07/07/25 VERSION 3.0

Division Street Bus Rapid Transit

Project Management Plan

Spokane Transit

Note to Reader:

This Project Management Plan (PMP) provides the details of organizational structure, management, and administration procedures and protocols for the Division Street bus rapid transit (BRT) project. The PMP will be updated as the project progresses to reflect new information and input from stakeholders, including STA, the consultant team, and the Federal Transit Administration (FTA), and the FTA's Project Management Oversight Contractor (PMOC). This version of the PMP (Version 3.0) coincides with Submittal of the CIG Small Starts Grant application package.

Revision Number	Date	Project Manager	Notes
Version 1	July 12, 2024	Don Skillingstad	Initiation of Project Development
Version 2	October 31, 2024	Don Skillingstad	Constructability and VE Reviews added in section 5.3
Version 3	July 7, 2025	Don Skillingstad	Update for CIG Small Starts Grant submittal

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TABLES

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ATTACHMENTS

Acronyms and Abbreviations

BAT	Business Access and Transit
Board	Spokane Transit Authority Board
BRT	Bus Rapid Transit
CIG	Capital Investment Grant
CMAQ	Congestion Mitigation and Air Quality
CSWGP	Construction Storm Water General Permit
CTE	Center for Transportation and the Environment
DCE	Documented Categorical Exclusion
FTA	Federal Transit Administration
HPT	High-Performance Transit
LPA	Locally Preferred Alternative
MPO	Metropolitan Planning Organization
NEPA	National Environmental Policy Act
NPDES	National Pollutant Discharge Elimination System
NSC	North Spokane Corridor
PCS	Project Control Specialist
PMOC	Project Management Oversight Contractor
PMP	Project Management Plan
PMT	Project Management Team
project	Division Street Bus Rapid Transit Project
SEPA	Washington State Environmental Policy Act
SRTC	Spokane Regional Transportation Council
SSGA	Small Starts Grant Agreement
STA	Spokane Transit Authority
STA	Spokane Transit Authority
SWPPP	Stormwater Pollution and Prevention Plan
TAC	Technical Advisory Committee
TIP	Transportation Improvement Program
TOD	transit-oriented development
TSP	Transit Signal Priority
WSDOT	Washington State Department of Transportation

1. INTRODUCTION

The Division Street Bus Rapid Transit (BRT) project (project) is a planned zero-emissions transit investment connecting major regional destinations and neighborhoods along approximately 8.5 miles of the Division St. corridor between downtown Spokane, Washington, in the south and unincorporated areas of Spokane County to the north. The Spokane Transit Authority (STA), a municipal corporation that provides public transportation services in Spokane County, is the Project Sponsor. The project will be planned, designed, and constructed in partnership with the City of Spokane, Spokane County, the Spokane Regional Transportation Council (SRTC), Washington State Department of Transportation (WSDOT), and the Federal Transit Administration (FTA), along with the ongoing involvement of the greater Spokane community and key civic, business, institutional, and government leadership.

This Project Management Plan (PMP) details the organizational structure, management, and administrative procedures and protocols that will be used during the Project Development phase of the Division Street BRT Project. The PMP will be updated as the project progresses to reflect new or updated information from stakeholders, including STA, the Consultant Team, FTA Project Management Oversight Contractor (PMOC), and Federal Transit Agency (FTA).

2. GENERAL INFORMATION

2.1 Project Description

The Division Street BRT project will connect major regional destinations and neighborhoods within the City of Spokane, Washington, and unincorporated Spokane County between the Central Business District in the south and the Mead area in the north. The Spokane Transit Authority (STA) Board (Board) of Directors adopted a refined locally preferred alternative (LPA) for Division Street BRT on July 24, 2025. The Division Street BRT project corridor is located along Division Street/US 2/US 395. It begins in north Spokane County at US 395 [1]. It encompasses both US 2 and US 395 from Hastings Road/Farwell Road into the City of Spokane through the intersection of Division Street and US 2 (commonly referred to as the "Wye") and terminates in downtown Spokane. The portion of the project corridor along Division Street between Hastings Road and North Spokane Falls Boulevard follows the current bus route 25-Division. General project characteristics are summarized in Table 2-1 and Figure 2-1 displays the refined LPA for Division Street BRT.

As design has progressed, several major risks have been identified that are impacting the project schedule. A mitigation strategy, reviewed by the STA Planning & Development Committee and STA Board, has been developed that includes a phased approach with the goal of maintaining the overall vision of DivisionConnects. This mitigation strategy includes four key elements:

- Maintain the comprehensive multimodal vision of DivisionConnects
- Explore feasibility of completing the project in phases
- Update the Locally Preferred Alternative (LPA) as needed
- Develop a schedule and funding strategy for completion of all phases of the current project

In response to the strategy element to "explore feasibility of completing the project in phases," staff have identified a Minimum Operable Segment (MOS) that can be completed independent of the completion of the North Spokane Corridor (NSC) (See Figure 2-1). In developing the MOS, staff identified elements and segments that a) deliver the most benefit to existing ridership and b) can reasonably be implemented without the completion of the NSC. Based on this evaluation, the MOS has the following attributes:

- Construct stations from downtown Spokane to Hawthorne Road
- Use the existing Hastings Park and Ride as an interim northern terminus
- Implement BAT lanes through the couplet only (Cataldo to Foothills/Cleveland) where the greatest vehicular capacity exists
- Pursue a "Corridor-Based BRT" CIG grant
- Revenue service date remains 2030

In defining the MOS above, it was apparent that the full build-out of Ruby Street with the BAT lane on the right side of the street was infeasible without reconsidering the geometric profile of the street. In particular, the DivisionConnects plan and the LPA both envision the two-way cycle track to run immediately adjacent to the BAT Lane on Ruby Street, displacing the current outside lane. Stations and the bicycle facility will need to be situated in such a way to be constructed independently, both by way of design and schedule.

[2] https://www.spokanetransit.com/wp-content/uploads/2021/12/Connect_Spokane_Update_Final_5-22-19.pdf

The solution to address the design and schedule issues on Ruby Street is a revision to the LPA that places BRT stations on the left side of Ruby Street between North River Drive and Jackson Avenue, allowing the bicycle facility to be implemented subsequent to the NSC without major disruption to BRT operations. This configuration would then allow a BAT lane for most of Ruby Street, from Cataldo Avenue on the south and Cleveland Avenue to the north.

Future phases will focus on other aspects of the LPA and the overall DivisionConnects vision that will not be included in the MOS. (See Figure 2-2). These items include:

- Construct a dedicated bike/ped facility on Ruby Street
- Install BAT lanes on Division mainline (Foothills/Cleveland to 'Wye')
- Construct the remaining stations north of Hawthorne Road
- Construct Mead Transit Center
- Increase service frequency
- Construct active transportation improvements not included in Division BRT
- Transit oriented development zoning implementation

Some of these improvements will be completed in coordination with WSDOT, SRTC, Spokane County, and the City of Spokane.

This Project Management Plan will focus on the MOS as the first phase of the Division Street BRT project. Future versions of this PMP will include future phases of work as needed.

Division Street BRT will connect regionally significant employment, educational, institutional, civic, cultural, and retail destinations, and urban neighborhoods with frequent, reliable, all-day transit service. It will provide High-Performance Transit (HPT) in support of downtown Spokane planning and development objectives that have been documented since the 1990s. HPT is a network of corridors providing all-day, two-way, reliable, and frequent service, which offers competitive speeds to the private automobile and features improved amenities for passengers. The project will connect major destinations including the Central Business District, the University District, educational institutions, medical facilities and major shopping and service centers, shown on Figure 2-1. Additionally, the Division Street BRT will serve several of Spokane's highest transit ridership residential areas, including Shiloh Hills, North Hill, Nevada Heights, Emerson/Garfield, Logan, Riverside, and East Central neighborhoods. Numerous cultural and recreational amenities, such as Riverfront Park, the Spokane Convention Center, the Centennial Trail, and numerous community parks are located along the alignment.

Division Street BRT will use 60-foot modern zero-emission vehicles. Service will run frequently, seven days a week, with a goal of 15-minutes or better at least 14-hours per day. There will be 39 individual uniquely branded stations along the alignment signifying premium BRT service. The project includes improvements to reduce transit travel times, improve reliability, and provide better access to stations along existing roadways on which Division Street BRT will operate.

The project corridor is generally divided into the four segments summarized in Table 2-2, reflecting different roadway configurations and operating environments.

STA intends to pursue FTA 5309 Small Starts funding for the Division Street BRT project, along with state and local resources, which will contribute to the local funding commitment.

Table 2-1. Division Street BRT Project Characteristics

Characteristic	Description
General characteristics	
Length	8.5 miles (MOS)
Termini	South: Downtown in the vicinity of 2nd Avenue and Wall Street North: Hastings Park and Ride
Number of stations	39
Capital cost (YOE$)	$127 million for capital investments, right-of-way and professional services; $39.5 million for BRT vehicles
Small Starts request	$82 million
Congestion Mitigation and Air Quality	$1 million
State of Washington – Move Ahead WA	$45 million to be appropriated as follows: $5.2 million in Washington State 2023-2025 biennial transportation budget $16.6 million in Washington State 2025-2027 biennial transportation budget $22.5 million in Washington State 2027-2029 biennial transportation budget $.7 million in Washington State 2029-2031 biennium transportation budget
STA Local Funds	$38.5 million
Annual O&M costs (YOE$)	To be determined
Span of service	
Weekdays and Saturdays	14 hours
Sundays	9 hours
Preferred operations—weekday	
AM/PM peak	Every 15 minutes
Midday	Every 15 minutes
Evening	Every 15 minutes
Early morning/late night	Every 30 minutes
Preferred operations—Saturdays	
Midday	Every 15 minutes
Evening	Every 15 minutes
Early morning/late night	Every 30 minutes
Preferred operations—Sundays	
Midday	Every 15 minutes

Table 2-2. Division Street BRT Project Segments

Segment	Extents
Northern	North of the North Division “Wye”
Mainline	Between Cleveland Ave. and the North Division “Wye”
Couplet	Between the Spokane River and Cleveland Ave.
Downtown	South of the Spokane River

Figure 2-1. Division Street BRT Project Minimum Operable Segment (MOS)

