrecipient – an entity that receives Federal transit grant funds indirectly through a State or a direct recipient.

Transit Agency – an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

Transit Asset Management Plan – the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49U.S.C. 5326 and 49 CFR part 625.

Transit worker means any employee, contractor, or volunteer working on behalf of the transit agency.

Urbanized area – as defined under 49 U.S.C. 5302, an area encompassing a population of 50,000 or more that has been defined and designated in the most recent decennial census as an urban area by the Secretary of Commerce.

## Acronyms

ASP	Agency Safety Plan
CAP	Corrective Action Plan

CEO	Chief Executive Officer
COO	Chief Operating Officer
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MPO	Metropolitan Planning Organization
PTASP	Public Transportation Agency Safety Plan
SMP	Safety Management Policy
SMS	Safety Management Systems
SOP	Standard Operating Procedure
SRM	Safety Risk Management
STA	Spokane Transit Authority
TSI	Transportation Safety Institute
USC	United States Code
VRM	Vehicle Revenue Miles

**Appendix A: Safety Hazard Report Form**

**STA Employee  
Safety Hazard Report Form**

**File Number:** \_\_\_\_\_  
(Leave Blank)

**Date:** \_\_\_\_\_

**Where is the hazard located?**  
(Check One)

- Boone Facility-North
- Boone Facility-South  Boone Northwest Garage
- Sharp Facility
- Fleck Service Center
- Park & Ride \_\_\_\_\_ (enter which one)
- Plaza Facility
- Valley Transit Center
- Other \_\_\_\_\_

**Describe the location further if it is not obvious from the description of the hazard:** \_\_\_\_\_  
\_\_\_\_\_

**Describe the workplace hazard:** (Give more details if you are filling this out anonymously)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Has the Hazard been reported to a Foreman, Supervisor, Manager, or Chief?**  
 Yes  No If so, Who? \_\_\_\_\_ Date Reported: \_\_\_\_\_

**Your Name:** \_\_\_\_\_ (optional)

**Stop Here!** **Stop Here!**

*Drop off or mail this report to your management, the Human Resources or Safety departments, or with any Safety Committee Member.*

**Briefly describe the actions taken to correct the hazard:** \_\_\_\_\_  
\_\_\_\_\_

**Who or what department took the corrective action?** \_\_\_\_\_  
\_\_\_\_\_

**Purpose of the Safety Hazard Report Form:**

The purpose of this form is to provide employees with another method of reporting workplace hazards or potential hazards, to have the identified hazards evaluated and, if possible, have the hazard eliminated or minimized.

**Instructions:**

1. Fill in the blanks and answer the questions on the reverse side.
2. Turn in the completed form to your foreman, supervisor, or manager. You may also deliver the completed form to any Safety Committee Member, or the Safety or the Human Resources departments.

**Other Information:**

1. Allow time for routing and investigation before expecting a follow-up contact from the appropriate party.
2. All completed reports will be forwarded to the Safety Committee for review and disposition.

## Appendix B: Safety Inspection Form

	OK	ACTION REQUIRED
First aid kits stocked and accessible		
Electrical cords: no fraying, splits, or breaks in jacket		
Are power cords strung so they do not hang on pipes, nails, and hooks and are clear of walkways?		
Are portable electric tools grounded or double insulated?		
Are all exits visible and unobstructed?		
Are all exits marked with a readily visible sign?		
Are fire extinguishers inspected for general condition and operability and noted on the inspection team each month?		
Are fire extinguishers mounted in readily accessible locations? Are fire extinguishers unblocked?		
Are employees periodically instructed on the use of extinguishers and fire protection procedures with documentation?		
Are emergency eyewash stations and showers inspected weekly for operability and activated weekly? Are inspections documented?		
Are emergency eyewash stations free of obstacles blocking their use?		
Electrical outlets in good condition – not broken?		
All containers are labeled as required?		
Are used oil rags placed in covered metal waste cans?		
Workstations free of rubbish and litter? Are workstations picked up daily?		
Workstations adequately illuminated?		
Are stairways in good condition, clean and free of all loose items?		
Are portable wood and metal ladders adequate for their purpose, in good condition and provided with secure footing?		
Are fixed ladders adequate for their purpose, in good condition and provided with secure footing?		
Are all machines or operations that expose operators or other employees to rotating parts, pinch points, or flying chips, particles, or sparks adequately guarded?		
Are mechanical power transmission belts and pinch points guarded?		

	<b>OK</b>	<b>ACTION REQUIRED</b>
Is a cleanup time scheduled each day for workstations?		
Are lockouts used when working on equipment?		
Are grinders, lathes, and similar equipment provided with safety guards?		
Are only trained and authorized personnel permitted to use such equipment?		
Are welding gas cylinders stored so they are not subject to damage?		
Are all combustible materials near the operator covered with protective shields or otherwise protected?		
Is a fire extinguisher provided at welding sites? Is a watch stationed during and after welding operations are completed?		
Are flammable liquids kept inside the building stored in proper containers?		
Is PPE properly stored, regularly inspected, and located at the proper locations within the worksite?		
Are forklift operators trained at required intervals and certified? Do operators have their certification cards on them when operating forklift? Forklift inspected prior to use?		
Are approved respirators clean and located at workstation? Are respirators properly stored? Cartridges are changed out per change out schedule?		



### Appendix C: Hazard/Risk Action Log

HAZARD/RISK ACTION LOG – SAFETY/SECURITY ITEMS							
Item #	Orig. Date	Brought Forward By	Hazard/Risk	Risk Rating Level/Category	Previous Mitigation Action - Instruction	Most Recent/Final Mitigation Action	Person/Dept Responsible

## Appendix D: Operator's Event Report

WSTIP

### SPOKANE TRANSIT OPERATOR'S EVENT REPORT

#### EVENT INFORMATION

STA Report #:				
Event Date:	Time:	AM <input type="checkbox"/> PM <input type="checkbox"/>	Time Dispatch Notified:	AM <input type="checkbox"/> PM <input type="checkbox"/>
Event Indicator: <i>(Check all that apply)</i>	<input type="checkbox"/> Vehicle Accident	<input type="checkbox"/> Passenger Accident	<input type="checkbox"/> Incident	<input type="checkbox"/> Customer Contact
	<input type="checkbox"/> Wheel Chair	<input type="checkbox"/> Pedestrian	<input type="checkbox"/> Property Damage	<input type="checkbox"/> Bicyclist
Department:	<input type="checkbox"/> Fixed Route	<input type="checkbox"/> VanPool	<input type="checkbox"/> ParaTransit	<input type="checkbox"/> Security
	<input type="checkbox"/> Maintenance	<input type="checkbox"/> Administration	<input type="checkbox"/> Contract	

#### TRANSIT DRIVER INFORMATION

Last Name:	First Name:	MI:
Employee Injury: Y / N	Date of Hire:	Employee ID:
Brief Employee Injury Description:		

Service Denial due to behavior? Yes  No  If Yes please complete the following questions:

1. Did the passenger impede the flow of service?
2. Did the passenger create or incite a breach of the peace?
3. Did the passenger create a disturbance to others on the coach?
4. Did the passenger direct harassment to others on the coach?

#### EVENT DETAIL

Weather Conditions (check one)	Light Conditions (check one)	Road Conditions (check one)
<input type="checkbox"/> Clear	<input type="checkbox"/> Artificial Lighting	<input type="checkbox"/> Debris
<input type="checkbox"/> Cloudy	<input type="checkbox"/> Daylight	<input type="checkbox"/> Dry
<input type="checkbox"/> Foggy / Misting	<input type="checkbox"/> Twilight	<input type="checkbox"/> Ice
<input type="checkbox"/> Raining	<input type="checkbox"/> Dark	<input type="checkbox"/> Snow / Slush
<input type="checkbox"/> Snowing		<input type="checkbox"/> Wet
Event Location:		
City:		State:
Route #:	Direction:	Run #:
		Company Vehicle #:
Was wheelchair securement in use: Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, which one:		
Primary Location <i>(check all that apply):</i>		
<input type="checkbox"/> Bus Shelter/Zone/Stop	<input type="checkbox"/> Open Intersection	<input type="checkbox"/> Parking Lot
<input type="checkbox"/> Transit Facility	<input type="checkbox"/> Controlled Intersection	<input type="checkbox"/> Railroad Tracks
<input type="checkbox"/> Freeway/Interstate	<input type="checkbox"/> Residential Street	<input type="checkbox"/> STA Vehicle
<input type="checkbox"/> Mall/Shopping Center	<input type="checkbox"/> Construction Zone	<input type="checkbox"/> Driveway
<input type="checkbox"/> Private Property	<input type="checkbox"/> STA Property	<input type="checkbox"/> Rural
		<input type="checkbox"/> Alley
		<input type="checkbox"/> Hill
		<input type="checkbox"/> Steps
		<input type="checkbox"/> Other _____
		<input type="checkbox"/> Street
		<input type="checkbox"/> Bridge
		<input type="checkbox"/> Highway
		<input type="checkbox"/> Suburban

Rev 11/2018

Page 1 | 5

**SPOKANE TRANSIT  
OPERATOR'S EVENT REPORT**

OTHER DRIVER INFORMATION

Last Name:	First Name:	MI:	D.O.B.
Address:			Hm. Phone:
City:	State:	Zip:	Wk. Phone:
License Plate:	State:	Driver's License:	State:
Vehicle Year:	Make/Model:	Color:	
Insurance Company:	Insurance Policy Number:		

OTHER VEHICLE OWNER INFORMATION

Last Name:	First Name:	MI:	D.O.B.
Address:			Hm. Phone:
City:	State:	Zip:	Wk. Phone:
Insurance Company:	Insurance Policy Number:		

PLEASE ATTACH COURTESY CARDS FOR WITNESS/SI INFORMATION & IDENTIFICATION

# of Passengers:	# of Courtesy Cards Issued:	# of Courtesy Cards Collected:
------------------	-----------------------------	--------------------------------

Other Person Involved:

Last Name:	First Name:	MI:	D.O.B.
Address:			Hm. Phone:
City:	State:	Zip:	Wk. Phone:
Deliberate Injuries:			

Other Person Involved:

Last Name:	First Name:	MI:	D.O.B.
Address:			Hm. Phone:
City:	State:	Zip:	Wk. Phone:
Deliberate Injuries:			

Other Person Involved:

Last Name:	First Name:	MI:	D.O.B.
Address:			Hm. Phone:
City:	State:	Zip:	Wk. Phone:
Deliberate Injuries:			

Miscellaneous Comments:

Miscellaneous Comments:
-------------------------



**SPOKANE TRANSIT  
OPERATOR'S EVENT REPORT**

---


Statement made by other party:

--

I certify under penalty of perjury under the laws of Washington State that this report is true and correct.

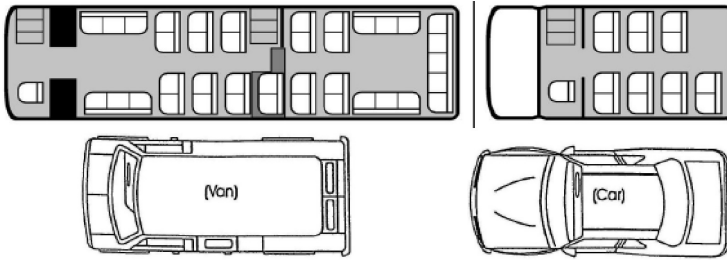
Operator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print/Type Name: \_\_\_\_\_ Employee#: \_\_\_\_\_

**SPOKANE TRANSIT  
OPERATOR'S EVENT REPORT**

---

If Passenger Injury, Indicate on Diagram, the physical location on coach



Supervisor: Read and sign to insure this report is accurate and complete.

Supervisor's Signature: \_\_\_\_\_ [Date: \_\_\_\_\_]

Print/Type Name: \_\_\_\_\_ Employee#: \_\_\_\_\_

---

## Appendix E: Supervisor's Event Report

WSTIP

### SPOKANE TRANSIT SUPERVISOR'S REPORT

#### EVENT INFORMATION

Report Number#:	Other Related Report #:		
Event Date:	Time:	Time Arrived on Scene:	
Check Who or What Involved:	<input type="checkbox"/> Incident <input type="checkbox"/> Wheel Chair	<input type="checkbox"/> Passenger <input type="checkbox"/> Pedestrian	<input type="checkbox"/> Vehicle Contact <input type="checkbox"/> Property
Check Department Involved:	<input type="checkbox"/> Fixed Route <input type="checkbox"/> Maintenance	<input type="checkbox"/> VanPool <input type="checkbox"/> Administration	<input type="checkbox"/> Customer Call <input type="checkbox"/> Security Incident <input type="checkbox"/> ParaTransit <input type="checkbox"/> Security

#### SUPERVISOR'S INVESTIGATION REPORT

Investigating Supervisor:	STA Vehicle/Bus #:
<b>Description of Event</b>	

#### WEATHER CONDITIONS AT TIME OF EVENT

Weather:	Light:	Road:
Police Agency:	Report #:	Officer's Name:
Other Responding Agencies:		

#### TRANSIT DRIVER INFORMATION

Last Name:	First Name:	MI:	Employee #:
Employee Injury:			
Time Driver Released From Scene:			
<b>DOT (FTA) Drug &amp; Alcohol Test:</b> <i>If meets ONE of the following conditions (check one)</i> <input type="checkbox"/> One or more vehicles towed from the scene. <input type="checkbox"/> Fatality. <input type="checkbox"/> Injuries resulting in transport to a medical facility. <small>Should a fatality occur, a DOT test is always required and not downgraded to a non-federal test if the employee can be completely discounted.</small>		<b>Non DOT (STA) Drug &amp; Alcohol Test:</b> <i>Must meet ONE of the following conditions (check one)</i> <input type="checkbox"/> \$1,000 in damage. <input type="checkbox"/> Injury requiring medical attention at the scene. <input type="checkbox"/> STA vehicle rear-ends another vehicle. <input type="checkbox"/> The operator contributed to the accident or cannot be completely discounted as a contributing factor.	

Rev. 7/2019

1

2f

**SPOKANE TRANSIT  
SUPERVISOR'S REPORT**

**OTHER DRIVER INFORMATION**

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	
Lic. Plate:	State:	Driver's Lic. State:			
Vehicle Year:	Make:	Model:	Color:		
Insurance Co.:	Insurance Policy No.:				

**OTHER VEHICLE OWNER**

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	
Insurance Co.:	Insurance Policy No.:				

**OTHER PERSON INVOLVED INFORMATION**

(use courtesy cards for others)

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	

Last Name:		First Name:		MI:	D.O.B.:
Address:					Home Phone:
City:	County:	State:	Zip:	Work Phone:	



WSTIP

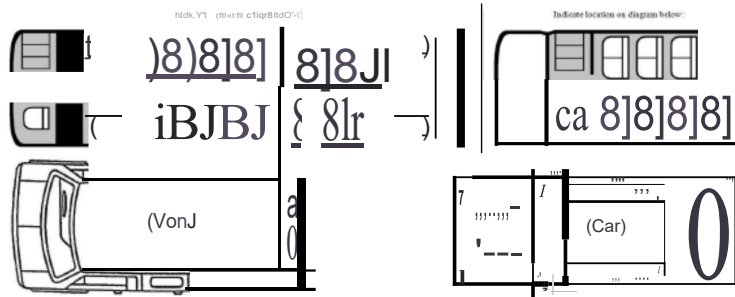
**SPOKANE TRANSIT  
SUPERVISOR'S REPORT**

SAFETY-priority for all involved; SERVICE-Interview everyone and include their responses; SCHEDULE-the driver during your interview for drug testing or a follow-up interview!

**ADDITIONAL INFORMATION**

Critical Measurements:		
# of Photos Taken:	Photo Location#:	# of Passengers on Board:
# of Courtesy Cards Distributed:	# of courtesy Cards Collected:	
Were any vehicles towed:	If Yes* how many?	Towing Co_
Was wheelchair securement in use: Yes   No   If yes, which one:		

Supervisor's Signature: .....Date:



Transit Vehicle:  
Damage Description:  
Estimated Cost: \$0

Other Vehicle #2:  
Damage Description:  
Estimated Cost: \$0

Other Vehicle #3:  
Damage Description:  
Estimated Cost: \$0

R 7/2019

S

• 3

WSTIP

**SPOKANE TRANSIT  
SUPERVISOR'S REPORT**

---

FIELD SKETCH-1:

Please diagram (the scene) below and draw in street names, witness positions and where other vehicles were when the event happened - also show direction of travel


Rev. 7/2019

4

as

## Appendix F: Employee's Injury Report Form

RED fields are required to be filled out.

EMPLOYEE'S INJURY REPORT FORM					
<b>Spokane Transit Authority</b>  1230 W. Boone Avenue Phone: (509) 325-8402 Fax: (509) 325-8061	<b>EMPLOYER FACILITIES</b> <input type="checkbox"/> BOONE <input type="checkbox"/> PLAZA <input type="checkbox"/> VSC <input type="checkbox"/> OTHER	<b>TODAY'S DATE</b> DATE OF OCCURRENCE _____ TIME OF OCCURRENCE <input type="checkbox"/> AM <input type="checkbox"/> PM DATE REPORTED _____ TIME REPORTED <input type="checkbox"/> AM <input type="checkbox"/> PM REPORTED TO WHOM _____			
PERSONAL INFORMATION					
FIRST AND LAST NAME _____		DATE OF BIRTH _____	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	EMPLOYEE NUMBER _____	
HOME PHONE _____	HOME ADDRESS _____		CITY _____	STATE _____	ZIP _____
EMPLOYEE INFORMATION					
DEPARTMENT _____		JOB TITLE _____		DATE OF HIRE _____	
SHIFT HOURS _____		HOURS VARY <input type="checkbox"/>		DAYS OFF _____	
				<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME	
OCCURRENCE					
ADDRESS OR LOCATION OF OCCURRENCE _____					
WHAT JOBIACTIVITY WERE YOU PERFORMING? _____					
THIRD PARTY INVOLVED? NAME OF INDIVIDUAL _____			VEHICLE # _____		DID EVENT OCCUR ON PRIVATE PROPERTY? <input type="checkbox"/> YES <input type="checkbox"/> NO
WHAT BODY PART(S) INJURED? <input type="checkbox"/> Left or <input type="checkbox"/> Right		WHAT TYPE OF INJURY (cut, strain, laceration, burn, etc.)? _____			
WHAT HAPPENED TO CAUSE THE INJURY? (Describe how the event occurred, including other persons involved, tools, machinery, chemicals, etc.) _____ _____ _____					
HOSPITAL/PHYSICIAN CONSULTED (name/location/phone) _____				DATE _____	
TIME LOST AT WORK? <input type="checkbox"/> YES <input type="checkbox"/> NO		DATE LAST WORKED _____		DATE RETURNED _____	
ADDITIONAL COMMENTS _____					
WITNESSES					
NAME & ADDRESS _____			BUSINESS PHONE _____		RESIDENCE PHONE _____
SIGNATURES					
EMPLOYEE (PRINT NAME) _____					
EMPLOYEE SIGNATURE _____				DATE _____	
SUPERVISOR (PRINT NAME) _____					
SUPERVISOR SIGNATURE _____				DATE _____	

RED fields are required to be filled out.

Rev. 11/15/2012 37

## Appendix G: Supervisor's Investigation of Employee Injury Report Form



### SUPERVISOR'S INVESTIGATION OF EMPLOYEE INJURY REPORT

PART A					
Employee Name: Last First MI					
Accident Date	Time Shift Started	Time of Accident	Date Accident Reported	Day of Week of Accident	Vehicle Number
Supervisor Name			Department <input type="checkbox"/> FR <input type="checkbox"/> PT <input type="checkbox"/> Vehicle Maint. <input type="checkbox"/> Bldg. Maint. <input type="checkbox"/> Admin.		
Date of Hire	Employee's Job Title	Job at Time of Accident	Length of Time in Current Position		
Specific Location of the Accident			Physical Description of Injury (i.e. cut finger, twisted ankle, etc.)		
Others Injured/Involved/Witness in Same Accident			Phone Number of Others		
PART B					
Describe, in Detail, How the Accident Occurred:					
PART C					
Casual Factors and Corrective Actions. <i>Check All that apply.</i> Events and conditions that contributed to the accident.					
EQUIPMENT - Root Causes			EQUIPMENT-Corrective Action		
<input type="checkbox"/> Electrical hazard	<input type="checkbox"/> Safety device inoperable	<input type="checkbox"/> Boardwalk, sidewalk			
<input type="checkbox"/> Chemical hazard	<input type="checkbox"/> Equipment inadequate	<input type="checkbox"/> Ladders			
<input type="checkbox"/> Hand tools	<input type="checkbox"/> PPE	<input type="checkbox"/> Seat			
<input type="checkbox"/> Equipment defective	<input type="checkbox"/> Steps, stairs	<input type="checkbox"/> Other _____			
MANAGEMENT - Root Causes			MANAGEMENT-Corrective Action		
<input type="checkbox"/> Lack of training	<input type="checkbox"/> Lack of accountability	<input type="checkbox"/> Improper maintenance			
<input type="checkbox"/> Lack of instruction	<input type="checkbox"/> No inspections done	<input type="checkbox"/> System failure			
<input type="checkbox"/> Working overtime	<input type="checkbox"/> Policies and procedures	<input type="checkbox"/> Other _____			
<input type="checkbox"/> Equipment unavailable					
ENVIRONMENT - Root Causes			ENVIRONMENT-Corrective Action		
<input type="checkbox"/> Insects	<input type="checkbox"/> Uneven pavement	<input type="checkbox"/> Poor housekeeping			
<input type="checkbox"/> Tight working area	<input type="checkbox"/> Poor footing	<input type="checkbox"/> Weather			
<input type="checkbox"/> Construction area	<input type="checkbox"/> Poor lighting	<input type="checkbox"/> Other _____			
<input type="checkbox"/> Uneven ground					
BEHAVIOR/PEOPLE - Root Causes			PEOPLE-Corrective Actions		
<input type="checkbox"/> Unsafe act	<input type="checkbox"/> Safety rules ignored	<input type="checkbox"/> Equipment used incorrectly			
<input type="checkbox"/> PPE not worn	<input type="checkbox"/> Unaware of surroundings	<input type="checkbox"/> Lack of training			
<input type="checkbox"/> Assault	<input type="checkbox"/> Physical or mental	<input type="checkbox"/> Other _____			
<input type="checkbox"/> Distraction/haste					
ERGONOMIC - Root Causes			ERGONOMICS-Corrective Actions		
<input type="checkbox"/> Repetitive twisting of wrists	<input type="checkbox"/> Vibration	<input type="checkbox"/> Body not in neutral position			
<input type="checkbox"/> Repetitive twisting of waist	<input type="checkbox"/> Awkward position	<input type="checkbox"/> Horizontal distance too great			
<input type="checkbox"/> Improper positioning of head	<input type="checkbox"/> Shoulders too high/low	<input type="checkbox"/> Other _____			
<input type="checkbox"/> Improper tool					
<i>Accident Investigation Conducted By:</i>					
Name (type/print): _____			Date: _____		
Signature: _____			Date: _____		
<small>Injury accident investigations should be completed as soon as practical upon notice of an accident. STA Supervisors/Managers should complete Sections A-C, and submit the original of this completed form to Safety/Loss Control within 72 hours of injury notice. If you have questions, call #325-6000 and ask for Claims or Safety.</small>					

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 81 :** CITY OF MILLWOOD BUS STOP INFRASTRUCTURE: PRELIMINARY CONCURRENCE

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (Kerns)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Dan Wells, Deputy Director for Capital Development  
Emily Poole, Principal Planner, Service Development

---

**SUMMARY:** Staff are seeking Board preliminary concurrence of planned improvements in support of new bus stop infrastructure included in the City of Millwood’s Argonne Road Project. Furthermore, staff are seeking the board authorize the CEO to communicate STA’s intent to reimburse the City of Millwood for improvements that will be constructed on behalf of STA.

**BACKGROUND:** The City of Millwood is moving forward on plans to revise and improve Argonne Road to improve traffic flow and enhance pedestrian access through its downtown. STA has long coordinated with the city on potential location of bus stops through this area. More recently, the City of Millwood and STA staff have identified the opportunity to include improvements to support future bus stops on Argonne Road at Liberty Avenue. While current Route 94 East Central/Millwood does not have bus stops at this location, the opportunity to include infrastructure to support future bus service aligns with concepts for the extension of service north on Argonne Road to Upriver Drive, which may become feasible upon completion of Argonne Station Park and Ride at Interstate 90 planned for later this decade. As the location is in the vicinity of Millwood’s downtown commercial businesses, STA envisions ensuring infrastructure is put in place that could support enhanced amenities, such as lighting and real time information displays.

Design coordination between the City and STA began in earnest this fall while the City’s consulting engineers finalized the plans for bidding. Currently, the city’s project is out for bid, while design work for transit infrastructure is still ongoing. Therefore, the likely method of incorporating transit infrastructure in the project will be a future change order, subject to final design and funding approval. Consequently, a cost estimate is not available currently. However, while a formal cost estimate is dependent on final design, staff anticipates these improvements will not exceed \$200,000.

An Interlocal Agreement (ILA) will be required between the City of Millwood and STA to reimburse the city for costs incurred to design and construct the bus stop infrastructure. This agreement has not been drafted yet. However, the city is seeking reassurance of STA’s willingness to provide reimbursement for the transit improvements. This ILA will be funded from STA CIP #894, “Cooperative Projects”, which was established for collaborative transit improvements as part of partner agency projects.

While not binding, the Board’s concurrence is providing the city with a good faith indication to move forward with amending the design to include the transit improvements, with the understanding that the Board is willing to execute a future interlocal agreement that binds it to reimburse for reasonable and necessary expenses related to construction of the transit improvements.

**RECOMMENDATION TO COMMITTEE:** Recommend the Board provide preliminary concurrence of planned transit improvements to the City of Millwood Argonne Road Project and authorize the CEO to communicate the Board's intent to reimburse the City of Millwood for bus stop infrastructure costs not to exceed \$200,000.

**COMMITTEE ACTION:** Approved as presented and forwarded to the Board Consent agenda.

**RECOMMENDATION TO BOARD:** Recommend the Board provide preliminary concurrence of planned transit improvements to the City of Millwood Argonne Road Project and approve, by motion, to authorize the CEO to communicate the Board's intent to reimburse the City of Millwood for bus stop infrastructure costs not to exceed \$200,000.

**FINAL REVIEW FOR BOARD BY:**

Division Head ko Chief Executive Officer BSM Legal Counsel mc

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING**

December 19, 2024

**AGENDA ITEM 8J :** CITY LINE BUS PROCUREMENT – FUNDING SOURCE ADJUSTMENT

**REFERRAL COMMITTEE:** Board Operations Committee (*French*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Brandon Rapez-Betty, Chief Operations Officer

---

**SUMMARY:** On September 19, 2024, the Board authorized the procurement of an additional City Line bus, with funding derived from the City Line budget. Due to revised guidance from the Federal Transit Administration (FTA) described in greater detail below, staff are seeking Board affirmation of the purchase using 100% local funds.

**BACKGROUND:** Since the City Line began service in July 2023, STA has gained experience in operating, charging, and maintaining the battery-electric, five-door, 60-foot sub-fleet required for the City Line. As shared with the Planning & Development Committee in September 2024, staff have identified the procurement of an additional City Line vehicle as a means of maintaining service reliability in the future, while providing an opportunity to deploy an extra bus into service when stored energy on in-service coaches is depleted due to winter conditions. The STA Board of Directors subsequently approved the purchase of an additional City Line bus on September 19, 2024, with the understanding the bus would be funded through the City Line project, to include local and federal Capital Investment Grant (CIG) funds that remain committed to the project for an amount of approximately \$2,070,000 plus applicable sales tax.

Prior to staff presenting the recommendation to the Committee, staff had multiple conversations with FTA officials who were supportive of using cost savings for an additional bus. After the Committee's September 2024 meeting, the FTA invited STA to make a formal request, which STA transmitted on October 17, 2024. FTA staff initially signaled a short turnaround for approval and STA held off on executing the purchase order in anticipation of that approval. However, on November 19, 2024, FTA's Region X Regional Administrator verbally reported to STA that FTA Legal Counsel had concluded the FTA was statutorily prohibited from approving the use of project cost savings from a CIG project for specific fiscal year appropriations, including the fiscal year from which STA's CIG funding award is derived. It appears it would require action by Congress to allow the funds to be authorized for our use. A written determination from FTA is forthcoming.

While the additional bus will not be eligible for federal funding, the City Line project budget includes a previously reported, favorable remainder of local funds that are committed to City Line and thus appropriate to use for this bus purchase. Staff are seeking Board affirmation of its previous purchase approval and acknowledgement of the change in funding source and the expectation of a modest cost increase (<5%) that may be incurred due to the delay in completing the bus purchase.

**RECOMMENDATION TO COMMITTEE:** Recommend the Board of Directors affirm, by motion, its prior approval to purchase an additional City Line bus, for an approximate amount of \$2,070,000 plus applicable sales tax, and to acknowledge a) the purchase will be funded with local funds exclusively and b) the purchase price may be impacted by up to a 5% increase over earlier estimates.

**COMMITTEE ACTION:** Approved as presented and forwarded to Board Consent agenda.

**RECOMMENDATION TO BOARD:** Affirm the Board’s prior approval to purchase an additional City Line bus, for an approximate amount of \$2,070,000 plus applicable sales tax, and acknowledge a) the purchase will be funded with local funds exclusively and b) the purchase price may be impacted by up to a 5% increase over earlier estimates.

**FINAL REVIEW FOR BOARD BY:**

Division Head ko

Chief Executive Officer BSM

Legal Counsel mc



**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 8K :** 2025 BOARD & COMMITTEE MEETING CALENDAR – RECOMMENDATION

**REFERRAL COMMITTEE:** Board Operations Committee (*French*)

**SUBMITTED BY:** Dana Infalt, Clerk of the Authority

---

**SUMMARY:** Attached for your review is the proposed schedule for the 2025 STA Board and Committee meetings. All meetings will be held in person at Spokane Transit Authority (STA), 1230 West Boone Avenue and will include an option to join virtually.

The proposed meeting schedule is summarized as follows:

- **Planning and Development (P&D) Committee** meets the first Wednesday of each month at 10:00 a.m.
- **Performance Monitoring and External Relations (PMER) Committee** meets the first Wednesday of each month at 1:30 p.m.
- **Board Operations Committee** meets the second Wednesday of each month at 1:30 p.m.
- **Citizen Advisory Committee** meets on the second Wednesday of each month at 5:00 p.m.
- **STA Board of Directors** meets on the third Thursday of each month at 1:30 p.m.

**Exceptions to the Schedule** (noted in red on the attached calendar):

- **January:** There are no P&D or PMER committee meetings scheduled in January.
- **May:** The P&D, PMER, Board Operations, and Citizen Advisory Committee meetings will be held one week earlier than usual to allow for the Board meeting on the third Thursday (May 15<sup>th</sup>).
  - P&D and PMER Committee meetings – April 30<sup>th</sup>
  - Board Operations and Citizen Advisory Committee meetings - May 7<sup>th</sup>
- **June:** The Board Meeting will be held one week later than usual on June 26<sup>th</sup> to observe the Juneteenth holiday on June 19<sup>th</sup>.
- **July:** Due to the June Board meeting being held on the 4<sup>th</sup> Thursday, and to accommodate the Independence Day holiday, all July committee and Board meetings will be held one week later than usual.
  - P&D and PMER Committee meetings - July 9<sup>th</sup>
  - Board Operations and Citizen Advisory committee meetings - July 16<sup>th</sup>
  - STA Board Meeting - July 24<sup>th</sup>
- **August:** There are no Board or Committee meetings scheduled in August.

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board approve, by motion, the 2025 Board and Committee Meeting calendar and forward to the Board Consent agenda.

**COMMITTEE ACTION:** Approved as presented and forwarded to Board Consent agenda.

**RECOMMENDATION TO BOARD:** Approve the 2025 Board and Committee Meeting calendar as presented.

**FINAL REVIEW FOR BOARD BY:**

Division Head   *di*  

Chief Executive Officer   *BSM*  

Legal Counsel   *mc*

**SPOKANE TRANSIT AUTHORITY**

**DRAFT 2025 BOARD & COMMITTEE MEETING SCHEDULE**

All Committee and Board Meetings to be held in person at Spokane Transit.

*A virtual joining option will be available.*

<b>Board Meetings (Third Thursday) 1:30pm-3:00pm</b>	<b>Planning &amp; Development Committee (First Wednesday) 10:00am-11:30am</b>
January 16	<i>January – No meeting scheduled</i>
February 20	February 5
March 20	March 5
April 17	April 2
May 15	April 30 <i>(1 week early)</i>
June 26 <i>(1 week late)</i>	June 4
July 24 <i>(1 week late)</i>	July 9 <i>(1 week late)</i>
August - <i>No meeting scheduled</i>	August – <i>No meeting scheduled</i>
September 18	September 3
October 16	October 1
November 20	November 5
December 18	December 3
<b>Board Operations Committee (Second Wednesday) 1:30pm-3:00pm</b>	<b>Performance Monitoring &amp; External Relations (First Wednesday) 1:30pm-3:00pm</b>
January 8	<i>January – No meeting scheduled</i>
February 12	February 5
March 12	March 5
April 9	April 2
May 7 <i>(1 week early)</i>	April 30 <i>(1 week early)</i>
June 11	June 4
July 16 <i>(1 week late)</i>	July 9 <i>(1 week late)</i>
August - <i>No meeting scheduled</i>	August – <i>No meeting scheduled</i>
September 10	September 3
October 8	October 1
November 12	November 5
December 10	December 3
<b>Citizen Advisory Committee (Second Wednesday) 5:00pm-6:30pm</b>	
January <i>no meeting scheduled</i>	July 16 <i>(1 week late)</i>
February 12	August - <i>No meeting scheduled</i>
March 12	September 10
April 9	October 8
May 7 <i>(1 week early)</i>	November 12
June 11	December 10
<b>2025 Board Workshop Schedule</b>	
1 <sup>st</sup> Quarter 2025 – March 5	
2 <sup>nd</sup> Quarter 2025 - TBD	
3 <sup>rd</sup> Quarter 2025 - TBD	
4 <sup>th</sup> Quarter 2025 - TBD	

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 9A :** AMENDMENT TO BOARD OPERATIONS GOVERNING COMMITTEE  
FUNCTIONAL DESCRIPTIONS – RESOLUTION

**REFERRAL COMMITTEE:** Board Operations Committee (*French*)

**SUBMITTED BY:** Megan Clark, Legal Counsel  
E. Susan Meyer, Chief Executive Officer

---

**SUMMARY:** Over the years, the STA Board of Directors has amended its resolutions regarding the three Board Governing Committees while keeping its initial 2011 Governance Mission intact.

As it is STA's intent that each of the legislative bodies in the PTBA are represented on the Board Operations Committee for all meetings, and the existing Board Operations Governing Committee Functions are silent regarding the January Board Operations Committee, legal counsel is recommending the changes noted in the attached Resolution and Exhibit A to ensure equal representation at the January Board Operations committee meeting.

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board adopt, by Resolution, the attached Governing Committee Functions of the Board Operations Committee as outlined in Exhibit A.

**COMMITTEE ACTION:** Approved as presented and forwarded to Board agenda.

**RECOMMENDATION TO BOARD:** Adopt, by Resolution 832-24, the attached Governing Committee Functions of the Board Operations Committee as outlined in Exhibit A.

**FINAL REVIEW FOR BOARD BY:**

Division Head mc Chief Executive Officer  Legal Counsel mc

RESOLUTION NO. 832-24

A RESOLUTION AMENDING THE FUNCTIONAL DESCRIPTIONS OF THE BOARD STANDING GOVERNING COMMITTEES; RESCINDING RESOLUTION NO. 767-19; AND, OTHER MATTERS PROPERLY RELATING THERETO.

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (Spokane Transit) is a public transportation benefit area organized and operating pursuant to the laws of the State of Washington; and

WHEREAS, the Chief Executive Officer and legal counsel have recommended an edit to Resolution No. 767-19 to add language regarding representation at the January meeting of Board Operations committee.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The Governing Functional Description of the Board Operations Committee are adopted as set forth in the attached Exhibit "A"

Section 2. Resolution No. 767-19, adopted by the Board of Directors on January 17, 2019, is hereby rescinded in its entirety.

ADOPTED by STA at the regular meeting thereof held on the 19<sup>th</sup> day of December, 2024.

ATTEST:

SPOKANE TRANSIT AUTHORITY

\_\_\_\_\_  
Dana Infalt  
Clerk of the Authority

\_\_\_\_\_  
Al French  
STA Board Chair

Approved as to form:

\_\_\_\_\_  
Megan Clark  
Legal Counsel

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION AMENDING THE FUNCTIONAL DESCRIPTIONS OF THE BOARD STANDING GOVERNING COMMITTEES; RESCINDING RESOLUTION NO. 767-19; AND, OTHER MATTERS PROPERLY RELATING THERETO.

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (Spokane Transit) is a public transportation benefit area organized and operating pursuant to the laws of the State of Washington; and

WHEREAS, the Chief Executive Officer and legal counsel have recommended an edit to Resolution No. 767-19 **to add language regarding representation at the January meeting of Board Operations committee.**

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The Governing Functional Description of the Board Operations Committee are adopted as set forth in the attached Exhibit "A"

Section 2. Resolution No. 767-19, adopted by the Board of Directors on January 17, 2019, is hereby rescinded in its entirety.

ADOPTED by STA at the regular meeting thereof held on the 19<sup>th</sup> day of December, 2024.

ATTEST:

SPOKANE TRANSIT AUTHORITY

\_\_\_\_\_  
Dana Infalt  
Clerk of the Authority

\_\_\_\_\_  
Al French  
STA Board Chair

Approved as to form:

\_\_\_\_\_  
Megan Clark  
Legal Counsel

## **EXHIBIT A**

### **GOVERNING COMMITTEE FUNCTIONAL DESCRIPTIONS**

#### **BOARD OPERATIONS COMMITTEE**

The Board Operations Committee membership is composed of:

- the Chair of the Board, who shall chair the Board Operations Committee,
- the Chair of the Planning & Development Committee,
- the Chair of the Performance Monitoring & External Relations Committee,
- the Chair Pro Tempore of the Board, and
- the Chief Executive Officer (in an ex-officio capacity).

In any calendar year in which the composition listed above does not include at least one Director appointed by the legislative body of each of the governments or groups of governments appointing Directors to the Board, the Chair of the Board shall make such additional appointments to the Board Operations Committee as are needed to provide for such representation.

It is the intent of STA that each of the legislative bodies in the PTBA are represented on the Board Operations Committee for all meetings.

Should all legislative bodies be represented at a January meeting of the Committee, those Members are deemed the voting members for purposes of the January meeting up to four voting members.

To the extent any legislative body is unrepresented at any January meeting of the Committee, the new Chair of the Board, with advisement from the unrepresented jurisdiction, shall appoint a Board Member from the unrepresented jurisdiction to serve in a voting capacity for purposes of that meeting only.

The Board Operations Committee is basically responsible for the effective functioning of the Board of Directors, including Board human resource development, for the maintenance and development of the Board-Chief Executive Officer working relationship, and for the audit function, in this capacity being accountable for:

- Coordinating the functioning of the Board of Directors and the Board's Governing Committees, keeping the Board Governing Mission updated, setting Board member performance standards, and monitoring the performance of the Board as a whole and of individual Board members.

- Resolving conflict if the Planning & Development Committee or Performance Monitoring & External Relations Committee are unable to reach consensus.
- Recommending revisions in Board of Directors policies in the interest of stronger governance and management of STA affairs.
- Matters involving real estate.
- Matters involving Human Resources.
- Developing and overseeing execution of a formal Board member capacity building program, including such elements as orientation of new members, continuing education and training, and a mentoring program pairing new with senior Board members.
- Ensuring that the Chief Executive Officer employment contract and position description are updated as necessary to reflect changing STA needs, priorities, and circumstances.
- Annually negotiating Chief Executive Officer performance targets and recommending full Board approval, designing the process for annual or semi-annual Board evaluation of Chief Executive Officer progress in achieving these targets, and recommending the Chief Executive Officer's compensation to the Board. ***Note that these are the Chief Executive Officer-specific performance targets, relating to significant Chief Executive Officer commitment of her time to particular high-priority items. They must be in accordance with – and cannot contradict – the overall STA organizational targets that are set through the annual planning and budgeting process, under the oversight of the Board's Planning & Development Committee.***



## PLANNING & DEVELOPMENT COMMITTEE

The Planning & Development Committee is accountable for designing and coordinating the Board's participation in STA strategic and operational planning, including annual budget preparation, in this capacity:

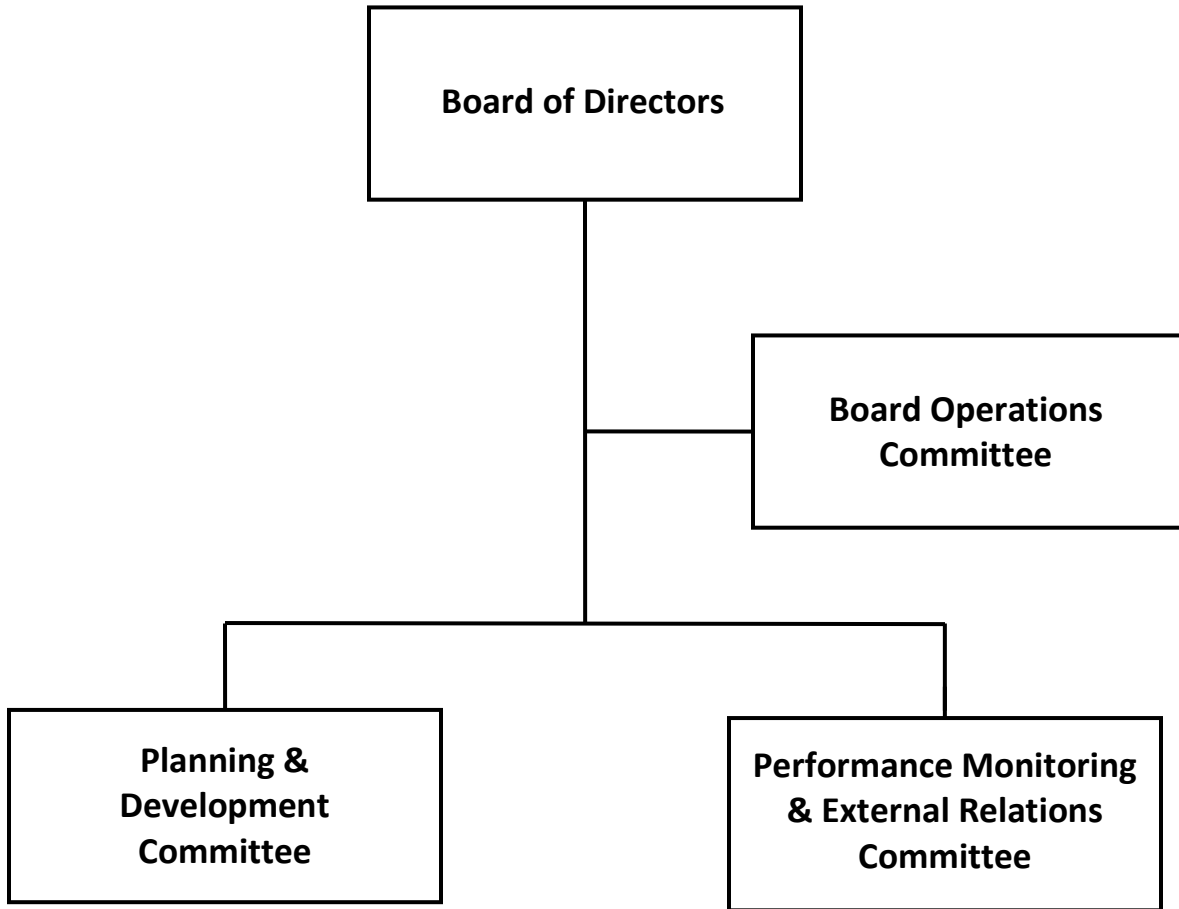
- Reaching agreement with the Chief Executive Officer on the detailed design of the STA planning and budget development cycle – with special attention to the Board's role in planning - and on the annual planning calendar, and ensuring that the Board participates fully and proactively in the planning process.
- Overseeing preparation for, and hosting, any Board of Directors-Chief Executive Officer-Executive Team strategic work sessions that are held as part of the annual planning cycle.
- Recommending to the Board of Directors the strategic issues that STA's detailed strategic planning should focus on, and reviewing and recommending to the Board such critical planning products as updated values, vision, and mission statements, operational planning priorities, and other strategic and policy-level planning products that merit Board attention. Note that development of the annual budget is a major operational planning product and, therefore, falls under the Planning & Development Committee.
- Ensuring – as part of the annual operational planning/budget preparation process – that all operational plans include both financial and programmatic performance targets that the Performance Monitoring & External Relations Committee can use in monitoring the operational and financial performance of all STA programs and operating units. ***Note that the Chief Executive Officer also annually reaches agreement with the Board Operations Committee on detailed high-priority Chief Executive Officer-specific performance targets involving the use of her time, within the framework of the overall STA targets established in the planning process.***
- Approving Scopes of Work for Contracts in excess of the Chief Executive Officer's authority.
- Recommending to the Board of Directors award of contracts in excess of the Chief Executive Officer's authority.

## PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE

The Performance Monitoring & External Relations Committee is accountable for overseeing STA operational and financial performance, for updating of STA (non-governing) policies meriting Board attention, and for building a positive STA public image and maintaining relationships with the community at large and key stakeholders, in this capacity:

- Reaching agreement with the Chief Executive Officer on the key elements of an operational and financial reporting process, including the content, format, and frequency of performance reports to Board, and overseeing implementation of the process.
- Designing processes for gathering performance information other than formal reports, such as Board member facility visits.
- Reviewing performance reports in Committee meetings and reporting operational and financial performance to the Board at its regular business meetings.
- Reviewing operational policies meriting the Board's attention (such as policies to govern STA financial management, contracting, and the like), identifying the need for revision, and recommending policy revisions to the full Board.
- Presenting an overall assessment of the past year's operational and financial performance at annual strategic planning work sessions involving the full Board of Directors.
- Providing counsel to the Chief Executive Officer on major internal administrative system upgrades (e.g., a major MIS upgrade) involving significant costs.
- Ensuring that STA's desired image is regularly updated.
- Overseeing the development and implementation of strategies for STA image building, marketing and public relations and for maintaining close, positive relationships with key external stakeholders.
- Overseeing the development and implementation of legislative/governmental relations policies and strategies.
- Recommending to the Board positions on legislative issues.
- Coordinating Board member speaking in appropriate forums on behalf of STA.
- Fashioning strategies and plans intended to enhance external communication.
- Approving Scopes of Work for Contracts in excess of the Chief Executive Officer's authority.
- Recommending to the Board of Directors award of contracts in excess of the Chief Executive Officer's authority.

**GOVERNING COMMITTEE ORGANIZATION CHART**



## EXHIBIT A

### GOVERNING COMMITTEE FUNCTIONAL DESCRIPTIONS

#### BOARD OPERATIONS COMMITTEE

The Board Operations Committee membership is composed of:

- the Chair of the Board, who shall chair the Board Operations Committee,
- the Chair of the Planning & Development Committee,
- the Chair of the Performance Monitoring & External Relations Committee,
- the Chair Pro Tempore of the Board, and
- the Chief Executive Officer (in an ex-officio capacity).

In any calendar year in which the composition listed above does not include at least one Director appointed by the legislative body of each of the governments or groups of governments appointing Directors to the Board, the Chair of the Board shall make such additional appointments to the Board Operations Committee as are needed to provide for such representation.

It is the intent of STA that each of legislative bodies in the PTBA are represented on the Board Operations Committee for all meetings.

Should all legislative bodies be represented at a January meeting of the Committee, those Members are deemed the voting members for purposes of the January meeting up to four voting members.

To the extent any legislative body is unrepresented at any January meeting of the Committee, the new Chair of the Board, with advisement from the unrepresented jurisdiction, shall appoint a Board Member from the unrepresented jurisdiction to serve in a voting capacity for purposes of that meeting only.

The Board Operations Committee is basically responsible for the effective functioning of the Board of Directors, including Board human resource development, for the maintenance and development of the Board-Chief Executive Officer working relationship, and for the audit function, in this capacity being accountable for:

- Coordinating the functioning of the Board of Directors and the Board's Governing Committees, keeping the Board Governing Mission updated, setting Board member performance standards, and monitoring the performance of the Board as a whole and of individual Board members.

- Resolving conflict if the Planning & Development Committee or Performance Monitoring & External Relations Committee are unable to reach consensus.
- Recommending revisions in Board of Directors policies in the interest of stronger governance and management of STA affairs.
- Matters involving real estate.
- Matters involving Human Resources.
- Developing and overseeing execution of a formal Board member capacity building program, including such elements as orientation of new members, continuing education and training, and a mentoring program pairing new with senior Board members.
- Ensuring that the Chief Executive Officer employment contract and position description are updated as necessary to reflect changing STA needs, priorities, and circumstances.
- Annually negotiating Chief Executive Officer performance targets and recommending full Board approval, designing the process for annual or semi-annual Board evaluation of Chief Executive Officer progress in achieving these targets, and recommending the Chief Executive Officer's compensation to the Board. ***Note that these are the Chief Executive Officer-specific performance targets, relating to significant Chief Executive Officer commitment of her time to particular high-priority items. They must be in accordance with – and cannot contradict – the overall STA organizational targets that are set through the annual planning and budgeting process, under the oversight of the Board's Planning & Development Committee.***

## PLANNING & DEVELOPMENT COMMITTEE

The Planning & Development Committee is accountable for designing and coordinating the Board's participation in STA strategic and operational planning, including annual budget preparation, in this capacity:

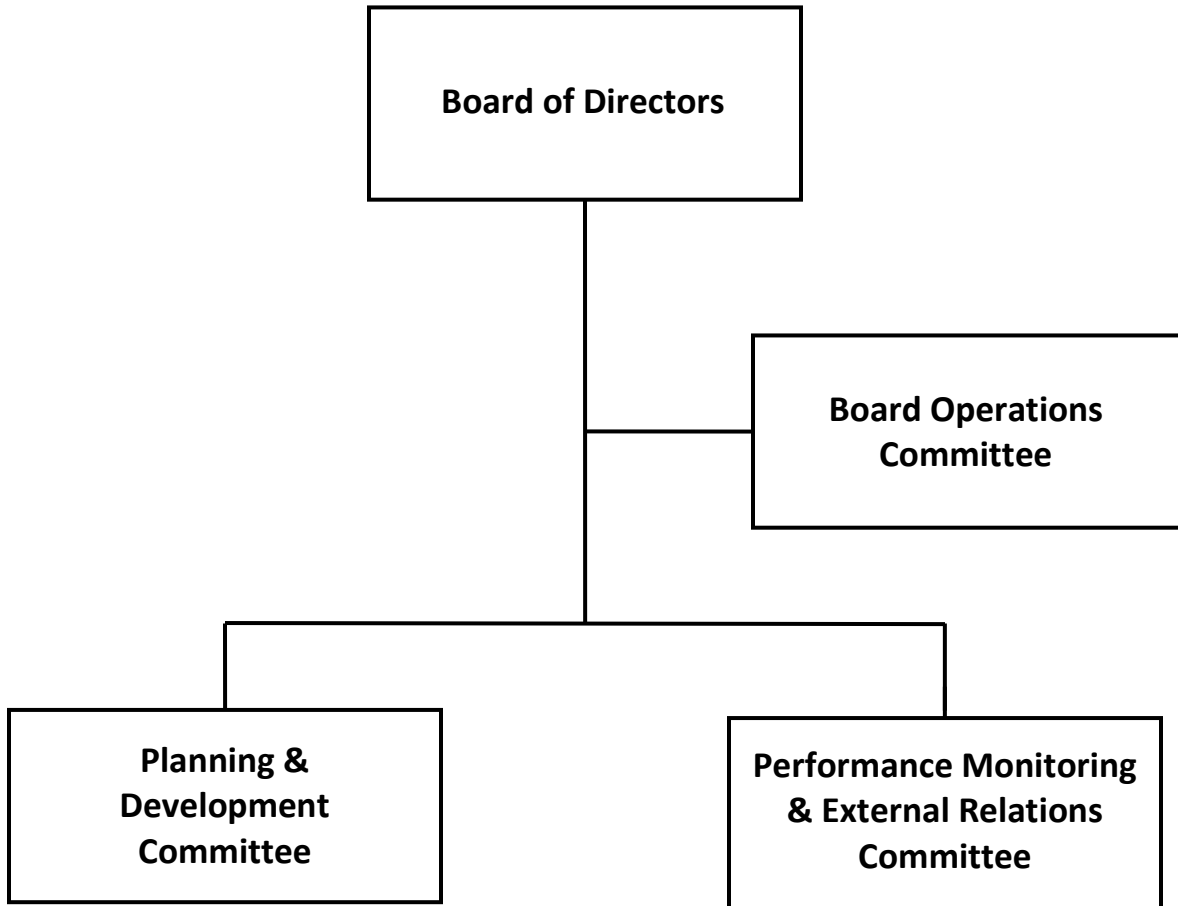
- Reaching agreement with the Chief Executive Officer on the detailed design of the STA planning and budget development cycle – with special attention to the Board's role in planning - and on the annual planning calendar, and ensuring that the Board participates fully and proactively in the planning process.
- Overseeing preparation for, and hosting, any Board of Directors-Chief Executive Officer-Executive Team strategic work sessions that are held as part of the annual planning cycle.
- Recommending to the Board of Directors the strategic issues that STA's detailed strategic planning should focus on, and reviewing and recommending to the Board such critical planning products as updated values, vision, and mission statements, operational planning priorities, and other strategic and policy-level planning products that merit Board attention. Note that development of the annual budget is a major operational planning product and, therefore, falls under the Planning & Development Committee.
- Ensuring – as part of the annual operational planning/budget preparation process – that all operational plans include both financial and programmatic performance targets that the Performance Monitoring & External Relations Committee can use in monitoring the operational and financial performance of all STA programs and operating units. ***Note that the Chief Executive Officer also annually reaches agreement with the Board Operations Committee on detailed high-priority Chief Executive Officer-specific performance targets involving the use of her time, within the framework of the overall STA targets established in the planning process.***
- Approving Scopes of Work for Contracts in excess of the Chief Executive Officer's authority.
- Recommending to the Board of Directors award of contracts in excess of the Chief Executive Officer's authority.

## PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE

The Performance Monitoring & External Relations Committee is accountable for overseeing STA operational and financial performance, for updating of STA (non-governing) policies meriting Board attention, and for building a positive STA public image and maintaining relationships with the community at large and key stakeholders, in this capacity:

- Reaching agreement with the Chief Executive Officer on the key elements of an operational and financial reporting process, including the content, format, and frequency of performance reports to Board, and overseeing implementation of the process.
- Designing processes for gathering performance information other than formal reports, such as Board member facility visits.
- Reviewing performance reports in Committee meetings and reporting operational and financial performance to the Board at its regular business meetings.
- Reviewing operational policies meriting the Board's attention (such as policies to govern STA financial management, contracting, and the like), identifying the need for revision, and recommending policy revisions to the full Board.
- Presenting an overall assessment of the past year's operational and financial performance at annual strategic planning work sessions involving the full Board of Directors.
- Providing counsel to the Chief Executive Officer on major internal administrative system upgrades (e.g., a major MIS upgrade) involving significant costs.
- Ensuring that STA's desired image is regularly updated.
- Overseeing the development and implementation of strategies for STA image building, marketing and public relations and for maintaining close, positive relationships with key external stakeholders.
- Overseeing the development and implementation of legislative/governmental relations policies and strategies.
- Recommending to the Board positions on legislative issues.
- Coordinating Board member speaking in appropriate forums on behalf of STA.
- Fashioning strategies and plans intended to enhance external communication.
- Approving Scopes of Work for Contracts in excess of the Chief Executive Officer's authority.
- Recommending to the Board of Directors award of contracts in excess of the Chief Executive Officer's authority.

**GOVERNING COMMITTEE ORGANIZATION CHART**





**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 9B :** FINAL PROPOSED 2025 BUDGET (RESOLUTION)

**REFERRAL COMMITTEE:** Planning & Development Committee (*Haley*)

**SUBMITTED BY:** E. Susan Meyer, Chief Executive Officer  
Tammy Johnston, Senior Financial Services Manager

---

**SUMMARY:** The Final Proposed 2025 Budget combines the action plan and the operating and capital budget into one comprehensive report, which is attached for the Board's review. The budget preparation and review process for 2025 was carried out as presented below.

The Draft 2025 Budget was presented as follows:

- October 2, 2024, Planning & Development Committee Meeting
- October 9, 2024, Citizen Advisory Committee Meeting
- October 17, 2024, Board of Directors Meeting

The Proposed 2025 Budget was presented as follows:

- A narrated public presentation of the Proposed 2025 Budget was available on the Spokane Transit website beginning November 12, 2024
- November 6, 2024, Planning & Development Committee Meeting
- November 21, 2024, Public Hearing at the Board of Directors Meeting

The Planning & Development Committee reviewed the Final Proposed 2025 Budget on December 4, 2024.

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board adopt, by resolution, the Final Proposed 2025 Budget.

**COMMITTEE ACTION:** Approved as presented and forwarded to Board agenda.

**RECOMMENDATION TO BOARD:** Adopt, by Resolution 830-24, the Final Proposed 2025 Budget.

**FINAL REVIEW FOR BOARD BY:**

Division Head //

Chief Executive Officer 

Legal Counsel mc

RESOLUTION NO. 830-24

A RESOLUTION FOR THE PURPOSE OF ADOPTING THE STA 2025 BUDGET AND OTHER MATTERS PROPERLY RELATING THERETO.

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and the laws of the state of Washington, pursuant to RCW Title 36, Chapter 57.A, Public Transportation Benefit Area;

WHEREAS, the STA Board of Directors, pursuant to state law and the STA Bylaws, Article III Section 3.1(5), shall have the power to prepare and adopt a budget and establish financial policies;

WHEREAS, staff has prepared a proposed 2025 budget, provided public access to the budget and the STA Board of Directors has held a public hearing on the proposed budget;

WHEREAS, the STA Planning & Development Committee has reviewed the final proposed 2025 budget at its December 4, 2024 meeting and has recommended adoption by the STA Board of Directors at its December 19, 2024 meeting;

WHEREAS, pursuant to Resolution No. 630A-07, the Board shall annually review and approve the level of cash reserves in conjunction with the budget adoption process.

NOW, THEREFORE BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The STA Board of Directors hereby approves and adopts the 2025 budget including:

SOURCE OF FUNDS		USE OF FUNDS	
Revenues	\$ 155,724,280	Operating Expenses	\$ 131,439,729
Capital Grants	\$ 14,833,870	Capital Projects	\$ 67,553,927
From Cash Balance	44,914,229	Fleet Replacement Allocation	\$ 16,478,723
<b>Total Source of Funds</b>	<b>\$ 215,472,379</b>	<b>Total Use of Funds</b>	<b>\$ 215,472,379</b>

BOARD DESIGNATED CASH RESERVES	
Operating Reserve (15% of Operating Expenses)	\$ 19,715,959
Risk Reserve	\$ 5,500,000
Right-of Way Acquisition Reserve	\$ 4,950,000
Real Estate Acquisition Reserve	\$ 25,000,000
<b>Total Board Designated Cash Reserves</b>	<b>\$ 55,165,959</b>

Section 2. The STA Board of Directors hereby authorizes and instructs the Chief Executive Officer to carry out the purposes intended by the budget and to administer the provisions and appropriations as approved.

Adopted by STA at a regular meeting thereof held on the 19th day of December 2024.

ATTEST:

SPOKANE TRANSIT AUTHORITY:

---

Dana Infalt  
Clerk of the Authority

---

Al French  
Board Chair

Approved as to form:

---

Megan Clark  
Legal Counsel

*Final Proposed*  
**2025 BUDGET**



# TABLE OF CONTENTS

<b>INTRODUCTION.....</b>	<b>3</b>
Agency Overview.....	3
Governance and Organization.....	3
2024 Board of Directors .....	3
Spokane Transit Organizational Chart.....	4
Vision, Mission & Organizational Priorities .....	4
Vision.....	4
Mission .....	4
STA Organizational Priorities.....	5
STA Planning Framework .....	5
2025 Action Plan .....	5
Action 1: Elevate the customer experience. ....	6
Action 2: Lead and collaborate with community partners to enhance the quality of life in the region. ....	7
Action 3: Strengthen STA’s capacity to anticipate and respond to the demands of the region. ....	8
<b>2025 BUDGET .....</b>	<b>9</b>
Executive Overview .....	9
Budget Process.....	9
Operating Budget .....	10
Operating Revenues.....	11
Operating Expenses.....	13
Departmental Overview .....	15
Operations.....	15
Administrative.....	16
Employees .....	17
Capital Budget .....	19
Cash and Reserves.....	21
<b>KEY PERFORMANCE INDICATORS .....</b>	<b>23</b>
<b>DRAFT BOARD RESOLUTION ADOPTING 2025 BUDGET .....</b>	<b>25</b>
<b>APPENDIX.....</b>	<b>27</b>
Glossary.....	27
Staffing by Function .....	30
Capital Improvement Plan by Projects .....	31



# INTRODUCTION

## Agency Overview

The Spokane Transit Authority (STA) is a Public Transportation Benefit Area (PTBA) organized and operating under the Revised Code of Washington (RCW) Chapter 36.57A, as a municipal corporation in the State of Washington. STA provides public transportation services within its boundaries which extend to roughly 248 square miles. The State of Washington Office of Financial Management estimates that 475,470 people were living within the PTBA in 2024. STA services include:

1. Local fixed route bus services in the City of Spokane, City of Spokane Valley, City of Liberty Lake, City of Millwood, City of Airway Heights, City of Medical Lake, City of Cheney and Spokane County;
2. Paratransit services for those who live within ¼ mile of a bus route and who, because of their disability, are unable to use the regular bus service;
3. A public rideshare (formerly vanpool) and ride match program.

The organization currently employs nearly 735 people.

## Governance and Organization

The Board of Directors provides the policy and legislative direction for STA and its administrators and approves its actions, budgets, and long-term plans. It also has the authority to levy taxes as authorized by state law (with voter approval).

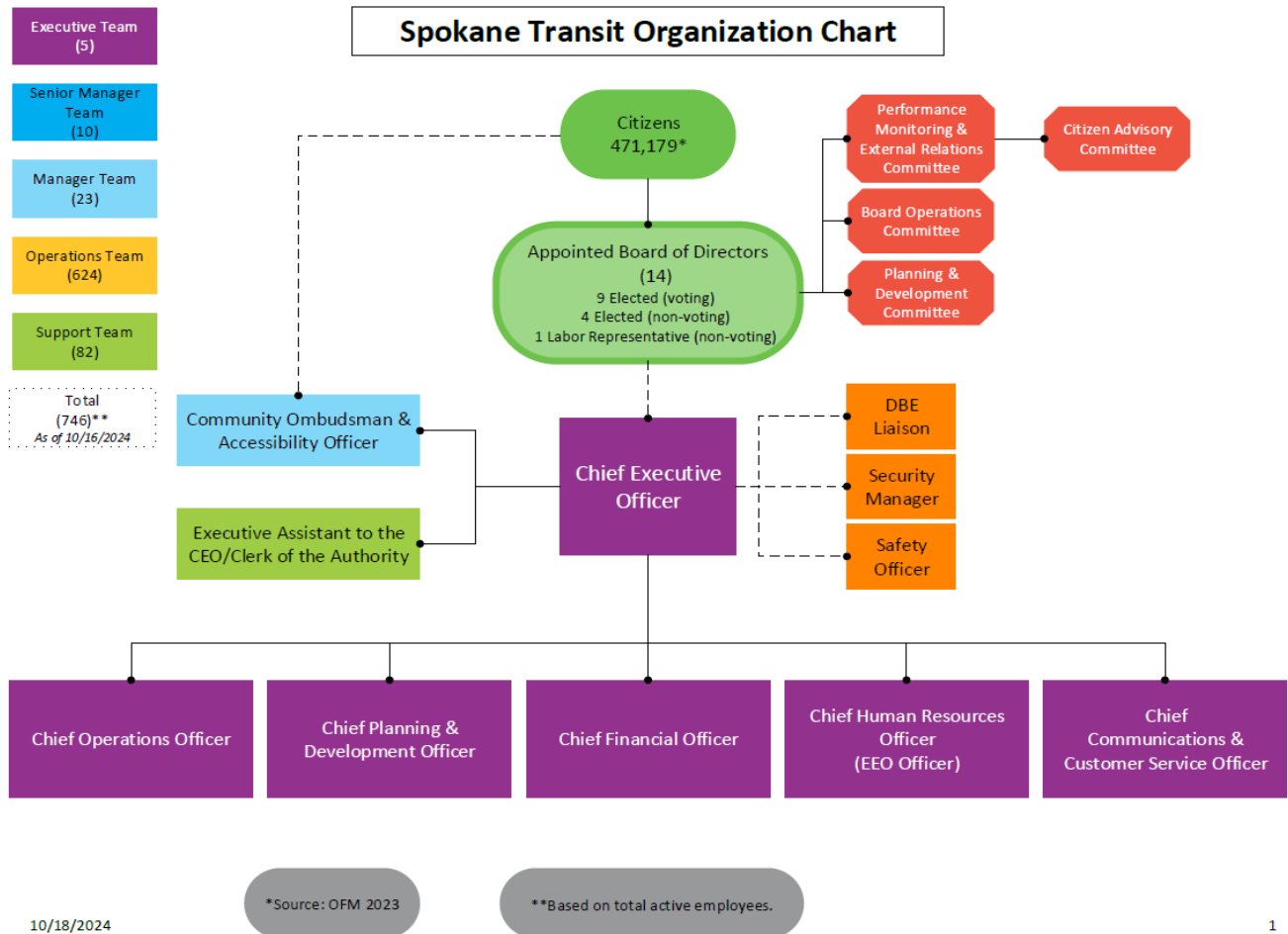
The STA Board is composed of nine voting members who are elected officials appointed by the jurisdictions in the PTBA. Jurisdictions include the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley as well as Spokane County. Additionally, there are four non-voting elected officials from area small cities, and one non-voting representative of labor unions, for a total of 14 Board members. The current make-up of the Board is shown in the following table.

### 2024 Board of Directors

Name	Jurisdiction
Commissioner Al French, Chair	Spokane County
Mayor Pamela Haley, Chair <i>Pro Tem</i>	City of Spokane Valley
Commissioner Josh Kerns	Spokane County
Deputy Mayor Tim Hattenburg	City of Spokane Valley
Council President Betsy Wilkerson	City of Spokane
Council Member Zack Zappone	City of Spokane
Council Member Paul Dillon	City of Spokane
Council Member Kitty Klitzke	City of Spokane
Council Member Dan Dunne	City of Liberty Lake
Mayor Chris Grover	City of Cheney (Ex-Officio)
Council Member Lance Speirs	City of Medical Lake (Ex-Officio)
Council Member Dan Sander	City of Millwood (Ex-Officio)
Council Member Hank Bynaker	City of Airway Heights (Ex-Officio)
Ms. Rhonda Bowers	Labor Representative (non-voting)

## Spokane Transit Organizational Chart

The Chief Executive Officer is appointed by the Board and oversees the administration of the agency directed by the policy guidance established by the Board of Directors. STA's Organization Chart is shown below:



## Vision, Mission & Organizational Priorities

STA strives to encourage increased ridership while providing high quality, convenient and reasonably priced services by living by its Vision and embodying its Mission every day in everything it does. The Organizational Priorities convey STA's key tenets in upholding its promise to its riders, employees and the broader community it serves.

### Vision

*Connecting everyone to opportunity*

### Mission

*We provide safe, inclusive, convenient, and efficient public transportation services to Spokane area communities. We are leaders in transportation and a valued partner in the region's social fabric, economic infrastructure, and quality of life.*

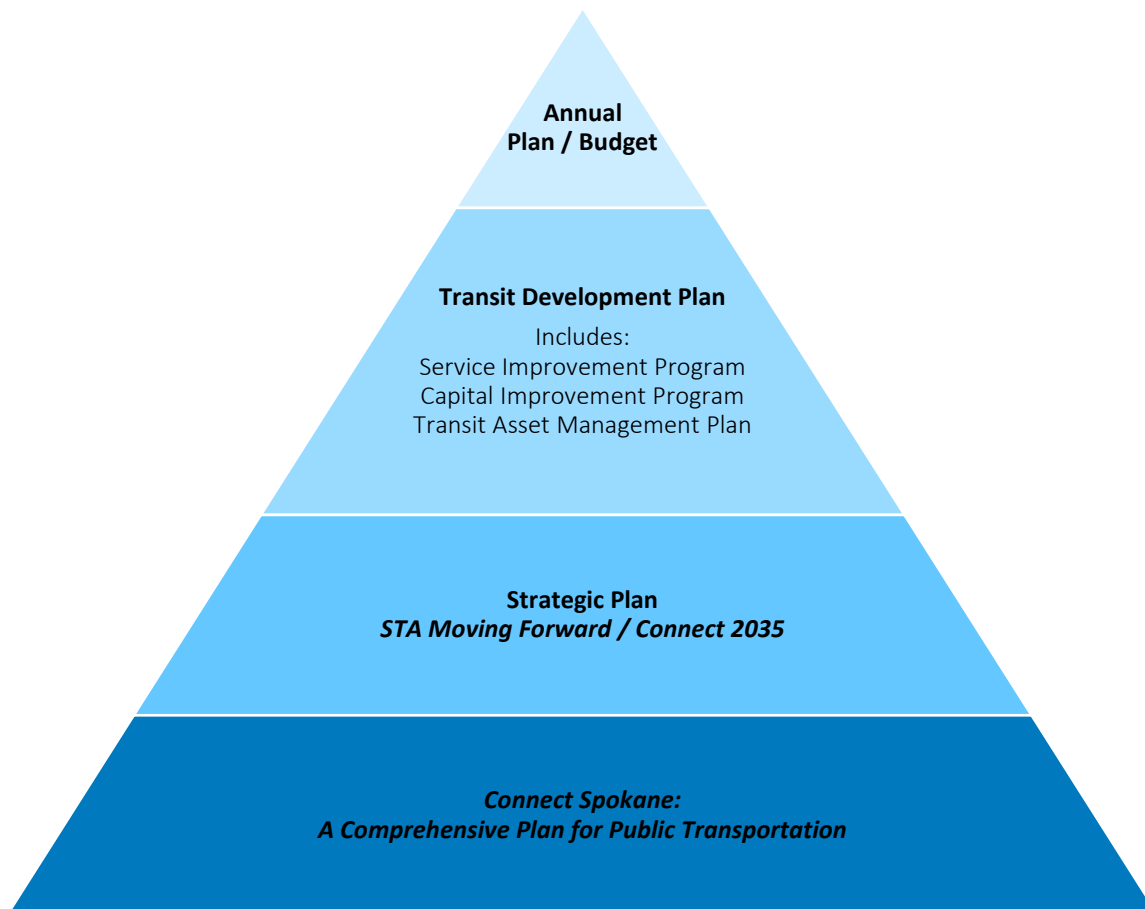
## STA Organizational Priorities

1. Ensure Safety
2. Earn and Retain the Community's Trust
3. Provide Outstanding Customer Service
4. Enable Organizational Success
5. Exemplify Financial Stewardship

## STA Planning Framework

---

STA's strategies, plans and actions are anchored in a framework which includes a series of documents which range in scope and time horizons beginning with its comprehensive plan, *Connect Spokane*, the core long-range planning and policy-setting document for the Agency. The next level in the framework is comprised of strategic planning, with STA in the late delivery stage of its current 10-year plan, *STA Moving Forward*, and in the development stage of its next 10-year plan, *Connect 2035*. The six-year Transit Development Plan (TDP), a state-required annual report, provides mid-range guidance, over a six-year period, about the deliverables for the Agency from a service and capital perspective. Lastly, the Annual Plan and Budget, the focus of this report, encapsulates the one-year efforts STA will undertake. Depicted in the following pyramid is the hierarchy of those plans to guide STA as it architects its future.





## 2025 Action Plan

---

The 2025 Action Plan links STA’s vision, mission and priorities to actions and activities which the Agency will undertake in 2025, bound together by a definition of organizational success. It reflects the ninth year of implementation of the *STA Moving Forward* plan, while launching implementation of STA’s new strategic plan, *Connect 2035*, envisioned to guide investments and strategic actions through 2035.

The actions and activities for 2025 are centered around the strategic goals defined and adopted in the foundation of the *Connect 2035* strategic plan to create alignment as the Agency begins the transition to its next future milestone in 2035.

### *Action 1: Elevate the customer experience.*

---

STA provides safe, inclusive, convenient, and efficient public transportation services to Spokane area communities. Fostering an easy-to-use, safe, and inviting experience promotes STA as a compelling transportation choice across the region. STA strives to improve the customer experience in every interaction they may have with the agency. From how to plan a trip, pay a fare, and provide feedback, STA wants every touch to reinforce the value it places on its riders. The following projects will be the agency’s key deliverables in supporting this first action along with the continued refinement of its existing service.

- **Pilot a safety ambassador program** – This initiative was identified in *Connect 2035* strategic planning and is included in the 2025 budget. Trained personnel are envisioned to regularly engage with customers throughout the Fixed Route bus system, providing information and a safe environment for riders and employees. This initiative is aimed at providing more “eyes on the streets” to deter undesirable behavior and enhance journeys for customers.
- **Sprague Line** – STA launched Route 9 Sprague in September 2024, refreshing the longstanding frequent service in the corridor as a High-Performance Transit corridor. Additional stop improvements will be made in 2025, subject to property easements and acquisitions.
- **I-90/Valley Corridor** – Interstate 90 represents a major east-west axis for regional trip-making. In late 2025, STA will launch Route 7, the numbering of a High-Performance Transit route between Spokane Airport and Liberty Lake, serving downtown Spokane and the expanded Mirabeau Transit Center. Key stops along the corridor will see improvements. A future station along this corridor is Argonne Station Park and Ride. Design is expected to progress during 2025 to enable construction to begin the following year.
- **Division Street BRT** – Division Street Bus Rapid Transit is a crucial project complementary to the North Spokane Corridor and supportive of continued transit effectiveness and community vitality in north Spokane. STA has secured state, federal, and local funding to begin Project Development. STA expects to begin 60% design in 2025, while also submitting the project for a Small Starts project rating from the Federal Transit Administration, a key milestone in preparing for a future Capital Investment Grant (CIG) award.
- **Expand adoption of the Connect card and introduce enhancements** – STA will continue to create new partnerships with groups who will benefit from transit access and expand opportunities for youth to take advantage of the state-supported zero-fare program by expanding access through school districts, libraries, and other venues where youth interact. Enhancements, such as website customizations to improve useability and data collection for STA specific programs, will be developed as needed to provide the best possible experience for transit riders.
- **Other Connect 2035 Initiatives** – The STA Board of Directors will adopt the full *Connect 2035* strategic plan before the conclusion of 2024. Several initiatives oriented toward the customer experience are likely to take place or begin in 2025.

## Action 2: Lead and collaborate with community partners to enhance the quality of life in the region.

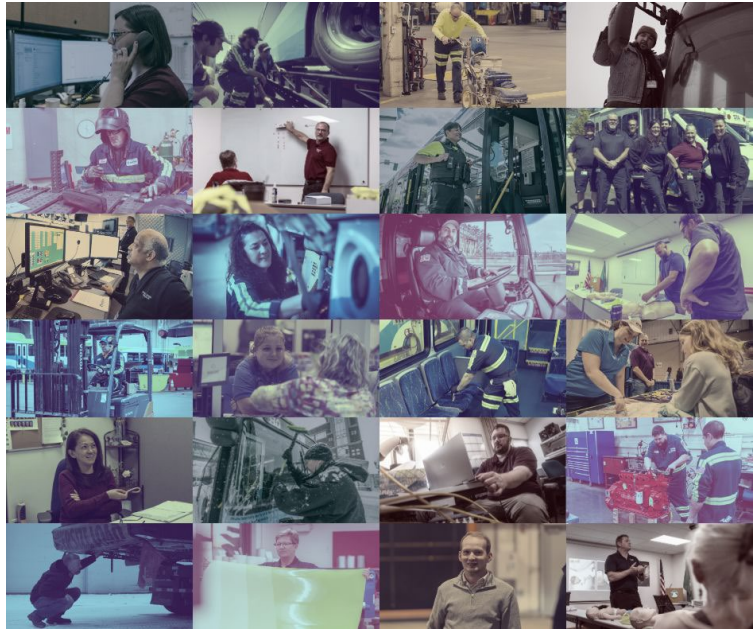
---

STA operates in its region's ecosystem, delivering transportation options for community members. Creating strong partnerships will ensure that the Agency makes informed choices, through collaboration, that benefit everyone and contribute to the vibrancy and sustainability of this region now and in the future. The Agency will focus its efforts to support this second goal in 2025 through the following undertakings:

- **Partner in planning, developing, and implementing regional transportation and land use decisions** – STA's investments in High Performance Transit and Bus Rapid Transit (BRT) are shifting the land economics and investment decisions around these corridors. A broad group of stakeholders including elected officials, investors, developers, city staff, and riders are realizing the benefit of the high-quality, frequent, and predictable service that the Agency provides. STA strives to facilitate increased private and public investment in corridors served by High Performance Transit and around key transit stations and facilities. In 2025, STA will accomplish this through continued engagement with these stakeholders in updates to the Urban Growth Area (UGA) as well as in the development of the regional transportation plan, Horizon 2050, in addition to other local comprehensive planning efforts. In addition, STA will make the case for residential and employment- growth near its service by identifying and selecting a suitable location to begin a pilot Transit-Oriented Development project in 2025.
- **Implement Pilot of the Transit Oriented Development (TOD) Program** – STA will be launching a new TOD program in 2025, incentivizing partner jurisdictions to plan for increased densities and improved walkability surrounding HPT corridors and important transit nodes. The program is an initial pilot supported with funding identified by Board Resolution 790-21 adopted in December 2021, but may be continued as part of *Connect 2035*. Anticipated outcomes in 2025 include identifying areas of emphasis across the region to communicate relative priority for future TOD; releasing funding opportunities for selecting projects for technical assistance and station-area planning grants; and, evaluating STA-owned sites for potential TOD investments in the future.
- **Expand outreach to community partners, especially civic and community-based organizations, and local governments to collaborate with STA on key efforts including an update to its Title VI Program** – Throughout 2024, STA ramped up engagement within the region to gather feedback on various planning endeavors, such as the updates to *Connect Spokane* and the continued development of *Connect 2035* strategic plan. Continued progress in building relationships of trust is important for expanding the number of constructive conversations about transit along with other service improvements and projects being considered to ensure that underrepresented voices are being solicited, listened to, and reflected across these plans and efforts.
- **Other Connect 2035 Initiatives** – The STA Board of Directors will adopt the full *Connect 2035* strategic plan before the conclusion of 2024. Several initiatives oriented toward community collaboration are likely to take place or begin in 2025.

### Action 3: Strengthen STA's capacity to anticipate and respond to the demands of the region.

STA needs to grow and adapt to ever-changing conditions. Having a team who is well equipped and focused on the Agency's mission, along with strong supporting infrastructure, will provide the foundation required to deliver on the goals of this plan, balanced with providing reliable daily service. In support of this third goal, STA plans to do the following:



- **Advance the Facilities Master Plan toward preliminary siting and design** – The Facilities Master Plan will address future system-wide requirements for STA's maintenance, operations, and administration facilities. It is anticipated to identify requirements that are beyond STA's current capital program and will support strategic actions, such as zero-

emission fleets and growing service to the region. During the first half of 2025, the first phase of planning work will be completed, and is expected to detail the requirements and opportunity for a future "clean energy campus." A second phase of the Facilities Master Plan will commence by the second half of 2025, which will advance preliminary design of one or more facilities at specific sites, preparatory to completing environmental review and final design.

- **Implement STA's fleet replacement plan, including additional charging infrastructure, while preparing for the next steps in transitioning of the fleet toward zero emission vehicles in the future** – In 2025, STA will design additional on-route charging stations for construction and installation to support expanded daily use of the existing battery electric bus (BEB) fleet, for supporting BEB use primarily on routes 9 Sprague and 25 Division serving Spokane, Spokane Valley, and Spokane County.

- **Training and Development** – Adapting to the needs of the future will be critical. STA will invest in its team members by developing and delivering comprehensive programs which will impart the skills and training required to respond to and anticipate these evolving needs.



- **Other Connect 2035 Initiatives** – The STA Board of Directors will adopt the full *Connect 2035* strategic plan before the conclusion of 2024. Several initiatives oriented toward strengthening the agency's capacity may begin in 2025.

# 2025 BUDGET

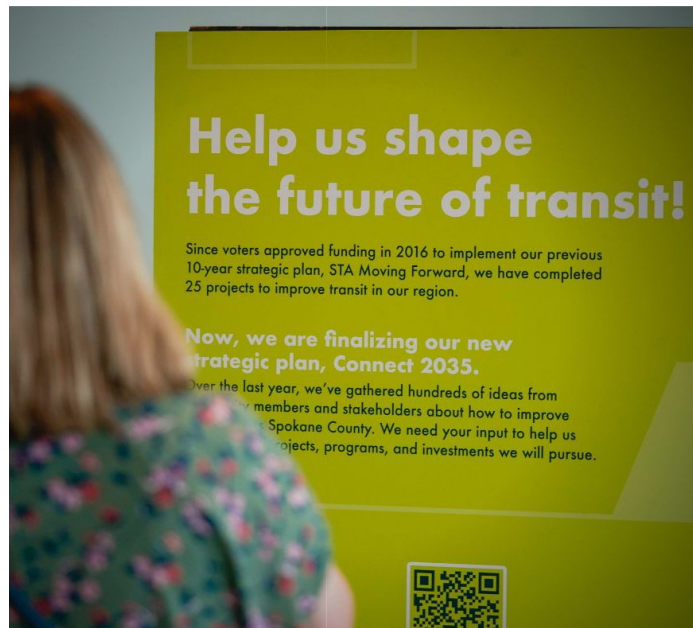
## Executive Overview

The current year (2024) has been a year marked with key milestones for STA. Ridership is on track to meet or exceed targets for 2024 bringing STA back to pre-COVID ridership levels. Progress on key projects has continued, including fulfilling the commitment of 10-minute frequency mid-day, 7.5-minute frequency at peak times, as well as extended late-night service on STA's first Bus Rapid Transit (BRT) route, the City Line. STA Board of Directors and staff have continued work on the second phase of the new 10-year strategic plan, Connect 2035 with adoption expected in December. The next BRT project, Division, is in the Project Development phase with the Federal Transit Administration for a federally funded project, and STA launched Route 9 Sprague in September 2024, refreshing the longstanding frequent service in the corridor as a High Performance Transit corridor. STA is also finishing a major update to its comprehensive plan, *Connect Spokane*, which will update foundational guidance and policies for the Agency.

As STA looks to 2025 and beyond, the Agency will keep the goal of exemplifying financial stewardship its primary focus. In addition, STA will keep in mind the economic and workforce uncertainties that surround it. The Spokane region continues to experience growth which comes with increasing traffic congestion, making STA's efforts to partner with the region to improve transportation essential. The 2025 actions and budget consider and provide as much anticipation to these elements which are outside of STA's control as possible and the Agency remains committed to planning and responding to changing expectations.

For STA in 2025, success will be defined by continued implementation of STA Moving Forward Plan, as well as starting implementation of the *Connect 2035* 10-year strategic plan which will provide the roadmap for impactful transportation investment in the region. The Agency's focus continues to be on making transit a convenient and easy option for travelers, which will support economic growth and address the associated traffic challenges of a strong region.

Building on a strong legacy and the support of those STA serves, the Agency is committed to the next phase of public transportation in the Spokane region by providing existing and new customers with more choices and tools to improve their experience with an Agency they can trust. STA is excited at the new opportunities which have come forward in the strategic planning work and the ability to translate those into reality for customers and across communities, as the Agency strives to realize its vision of connecting everyone to opportunities.



## Budget Process

STA's budget process starts in late June each year. A Budget Calendar is published along with an Action Plan and Budget Guidance to aid staff in planning for any new Agency-wide initiatives which may impact the agency. In July, staffing levels are reviewed by the CEO and Executive Team to determine whether the positions requested are approved for addition to the budget. During July and August, department managers analyze and propose non-



personnel budgets and the salaries and benefits for all approved positions are calculated. The revenue budget is developed as well. The Draft Budget is presented to the Executive Team for review in late August with final draft documents completed in September.

The Budget is presented to the Board’s Planning & Development Committee and to the Board of Directors three times in October, November, and December each year. First, in October, the initial Draft Budget is presented to the Planning & Development Committee and the STA Board. The Proposed Budget is then presented at the Planning & Development Committee Meeting and at the Public Hearing held during the November Board meeting. A video summarizing key elements of the budget is published on the STA website for employee, citizen and public outreach in November. The Final Proposed Budget is presented to the Planning & Development Committee and to the Board for review and adoption at the December meeting.

## Operating Budget

STA’s 2025 Final Proposed Operating and Capital Budget is shown in the summary table below. Operating revenue of \$155.7M exceeds operating expenses of \$131.4M. The capital budget of \$67.5M is offset by capital grant revenue of \$14.8M for a net use of funds for capital of \$52.7M. Cash of \$44.9M is intentionally used to balance the budget in support of STA’s priority of exemplifying financial stewardship by remaining debt-free. Total Sources and Uses of Funds are \$215.5M.

	2024 Budget	Final Proposed 2025 Budget	\$ Change from 2024 Budget	% Change from 2024 Budget
<b>Estimated Revenues:</b>				
Fares & Other Transit Revenue	\$ 7,548,864	\$ 7,808,056	\$ 259,192	3.4%
Sales Tax	108,869,671	116,312,668	7,442,997	6.8%
State Grants	10,190,867	10,275,706	84,839	0.8%
Miscellaneous Revenue	5,398,945	8,490,004	3,091,059	57.3%
Federal Preventive Maintenance	11,189,185	12,837,846	1,648,661	14.7%
<b>Subtotal: Operating Revenues</b>	<b>\$ 143,197,532</b>	<b>\$ 155,724,280</b>	<b>\$ 12,526,748</b>	<b>8.7%</b>
Federal Capital Revenue	8,104,582	2,194,315	(5,910,267)	-72.9%
State Capital Revenue	12,178,184	12,639,555	461,371	3.8%
<b>Subtotal: Capital Revenue</b>	<b>\$ 20,282,766</b>	<b>\$ 14,833,870</b>	<b>\$ (5,448,896)</b>	<b>-26.9%</b>
<b>Total Revenue</b>	<b>163,480,298</b>	<b>170,558,150</b>	<b>7,077,852</b>	<b>4.3%</b>
Decrease in Cash Balance*	53,358,544	44,914,229	(8,444,315)	-15.8%
<b>Total Source of Funds</b>	<b>\$ 216,838,842</b>	<b>\$ 215,472,379</b>	<b>\$ (1,366,464)</b>	<b>-0.6%</b>
<b>Estimated Expenditures:</b>				
Fixed Route	\$ 78,970,783	\$ 85,959,111	\$ 6,988,328	8.8%
Paratransit	20,026,632	21,875,233	1,848,601	9.2%
Rideshare	908,949	955,926	46,977	5.2%
Plaza	3,525,016	4,103,871	578,854	16.4%
Administration	18,758,667	18,545,588	(213,078)	-1.1%
<b>Total Operating Expenses</b>	<b>\$ 122,190,047</b>	<b>\$ 131,439,729</b>	<b>\$ 9,249,682</b>	<b>7.6%</b>
Capital Expenditures - Includes FR & PT Fleet	75,281,079	67,553,927	(7,727,152)	-10.3%
FR & PT Fleet Replacement Allocation	19,367,716	16,478,723	(2,888,993)	100.0%
<b>Total Use of Funds</b>	<b>\$ 216,838,842</b>	<b>\$ 215,472,379</b>	<b>\$ (1,366,464)</b>	<b>-0.6%</b>

\* Represents net decrease in cash from Cash & Reserves of \$26,596,206 and a reduction in the Fleet Replacement Fund of \$18,318,023 for purchase of vehicles.