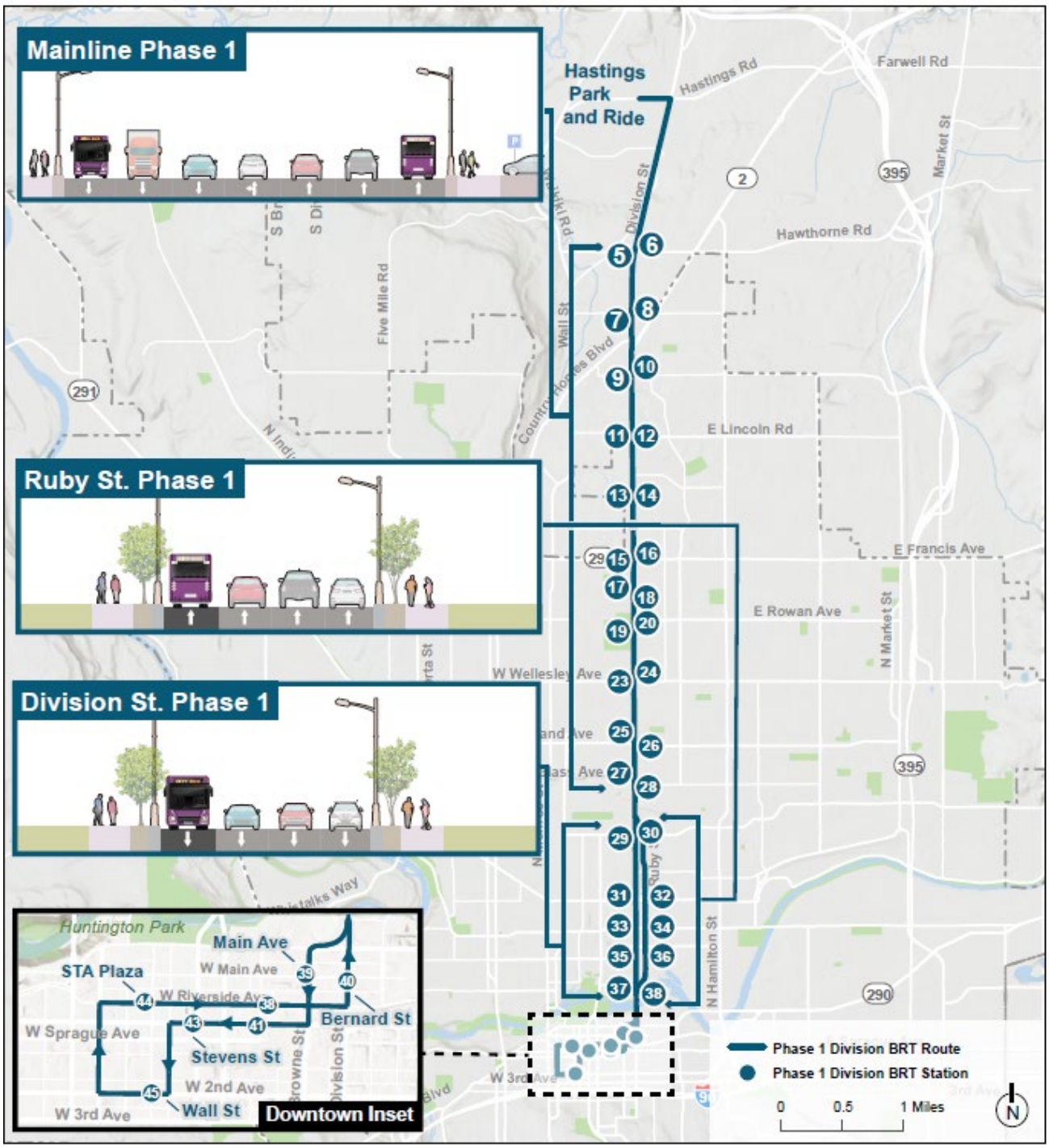
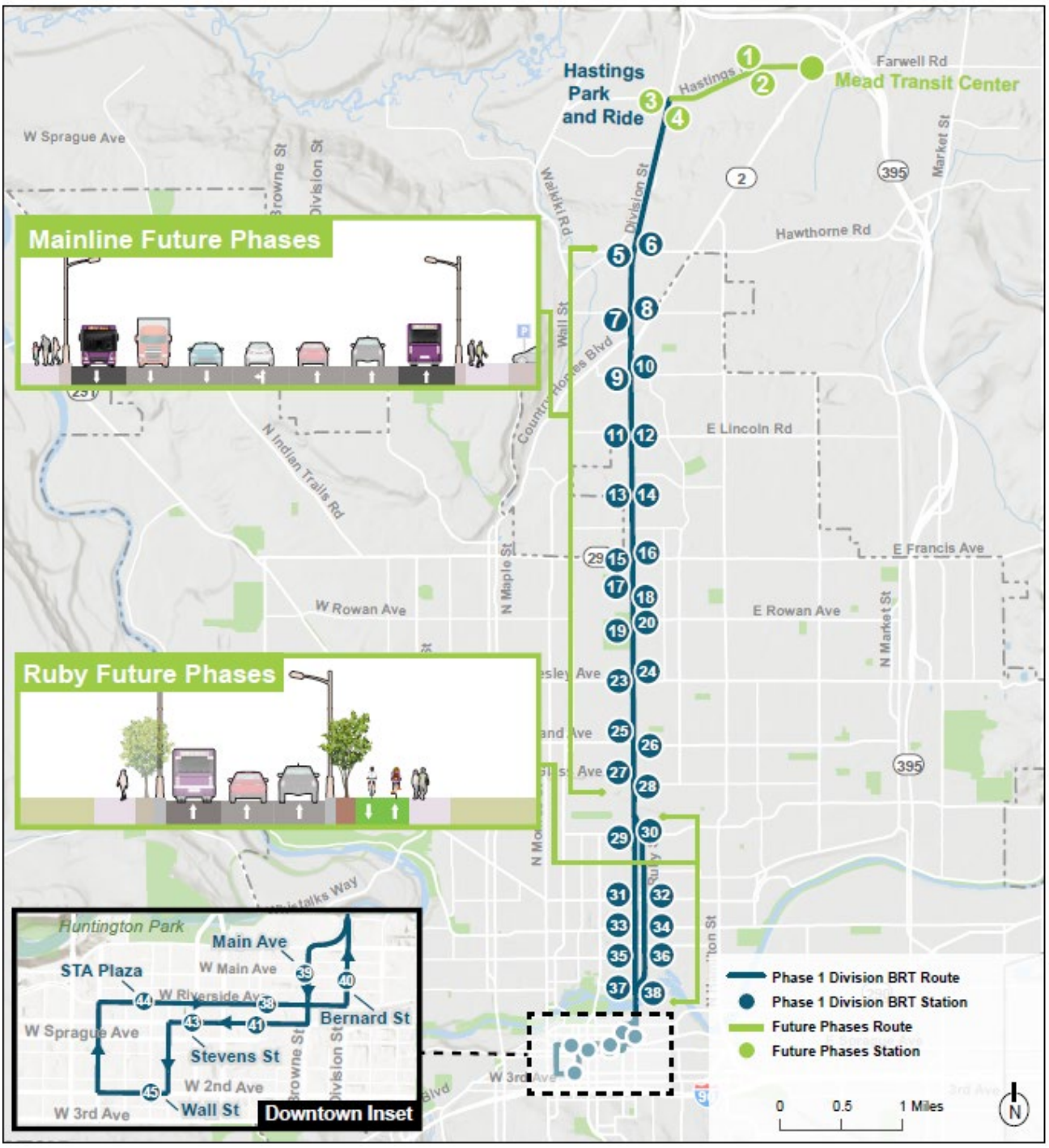


Figure 2-2. Division Street BRT Project (Future Phases)



2.2 Project Purpose

The development of high-performance transit (HPT) in Spokane County is a key component of Spokane

Transit Authority's (STA) Comprehensive Plan, Connect Spokane. STA defines High Performance Transit (HPT) as corridors providing all-day, two-way, reliable, frequent, and easy-to-use transit, with improved amenities. Given existing ridership and forecast growth on North Division Street, STA's plans have long included investing in HPT service along this important north-south roadway.

Division Street provides access from downtown Spokane to growing communities on the northern edge of Spokane. Forecast growth along the corridor and in areas to the north is expected to contribute to an increased demand for transit service along this already busy bus route. The completion of the North Spokane Corridor (NSC) will provide a new, parallel roadway that is expected to draw some of the traffic that currently uses Division Street, freeing up existing roadway capacity to develop infrastructure that will support fast, frequent, and reliable BRT service. STA began the Division Street bus rapid transit (BRT) project with the primary purpose of increasing overall mobility in Spokane County by delivering a high-quality, fast, and frequent transit service for the Division Street corridor. Division Street BRT will convert the existing Route 25-Division to BRT service, with new stations and roadway modifications that will provide faster and more reliable bus service to the community. Division Street BRT will be the second BRT line in the region, extending from downtown Spokane along the Division Street corridor for approximately 10 miles to the Mead area north of the "Y" where Highways 2 and 395 diverge.

2.3 Project Elements

The project elements for Division Street BRT were selected as part of a multi-year process. Beginning in 2019, STA and SRTC, in partnership with the City of Spokane, Spokane County, and WSDOT, undertook a 2-year collaborative study known as DivisionConnects to evaluate the opportunities and challenges for Division Street that are expected to come with the planned completion of the North Spokane Corridor (NSC), described in Section 2.8.

DivisionConnects was undertaken in two phases. Phase 1 focused on evaluating options and identifying an LPA for rubber-tired HPT service in the corridor as identified in the STA Transit Development Plan as BRT. It ended with the adoption of an LPA for Division Street BRT between North River Drive and the Wye by the STA Board on April 15, 2021. The LPA identified the roadway cross-sections, including side-running business access and transit (BAT) lanes, planned service levels, and preliminary station locations. One important element noted as part of the adoption was the need for future evaluation of protected bicycle facilities along Ruby Street. The LPA also acknowledged that decisions associated with routing for the northern and southern termini would be determined through a future evaluation process for Division Street BRT.

Phase 2 expanded on the findings from Phase 1, examining potential land use and active transportation investments that could support future BRT service. This phase included the evaluation of potential opportunities for transit-oriented development (TOD) along the corridor and the identification of active transportation capital projects that can provide access to the future BRT service, using the LPA as the foundation for analysis.

In March 2022, STA initiated planning activities for Division Street BRT. These activities were built on the findings from DivisionConnects, with a focus on identifying the routing and station locations for the project north of the "Wye" and south of North River Drive. Planning activities for Division Street BRT were conducted in close coordination with SRTC, the City of Spokane, Spokane County, and WSDOT. On July 24, 2025, the STA Board adopted a refined LPA for Division Street BRT. The adopted refined LPA includes:

- The alignment for Division Street BRT, displayed in Figure 2-1.
- Project elements for Division Street BRT, summarized in Table 2-3.

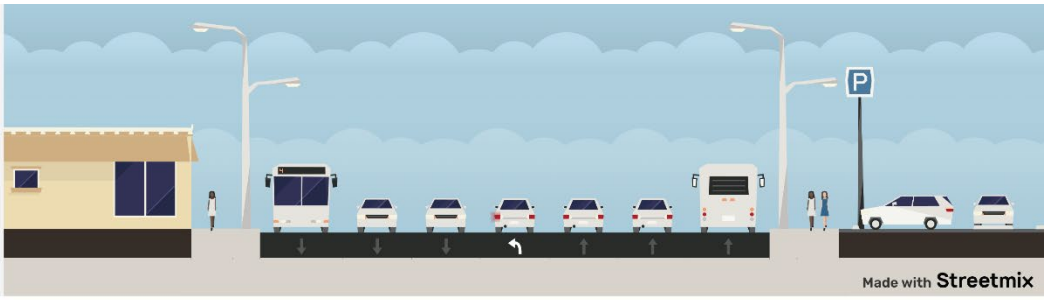
- The roadway cross sections for Division Street BRT from North River Drive to the Wye included in the refined LPA are shown in Figure 2-1. No changes to the roadway cross-sections are anticipated north of the Wye. Limited modifications to roadway cross-sections in downtown Spokane are anticipated and will be evaluated in future project phases.
- Station locations for Division Street BRT, summarized in Table 2-4.

Table 2-3. Division Street BRT Project Elements

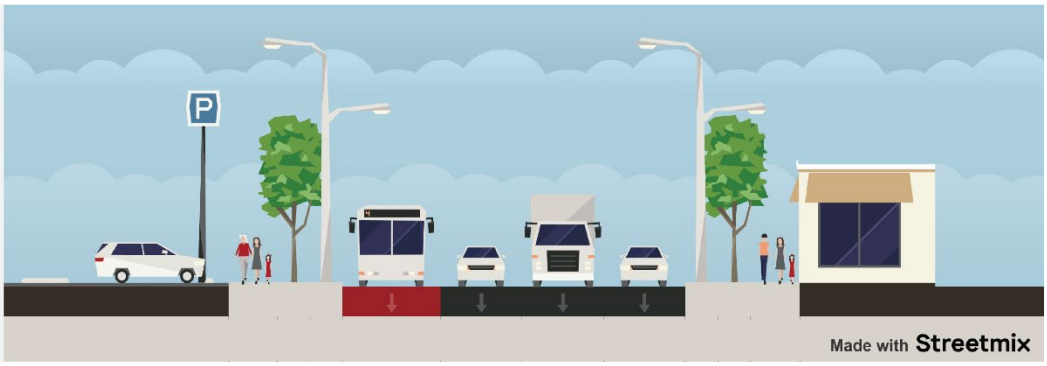
Element	Description
Mode	Fixed guideway bus rapid transit (BRT) using zero-emission 60' buses
Service Level	Weekdays: 10-minute frequency or better Nights & Weekends: 15-minute frequency during most hours of the span
South Termini	Downtown south of the STA Plaza in the vicinity of 2nd Avenue and Wall Street
North Termini	A new transit center in the vicinity of Farwell Road and Newport Highway
Alignment	As depicted in Figure 2-1
Station Locations	As depicted in Table 2-4
System Operations	Operating techniques for speed and reliability, such as Transit Signal Priority (TSP), all-door boarding and near-level platforms
Lane Configuration	Side-running, dedicated Business Access and Transit (BAT) lanes between Cataldo Ave. and Cleveland Ave., Division Street (right-side) and Ruby Street (left-side) through the couplet, generally between Cataldo Avenue and Cleveland Avenue (See Figure 2-3)
Other Multimodal Treatments	Pedestrian, ADA and bicycle improvements throughout the corridor.