## Operating Revenues

STA relies on three primary sources of revenue to fund its operations: 1) local, voter-approved sales tax, 2) fares, and 3) operating grant funding, both state and federal, along with interest and miscellaneous income. The Final Proposed 2025 Budget includes Operating revenues of \$155,724,280. The following chart shows the major sources of revenue in tabular and graphical formats:

Revenue Type by Category						
Revenue Type	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change 2025 to 2024 (\$)	Change 2025 to 2024 (%)	
Sales Tax Revenue	\$ 114,879,746	\$ 108,869,671	\$ 116,312,668	\$ 7,442,998	6.8%	
Fares & Other Transit Revenue	6,938,613	7,548,864	7,808,056	259,193	3.4%	
Federal Preventive Maintenance Grant	10,863,286	11,189,186	12,837,846	1,648,660	14.7%	
State Grants	9,247,716	10,190,867	10,275,706	84,839	0.8%	
Miscellaneous Revenue	5,947,117	5,398,945	8,490,004	3,091,059	57.3%	
Federal Stimulus Grants	20,079,508	-	-	-	0.0%	
<b>Total Revenues</b>	<b>\$ 167,955,985</b>	<b>\$ 143,197,532</b>	<b>\$ 155,724,280</b>	<b>\$ 12,526,748</b>	<b>8.7%</b>	

Operating Revenues by Category – 2023 Actual, 2024 Budget, Final Proposed 2025 Budget



**Sales Tax** – Budgeted sales tax, provided by a local voter-approved sales tax rate of 0.8 percent levied within the PTBA, is the most significant source of operating revenue. Sales tax represents 75.7 percent of the 2025 Operating Revenue budget. STA has experienced favorable sales tax revenue growth over the last three years (actual versus budget), with increases of 6.3%, 7.0%, and 3.9% for 2022, 2023, and 2024 (YTD through October), respectively. 2025 Budget looks at both the current year trending growth rate and the broader state of the national and local economy where there continue to be mixed signals.

As such, STA budgeted a one percent increase in sales tax over the latest twelve months of actual receipts. For 2025, this creates a growth of 6.8 percent over the 2024 budget. STA continues to closely monitor collections of sales tax so it can take any necessary compensating actions should economic conditions deteriorate. Any excess revenue generated by favorable sales tax collection variances are reinvested in the Agency’s capital and operating program to support initiatives to be developed in the next 10-year strategic plan, *Connect 2035*.

**Passenger Fares** – Fare revenue is derived based on historical and forecasted ridership information, as shown below, combined with average fare per boarding.

### Ridership Summary

	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change from 2024 Budget	% Change from 2024 Budget
Fixed Route	8,947,157	9,159,766	10,390,000	1,230,234	13.4%
Paratransit	360,927	428,615	404,960	(23,655)	-5.5%
Rideshare	95,655	119,792	115,000	(4,792)	-4.0%
<b>Total Ridership</b>	<b>9,403,739</b>	<b>9,708,173</b>	<b>10,909,960</b>	<b>1,201,787</b>	<b>12.4%</b>

The average fare per fixed route boarding is expected to be \$0.64. Average fare per boarding varies due to the blend of fare types and overall ridership. There is no projected fare increase included in the 2025 Budget. The last fare increase occurred in 2019. The current Adult Fare is \$2.00 with a daily cap of \$4.00. The current Reduced Fare is \$1.00, with a daily cap of \$2.00. Youth who are 18 years of age and younger ride free.

STA’s fare philosophy is anchored in its comprehensive plan, *Connect Spokane*, which articulates that ridership increases are achieved by making public transportation cost effective and simple to use. Depending on the operating environment, type of transit service, and current demand, fares can play a role in the increase or decrease of ridership. The collection of fares means there is opportunity to provide more service to more people with the additional revenues.

**Federal Preventive Maintenance** - STA is a recipient of Federal section 5307 formula grant funds for preventive maintenance. Use of these funds for maintenance is authorized by the Federal Transit Administration (FTA). An increase in 5307 funding came with the passage of the Infrastructure Investment and Jobs Act which apportioned additional funding to transit agencies across the United States beginning in 2022 and is expected to continue over the next 5 years. In 2025, this federal operating funding represents 8.4 percent of Operating Revenues.



**State Grants** - STA receives funding from the Washington State Department of Transportation for special needs transportation. In addition, STA started receiving funding in 2023 from the Move Ahead Washington legislation, the state transportation package that provides funding for public transportation over the next 16 years. It is funded by the Climate Commitment Act. The Transit Support Grant requires agencies to provide zero-fare for youth eighteen years of age and under. These operating grants represent 6.7 percent of 2025 Operating revenues.

**Miscellaneous** - This revenue consists primarily of investment earnings. Interest income has increased due to an increase in average cash balance and higher interest rates. The interest rate assumption for 2025 is 3.5 percent.

**Federal Stimulus Grants** - One-time Federal contributions such as Coronavirus Aid, Relief, and Economic Security 2020 (CARES), Coronavirus Response and Relief Supplemental Appropriations Act 2021 (CRRSAA) and American Rescue Plan Act 2022 (ARPA) were included in Operating Revenues in 2022 and 2023. No one-time Federal grants were received in 2024 and are not anticipated for 2025 and beyond.

## Operating Expenses

The Final Proposed 2025 Operating Expense budget totals \$131,439,729 which represents the cost to maintain existing service levels in line with STA's Action Plan. Expenses are comprised of the following major functional and natural categories:

Expense Type by Function						
Expense Type	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change 2025 to 2024 (\$)	Change 2025 to 2024 (%)	
Fixed Route	\$ 68,540,549	\$ 78,970,783	\$ 85,959,111	\$ 6,988,328	8.8%	
Paratransit	17,010,581	20,026,632	21,875,233	1,848,601	9.2%	
Rideshare	650,935	908,949	955,926	46,977	5.2%	
Plaza	2,537,238	3,525,016	4,103,871	578,855	16.4%	
Administration	15,601,317	18,758,667	18,545,588	(213,079)	-1.1%	
<b>Total Expenses</b>	<b>\$ 104,340,619</b>	<b>\$ 122,190,047</b>	<b>\$ 131,439,729</b>	<b>\$ 9,249,682</b>	<b>7.6%</b>	

Expense Type by Natural Category						
Expense Type	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change 2025 to 2024 (\$)	Change 2025 to 2024 (%)	
Salaries & Wages	\$ 47,671,659	\$ 50,065,161	\$ 54,259,573	\$ 4,194,413	8.4%	
Benefits	24,360,495	32,602,999	35,744,839	3,141,840	9.6%	
Services	5,752,423	7,485,105	7,877,877	392,772	5.2%	
Contract Transportation	6,889,444	8,135,235	8,218,048	82,813	1.0%	
Materials	14,496,716	17,069,581	17,451,770	382,189	2.2%	
Other	5,169,882	6,831,967	7,887,622	1,055,655	15.5%	
<b>Total Expenses</b>	<b>\$ 104,340,619</b>	<b>\$ 122,190,047</b>	<b>\$ 131,439,729</b>	<b>\$ 9,249,682</b>	<b>7.6%</b>	

Operating expenses are most directly impacted by the number of revenue hours (a transit passenger vehicle in passenger carrying service for one hour) of service STA provides. Revenue miles are also a valuable indicator of the level of service activity. STA tracks each of these indicators by mode. The mode describes the type of service that STA provides:

**Fixed Route (Motor Bus)** - Fixed Route refers to regularly scheduled buses operating on established routes. This service is directly operated by STA. In 2023, STA introduced its first Bus Rapid Transit route, the City Line, which contributed to the budgeted increase in service hours with 15-minute service. The 2024 increase included service frequency of 10-minutes mid-day and extended late night service, 7.5-minute peak frequency, along with other improvements. The 2025 increase is impacted by the September 2024 service change as well as minor modifications to holiday service times occurring in 2025.



**Paratransit (Demand Response)** - Paratransit refers to the mode of service that provides a complementary service to fixed route for those unable to use the regular bus because of the effects of their disability as provided under the Americans with Disabilities Act (ADA). Directly operated service is provided by STA personnel during the day on weekdays while purchased service is provided by a private contractor on nights and weekends, and when additional weekday support is needed.

**Rideshare** - Rideshare (formerly known as Vanpool) is a service for prearranged groups of riders who commute to a common destination in a van owned and maintained by STA. One of the passengers is designated as the driver. Employers participating in the program may provide a subsidy to their employees as a part of the state commute trip reduction (CTR) program.

The following charts show the comparison of revenue hours and revenue miles by mode for 2023 Actual, 2024 Budget, and the Final Proposed 2025 Budget:

### Revenue Hours by Mode

	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change from 2024 Budget	% Change from 2024 Budget
Fixed Route	494,282	530,131	541,671	11,540	2.2%
Paratransit	163,201	165,861	167,339	1,478	0.9%
Rideshare	28,536	30,142	32,734	2,592	8.6%
<b>Total Revenue Hours</b>	<b>686,019</b>	<b>726,134</b>	<b>741,744</b>	<b>15,610</b>	<b>2.1%</b>

### Revenue Miles by Mode

	2023 Actual	2024 Budget	Final Proposed 2025 Budget	Change from 2024 Budget	% Change from 2024 Budget
Fixed Route	6,824,002	7,276,488	7,462,342	185,854	2.6%
Paratransit	2,316,653	2,642,377	2,595,919	(46,458)	-1.8%
Rideshare	1,016,131	1,070,516	1,070,516	-	0.0%
<b>Total Revenue Miles</b>	<b>10,156,786</b>	<b>10,989,381</b>	<b>11,128,777</b>	<b>139,396</b>	<b>1.3%</b>

**Salaries & Wages** – While directly influenced by the 2025 revenue hours assumptions and the associated labor required to provide the services, STA administers a competitive compensation program with wages inclusive of step increases for employees based on their tenure with the Agency, along with general wage increases. Staffing for 2025 includes 22 new positions, bringing the total budgeted count to 794 employees. Departmental employee detail can be found in the Employee section below. In 2025, the Agency will pilot a Safety Ambassador Program which accounts for 11 of the new positions. The estimated cost in 2025 is \$1 million. Overall, the increase in salaries & wages over 2024 reflects the new positions, contracted increases for ATU 1015, ATU 1598, AFSCME 3939, and general wage increases for management and administrative staff offset by the ending of the retention incentive program.

**Benefits** – The benefits budget includes assumptions for established cost increases, as well as known changes in required contribution rates. The two primary medical insurance programs offered by STA to its employees will increase by 3.9 percent and 6.88 percent, respectively, while the dental insurance premium remained the same as 2024.

**Services** – The services budget consists of professional and technical services, contract and custodial maintenance, printing, security, and other services. The increase is reflective of the work that will be undertaken with STA’s information system consultants to complete a business continuity plan in 2025 as well as increased needs for custodial and facility engineering services at the Plaza.

**Contract Transportation** – As previously mentioned, STA engages a contractor to provide its Paratransit service on nights and weekends. The overall contracted transportation budget for 2025 is only slightly more than 2024.

**Materials** –Fuel is the largest component of the materials budget. The 2025 budget assumes a cost per gallon of diesel fuel at \$4.05 compared to the 2024 budget assumption of \$4.45 per gallon. STA gets estimated fuel prices from the U.S. Energy Information Administration (EIA). In addition, the cost of vehicle repair parts is anticipated to increase slightly in 2025. The 2025 supplies budget anticipates a 2.3 percent increase from the 2024 budget. This increase is impacted by the budget assumption for the cost of fare media and software licenses and maintenance offset by lower fuel costs.

**Other** – Other expenses consist of utilities, insurance and miscellaneous items which are reflecting an increase of 15.5 percent over the 2024 budget. Property and liability insurance is one of the key drivers of this increase. For the Proposed 2025 Budget, STA expects insurance costs to increase by 13.4 percent based on the rates provided by the Washington State Transit Insurance Pool (WSTIP), reflective of challenging insurance markets as insurance providers reduce the limits available for purchase.

## Departmental Overview

---

### Operations

#### Fixed Route

Fixed Route is the core of the Agency service and consists of the administration and delivery of fixed route bus service to customers, 365 days a year. Agency-wide, Fixed Route coordinates service delivery with other Departments, and formulates and implements Agency goals consistent with the mission of STA. Fixed Route includes all Coach Operators, Supervisors, Dispatch and Transportation administrative functions.

#### Paratransit

Paratransit is a door to door, shared ride complementary service to Fixed Route for those whose disabilities prevent them from taking the bus. Paratransit includes Van Operators, Transportation administration, Reservations, and Dispatch. Paratransit service is provided by a contractor at night and on weekends. Paratransit also includes the Special Use Van and Surplus Van grant programs which provide transportation solutions to nonprofit organizations and community groups.

#### Rideshare

STA's rideshare program provides rideshare vehicles for groups of commuters who have at least one end



of their commute in Spokane County. Rideshare staff provide day-to-day support to Rideshare participants including vehicle maintenance, recruitment and retention of participants as well as training of volunteer coordinators, drivers, and bookkeepers.

### **Vehicle Maintenance**

Vehicle Maintenance is responsible for providing safe and reliable vehicles and equipment for the delivery of transportation services to customers, and in support of all other Agency business. They are involved in the selection and procurement of vehicles and parts, supplies, tools, and equipment while looking for ways to improve vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for customers. The Department prepares the annual Transit Asset Management Plan.

### **Facilities & Grounds Maintenance**

Facilities & Grounds Maintenance is responsible for STA's buildings and grounds, building systems, furnishings, and park and ride lots and bus stops. This includes STA's Administrative, Operating, and Maintenance Facilities and all Park and Ride facilities throughout STA's service area.

## **Administrative**

### **Executive**

The Chief Executive Officer (CEO) sets the overall direction, while providing supervision and coordination of the activities of the Agency in support of the vision and mission and in accordance with policies established by the Board of Directors. This includes the development and administration of Agency plans, services, programs, and policies and procedures. The Executive group also includes the Clerk of the Board who provides Board and CEO support, as well as the Ombudsman and Accessibility Officer.

### **Planning & Development**

Planning & Development oversees the service planning, capital project delivery and grant administration and reporting activities for STA. Departmental staff design, monitor, and optimize fixed route bus services and develop routes for operators to select. The group is responsible for preparing the National Transit Database (NTD) report and submittal of the annual Transit Development Plan and STA's comprehensive plan to the Board for approval. Further, the department is responsible for the design and delivery of capital and operating projects approved by the Board of Directors.



### **Human Resources**

Human Resources seeks to create a team of highly effective individuals to further STA's vision and mission. Department staff accomplish this through the hiring, training and retention of employees committed to delivering outstanding public transportation. Human Resources manages the safety and security functions for the Agency. Safety responsibilities include the risk assessment of accidents and incidents, and review of all safety related documents, and Agency-wide safety trainings while Security covers oversight and patrolling of the Agency's facilities and vehicles to monitor and manage for security and safety-related conditions.

### **Finance**

Finance is responsible for recording and maintaining the Agency's financial transactions and supporting documentation in conformance with all state and federal accounting regulations, generally accepted accounting principles and the Agency's own policies. In addition, reporting to the Chief Financial Officer are Information Services and Purchasing. Information Services (IS) is responsible for the support, maintenance, and governance of the Agency's information technology needs, including the management of cybersecurity risks. Purchasing administers the procurement of goods and services including oversight and monitoring of vendors, consultants, and contractors as well as contract development. Purchasing is also responsible for overseeing the Disadvantaged Business Enterprise program that ensures small businesses owned by socially and economically disadvantaged individuals have access to federally-assisted contracts.

### Communications & Customer Service

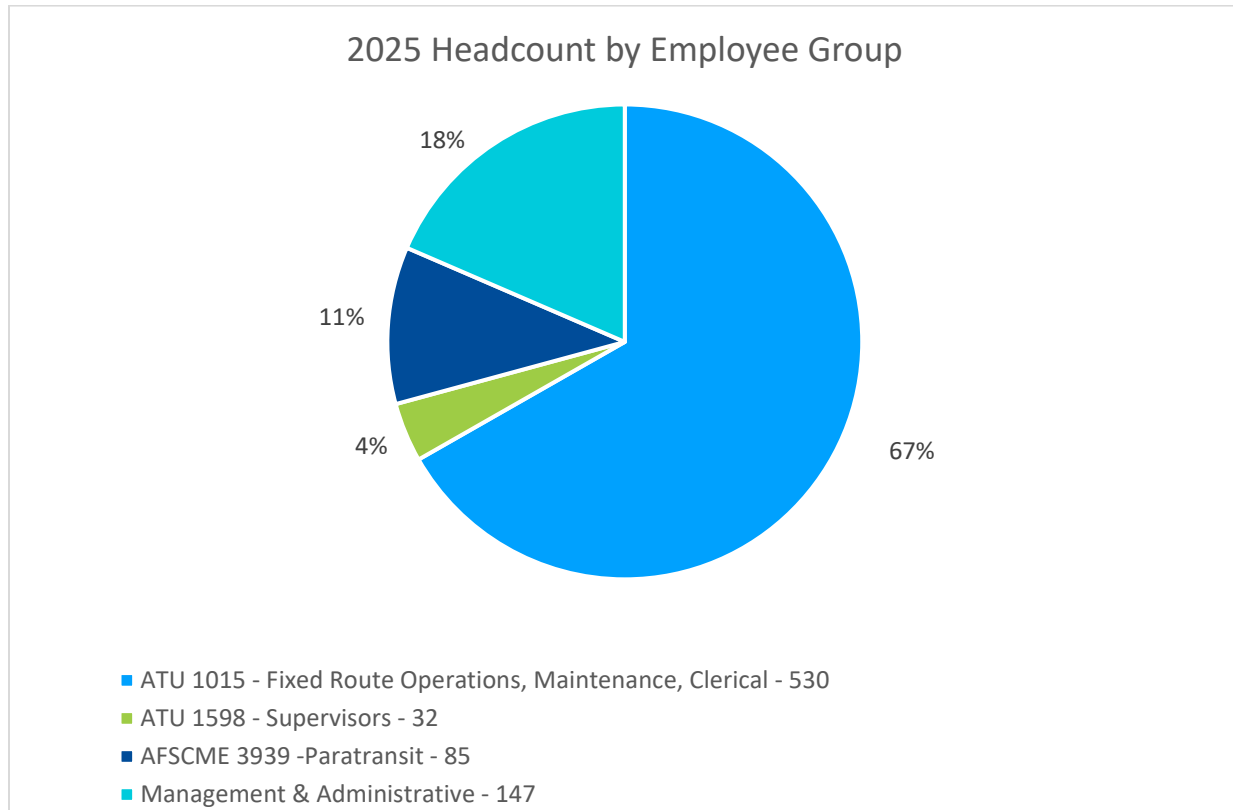
Communications staff is responsible for Agency marketing and communications, along with media relations. They produce informational and educational materials about the Agency and promote awareness about-STA's transit services. The Department manages the website and real-time customer communications, and social media. The Customer Service team is responsible for pass/fare sales and assisting customers with schedules and trip planning.

### Employees

STA's Final Proposed 2025 budgeted workforce consists of 768 full-time and 26 part-time employees, summarized across Departments as follows. A full detail of positions by functions is included in the Appendix section.

Department	Headcount		Total
	Full-Time	Part-Time	
<b>Operations</b>			
Fixed Route	369	25	394
Paratransit (directly operated)	93	0	93
Rideshare	2	0	2
Vehicle Maintenance	114	0	114
Facilities & Grounds Maintenance	35	0	35
<b>Total Operations</b>	<b>613</b>	<b>25</b>	<b>638</b>
<b>Administrative</b>			
Executive	5	0	5
Planning & Development	24	0	24
Human Resources including Security	59	0	59
Finance, Purchasing, and Information Services	41	1	42
Communications & Customer Service	26	0	26
<b>Total Administrative</b>	<b>155</b>	<b>1</b>	<b>156</b>
<b>Total Agency Headcount</b>	<b>768</b>	<b>26</b>	<b>794</b>

About 647 of STA employees or 82 percent of the workforce are represented by one of three labor unions, in addition to non-represented management and administrative staff. The breakdown by employee group is as follows:



Staffing in 2025 includes an increase of 22 positions from the 2024 budget.

The new positions include, by function:

**Fixed Route**

- 1 Fixed Route Manager
- 1 Deputy Director of Operations
- 1 Operations Data & Research Analyst
- 1 Parts Clerk

**Security**

- 1 Lead Transit Officer
- 1 Security Specialist
- 10 Transit Safety Ambassadors

**Maintenance**

- 2 Servicers
- 1 General Repair Vehicle Technician
- 1 Journeyman Vehicle Repair Technician

**Administration**

- 1 Human Resources Manager
- 1 Safety Administrator

## Capital Budget

The full Capital Improvement Plan by Projects is included in the Appendix section.

Spokane Transit Authority 2025 Capital Budget Summary							
Program Category	Program Name	2025 Capital Budget in TDP	Quantity	2025 Capital Budget Updated	State Funding	Federal Funding	Local Funding
Vehicles	Fixed Route Fleet Expansion	\$ 8,854,885	5	\$ 5,194,912	\$ 2,162,273	\$ 1,639,693	\$ 1,392,946
	Fixed Route Fleet Replacement	5,250,357	22	15,959,938	-	-	15,959,938
	Paratransit Van Replacement	965,139	6	965,139	-	-	965,139
	Rideshare Vehicle Replacement	605,000	11	605,000	-	-	605,000
	Non-Revenue Vehicles	170,000	4	170,000	-	-	170,000
<b>Total Vehicles</b>		<b>\$ 15,845,381</b>	<b>48</b>	<b>\$ 22,894,989</b>	<b>\$ 2,162,273</b>	<b>\$ 1,639,693</b>	<b>\$ 19,093,023</b>
Facilities - Maintenance & Administration	Boone - Preservation and Enhancements	\$ 5,169,895		\$ 4,194,895	\$ -	\$ -	\$ 4,194,895
	Fleck Center - Preservation and Improvements	62,000		635,297	49,495	-	585,802
	Miscellaneous Equipment and Fixtures	510,526		510,526	-	-	510,526
	Facility Master Plan Program (Connect 2035)	100,000		600,000	-	-	600,000
<b>Total Facilities - Maintenance &amp; Administration</b>		<b>\$ 5,842,421</b>		<b>\$ 5,940,718</b>	<b>\$ 49,495</b>	<b>\$ -</b>	<b>\$ 5,891,223</b>
Facilities - Passenger & Operational	Park and Ride Upgrades	\$ 1,224,430		\$ 1,136,218	\$ -	\$ -	\$ 1,136,218
	Plaza Preservation and Improvements	1,225,098		2,025,098	-	-	2,025,098
	Route & Stop Facility Improvements	6,252,643		5,450,851	-	-	5,450,851
	Near Term Investments	289,601		1,973,566	-	-	1,973,566
	Transit Center Upgrades	5,700,000		1,230,000	-	-	1,230,000
<b>Total Facilities - Passenger &amp; Operational</b>		<b>\$ 14,691,772</b>		<b>\$ 11,815,733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,815,733</b>
Technology	Business Systems Replacement	\$ 1,240,000		\$ 1,240,000	\$ -	\$ -	\$ 1,240,000
	Capital Program Management Software	-		306,000	-	-	306,000
	Communications Technology Upgrades	80,000		80,000	-	-	80,000
	Computer Equipment Preservation and Updates	-		225,148	-	-	225,148
	Fare Collection and Sales Technology Total	50,000		50,000	-	-	50,000
	IS Infrastructure and End User Equipment	871,300		1,796,300	-	-	1,796,300
	Operating & Customer Service Software	-		734,808	-	-	734,808
	Security and Access Technology	130,000		676,500	-	-	676,500
	Smart Bus Implementation	2,500,000		2,500,000	-	-	2,500,000
	<b>Total Technology</b>		<b>\$ 4,871,300</b>		<b>\$ 7,608,756</b>	<b>\$ -</b>	<b>\$ -</b>
High Performance Transit Implementation	City Line	\$ -		\$ 500,000	\$ -	\$ 289,500	\$ 210,500
	Cheney Line	72,752		300,000	-	-	300,000
	I-90/Valley Line	12,754,867		8,138,545	3,413,380	265,122	4,460,043
	Monroe-Regal Line	727,371		1,040,373	-	-	1,040,373
	Sprague Line	1,000,000		2,985,813	1,290,407	-	1,695,406
	West Broadway Line	1,800,000		560,000	-	-	560,000
<b>Total High Performance Transit Implementation</b>		<b>\$ 16,354,990</b>		<b>\$ 13,524,731</b>	<b>\$ 4,703,787</b>	<b>\$ 554,622</b>	<b>\$ 8,266,322</b>
Connect 2035	Connect 2035 Future Initiatives	\$ 25,000,000		\$ -	\$ -	\$ -	\$ -
	Division Street BRT	4,500,000		5,544,000	5,544,000	-	-
	Wellesley Line	225,000		225,000	180,000	-	45,000
<b>Total Connect 2035</b>		<b>\$ 29,725,000</b>		<b>\$ 5,769,000</b>	<b>\$ 5,724,000</b>	<b>\$ -</b>	<b>\$ 45,000</b>
<b>Total 2025 Capital Budget</b>		<b>\$ 87,330,864</b>		<b>\$ 67,553,927</b>	<b>\$ 12,639,555</b>	<b>\$ 2,194,315</b>	<b>\$ 52,720,057</b>



### **Rolling Stock (Vehicles)**

STA's Capital Budget includes \$22.9 million for procurement of 48 revenue and non-revenue vehicles.

Revenue Vehicles – The budget for revenue vehicles is \$22.7 million for procurement of 44 vehicles. Revenue vehicles are those coaches and vans used to provide revenue service to passengers in the STA Public Transportation Benefit Area (PTBA). There are 22 fixed route forty-foot clean diesel coaches planned for replacement at a cost of \$15.9 million, 5 fixed route double decker signature coaches for expansion at a cost of \$5.2 million, 6 paratransit vans at about \$1.0 million, and 11 rideshare vehicles at about \$0.6 million. STA expects to receive \$3.8 million in federal and state funding to support the purchase of these vehicles.

Non-Revenue Vehicles – Non-revenue vehicles include vehicles needed for operations such as supervisor trucks, security vehicles, maintenance trucks, and road cars. STA plans to replace 4 non-revenue vehicles at a cost of \$0.2 million in 2025.

### **Facilities – Maintenance & Administration**

STA's Facilities Maintenance & Administration total budget for 2025 amounts to \$5.9 million. This includes \$4.2 million for preservation and enhancement of the STA maintenance and administration facilities at Boone which includes an electrical system upgrade for the Boone facilities, HVAC maintenance, a Clean Building audit, and the fire suppression upgrade. Fleck Center preservation and improvements of \$0.6 million for 2025 include completing the bus/van washer replacement as well as the fuel tanks. The capital budget for Facilities Maintenance and Administration also includes \$0.6 million for an update to the Facility Master Plan as well as \$0.5 million for other miscellaneous equipment and fixture needs of the Agency.

### **Facilities – Passenger & Operational**

STA Facilities for Passenger and Operational needs for the 2025 budget is \$11.8 million. Included are upgrades to Park and Rides and Transit Centers, \$2.4 million of which includes West Plains Transit Center Operational Expansion and Enhancements and on-route charging infrastructure at Hastings Park and Ride and on HPT Route 9. STA plans to spend \$2.0 million for preservation and improvements to the STA Plaza focused on the Clean Building improvements as well as replacements of the fire panel, trash compactor, and design of Plaza Bay 1 for future construction. Route and Stop Facility Improvements and Near-Term Investments focus on those operational improvements for passengers and operations such as shelters, lighting, updates to bus stops, operator comfort stations and accessibility improvements. The 2025 budget for Route and Stop Facility Improvements and Near-Term Investments is \$7.4 million.



### **Technology**

The total budget for Technology projects for 2025 is \$7.6 million. This includes Enterprise Asset Management System Implementation, Project Management Software, Communications Technology, Computer Equipment Preservation and Updates, Information Systems Infrastructure and End User Equipment, Operating and Customer Service applications, and Security and Access Technology.

### **High Performance Transit Implementation**

STA's budget for 2025 High Performance Transit Implementation totals \$13.5 million. This includes continuing City Line obligations of \$0.5 million and the Cheney Line at \$0.3 million. In addition, STA has budgeted \$8.1 million for I-90/Valley Line projects such as Mirabeau Transit Center Improvements, planning for the Appleway Station Park

and Ride as well as the new Argonne Station Park & Ride. The Sprague Line will continue with a 2025 budget of \$3.0 million along with the Monroe-Regal Line and the West Broadway Line at \$1.0 million and \$0.6 million respectively.

### Connect 2035

The Capital Budget for 2025 includes the Division Street Bus Rapid Transit (BRT) project and the Wellesley HPT Line Design as part of the Connect 2035 Strategic Plan. The 2025 budget for Division Street BRT is \$5.6 million with \$0.2 million for Wellesley HPT for a total of \$5.8 million.

## Cash and Reserves

STA is a debt-free Agency and, as such, manages its resources to create a sustainable and balanced budget. The Cash balance represents the available cash resources of the Agency as of the end of the Budget period after 2025 budgeted operating and capital activities and Reserves, which are Board approved committed amounts.

## Cash and Reserves Analysis

	<b>Final Proposed 2025 Budget</b>
<b>OPERATING ACTIVITIES</b>	
Revenue (excluding capital grants)	\$ 155,724,280
Operating Expense	(131,439,729)
<b>Revenue Over / (Under) Operating Expenses</b>	<b>\$ 24,284,551</b>
<b>CAPITAL ACTIVITIES (Local Funds)</b>	
Purchase of Property, Plant, and Equipment	(34,402,034)
FR & PT Fleet Replacement Allocation	(16,478,723)
<b>Total Local Cash Used for Capital Activities</b>	<b>\$ (50,880,757)</b>
<b>NET DECREASE IN CASH</b>	<b>\$ (26,596,206)</b>
CASH (Projected beginning 2025)	\$ 222,423,557
<b>CASH (Projected ending 2025)</b>	<b>\$ 195,827,350</b>
<b>BOARD DESIGNATED AND OTHER RESERVES</b>	
Operating Reserve (15% of Operating Expenses)	\$ (19,715,959)
Risk Reserve	(5,500,000)
Right of Way Acquisition Reserve	(4,950,000)
Real Estate Acquisition Reserve	(25,000,000)
Claims Reserve - L&I required (other)	(357,000)
<b>Total Board Designated &amp; Other Reserves</b>	<b>\$ (55,522,959)</b>
<b>2025 Estimated End of Year Cash Balance After Reserves<sup>1</sup></b>	<b>\$ 140,304,391</b>
<b>2025 Estimated End of Year Fleet Replacement Fund Balance</b>	<b>\$ 30,709,465</b>

<sup>1</sup> Estimated end of year cash balance after reserves are used for future capital expenditures included in the 2025-2030 Capital Improvement Plan



## **Reserves**

The Board of Directors adopted Board Resolution 630A-07 and 804-22 to establish selected designated cash reserve policies to include Self-Insurance, Operating Reserve and Real Estate related Reserves.

**Self-Insurance Risk Reserve** — A total of \$5.5 million was designated to provide catastrophic self-insurance coverage for underground storage tanks to protect the Agency from exposure beyond the financial resources available through the Agency's insurance coverage.

**Operating Reserve** — A reserve equal to 15% of the annual adopted operating expense budget was established to protect the Agency from sudden and unforeseen financial challenges from fluctuating revenues or expenditures, by creating access to short-term liquidity when needed.

**Right of Way Acquisition Reserve** – In the normal course of its operations and capital development efforts, STA works in the right of way of others and must have a mechanism to quickly address issues that may impact delivery of service or capital projects. This reserve of \$4.95 million allows the Board to respond to right-of-way issues which cannot be planned.

**Real Estate Reserve** – STA's current and next strategic plans contain projects which call for significant investments in real estate to accomplish their desired capital and operational objectives. This reserve of \$25 million provides a mechanism for the Board of Directors to make the acquisitions.

## **Fleet Replacement Fund**

This fund was created as a mechanism to smooth the impact to cash of replacement and expansion of fixed route buses and paratransit vans. While not an officially designated reserve, it is used specifically for capital investments related to vehicles used in STA service. Annually, as part of the budget, STA funds and the Board of Directors approve the contribution to bring the fund to the appropriate level based on future vehicle purchases.

# KEY PERFORMANCE INDICATORS

Fixed Route Key Operating Indicators	Final Proposed 2025 Budget	2024 Budget	2023 Actual
Operating Expense	\$103,855,264	\$96,584,875	\$72,330,288
Revenue Hours	541,671	530,131	494,282
Passengers	10,390,000	9,159,766	8,947,157
Revenue Miles	7,462,342	7,276,488	6,824,002
Farebox Revenue	\$6,671,998	\$6,238,086	\$5,764,300
Farebox Recovery Ratio	20.0%	19.0%	24.7%
Average Fare	\$0.64	\$0.68	\$0.64
Cost per Passenger	\$10.00	\$10.54	\$8.08
Operating Cost per Revenue Hour	\$191.73	\$182.19	\$146.33
Operating Cost per Revenue Mile	\$13.92	\$13.27	\$10.60
Passengers per Revenue Hour	19.18	17.28	18.10
Passengers per Revenue Mile	1.39	1.26	1.31
Vehicles Operated in Maximum Service	160	164	165

Paratransit Key Operating Indicators	Final Proposed 2025 Budget	2024 Budget	2023 Actual
Operating Expense	\$26,649,459	\$24,493,486	\$17,951,128
Revenue Hours	167,339	165,861	163,201
Passengers	404,960	428,615	360,927
Revenue Miles	2,595,919	2,642,377	2,316,653
Farebox Revenue	\$498,900	\$568,416	\$486,042
Farebox Recovery Ratio	3.1%	3.5%	4.0%
Average Fare	\$1.23	\$1.33	\$1.35
Cost per Passenger	\$65.26	\$57.15	\$49.74
Operating Cost per Revenue Hour	\$157.94	\$147.67	\$109.99
Operating Cost per Revenue Mile	\$10.18	\$9.27	\$7.75
Passengers per Revenue Hour	2.42	2.58	2.21
Passengers per Revenue Mile	0.16	0.16	0.16
Vehicles Operated in Max Service-Directly Operated	75	74	68
Vehicles Operated in Max Service-Contracted	49	49	40

<b>Rideshare Key Operating Indicators</b>	<b>Final Proposed 2025 Budget</b>	<b>2024 Budget</b>	<b>2023 Actual</b>
<b>Operating Expense</b>	\$1,154,944	\$1,111,686	\$686,926
<b>Revenue Hours</b>	32,734	30,142	28,536
<b>Passengers</b>	115,000	119,792	95,655
<b>Revenue Miles</b>	1,070,516	1,070,516	1,016,131
<b>Farebox Revenue</b>	\$316,250	\$328,888	\$284,041
<b>Farebox Recovery Ratio</b>	27.6%	29.6%	41.3%
<b>Average Fare</b>	\$2.75	\$2.75	\$2.97
<b>Cost per Passenger</b>	\$10.04	\$9.28	\$7.18
<b>Operating Cost per Revenue Hour</b>	\$35.28	\$36.88	\$24.07
<b>Operating Cost per Revenue Mile</b>	\$1.078	\$1.04	\$.68
<b>Passengers per Revenue Hour</b>	3.51	3.97	3.35
<b>Passengers per Revenue Mile</b>	0.11	0.11	0.09
<b>Vehicles Operated in Maximum Service</b>	87	83	79

# DRAFT BOARD RESOLUTION ADOPTING 2025 BUDGET

DRAFT RESOLUTION NO. \_\_\_\_\_

A RESOLUTION FOR THE PURPOSE OF ADOPTING THE STA 2025 BUDGET AND OTHER MATTERS PROPERLY RELATING THERETO.

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and the laws of the state of Washington, pursuant to RCW Title 36, Chapter 57.A, Public Transportation Benefit Area;

WHEREAS, the STA Board of Directors, pursuant to state law and the STA Bylaws, Article III Section 3.1(5), shall have the power to prepare and adopt a budget and establish financial policies;

WHEREAS, staff has prepared a proposed 2025 budget, provided public access to the budget and the STA Board of Directors has held a public hearing on the proposed budget;

WHEREAS, the STA Planning & Development Committee has reviewed the final proposed 2025 budget at its December 4, 2024 meeting and has recommended adoption by the STA Board of Directors at its December 19, 2024 meeting;

WHEREAS, pursuant to Resolution No. 630A-07, the Board shall annually review and approve the level of cash reserves in conjunction with the budget adoption process.

NOW, THEREFORE BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The STA Board of Directors hereby approves and adopts the 2025 budget including:

SOURCE OF FUNDS		USE OF FUNDS	
Revenues	\$ 155,724,280	Operating Expenses	\$ 131,439,729
Capital Grants	\$ 14,833,870	Capital Projects	\$ 67,553,927
From Cash Balance	\$ 44,914,229	Fleet Replacement Allocation	\$ 16,478,723
<b>Total Source of Funds</b>	<b>\$ 215,472,379</b>	<b>Total Use of Funds</b>	<b>\$ 215,472,379</b>

BOARD DESIGNATED CASH RESERVES	
Operating Reserve (15% of Operating Expenses)	\$ 19,715,959
Risk Reserve	\$ 5,500,000
Right-of-Way Acquisition Reserve	\$ 4,950,000
Real Estate Acquisition Reserve	\$ 25,000,000
<b>Total Board Designated Cash Reserves</b>	<b>\$ 55,165,959</b>

Section 2. The STA Board of Directors hereby authorizes and instructs the Chief Executive Officer to carry out the purposes intended by the budget and to administer the provisions and appropriations as approved.

Adopted by STA at a regular meeting thereof held on the 19th day of December 2024.

ATTEST:

SPOKANE TRANSIT AUTHORITY:

---

Dana Infalt  
Clerk of the Authority

---

Al French  
Board Chair

Approved as to form:

---

Megan Clark  
Legal Counsel

# APPENDIX

## Glossary

---

**Accrual Basis of Accounting** – A method of accounting that matches revenues and expenditures with the period to which they relate rather than received or distributed.

**Americans with Disabilities Act (ADA)** – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

**Agency** – As a government agency, Spokane Transit is referred to as “the Agency” throughout this document.

**Appropriation** – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

**ARPA** – The American Rescue Plan Act, which President Biden signed on March 11, 2021, includes \$30.5 billion in federal funding to support the nation’s public transportation system as they continue to respond to the COVID-19 pandemic and support the President’s call to vaccinate the U.S. population.

**Beginning Balance** – The cash balance as of January 1.

**Benefits** – Employer paid costs provided for employees such as retirement contributions, medical and dental insurance premiums, workers’ compensation, and paid time off.

**Boardings** – Passengers are counted each time they board revenue vehicles no matter how many vehicles they use to travel from their origin to their destination. The official name of this statistic in National Transit Database (NTD) terms is “unlinked passenger trip.”

**Budget** – A financial plan for revenues and expenditures, according to a set of strategic decisions made by Agency leadership, which is approved by the Board of Directors annually. The budget funds initiatives and controls expenditures within boundaries.

**Budget Amendment** – A budget amendment is a formal action of the Board of Directors to approve changes after the initial budget adoption.

**Budget Revision** – A budget revision is a record of change to the budget with no financial impact, such as reclassification of costs.

**Bus Rapid Transit** – Bus Rapid Transit systems are designed to carry larger numbers of riders with greater speed, reliability, and frequency than a standard fixed-route bus.

**Capital** – Purchase or construction project that has a cost of greater than \$5,000, or \$50,000 aggregate, and a useful life of greater than one year.

**Capital Budget** – A portion of the annual budget that appropriates funds for the purchase of capital items.

**CARES Act**– The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law by President Trump on March 27th, 2020. The CARES Act, a \$2+ trillion economic relief package, provided direct economic assistance for American workers and families, for small businesses, and for state and local governments, as well as preserves jobs for American industries.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor that measures the change in the cost of goods purchased in comparative timeframes.

**Cost per Passenger** – The cost of carrying each passenger determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

**Cost per Vehicle Mile** – The cost of traveling one mile determined by dividing the total cost of providing service by the total number of miles traveled.

**CRRSAA** – The Coronavirus Response and Relief Supplemental Appropriations Act was signed into law on December 27, 2020. This includes \$900 billion in supplemental appropriations for COVID-19 relief. Of that, \$14 billion was allocated to support the transit industry during the COVID-19 public health emergency.

**Deadhead Time** – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

**Department** – An organizational unit of the Agency responsible for carrying out Agency functions.

**Encumbrances** – A classification of expenditures committed for goods or services for which payments have not been made.

**Ending Balance** – The cash balance as of December 31.

**Expenditure** – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or materials.

**Expenses** – Decreases in net total assets that represent the total cost of operations during a period regardless of the timing of related expenditures.

**Farebox Recovery Ratio** – The current standard fare rate divided by the operating cost per passenger. The operating cost per passenger is the total cost of fixed route operations divided by the total number of passengers.

**Fiscal Year** – The fiscal year for Spokane Transit is the calendar year January 1 through December 31.

**Fixed Route** – Bus operations that adhere to a published schedule on specific routes.

**Full-time Equivalents (FTEs)** – Units used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

**Grants** – A contribution by a government or other organization to support a particular function.

**Insurance Budget** – A portion of the annual budget that appropriates funds for Property and Liability Insurance provided by WSTIP (defined below).

**Insurance Reserve** – Reserves set at a level to adequately protect the Agency from self-insurance risks that are evaluated annually.

**Key Performance Indicators (KPI)** – Measures by which Spokane Transit evaluates the effectiveness and efficiency of its operations.

**Maintenance and Operation Expenditures (M&O)** – This term refers to expenditures paid to obtain goods or services, including services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

**Operating Budget** – A portion of the annual budget that appropriates funds for continued operations.

**Paratransit** – A shared ride, ADA compliant service provided within ¼ of a mile of a fixed bus routes to those with a disability that prevents them from using the regular bus.

**Personnel** – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

**PTBA** – Public Transportation Benefit Area is a special taxing district established by Washington State for the purpose of providing public transportation. The PTBA includes the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley, as well as portions of the unincorporated county of Spokane surrounding those municipalities where the Agency provides public transportation services within its boundaries which extend to roughly 248 square miles.

**Reserve** – Reserves maintained to provide sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures set by Board of Directors.

**Revenue** – Income received by the Agency from all sources in support of its program of services to the PTBA.

**Revenue Hours** – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.

**Revenue Miles** – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

**Revenue Vehicle** – Any vehicle which provides service resulting in fare revenue for the Agency.

**Ridership** – The total number of passenger boardings on fixed route, paratransit, or rideshare in a year.

**Rideshare** – A commute group with a vehicle maintained by STA. A minimum of three people who live and work near each other commuting together in an STA Rideshare vehicle.

**Rolling Stock** – A category of capital assets consisting of transit vehicles such as buses, vans, cars, as well as vehicles used for support services.

**Sales Tax** – Local, voter approved sales tax on certain forms of consumption levied by the State of Washington within the Public Transportation Benefit Area for the Agency in the amount of eight-tenths of one percent (0.8 percent).

**Self-insurance** – The items determined to be administered by the Agency rather than covered by an insurance policy.

**Service Hours** – A calculation of service based on the number of hours a vehicle is on the road, includes revenue, recovery, and deadhead hours.

**WSTIP** – The Washington State Transit Insurance Pool consists of twenty-five Washington State public transit agencies, who combine their resources in order to provide and purchase insurance coverage, manage claims and litigation, and receive risk management assistance and training.