Figure 2-3. Division Street BRT Street Profiles

Mainline
looking north



Couplet: Division
looking north



Couplet: Ruby
looking north

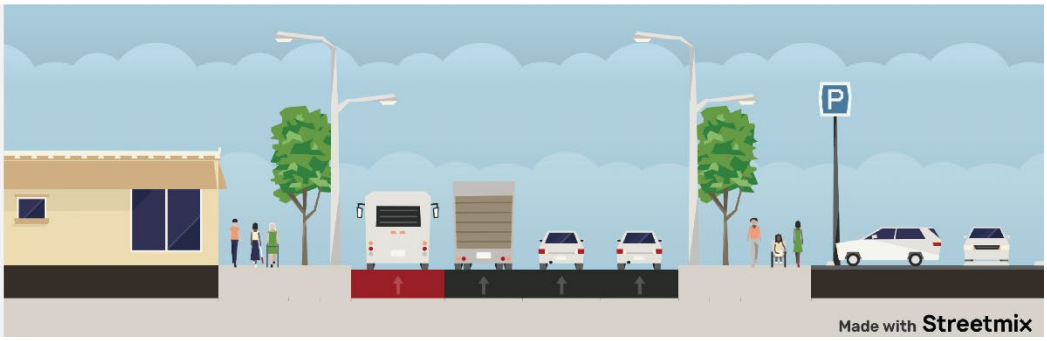


Table 2-4. Division Street BRT Station Locations

Northern Segment (North of the North Division "Wye")*
• Hastings Park and Ride • Division St/Hawthorne Rd • Division St/Holland Ave
Mainline Segment (Between North Foothills Drive and the North Division "Wye")*
• Division St/Magnesium Rd/Price Ave • Division St/Lincoln Rd/Cascade Way • Division St/Weile Ave/Rhoades Ave • Division St/Francis Ave • Division St/Central Ave • Division St/Rowan Ave • Division St/Wellesley Ave • Division St/Empire Ave/Garland Ave • Division St/Bridgeport Ave/Glass Ave
Couplet Segment (Between the Spokane River and North Foothills Drive)*
• Division St/Buckey Ave/Ruby St/North Foothills Dr • Division St/Ruby St/Indiana Ave • Division St/Ruby St/Mission Ave • Division St/Ruby St/Boone Ave • Division St/North River Dr
Downtown Segment (South of the Spokane River)*
• Browne St/Main Ave (SB) • Sprague Ave/Bernard St (SB) • Sprague Ave/Stevens St (SB) • 2nd Ave/Wall St (SB) • Riverside Ave/Wall St (NB) • Riverside Ave/Bernard St (NB) • Division St/Main Ave (NB)
* Station locations are identified by the nearest major intersections. Precise locations will be determined through design and engineering during the Project Development Phase.

2.4 Project Goals and Objectives

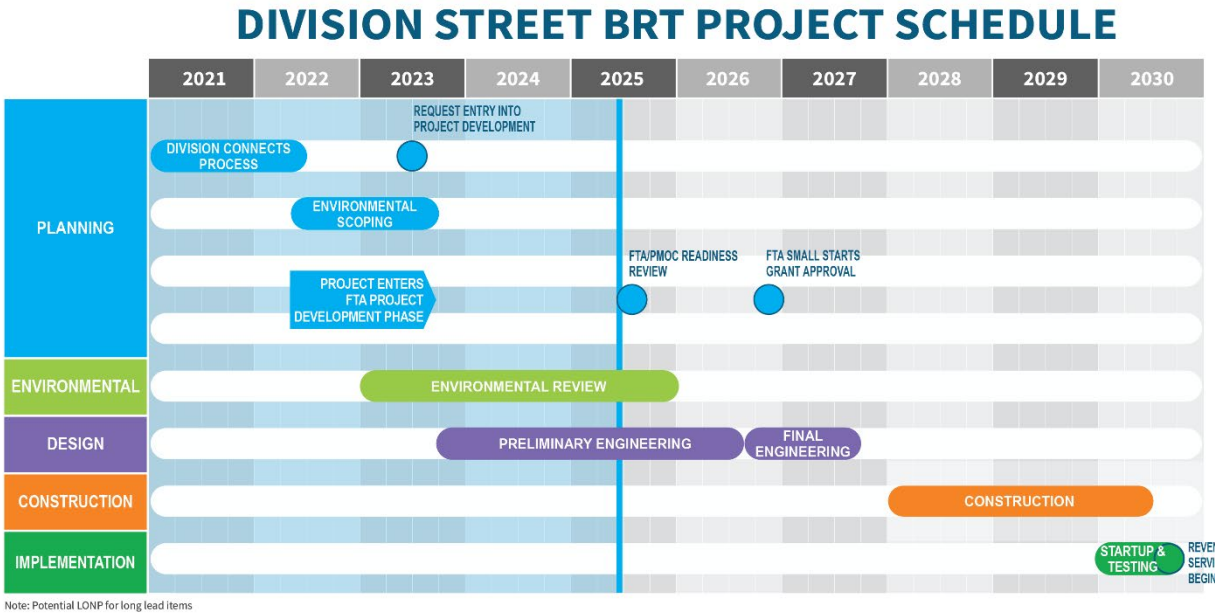
Project goals, based on the purpose and need, include the following:

- Increase mobility;
- Reduce transit travel times and increase transit reliability;
- Improve transportation safety;
- Increase opportunities for pedestrian and bicycling activities;
- Provide safe and comfortable transit stations; and
- Reduce greenhouse gas emissions.

2.5 Project Timeline

The Division Street BRT project received approval to enter the Project Development phase under FTA's Capital Investment Grant (CIG) Small Starts program in September 2023, with a goal of securing a Small Starts Grant Agreement (SSGA) in 2027. Construction is anticipated to begin as early as 2028 with revenue service starting in 2030. An overview of the project phases is presented in 4.

Figure 2-4. Division Street BRT Project Milestone Schedule



2.6 Project Implementation

To optimize delivery and address timing considerations such as federal funding cycles, regional construction schedules, and design progression, the project will advance through a Minimum Operable Segment (MOS) approach. The initial implementation focuses on the highest-priority segments and foundational infrastructure, while remaining corridor elements will be advanced as design and funding milestones are met.

Initial Implementation Scope (Phase 1)

The initial implementation scope of the DBRT project focuses on delivering the foundational elements necessary to initiate corridor-based BRT service while maintaining eligibility for FTA Small Starts funding. This phase will include:

- Station Design and Construction:
  Build all BRT stations between downtown Spokane and Hawthorne Road. Minor improvements will be made at the Hastings Park & Ride to support its use as the interim northern terminus.
- Ruby Street Reconfiguration:
  Modify the alignment of Ruby Street to enable sequencing of improvements, particularly to accommodate left-side BRT station placement.
- BAT Lanes Implementation:
  Install Business Access and Transit (BAT) lanes along the Division/Ruby couplet while preserving the four-lane configuration on Division Street and Ruby Street.
- Corridor-Based BRT Investments:
  Implement the Minimum Operable Segment (MOS) as a corridor-based BRT project to maintain FTA Small Starts eligibility, including:
    - Procurement of five-door, zero-emission BRT vehicles
    - Deployment of Transit Signal Priority (TSP) across most of the corridor
    - Service levels that meet or exceed federal corridor-based BRT frequency requirements
    - Consistent BRT branding applied to stations, vehicles, and service

- Accessibility and Bicycle Improvements:
    - Enhance ADA accessibility and bicycle infrastructure along the corridor where feasible.

Full BRT Build-Out and Supporting Improvements (Future Phases)
Division Street BRT Enhancements:

- Construct a dedicated bicycle and pedestrian facility along Ruby Street
- Install BAT lanes on the mainline Division Street segment
- Complete the remaining BRT stations between Hawthorne Road and the Mead Transit Center
- Construct the new Mead Transit Center
- Increase service frequency to align with full BRT standards

2.7 Project Capital Cost Estimate

As noted in STA's request to enter the Project Development phase, preliminary planning level costs to plan, engineer and construct Division Street BRT, and purchase vehicles total approximately $165.7 million including:

$127 million for capital investments including, but not limited to, corridor and roadway improvements, passenger facilities, and transit center investments

$39.5 million BRT vehicles

Refinement of the project scope and cost will occur throughout the project. Detailed project costs will be developed for the CIG Small Starts Grant submittal in 2025 and summarized in accordance with the FTA Standard Cost Categories (SCC) summarized in Table 2-5.

Table 2-5. Division Street BRT Project Capital Cost Summary

FTA Standard Cost Category (SCC)	Estimated Project Capital Cost ($millions, YOE)	Percentage of Project Capital Cost
10 – Guideway and Track Elements	$.4	<1%
20 – Stations, Stops, Terminals, Intermodal	$44.7	27%
30 – Support Facilities: Yards, Shops,	$0	0%
40 – Sitework and Special Conditions	$21.1	13%
50 – Systems	$10.5	6%
60 – Right-of-Way, Land, Existing Improvements	$2.5	2%
70 – Vehicles	$39.5	23%
80 – Professional Services	$32.0	9%
90 – Unallocated Contingency	$15.7	10%
100 – Finance Charges	$0	0%
TOTAL Project Cost ($millions, YOE)	$166.5	100%

2.8 Agency Overview and Statutory Authority

STA is a special purpose municipal corporation providing public transportation service in Spokane County, WA within the agency's Public Transportation Benefit Area (PTBA). Spokane County voters created the Spokane Transit Authority in 1980 pursuant to RCW 36.57A.030.

The PTBA includes the cities of Spokane, Spokane Valley, Cheney, Liberty Lake, Airway Heights, Medical Lake, Millwood, and the unincorporated areas surrounding these cities. The PTBA includes 85% of Spokane County's population, equating to almost 500,000 people. STA's funding derives primarily from voter approved local sales tax collected within the PTBA, federal funding, and fare revenue.

2.9 Project Sponsorship

The project sponsor for this project is STA. Project partners include WSDOT, SRTC, Spokane County and the City of Spokane. Their respective roles and responsibilities for this Division Street BRT include:

- WSDOT – A majority of the Division Street BRT alignment is located on US 2 and US 395. For this portion of the alignment, WSDOT is the decision-making entity within the curb-to-curb right of way. WSDOT representatives will be responsible for coordinating all project-related issues and approvals with WSDOT staff. The WSDOT traffic representative will provide input and review of traffic analysis and traffic signal design. Design coordination with WSDOT (for the segment within their jurisdiction) will ensure that transitways and BAT lanes meet design standards.
- Spokane Regional Transportation Council (SRTC) – SRTC is the Metropolitan Planning Organization (MPO) for the region and a key project partner. The project is included in the Horizon 2045 Spokane Metropolitan Transportation Plan. SRTC has been involved in development of Division Street corridor plans and studies and was a co-lead with STA for the DivisionConnects study described earlier.
- Spokane County – The northern portion of the alignment is within unincorporated Spokane County. Spokane County is a key project partner for the coordination of design, construction, operations, and community outreach for infrastructure elements. For the segment of the BRT line located in unincorporated Spokane County, all project work outside the state right of way will require approval from Spokane County. The County's Building and Planning Department will lead the work to modify land use and zoning in support of transit-oriented development along the Division Street BRT corridor within County limits.
- City of Spokane – The majority of the alignment is located within the City of Spokane. The City of Spokane is a key project partner for the coordination of design, construction, operations, and community outreach for infrastructure elements in the City of Spokane public right of way. All project work outside the WSDOT right of way will require approval from the City of Spokane. The City of Spokane will also be responsible for the review and comment associated with the environmental review process. The City's Department of Planning and Economic Development is responsible for use and zoning. The project team will coordinate with the Department of Planning and Economic Development regarding potential transit-oriented development along the Division Street BRT corridor within City limits.

2.10 Funding Plan

The project's funding plan includes multiple state, federal, and local sources. Funding sources for the project are as follows:

- $1 million in Congestion Mitigation and Air Quality (CMAQ) funds
- $45 million in Washington State Move Ahead WA funds, as appropriated in the Washington State transportation budget to be distributed throughout each biennium beginning in 2023 and ending in 2031.
- $38.5 million STA local funds derived from local sales tax revenue

The Washington State legislature has programmed $45 million over multiple biennial budgets for Division Street BRT, of which $21.794 million has been appropriated in an enacted state budget. STA recognizes that state funding for the 2027-2029 biennial transportation budget is still pending legislative action in 2027, and as such, Board Resolution No. 812-23 provides a commitment of local funds in the unlikely and unprecedented event that state funds are delayed or deferred.

2.11 Regional Priority, Transportation Planning, and Non-Project Activities

The Division Street corridor serves local and regional traffic including freight, has the second highest ridership bus route in STA's system, and provides access from downtown to growing communities on the northern edge of the City of Spokane and into unincorporated Spokane County. Within Washington, Division Street is a segment of the state highway system (US Highways 2 and 395) that connects the west and east (US 2), and the north and south (US 395) regions of the state.

2.11.1 Transit Planning

In September 2010, the STA Board adopted the first edition of Connect Spokane: A Comprehensive Plan for Public Transportation.[2] This plan is a guiding policy document for what transit may start to look like throughout the Spokane Region over the coming decades. In 2012 and 2013, the first two phases of a planning process called STA Moving Forward were completed. The results of the first two phases helped to inform the High-Performance Transit section of the Comprehensive Plan, including the development of the Division Street corridor as a potential HPT route. The last two phases of this planning effort were completed in 2014 and 2015 and included public outreach to determine system-wide improvement priorities and an implementation plan for STA Moving Forward projects.

The Comprehensive Plan outlines long-term transit-related goals and policies for the region. These goals include STA's role to serve as a regional connection to neighborhoods/jurisdictions, places of employment, community events, and public services in a way that meets the needs of the service area. STA is a major regional asset that aims to use the HPT Network concept to communicate a vision of corridors where public transportation services will be consistent and prioritized for further investments such as Division Street).

2.11.2 Regional Transportation Planning

Division Street BRT is included in SRTC's Horizon 2045 long-range transportation plan as a short-term, regionally significant project. The Division Street BRT project was first included in the regional Transportation Improvement Program (TIP) in the 2013-2016 TIP.

[2] https://www.spokanetransit.com/wp-content/uploads/2021/12/Connect_Spokane_Update_Final_5-22-19.pdf

3. PROJECT ORGANIZATION

STA brings dedicated leadership and an experienced team to this project. This is the second CIG project undertaken by the agency, as the City Line BRT project opened for service in July 2023, after being completed well under budget.

3.1 Management Approach/Principles

Implementation of Division Street BRT requires coordination across multiple public and private entities to implement a program of infrastructure, systems, and zero-emission vehicle projects. This requires coordination across departments and levels within STA as well as coordinated decision-making, communications, and project management among the project partners.

The project management structure reflects the following principles to facilitate the success of the Division Street BRT implementation:

- Clear, coordinated, and continuous communications across STA departments and among the project partners responsible for design, construction, start-up, and/or operations of elements of the Division Street BRT.
- Adherence to statutory regulations and decision-making authority of STA and the project partners.
- Coordination of Division Street BRT project elements, multiple construction packages, and related capital projects through the Deputy Director for Capital Development.
- The STA Senior Project Manager will be the "single point of contact" within STA for coordination of all issues and work elements related to the Division Street BRT within STA and with the project partners.
- Continuous and consistent public communications and transparency throughout the project.
- Coordinated management of inter-related project elements (facilities, infrastructure, systems, training, etc.), both inside and outside of STA, to ensure readiness of all project elements for the start of revenue service.
- Multi-agency processes for expedient resolution of design approvals, claims, disputes resolution, and other project management issues and decisions impacting one or more of the project partners.
- Use of project consultants to augment internal staff capabilities and to provide expertise from similar capital project implementations at other transit agencies.
- Adoption of transit industry best practices and compliance with FTA requirements for capital project management.

The remainder of this section of the PMP discusses the roles, responsibilities, and organization for the Division Street BRT team, both within STA and for coordination with its project partners throughout Project Development and Construction.

3.2 Project Partner Roles and Responsibilities

Division Street BRT will be constructed and operated using infrastructure, right-of-way, facilities, and systems involving multiple partners. Table 3-1 provides a summary of the key roles and responsibilities of the primary Division Street BRT project partners.

Table 3-1. Division Street BRT Primary Project Partners Overview

Entity	Implementation Phase Roles (Project Development/Construction)	Post-Implementation Phase Roles (After Start of Revenue Service)
Spokane Transit Authority	• Lead agency – overall Division Street BRT program management • Manage construction of Division Street BRT infrastructure and station elements • Community and stakeholder outreach lead • Quality management lead • Risk management lead • Safety and security lead • Grants management and FTA liaison	• Operate Division Street BRT service • Own and maintain Division Street BRT zero-emissions BRT vehicles and charging/fueling infrastructure • Own and maintain Division Street BRT stations, amenities, and systems • Maintain STA purchased transit signal priority equipment and onboard/central system elements (in coordination with City of Spokane/Spokane County/WSDOT)
City of Spokane	• Design and construction coordination • Construction oversight & inspection – roadway, utility, and signal improvements • Community/property owner outreach (in coordination with STA) • Permitting	• Operate and maintain public rights-of-way and infrastructure (streets, sidewalks, utilities1, etc.) • Operate and maintain bike/pedestrian access improvements • Maintain the transit signal priority system (in coordination with STA)2
WSDOT	• Ultimate decision-making entity within curb-to-curb right of way on US 2 and US 395 • Responsible for coordinating all project-related issues and approvals with WSDOT staff • Design coordination for segments within WSDOT jurisdiction	• Own and maintain the US 2 and US 395 roadway including pavement curb-to-curb
Spokane County	• Design and construction coordination • Construction oversight & inspection – roadway, utility, and signal improvements • Community/property owner outreach (in coordination with STA) • Permitting • Right-of-way permitting for County-owned areas at the north end of the project area	• Operate and maintain public rights-of-way and infrastructure (streets, sidewalks, utilities1, etc.) • Operate and maintain bike/pedestrian access improvements • Maintain the transit signal priority system (in coordination with STA)2

[1] The City of Spokane provides water service along the corridor south of Francis Avenue. Spokane County Water District #2, #3 and Whitworth Water District #2 provide water service north of Francis Street. The City of Spokane Wastewater

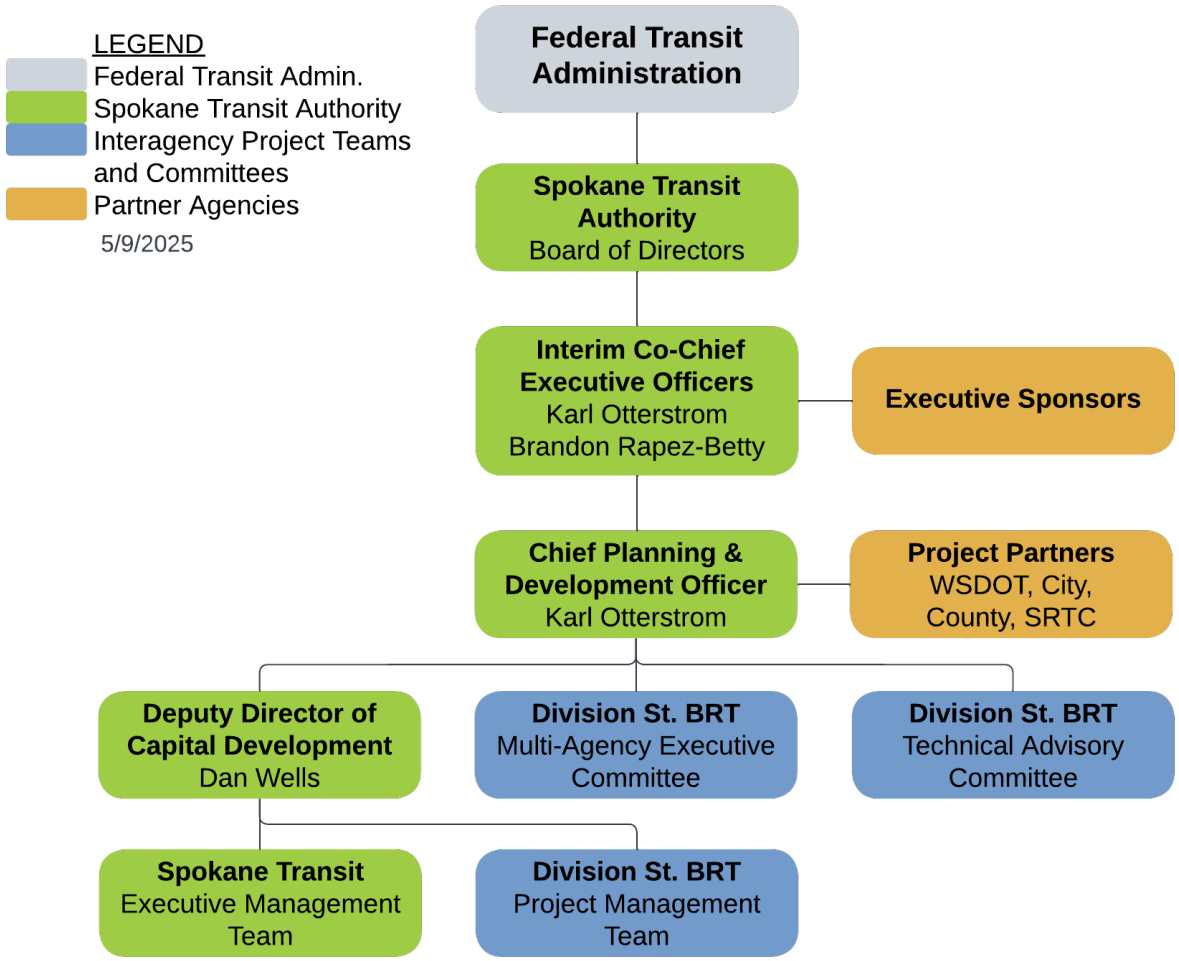
Services provides service along the entire corridor. The City of Spokane provides stormwater management services along the entire corridor.

[2] All primary project partners are active members of the regional Traffic Management Center.

In addition to the primary project partners, STA will coordinate with multiple other agencies and utility providers. STA will seek approvals of third-party agreements that specify the roles and responsibilities by project phase with each project partner. A list of third-party agreements is will be developed for the project. It is anticipated this list will continue to be updated throughout the life of the Project.

Decisions associated with design, construction, and implementation of Division Street BRT will be coordinated with project partners. Figure 3-1 illustrates the organizational structure for coordination within STA and with project partners. The composition and roles of the positions, committees, and teams shown in the figure are described throughout the remainder of this section.

Figure 3-1. STA and Project Partner Organization



3.3 Responsibilities by Project Element

Many of the Division Street BRT project elements are inherently multi-agency projects and will involve coordination between these parties. Responsibilities for specific program elements and specific roles for WSDOT, City of Spokane, Spokane County, and SRTC will be defined through third party agreements.

- **Spokane Transit Authority** is the Lead Agency with overall responsibility for implementation of the Division Street BRT. STA is also leading implementation of Division Street BRT transit

infrastructure, facilities, and systems, as well as system startup activities such as testing, training, and operations planning.

- The **City of Spokane** will be a key project partner for coordination of design, construction, operations, and community outreach for infrastructure elements in the City of Spokane.
- **WSDOT** is the decision-making entity within the curb-to-curb right of way of US 2 and 395. WSDOT contacts will be responsible for coordinating all project-related items and approvals with WSDOT staff. The WSDOT staff will provide input and review of traffic and traffic signal design. Design coordination with WSDOT (for segments within their jurisdiction) will be required to ensure the transitways and BAT lanes meet design standards.
- **Spokane County** will be a key project partner for coordination of design, construction, operations, and community outreach for infrastructure elements in Spokane County.
- **SRTC** is the lead agency who will update and maintain the definition of the project within the TIP.

STA and the project partners will use third-party consulting services when it is beneficial to the project to augment in-house resources or expertise. Through the combined use of consultants as well as expanded internal staffing, STA can accommodate both short-term resource needs of the Division Street BRT project, as well as the longer-term needs of the agency's *Connect 2035* capital and service expansion initiatives.

STA contracted with Parametrix, Inc. for design and engineering services. Parametrix's consultant staff have been engaged in the planning and implementation of the Division Street BRT, beginning with their work on DivisionConnects and have assembled substantial project knowledge and built working relationships with STA staff, FTA, agency partners and the community. See staffing utilization plan in *Table 3-2*.