# 2025 Staffing by Function

	FUNDED 2016	FUNDED 2017	FUNDED 2018	FUNDED 2019	FUNDED 2020	FUNDED 2021	FUNDED 2022	FUNDED 2023	FUNDED 2024	FUNDED 2024 Additions	FUNDED 2025	2025 Change Compared to 2024 Funded Additions	
<b>01 FIXED ROUTE DIVISION - FUNCTION</b>													
ADMINISTRATION OF TRANSPORTATION (010)	24	24	25	25	25	27	32	32	32	33	34	1	
SCHEDULING OF TRANSPORTATION (021)	2	3	3	3	3	3	4	4	4	4	4	0	
REVENUE VEHICLE OPERATIONS (030)	226	238	245	266	277	290	296	313	327	327	327	FT	0
REVENUE VEHICLE OPERATIONS (030)	28	28	25	25	25	25	22	25	25	25	25	PT	0
ADMINISTRATION OF MAINTENANCE (041)	5	5	5	6	7	7	8	8	8	8	8	0	
ADMINISTRATION OF FACILITIES & GROUNDS (042)	1	1	1	1	1	1	1	1	1	1	1	0	
SERVICE REVENUE VEHICLES (051)	12	12	13	15	15	20	20	24	24	24	24	0	
INSPECTION/MAINTENANCE REVENUE VEHICLES (061)	41	43	46	48	51	54	56	58	64	63	63	0	
MAINTENANCE FACILITIES AND GROUNDS (124)	20	22	24	25	27	32	33	33	33	33	33	0	
FARE COLLECTION (150)	2	2	2	2	2	2	2	1	1	1	1	0	
SECURITY (161)	12	13	13	13	13	13	13	19	27	28	40	12	
CUSTOMER SERVICE (162)	12	12	13	14	14	14	15	16	15	15	15	FT	0
CUSTOMER SERVICE (162)	2	2	0	0	0	0	0	0	0	0	0	PT	0
LOSS CONTROL (165)	2	2	2	2	2	2	2	2	2.5	2.5	3.5	1	
SAFETY AND TRAINING (166)	4	4	4	4	4	4	4	7	7	7	7	0	
PURCHASING AND STORES (172)	4	4	4	4	4	4	5	5	6	6	7	1	
GENERAL ADMINISTRATION (176)	2	2	2	2	2	2	2	2	2	2	4	2	
<b>FIXED ROUTE STAFFING TOTALS:</b>	<b>399</b>	<b>417</b>	<b>427</b>	<b>455</b>	<b>472</b>	<b>500</b>	<b>515</b>	<b>550</b>	<b>578</b>	<b>579</b>	<b>596</b>	<b>17.0</b>	
% CHANGE YEAR TO DATE	0.5%	4.5%	2.4%	6.6%	3.7%	5.9%	3.0%	6.8%	5.1%	0.2%	2.9%		
TOTAL REVENUE HOURS (BUDGETED)	401,385	408,312	426,689	453,013	465,480	459,196	482,774	508,550	530,131	530,131	541,671		
% CHANGE YEAR TO DATE	-0.2%	1.7%	4.5%	6.2%	2.8%	-1.4%	5.1%	5.3%	4.2%	0.0%	2.2%		
<b>02 PARATRANSIT DIVISION - FUNCTION</b>													
ADMINISTRATION OF TRANSPORTATION (010)	14	15	15	15	19	19	19	20	20	20	20	0	
SCHEDULING OF TRANSPORTATION (021)	7	7	8	8	8	8	8	8	8.00	8.00	8.00	0	
REVENUE VEHICLE OPERATIONS (030)	51	57	57	61	61	52	56	62	62	65	65	FT	0
REVENUE VEHICLE OPERATIONS (030)	5	3	3	2	2	2	1	5	5	0	0	PT	0
SERVICE REVENUE VEHICLES (051)	4	4	4	5	5	5	5	5	5	5	7	2	
INSPECTION/MAINTENANCE REVENUE VEHICLES (061)	9	9	9	9	9	9	10	10	10	10	12	2	
<b>PARATRANSIT STAFFING TOTALS:</b>	<b>90</b>	<b>95</b>	<b>96</b>	<b>100</b>	<b>104</b>	<b>95</b>	<b>99</b>	<b>110</b>	<b>110.00</b>	<b>108.00</b>	<b>112.00</b>	<b>4.0</b>	
% CHANGE YEAR TO DATE	-4.3%	5.6%	1.1%	4.2%	4.0%	-8.7%	4.2%	11.1%	0.0%	-1.8%	3.7%		
TOTAL REVENUE HOURS (BUDGETED)	161,888	157,821	160,583	164,038	160,084	107,634	121,188	142,441	165,861	165,861	167,339		
% CHANGE YEAR TO DATE	5.3%	-2.5%	1.8%	2.2%	-2.4%	-32.8%	12.6%	17.5%	16.4%	0.0%	0.9%		
<b>03 ADMINISTRATIVE DIVISION - FUNCTION</b>													
COMMUNITY DEVELOPMENT (145)							1	4	4	4	4	0	
OMBUDSMAN (162)	1	1	1	1	1	1	1	1	1	1	1	0	
COMMUNICATIONS (163)	5	6	7	8	8	8	8	10	11	11	11	0	
HUMAN RESOURCES (167)	5	6	6	7	7	7	8	8	8	8	9	1	
INFORMATION SYSTEMS (170)	7	8	9	10	10	11	11	11	13	13	13	0	
FINANCE (171)	8	10	10	10	10.60	10.60	10.60	10.60	10.60	10.60	10.60	0	
PURCHASING (172)	2	3	3	4	5	5	6	8	8	8	8	0	
ENGINEERING (173)	1	5	5	6	8	8	9	11	11	11	11	0	
RECORDS MANAGEMENT (175)	1	1	1	1	1	1	1	2	2	2	2	0	
GENERAL ADMINISTRATION (176)	4	4	4	4	4	4	4	4	4	4	4	0	
PLANNING (177)	7	7	7	7	7	8	9	9	9	9	9	0	
DATA COLLECTION (190)	1	0	0	0	0	0	0	0	0	0	0	0	
<b>ADMINISTRATIVE STAFFING TOTALS:</b>	<b>42.0</b>	<b>51.0</b>	<b>53.0</b>	<b>58.0</b>	<b>61.60</b>	<b>63.60</b>	<b>67.60</b>	<b>78.60</b>	<b>81.60</b>	<b>81.60</b>	<b>82.60</b>	<b>1.0</b>	
% CHANGE YEAR TO DATE	0.0%	21.4%	3.9%	9.4%	6.2%	3.2%	6.3%	16.3%	3.8%	0.0%	1.2%		
<b>04 PLAZA DIVISION - FUNCTION</b>													
GENERAL ADMINISTRATION (176)									1	1	1	0	
<b>PLAZA STAFFING TOTALS:</b>									1	1	1	0	
% CHANGE YEAR TO DATE									100.0%	0.0%	0.0%		
<b>05 RIDESHARE DIVISION - FUNCTION</b>													
GENERAL ADMINISTRATION (176)	2	2	2	2	2	2	2	1	2	2	2	0	
<b>RIDESHARE STAFFING TOTALS:</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	
% CHANGE YEAR TO DATE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-50.0%	100.0%	0.0%	0.0%		
REVENUE HOURS (BUDGETED)	37,277	37,853	29,933	31,081	29,079	28,092	26,970	26,830	30,142	30,142	32,734		
% CHANGE YEAR TO DATE	7.9%	1.5%	-20.9%	3.8%	-6.4%	-3.4%	-4.0%	-0.5%	12.3%	0.0%	8.6%		
<b>STAFFING GRAND TOTAL:</b>	<b>533.00</b>	<b>565.00</b>	<b>578.00</b>	<b>615.00</b>	<b>639.60</b>	<b>660.60</b>	<b>683.60</b>	<b>739.60</b>	<b>772.60</b>	<b>771.60</b>	<b>793.60</b>	<b>22.00</b>	









Spokane Transit Authority  
2025-2030 6 yr CIP with Quantities

Program Category	Program Name	ID	Project Name	Project Status	Financial Status	Budget Control	Expenditure PTD as of 12/31/2023	Remaining Budget	QTY	2025 - Local	2025 - State	2025 - Federal	2025 Total	2026 Total	2027 Total	2028 Total	2029 Total	2030 Total	2025-2030 Total CIP			
Technology	Security and Access Technology	1090	Security Cameras/NVR-Hastings P&R	Not started	Funded	90,000	-	90,000	-	-	-	-	-	-	-	-	90,000	-	90,000			
		1091	Security Cameras/NVR-Jefferson P&R	Not started	Funded	69,000	-	69,000	-	-	-	-	-	-	-	-	-	69,000	-	69,000		
		1092	Security Cameras/NVR-Liberty Lake P&R	Not started	Funded	108,000	-	108,000	-	-	-	-	-	-	-	-	-	-	108,000	108,000		
		1093	Security Cameras/NVR-Mirabeau P&R	Not started	Funded	147,000	-	147,000	-	65,000	-	-	-	65,000	-	-	-	-	-	82,000	147,000	
		1094	Security Cameras/NVR-Moran Prairie P&R	Not started	Funded	65,000	-	65,000	-	-	-	-	-	-	65,000	-	-	-	-	-	65,000	
		1095	Security Cameras/NVR-Plaza	Not started	Funded	250,000	-	250,000	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000	
		1096	Security Cameras/NVR-South Hill P&R	Not started	Funded	94,000	-	94,000	-	-	-	-	-	-	-	-	-	-	94,000	-	94,000	
		1097	Security Cameras/NVR-VTC	Not started	Funded	125,000	-	125,000	-	-	-	-	-	-	-	-	-	-	125,000	-	125,000	
		1098	Security Cameras/NVR-West Plains TC	Not started	Funded	147,000	-	147,000	-	65,000	-	-	-	65,000	-	-	-	-	-	82,000	147,000	
		Security and Access Technology Total						2,254,500	-	2,254,500	-	676,500	-	-	676,500	65,000	-	550,000	691,000	272,000	2,254,500	
	Smart Bus Implementation	1099	Fleet Telematics	Not started	Funded	2,500,000	-	2,500,000	-	2,500,000	-	-	2,500,000	-	-	-	-	-	-	2,500,000		
Smart Bus Implementation Total						2,500,000	-	2,500,000	-	2,500,000	-	-	2,500,000	-	-	-	-	-	-	2,500,000		
<b>Technology Total</b>						<b>19,307,163</b>	<b>572,155</b>	<b>18,735,008</b>	<b>64</b>	<b>7,608,756</b>	<b>-</b>	<b>-</b>	<b>7,608,756</b>	<b>3,811,600</b>	<b>2,389,900</b>	<b>1,752,400</b>	<b>2,053,000</b>	<b>517,000</b>	<b>-</b>	<b>18,132,656</b>		
High Performance Transit Implementation	Central City Line	347	MF: Design and Construction	Work in Progress-Funded-MF		85,410,407	66,423,047	18,987,360	-	210,500	-	289,500	500,000	-	-	-	-	-	-	500,000		
		Central City Line Total						85,410,407	66,423,047	18,987,360	-	210,500	-	289,500	500,000	-	-	-	-	-	-	500,000
		Cheney Line	764	MF: Cheney Corridor Improvements	Work in Progress-Funded-MF		4,490,000	3,639,248	850,752	-	300,000	-	-	300,000	-	-	-	-	-	-	300,000	
	Cheney Line Total						4,490,000	3,639,248	850,752	-	300,000	-	-	300,000	-	-	-	-	-	-	300,000	
	I-90/Valley Line	469	MF: Mirabeau Transit Center Improvements	Work in Progress-Funded-MF		6,360,000	551,297	5,808,703	-	719,231	824,183	-	1,543,414	-	-	-	-	-	-	-	1,543,414	
		477	MF: Appleway Station Park and Ride	Work in Progress-Funded-MF		10,388,000	38,954	10,349,046	-	166,860	495,018	265,122	927,000	8,961,000	500,000	-	-	-	-	-	10,388,000	
		545	MF: Preliminary Engineering I-90 HPT Corridor Fa	Work in Progress-Funded-MF		707,516	657,109	50,407	-	50,407	-	-	50,407	-	-	-	-	-	-	-	50,407	
		955	Argonne Station Park and Ride	Work in Progress-Funded-MF		13,000,000	-	13,000,000	-	523,545	2,094,179	-	2,617,724	6,250,000	3,750,000	-	-	-	-	-	12,617,724	
		1020	I-90/Valley HPT, Route 7	Work in Progress-Funded		3,100,000	-	3,100,000	-	3,000,000	-	-	3,000,000	50,000	-	-	-	-	-	-	3,050,000	
	I-90/Valley Line Total						33,555,516	1,247,360	32,308,156	-	4,460,043	3,413,380	265,122	8,138,545	15,261,000	4,250,000	-	-	-	-	27,649,545	
	Monroe-Regal Line	479	MF: Monroe-Regal Shelter and Stop Enhancem	Work in Progress-Funded-MF		5,810,798	4,616,089	1,194,709	-	950,373	-	-	950,373	-	-	-	-	-	-	-	950,373	
		897	Monroe-Regal Line HPT Branding	Work in Progress-Funded		608,937	62,985	625,952	-	90,000	-	-	90,000	35,952	-	-	-	-	-	-	125,952	
	Monroe-Regal Line Total						6,499,735	4,679,074	1,820,661	-	1,040,373	-	-	1,040,373	35,952	-	-	-	-	-	-	1,076,325
	Sprague Line	540	MF: Sprague HPT Improvements	Work in Progress-Funded-MF		6,556,000	2,475,067	4,080,933	-	1,290,406	1,290,407	-	2,580,813	-	-	-	-	-	-	-	2,580,813	
		901	Sprague Line HPT Branding	Work in Progress-Funded		1,207,607	7,676	1,199,931	-	405,000	-	-	405,000	794,931	-	-	-	-	-	-	1,199,931	
Sprague Line Total						7,763,607	2,482,763	5,280,844	-	1,695,406	1,290,407	-	2,985,813	794,931	-	-	-	-	-	-	3,780,744	
West Broadway Line	952	West Broadway Line Improvements	Work in Progress-Funded-NT		1,880,000	-	1,880,000	-	300,000	-	-	300,000	1,240,000	-	-	-	-	-	-	1,540,000		
	953	Broadway Cooperative Reconstruction Infrastruc	Work in Progress-Funded-NT		400,000	-	400,000	-	160,000	-	-	160,000	-	-	-	-	-	-	-	160,000		
	954	Broadway Supporting Amenities	Work in Progress-Funded-NT		200,000	-	200,000	-	100,000	-	-	100,000	40,000	-	-	-	-	-	-	140,000		
West Broadway Line Total						2,480,000	-	2,480,000	-	560,000	-	-	560,000	1,280,000	-	-	-	-	-	-	1,840,000	
<b>High Performance Transit Implementation Total</b>						<b>140,199,265</b>	<b>78,471,492</b>	<b>61,727,773</b>	<b>-</b>	<b>8,266,322</b>	<b>4,703,787</b>	<b>554,622</b>	<b>13,524,731</b>	<b>17,371,883</b>	<b>4,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,146,614</b>	
Connect 2035	BRT Fleet	1028	2035: BRT Fleet -2029	Not started	Funded-2035	37,313,472	-	37,313,472	16	-	-	-	-	-	-	-	-	37,313,472	-	37,313,472		
		BRT Fleet Total						37,313,472	-	37,313,472	16	-	-	-	-	-	-	-	-	-	37,313,472	
	Connect 2035 Future Initiatives						160,000,000	-	160,000,000	-	-	-	-	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	90,000,000		
	Connect 2035 Future Initiatives Total						160,000,000	-	160,000,000	-	-	-	-	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	90,000,000		
	Division Street BRT	895	2035: Division Line BRT: Project Development	Work in Progress	Funded-2035	15,000,000	94,234	14,905,766	-	-	5,544,000	-	5,544,000	3,706,000	894,000	-	-	-	-	-	10,144,000	
		956	2035: Division BRT Construction and Implementa	Not started	Funded-2035	154,476,082	-	154,476,082	-	-	-	-	-	-	54,000,000	90,000,000	10,476,082	-	-	-	154,476,082	
	Division Street BRT Total						169,476,082	94,234	169,381,848	-	-	5,544,000	-	5,544,000	3,706,000	54,894,000	90,000,000	10,476,082	-	-	164,620,082	
Wellesley Line						9,325,000	-	9,325,000	-	45,000	180,000	-	225,000	810,000	740,000	7,550,000	-	-	-	9,325,000		
Wellesley Line Total						9,325,000	-	9,325,000	-	45,000	180,000	-	225,000	810,000	740,000	7,550,000	-	-	-	9,325,000		
<b>Connect 2035 Total</b>						<b>376,114,554</b>	<b>94,234</b>	<b>376,020,320</b>	<b>16</b>	<b>45,000</b>	<b>5,724,000</b>	<b>-</b>	<b>5,769,000</b>	<b>54,516,000</b>	<b>65,634,000</b>	<b>107,550,000</b>	<b>57,789,554</b>	<b>10,000,000</b>	<b>-</b>	<b>301,258,554</b>		
<b>Grand Total</b>						<b>679,798,174</b>	<b>82,162,621</b>	<b>597,635,553</b>	<b>294</b>	<b>52,720,057</b>	<b>12,639,555</b>	<b>2,194,315</b>	<b>67,553,927</b>	<b>116,512,523</b>	<b>85,487,153</b>	<b>118,860,338</b>	<b>72,721,003</b>	<b>14,115,154</b>	<b>-</b>	<b>475,250,098</b>		

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 9C :** CONNECT 2035 STRATEGIC PLAN: ADOPTION (RESOLUTION)

**REFERRAL COMMITTEE:** Planning & Development (*Haley*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Brian Jennings, Deputy Director for Community Development

---

**SUMMARY:** The Planning & Development Committee has a key role in navigating the development of STA's next ten-year strategic plan, known as *Connect 2035*. The multi-year effort is anticipated to be completed this month, subject to Board adoption of the final draft document.

**BACKGROUND:** Spokane Transit's Connect 2035 Strategic Plan is the agency's new roadmap for investments and initiatives to maintain and improve public transportation infrastructure and services for our region through 2035. The final draft can be found online: <https://staconnect2035.com/>

The *Connect 2035* strategic planning process began in earnest in early 2022. Phase 1 of the planning effort culminated in the adoption of the *Connect 2035* Phase 1 Strategic Foundation in December 2022 (Resolution No. 803-22). The strategic foundation articulated three strategic goals and accompanying performance measures, and documented general themes received from customers, employees, and other community members.

*Connect 2035* Phase 2 kick-off began in summer 2023. Its focus has been to align strategic goals with funding, key initiatives, the fixed route network, and the organization's capacity requirements. This phase identified and developed a list of core investments and key initiatives that advance the goals of *Connect 2035*. These will be incorporated into the strategic plan, with the aim of Board adoption of the plan in December 2024.

STA engaged the Board, customers, employees, businesses, community-based organizations (CBOs), partner jurisdictions, and other community members throughout this phase. A resolution establishing the funding and investment principles for the development of *Connect 2035* was unanimously adopted by the STA Board on March 21, 2024. Packaging guidance related to the initiatives was unanimously approved by Board motion on October 17, 2024, and is reflected in the draft plan. A public hearing was conducted during the STA Board meeting on November 21, 2024. Three comments were received as part of the public hearing, largely focused on opposition to mobility on demand pilot projects as well as strong interest in planning for and implementing rail transit investments and ongoing investment in stop improvements, including accessibility, seating, and shelters.

STA strives for open and continuous engagement and endeavors to carefully consider all feedback received. Staff reviewed testimony from the public hearing and have prepared the following analysis concerning the main points raised. Considering the totality of input received through the development of the plan over nearly three years, as well as the foregoing analysis, staff recommend the plan be adopted substantively in the form of the draft version issued November 5, 2024.

### **Mobility on Demand**

Spokane Transit's best performing routes serve higher density areas with plentiful destinations connected by frequent, easy to use transit. High Performance Transit (HPT) maintains its preeminence in generating ridership and supporting walkable communities. That focus, admittedly, does not address areas of low-density development, especially those that feature multiple physical barriers, such as steep slopes, disjointed road networks and challenging natural features. Fixed Route service is generally inappropriate for such areas. Mobility on Demand (MOD) does not deliver more cost-effective service compared to fixed route service. It does, however, provide access and coverage, expanding the reach of transit for more residents of STA's public transportation benefit area, by connecting riders in new areas to major transit stations and transit centers. In addition, all MOD projects are included as three-year pilots to provide STA with important information on the ridership possibilities of these regions while not committing to on-going operating funding.

### **Rail Investments**

The timeline and costs for new rail projects in the United States and in a community with the relative density of Spokane point to rubber-tired transit as being the most effective and practical response to encouraging more transit ridership in a reasonable timeframe and more affordable manner. This, however, does not preclude the consideration of rail in corridors and demand patterns that could warrant evaluation in the future. The following initiative is included in the draft plan: *"Evaluate opportunities for high-capacity transit, appropriate service modes, and the greatest corridors of opportunity."* It is staff's assumption that this initiative will explore the suitability of one-or-more corridors for high-capacity modes, including rail investments, that if deemed feasible and advisable, would have an implementation timeline beyond 2035.

### **Bus Stop Improvements**

Research shows that stops and their surroundings influence the rider's transit experience, and that bus stop enhancements and amenities can encourage ridership. STA strives to elevate a customer's experience from beginning to end of their journey. *Connect 2035* contains both an initiative to install lighting at all sheltered stops and an initiative to install shelters at all stops with 25 or more daily boardings.

**RECOMMENDATION TO COMMITTEE:** Recommend the Board approve, by resolution, the Connect 2035 Strategic Plan as presented.

**COMMITTEE ACTION:** Approved as presented by Committee and forwarded to the Board for action.

**RECOMMENDATION TO BOARD:** Approve, by Resolution, the Connect 2035 Strategic Plan as presented.

### **FINAL REVIEW FOR BOARD BY:**

Division Head ko Chief Executive Officer BSM Legal Counsel mc

## **RESOLUTION NO. 831-24**

A RESOLUTION FOR THE PURPOSE OF ADOPTING THE CONNECT 2035 STRATEGIC PLAN

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and Laws of the State of Washington, including RCW Title 36, Chapter 57A, Public Transportation Benefit Area; and,

WHEREAS, STA is nearing the completion of its current ten-year strategic plan “STA Moving Forward” adopted by Resolution No. 727-14 and revised by Resolution No. 744-16 and Resolution No. 781-20;

WHEREAS, it is to the benefit of STA to establish a new strategic plan for the delivery of public transportation service to succeed STA Moving Forward upon its completion and through the year 2035, entitled Connect 2035;

WHEREAS, STA adopted by Resolution No. 803-22 the *Connect 2035* Phase 1 Strategic Foundation document and the accompanying *Connect 2035* Phase 1 Technical Report, setting the foundation for Phase 2 strategic planning that followed;

WHEREAS, STA adopted Resolution No. 818-24, a resolution establishing the funding and investment principles for the development of Connect 2035 Phase 2;

WHEREAS, STA engaged the STA Board of Directors, community stakeholders, employers, customers, employees, and the public to identify community public transportation needs and priorities for the future;

WHEREAS, the STA Board of Directors identified three core investments - Division Street Bus Rapid Transit, Zero Emission Vehicle Transition, and the Clean Energy Campus – to be incorporated in the plan;

WHEREAS, the STA Board of Directors identified additional projects, initiatives, and investments to maintain and improve public transit in the Spokane region;

WHEREAS, the STA Board of Directors conducted a duly noticed public hearing on November 21, 2024 concerning the draft Connect 2035 Strategic Plan;

WHEREAS, a Washington State Environmental Policy Act (SEPA) Checklist was completed for the proposed strategic plan and a determination of Non-Significance (DNS) was issued on November 7, 2024;



WHEREAS, the Connect 2035 Strategic Plan is consistent with the policies of Connect Spokane, STA's comprehensive plan for public transportation.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The STA Board of Directors hereby adopts Spokane Transit Authority's Connect 2035 Phase 1 Strategic Plan (Exhibit A)

Section 2. The STA Board of Directors hereby authorizes and directs the Chief Executive Officer(s) to carry out the Connect 2035 Phase 1 Strategic Plan and take all action necessary and proper to effectuate the foregoing.

Section 3. This resolution shall take effect and be in force immediately upon passage.

ADOPTED by STA at a regular meeting thereof held on the 19th day of December 2024.

Attest:

---

Dana Infalt  
Clerk of the Authority

---

Al French  
STA Board Chair

Approved as to form:

---

Megan Clark  
Legal Counsel



Spokane Transit Authority  
**Strategic Plan**

December 2024



# Table of Contents

1	<b>Executive Summary</b>	4
2	<b>Transit in Our Region</b>	8
	Where We Are Coming From	
	Where We Are Now	
	The Value of Transit	
	Our Funding Landscape	
3	<b>Connect 2035 Strategic Framework</b>	20
	Connect 2035 Strategic Planning Process	
	Community Outreach and Engagement	
	Connect 2035 Strategic Framework	
4	<b>Connect 2035 Projects and Investments</b>	30
	Core Investments	
	Goal 1: Elevate the Customer Experience	
	Goal 2: Lead and Collaborate with Community Partners	
	Goal 3: Strengthen Our Organizational Capacity	
	Future Service Improvements	
5	<b>Putting the Plan Into Action</b>	48
	Implementing <i>Connect 2035</i>	
	Tracking Our Progress	
6	<b>Appendix</b>	52

# Acknowledgements

## STA Project Management Team

Karl Otterstrom, Chief Planning and Development Officer

Carly Cortright, Chief Communications and Customer Service Officer

Brian Jennings, Deputy Director Community Development

Mike Tresidder, Senior Transit Planner

Kathleen Weinand, Senior Project Planner

Monique Liard, Chief Financial Officer

## STA Executive Management Committee

E. Susan Meyer, Chief Executive Officer

Karl Otterstrom, Chief Planning and Development Officer

Carly Cortright, Chief Communications and Customer Service Officer

Brandon Rapez-Betty, Chief Operations Officer

Nancy Williams, Chief Human Resources Officer

Dana Infalt, Executive Assistant to the CEO, Clerk of the Authority

Delana Combs, STA Ombudsman and Accessibility Officer

Tammy Johnston, Senior Financial Services Manager

## Consultant Team

Sam Schwartz Consulting

Nelson\Nygaard

DH

Insight Strategies

## Community Organization Partners

AHANA

APIC

The Arc of Spokane

Asian Pacific Islander Coalition Spokane

Avista

Carl Maxey Center

Community Colleges of Spokane

Downtown Spokane Partnership

Eastern Washington University

Filipino-American Association

Gonzaga University

Greater Spokane Inc.

Greenstone Homes

Kalispel Tribe of Indians

Latinos en Spokane

Martin Luther King Jr. Family Outreach Center

NAACP Spokane & I Did the Time

The NATIVE Project

Pacific Islander Community Association Spokane

Spectrum Center

Spokane International Airport

Spokane Public Facilities District

Spokane Public Schools

Spokane Regional Transportation Council

Spokane Valley Chamber of Commerce

Thrive International

University District

United Way

Visit Spokane

Washington State Department of Transportation

Washington State University

West Plains Chamber

World Relief of Spokane

YWCA

The ZoNE



# Executive Summary

*Connect 2035* articulates the Spokane Transit Authority's strategic roadmap for bus, Paratransit, and Rideshare services through 2035. The plan sets an updated vision, mission, and goals for our organization, along with a detailed set of projects and investments we will implement over the next decade to benefit riders and communities throughout the region.

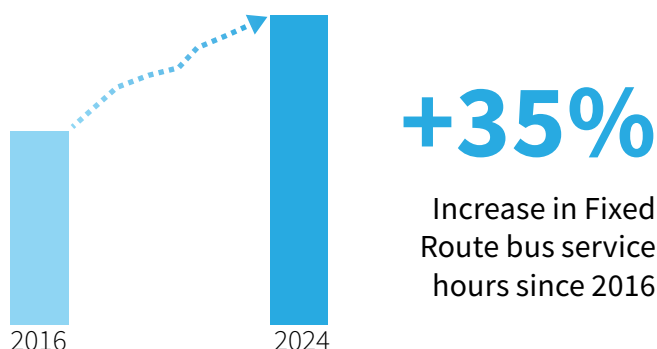


# Connect 2035: Our Roadmap for a Stronger Transit Future

The Spokane Transit Authority (STA) has been providing public transportation services for more than 40 years, benefiting individuals, families, and communities across the Spokane region. Whether it is connecting workers to jobs, ensuring that everyone in our communities has accessible transportation options, saving families money, or sustaining our health and environment, STA's services play a critical role in shaping a thriving, equitable, and sustainable region.

Our role in the region and the benefits our services provide have only grown over the past decade. As more people and jobs are drawn to Spokane, transit has an increasingly prominent role to play in our communities. Since 2016, with your support, we have expanded transit service to better meet our communities' and the region's needs. From our first bus rapid transit corridor project, [City Line](#), to the construction of new Park & Ride facilities, to expanded service on nights and weekends, the investments of the previous decade have increased access and mobility across Spokane County.

Growth in Spokane Transit Service



*Connect 2035* is our roadmap for the next 10 years. As our region continues to grow in the coming years, we know STA and the services we provide must evolve alongside it. Over the last two years we have engaged with and listened to our riders, community members, non-profit organizations, businesses, and our own employees and Board members to update our strategic framework and identify the investments that are needed to continue improving transit and supporting communities.




## OUR VISION

Connecting everyone to opportunity

## OUR MISSION

We provide safe, inclusive, convenient, and efficient public transportation services to Spokane area communities. We are leaders in transportation and a valued partner in the region's social fabric, economic infrastructure, and quality of life.

## OUR GOALS

-  Elevate the customer experience
-  Lead and collaborate with community partners to enhance the quality of life in our region
-  Strengthen our capacity to anticipate and respond to the demands of our region

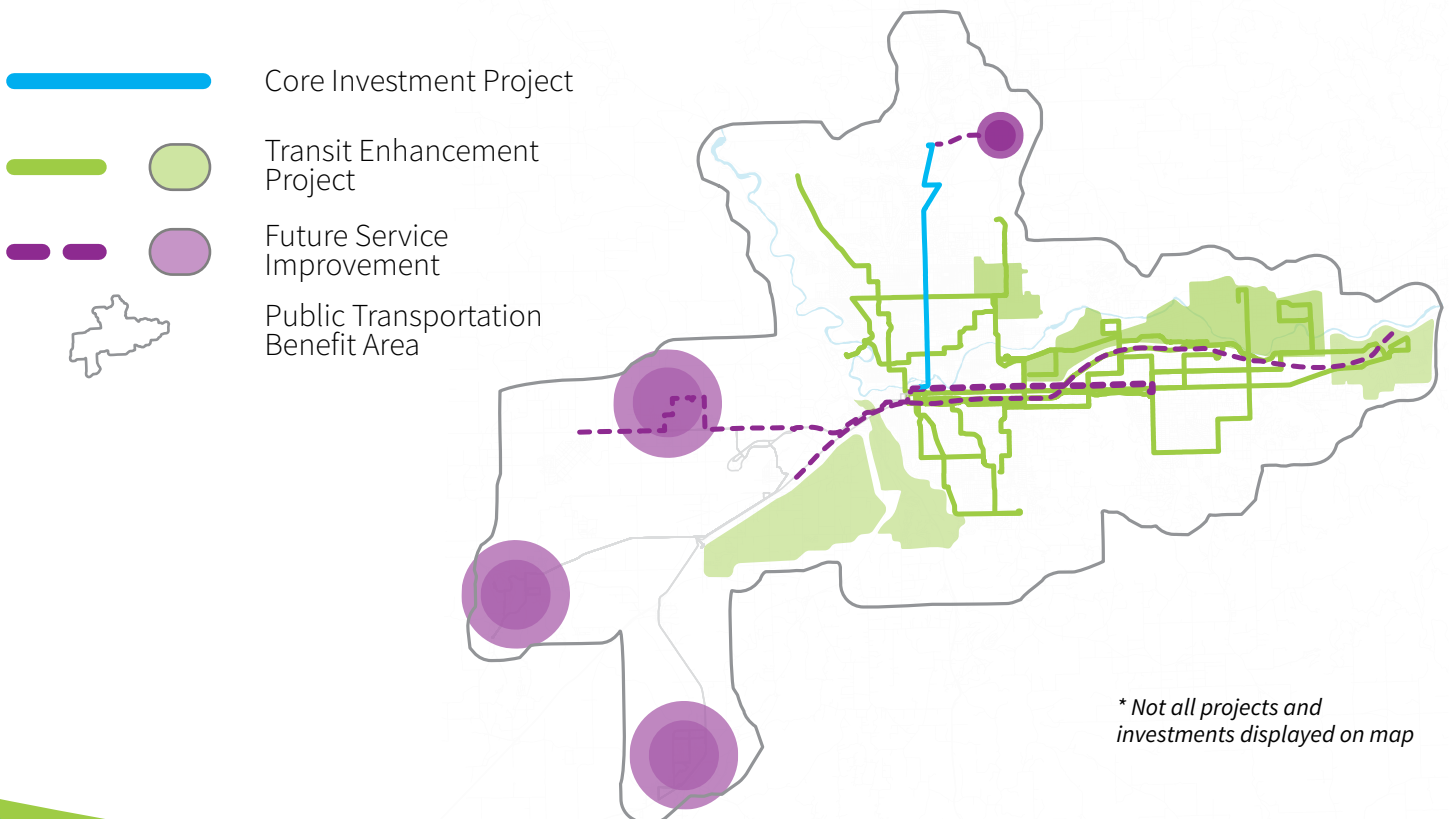
# Connect 2035: Projects and Investments

Across many of the groups we have engaged with over the last two years, consistent themes have arisen: the need for more and later service on nights and weekends, continued investments around safety and security, extending service to new destinations, rolling out more High Performance Transit lines, and making transit information accessible, real-time, and accurate.

*Connect 2035* consists of a detailed plan for how we will leverage our current financial position to further our strategic goals and deliver investments that benefit our riders, communities, and the overall region.

Three types of projects and investments are highlighted in *Connect 2035*:

- **Core Investments:** Major projects that will further all three of our strategic goals.
- **Transit Enhancements:** Improvements we will deliver with our existing resources to elevate the customer experience, grow community partnerships, and strengthen our organization.
- **Future Service Improvements:** Projects that respond to needs highlighted by the community and would meet growing demand; however, these will require a new, sustainable funding source to deliver.



*\* Not all projects and investments displayed on map*

## Our Funding Landscape: Sustaining Our Investments

At STA, we put tremendous emphasis on being good stewards of taxpayer resources. We maintain a no-debt financial position and continually operate as a financially stable and strong organization, delivering high-quality transit service to the region.

Local voter-approved sales tax is STA's primary source of funding, making up more than three-quarters of our annual operating revenue. STA Proposition 1, which voters approved in 2016, increased our sales tax funding by two-tenths of a cent, to deliver more and better bus service throughout our region. Voter authorization of the added sales tax levy will be required by 2028 in order to sustain service at current levels.

As a result of our diligent financial management, STA has the opportunity to invest in our system in the coming years to better connect people across the region to opportunity.

### Current Opportunities for Investment

Based on STA's strong financial position and our current assumptions about the future, STA is able to maintain the growth of the last decade while also investing in additional one-time improvements in the years ahead to benefit our riders and communities. The Core Investments and Transit Enhancements identified in this plan advance the goals of *Connect 2035* (see [Core Investments](#) and [Transit Enhancements](#)).

By maintaining our strong financial position and retaining the community's trust, **STA is empowered to deliver investments that better connect people across the region to opportunity.**



# Transit in Our Region

The Spokane Transit Authority (STA) plays a crucial role in supporting our growing region as it provides efficient, affordable, and sustainable transportation options that help accommodate increasing population and job growth. *Connect 2035* will guide our organization's ongoing work to better connect people to opportunities and meet the demands of the region.



# About the Spokane Transit Authority

Organized in 1980 and launching service in 1981, the Spokane Transit Authority (STA) is a municipal corporation that provides public transportation services, including fixed route, Rideshare, and Paratransit services to areas within the Spokane County Public Transportation Benefit Area (PTBA). The PTBA comprises the cities of Airway Heights, Cheney, Liberty Lake, Medical Lake, Millwood, Spokane and Spokane Valley, as well as portions of unincorporated Spokane County.

The Spokane PTBA encompasses an area of approximately 248 square miles and includes approximately 475,000 residents, nearly 85% of the total population of Spokane County. Spokane Transit provides safe, accessible, convenient, and efficient public transportation services to the region's neighborhoods, businesses, and activity centers.

STA operates three types of transportation services throughout the region:



### Fixed Route Bus

>6.1 million 2023 revenue miles

>8.9 million 2023 unlinked passenger trips



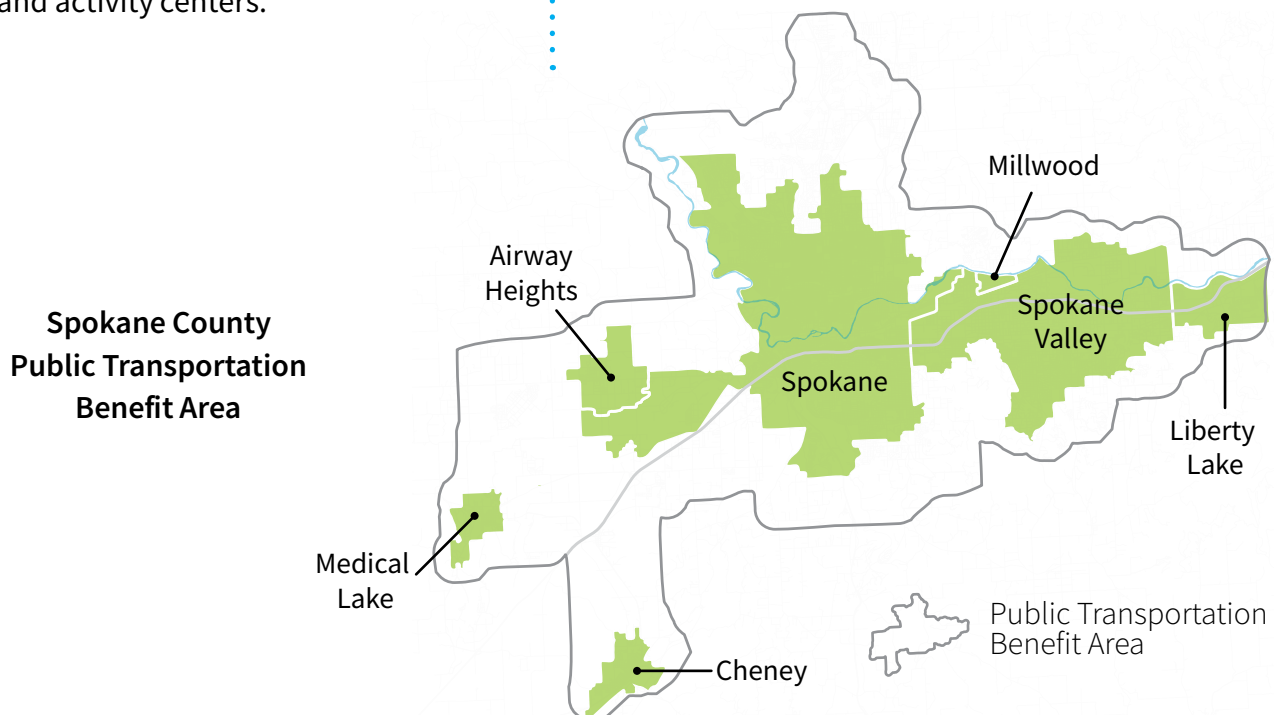
### ADA Paratransit

>360,000 2023 passenger trips



### Rideshare (formerly Vanpool)

>95,000 2023 passenger trips



## Where We Are Coming From: Investing in Transit

Since 2016, with your support, we have expanded transit service to better meet our communities' and the region's needs. In 2016, voters across Spokane County supported additional funding for STA which has enabled us to:

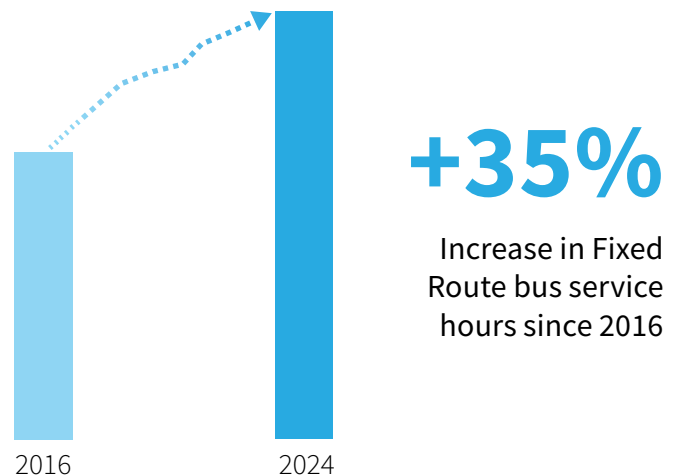
- Increase service to better meet riders' needs.
- Expand service to reach new communities and serve new destinations.
- Create new High-Performance Transit (HPT) lines to improve reliability and the customer experience on our busiest routes.

**You trusted us with your tax dollars, and we've delivered.** Following the approval of Proposition 1 in 2016, STA began implementing the projects laid out in [STA Moving Forward](#) in 2017.

Our goal was to deliver the full slate of projects by 2027. Out of the 32 projects, as of the end of 2024, 24 have been completed and eight are in progress.

The investments of the past decade have benefitted residents throughout the region, supporting thriving communities and giving people freedom in how they choose to get around. The projects on the following pages represent several key investments of *STA Moving Forward*.

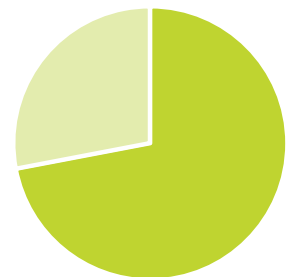
### Growth in Spokane Transit Service



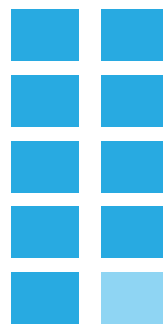
### Access to Transit

**72%**

Of people living in urbanized areas are within ½ mile walking distance of transit



### Access to Jobs



**9 of 10**

Jobs across Spokane County are within ½ mile of STA's bus routes — **nearly 200,000 jobs<sup>1</sup>**





## City Line: Spokane's First Bus Rapid Transit Line

City Line, Spokane's first bus rapid transit (BRT) line, was completed in the summer of 2023 and provides fast, frequent, convenient service from historic Browne's Addition to Spokane Community College by way of Gonzaga University. City Line features battery electric buses, enhanced stations, offboard ticketing, and near-level boarding; all of which add up to an accessible, high-quality ride.

A combination of funding from Proposition 1, Washington State, and the Federal Transit Administration were used on the project.

City Line was delivered \$14 million under budget and provided more than 700,000 rides in its first year.

City Line intersects with most of STA's routes, increasing connectivity to the downtown core from throughout the service area. The six-mile route between Spokane's historic Browne's Addition and Spokane Community College connects through downtown and the University District, including Gonzaga University.

Over the next 20 years, it is estimated that City Line will bring **\$175 million in economic impact** into the Spokane Region.<sup>2</sup>



## High Performance Transit: Improved Service and Amenities

High Performance Transit is the flagship of STA's vision to improve the frequency, reliability and accessibility of transit, while contributing to an improved quality of life in neighborhoods and urban centers across our region.

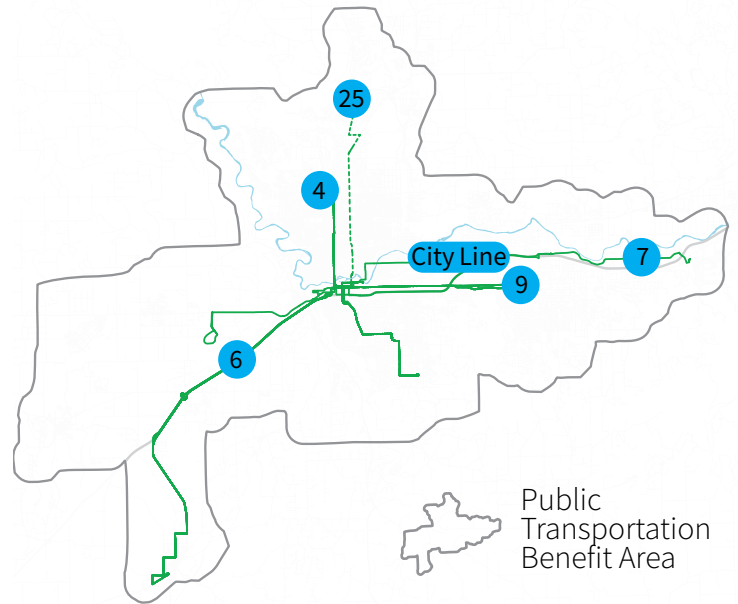
In addition to the City Line, STA has made important High Performance Transit investments in other corridors. Frequent High Performance Transit corridors have buses running every 15 minutes or better on weekdays. Regional High Performance Transit corridors feature streamlined service with 30-minute or better service during most times of the day. All High Performance Transit corridors feature enhanced stations and stops at select locations.

- Route 4 – Monroe-Regal (Frequent)
- Route 6 – Cheney (Regional)
- Route 9 – Sprague (Frequent)

STA will be implementing an additional regional High Performance Transit corridor, Route 7, in 2025. Route 7 will connect Liberty Lake and Spokane Valley to the Spokane International Airport by way of Spokane.