The scope of work for consultant services includes:

1. Project Management: Client and team coordination, QA/QC, and resource allocation.
2. Planning and Feasibility Activities: Evaluation and assessment of station and transit center locations, WSDOT coordination, operations analysis, and active transportation analysis
3. Design and Engineering: Field investigations, survey and mapping, and design
4. Environmental Review: Evaluation for compliance with National Environmental Policy Act (NEPA) and Washington State Environmental Policy Act (SEPA) requirements
5. Public and Stakeholder Engagement: Coordination of engagement materials and events
6. Project and FTA Support: Funding support and documentation, third-party agreements, risk management
7. Construction Management: Construction administration support, Engineer of Record, file maintenance

Additional consultants utilized by STA may require coordination with the Division Street BRT project. For example, STA has also contracted with the Center for Transportation and the Environment (CTE) for analysis of fleet conversion to zero-emission technologies. While their scope encompasses STA's entire fixed-route service, their analysis may inform a decision for the zero-emission technology for the Division Street BRT project.

3.4 Spokane Transit Authority

STA is a regional public transportation agency, and as such provides a variety of transportation services, including fixed-route service on routes to the cities of Airway Heights, Cheney, Liberty Lake, Medical Lake, Millwood, Spokane, and Spokane Valley. These services include connections between downtown

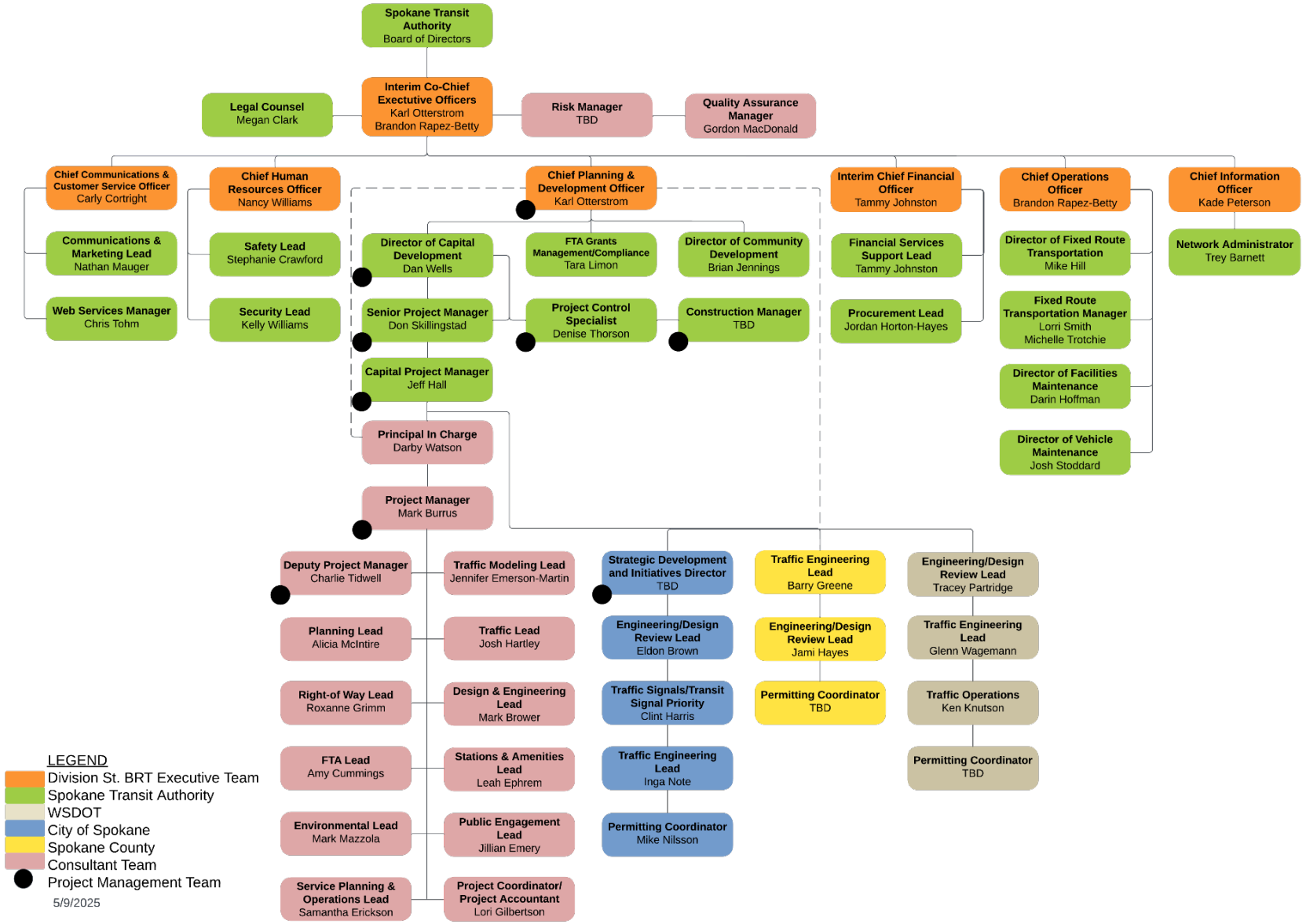
Spokane and the Spokane International Airport, major shopping malls, area colleges and universities, and Fairchild Air Force Base. Figure 3-2 displays STA's team organizational chart.

Table 3-2. Staffing Utilization Plan

		DESIGN																								CONSTRUCTION			
		2025											2026													2027			
NAME	**AGENCY**	**F**	**M**	**A**	**M**	**J**	**J**	**A**	**S**	**O**	**N**	**D**	**J**	**F**	**M**	**A**	**M**	**J**	**J**	**A**	**S**	O	**N**	**D**	**J**	**F**	**M**	**A**	**M**	**J**	**J**
PROJECT MANAGEMENT TEAM																															
Karl Otterstrom	STA	5	5	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	5	5	5	5	5	5	10	10	10	10	5	5	5
Dan Wells	STA	5	5	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	5	5	5	5	5	5	10	10	10	10	5	5	5
Don Skillingstad	STA	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Construction Manager	STA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100	100	100	100	100	100	100	100	100	100	100	100
Denise Thorson	STA	5	5	5	5	5	5	5	5	5	5	5	10	10	10	10	10	20	20	20	20	20	30	30	30	40	40	50	50	50	50
TBD	City of Spokane	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Darby Watson	Parametrix, Inc.	50	50	50	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10				
Mark Burrus	Parametrix, Inc.	40	40	40	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Charlie Tidwell	Parametrix, Inc.	20	20	20	60	60	60	60	60	60	60	60	60	60	60	60	60	60	40	40	40	40	40	40	40	40	40	20	20	10	10
Mark Yand	Parametrix., Inc.	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	5	5	5	5	5	5	5	5	5				
PROJECT LEADS																															
Jeff Hall	STA	10	10	15	15	20	20	25	25	50	50	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Josh Stoddard	STA	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Nathan Mauger	STA	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	10	10	10	10	10	10	20	20	20	20
Stephanie Crawford	STA	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Jordan Hayes-Horton	STA	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	10	10	20	20	20	20	10	5	5
Tara Limon	STA																						10	10	20	20	10	5	5	5	5
Tammy Johnston	STA	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	10	10	10	10	5	5	5	5	5
Brian Jennings	STA	10	10	10	10	10	10	10	10	10	10	10	30	30	30	30	30	30	30	30	30	30	30	30	5	5	5	5	5	5	5
Diana Broach	STA																														
Trey McDowell	STA																5	5	5	5	5	5	5	5							
Chris Tohm	STA																5	5	5	5	5	5	5	5							
Mike Hill	STA																														
Jason Ceralde	Parametrix, Inc.	20	40	80	80	80	80	80	80	80	100	100	100	100	100	100	100	100	100	100	100	100	100	100	80	80	80	10	10	5	5
Robert Rohler	Parametrix, Inc.	5	10	10	20	20	20	20	20	40	40	40	40	40	40	20	20	20	20	20	20	20	20	20	40	40	40	5	5	2	2
Mark Mazzola	Parametrix, Inc.																														
Gordon McDonald	Parametrix, Inc.						10	10	10							10	10	10							20	20	20				
Samantha Erickson	Parametrix, Inc.	5	5	10	10	10	10	10	10	20	20	20	20	20	20	10	10	10	10	10	10	10	10	10	20	20	20				
Lori Gilbertson	Parametrix, Inc.	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Jillian Emery	Parametrix, Inc.	10	10	10	10	10	10	10	10	20	20	20	10	10	10	10	10	10	20	20	20	10	10	10	10	10	10				
Mark Brower	KPFF, Inc.	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	40	40	20	20	10	10
Katie Herold	KPFF, Inc.	80	80	80	80	80	80	80	80	100	100	100	100	100	100	80	80	80	100	100	100	100	100	100	80	80	80	40	40	20	20
Roxanne Grimm	Landau Associates, Inc.	10	10	10	10	20	20	20	20	20	20	20	20	20	20	20	20	10	10	10	10	10	10	10	10	10	10				
Josh Hartley	Fehr & Peers, Inc.	20	20	20	20	20	10	10	10	20	20	20	20	20	20	10	10	10	20	20	20	20	20	20	10	10	10				
Jennifer Emerson-Martin	Iteris, Inc.	10	10	10	10	10	10	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5				
Leah Ephrem	Hewitt, inc.	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5				
Morgan Hougland	Hewitt, Inc.	10	10	10	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	10	10	5	5	5	5

* Percentages above indicate estimated time dedicated to the Division St. BRT project. ** 5% represents 5% or less

Figure 3-2. Spokane Transit Authority Team Organizational Chart



3.4.1 STA Board of Directors

STA is overseen by a regional board that 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). STA Board meetings are held monthly (except August), usually on the third Thursday of each month.

The Board is composed of nine voting elected officials appointed by 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 parts of the unincorporated county, two non-voting elected officials from area small cities, and one non-voting labor member. Table 3-2 lists the STA Board and their respective jurisdictions.

Table 3-3. STA Board of Directors

STA Board Member	Jurisdiction
Mayor Pamela Haley (STA Chair)	City of Spokane Valley
Commissioner Al French	Spokane County
Commissioner Josh Kerns	Spokane County
Deputy Mayor Tim Hattenburg	City of Spokane Valley
Council Member Lili Navarrete	City of Spokane
Council Member Zack Zappone	City of Spokane
Council Member Michael Cathcart	City of Spokane
City Council Member Kitty Klitzke	City of Spokane
Council Member Dan Dunne (Ex-Officio)	City of Liberty Lake
Council Member Hank Bynaker (Ex-Officio)	City of Airway Heights
Mayor Chris Grover (Ex-Officio)	City of Cheney
Council Member Dan Sander (Ex-Officio)	City of Millwood
Council Member Lance Speirs (Ex-Officio)	City of Medical Lake
Rhonda Bowers (Labor Representative: non-voting)	STA, Labor Representative

3.4.2 STA Division Street BRT Executive Team

The Division Street BRT Executive Team, consisting of department heads from across STA, provides policy and strategy direction to the Project Management Team (PMT), described in Section 3.4.3. It also serves as a liaison to the project team for any issues involving the STA Board. Table 3-3 lists the Executive Team members and their positions at STA.

Table 3-4. Division Street BRT Executive Team

STA Executive Team Member	Position
Karl Otterstrom and Brandon Rapez-Betty (Chair)	Interim Co-Chief Executive Officer
Karl Otterstrom	Chief Planning and Development Officer
Brandon Rapez-Betty	Chief Operations Officer
Tammy Johnston	Interim Chief Financial Officer
Nancy Williams	Chief Human Resources Officer
Carly Cortright	Chief Communications and Customer Service Officer

3.4.3 Project Management Team and Task Leads

The technical analysis, design, environmental review, stakeholder coordination, and construction management will be overseen and led by the PMT and task leads. Figure 3-2 displays the Division Street BRT PMT members and task leads.

3.4.3.1 Project Management Team

The Division Street BRT PMT is responsible for the day-to-day oversight and guidance of the project. The PMT coordinates with key technical leads within other organizations and the consultant team as described below. Coordination with Division Street BRT project partners is also an important objective of the PMT. PMT members and their roles on the project are summarized in Table 3-4.

3.4.4 Project Team Task Leads

The project team task leads will support the PMT throughout the project. A listing of task leads, their project role, and organization name is provided below (Table 3-5).

A staffing utilization plan included in Table 3-2.