In addition to these corridors, STA delivered more capacity and more sheltered stops along Route 25 – Division, while working with the community to define the long-term vision for a BRT line on Division Street.

STA's Current High Performance Transit Lines





# Where We Are Now: A Growing, Changing Region

Our region has grown and changed substantially over the last 10 years, creating both new opportunities and challenges.

## Population and Employment Growth

More than 50,000 new residents have moved to Spokane County since 2016 and employment has also grown by more than 10%, placing new demands on the transportation system. Over the next two decades an additional 100,000 new residents are projected to move into the region.

## Housing Affordability and Supply

With the cost of housing outpacing increases in supply, there is more demand for denser development with readily accessible transit.

## Regional Travel Patterns

With population growth and the lingering impacts of the pandemic, shifting travel patterns will impact the role of transit in the region.

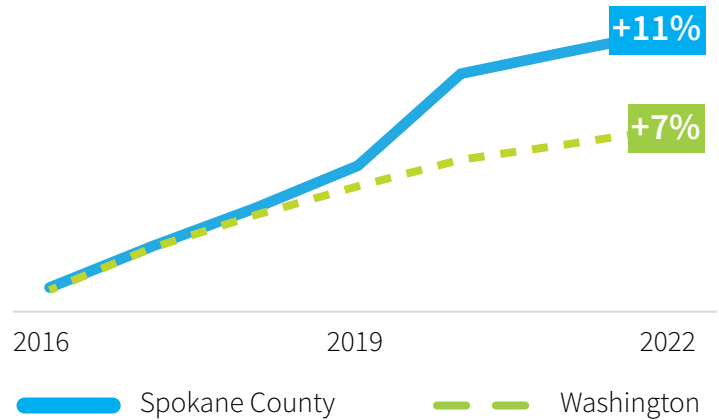
## Demographic Shifts

Rising incomes, increased diversity, and an aging population are among the factors that will influence travel demand in the region.

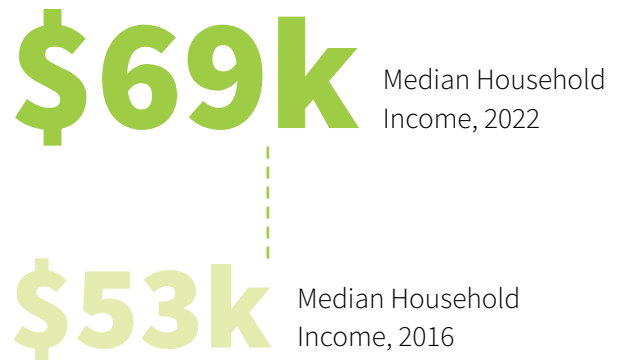
## Homelessness

While poverty and homelessness have become much more prevalent across our region, transit is uniquely positioned to connect people to social services, healthcare, and job opportunities.

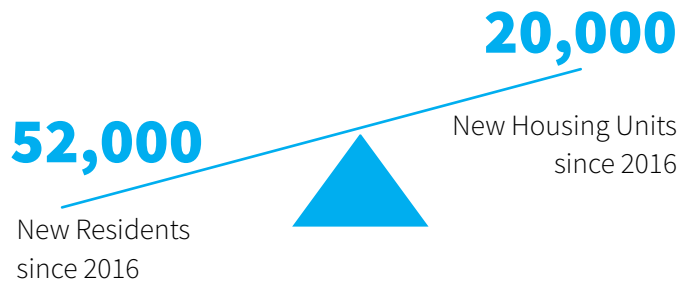
### Population Growth



### Incomes

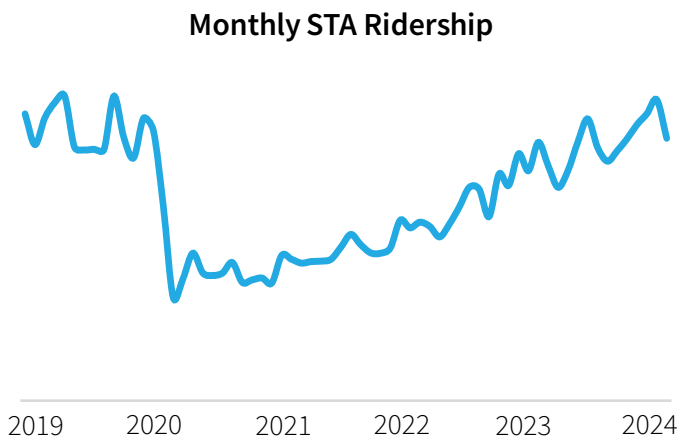


### Housing Supply

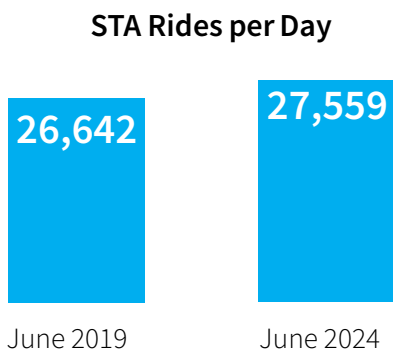


Changes in working habits and travel patterns since COVID-19 have altered transit ridership across the country, but STA continues to play an integral role in how people get around the Spokane region. Few transit agencies have steadily built back ridership to the degree we have at this point in time.

STA has steadily built back ridership since 2020.



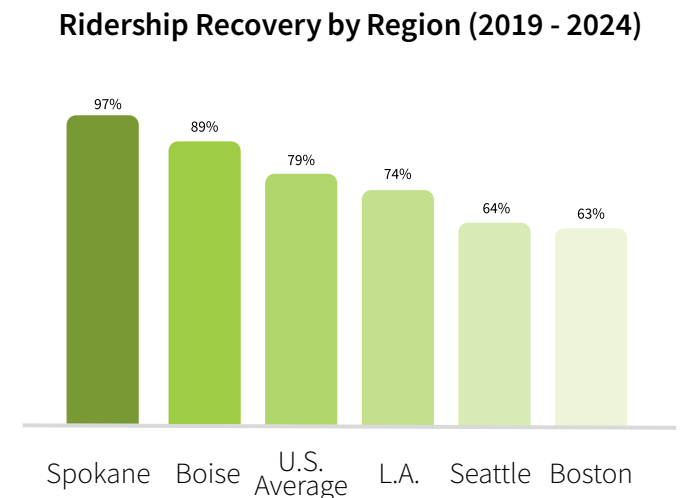
STA provided nearly 1,000 more rides on a typical day in June 2024 vs. June 2019.



Ridership for the first half of 2024 was at 97% of 2019 levels.

**5.3 Million** STA rides, January - June 2024

STA is in the top 10% of agencies across the U.S. in terms of ridership recovery and has outpaced most agencies across Washington.





## The Value of Transit: Supporting Communities

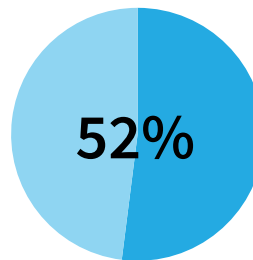
STA's services provide benefits to individuals, families, and communities throughout our region.

### Boosting Our Economy

STA connects workers across the county to jobs, providing a reliable, affordable way to get to work.



Average number of jobs Spokane resident can reach within a 30-minute transit ride.<sup>3</sup>



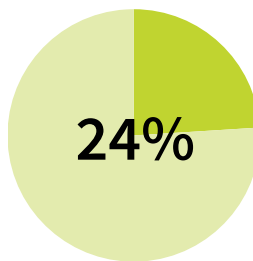
Of all jobs in Spokane County within a 10-minute walk of one of STA's frequent routes that run every 15 minutes.<sup>4</sup>

### Saving Our Families Money

As the price of just about everything has increased, STA continues to provide the most affordable option for getting around our region.



As the annual cost of owning and operating a car has climbed to more than \$12,000, families can potentially save thousands of dollars by relying more on transit.<sup>5</sup>



The average household in Spokane County spends 24% of their budget on transportation—nearly \$14,000.<sup>6</sup>

## Connecting Everyone

STA provides accessible transit options that meet the needs of the diverse communities throughout Spokane County — people of all abilities; young and old; longtime residents and new arrivals.



## Youth Ride Free!

Youth 18 and younger ride free on STA as of 2022. Thanks to funding from Washington's Climate Commitment Act, we have improved access for young people and students throughout our region.

# 1,000+

STA provides more than 1,000 Paratransit trips a day, connecting residents whose disability prevents them from using STA Fixed Route buses to jobs, services, healthcare, and other daily essentials.

44%

Share of STA riders that describe STA as their only form of transportation.

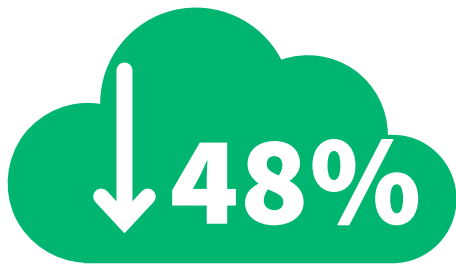
38%

Share of STA riders that say they rely on STA for more than half of their trips.

## The Value of Transit: Supporting Communities

### Sustaining Our Health & Environment

Transit is essential for a sustainable future and STA is diligently working to increase transit's climate benefits by transitioning to zero-emission buses.



STA emits 48% less greenhouse gas emissions (GHG) per passenger mile than the average transit agency in the U.S.<sup>7</sup>

**57,000**

Metric tons of CO<sub>2</sub>e

STA helps eliminate 57,000 metric tons of greenhouse gas emission (carbon dioxide equivalent) annually — more carbon saved than if we covered all of Spokane with trees.<sup>8</sup>



## Our Funding Landscape: Sustaining Our Investments

At STA, we put tremendous emphasis on being good stewards of taxpayer resources. We maintain a no-debt financial position and continually operate as a financially stable and strong organization, delivering high-quality transit service to the region. STA has the opportunity to invest in our system in the coming years to better connect people across the region to opportunity.

Local voter-approved sales tax is STA's primary source of funding, making up more than three-quarters of our annual operating revenue. STA Proposition 1, which voters approved in 2016, increased our sales tax funding by two-tenths of a cent, to deliver more and better bus service throughout our region. Voter authorization of the added sales tax levy will be required by 2028 in order to sustain service at current levels.

### Current Opportunities for Investment

Based on STA's strong financial position and our current assumptions about the future,

STA is able to maintain the growth of the last decade while also investing in additional one-time improvements in the coming decade to benefit our customers and communities. The Core Investments and Transit Enhancements identified in this plan advance the goals of Connect 2035 (see [Core Investments](#) and [Transit Enhancements](#)).

### Supporting Continued Growth

Throughout the development of Connect 2035, we heard from many community members and riders about their interest in expanding service. We also know that our region's population is poised to grow by 100,000 over the next two decades. Any substantive service expansion beyond current levels will require a new revenue service and supportive investments. Therefore, retaining the community's trust in STA and our ability to effectively and efficiently deliver on our mission is crucial to any future consideration of new revenue sources (see [Future Service Improvements](#)).

By retaining the community's trust, **STA is empowered to deliver investments that better connect people across the region to opportunity.**



# Connect 2035 Strategic Framework

*Connect 2035* is STA's strategic roadmap for bus, Paratransit, and Rideshare services. It builds on the successes of our previous strategic plan, *STA Moving Forward*, to address emerging needs and continued investment in equity, sustainability, and community growth.



## Our Roadmap for the Next 10 Years

*Connect 2035* articulates STA’s strategic framework for bus, Paratransit, and Rideshare service through 2035. It sets an updated vision, mission, goals, and strategies that will guide our organization for the next 10 years. The strategic framework also outlines the key priorities that will guide decision-making and resource allocation, ensuring that our services are responsive to the evolving needs of the communities we serve. **Continued investments in the customer experience, equity, sustainability, and our own employees are at the center of *Connect 2035*.**

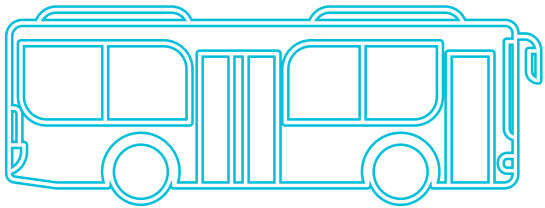
This section outlines the process that led us to *Connect 2035*, summarizes the community engagement that was critical to its development, and highlights the updated vision, mission, goals, and strategies, that will shape our system’s evolution over the next decade, creating a flexible roadmap for meeting current and future mobility needs.



# Connect 2035 Strategic Planning Process

Connect 2035 was developed over 2+ years across two phases. Across both phases, engaging with riders, community members, non-profit organizations, businesses, community-based organizations (CBOs) and our own employees and Board members has been foundational in developing the project's goals and initiatives.

We have specifically worked to involve communities that have been underrepresented in previous planning efforts by partnering with CBOs to reach the people they serve.



Phase 1

Phase 2

**Outreach and Engagement:** Gathered input from riders, residents, employees, community organizations, historically underrepresented communities, and the STA Board through listening sessions, workshops, online engagement, and at community events.

**Strategic Foundation:** Updated STA's vision, mission, and goals based on community and stakeholder input.

**Financial Forecasting:** Examined a range of scenarios for how STA's financial and funding environment could evolve over the next 10 years and identify opportunities for investment.

**Scenario Planning:** Assessed the plan's goals and strategies against the potential impacts and variability of key regional factors.

**Leading Peer Scan:** Looked at innovative projects and programs other transit agencies across Washington state and around North America are implementing to increase ridership, promote equity and accessibility, and improve their service offerings.

**Evaluation of STA Bus Routes:** Examined a myriad of data sources to understand how our bus network performs today, where people are traveling throughout our region, and what changes we can make to better serve our customers.

**Internal Capacity Analysis:** Engaged with senior managers across the organization to identify opportunities for STA to evolve and improve its structure, processes, systems, and resourcing to better deliver the next decade of transit improvements.

**Community and Stakeholder Engagement:** Gathered ideas for how to improve transit in the region via surveys, listening sessions with STA employees, open houses, focus groups, community events and STA Board of Directors engagement. STA partnered with a range of community-based organizations to ensure that unique and diverse perspectives were incorporated.

**Performance Measurement and Tracking:** Established how we will track and report on the impacts of *Connect 2035*.

**Identification and Prioritization of Key Projects:** Using community and stakeholder input, along with findings from various technical analyses, we assembled a list of more than 100 potential projects and investments. We assessed the potential impact and cost of each project to understand how these investments would further important community and regional outcomes and to understand the potential return on our investments.





# Community and Stakeholder Engagement

One of our key goals in crafting this strategic plan was to gather input from the broadest representation of our communities, especially those voices that have typically been underrepresented in planning conversations. We emphasized providing an array of ways that people could engage with the process and provide input, whether by visiting the project website, attending an open house, participating in a listening session, or taking a survey while passing through the Plaza. We also built relationships with community-based organizations and relied on their knowledge and expertise to engage with their constituents and the communities they represent. This plan is stronger because of all the time and input people across the region contributed.

## Community Events & Open Houses

**15** events across the region organized and attended by STA staff to meet community members and learn about their priorities for the future of transit.

## Rider Forums, Listening Sessions, and Interviews

**47** in-depth sessions and conversations with riders, community-based organizations, and businesses to hear about their day-to-day experiences as transit users and opportunities to better meet their needs.

## Municipal Partner Events

**9** meetings with boards and commissions in each municipality in our service area to provide updates and gather input on the strategic planning process.

**13,500+**

Touchpoints with riders and community members over 2+ years to help shape *Connect 2035*.

### **STA Board & Employee Engagement**

**30+** workshops and interviews with STA's Board of Directors and employees throughout the organization to guide the entire strategic planning process.

### **Online & Virtual Engagement**

**9,615** touchpoints with community members and community organizations to share information on the projects and investments.

### **Community Surveys**

**2,485** responses to three surveys that directly informed the development, selection, and prioritization of STA's strategic projects and investments for the next ten years.

## What We Heard from Riders and Community Members



### More Frequent Buses

Across surveys and conversations, riders have consistently emphasized more frequent buses as the most impactful potential improvement.



### High-Performance Transit

Riders see significant opportunity for more High-Performance Transit lines—bus routes with frequent service, faster travel times, and upgraded stations and amenities.



### Expanded Service

There is a desire for more and later service on weekends and weeknights, especially for people who don't work typical Monday to Friday, 9 a.m. — 5 p.m. schedules.



### Areas for New/Increased Service

Riders and community members highlighted areas that would benefit from new or increased bus service, including Spokane Valley, Latah Valley, the West Plains, Liberty Lake, and north Idaho.



### **Language Access**

Having resources for riders (e.g., schedules, how-to guides) available in-language and in other accessible formats is crucial.



### **Safety and Security**

Riders recognize the efforts STA is undertaking to improve safety and security but stressed the need for further improvements.



### **Real-Time Information**

Riders value real-time information on when the next bus will arrive and see opportunities to continue improving the accuracy and availability of this information.



### **Affordability**

Riders consider STA affordable, but some also expressed a need for lower fares to reduce the burden on those experiencing low incomes.

# Connect 2035 Strategic Framework

[Phase 1 of Connect 2035](#) was completed in 2022 and culminated with the adoption of the Strategic Framework by the STA Board of Directors.

## Our Vision

Connecting everyone  
to opportunity

## Our Mission

We provide safe, inclusive, convenient, and efficient public transportation service to Spokane area communities. We are leaders in transportation and a valued partner in the region's social fabric, economic infrastructure, and quality of life.

## Our Goals



Elevate the customer experience



Lead and collaborate with community partners to enhance the quality of life in our region



Strengthen our capacity to anticipate and respond to the demands of the region

The Strategic Framework updated STA’s Vision and Mission, established three strategic goals for the organization, and laid out a set of strategies that would be further developed into projects and investments in the second phase of the project.

# Goals and Strategies

Goals	<b>GOAL 1</b> <b>ELEVATE THE CUSTOMER EXPERIENCE</b>	<b>GOAL 2</b> <b>LEAD AND COLLABORATE WITH COMMUNITY PARTNERS TO ENHANCE THE QUALITY OF LIFE IN OUR REGION</b>	<b>GOAL 3</b> <b>STRENGTHEN OUR CAPACITY TO ANTICIPATE AND RESPOND TO THE DEMANDS OF THE REGION</b>
Strategies	<p><b>1.1</b> Expand and adapt mobility options to attract and serve more people</p> <p><b>1.2</b> Advance frequent, easy-to-use, fast, and reliable service</p> <p><b>1.3</b> Deliver an outstanding door-to-door experience</p> <p><b>1.4</b> Create a welcoming, comfortable, and secure environment for all customers</p>	<p><b>2.1</b> Collaborate to enhance access to transit</p> <p><b>2.2</b> Support community partners to amplify community benefits</p> <p><b>2.3</b> Proactively initiate partnerships to promote and help employers, service providers, and residential development to locate near high-frequency transit</p>	<p><b>3.1</b> Develop, prepare, and empower our team members</p> <p><b>3.2</b> Engage in proactive assessment and planning, and deliver strategic long-term investments most beneficial to our communities</p> <p><b>3.3</b> Exemplify financial stewardship to maintain public trust and organizational sustainability</p>



# *Connect 2035* Projects and Investments

Guided by what we heard from community members and our stakeholders, *Connect 2035* outlines the real work that we are committing to delivering over the next 10 years. The following projects and investments align with our three core goals and seek to strengthen transit access and equity across our region.

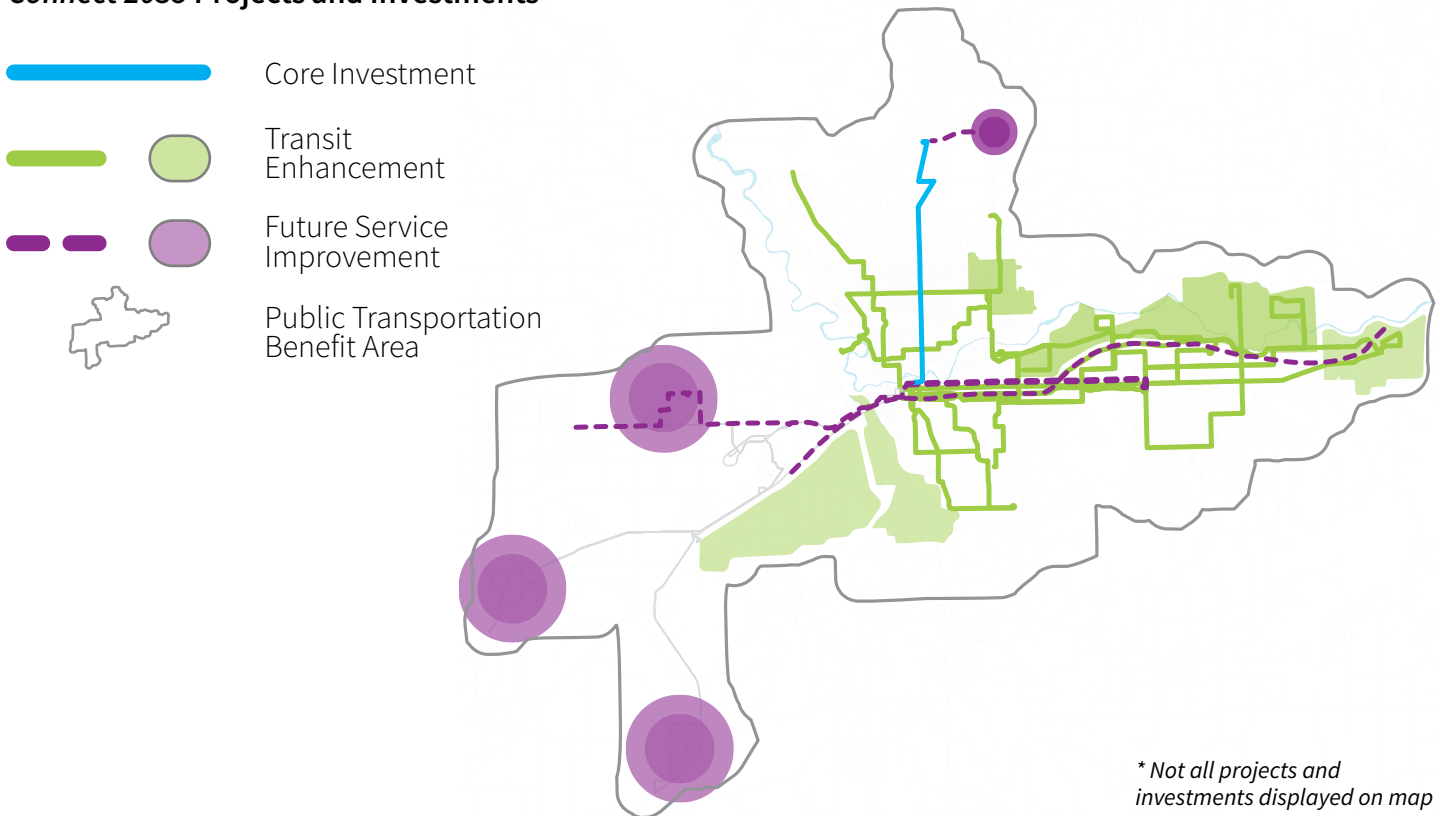


# Transit Investments for Stronger Communities

As the Spokane Region grows and evolves, the role of convenient, reliable transit becomes more critical in addressing challenges such as traffic congestion, environmental impact, and equitable access to transportation. Strategic investments in infrastructure, technology, and services not only enhance the daily experience for customers, but also contribute to the economic vitality of our region by connecting people to jobs, education, and services. The following section outlines the projects and investments we will undertake over the next decade to help connect communities and shape a thriving region. The Connect 2035 projects and investment are divided into three categories:

<b>Core Investments</b>	Major projects that will further all three of our strategic goals and underpin our strategic direction for the decade ahead.
<b>Transit Enhancements</b>	Improvements we will deliver with our existing resources to elevate the customer experience, grow community partnerships, and strengthen our organization.
<b>Future Service Improvements</b>	Projects that respond to needs highlighted by the community and would meet growing demand; however, these will require a new, sustainable funding source to deliver.

## Connect 2035 Projects and Investments

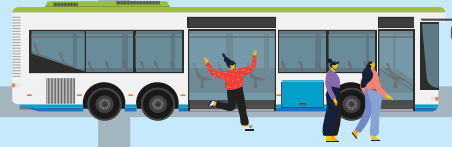




# Transit Investments for Stronger Communities

STA is planning a robust package of investments based off community engagement that will improve the customer experience, better connect communities, support our growing economy, and sustain our health and environment.

Not all projects and investments are depicted here and additional information on these projects is provided in the following section.



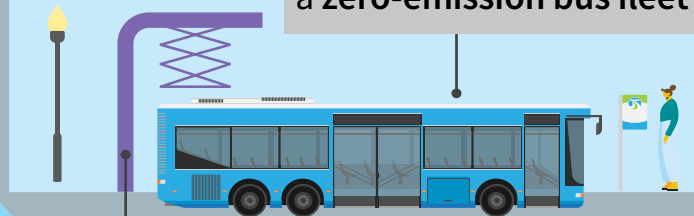
Install signage and develop new rider resources in **languages other than English**



Update routes to better connect to new employment centers



Continue our transition to a zero-emission bus fleet



Pilot a **reduced fare program** for low-income riders

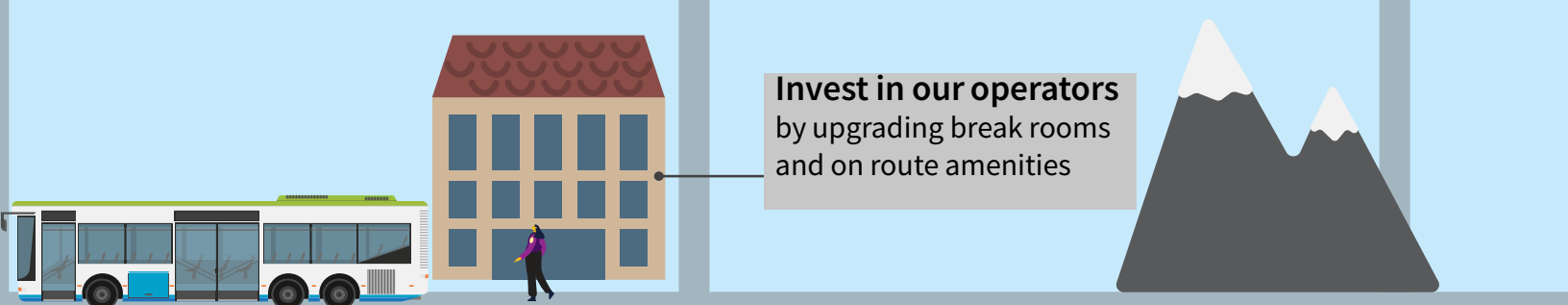


Create a **safety ambassador program**

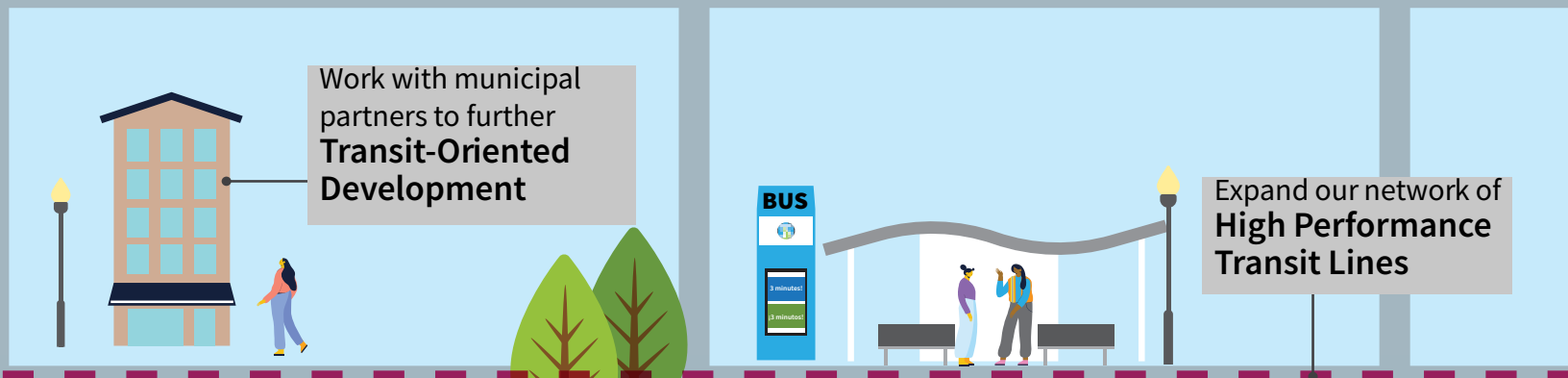
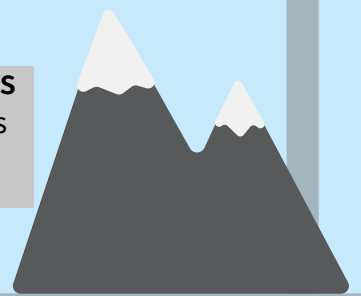


Launch **mobility-on-demand pilots** to serve new areas



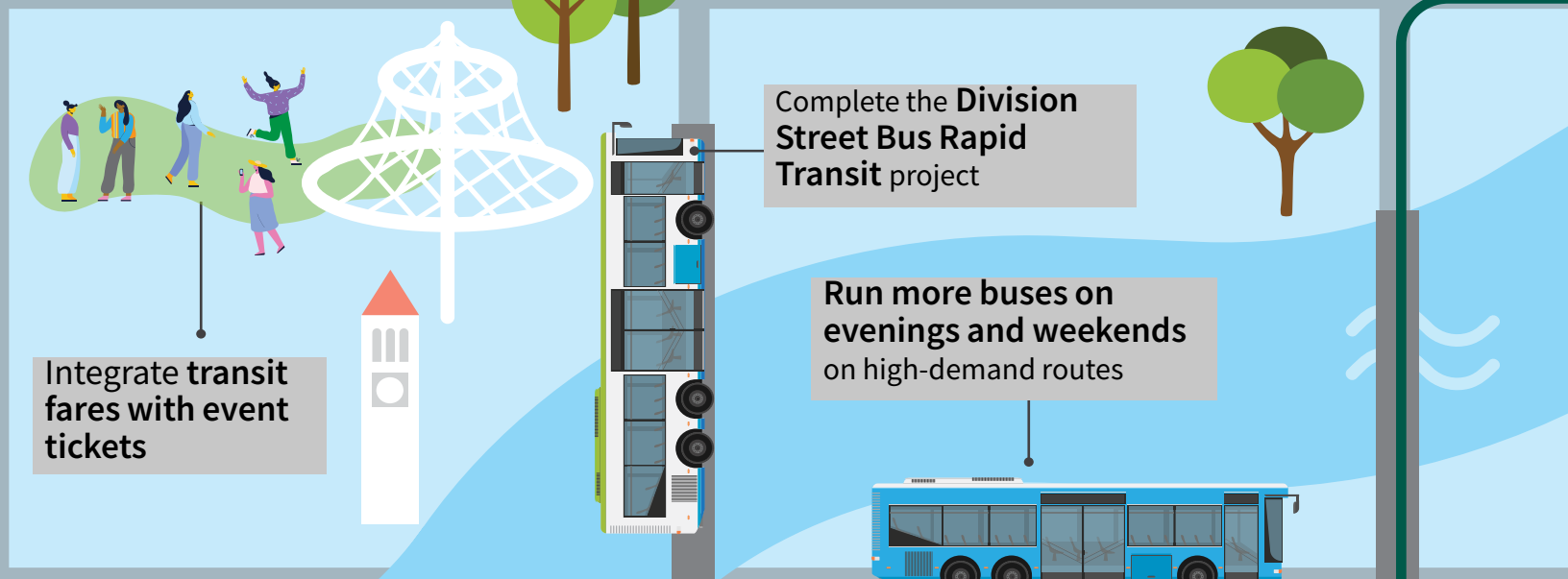


**Invest in our operators**  
by upgrading break rooms  
and on route amenities



**Work with municipal  
partners to further  
Transit-Oriented  
Development**

**Expand our network of  
High Performance  
Transit Lines**



**Integrate transit  
fares with event  
tickets**

**Complete the Division  
Street Bus Rapid  
Transit project**

**Run more buses on  
evenings and weekends  
on high-demand routes**



**Enhance bus stops  
with shelters and lighting**

## Core Investments: Division Street BRT

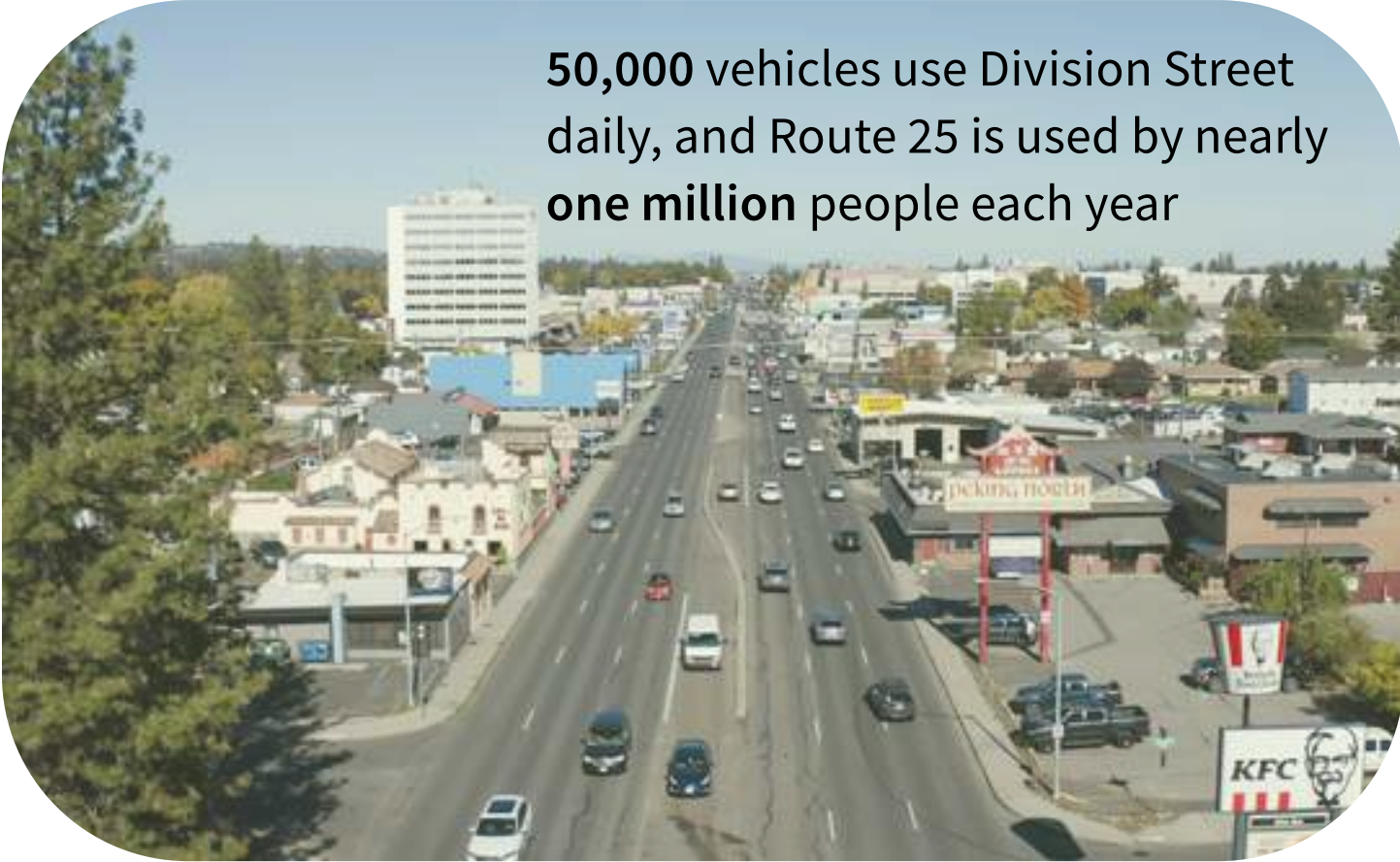
Division Street serves as a vital thoroughfare for thousands of people traveling to their homes, workplaces, and other essential destinations.

[The Division Street Bus Rapid Transit \(BRT\)](#) project is estimated to launch with the completion of the North Spokane Corridor in 2030. **The new BRT line will run for ten miles from downtown Spokane north to Mead.**

In 2019, the STA and the Spokane Regional Transportation Council (SRTC), in collaboration

with the City of Spokane, Spokane County, and the Washington State Department of Transportation (WSDOT), conducted the DivisionConnects study to explore potential enhancements and improvements to the Division Street corridor.

STA is in the process of securing federal funding to deliver the project and has secured a commitment of \$50 million from the state through the [Move Ahead Washington](#) transportation package.



**50,000** vehicles use Division Street daily, and Route 25 is used by nearly **one million** people each year

## Core Investments: Clean Energy Campus & Zero Emission Buses

We are continuing our work to create a healthier region and reduce greenhouse gas emissions by purchasing [zero emission vehicles](#) and building a [new clean energy campus for STA](#) to store and charge these vehicles.

### Clean Energy Campus

STA is committed to reducing the carbon impact of our campus through new and energy-efficient facilities. The new campus will contribute to our operational efficiency that have lower maintenance costs. The future campus showcases our commitment to sustainability and positions STA as a leader in environmental responsibility, inspiring broader adoption of similar practices.

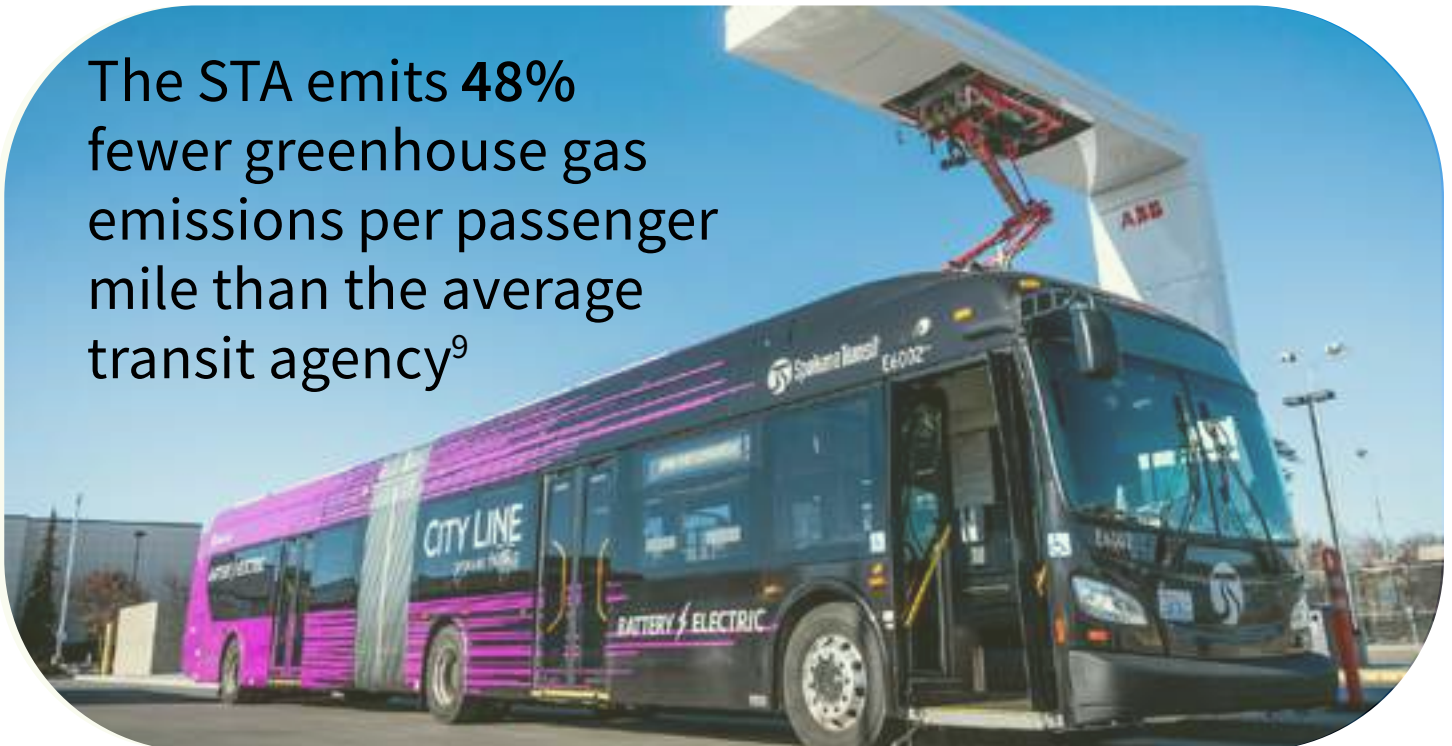
### Zero Emission Vehicles

STA currently has 36 battery electric buses and aims to achieve a **100% zero-emission bus fleet by 2045** to meet state requirements.

To date STA has primarily funded the transition to zero-emission technologies through available grant funding and will continue to identify, pursue, and leverage these opportunities to reduce the burden on Spokane taxpayers.

In addition to environmental benefits, zero emission buses offer lower operating and maintenance costs, helping to ensure the long-term financial sustainability of our transit system.

The STA emits **48%** fewer greenhouse gas emissions per passenger mile than the average transit agency<sup>9</sup>





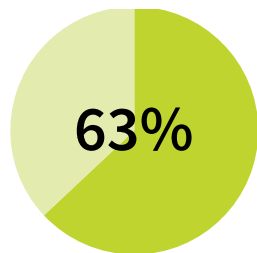
# Goal 1: Elevate the Customer Experience

Throughout the *Connect 2035* planning process, we have heard many ideas from riders and community members about how we can continue to update our services, roll out new features, and provide more amenities that will elevate the customer experience. With our existing resources, STA will pursue the following improvements.

## Updating Bus Routes

Where, when, and how people are traveling around our region has changed over the last several years as a result of the COVID-19 pandemic. We closely monitor these trends, regularly engage with our riders, and listen to rider requests to identify ways to improve our bus routes and service. In the coming years we will be adding more night and weekend service on key routes with high ridership and that serve important job centers, updating service in Spokane Valley to respond to growth and increasing demand, and adjusting routes to better connect to new and emerging employment centers.

Updating Bus Routes was the most highly rated investment to improve customer experience based on community feedback (selected by 63% of more than 500 survey respondents).



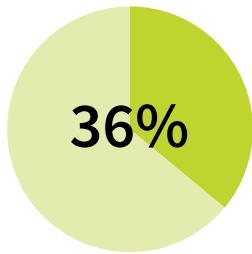
## Improving Bus Stops

Our riders deserve a safe place to wait for the bus that is protected from the elements. We will invest in improving safety and comfort for riders by adding 100 new shelters across the system—increasing the number of shelters by 50%—and installing lighting at every bus stop with a shelter.

*In a survey of more than 1,000 bus riders and community members, **adding shelters and lighting** were the top two investments respondents felt would improve the experience of waiting at the bus stop the most.*



STA's five current High Performance Transit lines account for more than a third (36%) of our ridership on a typical weekday. Over the next 10 years, we will be making major investments to bring the benefits of High Performance Transit to more communities and better connect people across the region.



Share of all STA rides on a typical weekday on existing High Performance Transit lines.

### **Upgrade Route 33 Wellesley to a High-Performance Transit Line**

Route 33 – Wellesley is an important cross-town route traveling from Spokane Falls Community College to Spokane Community College and passing through a number of diverse neighborhoods. Route 33 – Wellesley already has frequent service with buses coming every 15 minutes for most of the day, and this project would invest in enhanced stations and amenities to increase safety, comfort, and the overall experience for riders.

### **Planning and Designing the Next Round of High Performance Transit Lines**

Across the many surveys, listening sessions, community events, and open houses we have conducted to hear from community members, our riders have consistently said that increasing

frequency and creating more High Performance Transit lines are the most meaningful ways STA can improve their experience and make the system more convenient and useful. Based on rider feedback, ridership data, and analysis of regional travel patterns and growth, we have identified three high-priority future HPT lines. We will also continue to evaluate opportunities for future high-capacity transit corridors.

- Route 61 – Highway 2/Fairchild
- Extending Route 9 – Sprague to Liberty Lake
- Extending Division Street BRT from its current planned end point at the Hastings Park and Ride east into Mead



## Goal 1: Elevate the Customer Experience

### Safety Ambassadors

Of STA riders, 70% report feeling safe while riding the bus compared to a national average of 42% of transit users. Throughout this planning process, though, we've also heard significant input around the need to improve the sense of safety and security throughout our system.

Aside from the bus being on time, feeling safe on the bus is our riders' highest priority. To help address these issues, STA will pilot a new safety ambassador program to help foster a safe, welcoming environment for all our customers.

### Streamlining Paratransit Booking

STA provides more than 1,000 Paratransit trips a day, connecting people with disabilities to destinations across the region. In order to make it easier and more convenient for paratransit users to book their rides, we are creating a new platform for Paratransit users to schedule their trips online versus having to call in to book trips.

### Improve Real-Time Information

We know that riders value access to real-time information about when the next bus is arriving and count on that information to be accurate. In order to continually improve the reliability of real-time information, we will upgrade our backend technology systems to enable better, more accurate information for our riders.

### Case Study: TriMet Ambassador Program<sup>10</sup>

*The Tri-County Metropolitan Transportation District's (TriMet) ambassador program is designed to serve riders and encourage safe transportation use. TriMet Ambassadors are contracted to help people learn about the transit system, safety, and trip planning throughout the Portland area. Ambassadors have mental health training, carry water, dry socks, and other supplies, answer questions, and help handle situations that would otherwise result in calls to security or the police.*

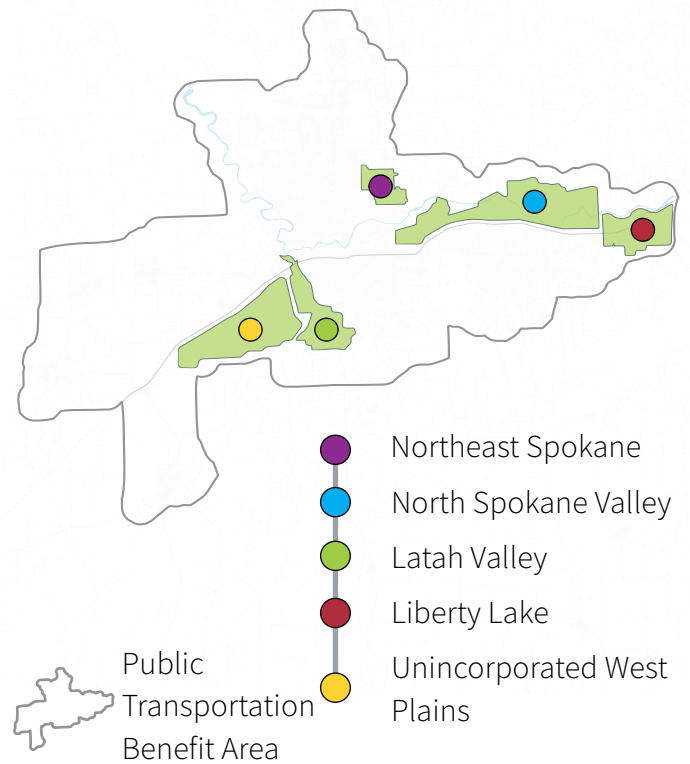
*The TriMet ambassador program is a product of a Transit Public Safety Advisory Committee comprised of regional thought leaders, community representatives and national transit experts. The committee used feedback gathered through surveys and listening sessions to develop targeted safety improvements.*

## New Mobility-On-Demand Services

STA will pilot new Mobility-on-Demand services (technology-enabled services like Uber or Lyft but with multi-passenger vehicles) in four locations across the region to expand transit coverage and better connect workers to jobs: North Spokane Valley, Latah Valley, Liberty Lake, unincorporated portions of the West Plains, and Northeast Spokane.

Input from community members highlighted these areas as fast-growing locations that would benefit from transit service, and piloting Mobility-on-Demand will provide STA with information on the cost effectiveness and customer response to this new type of service. We will also develop a Mobility-on-Demand program to serve targeted geographic locations and trip types that are not well-served by the fixed-route bus network.

## Planned Mobility-on-Demand Service Areas



## Case Study: King County Metro Flex<sup>11</sup>

King County Metro's Metro Flex service is designed to help residents access public transportation by providing on-demand rides to and from transit hubs. These rides are typically shared with other passengers and transport people from their homes, work, or nearby locations to major transit stations in the Seattle area.

Initially launched as a pilot program, Metro Flex now operates in five specific areas of King

County. Fares are priced similarly to regular buses, and payment is integrated with ORCA cards, which are used for fare payment on public transit across the Puget Sound region.





## Goal 2: Lead and Collaborate with Community Partners

We operate in our region's ecosystem, delivering transportation options for community members. Creating strong partnerships will ensure that we make informed choices, through collaboration, that benefit everyone and contribute to the vibrancy and sustainability of this region now and in the future. Leveraging our existing resources, STA will pursue the following improvements.

### **Pilot a Reduced Fare Program for Riders Experiencing Low Incomes**

Even as the price of most goods and services has increased in recent years, STA has maintained our regular fare of \$2 for bus and Paratransit rides. We have also introduced new programs, like free rides for youth 18 and under, and innovations such as fare capping. Fare capping limits the total amount a rider pays over a certain period of time, such as a day, week, or month. At STA, fares are capped at \$4 a day or \$60 monthly.

To further our vision of Connecting Everyone to Opportunity, we will pilot a reduced fare program for riders experiencing low incomes. Defining the parameters of the pilot program, such as the discount and eligibility requirements, will involve significant engagement with the public and stakeholders.

### **Case Study: ORCA Lift<sup>12</sup>**

*King County Metro's ORCA Lift Program is a reduced-fare transit initiative in the Seattle area aimed at providing affordable public transportation for low-income individuals. Administered by various transit agencies in the Puget Sound region, the program offers a significant discount on fares, often 50% lower than regular adult fares, across multiple modes of public transportation, including buses, light rail, streetcars, ferries, and trains. The program is designed for residents whose income is at or below 200% of the federal poverty level. The program is a vital resource for ensuring that public transportation remains accessible for those facing economic hardships.*

### **Empower New Riders to Use the Bus**

Special Mobility Services, a partner of STA, offers a robust travel training program that provides one-on-one assistance to help people learn how to use the bus system to travel independently. More than three out of four STA riders report feeling confident navigating the system and say it is easy to find information on services, routes, and schedules. Partnering with CBOs, we will work to increase programs teaching new riders to use the bus, with a specific focus on reaching disadvantaged communities.

## Encourage More Housing and Employment Near STA's Transit Services

As a growing region, working to encourage more housing and employment to locate near transit benefits everyone—lowering costs for families, increasing transit ridership, reducing congestion, and improving air quality. We will work with our municipal partners across the region to fund planning efforts for transit-oriented development (TOD), laying the groundwork for future mixed-use development and growth along key transit corridors.

## Electric Vehicle Charging

As more households across the region purchase electric vehicles, STA will work to expand access to convenient, public electric vehicle charging at

our park-and-rides and other facilities. We will work with our partners at Avista and the Spokane Regional Transportation Council to tap into state and federal programs to support this work.

## Enhance Transit Information Accessibility

More than 7% of households in Spokane County speak a language other than English at home. STA will work with community partners to raise awareness of existing information on our services in languages other than English and identify the need for additional rider resources and signage in other languages.

*“Our community’s demographics are changing, and we need to provide services in the languages our community speaks.”*

*– Community Survey respondent*

## Case Study: Division Street TOD Pilot

*The Division Street TOD Pilot is a community-based plan to produce a corridor-wide vision for transit-oriented development (TOD) along the Division Street corridor. The project was established in 2022 as a collaboration between the City of Spokane, Spokane County, and the STA, and funded by the Federal Transit Administration’s Pilot Program for TOD Planning. The plan is currently in its concept development phase and is set to propose a community-based vision recommending plans and policies that guide land use and maximize the high-frequency transit along Division Street.*

*The TOD plan also builds on the assessment of a locally preferred alternative for BRT on Division Street. Consequently, the regional effort on Division Street will guide future investments that support historically marginalized communities since it runs through seven high risk neighborhoods.*

## Goal 2: Lead and Collaborate with Community Partners

### Expand Partnerships with Employers

Of STA riders, 12% get their bus pass through their employer and [STA's Employer Sponsored Bus Pass Program](#), which allows employers to purchase discounted Connect fares and passes. As the number of jobs in our region continues to grow, we will work to expand and deepen these partnerships, working with Commute Smart Northwest to invest in additional outreach and education efforts.

### Attract More Visitors to Use the Bus

In 2023, 9.8 million visitors came to Spokane County,<sup>14</sup> which represents a major opportunity for STA to attract more riders and support the regional economy. Partnering with Visit Spokane, hotels, and event organizers, we will improve and increase the sharing of information on how to use the bus geared towards tourists and visitors, along with programs to incentivize ridership. For example, we will work with event organizers and venues to integrate transit fare into event tickets, a successful practice used in other cities.

### Case Study: Climate Pledge Arena, Seattle, Washington<sup>13</sup>

*The transit partnership associated with Seattle's Climate Pledge Arena is part of a broader effort to promote sustainable transportation and reduce the environmental impact of events at the venue. Climate Pledge Arena, which opened in 2021 and is home to the NHL's Seattle Kraken, the WNBA's Seattle Storm, and various concerts and events, aims to be the world's first carbon-zero arena.*

*One of the core features of the partnership is that **all event tickets for Climate Pledge Arena include free public transit**. This initiative is part of a collaboration between the arena, the Seattle Kraken, and Sound Transit (the regional light rail and bus service provider), as well as King County Metro, which operates buses in the area. This offer applies to both bus and light rail services on event days, encouraging attendees to use public transit instead of driving.*

---

## **Increase Engagement with Underrepresented Communities**

Through the *Connect 2035* process we have built and deepened relationships with many CBOs and the perspectives we have heard through these partnerships has been invaluable to the process. Going forward, we will formalize these partnerships and practices by establishing a CBO Network to support and strengthen our engagement efforts with underrepresented communities.

*Throughout the Connect 2035 planning process, STA conducted 20 meetings, interviews, and listening sessions with CBOs to gather input and ideas from communities that have been historically underrepresented, including African American residents, Spanish speakers, new arrivals to the Spokane region, the Asian American and Pacific Islander community, youth, people with disabilities, and the LGBTQ+ community.*

### **Case Study: LA Metro CBO Network<sup>15</sup>**

*To meet the goals of the Vision 2028 Strategic Plan, LA Metro intends to further collaborations with CBOs and equitably meet community needs. In 2021, TransitCenter and the Center for Neighborhood Technology helped develop a database connecting CBOs and LA Metro staff to each other in order to facilitate potential partnership opportunities.*

*Now, the LA Metro CBO Network serves as a centralized database for Metro departments to identify local organizations for project collaborations. The site provides users with profile information on organizations and partnership opportunities with Metro. Overall, The LA Metro CBO Network is designed to ensure that the CBOs Metro engages with will more accurately reflect the County's diverse communities and promote equitable strategies by strengthening partnerships with CBOs where Metro operates.*

## Goal 3: Strengthen Our Capacity

As an organization, STA must grow and adapt to ever changing conditions and respond to the demands of the region. Having a team who is well equipped and focused on our mission, along with strong supporting infrastructure, will provide the foundation required to deliver on the goals of this plan, balanced with providing reliable daily service. Using our existing resources, STA will pursue the following projects and investments.

### Improve Real-Time Information

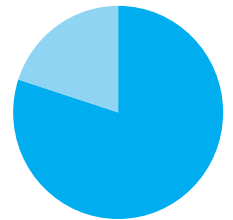
We know that riders value access to real-time information about when the next bus is arriving and count on that information to be accurate. In order to continually improve the reliability of real-time information, we will upgrade our backend technology systems to enable better, more accurate information for our riders.

### Invest in Our Operators

STA has made significant investments over the last several years to hire and retain more bus operators. Looking forward, we are committed to investing in our operators and improve their day-to-day experience by upgrading break rooms and amenities, delivering more high-quality restrooms along routes, and developing new operator support systems.

# 80%

of STA riders say that bus operators are knowledgeable, courteous, and helpful—significantly higher than the national average.<sup>16</sup>





---

### **Streamline Customer Interactions and Service Delivery**

At STA, we pride ourselves on our customer service and continually work to make it easier for riders to get the information they need quickly and easily. Investing in new technology solutions will enable our customer service teams to better track, respond to, and resolve customer inquiries and improve collaboration for teams across STA. The results for our customers: smoother, faster resolution for inquiries and issues.

### **Safer Vehicles**

STA has begun gathering more information from vehicles on driver behavior and vehicle condition to improve safety, inform preventative maintenance, and create new opportunities for operator training. In the coming years, we will continue these investments to cover our entire fleet of vehicles.

### **Increase Transparency and Access to Data**

We know that reporting on our performance and making data publicly available are critical to building trust with our communities. As part of *Connect 2035*, we will develop user-friendly public dashboards for key performance indicators and make it easier to access and use transit data.

### **Build Our Team**

At STA, we invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving our region. To support this work, we will establish an organizational development program to formalize training, leadership development, and enhance employee engagement and internal communications across the organization.



# Future Service Improvements

Throughout the *Connect 2035* planning process, we heard many ideas for future projects and investments. Many of these ideas are tied to increasing transit service—either running buses later or more often on existing routes, or creating new routes to serve growing parts of the region.

Delivering these future improvements will require additional, ongoing funding sources, so that STA can sustainably grow service without compromising any of the investments of the past decade. Extending our current levels of sales tax funding, which requires voter approval before 2028, will enable STA to maintain past investments and deliver the package of projects and investments highlighted in the preceding pages; however, it would not provide additional funding needed to continue expanding the system. A new funding source, such as increasing the transit sales tax rate to 0.9% (or an additional 0.1%), is necessary to enable continued growth of the system and major service increases.

These potential future investments are organized around two key themes:

## Service Frequency and Extensions

**Increase weekend service frequency** on additional high-performing routes.

**Extend bus service to 12:30 a.m. Monday to Saturday.**

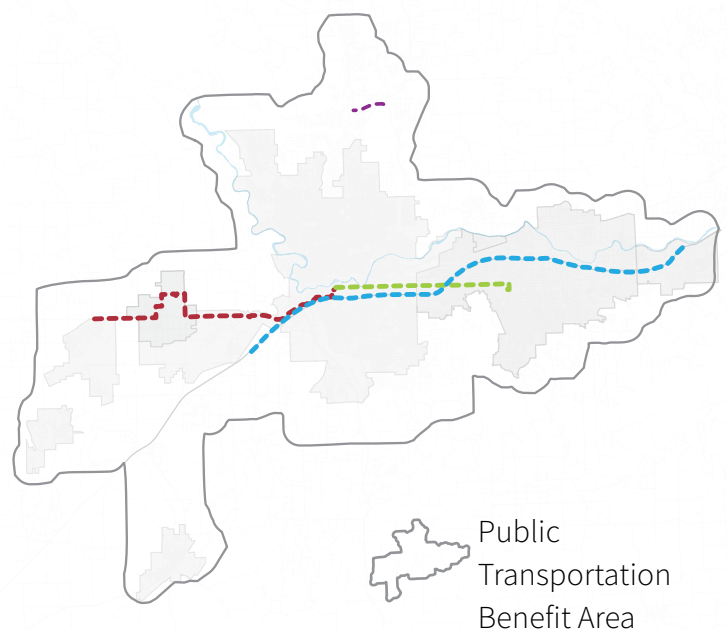
**Increase service frequency in the West Plains.**

**Make Mobility-on-Demand pilots permanent** to provide transit service to growing areas.

## High Performance Transit




- Upgrade Route 61 - Highway 2/Fairchild** to HPT (upgraded stations and amenities and increased frequency).
- Extend Route 9 - Sprague** to Liberty Lake (upgraded stations and amenities and increased frequency).
- Expand High Performance Transit** investments in the I-90 corridor between Liberty Lake and the Airport to include more frequency and additional connections.
- Upgrade the planned Division Street Bus Rapid Transit line** to 10-minute service and extend the line to Mead from Hastings Park and Ride.

## Future High Performance Transit Lines





## PURCHASE YOUR PASS HERE

-  Cash customers: Purchase fare here instead of on the bus; *no change given*
-  Scan QR Code pass at validator
-  Pass valid for 2 hours from time of purchase

## OTHER PAYMENT OPTIONS

-  Contactless payments accepted at fare validators  
VISA    
-  More fare information at [spokanetransit.com/connect](https://spokanetransit.com/connect)





# Putting the Plan Into Action

Putting *Connect 2035* into action is crucial because it ensures that we can effectively meet the evolving transportation needs of our region. This plan provides a clear roadmap for addressing key challenges such as growing demand, funding limitations, and the need for modernized infrastructure. By implementing *Connect 2035*, we can improve service reliability, expand sustainable initiatives, and enhance overall accessibility, leading to better transit experiences for everyone.



## Implementing *Connect 2035*

*Connect 2035* presents STA's portfolio of projects, programs, initiatives, and investments we aim to improve and implement. This slate of investments will be put into action through our annual budget and Capital Improvement Plan processes, and our Transit Development Plan, which details near- and medium-term service improvements.

As we implement the plan in the coming years, we will remain committed to listening to our riders and engaging with our partners to inform the development, design, and rollout of individual initiatives.

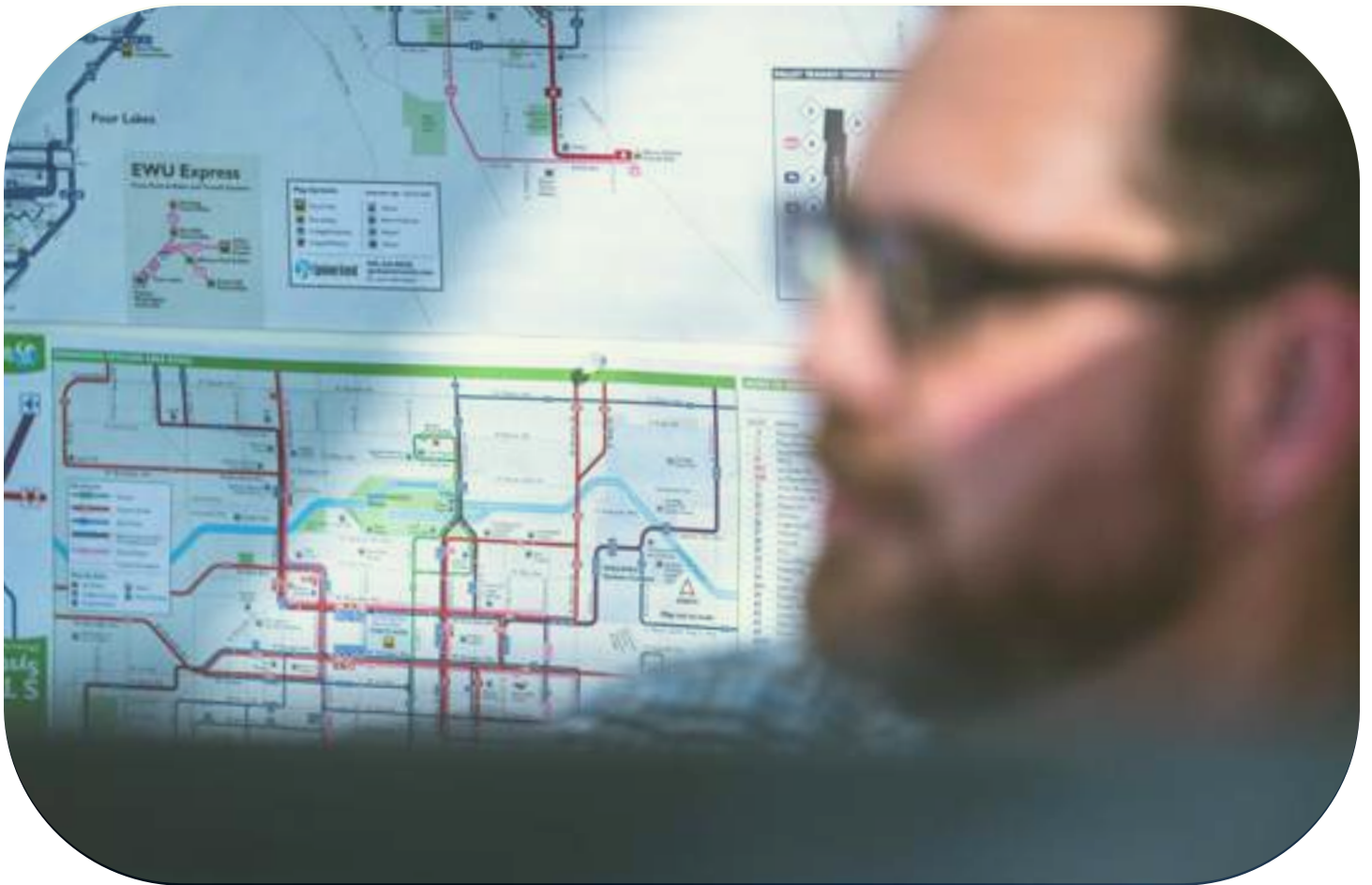




## Tracking Our Progress

The performance measures included in *Connect 2035* will play a critical role in communicating STA’s progress and building accountability and transparency with the public, elected officials, and funding bodies. The performance measures below will be primarily external-facing—acting as STA’s report card on *Connect 2035* to be shared with the public. They will also play an important role in our internal decisions, helping us determine whether the actions we are taking and investments we are making are leading to the outcomes we care about—or whether we need to adjust course, reallocate resources, or adapt in other ways.

The STA already provides quarterly reports on performance to the Board of Directors as well as updates on the implementation of *STA Moving Forward*. To avoid duplication with these existing reports, *Connect 2035*’s performance measures will be reported on a trimester schedule. Each trimester report will include updates on all headline performance measures and status updates on *Connect 2035* initiatives. Additionally, each report will focus on all performance measures under one of the three strategic goals, providing a more in-depth look at STA performance and accomplishments around that goal.



## Goal 1

### Elevate the Customer Experience

- **Overall system ridership**
- **Percent of residents and jobs within a 10-minute walk of all-weekday frequent transit**
- **Favorable customer experience score**
- On-time performance
- Unlinked trips per capita
- Percent of residents within 10-minute walk of any STA service
- Customer safety score
- Percent of population that has ridden STA in the last 30 days
- Customer satisfaction with passenger information

## Goal 2

### Lead and Collaborate with Community Partners

- **Number of new housing units by frequent transit**
- **Number of rides facilitated through partnerships** (UTAP, CAP, Youth Ride Free, low-income fare, event integration)
- Rating on “STA is essential to the livability in the region” on community surveys
- Number of engagement events and online interactions
- Percent of regional employers offering transit benefits
- Participation on local organization boards and in events/activities

## Goal 3

### Strengthen our Organizational Capacity

- **Fully funded annual budget and six-year capital plan**
- **Consistent rating as one of the best places to work in our region**
- **Annual employee retention rate**
- Percent of employees receiving annual training
- Pounds of greenhouse gas emissions per passenger mile traveled
- Percent of revenue miles by zero-emission vehicles
- Rating on “provides taxpayers good value for the money” in community survey
- Employment engagement index
- Succession plans defined across the organization

\* **Headline Performance Measure**

# Appendix



# Goal: Deliver the Core Investments

Initial Planning-Level Cost	
\$	< \$200,000
\$\$	\$200,000 - \$1,000,000
\$\$\$	\$1,000,000 - \$7,000,000
\$\$\$\$	> \$7,000,000

Initiative	Partner Agencies	Cost Category	Project Delivery Timeframe	Implementation Year
Implement the Division Street Bus Rapid Transit project	WSDOT, City of Spokane, SRTC	\$\$\$\$	5+ Years	
Implement the Zero-Emission Vehicle Transition Plan	Avista, New Flyer, Proterra, Spokane Regional Clean Air Agency	\$\$\$\$	5+ Years	
Implement the Facilities Master Plan to create a Clean Energy Campus	Avista, Other utility providers, Spokane Regional Clean Air Agency	\$\$\$\$	5+ Years	

## Goal 1: Elevate the Customer Experience

Initiative	Partner Agencies	Cost Category	Project Delivery Timeframe	Implementation Year
Implement online scheduling for paratransit trips		\$	Up to 2 Years	
Implement a Mobility-on-Demand pilot in North Spokane Valley	City of Spokane Valley	\$\$	Up to 2 Years	
Implement a Mobility-on-Demand pilot in Latah Valley	City of Spokane	\$\$	Up to 2 Years	
Implement a Mobility-on-Demand pilot in Liberty Lake	City of Liberty Lake	\$\$	Up to 2 Years	
Implement a Mobility-on-Demand pilot in unincorporated portions of the West Plains	Spokane County	\$\$	Up to 2 Years	
Implement a Mobility-on-Demand pilot in Northeast Spokane		\$\$	Up to 2 Years	
Evaluate opportunities for high-capacity transit, appropriate service modes, and the greatest corridors of opportunity		\$\$	Up to 2 Years	
Pilot a safety ambassador program with trained personnel on buses and at facilities	Downtown Spokane Partnership	\$\$\$	Up to 2 Years	
Develop a mobility on demand program for targeted geographic locations and trip types not well-served by the fixed-route network	Human Service Providers, Community Based Organizations	\$\$\$	Up to 2 Years	

<b>Initial Planning-Level Cost</b>	
<b>\$</b>	< \$200,000
<b>\$\$</b>	\$200,000 - \$1,000,000
<b>\$\$\$</b>	\$1,000,000 - \$7,000,000
<b>\$\$\$\$</b>	> \$7,000,000

<b>Initiative</b>	<b>Partner Agencies</b>	<b>Cost Category</b>	<b>Project Delivery Timeframe</b>	<b>Implementation Year</b>
Implement the fixed route network optimization (additional night/weekend service on high-performing routes, updating service in Spokane Valley, reaching new job centers)	City of Spokane Valley, Major regional employers	\$	2-3 Years	
Install lighting at all sheltered stops		\$\$	2-3 Years	
Install shelters at all stops with more than 25 daily boardings		\$\$\$\$	2-3 Years	
Conduct planning and design for future HPT corridors: Route 61 - Highway 2/Fairchild	Fairchild Airforce Base, City of Airway Heights, Spokane Airport	\$\$	3-5 Years	
Conduct planning and design for future HPT corridors: extend Division St. BRT to a potential new transit center in Mead	Spokane County	\$\$	3-5 Years	
Conduct planning and design for future HPT corridors: extend Route 90 - Sprague to the Appleway Park-n-Ride	City of Liberty Lake, City of Spokane Valley	\$\$	3-5 Years	
Upgrade Route 33 - Wellesley to High Performance Transit (infrastructure)	City of Spokane	\$\$\$\$	3-5 Years	



## Goal 2: Lead and Collaborate with Community Partners

Initiative	Partner Agencies	Cost Category	Project Delivery Timeframe	Implementation Year
Increase educational efforts to raise awareness of service information in languages other than English and ability to request translations	Community Based Organizations	\$	Up to 2 Years	
Expand outreach to employers to educate about the benefit of transit and STA's service options	Major regional employers, Commute Smart Northwest	\$	Up to 2 Years	
Work with event organizers to integrate transit fare into event tickets	Public Facilities District Event Venues	\$	Up to 2 Years	
Work with Visit Spokane, hotels, and event organizers to develop partnerships and enhance information for visitors	Visit Spokane, Downtown Spokane Partnership	\$	Up to 2 Years	
Fund station area TOD planning efforts in partnership with municipalities	Municipal partners	\$\$	Up to 2 Years	
Pilot an eligibility-based reduced fare program for riders experiencing low incomes	Community Based Organizations, Human Service Providers, Social Service Agencies	\$\$	Up to 2 Years	
Increase programs teaching new riders to use the bus, including partnerships with CBOs	Community Based Organizations	\$\$	Up to 2 Years	

<b>Initial Planning-Level Cost</b>	
<b>\$</b>	< \$200,000
<b>\$\$</b>	\$200,000 - \$1,000,000
<b>\$\$\$</b>	\$1,000,000 - \$7,000,000
<b>\$\$\$\$</b>	> \$7,000,000

<b>Initiative</b>	<b>Partner Agencies</b>	<b>Cost Category</b>	<b>Project Delivery Timeframe</b>	<b>Implementation Year</b>
Establish a CBO network to support and strengthen STA's community engagement efforts focused on underrepresented communities	Community Based Organizations	\$\$	Up to 2 Years	
Identify locations for installation of signage (and other rider resources) in languages other than English”	Community Based Organizations	\$	2-3 Years	
Work with partners to expand access to public electric vehicle charging at STA facilities	SRTC, Avista	\$\$\$	2-3 Years	

## Goal 3: Strengthen Our Capacity

Initiative	Partner Agencies	Cost Category	Project Delivery Timeframe	Implementation Year
Enhance internal employee engagement and communications efforts to retain STA talent		\$	Up to 2 Years	
Increase transparency by developing user-friendly, public-facing dashboards for key performance indicators and making it easier to access and use publicly available data		\$	Up to 2 Years	
Establish an organizational development program		\$\$	Up to 2 Years	
Purchase a customer relationship management system to streamline customer interactions and improve service delivery		\$\$	Up to 2 Years	
Invest in our operators by upgrading break rooms and amenities, expanding access to high-quality restrooms along routes, and developing new operator support systems		\$\$	2-3 Years	
Upgrade our Computer-Aided Dispatch / Automatic Vehicle Location systems to enable more accurate real-time information		\$\$	2-3 Years	

<b>Initial Planning-Level Cost</b>	
<b>\$</b>	< \$200,000
<b>\$\$</b>	\$200,000 - \$1,000,000
<b>\$\$\$</b>	\$1,000,000 - \$7,000,000
<b>\$\$\$\$</b>	> \$7,000,000

<b>Initiative</b>	<b>Partner Agencies</b>	<b>Cost Category</b>	<b>Project Delivery Timeframe</b>	<b>Implementation Year</b>
Make targeted investments in staffing to expand competencies in support of strategic internal and external initiatives		\$\$\$	2-3 Years	
Implement telematics in all STA fleet vehicles to increase safety, efficiency, and opportunities for expanded operator training		\$\$\$	3-5 Years	

## References

---

- 1 U.S. Census Bureau. [OnTheMap](#).
- 2 Spokane Transit. [City Line](#).
- 3 Federal Transit Administration. [National Transit Database Agency Profiles](#).
- 4 Center for Neighborhood Technology. [All Transit Fact Sheet](#).
- 5 U.S. Census Bureau. [OnTheMap](#).
- 6 AAA. [“Your Driving Costs”](#).
- 7 Center for Neighborhood Technology. [H+T Fact Sheet](#).
- 8 Transportation Cooperative Research Program. [“An Update on Public Transportation’s Impacts on Greenhouse Gas Emissions”](#).
- 9 Ibid.
- 10 Tri-County Metropolitan Transportation District of Oregon. [Reimagining Public Safety & Security on Transit](#).
- 11 King County Metro Transit Department. [Metro Flex](#).
- 12 King County Metro Transit Department. [ORCA LIFT](#).
- 13 Climate Pledge Arena. [Sustainability](#).
- 14 Visit Spokane. [Visitor Spending Impact](#).
- 15 TransitCenter. [Strengthening Transit Through Community Partnerships](#).
- 16 Spokane Transit Authority. 2023 Customer Satisfaction Survey.









**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM:** **10A:** DRAFT 2025 STATE LEGISLATIVE PRIORITIES

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Carly Cortright, Chief Communications & Customer Service Officer

---

**SUMMARY:** Each year the Board of Directors adopts Legislative Priorities to assist with the communication of Spokane Transit interests and priorities to the Legislature. During the session, staff will watch for and analyze legislation that presents opportunities and challenges to Spokane Transit.

**Spokane Transit Authority (STA) Focus and Priorities for the 2025 Washington State Legislative Session**

**General Focus**

Monitor and provide information to the Washington State Legislature on proposed legislation that may impact STA or jurisdictions in the Spokane region.

**Specific Priorities**

- **Preserve public transit investments**  
Maintain current state funding for public transit; continue grant funding, including Transit Support and Special Needs grants in Move Ahead Washington legislation.
- **Maintain local authority for public transportation**  
Maintain decision making on effective and efficient delivery of transit services at the PTBA level, including governance structure and transit operations.
- **Transit-Oriented Development**  
Encourage targeted land use policy and infrastructure investments to accelerate increased development around transit facilities along high-capacity routes when compatible with local land use.
- **Transition to Zero-Emission Transit Fleets**  
Support policies and legislation that provide greater incentives to operate and purchase zero-emission transit vehicles and capital infrastructure. Continue and expand funding for Green Transportation grants.
- **Safety and Security for Transit Employees and Customers**  
Support policies that strengthen and advance transit employees' and customers' safety and security that are consistent with STA policy and strategy

## Funding Priorities for 2025-2027 biennium

Category	Project/Grant	Reappropriation (2023-2025 Carryover)	2025-2027 Programmed /Requested Funding	Total
Existing Project	<i>Division Street BRT / Move Ahead WA (\$50M committed to project which will coincide with opening of North Spokane Corridor)</i>	\$2,578,000	\$14,048,000	\$16,626,000
Existing Project	I-90/Valley High Performance Transit (HPT) Corridor Infrastructure: Mirabeau and Appleway Stations / Regional Mobility Grant Program	\$3,667,000		\$3,667,000
Existing Project	I90/Valley High Performance Transit (HPT) Corridor Infrastructure: Argonne Station Park and Ride	\$832,000	\$9,000,000	\$9,832,000
Existing Project	Sprague Line High Performance Transit (HPT) Improvements	\$751,000		\$751,000
Recurring (Estimated \$)	Special Needs (Paratransit) Formula Grant Funding		\$6,960,000	\$6,960,000
Recurring (Estimated \$)	Transit Support Grant		\$13,420,000	\$13,420,000
New - Competitive Grant	Wellesley High Performance Transit / Regional Mobility Grant Program		\$951,200	\$951,200
New - Competitive Grant	On-Route BEB Charging Infrastructure / Green Transportation Grant Program		\$3,208,000	\$3,208,000
New - Competitive Grant	Electric Operations Support Vehicles / Green Transportation Grant Program		\$210,325	\$210,325
New - Competitive Grant	Expansion Coaches / Buses and Bus Facilities Grant Program*		\$1,236,800	\$1,236,800

\*Buses and Bus Facilities Grant awards will not appear as a direct appropriation in the state budget documents

**RECOMMENDATION TO COMMITTEE:** Review and recommend the Board approve, by motion, the 2025 Legislative Priorities as presented.

**COMMITTEE ACTION:** Approved as presented and forwarded to the Board Consent agenda.

**RECOMMENDATION TO BOARD:** Approve, by motion, the 2025 Legislative Priorities.

**FINAL REVIEW FOR BOARD BY:**

Division Head cc Chief Executive Officer  Legal Counsel mc

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 11A :** BOARD OPERATIONS COMMITTEE CHAIR REPORT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Al French, Committee & Board Chair

---

**SUMMARY:** A verbal report will be given at the Board meeting.

**RECOMMENDATION TO BOARD:** Receive Report.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 12A :** PLANNING & DEVELOPMENT COMMITTEE CHAIR REPORT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Pam Haley, Committee Chair

---

**SUMMARY:** A verbal report will be given at the Board meeting.

**RECOMMENDATION TO BOARD:** Receive Report.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 13A :** PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE  
CHAIR REPORT

**REFERRAL COMMITTEE:** n/a

**SUBMITTED BY:** Josh Kerns, Committee Chair

---

**SUMMARY:** A verbal report will be given at the Board meeting.

**RECOMMENDATION TO BOARD:** Receive report.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15A :** COMMITTEE MINUTES – INFORMATION

- Board Operations Committee
- Planning & Development Committee
- Performance Monitoring & External Relations Committee

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Dana Infalt, Executive Assistant to CEO & Clerk of the Authority

---

**SUMMARY:** The approved minutes are attached from the November 6, 2024, Planning & Development and Performance Monitoring & External Relations Committee meetings, along with the November 13, 2024, Board Operations Committee meeting.

**RECOMMENDATION TO BOARD:** Information only.

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

## **BOARD OPERATIONS COMMITTEE MEETING**

Minutes of the November 13, 2024, Meeting

**Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA**  
*w/ Virtual Public Viewing Option*

### **MEMBERS PRESENT**

Al French, Spokane County, *Chair*  
Pamela Haley, City of Spokane Valley,  
*Chair Pro Tem, Planning & Development  
Committee Chair*  
Josh Kerns, Spokane County,  
*Performance Monitoring & External  
Relations Committee Chair, Non-Voting*  
Dan Dunne, Small Cities Representative  
(Liberty Lake)  
Zack Zappone, City of Spokane  
E. Susan Meyer, Chief Executive Officer,  
*Ex Officio*

### **STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications &  
Customer Service Officer  
Karl Otterstrom, Chief Planning &  
Development Officer  
Nancy Williams, Chief Human Resources Officer  
Dana Infalt, Clerk of the Authority & Executive  
Assistant to the Chief Executive Officer  
Amie Blain, Executive Assistant to the Chief  
Financial Officer

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahon, Lamberson,  
Van Wert & Oreskovich, P.C.

---

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

Chair French called the meeting to order at 1:31 p.m., and he confirmed all members present.

#### **2. APPROVE COMMITTEE AGENDA**

*Ms. Haley moved to approve the agenda as presented, Mr. Dunne seconded, and the motion passed unanimously.*

#### **3. CHAIR'S COMMENTS**

None

#### **4. COMMITTEE ACTION**

##### **A. October 9, 2024, Committee Minutes**

**Ms. Haley moved to approve the October 9, 2024, committee meeting minutes as submitted, Mr. Dunne seconded, and the motion passed unanimously.**



## **5. COMMITTEE ACTION/DISCUSSION**

### **A. Consent Agenda**

#### **i. Spokane County Surplus Land Acquisition (Resolution)**

Mr. Otterstrom presented the Spokane County Surplus Land Acquisition item to the Committee.

**Mr. Dunne moved to recommend the Board authorize, by resolution, the CEO to take such actions and execute all documents necessary to acquire parcels 45201.0831 and 45201.0832 situated at 202 S. University Road in Spokane Valley, for \$492,000, Ms. Haley seconded, Chair French recused himself from the vote, and the motion passed unanimously.**

#### **ii. Sprague Line Right of Way Acquisition**

Mr. Otterstrom presented the Sprague Line Right of Way Acquisition item to the Committee. The Committee discussed the stormwater impacts. Mr. Otterstrom assured the Committee those impacts are accounted for in the project design.

**Mr. Dunne moved to recommend the Board approve, by motion, the real property acquisition and associated temporary construction easement between McDonald's Corporation and Spokane Transit for a portion of Spokane County Parcel #35232.9107 for a total of \$11,175.57 and authorize the CEO to execute closing documents on behalf of Spokane Transit, Ms. Haley seconded, and the motion passed unanimously.**

## **6. BOARD OPERATIONS COMMITTEE WORK PROGRAM – DISCUSSION**

### **A. Develop Future Framework**

#### **i. 2025 New Board Member Orientation Program**

#### **ii. 2025 New Board Member Mentorship Program**

The Committee discussed the orientation process and mentorship opportunities for new Board Members. Suggestions included providing new members with a paper copy of STA's foundational documents and requiring review of those documents, attending the APTA Legislative Conference in Washington D.C. in the spring and the APTA Conference in the fall, current Board Members outside of the new member's jurisdiction contacting the new member and providing an introduction to the Board, and working to build cohesion between the Board Members.

### **B. Draft Board Operations 2025 Committee Work Program**

Ms. Clark, STA's legal counsel, presented the 2024 and 2025 Board Operations Committee draft Work Plan to the Committee. Ms. Clark recommended providing a draft work plan for the Committee in 2025, for that Committee to discuss, review, and adopt a plan for 2025.

## **7. COMMITTEE CHAIR REPORTS**

### **A. Pam Haley, Chair, Planning & Development (P&D)**

Ms. Haley shared the items presented at the Planning & Development Committee meeting on November 6, 2024.

**B. Josh Kerns, Chair, Performance Monitoring & External Relations (PMER)**

Mr. Kerns shared the items presented at the Performance Monitoring & External Relations Committee meeting on November 6, 2024.

**8. BOARD OF DIRECTORS AGENDA NOVEMBER 21, 2024**

Ms. Meyer shared that Board action is expected to come after the Executive Session.

*Ms. Haley moved to approve the Board of Directors agenda as presented, Mr. Dunne seconded, and the motion passed unanimously.*

**9. BOARD OPERATIONS COMMITTEE DRAFT AGENDA DECEMBER 11, 2024**

Mr. Zappone requested that equal jurisdictional representation at Board Operations Committee meetings in January of each year be codified in the Board Operations Committee's rules. Mr. Zappone requested discussion on this topic be added to the agenda in December. Ms. Clark advised an analysis of the current rules will be conducted to determine if this rule exists, and the results of the analysis will be provided at the meeting in December.

**10. CEO REPORT**

Ms. Meyer shared the results of a recent constituent complaint that came to STA from a Board Member and STA's actions and response. Ms. Meyer shared the October 2024 voter-approved sales tax revenues representing August 2024 sales. Actual was \$9.9M, compared to the budget of \$8.3M, for a 19.3% difference, or \$1.6M. Year-to-date results are 3.9% above budget.

**11. NEW BUSINESS**

None

**12. ADJOURN**

Chair French adjourned the meeting at 2:18 p.m.

Respectfully submitted,

*Amie Blain*

Amie Blain  
Executive Assistant to the Chief Financial Officer

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

## **PLANNING & DEVELOPMENT COMMITTEE MEETING**

Minutes of the November 6, 2024, Meeting

**Northside Conference Room**  
**Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA**  
*w/Virtual Public Viewing Option*

### **MEMBERS PRESENT**

Pam Haley, City of Spokane Valley – *Chair*  
Dan Dunne, Small Cities Representative (Liberty Lake)  
Zack Zappone, City of Spokane  
Kitty Klitzke, City of Spokane  
Chris Grover, Small Cities Representative (Cheney)  
*Ex-Officio*  
Dan Sander, Small Cities Representative  
(Millwood) *Ex-Officio*  
Rhonda Bowers, Labor Representative  
(*Non-voting*)  
E. Susan Meyer, Chief Executive Officer  
*Ex -Officio*

### **STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Karl Otterstrom, Chief Planning & Development  
Officer  
Nancy Williams, Chief Human Resources Officer  
Carly Cortright, Chief Communications &  
Customer Service Officer  
Tammy Johston, Senior Financial Services  
Manager  
Vicki Clancy, Executive Assistant to the Chief  
Planning & Development Officer

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahan, Lamberson, Van  
Wert & Oreskovich, P.C.

---

#### 1. CALL TO ORDER AND ROLL CALL

Chair Pam Haley called the meeting to order at 10:00 a.m. and Ms. Vicki Clancy conducted roll call.

#### 2. COMMITTEE CHAIR REPORT

Chair Pam Haley had no updates for the Planning & Development Committee.

#### 3. COMMITTEE ACTION

##### A. MINUTES OF THE OCTOBER 2, 2024, COMMITTEE MEETING

**Mr. Zack Zappone moved to approve the October 2, 2024, Planning & Development Committee meeting minutes. Ms. Pam Haley seconded, and the motion was approved unanimously.**

#### 4. COMMITTEE ACTION

##### A. BOARD CONSENT AGENDA

##### 1. I-90 / VALLEY HIGH PERFORMANCE TRANSIT CORRIDOR DEVELOPMENT PLAN: ROUTE 7 SUPPLEMENTAL REPORT APPROVAL

Mr. Karl Otterstrom presented. The I-90 / Valley High Performance Transit (HPT) is planned to supersede Route 60 and 74 as one singular route that extends from Spokane International Airport to the City of Liberty Lake, as envisioned in the Corridor Development Plan approved by the Board in October 2022. Mr. Otterstrom reviewed planning efforts associated with this

investment, including a supplemental draft plan to this Corridor Development Plan (CDP), for which staff are seeking the Committee's recommendation for Board approval. Capital investments in the corridor are fully funded with resources from STA Moving Forward (STAMF) and the Washington State Regional Mobility Grant (RMG) program. The draft CDP Supplemental Report was reviewed by the Planning & Development Committee in June 2024. Route 63 will still operate between the airport and the West Plains Transit Center as a separate route number from Route 7 to avoid confusion for riders. Mr. Otterstrom presented the proposed stations for the I-90/Valley HPT Route 7, which includes proposed locations, as well as other infrastructure upgrades along the route. This project provides an opportunity to enhance STA presence at the airport. Mr. Otterstrom described the proposed HPT improvements associated with the stops for Route 7. The Route 7 Supplemental Report adds further definition to the I-90 / Valley HPT Corridor Development Plan. Mr. Otterstrom reviewed the timeline and the next steps for Route 7, which concludes with the launch of the route in September 2025.