Table 3-5. Division Street PMT Members

PMT Member	Agency	Title	Role on PMT	Description of Role on PMT
Karl Otterstrom	STA	Interim Co-CEO/Chief Planning and Development Officer	Principal in Charge	Karl is responsible for the management of the Division Street BRT program and provide updates and general project status information to the CEO and STA Board. Karl will be the liaison to major stakeholders, political leaders, agency partners.
Dan Wells	STA	Director for Capital Development	PMT Oversight/ Coordination	Dan will provide direct oversight of the Division Street BRT PMT and be the conduit between the project team and Karl Otterstrom. Dan will coordinate with agency partners throughout the design and construction processes and will lead efforts to prepare all necessary agreements necessary to implement the Division Street BRT Project. He will also be responsible for risk management.
Don Skillingstad	STA	Senior Project Manager	Project Manager	Don is responsible for overall project coordination, scheduling, and communications of all elements of the project. Don will oversee and coordinate all day-to-day project activities, including those among the STA project team, agency staff, and consultant team, throughout design, permitting, and construction. He is responsible for managing review of planning documentation and design plans, obtaining permits and approvals from partner agencies, and coordinating community engagement activities. Don will coordinate with project partners on implementation of transit and other improvements for the project.
Jeff Hall	STA	Capital Project Manager	Project Manager	Jeff will support Don in the day to day management of the project and will be the lead for coordinating with stakeholders and neighborhood councils on development of the neighborhood identification program and is responsible for coordination efforts between other STA capital projects and the Division Street BRT project. His involvement in the Project Management Team will help to ensure that supporting projects for the Division Street BRT project are implemented with a high degree of technical and schedule coordination.
TBD	STA	Construction Manager	Construction Manager	TBD will oversee the day-to-day construction tasks with direct interaction with the contractor and construction management consultant throughout the construction of the project.

Denise Thorson	STA	Project Control Specialist	Project Controls	Denise will be supporting the project by providing for document controls, budget and contract support, and expenditure management.
TBD	City of Spokane	TBD	City Liaison	This position will provide direct communication and coordination services with city staff.
Mark Burrus, PE	Parametrix	Senior Consultant	Consultant Project Manager	Mark is the Project Manager for the Consultant Team and will serve as the primary liaison with STA and other stakeholders for design, construction management, and other services within the Consultant Team scope of work. Mark will manage the project scope, schedule, and budget, and will lead and motivate the project team to deliver.
Charlie Tidwell, PE	Parametrix	Senior Engineer	Consultant Deputy Project Manager	As consultant Deputy Project Manager, Charlie will support Mark in day-to-day coordination of the project team and development of deliverables.

Table 3-6. Division Street BRT Project Task Leads

Name	Role	Organization	Description of Role
Darby Watson, AICP	Principal in Charge	Parametrix	Darby provides project oversight and client support.
Mark Burrus, PE	Project Manager	Parametrix	Mark is the Project Manager for the Consultant Team and serves as the primary liaison with STA and other stakeholders for design, construction management, and other services within the Consultant Team scope of work. Mark manages the project scope, schedule, and budget, and leads and motivates the project team to deliver.
Charlie Tidwell, PE	Deputy Project Manager	Parametrix	As consultant Deputy Project Manager, Charlie supports Mark in day-to-day coordination of the project team and development of deliverables.
Alicia McIntire	Planning Lead	Parametrix	Alicia is responsible for managing all elements assigned to the planning team.
Amy Cummings	FTA Lead	Parametrix	Amy is responsible for managing the development of submittals to FTA for the Small Starts process and supporting STA coordination with FTA.
Mark Mazzola	Environmental Lead	Parametrix	Mark is the lead for preparation of NEPA/SEPA environmental documentation and manages all environmental tasks and deliverables. Mark provides strategic advice on navigating environmental permitting and regulatory agencies, including state authorities and FTA on environmental approvals.
Gordon MacDonald	QA/QC Manager	Parametrix	Gordon manages compliance with QA/QC reporting and implementation.
TBD	Risk Manager	Parametrix	The risk manager coordinates risk analysis/management and supports the FTA risk workshop.
Samantha Erickson	Service Planning/ Operations Lead	Parametrix	Samantha is responsible for service design and operations planning for the Division Street BRT. She leads service plan development, fleet requirement/spares determination, operations and maintenance cost estimation, and coordination with the vehicle procurement team on technical/performance requirements for Division Street BRT vehicles.

Lori Gilbertson	Project Coordinator/ Project Accountant	Parametrix	Lori coordinates project accounting and invoicing.
Mark Brower, PE	Design & Engineering Lead	KPFF	Mark is responsible for managing all design and engineering tasks through project delivery. Mark interfaces with local agency partners, including the City, County, WSDOT, and utility purveyors.
Roxanne Grimm	Right-of-Way Lead	Landau Associates, Inc.	Roxanne is the right of way lead and will assist with real estate and acquisitions.
Josh Hartley	Traffic Lead	Fehr & Peers	Josh is leading analysis of traffic engineering and signals/transit signal priority implementation for the Division Street BRT, which operated in mixed traffic along its length. Josh works closely with agency traffic engineering personnel to evaluate hotspots and to coordinate design and implementation of roadway geometric improvements and traffic signal alterations in support of Division Street BRT operations.
Chris Grgrich	Channelization Lead	Fehr & Peers	Chris is the channelization lead and will lead traffic operations.
Jennifer Emerson-Martin	Traffic Modeling Lead	Iteris	Jennifer is the transit modeling lead and is leading evaluation of transit operations.
Jillian Emery	Public Engagement Lead	Parametrix	Jillian is the public engagement lead. She is coordinating with STA's Communications and Marketing Team to plan for and support community engagement efforts and activities.
Leah Ephrem	Stations and Amenities Design Lead	Hewitt	Leah is leading design of the passenger amenities at stations and transit centers, including weather protection, bicycle parking, and lighting.
Robert Rohler	Technology and Communications Design Lead	Parametrix	Robert is leading the electrical and communications engineering analysis including defining and coordinating electrical systems components, station power services, and station communications services.

Don Skillingstad	Systems Implementation Lead	STA	Don will lead the systems implementation tasks to ensure all systems are operating as designed in preparation for revenue service.
Josh Stoddard	Vehicle Lead	STA	Josh will lead the vehicle specification, procurement, testing, and commissioning of the 60' articulated coaches. Josh will consult with his staff and the consultant team as needed to support these duties, including coordination with station/maintenance facilities design and charging infrastructure.
Nathan Mauger	Communications and Marketing Lead	STA	Nathan is the communications and marketing lead and provides support for all public communications and coordination with other agency stakeholders throughout the project. Nathan coordinates closely with project partner liaisons to ensure consistency in messaging and project outreach efforts.
Stephanie Crawford	Safety Lead	STA	Stephanie will develop and implement policies, strategies, and best practices for system safety and hazard management development. She will have joint responsibility with the Security Lead to develop the Safety and Security Management Plan, and to provide for successful implementation of the safety requirements during the project's construction and operation.
Jordan Hayes-Horton	Procurement Lead	STA	Jordan will provide support for all procurements related to the project, and will ensure that procurements are compliant with all Federal Transit Administration requirements.
Tara Limon	FTA Grants Management and Compliance Lead	STA	Tara will be responsible for grant compliance for the project and will be the primary contact with FTA for grant related items.
Tammy Johnston	Financial Services Support	STA	Tammy will be responsible for providing support for all financial related matters including grant support. Tammy will work closely with the Project Controls Specialist to ensure accurate monthly budget reporting.

3.4.5 City of Spokane

Agency Coordination - TBD

This position will help to directly coordinate planned City of Spokane Capital projects that may be directly or indirectly tied to the Division Street BRT, throughout design and construction and will also act as the key point of contact for the city.

Engineering/Design Review - Eldon Brown, P.E., Principal Engineer of Planning and Development Services

Eldon will be the primary contact for design reviews within the city.

Traffic Engineering - Inga Note, P.E., Senior Traffic Planning Engineer

Inga is the primary contact for traffic related planning and design within the city of Spokane.

Traffic Signals/Transit Signal Priority - Clint Harris, Director - Streets

Clint is responsible for traffic signal timing, signal priority and the coordination of traffic-related technology in the city. Clint will be consulted throughout the design and construction process for all traffic signal related work.

Permitting Coordinator - Mike Nilsson, P.E., Senior Engineer

Mike is the main contact with the City of Spokane, responsible for coordinating design and plan reviews with WSDOT and local design review and permit requirements with the Division Street BRT team and ensuring the issuance of required permits.

3.4.6 Spokane County

Agency Point of Contact – Jami Hayes, Senior Project Manager, Spokane County Public Works

Jami is the main contact with Spokane County, responsible for coordinating design and plan reviews with county staff.

3.4.7 WSDOT

Engineering/Design Review – Tracey Partridge, PE, Design and Development Project Engineer

Tracy is the main contact with WSDOT and is responsible for coordinating review of all designs and plan reviews with in WSDOT.

Traffic Engineering - TBD

Traffic Signals/Transit Signal Priority - TBD

Permitting Coordinator - TBD

3.5 Interagency Oversight

Division Street BRT will be constructed and operated using infrastructure, right-of-way, facilities, and systems involving multiple partners. Many of the Division Street BRT project elements are inherently multi-agency and will involve interagency coordination and oversight. Project guidance, briefings, and decision-making are structured in three levels — Steering Committee, Multi-Agency Executive Committee, and Technical Advisory Committee — with the intent that decisions are aligned with responsibilities. Committees will shape, inform, and support decision making for this project based on its primary purpose and the requirements of their respective agencies.

Each of the project partners has designated a representative to engage with STA in providing interagency oversight. These relationships provide a conduit for coordination with project partners on matters of policy, financial, and strategic direction in support of the project. Through the consultation

process, STA will work with the Interagency Oversight representatives to address contractual and financial issues related to the terms and conditions of the interagency agreements between STA and the project partners. Should the need arise, this ongoing effort will provide a mechanism to swiftly resolve any issues, claims, or disputes. Interagency Oversight representatives will also serve as project liaisons with their respective decision-making bodies for any issues requiring action by the decision-making bodies of the project partners. Karl Otterstrom is responsible for ongoing consultation of and engagement with the identified representatives.

3.5.1 Steering Committee

A Steering Committee may be developed. Information regarding the Committee will be included once the purpose and membership is defined.

3.5.2 Multi-Agency Executive Committee

The Executive Committee meets every one to two (1-2) months or as needed and facilitates major decisions, resolves significant conflicts, agreement signatories, and adjudication of Technical Advisory Committee (TAC) disagreements.

The Executive Committee's responsibilities include the following:

- Inform major decision-making.
- Resolve significant conflicts.
- Adjudicate disagreements within the Technical Advisory Committee.
- Brief and inform the Steering Committee on project status, issues, and decisions.
- As appropriate, serve as agreement signatory for their respective agency.

Membership of the Executive Committee consists of:

- Spokane Transit Authority CEO
- STA Chief Planning and Development Officer
- City of Spokane Director of Strategic Development and Initiatives
- City of Spokane Public Works Director
- City of Spokane Director of Community and Economic Development
- Spokane County Public Works Director
- SRTC Executive Director
- WSDOT Eastern Region Planning Manager
- WSDOT Asst. Regional Administrator

3.5.3 Technical Advisory Committee (TAC)

The TAC meets every two weeks or as needed and will resolve issues of small to medium importance, inform, and prepare Executive Committee for major decisions, and act as a point of contact for each agency. The TAC may be supplemented with additional staff with topical expertise, as needed.

Membership of the TAC consists of the STA Senior Project Manager, the STA Chief Planning and Development Officer, the STA Director of Capital Development and technical staff from the City of Spokane, Spokane County, WSDOT, and SRTC.

4. ENVIRONMENTAL AND PERMITTING / CODE COMPLIANCE

4.1 NEPA Analyses and Determinations

STA, in coordination with FTA Region 10, will prepare analyses and documentation to support NEPA clearance for the Division Street BRT project. Based on the current understanding of the project scope, the team assumes the class of action will be a Documented Categorical Exclusion (DCE). FTA Region 10 will make the decision when more is known about the scope and possible impacts of the project.

Operationally, the Division Street BRT is providing benefits to the environment, including high quality transit service that is expected to increase ridership above current levels, reduced transit travel times, and zero-emission buses.

4.2 Local Permitting

STA will work closely with the City of Spokane, WSDOT, and Spokane County throughout the project phases to coordinate design and construction-related elements that are important for the success of the project. This will include vetting the major project elements, including roadway channelization, signalization, and station amenities (shelters, markers, pylons, railings, lighting, etc.) to ensure compliance all applicable requirements.

Table 4-1 identifies specific local permits that may be required prior to construction of the project. Additional permits may be required of the contractor and will be specified in the final procurement contract package(s).

Table 4-1. Permits Required

Permit or Approval	Agencies
SEPA Environmental Checklist	STA (likely lead agency)
NEPA Categorical Exclusion (DCE) **SSA Checklist**	FTA (Federal Transit Administration)
NEPA CE (Continued)	COS
National Historic Preservation Act Section 106 Consultation	FTA concurrence
Endangered Species Act Section 7 Consultation	U.S. Fish & Wildlife Service (USFWS) / NOAA Fisheries (via FTA)
Air Quality Conformity Determination	FTA
Noise & Vibration	FTA
Section 4(f)/6(f) Review	FTA
NPDES Construction Stormwater General Permit	Ecology

Permit or Approval	Agencies
SWPPP	City of Spokane
Utility Relocation Agreements **Franchise Utility Coordination**	Avista, CenturyLink, Comcast, etc
Right-of-Way Permit City	City of Spokane
Stormwater Permit	City of Spokane
Traffic Control Plan	City of Spokane / WSDOT (for SR 395)
Temporary Use Permit	City of Spokane
ROW Permit County	Spokane County
Grading Permit	City of Spokane
Building Permits	City of Spokane
Electrical Permits	City of Spokane
WSDOT Right-of-Way Use Permit	WSDOT Eastern Region
WSDOT General Permit	WSDOT Eastern Region
Design Review Approval	City of Spokane Design Review

5. DESIGN MANAGEMENT

5.1 Design Process and Timeline

The Locally Preferred Alternative (LPA) for the segment of the project corridor between North River Drive and the Wye was approved in 2021 at the culmination of DivisionConnects Phase 1. In March 2022, STA initiated planning activities for Division Street BRT. These activities are built on the findings from DivisionConnects, with a focus on identifying the routing and station locations for the project north of the Y and south of North River Drive, including development of the conceptual Basis of Design. On July 24, 2025, the STA Board adopted a refined LPA for Division Street BRT. The routing and station locations are shown in Figure 2-1 and Refined LPA characteristics are summarized in Table 2-3. The Division Street BRT requested entry into Project Development from FTA in July 2023 and received approval in September 2023.

Extensive outreach and coordination with the public, neighborhoods, downtown businesses, and project partners inform development of a conceptual design (approximately 30% design level). The conceptual design provides the basis for the project cost estimate (Standard Cost Categories Workbook) that will be submitted in the Small Starts Application for Rating in August 2025.

After the project being rated by FTA for inclusion in the FY 2026 Presidential Budget for funding, project team efforts will focus on advancing the design of the project such that all required plans and specifications are complete in time to bid on the project in 2026. Design efforts have been or will be undertaken across four project phases.

- **Phase 1: Conceptual Engineering (2022-2023)** - Support project approval for entering Project Development, including CIG Program Guidance for SSGA. Begin preliminary engineering and environmental scoping.
- **Phase 2: Project Development (2023-2027)** - Enter Project Development phase to undertake design, engineering, and NEPA review. Utility relocation and right-of-way acquisition can begin upon completion of NEPA. Complete the requirements and receive SSGA from the FTA.
- **Phase 3: Bidding and Construction (2027-2030)** - Issue the project for bid and complete construction of the Division BRT Project.
- **Phase 4: Testing and Startup (2029-2030)** - Successful implementation and startup of the Division BRT Project.

5.2 Design Criteria and Basis of Design

Development of Division Street BRT designs will build on STA's set of improvements developed during the City Line BRT project. As such, the design team will review and consider the City Line designs as well as peer agency criteria and standards as the design progresses.

Capital improvements for the Division Street BRT project will be undertaken predominantly within the public right-of-way, including US 2 and 395, in the City of Spokane and unincorporated Spokane County. Key reference documents for each agency are summarized in the Design Parameters memo and Table 5-1.

Table 5-1. Division Street BRT Design Reviewers

Document	Regulating Agency
City of Spokane Design Standards (as amended in 2018)	City of Spokane
City of Spokane General and Special Provisions (amend the WSDOT Standard Specifications for Highways and Bridges)	City of Spokane
City of Spokane Standard Plans, 2017 (Stormwater, Curbs/Sidewalks, Signing and Pavement Markings, Pavements, Water and Sewer Utilities)	City of Spokane
City of Spokane Centers & Corridors Design Guidelines (Attachment "A" to SMC 17C.122.060)	City of Spokane
City of Spokane Comprehensive Plan, 2017	City of Spokane

5.3 Design Reviews

Project partners will be engaged in design review at the formalized design milestones summarized in Table 5-2 identifies key design reviewers for each anticipated element of the project. Submittal packages will be provided to the key reviewers on an agreed upon phased submittal schedule. Following the specified review period, comments will be collected and if necessary, review meetings may be conducted to discuss any significant issues that may arise.

Additionally, STA may coordinate any design changes to the station amenities with the City of Spokane Design Review Board (DRB) and Spokane County. This project will adhere to WSDOT, City, and County guidance for intersection control analyses. This review may include:

- HPT Station Types and Kit of Parts
- HPT Branding and Livery
- Division Street BRT-Specific Design Considerations (Safety & Security, Modularity, Operations & Maintenance)
- Division Street BRT Design Adherence to City Municipal Codes, Design Criteria, Guidelines and Standards

Table 5-2. Division Street BRT Elements of Design Review

Project Element for Design Review	Spokane Transit Authority	City of Spokane	Spokane County	WSDOT
Transit Passenger Facilities and Access to Transit Improvements North of the Hawthorne Rd.	■		■	
Transit Passenger Facilities, Access to Transit, and Active Transportation Improvements South of Hawthorne Rd.	■	■		
Charging/Fueling Infrastructure	■	☐		
Traffic Signals/Transit Signal Priority Roadside Elements	■	■	■	☐
Utility Relocation and Coordination	■	■	☐	☐

■ - Lead Agency

☐ - Participating Agency

5.3.1 Constructability Review

Constructability reviews will be performed at key milestones as the design progresses and constructability will be a regular topic at design coordination meetings. The design team will coordinate and respond to review comments for disposition (i.e. incorporate, partially incorporate, or reject) with explanation for each decision.

5.3.2 Value Engineering Review

A Value Engineering (VE) workshop will be performed, focusing on:

- Schedule
- Design and reconstruction of Ruby Street
- Constructability and Maintenance of Traffic (temporary traffic control during construction)
- Station design and placement
- Utilities

The Consultant VE Team for the VE Workshop will consist of the following, non-project team staff with specific experience:

- Certified Value Specialist (CVS) Value Engineering Facilitator
- VE Workshop Assistant
- Six (6) Individuals each with experience (subject matter experts) in one or more of the following technical areas:
    - Estimating/Scheduling

- Roadway and active transportation design
- Constructability and Maintenance of Traffic
- Transit operations and service
- Transit facility design
- Utilities design

STA staff will attend the VE Workshop and may include representatives from several STA departments as needed.

6. PROJECT MANAGEMENT AND CONTROLS

Project controls are leveraged throughout the Division Street BRT project and are foundational for the management of project scope, schedule, and budget. This section details the project management techniques and controls that will be used during the Division Street BRT project.

6.1 Scope Development and Work Breakdown Structure

Throughout the project, detailed work breakdown structures (WBS) will be prepared to divide the project into succinct work tasks. The WBS will serve as the basis for the development of detailed scopes of work and project schedules.

A scope of work will be assembled at the onset of each project phase. It will provide detailed guidance for the project team to conduct all tasks to move the project into each subsequent phase. Key elements of the WBS for Project Development include design, environmental documentation (NEPA/SEPA), permitting, outreach, third-party agreements, right-of-way acquisition, FTA coordination, SSGA and readiness, and project management.

6.2 Document and Records Controls

This section discusses the framework for keeping control of project baseline documents, including review procedures and version controls. The goal of document control is to ensure that:

- All relevant documents are current and available to all users that require them
- All documents have been reviewed and authorized by appropriate personnel
- Documents are managed, retained, updated, distributed, and/or disposed of in a consistent manner
- The integrity and status of the design and baseline documents are maintained through various project phases
- Team members' responsibilities related to the configuration are defined and followed in a coordinated manner

All project baseline documents shall be controlled documents and are subject to change control, and all team members must comply with these requirements.

Version control of major reports, design documents, and plans will be maintained by following a file naming structure that includes a version number and date. These documents and plans will also include a revision/version table. Network folders in some cases also include dates for tracking previous versions and supporting appendices, maps, and exhibits. Previous versions of minor documents, reports, whitepapers, etc. may be kept in an archive folder. The version information will be determined by the author of the report and enforced by the Project Manager.

All project documents are stored on STA's network or on the project SharePoint site(s). These documents will be available to all STA staff as needed. Documents and plans that require review by staff in other departments may be copied to shared folders on the network to prevent the unintentional editing or deletion of the project files. All construction documents and plans will be stored on the project SharePoint site. Structured access will be provided to the design team, construction team, and construction management and quality control consultants.

The project design consultant maintains a SharePoint site for transmitting project files between STA and the consultant. The SharePoint site folder structure mirrors the project scope of work.

All financial information including the approved project budgets, change order approvals, field authorizations, invoices, and miscellaneous expenditures are stored within the STA Tyler Munis financial

system. A financial workbook will be prepared to monitor the overall project budget. Electronic copies of the same documents will be stored within the project's network file structure.

Hard copies of project documents will be stored in the Planning and Development Department and the Division Street BRT project office. Upon project completion, or sooner if documents are no longer needed, all hard copies of the project documents will be archived and stored at STA's off-site storage facility. Project documents will be stored consistent with STA storage retention requirements.

6.3 Cost Controls

The capital costs for the Division Street BRT project will be developed in a bottom-up process based upon quantities and unit rates appropriate for the scope of work.

The scope and key methods for developing pricing and quantities for each major item in the SCC workbook will be summarized in the Basis of Estimate memorandum that shall accompany each milestone estimate iteration. Throughout Project Development, STA will work with FTA and its local project partners to reassess and update assumptions for Division Street BRT soft costs based on project scope and complexity, coordination requirements, start-up and training costs, and other factors. Two outputs are provided for project expenditures that are reported weekly from STA's financial system, Tyler Munis. One is by contract or purchase order that is charged to each SCC code. The second is the expenditures by SCC code, by month/year. Detailed activity lines are also provided to create this break out. Invoices for the project are reviewed and approved for payment by the Project Manager or Construction Manager and are uploaded into Tyler Munis. STA internal time sheet entry for the Division Street BRT is also entered into Tyler Munis. The Project Manager and PCS will communicate and review any anomalies, discrepancies, inconsistencies or errors with the Director of Capital Development and the Chief Planning and Development Officer. The PCS will prepare a monthly update of the project budget to be reviewed by the Project Manager, Director of Capital Development and the Chief Planning and Development Officer. Once approved, the monthly update will be provided to the CEO.

6.3.1 Monthly Budget and Contingency Review

As part of the monthly risk and contingency review, STA will review the allocated and unallocated contingency. This review will consider changes to the following cost information that may affect the budgets for activity line items (ALIs) and contingency (allocated and unallocated).

- Projected underruns. In the case of favorable bids or other changed conditions where there is high confidence of reduced expenditures for a particulate major cost category, project budget should move to contingency account (unallocated contingency).
- Projected overruns. Changed conditions represented as project risk may alter what should be expected for base costs and associated contingency.
- Contingency. Budget contingency will be tracked throughout the project and current totals will be included in a monthly report to the Chief Planning and Development Officer.

6.3.2 Budget Revisions

In response to the review of the above, the project management team may revise the budget assigned to major cost categories. All budget revisions that do not increase the project budget must be approved by the CEO. Any project budget increase within 10% of the board-approved budget must be approved by the CEO as requested in writing by the Chief Planning and Development Officer. Any increases beyond this amount shall be approved by the STA Board. All budget increases above the SSGA amount will be borne by STA.

Budget revisions will be documented with a re-allocation memo to file, signed by the COE, with a version control number associated with the year, month and date of the change. All movement resulting from savings should first be attributed to contingency even if it is later reassigned to another major cost

category. This is in accordance with the guidelines on pages 3-37 of the FTA Project and Construction Management Guidelines.

Current expenses, committed, forecast, and any contingency allocations will be shared monthly with STA's Executive Management Team. The project financials are updated on a monthly basis by the PCS.

The project budget will include contingency amounts both in the committed, forecast, and reallocation if necessary to cover unknown or unanticipated project costs. The use of Field Authorizations (FA) and Change Orders (CO) are the mechanisms to fund such costs.

6.3.3 Quarterly Forecasts and Revision Approvals

In addition to the project quarterly report to FTA, the PCS will prepare an updated contingency drawdown report, reflecting revised contingency amounts based on information gathered monthly.