*10:48 am -- Chair Haley recognized Council Members Kitty Klitzke, Dan Dunne, and Zach Zappone (Mr. Zappone was virtual until this point) joined the meeting.*

Mr. Dunne asked if the presence of transit on the freeway has any influence on the Washington State Department of Transportation (WSDOT) regarding potential High Occupancy Vehicle (HOV) lanes. Mr. Otterstrom stated that there have been past meetings about the opportunities. WSDOT is potentially open to the idea; however, it is a matter of having supporting infrastructure. There are currently no plans for updating the infrastructure to include HOV lanes. Generally speaking, HOV lanes on freeways are additive, rather than a reallocation of existing lanes. Mr. Dunne commented that he recognizes congestion in the area is growing and sees the presence of transit as an influence for mitigating traffic.

**Mr. Dan Dunne moved to recommend the Board of Directors approve, by motion, the Route 7 CDP Supplemental Report for the I-90/Valley High Performance Transit Corridor Development Plan. Mr. Zack Zappone seconded, and the motion was approved unanimously.**

## **2. FEDERAL TRANSIT ADMINISTRATION SECTION 5310: FUNDING OPPORTUNITY APPROVAL**

Mr. Otterstrom presented the funding recommendations for the Federal Transit Administration (FTA) Section 5310, Call for Projects that was issued on August 5, 2024. This includes the applications, evaluation process and results, the general approach to distributing both federal and STA local funds to eligible projects and programs implemented primarily by non-profit organizations in the region. The funding recommendations are subject to the committee and board approval. Section 5310 aims to improve mobility for seniors and individuals with disabilities. STA is the designated recipient of FTA 5310 Funding for the Spokane urban area. 55% of funds must be awarded to "Traditional" capital projects, such as buying vehicles and contract human services transportation programs. A maximum of 45% of funds can be allocated to "Other" projects which must be targeted toward meeting transportation needs of seniors and individuals with disabilities. These are operating projects, which provide direct services to targeted populations, and these require a 50% minimum local match. Mr. Otterstrom reintroduced the funding opportunity summary for the 2024 fiscal year, which was presented to the committee in July. By Board action, the funding opportunity included up to \$236,000 of STA local funds to reduce the applicant's local match to 15%. The STA Local Match combined with federal match of \$673,340 makes the total funds available for called projects of \$909,340. Mr. Otterstrom provided the timeline for the call for projects. Projects are evaluated by a committee that is comprised of staff from STA, Spokane Regional

Transportation Council (SRTC), and WSDOT. STA received a total of five applications from four organizations: two “Traditional” projects and three “Other” projects. Mr. Otterstrom noted that without STA funding, the non-federal match provided by the applicants would range between 15% and 50%. Mr. Otterstrom provided the evaluation criteria for the projects and listed the projects by their scoring and rank.

Mr. Otterstrom presented the funding award process, which fully allocates funds to the “Traditional” projects and allocates the remaining funds for the category to STA to meet the FTA’s 55% threshold which will allow allocation of the “Other” funds based on rank and reported scalability while not exceeding the 45% maximum for such projects. This will allow allocation of STA’s local match funds to “Other” projects based on rank and scalability, leaving a 15% match for subrecipients. This process allowed all five projects to receive funding to reduce the applicant’s local match burden to 15% of the total project cost. Mr. Otterstrom provided the scoring results and funding recommendations. Mr. Otterstrom went over the next steps following Board approval. Mr. Sander inquired with regards to using these funds for programs such as COAST that seem to be outside the Public Transportation Benefit Area (PTBA). Mr. Otterstrom clarified that the services either end or begin within urban areas in the PTBA, much like Rideshare. Mr. Dunne inquired as to whether there is a timeline to use the funds that are allocated to STA. Mr. Otterstrom responded that the key is to obligate the funds; there are about three or four years to utilize the funds. Funds must be obligated within two years from the fiscal year that they were appropriated. Ms. Klitzke thanked the staff for their hard work and concise presentation.

**Mr. Dan Dunne moved to recommend the Board of Directors approve, by motion, the staff recommendations for Federal Transit Administration Section 5310 Funding, as listed in Exhibit A “Funding Recommendations 2024 FTA Section 5310 Call for Projects,” and authorize staff to make minor administration adjustments to the final grant awards as necessary to address minor revisions to project costs, local match percentages and schedule. Ms. Kitty Klitzke seconded, and the motion was approved unanimously.**

B. BOARD DISCUSSION AGENDA – none

5. REPORTS TO COMMITTEE

A. CONNECT 2035 DRAFT STRATEGIC PLAN

Mr. Otterstrom presented. The Planning & Development Committee has a key role in navigating the development of STA’s next ten-year strategic plan, known as *Connect 2035*. Mr. Otterstrom presented the draft plan to the Committee in preparation for the public hearing scheduled at the November 21 Board meeting. The planning process began in earnest in early 2022. Connect 2035 Phase 1 Strategic Foundation was adopted in December 2022. Phase 2 kick-off began in summer 2023. STA has engaged the Board, customers, employees, community-based organizations (CBOs), partner jurisdictions, and other community members. Packaging guidance related to the initiatives was unanimously approved by Board motion on October 17, 2024, and is reflected in the draft plan. STA is open to any feedback regarding style or layout choices, with the goal of adopting the plan next month. The draft Connect 2035 strategic plan is available online at: <https://staconnect2035.com/>

Mr. Otterstrom reviewed key dates in 2024 and 2025. A final draft plan will be prepared for Committee and Board action in December 2024.

B. PROPOSED 2025 BUDGET

Ms. Meyer introduced Ms. Tammy Johnston, the Senior Financial Services Manager, to present the report for the proposed 2025 Budget. Ms. Johnston reviewed the entire budget and provided a comparison of the 2024 Budget to the Proposed 2025 Budget:

DESCRIPTION	2024 BUDGET	PROPOSED 2025 BUDGET	\$ CHANGE FROM 2024 BUDGET	% CHANGE FROM 2024 BUDGET
Estimated Operating Revenues*	\$ 143,197,532	\$ 153,561,280	\$ (10,363,748)	7.2%
Estimated Capital Revenue	\$ 20,282,766	\$ 22,246,334	\$ 1,963,568	9.7%
Total Source of Funds	\$ 216,838,842	\$ 210,461,872	\$ (6,376,971)	-2.9%
Estimated Total Operating Expenses**	\$ 122,190,047	\$ 131,439,729	\$ 9,249,682	7.6%
Estimated Total Use of Funds	\$ 216,838,842	\$ 210,461,872	\$ (6,376,971)	-2.9%

*\*Proposed Budget \$1,791,339 lower than Draft Budget to reflect an assumed decrease in Sales Tax and an increase in Investment Income.*

*\*\*Proposed Budget expenses are \$34,252 lower than the Draft Budget to reflect final property insurance; adjustments for final renewal rates for medical, dental, LTD and life insurance; and adjustments for training and wages.*

Mr. Grover and Mr. Dunne indicated support for a more conservative approach to the investment income growth rate budget at 2.5%. Ms. Meyer responded that the County Treasure invests STA’s funds and is planning for 3.5%; it’s a different projection based on what the Treasurer told us for the next year.

Budget/Expenses: Ms. Johnston reviewed the changes from draft to proposed budget, and the assumptions for the five key sources of revenue: sales tax, fares and other transit revenue, federal grants, state grants, and miscellaneous revenue. The assumptions for each category are reviewed against the latest economic conditions and could potentially change prior to the Final 2025 Budget. The 2025 sales tax revenue budget assumptions are based on the most recent 12-month actuals of sales tax, plus 1.0%.

Mr. Zappone noted that it seems actual sales tax in 2024 is coming in above budget and inquired if there was a way to be more optimistic on the 2025 sales tax budget without impacting delivery of services. Discussion ensued. Since the October committee meeting there have been no changes to the fare and other transit revenue sources for the 2025 operating budget assumptions. Mr. Zappone asked why ridership is assumed to grow so much in 2025. Mr. Otterstrom commented that it is informed by growth in service levels and observed ridership; STA expects to exceed 2024’s ridership goal, topping 10 million passenger boardings. The 2025 budget was updated to include the new methodology for reviewing the farebox recovery, which was adopted in *Connect Spokane* last month. Ms. Johnston presented the grants and miscellaneous revenue. Mr. Otterstrom noted that the federal grant funding was increased by the Infrastructure Investment and Jobs Act (IIJA) by 30%, which could potentially reset after 2025 depending on Congress.

Mr. Zappone inquired about the breakdown of the full-time employees in communications in order to explore whether STA needs additional resources for working with the school districts. Ms. Cortright enumerated all budgeted staff positions covering communications, business development and outreach, along with administrative, for a total of 11 full time. Most content is created in-house. The Business Development side is responsible for outreach. Ms. Klitzke asked if STA feels they have enough train-the-trainers resources to support District 81 and their field trip teachers. Ms. Meyer distributed information regarding the Spokane Public Schools Field Trip Program; a “how to” document for utilizing the school district’s partnership with STA. Each feeder-school pattern has a navigator as part of the district’s “In Real Life” (IRL) initiative. There have been many successful field trips, and STA works with the schools to resolve challenges. For example, at a field trip this week, one teacher was a little nervous about transferring at the Plaza. Communications sent a Customer Service Lead to meet this teacher’s class at the bus and walked them through the Plaza to meet their connecting bus. At this time, Communications has all the resources they need. The school district funds staff to support the IRL programs, including field trips. Mr. Zappone agrees there has been a lot of success with this program, but still questions if more can be done. Mr. Dunne feels STA is exhibiting a huge amount of support and effort in working alongside the school districts. Ms. Rhonda Bowers shared she was recently impressed with a school group on her bus; she asked if STA is ready to move forward with more school districts. Ms. Meyer responded that while the partnership with Spokane Public Schools is more developed, Communications has reached out to every public school district and has begun reaching out to private schools.

Ms. Johnston provided the summary of compensation expenses for the three union groups and management and administrative staff, and the breakdown for the changes to medical and dental benefits.

The approximate fuel budget for 2025 is \$6.5M. Ms. Meyer noted that the prices per gallon are established by the Energy Information Administration forecast and then STA adds a quarter of a standard deviation. Ms. Johnston provided the breakdown of operating expenses by division, the largest percentage being Fixed Route at 65.5%.

The total board designated, and other reserves are (\$55,522,959), with the 2025 year-end cash balance after reserves estimated at \$142,933,376. The 2025 year-end fleet replacement fund is estimated at \$29,538,385. Next steps include citizen and employee outreach and a public hearing at the November Board meeting, and final Board adoption, by resolution, scheduled for the December 19, 2024, Board meeting. A video will be posted online.

#### C. DRAFT 2025 PLANNING & DEVELOPMENT COMMITTEE WORK PROGRAM

In the interest of time, this item was not covered. Mr. Otterstrom advised committee members to review the draft for their own edification as this item will be up for approval at the next committee meeting.

#### 6. CEO REPORT

Ms. E. Susan Meyer presented the CEO Report:

Sales Tax Update: October 2024 Voter-Approved Sales Tax Revenue (August 2024 Sales). Actual (\$9,926,563) compared to budget (\$8,317,585) for a 19.3% difference of \$1,608,978. Sales tax revenue is 3.9% YTD above budget (\$3.6M), 0.7% below October 2023 actual (\$0.1M) and 0.7% YTD above 2023 actual (\$0.7M).

Mr. Dan Sander asked a question regarding contract Paratransit operations. Ms. Meyer explained that the contractor, Transdev, provides night and weekend service, and overflow on weekdays during the day. They drive STA vehicles, are dispatched by STA, but the vehicles are housed and maintained at their facilities. Drivers are trained and accountable for STA service standards. It is a good business strategy and provides a seamless service for our customers. Transdev drivers can be distinguished by their yellow vests.

7. COMMITTEE INFORMATION– *none*
8. REVIEW DECEMBER 4, 2024, COMMITTEE MEETING AGENDA
9. NEW BUSINESS - *none*
10. COMMITTEE MEMBERS' EXPRESSIONS

Mr. Dunne commented that he learned that the Amazon GEG2 Distribution Plant in Spokane Valley operates 400 lift trucks powered by hydrogen fuel cells and connected Mr. Brandon Rapez-Betty with the plant manager to see how hydrogen distribution works in real operations.

11. ADJOURN

With no further business to come before the Committee, Chair Pam Haley adjourned the meeting at 11:27 a.m.

NEXT COMMITTEE MEETING: WEDNESDAY, December 4, 2024, at 10:00 a.m. in person at STA Northside Conference Room.

Respectfully submitted,



Vicki Clancy, Executive Assistant  
Planning & Development Department



Spokane Transit Authority  
1230 West Boone Ave.  
Spokane, WA 99201

## PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE MEETING

Minutes of the November 6, 2024, Meeting  
**Northside Conference Room**  
**1230 W Boone Avenue, Spokane, WA**

*In person meeting with optional virtual link*

### **COMMITTEE MEMBERS PRESENT**

Josh Kerns, Spokane County \*  
Tim Hattenburg, City of Spokane Valley  
Betsy Wilkerson, City of Spokane  
Paul Dillon, City of Spokane  
Hank Bynaker, City of Airway Heights (*Ex-Officio*)  
E. Susan Meyer, CEO (*Ex-Officio*)

### **COMMITTEE MEMBERS ABSENT**

Lance Speirs, City of Medical Lake (*Ex-Officio*)

### **STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Karl Otterstrom, Chief Planning and Development  
Officer  
Nancy Williams, Chief Human Resources Officer  
Carly Cortright, Chief Communications and Customer  
Service Officer  
Molly Fricano, Executive Assistant to the COO

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahon, Lamberson, Van Wert  
& Oreskovich, P.C.

*\*Committee Chairman*

- 
1. **CALL TO ORDER AND ROLL CALL**  
Chair Kerns called the meeting to order at 1:30 p.m. and roll call was conducted.
  2. **COMMITTEE CHAIR REPORT**  
Chair Kerns had no report at this time.
  3. **COMMITTEE APPROVAL**
    - A. **Minutes of the October 2, 2024, Committee Meeting**  
**Mr. Hattenburg moved to approve the October 2, 2024, committee meeting minutes. Mr. Kerns seconded, and the motion passed unanimously.**
    - B. **Appointment of Members to Citizen Advisory Committee**  
Dr. Cortright provided background on the Citizen Advisory Committee (CAC) and advised six applications were received and two are being recommended for PMER approval; they are requesting approval of the nomination of Mr. Tyler Salyer and Mr. John Lemus to the CAC. She stated the CAC currently has thirteen members with room for fifteen. Mr. Dan Brown, CAC Chair, shared the qualifications of both candidates.  
**Mr. Hattenburg moved to recommend, by motion, the appointment of Tyler Salyer and John Lemus to serve on the Citizen Advisory Committee for a three-year term commencing immediately. Ms. Wilkerson seconded, and the motion passed unanimously.**

C. Sprague Line - Phase 2: Scope of Work Approval

Mr. Otterstrom provided background on Sprague Line High Performance Transit Phase 2 and discussed the general scope of work. He stated the project budget is \$3,126,845 and the engineer's estimate is \$1,335,002, which leaves \$1,791,843 as a future remaining budget. Mr. Otterstrom shared the anticipated construction timeline which showed substantial completion is scheduled for August 2025.

**Mr. Hattenburg moved to recommend, by motion, the general scope of work and authorize staff to release an invitation for bid (IFB) for Sprague Line Phase 2. Ms. Wilkerson seconded, and the motion passed unanimously.**

4. COMMITTEE ACTION

A. Board Consent Agenda

1. Hazardous and Non-hazardous Waste Disposal Services: Award of Contract

Mr. Rapez-Betty provided background on the current contract with Safety-Kleen Systems, Inc. which expires December 31, 2024, and explained STA will utilize a Department of Enterprise Services (DES) Contract with Clean Harbors Environmental Services, Inc. The estimated cost of the five-year contract for hazardous and non-hazardous waste disposal services is \$559,080.

**Ms. Wilkerson moved to recommend the Board of Directors authorize, by motion, the CEO to execute a five-year contract with Clean Harbors Environmental Services, Inc., using DES Contract 03614 for a total estimated value of \$559,080. Mr. Hattenburg seconded, and the motion passed unanimously.**

B. Board Discussion Agenda (*none*)

5. REPORTS TO COMMITTEE

Draft 2025 Performance Monitoring & External Relations Committee Work Program for December Approval

Mr. Rapez-Betty presented an overview of the Draft 2025 Performance Monitoring & External Relations (PMER) Committee work program. This work program is made up of annual reports, surveys, procurement timelines, and other items as needed. Items and timelines are subject to change, and new items will be added as they arise. The next step is to finalize and approve in December and share with the Board of Directors as information.

A. 2025 Service Revisions: Draft for Public Input

Mr. Otterstrom provided an overview of the key elements and routes affected by the 2025 Service Revisions. He explained the revisions are considered a minor service change per *Connect Spokane*, and he presented the 2025 Outreach Plan which includes in-person engagement and a public survey.

6. CEO REPORT

- Ms. Meyer reported the October 2024 voter-approved sales tax revenue collected on August 2024 sales against a budget of \$8,317,585. The actual receipts were \$9,926,563 which is 19.3% above budget with a variance totaling \$1,608,978. Year-to-date is 3.9% above budget and totals approximately \$3.6M.
- Ms. Meyer shared the process for investigating a complaint forwarded to STA by a board member.
- Ms. Meyer stated Initiative 2117 did not pass which means the funding from the Climate Commitment Act provided to Spokane Transit in the amount of approximately \$8.0M per year and \$50M for the Division BRT project, is not at risk.

7. DECEMBER 4, 2024 – COMMITTEE MEETING DRAFT AGENDA REVIEW

8. NEW BUSINESS

Mr. Dillon suggested the committee discuss a potential legislative task force for 2025.

9. COMMITTEE MEMBERS' EXPRESSIONS

10. ADJOURN

With no further business to come before the Committee, Chair Kerns adjourned the meeting at 2:40 p.m.

The next committee meeting will be held on Wednesday, December 4, 2024, at 1:30 p.m. in person with a WebEx option.

Respectfully submitted,

Molly Fricano

*Molly Fricano*

Executive Assistant to the Chief Operations Officer

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15B:** NOVEMBER 2024 SALES TAX REVENUE

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** E. Susan Meyer, Chief Executive Officer  
Tammy Johnston, Senior Financial Services Manager

---

**SUMMARY:** Attached is the November 2024 voter-approved sales tax revenue information. November sales tax revenue, which represents sales for September 2024, was:

- 17.4% above 2024 budget
- 5.1% above YTD 2024 budget
- 0.8% above 2023 actual
- 0.7% above YTD 2023 actual

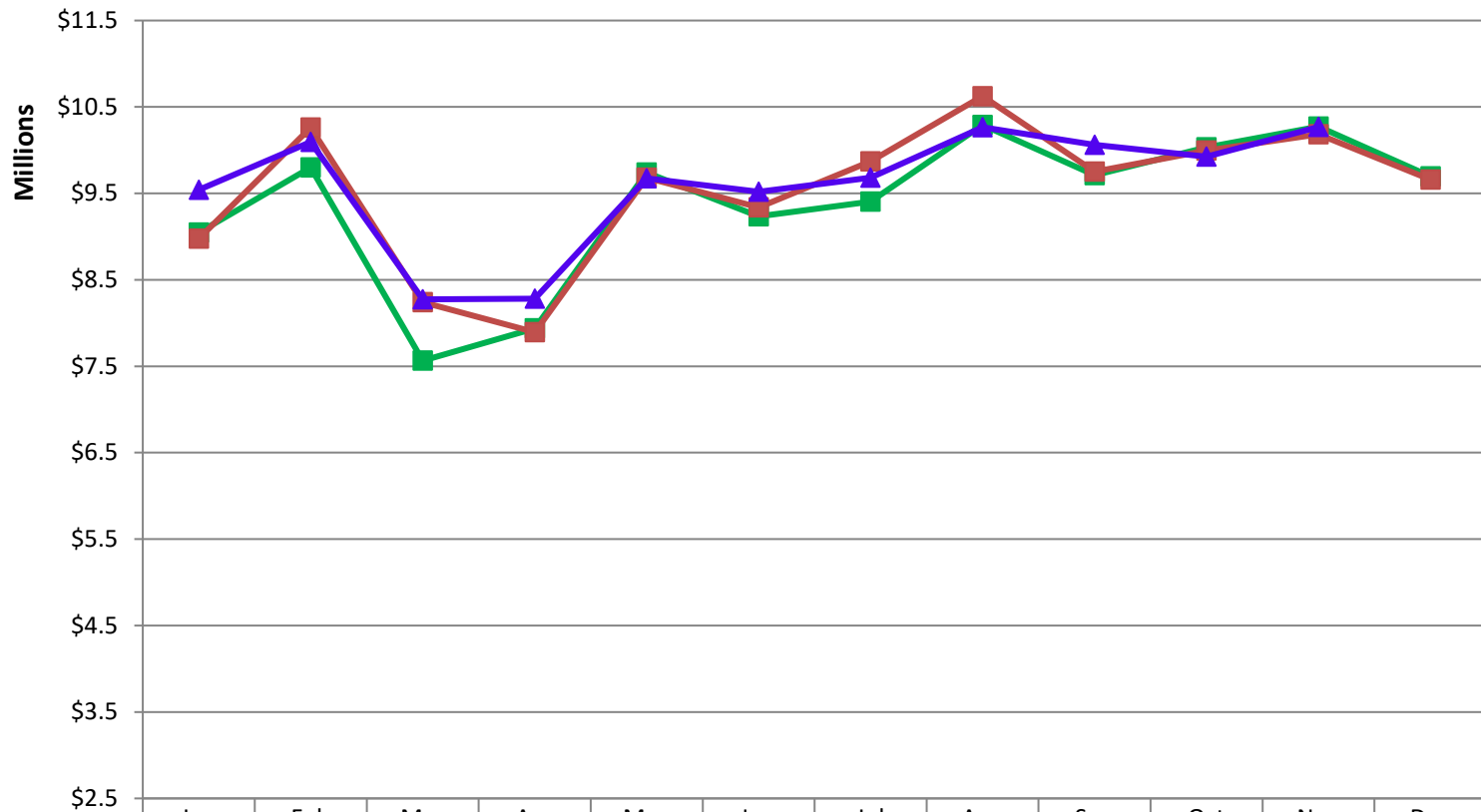
Total taxable sales for September were *up* 0.7% from September 2023. 2024 YTD sales are *up* 0.5% compared with September 2023 YTD. Retail, Construction and Accommodation and Food Services continue to be the top 3 rankings:

- Retail Trade *increased* by 0.2% (\$1.3M) in September 2024 vs September 2023 and is *down* by 2.5% (\$-122.1M) September 2024 YTD vs 2023 YTD
  - Other Miscellaneous Retailers *increased* 4.6% or \$35.3M September 2024 YTD over September 2023 YTD
  - Grocery and Convenience Retailers *increased* 7.6% or \$20.5M September 2024 YTD over September 2023 YTD
  - Automotive Parts, Accessories, and Tire Retailers *increased* 9.5% or \$16.7M September 2024 YTD over September 2023 YTD
  - Warehouse Clubs, Supercenters, and Other General Merchandise Retailers *decreased* 1.4% or (\$-9.6M) September 2024 YTD over September 2023 YTD
  - Furniture and Home Furnishings Retailers *decreased* 7.9% or (\$-10.9M) September 2024 YTD over September 2023 YTD
  - Sporting Goods, Hobby, and Musical Instrument Retailers *decreased* 7.5% or (\$-14.3M) September 2024 YTD over September 2023 YTD
  - Other Motor Vehicle Dealers *decreased* 14.3% or (\$-23.5M) September 2024 YTD over September 2023 YTD
  - Health and Personal Care Retailers *decreased* 17.1% or (\$-38.8M) September 2024 YTD over September 2023 YTD
  - Automobile Dealers *decreased* 4.9% or (\$-44.6M) September 2024 YTD over September 2023 YTD
  - Building Material and Supplies Dealers *decreased* 8.9% or (\$-46.7M) September 2024 YTD over September 2023 YTD

- Construction *increased* by 0.8% (\$1.9M) in September 2024 vs September 2023 and is *down* by 0.1% (\$-0.1M) September 2024 YTD vs 2023 YTD
- Accommodation and Food Services *decreased* by 2.7% (\$-3.5M) in September 2024 vs September 2023 and is *up* by 1.2% (\$12.6M) September 2024 YTD vs 2023 YTD

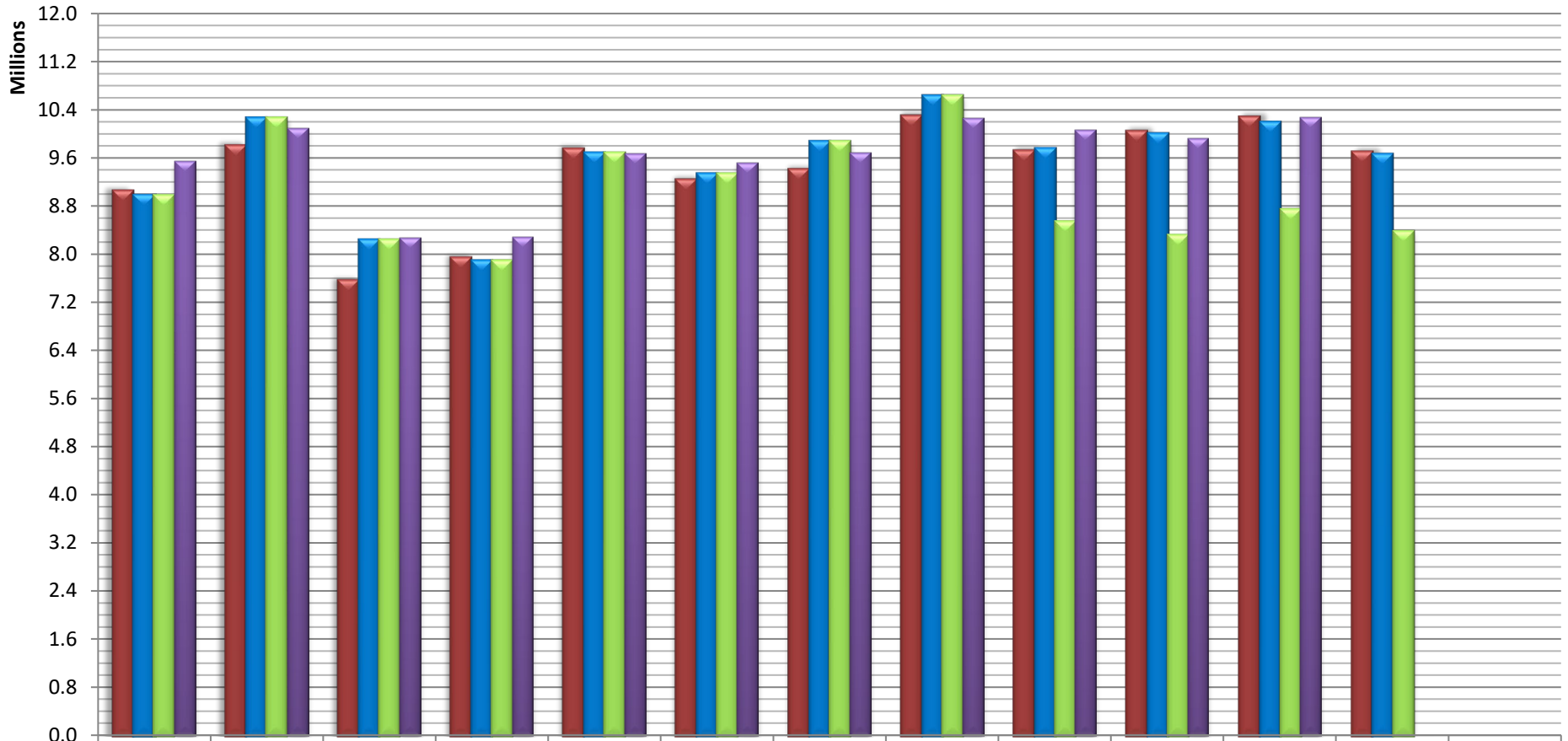
**RECOMMENDATION TO BOARD:** Information only.

## Sales Tax Revenue History-November 2024<sup>(1)</sup>



(1) Voter-approved sales tax distributions lag two months after collection by the state. For example, collection of January's sales tax revenue is distributed in March.

## 2022 - 2024 SALES TAX RECEIPTS <sup>(1)</sup>



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2022 Actual	9,047,047	9,799,005	7,564,336	7,938,326	9,741,227	9,233,669	9,403,475	10,291,837	9,711,411	10,033,352	10,273,246	9,695,636	112,732,567
2023 Actual	8,976,504	10,261,069	8,241,832	7,893,772	9,682,305	9,336,760	9,869,962	10,624,848	9,752,433	9,996,776	10,185,375	9,659,670	114,481,306
2024 Budget	8,976,504	10,261,069	8,241,832	7,893,772	9,682,305	9,336,760	9,869,962	10,624,848	8,541,727	8,317,585	8,743,306	8,380,001	108,869,671
2024 Actual	9,541,665	10,094,347	8,274,027	8,280,274	9,674,060	9,518,036	9,681,216	10,265,657	10,060,167	9,926,563	10,268,086	-	105,584,098
\$ Mo. Var.	565,161	(166,722)	32,195	386,502	(8,245)	181,276	(188,746)	(359,191)	307,734	(70,213)	82,711	-	
% Mo. Var.	6.3%	-1.6%	0.4%	4.9%	-0.1%	1.9%	-1.9%	-3.4%	3.2%	-0.7%	0.8%	0.0%	
\$ YTD Var.	565,161	398,439	430,634	817,136	808,891	990,167	801,421	442,230	749,964	679,751	762,462	-	
% YTD Var.	6.3%	2.1%	1.6%	2.3%	1.8%	1.8%	1.2%	0.6%	0.9%	0.7%	0.7%	0.0%	
% YTD Bud. Var.	6.3%	2.1%	1.6%	2.3%	1.8%	1.8%	1.2%	0.6%	2.4%	3.9%	5.1%	0.0%	

<sup>(1)</sup> Voter-approved sales tax distributions lag two months after collection. For example, collection of January's sales tax revenue is distributed in March.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15C:** OCTOBER 2024 FINANCIAL RESULTS SUMMARY

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** E. Susan Meyer, Chief Executive Officer  
Tammy Johnston, Senior Financial Services Manager

---

**SUMMARY:** Attached are the October 2024 financial results. The charts are being shown with a comparison to the YTD budgetary and prior year actual values.

Revenue

Overall, October year-to-date revenue is 7.8% (\$9.4M) higher than budget impacted by the following:

- Fares & Other Transit Revenue is 0.3% lower than budget
- Sales Tax Revenue is 3.9% higher than budget
- Federal & State Grant Revenue is 19.4% higher than budget
- Miscellaneous Revenue is 52.1% higher than budget

Operating Expenses

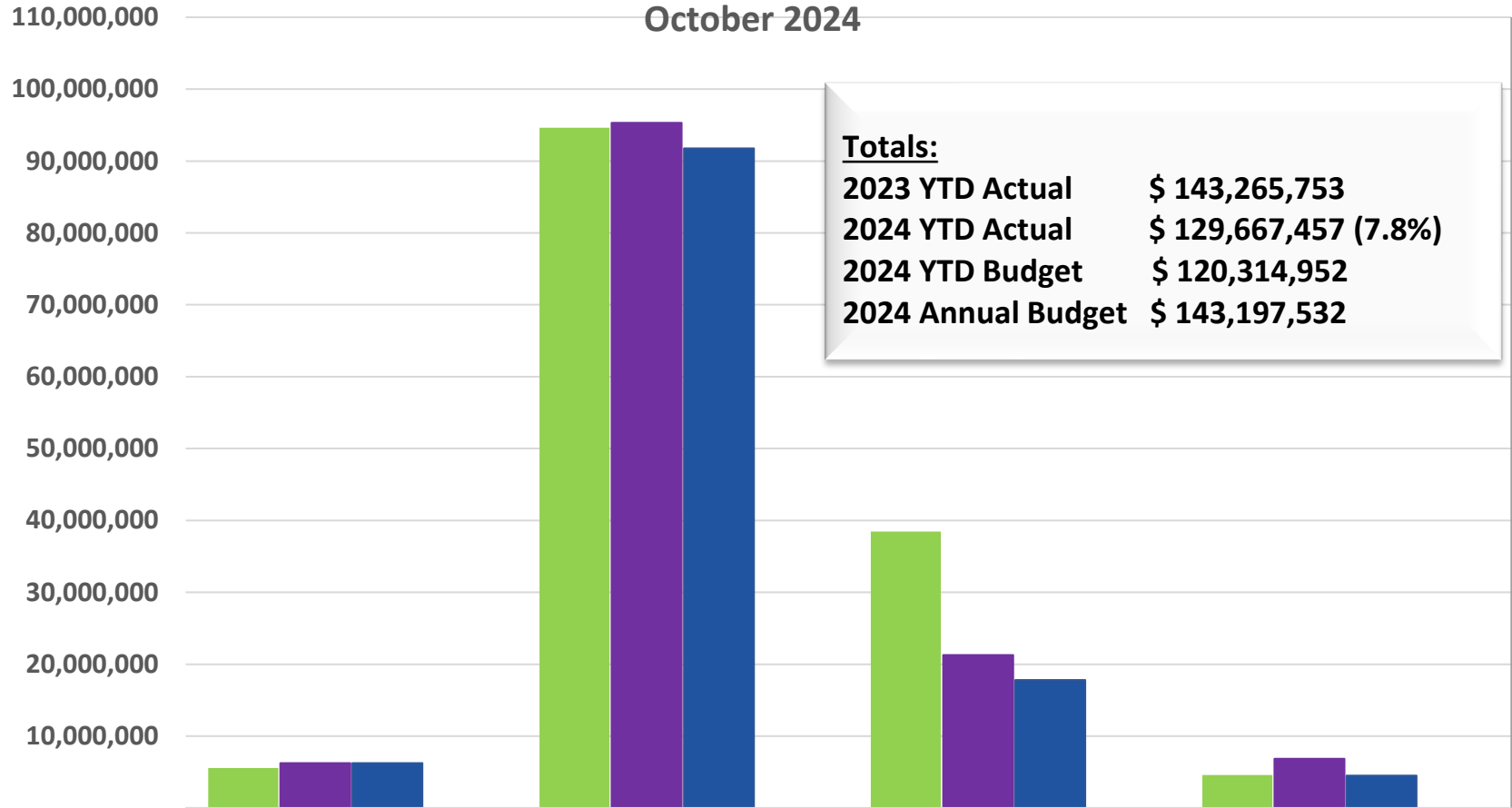
Overall, October year-to-date operating expenses are 3.4% (\$3.4M) lower than budget influenced by the timing of payments as follows:

- Fixed Route is 1.9% lower than budget
- Paratransit is 7.0% lower than budget
- Rideshare is 15.0% lower than budget
- Plaza is 7.4% lower than budget
- Administration is 4.3% lower than budget

**RECOMMENDATION TO BOARD:** Information only.



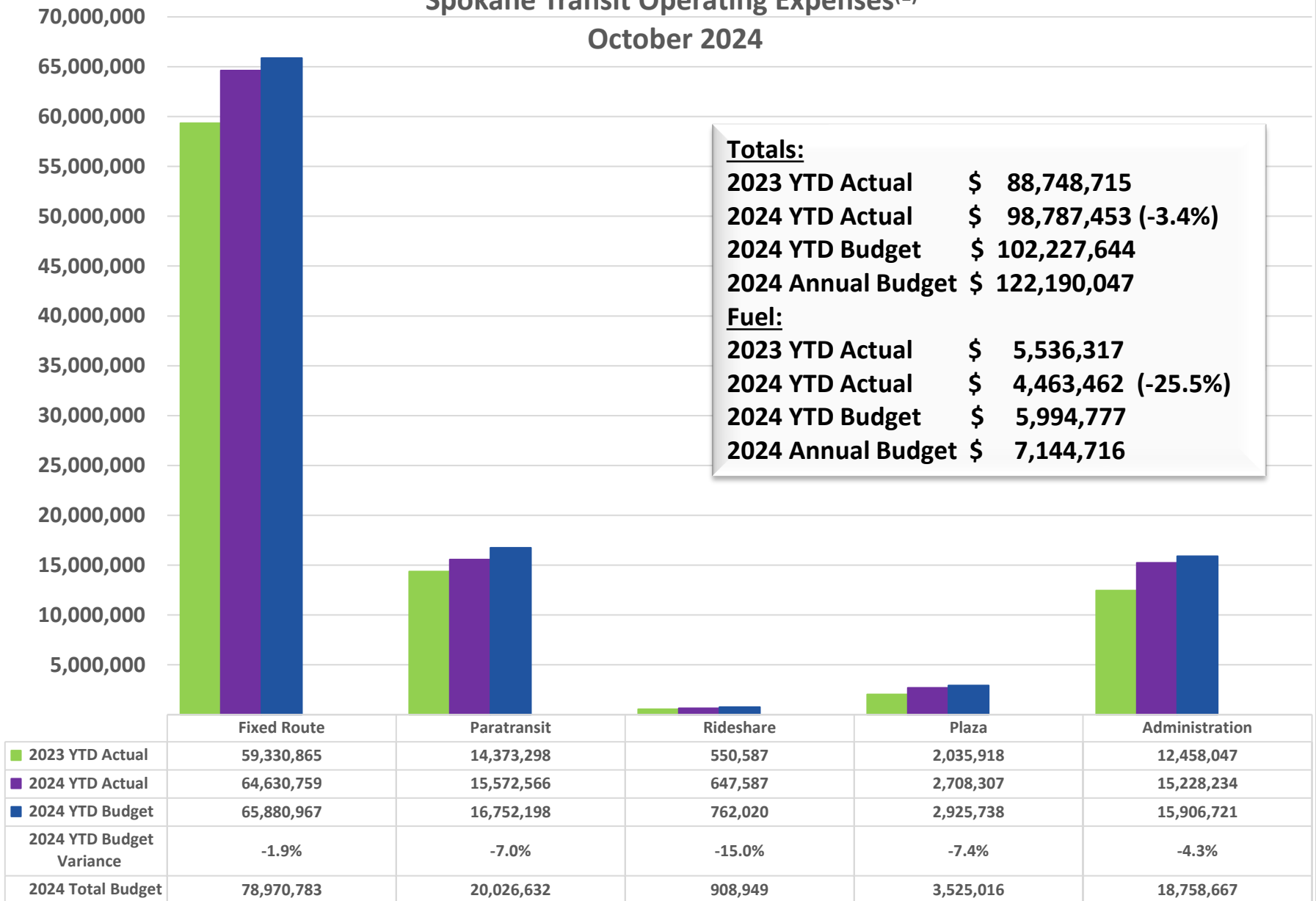
## Spokane Transit Revenues <sup>(1)</sup> October 2024



	Fares & Other Transit Revenue	Sales Tax	Federal & State Grants (2)	Miscellaneous
■ 2023 YTD Actual	5,572,509	94,636,261	38,469,248	4,587,735
■ 2024 YTD Actual	6,231,145	95,316,011	21,275,128	6,845,173
■ 2024 YTD Budget	6,252,758	91,746,364	17,816,709	4,499,121
2024 YTD Budget Variance	-0.3%	3.9%	19.4%	52.1%
2024 Budget	7,548,864	108,869,671	21,380,052	5,398,945

(1) Above amounts exclude grants used for capital projects. Year-to-date October state capital grant reimbursements total \$4,590,508 and federal capital grant reimbursements total \$960,023.

## Spokane Transit Operating Expenses<sup>(1)</sup> October 2024



(1) Operating expenses exclude capital expenditures of \$15,100,293 and Street/Road cooperative projects of \$0 for year-to-date October 2024.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15D:** OCTOBER 2024 OPERATING INDICATORS

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer

---

**SUMMARY:** There was 1 more weekday in October 2024 compared to October 2023 (23 vs. 22).

**FIXED ROUTE**

On time performance for October 2024 was 90.6%.

Total Monthly ridership increased 12.6% (985,079 vs. 874,898) in October 2024 compared to October 2023 and was up 14.7% (8,511,325 vs. 7,418,441) YTD.

Average Weekday ridership increased 9.5% (37,063 vs. 33,860) in October 2024 compared to October 2023 and was up 12.8% (33,110 vs. 29,355) YTD.

Adult ridership increased 5.7% (405,660 vs. 383,758) in October 2024 compared to October 2023 and was up 2.1% (3,409,504 vs. 3,340,289) YTD.

Zero-fare for youth ridership increased 11.0% (214,795 vs. 193,494) in October 2024 compared to October 2023 and is up 24.4% (1,649,030 vs. 1,325,728) YTD.

Reduced Fare / Paratransit Ridership increased 6.6% (113,254 vs. 106,212) in October 2024 compared to October 2023 and is up 5.0% (1,023,468 vs. 974,978) YTD.

CCS Pass Ridership increased 28.4% (47,213 vs. 36,766) in October 2024 compared to October 2023 and is up 41.2% (304,292 vs. 215,552) YTD.

Eagle Pass Ridership decreased -3.9% (40,844 vs. 42,512) in October 2024 compared to October 2023 and is down -8.4% (234,844 vs. 256,327) YTD.

56.2% of all passengers used Connect Passes.

**PARATRANSIT**

On Time Performance for October 2024 was 91%.

Total monthly ridership increased 9.5% (36,963 vs. 33,751) October 2024 compared to October 2023 and is up 8.5% (326,835 vs 301,161) YTD.

**Detailed breakdown:**

Directly operated service increased 7.1% (19,374 vs. 18,088) in October 2024 compared to October 2023 and was up 5.8% (173,092 vs. 163,569) YTD.

- Contracted service increased 12.3% (17,589 vs. 15,663) in October 2024 compared to October 2023 and was up 11.7% (153,743 vs. 137,593) YTD.
- Special Use Van ridership decreased 3% (1,528 vs. 1,576) in October 2024 compared to October 2023 and was down 2.7% (12,656 vs. 13,013) YTD.

## **RIDESHARE**

Total monthly ridership increased 12.9% (9,669 vs 8,564) in October 2024 compared to October 2023 and was up 8.1% (86,719 vs 80,191) YTD.

Active Rideshare groups increased 8.8% in October 2024 vs October 2023 (87 vs 80).

## **CUSTOMER SERVICE/SALES**

### **Total Value Added to Connect Cards:**

Value Added increased 16.5% (\$284,064 vs. \$243,295) in October 2024 compared to October 2023. YTD total Value Added increased 17.5% (\$2,613,129 vs \$2,222,996).

- Autoload increased 14.4% (\$15,945 vs. \$13,935) in October 2024 compared to October 2023. YTD Autoload increased 26.5% (\$148,265 vs. \$117,250).
- Call Centers increased 23.0% (\$7,934 vs. \$6,449) in October 2024 compared to October 2023. YTD Call Centers increased 38.4% (\$76,078 vs. \$54,950).
- Customer Service Terminal increased 4.3% (\$64,847 vs. \$62,150) in October 2024 compared to October 2023. YTD Customer Service Terminal decreased -0.6% (\$628,942 vs. \$632,782).
- Customer Website decreased -18.5% (\$19,832 vs. \$24,338) in October 2024 compared to October 2023. YTD Customer Website decreased by -9.6% (\$207,590 vs. \$229,656).
- Mobile Ticketing increased 8.1% (\$118,717 vs. \$109,819) in October 2024 compared to October 2023. YTD Mobile Ticketing increased 11.3% (\$1,115,534 vs. \$1,001,910).
- Institutional Website increased 43.1% (\$24,346 vs. \$17,009) in October 2024 compared to October 2023. YTD Institutional Website increased 49.7% (\$208,531 vs. \$139,317).
- Open Payments increased 274.1% (\$28,760 vs. \$7,688) in October 2024 compared to October 2023. YTD Open Payments increased 873.6% (\$189,292 vs. \$19,442) Note: open payments started in July 2023.
- Retail Network increased 45.2% (\$3,683 vs. \$2,537) in October 2024 compared to October 2023. YTD Retail Network increased 40.5% (\$38,897 vs. \$27,689).

### **Total Pass Sales:**

Total Pass Sales decreased -7.5% (17,019 passes vs. 18,400 passes) in October 2024 compared to October 2023. YTD Total Pass Sales increased 8.3% (196,735 passes vs. 181,649 passes).

- 1-Ride Pass decreased -29.0% (4,600 passes vs. 6,481 passes) in October 2024 compared to October 2023. YTD 1-Ride Pass decreased -10.9% (65,701 passes vs. 73,728 passes).
- 7-Day Rolling Pass increased 62.4% (289 passes vs. 178 passes) in October 2024 compared to October 2023. YTD 7-Day Rolling Pass increased 25.6% (3,564 passes vs. 2,838 passes).
- Day Pass increased 3.9% (10,635 passes vs. 10,233 passes) in October 2024 compared to October 2023. YTD Day Pass increased 23.2% (114,116 passes vs. 92,615 passes).
- Honored Rider 31-Day Rolling Pass decreased -13.2% (46 passes vs. 53 passes) in October 2024 compared to October 2023. YTD Honored Rider 31- Day Pass decreased -14.6% (474 passes vs. 555 passes).
- Paratransit Monthly Pass increased 33.3% (44 passes vs. 33 passes) in October 2024 compared to October 2023. YTD Paratransit Monthly Pass increased 22.6% (391 passes vs. 319 passes).
- Shuttle Park Pass decreased -41.4% (92 passes vs. 157 passes) in October 2024 compared to October 2023. YTD Shuttle Park Pass decreased -35.5% (1,139 passes vs. 1,767 passes).
- Standard 31-Day Rolling Pass increased 3.5% (1,306 passes vs. 1,262 passes) in October 2024 compared to October 2023. YTD Standard 31-Day Pass increased 15.4% (11,326 passes vs. 9,818 passes).

**Total Discounted Passes (Included in Pass Sales above):**

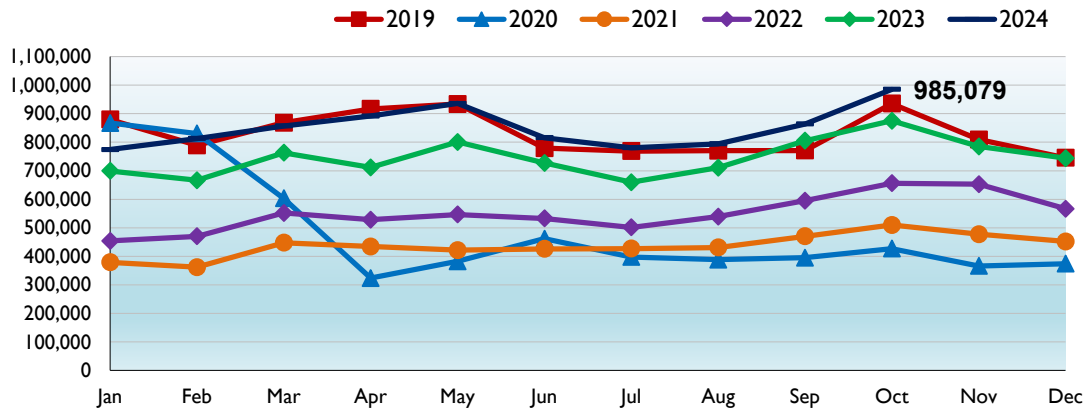
- 1-Ride CAP passes decreased -55.8% (1,035 passes vs. 2,340 passes) in October 2024 compared to October 2023. YTD 1-Ride CAP passes decreased -15.7% (32,813 passes vs. 38,935 passes).
- Day CAP Passes increased 20.0% (5,115 passes vs. 4,262 passes) in October 2024 compared to October 2023. YTD Day CAP Passes increased 35.7% (67,154 passes vs. 49,492 passes).
- Employer-Sponsored Bus Pass Program increased 12.4% (560 passes vs. 498 passes) in October 2024 compared to October 2023. YTD Employer-Sponsored Passes increased 1.9% (4,481 passes vs. 4,398 passes).

**Pass Sales:**

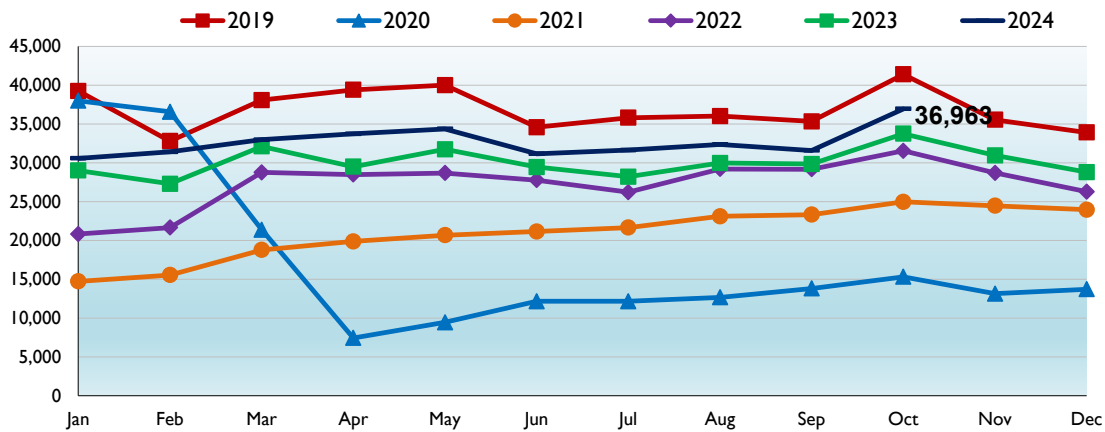
Monthly Data	YTD Data
<b>Shuttle Park monthly sales</b> <b>Decreased</b> -41.4% (92 vs. 157 in 2023)	<b>YTD sales</b> <b>Decreased</b> -35.5% (1,139 vs. 1,767 in 2023)
<b>ESBP monthly sales</b> <b>Increased</b> 12.4 (560 vs. 498 in 2023)	<b>YTD sales</b> <b>Increased</b> 1.9% (4,481 vs. 4,398 in 2023)
<b>UTAP monthly rides</b> <b>Increased</b> 11.1% (118,934 vs. 107,068 in 2023)	<b>YTD rides</b> <b>Increased</b> 18.6% (775,598 vs. 653,966 in 2023)
<b>Community Access Program</b> <b>Decreased</b> -6.8% (6,150 vs 6,602 in 2023)	<b>YTD CAP Sales</b> <b>Increased</b> 14.7% (99,967 vs 88,427 in 2023)

**RECOMMENDATION TO BOARD:** Information only.

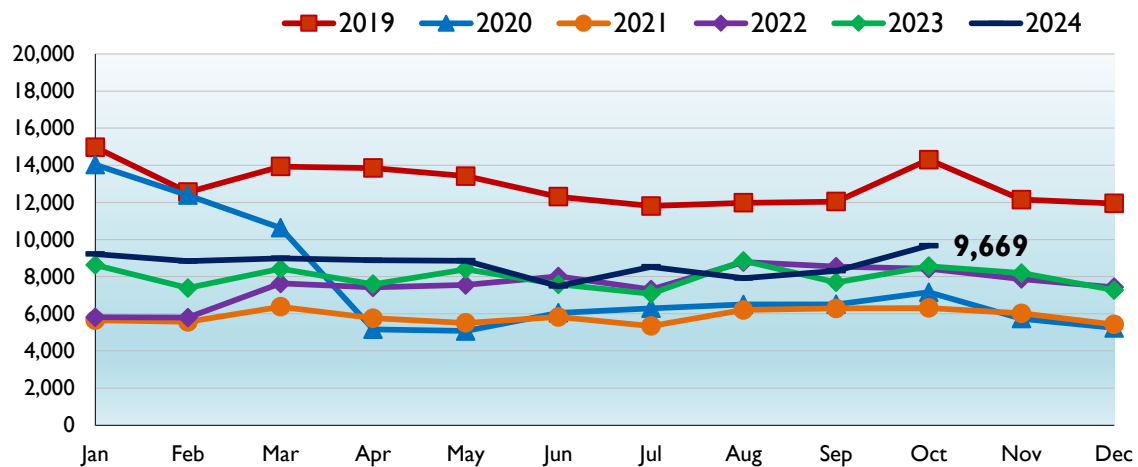
## FIXED ROUTE RIDERSHIP

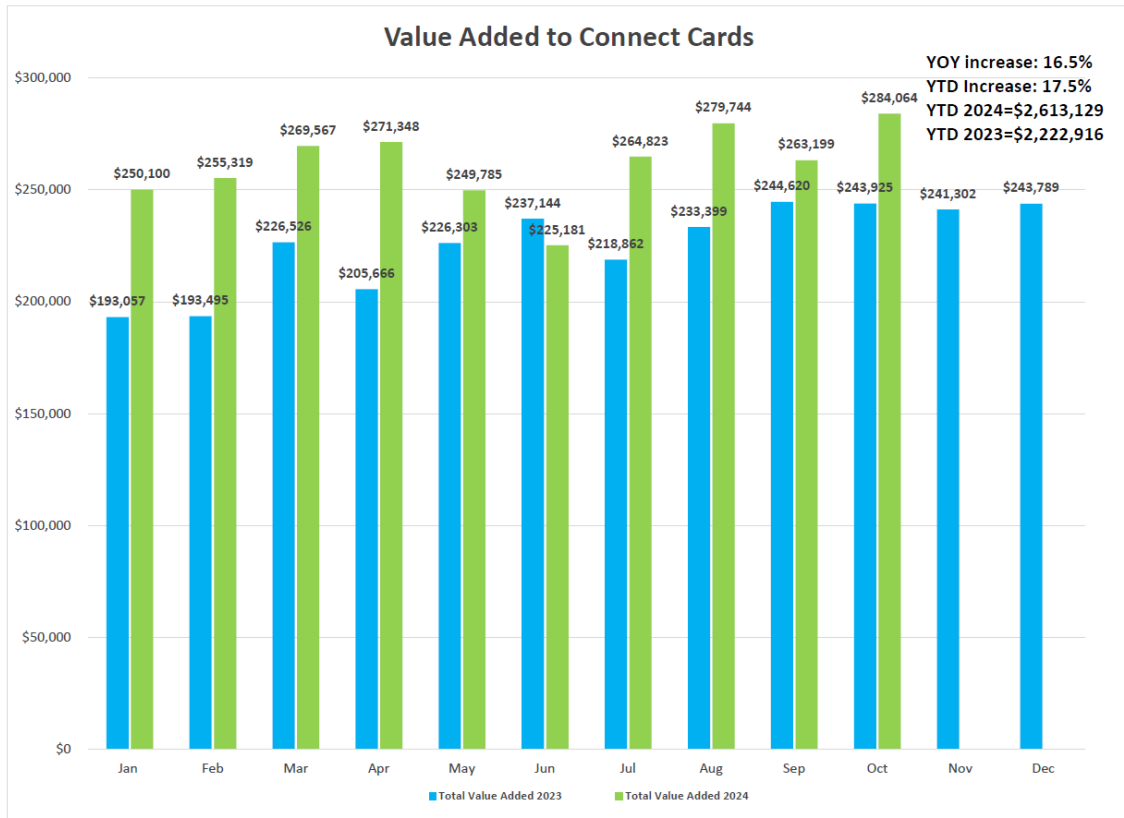


## PARATRANSIT RIDERSHIP

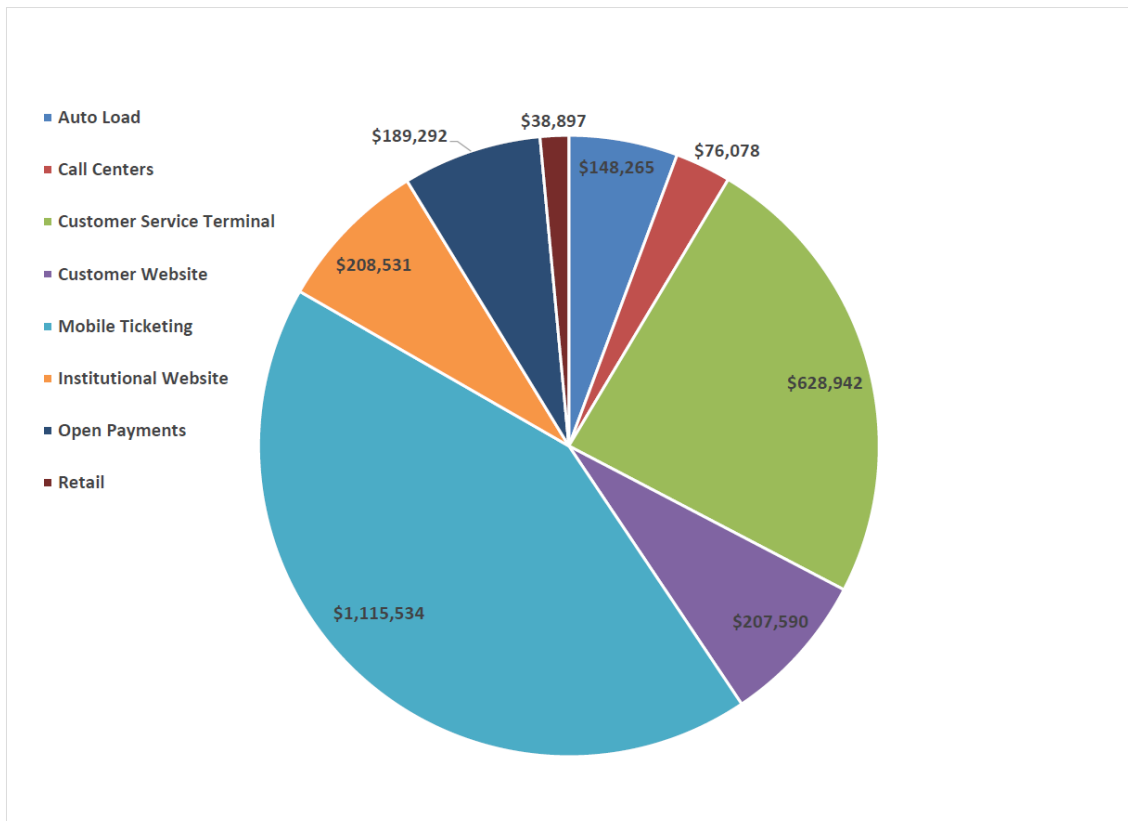


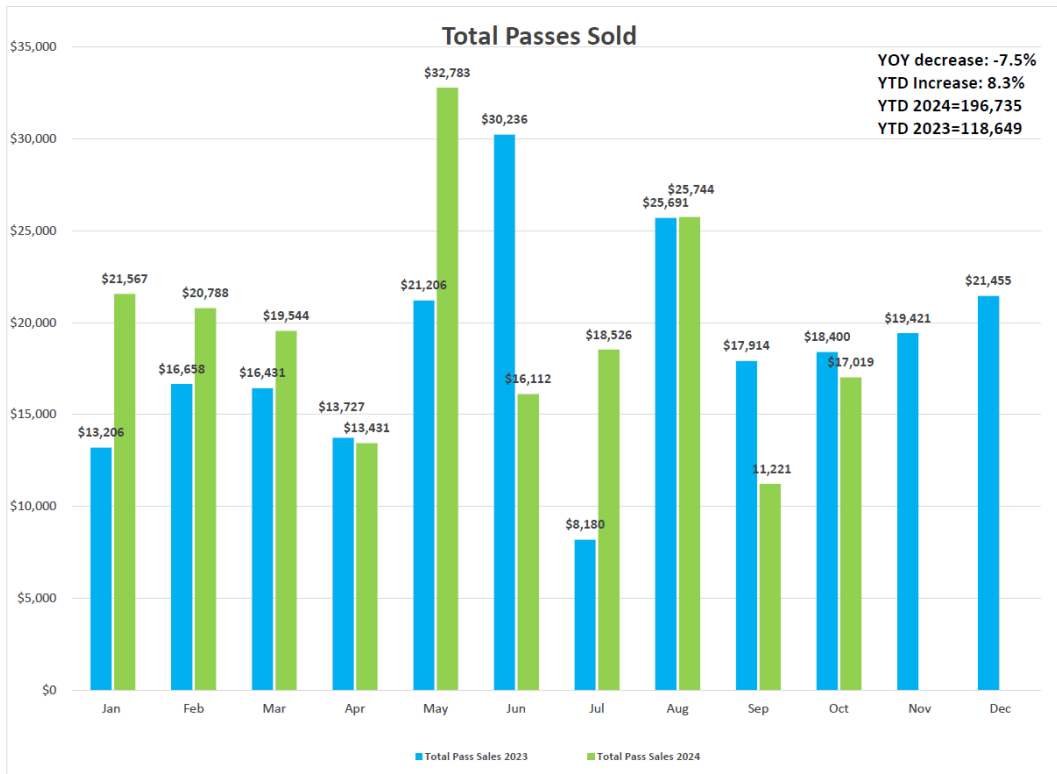
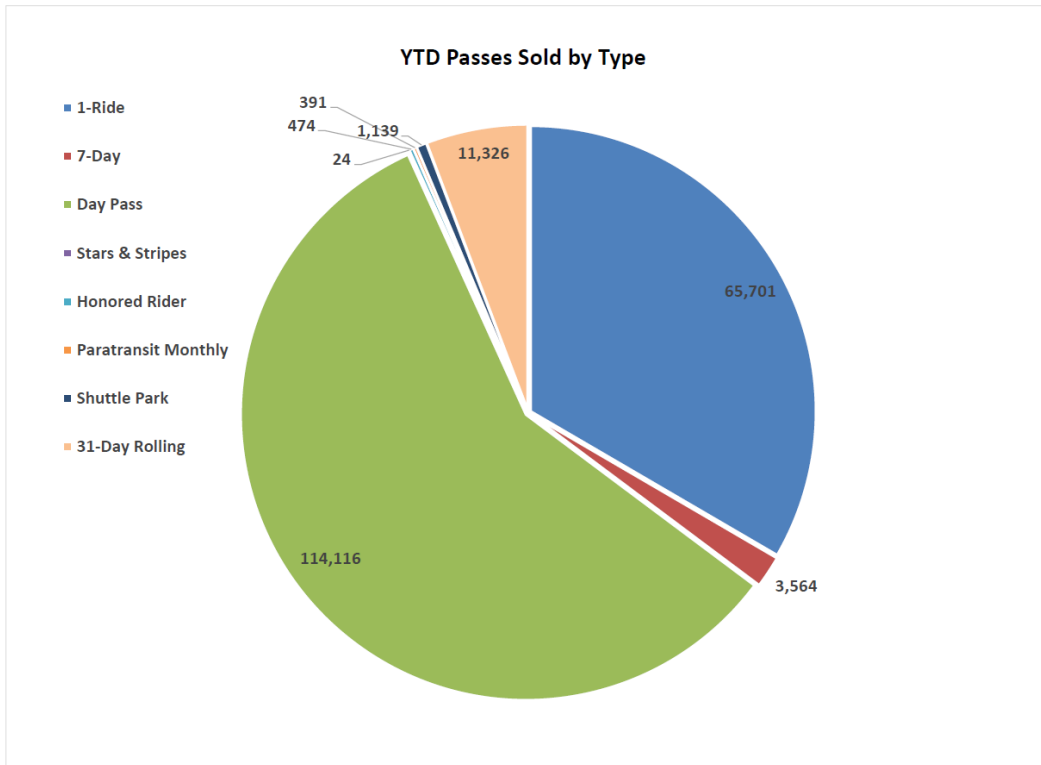
## RIDESHARE RIDERSHIP



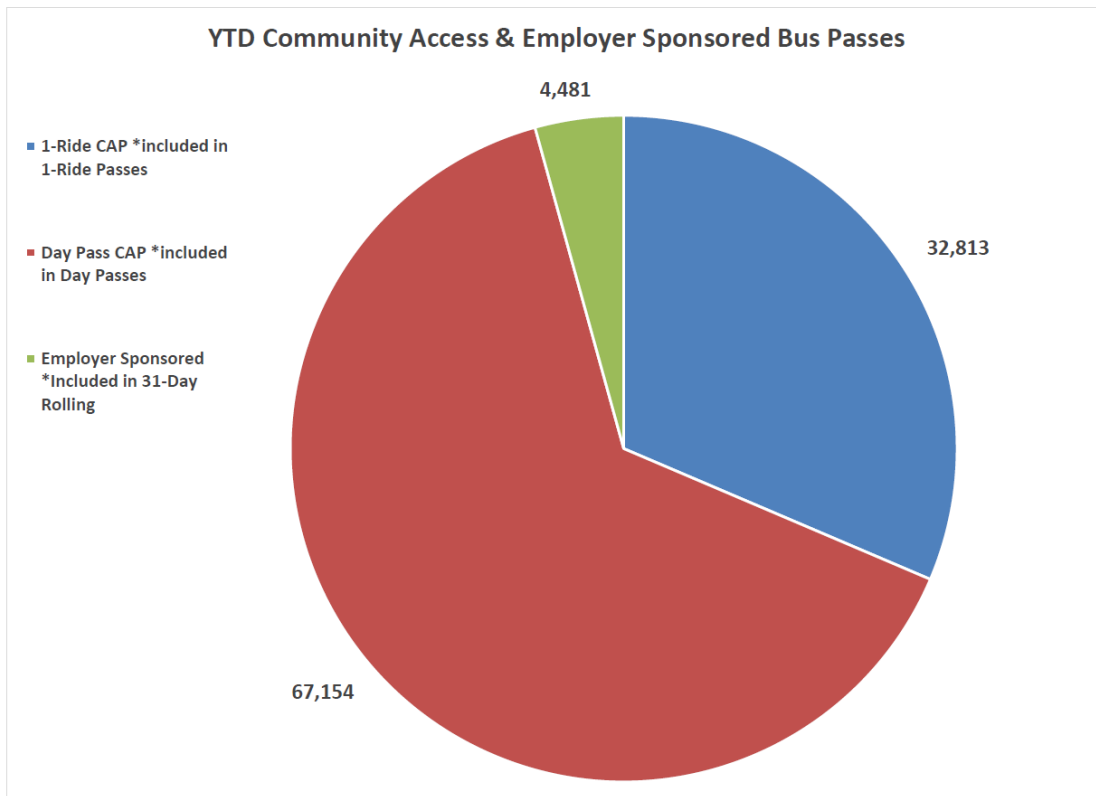
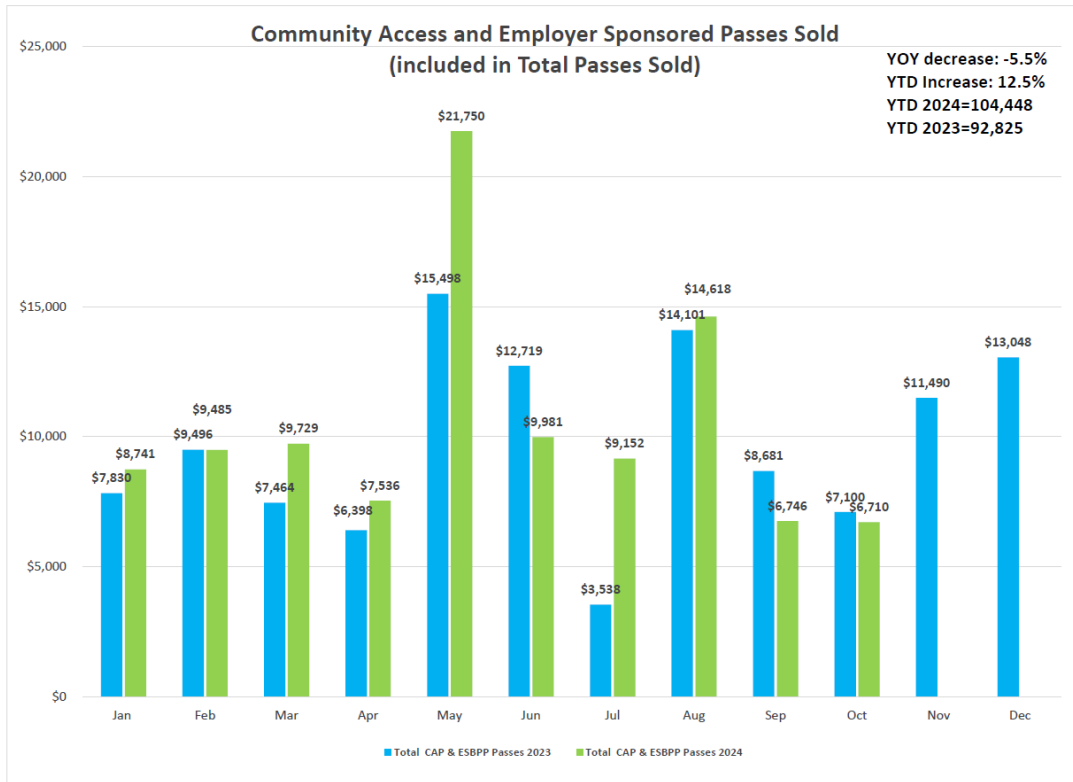


YTD Value Added to Connect Cards by Source









**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15E:** JANUARY 2025 SERVICE CHANGES

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Emily Poole, Principal Transit Planner, Service Development

---

**SUMMARY:** The January 2025 Service Change, in effect beginning Sunday, January 19, 2025, is comprised of a number of service improvements and other route adjustments including the adjustment of peak periods for City Line, inclusion of bus bays for Mirabeau Transit Center, and other minor schedule and interline adjustments outlined below made primarily to respond to customer input or improve scheduling efficiency.

The overall revenue service hours impact to the STA fixed route system is an increase of approximately 540 revenue service hours (annualized) for the January markup period, compared to schedules currently in place. The majority of the revenue hour increase is due to the implementation of the new holiday service schedule announced in August 2024. The adjustments to the holiday service schedule include operating a Saturday service schedule for all STA contractually recognized holidays, except Thanksgiving, Christmas, and New Years Day (these holidays will continue to operate a Sunday service schedule). This increase brings the STA fixed route network overall revenue service hours to approximately 537,000 (annualized).

The following table outlines the planned adjustments to regular service as part of the January 2025 Service Change, as well as associated routes and the rationale for each change. New schedules will be available in print and online at [www.spokanetransit.com](http://www.spokanetransit.com) in the weeks leading up to the change.

January 2025 Service Changes

Route	Planned Adjustment	Details/Rationale
1 City Line	Peak period span adjustment	Increase span of 10-minute or better service on weekdays, while narrowing the window of 7.5-minute peak headways. The adjustment will improve service reliability during cold weather by increasing vehicle charging times.
6 Cheney	Adjustment to one Saturday morning trip from West Plains Transit Center (WPTC)	Time adjustment to one Saturday morning trip from WPTC to provide a better connection with Route 633 Geiger Express
23 Maple/Ash	Interline adjustment	Adjust one evening trip to interline with Route 28 Nevada

<b>Route</b>	<b>Planned Adjustment</b>	<b>Details/Rationale</b>
<b>25 Division</b>	Apply longer round-trip time allocation for early evening trips	Increase layover and recovery time for select evening trips for better service reliability.
<b>27 Crestline</b>	Interline adjustment	Interline adjustment on a select trip for better reliability for Route 60 Airport
<b>28 Nevada</b>	Interline adjustment	Interline adjustment of one Sunday evening trip to align with the Route 28 and Route 61 interline group
<b>32 Trent/Montgomery</b>	Adjusted bay assignment	All routes service the new Mirabeau Transit Center are assigned bays for passenger activity
<b>60 Airport</b>	Removal of one morning trip	Removal of one morning trip to allocate a Route 65 Hayford morning trip to provide better connections to Airway Heights in the early morning
<b>61 Highway 2/Fairchild</b>	Minor routing adjustment on Fairchild Air Force Base (FAFB)	Improve route operation given the completion of long-term construction at the main gate
<b>62 Medical Lake</b>	Interline adjustment	Adjust one evening trip to interline with Route 63 Geiger/Airport
<b>63 Geiger/Airport</b>	Removal of one morning trip and schedule adjustment	Allows for better connections from Downtown Spokane and Cheney
<b>65 Hayford</b>	Addition of one morning trip and schedule adjustment	Additional trip and schedule adjustment to one Sunday trip allows better connections to Route 63 and Route 633
<b>74 Mirabeau/Liberty Lake</b>	Adjusted bay assignment	All routes service the new Mirabeau Transit Center are assigned bays for passenger activity
<b>97 South Valley</b>	Adjusted bay assignment	All routes service the new Mirabeau Transit Center are assigned bays for passenger activity
<b>124 North Express</b>	Interline adjustment for select trip	Interline adjustment of one trip with Route 190 Valley Express for scheduling efficiency
<b>144 South Express</b>	Turnback adjustment	Blocking change for scheduling efficiency
<b>247 Lincoln Park/Ferris</b>	Schedule adjustment	Timepoint adjustment by Ferris High School to reduce dwell time when SPS is not in school
<b>633 Geiger Shuttle</b>	Schedule adjustment	Schedule adjustment on Sunday morning to provide better connections with Route 65 Hayford
<b>771 Mirabeau Express</b>	Adjusted bay assignment	Use of the Mirabeau Transit Center requires new bay assignment for routes serving the facility

**RECOMMENDATION TO BOARD:** Information Only.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15F:** 2025 SERVICE REVISIONS OUTREACH UPDATE

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Emily Poole, Principal Transit Planner, Service Development

---

**SUMMARY:** Staff presented the draft 2025 Service Revisions report on November 6, 2024, which identifies a variety of proposed changes to the fixed route network aimed at implementing planned improvements and response to customer and employee input. The 2025 Service Revisions Report is available online at the following link:

<https://www.spokanetransit.com/projects/2025-service-revisions/>

STA is currently conducting public outreach on the proposed revisions. This includes an online survey found at the link above and is available between November 13, 2024, and December 15, 2024. STA staff are continuing to meet with jurisdictions and other stakeholders as part of the agency's outreach efforts. Following the completion of STA's outreach efforts and analysis, the final report will be presented to the Committee in March 2025.

**RECOMMENDATION TO BOARD:** Information Only.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15G:** DIVISION STREET BUS RAPID TRANSIT: DESIGN AND PUBLIC OUTREACH UPDATE

**REFERRAL COMMITTEE:** Planning & Development (*Haley*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer  
Dan Wells, Deputy Director for Capital Development

---

**SUMMARY:** Division Street Bus Rapid Transit (BRT) is envisioned to be the second Bus Rapid Transit (BRT) line in the Spokane region, extending from downtown Spokane along the Division Street Corridor for approximately ten miles to the Mead area. The project is identified in the region's Metropolitan Transportation Plan and has garnered state legislative support as a complementary investment to the North Spokane Corridor. The project is scheduled to begin revenue service in 2030 in conjunction with the opening of the North Spokane Corridor's connection to I-90.

On September 19, 2023, the Federal Transit Administration (FTA) approved STA's request to enter the Project Development phase of the Capital Investment Grant (CIG) program. On October 19, 2023, the Board approved a work order with Parametrix, Inc., to advance the project to the 30% design milestone, along with other necessary Project Development activities. Staff provided an update on current activities and progress during the December 5, 2024, Planning & Development Committee meeting.

**RECOMMENDATION TO BOARD:** Information only.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15H:** FINALIZE 2025 PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE WORK PROGRAM

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (Kerns)

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer

---

**SUMMARY:** As a roadmap for the Performance Monitoring & External Relations Committee members, staff have prepared a work program to outline activities expected to be undertaken in 2025.

Items and dates in the work plan are subject to change. New items will be added as needed.

**Draft 2025 Performance Monitoring & External Relations (PMER) Committee Work Program**

<b>Month</b>	<b>Committee Activities</b>
<b>January 2025</b>	<i>No PMER Meeting in January</i>
<b>February 2025</b>	Fleet replacement 2-year purchase proposal 2024 Fixed Route Rider Survey Results Charge Management Update
<b>March 2025</b>	Contracted Paratransit Transportation - Scope of Work Approval Third-Party Workers Compensation Claims Administration - Award of Contract Uniforms & Accessories - Award of Contract 2024 Year-End Performance Measures 2025 State Audit Timeline 2024 Unaudited Year-End Financial Report
<b>April 2025</b>	2024 State of Good Repair Update
<b>May 2025</b>	Appointment of Member to Citizen Advisory Committee
<b>June 2025</b>	2025 First Quarter Year-to-Date Performance Measures 2024 Fixed Route System Performance Report 2025 Community Perception Survey Results Summary
<b>July 2025</b>	Contracted Paratransit Transportation - Award of Contract Public Transportation Agency Safety Plan 2025 Paratransit Survey Results 2025 State Audit Report

<b>Month</b>	<b>Committee Activities</b>
<b>August 2025</b>	<i>No Board/Committee Meetings in August</i>
<b>September 2025</b>	2025 Second Quarter Year-to-Date Performance Measures
<b>October 2025</b>	No items at this time
<b>November 2025</b>	Draft 2026 PMER Committee Work Program Draft 2026 State Legislative Focus and Priorities
<b>December 2025</b>	Finalize 2026 PMER Committee Work program 2026 Performance Measures 2025 Third Quarter Year-to-Date Performance Measures

**RECOMMENDATION TO BOARD:** Information only.

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 151 :** 2025 PLANNING & DEVELOPMENT COMMITTEE WORK PROGRAM:  
FINALIZE AND APPROVE

**REFERRAL COMMITTEE:** Planning & Development (*Haley*)

**SUBMITTED BY:** Karl Otterstrom, Chief Planning & Development Officer

**SUMMARY:** Near the conclusion of each year, the Planning & Development Committee prepares a work program to outline activities it expects to undertake the following year. At the December 5, 2024, meeting, staff reviewed the draft of the proposed 2025 work program for committee discussion and approval.

**BACKGROUND:** According to STA Board Resolution 681-11, adopted at the September 21, 2011, STA Board Meeting, the Planning & Development Committee is accountable for designing and coordinating the Board’s participation in STA strategic and operational planning, including annual budget preparation, and the annual planning calendar. The annual planning calendar is embodied within the Committee work program as presented below.

*Connect Spokane: A Comprehensive Plan for Public Transportation* identifies two core planning documents that are prepared annually. First, is the Transit Development Plan (TDP), which includes a six-year capital improvement program (CIP) and a three-year service improvement program (SIP). The second is the annual action plan and accompanying operating and capital budgets. These plans are founded on the principles and policies of *Connect Spokane* and advance STA’s strategic goals adopted as part of Phase 1 of *Connect 2035*.

The draft work program includes the major planning activities described above, along with other recurring activities that come before the Planning & Development Committee, including updates on the annual Federal Transit Administration (FTA) Section 5310 Call for Projects. Several other major planning activities in progress next year reflected in the work program include the Division Street Bus Rapid Transit (BRT) project, the Facilities Master Plan (FMP), and the Transit Oriented Development (TOD) Pilot Project.

**DRAFT 2025 Planning & Development Committee Work Program**

<b>Month</b>	<b>Committee Activities</b>
<b>January 2025</b>	<i>No Committee Meetings in January</i>
<b>February 2025</b>	Review Committee Work Program Transit Development Plan (TDP) 2026-2031: Overview Connect 2035 Strategic Plan: Initiative sequencing discussion
<b>March 2025</b>	TDP 2026-2031: Develop mid-range planning guidance Facilities Master Plan: Approve Phase 1 findings and recommendations Connect 2035 Strategic Plan: Initiative sequencing discussion continued



<b>April 2025</b>	<p>Connect 2035: Incorporate sequencing schedule into plan appendix  TDP 2026-2031</p> <ul style="list-style-type: none"> <li>• Finalize mid-range planning guidance</li> <li>• Review preliminary revenue and expenditure forecast assumptions</li> <li>• Identify major activities</li> </ul> <p>Division Street BRT: Draft FTA Capital Investment Grant (CIG) request for project ratings</p>
<b>May 2025</b>	<p>Facilities Master Plan: Phase 2 scope of work  TDP 2026-2031</p> <ul style="list-style-type: none"> <li>• Proposed 2026-2028 Service Improvements</li> <li>• Review Preliminary Capital Improvement Program (2026-2031)</li> <li>• Review Financial Forecasts</li> </ul> <p>Transit Oriented Development (TOD) Pilot Project: Identify Emphasis Areas</p>
<b>June 2025</b>	<p>Division Street BRT: Design and Public Outreach Update  TDP 2026-2031: complete draft plan  Public hearing conducted on draft TDP  TOD Pilot Project: Request for Proposal</p>
<b>July 2025</b>	<p>TDP 2026-2031: Finalize and recommend approval  FTA Section 5310: Notice of Funding Opportunity</p>
<b>August 2025</b>	<i>No Board/Committee Meetings in August</i>
<b>September 2025</b>	TOD Pilot Project: Selection of Studies and Projects
<b>October 2025</b>	<p>Review draft proposed 2026 Action Plan, Operating and Capital Budgets  Division Street BRT: Design and Public Outreach Update</p>
<b>November 2025</b>	<p>Prepare 2026 Committee Work Program  Public hearing on draft proposed 2026 Action Plan, Operating and Capital Budgets  FTA Section 5310: recommend funding awards</p>
<b>December 2025</b>	<p>Recommend approval of final proposed 2026 Action Plan, Operating and Capital Budgets  Finalize and approve 2026 Work Program</p>

In addition to Committee activities that have already been slotted into specific months of 2025, there are other upcoming planning projects that are expected to come before the Planning & Development Committee next year. They include:

- Five Mile Mobility Hub Study
- Grant application approvals, as necessary

**RECOMMENDATION TO COMMITTEE:** Approve the 2025 Planning & Development Committee Work Program.

**COMMITTEE ACTION:** Approved as presented by Committee and forwarded to the Board for information.

**RECOMMENDATION TO BOARD:** For information.

**FINAL REVIEW FOR BOARD BY:**

Division Head \_\_\_\_\_ Chief Executive Officer \_\_\_\_\_ Legal Counsel \_\_\_\_\_

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 15J :** 2024 THIRD QUARTER YEAR-TO-DATE PERFORMANCE MEASURES

**REFERRAL COMMITTEE:** Performance Monitoring & External Relations (*Kerns*)

**SUBMITTED BY:** Brandon Rapez-Betty, Chief Operations Officer

---

**SUMMARY:** The complete report has been posted to the STA website:

[2024 Third Quarter Year-to-Date Performance Measures](#)

The following is a summary of significant measures that are of particular interest, or the committee has provided guidance for staff to highlight on a routine basis.

**Ensure Safety**

**Preventable Accident Rate**

- At 0.15, Fixed Route was higher than STA's goal of 0.08 preventable accidents per 10,000 miles.
- At 0.11, Paratransit was higher than STA's goal of 0.10 preventable accidents per 10,000 miles.

**Earn and Retain the Community's Trust**

**Ridership**

- Fixed Route 2024 third quarter year-to-date ridership was 7,525,246, up 15% compared to third quarter ridership in 2023 with 6,543,543 trips.
- Paratransit 2024 third quarter year-to-date ridership was 289,872, up 8.4% compared to third quarter ridership in 2023 with 267,410 trips.
- Rideshare 2024 third quarter year-to-date ridership was 77,050, up 7.6% compared to third quarter ridership in 2023 with 71,627 trips.

**Passengers per Revenue Hour (PPRH)**

- Fixed Route PPRH was 19.34. The goal is to transport 15 or more passengers.
- Paratransit PPRH was 2.4. The goal was to transport 2.4 or more passengers.

**Provide Excellent Customer Service**

**On-Time Performance: Fixed Route**

On-time performance is measured as a bus departing between 0 to 5 minutes after the scheduled departure time.

- Fixed Route year-to-date on-time performance was 91.7%, below STA's goal of 93%.

### **On-Time Performance: Paratransit**

On-time performance is measured as a van arriving no more than 30 minutes after the scheduled arrival time.

- Paratransit year-to-date on-time performance was 94.2%, above STA's goal of 93%.

### **Operator Ride Checks**

- There were 212 out of 333 ride checks completed for Fixed Route.
- There were 40 out of 65 ride checks completed for Paratransit.

### **Exemplify Financial Stewardship**

#### **Cost per Passenger**

Fixed Route and Paratransit continue to exceed STA's goal to keep the cost per passenger less than 95% of the average cost of the urban systems in Washington State.

- Fixed Route cost per passenger was \$9.37. This was 68.8% of the urban systems' average.
- Paratransit cost per passenger was \$58.70. This was 76.8% of the urban systems' average.

#### **Cost Recovery from User Fees (Farebox Recovery)**

- Fixed Route farebox recovery was 26.2%, above the goal of 20%.
- Paratransit farebox recovery was 4.7%, below the goal of 5%.

***\*New Board-approved methodology began third quarter 2024. Standard fare rate (\$2) divided by operational cost per passenger.***

**RECOMMENDATION TO BOARD:** Information only.

# 16.

## EXECUTIVE SESSION

At this time, the STA Board of Directors will adjourn to an executive session for the purpose of (RCW42.30.110(b)):

- *To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.*

The STA Board of Directors will reconvene in open session approximately 15 minutes after adjourning to Executive Session. If it becomes necessary to extend the executive session, a member of the staff will return to announce the time at which the STA Board will reconvene.

If any action is to be taken as a result of discussions in the executive session, that action will occur at the open public session.

Estimated time – 15 minutes

*A separate Zoom link will be provided for Board members attending virtually.*

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 17A:** RECOGNITION OF RETIRING CEO, E. SUSAN MEYER - RESOLUTION

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Al French, 2024 STA Board Chair

---

**SUMMARY:** At this time, the Board Chair will recognize E. Susan Meyer, retiring STA CEO.

**RECOMMENDATION TO BOARD:** By Resolution, express the Board’s heartfelt gratitude to E. Susan Meyer for her unwavering leadership, dedication, and passion to the agency as she leaves behind an enduring legacy. Susan’s impact on Spokane Transit will be felt for many years to come.

**FINAL REVIEW FOR BOARD BY:**

Division Head // Chief Executive Officer // Legal Counsel mc

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 19, 2024

**AGENDA ITEM 18A:** ELECTION OF 2025 CHAIR AND PRESENTATION OF GAVEL

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** Al French, 2024 STA Board Chair

---

**SUMMARY:** In accordance with the STA Bylaws, the Board Chair is elected annually by a simple majority vote of the voting members of the Board and serves a one-year term from January 1 through December 31 of each year. The office of the Chair rotates each year among the jurisdictions that are located within the boundaries of the Public Transportation Benefit Area and comprise the nine-voting member STA Board. The rotation has the following sequence:

- (1) City of Spokane
- (2) County of Spokane
- (3) City of Spokane Valley
- (4) towns and cities, excluding the Cities of Spokane and Spokane Valley (Small Cities)

According to the regular rotation schedule for the office of the Chair, the City of Spokane Valley is designated as the jurisdiction from which the 2025 Chair should be selected.

**RECOMMENDATION TO BOARD:** By motion, elect the 2025 STA Board Chair pursuant to STA Bylaws. Following the election of the 2025 Chair, the 2024 Board Chair will present the gavel to the incoming Board Chair.

**FINAL REVIEW FOR BOARD BY:**

Division Head   //   Chief Executive Officer \_\_\_\_\_ Legal Counsel \_\_\_\_\_

**SPOKANE TRANSIT AUTHORITY**

**BOARD MEETING OF**

December 17, 2024

**AGENDA ITEM 19A :** PRESENTATION OF COMMENDATION TO AL FRENCH (OUTGOING BOARD CHAIR)

**REFERRAL COMMITTEE:** N/A

**SUBMITTED BY:** 2025 Board Chair

---

**SUMMARY:** Spokane County Commissioner Al French, STA Board Chair in 2024, has served on the STA Board for 21 years. Representing the City of Spokane, Mr. French served on the STA Board from 2003 to 2008. As a County Commissioner, Mr. French has served from January 2009 to present.

In addition to 2024, Mr. French chaired the STA Board in 2020, 2016, and 2012, 2007, and 2003 and has also chaired the Board Operations and Planning and Development Committees.

In 2008, Mr. French was nominated for and won the 2008 APTA Board Member of the Year.

In recognition of Al French’s outstanding service to Spokane Transit and the citizens of the Public Transportation Benefit Area during his term as Chair of the STA Board for 2024, and all the years prior, a commendation has been prepared.

**RECOMMENDATION TO BOARD:** Recognize Al French for his leadership, service, and dedication to Spokane Transit, public transportation, and the Spokane region.

**FINAL REVIEW FOR BOARD BY:**

Division Head \_\_\_\_\_ Chief Executive Officer \_\_\_\_\_ Legal Counsel \_\_\_\_\_