Additionally, when there are budget revisions that affect ALIs (i.e. not simply reallocation between contingency and base cost in the ALI), the revised budget is submitted to FTA via the Transit Award Management System (TrAMS) for approval.

6.4 Schedule Controls

A detailed critical path method (CPM) schedule will be developed at the onset of Project Development to define anticipated timelines and link inter-related tasks. The schedule identifies the project critical path to illustrate tasks and processes that must be accomplished in the planned timeline or risk pushing out the ultimate project timeline. Due to the size and complexity of the schedule, a roll-up of the schedule is provided in the appendices.

The schedule will be reviewed on an ongoing basis to ensure that tasks are moving along appropriately. Updates to the schedule will be provided when changes necessitate them.

A detailed CPM construction schedule will be developed during final design and will be included in the appendices. The schedule will be reviewed during weekly construction meetings and updated as necessary.

Prior to the start of construction, the contractor will be responsible for providing a detailed master construction schedule. The master construction schedule will be reviewed monthly prior to the approval of invoices and payment applications. Further, a two-week look ahead schedule will be provided on a weekly basis by the contractor and reviewed during the weekly construction meetings. The two-week look ahead schedule will be reviewed for conformance with the master construction schedule. Any deviations, delays or major issues with the project schedule will be discussed during the weekly construction meetings.

6.5 Risk Management

STA has developed a risk register for the Division Street BRT project and will actively manage the risks to mitigate or eliminate them. to the risk register is a log of potential project risks which identifies mitigation plans and strategies to avoid, minimize, transfer (to a third party), or accept the risks. The current version of the risk register (at the time of approval of this PMP) is provided in the appendices.

Management of the risk register for the Division Street BRT project will be the responsibility of the Director of Capital Development, PCS, and consultant Risk Manager. The risk register will be monitored on a regular basis and at key milestones as the design progresses and will be a topic of regular design coordination meetings and coordinated with FTA during scheduled project briefings. Detailed monthly reviews will occur with the CEO & Risk Manager.

Risk reporting may include:

- Implementation of any mitigation actions and effectiveness of the actions
- Estimated impacts of risks on the project cost and schedule

- Use or changes to cost and/or schedule contingencies to manage risks

6.6 Change Management

Changes throughout Project Development will be reviewed and discussed and documented. If actions are needed to address change (contract amendments, new agreements, etc.) then STA will work through their approved procurement process to address change. As described in Resolution No. 702-13, Section 24, Contract Changes and Modifications, of the STA Procurement Policy, and Section 7200.1 – Public Works General Conditions, STA must have cost justifications supporting each change order it may issue, The cost of any change, modification, change order, or constructive change to a current contract must be allowable, allocable, within the scope of any applicable FTA grant or cooperative agreement, and reasonable for the completion of the project scope.

Project scope will be baselined as part of the 60% design package. Subsequent scope changes having the budget, schedule, environmental, public acceptance, or other significant impacts will be documented, including a discussion of impacts, resolutions, and disposition of the change.

For each work order there is a detailed deliverables checklist that is reviewed and updated a minimum of once a month to keep the project on schedule, understand dependencies, and provide leadership with a snapshot of work towards completion.

6.7 Grant Administration

The Principal Transit Planner who administers grants, and the Senior Financial Services Manager will be responsible for grant administration, compliance, and oversight. They will work closely with the Project Manager, PCS, and state/federal grant agencies throughout the project to ensure compliance with all grant requirements and reporting. Grant administration and compliance will be continuously monitored throughout the life of the project.

6.8 Conflict/Dispute Resolution

Conflict resolution during the Project Development phase will be resolved through the established management chain within STA. Disputes will be resolved at the lowest staffing level possible. The ultimate decision-making authority rests with the CEO.

Conflict resolution during construction will be resolved pursuant to approved contract documents including the General Conditions for STA Facility Construction, individual agreements and contracts, or other project specifications approved for the project. STA's Order of Precedence, as outlined in the General Conditions, shall be followed for any conflict or dispute. Contractor performance, rights, and remedies shall be as outlined in the approved contract documents.

Project partner conflicts will be guided by project agreements, which will include dispute resolution and issue escalation requirements.

7. PROCUREMENT AND PROJECT DELIVERY PLAN

7.1 Contract and Procurement Activities

Contracting and procurement activities for Division Street BRT during the Project Development phase generally include the following categories:

- Engineering Services Contracts
- Interagency Agreements for Supporting Services
- Construction Management and Administration Services
- Procurement of Vehicles
- Construction Contracting
- Purchase of Right-of-Way
- Miscellaneous Procurements

7.2 Procurement Policies

In May 2013, the STA Board updated Procurement Resolution 702-03. As outlined in Procurement Resolution 702-03, STA employs a CEO to implement the mission, goals, objectives, and policy guidelines of the STA Board. The CEO shall be responsible for the regular day-to-day business transactions of the agency involving personnel, finances, payments of vouchers, facilities, management of real and personal property, and other assets, and the acquisition of equipment and services identified and approved by the Board through the annual Capital Improvement Program (CIP) budget. The CEO has retained professional staff, which shall operate and manage according to directives and policy from the CEO subject to review by the Board. The CEO will regularly inform and consult with the Chair of the Board, the Board's standing committees, and the Board as a whole regarding significant information, business transactions, contracts in excess of the CEO's authority, and administrative policies through methods mutually agreeable to the Board and the CEO.

All STA procurements shall be conducted in compliance with the following parameters:

- STA Board Resolution 702-03 (STA Administrative Policy 03001-00)
- STA Administrative Procedure Finance 03-001-02 Capital Purchase Request
- STA Administrative Procedure 04001-07: Purchasing Authority/Authorization to Pay Matrix
- STA Administrative Procedure 03-001-04: Credit Card Use
- STA Administrative Procedure 03-004-05: Purchases Not Requiring a Purchase Requisition/Order
- Revised Code of Washington (RCW), including Title 39 (as applicable)
- Title 2, Code of Federal Regulations (CFR), Subtitle A, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- FTA Full Funding Grant Agreement and Master Grant Agreements
- FTA Circular 4220.1F (Third Party Contracting Guidelines) and future revisions (as applicable), (FTA funded procurements only)
- FTA's Best Practices Procurement Manual (as applicable)
- STA's Chief Executive Officer may make changes to this procurement manual when required due to needed updates and changes in federal or state laws

STA acknowledges and adopts the use of purchasing terms and definitions as described by the National Institute of Governmental Purchasing (NIGP) in the Dictionary of Purchasing Terms.

Disadvantaged Business Enterprises Opportunities (DBE) & Small Business Enterprise Opportunities (SBE)

It is the policy of STA to allow DBEs (small, minority, and woman-owned) the maximum practicable opportunity to participate in the procurement process for all purchases. STA's DBE Program is in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. On an annual basis, STA establishes an overall goal for participation by firms that are socially or economically disadvantaged. STA will take all necessary affirmative steps to assure that DBEs are contracted when possible. Affirmative steps shall include:

- Placing qualified DBEs on solicitation lists;
- Assuring that DBEs are solicited whenever they are potential sources;
- Dividing total requirements (within the limits of this resolution), when economically feasible, into smaller tasks or quantities to permit maximum DBE participation;
- Establishing delivery schedules, where the requirement permits, that encourage DBE participation;
- Using the services and assistance of the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in subparagraphs (1) through (5) above.

STA requires that prime contractors make good faith efforts to utilize DBEs and to remove obstacles to DBE participation on all procurement, construction, and consultant contracts for which federal funds are received. In construction contracts, contractors shall provide a list of DBE subcontractors to be included in the project along with respective dollar amounts of participation. The contractor shall submit with each monthly invoice a billing specification which clearly outlines the dollar amount of DBE participation for that billing period. DBE participation will be reported to FTA as required. To assist in the administration of the program, STA has designated a DBE Liaison.

7.3 Procurement Plan and Schedule

Table 7-1 identifies procurements necessary for the completion of the project as these are developed.

Table 7-1. Procurement Plan and Schedule

	Task/Items	Status	Schedule timeframe
Professional Services	Design consultant for Work Order 1	Work complete	Closed Closed
	Work Order 2	Work complete	Closed
	Work Order 3	Work ongoing	Nov. 2023 – Sept. 2025
	Work Order 4	Work ongoing	Sept. 2024 – Dec. 2025
	Work Order 5	Work ongoing	Dec. 2024 – Dec. 2025
	Work Order 6	Scoping	Aug. 2025 – Aug. 2026 est.
	Work Order 7	Future	Jul. 2026 – Jul. 2027
	Work Order 8	Future	Jul. 2027 – Jul. 2030
	Work Order 9	Future	Jan. 2030 – Dec. 2030
Utilities	Utility location	Included under Work Order 3	Under contract
Vehicles	Order vehicles	.Begin Mar. 2028	
	Fare collection vendor	Begin Mar. 2028	
Fabrication & Materials	Procure amenities fabricator	Begin Jun. 2026	
Hardware			
Construction	Prepare bid documents	Begin Sept. 2026	
	Procure Contractor	Feb. 2027	

8. EMPLOYMENT REGULATIONS AND POLICIES

8.1 Wage Rates and Classifications

Washington State Department of Labor and Industries prevailing wage requirements as well as the federal Department of Labor prevailing wage requirements (the Davis Bacon Act) will govern the wages and classifications associated with craft labor construction for the Division Street BRT project. The higher of the two prevailing wage rates will prevail. Details of the Washington State Department of Labor and Industries prevailing wage requirements can be found at www.lni.wa.gov. Details of the Dept. of Labor prevailing wage requirements can be found at sam.gov. RCW 39.12, CFR 3.11, and 29 CFR 5.5.

8.2 Wage and Hour Requirements

As with rates and classifications, RCW 39.12 and Davis Bacon Act define the wage and hours requirements for the Division Street BRT project.

8.3 State and Local Regulations

The project will comply with all applicable state and local regulations as required. The project team will ensure compliance with all labor requirements through continuous review of Intent to Pay Prevailing Wage submittals, certified payrolls, and labor interviews. Any and all discrepancies will be addressed as soon as practicable to ensure compliance with all state and federal regulations.

8.4 STA Affirmative Action/EEO Program

STA is committed to an Affirmative Action and Equal Employment Opportunity Program, which has been established and is reviewed and updated on an annual basis. The program outlines the overall goals established by STA for the fiscal year, the review and update process, and how the program is administered. To assist in the administration of the program, STA has designated an Affirmative Action Officer.

9. CONSTRUCTION MANAGEMENT

9.1 Construction Administration

Construction of the Division Street BRT project elements will include management and administrative input from a number of the project partners. Roles and responsibilities are summarized in Table 9-1. They will continue to be defined through the design and constructability review processes and the table updated accordingly.

Table 9-1. Construction Administration

Project Element for Construction Administration	Spokane Transit Authority	City of Spokane	Spokane County	WSDOT
Division Street BRT Stations and Street Construction	■	☐	☐	☐
Traffic Signals/Transit Signal Priority Roadside Elements	■	■	■	☐
Utility Relocation and Coordination	■	■	☐	☐

■ - Lead Agency

☐ - Participating Agency

It is the responsibility of the Senior Project Manager and Construction Manager to monitor the work quality and progress throughout the duration of the construction contracts.

Generally, the scope of work outlines the specific tasks, milestones and review procedures which will vary depending on the individual project. The Project Manager and Construction Manager will provide technical direction to the contractor with support from the construction management consultant.

The Senior Project Manager and Construction Manager have a continuing responsibility to monitor the contractor's work progress with support from the construction management consultant. The monitoring requirements will vary with each contract until completion and the finished product is accepted by STA. In addition, the Senior Project Manager and Construction Manager are responsible for monitoring warranty agreements and claims with support from the PMT and Executive Team.

The following tasks summarize the general responsibilities to be performed by the Project Manager and Construction Manager:

- Assure that contracts contain performance standards and schedules that may be monitored on a periodic basis for compliance and adherence to the contract.
- Assure the contractor performs as described in the statement of work or scope of services.
- Establish and maintain a process to routinely monitor the quality of the contractor's work. Written reports will be prepared by the construction management consultant and reviewed by

the Project Manager on a regular basis to ensure compliance with the contract plans and specifications.

- Initiate all contract amendments with support from the PCS and Finance Department.
- Review and process, with support from the construction management consultant, all field authorizations and change orders.
- Review all invoices, with support from the construction management consultant, for accuracy and content before issuing a final approval for payment in accordance with contract terms and conditions to include verification of milestones met or percent complete and accuracy of rates charged.
- In coordination with project consultants initiate, review, monitor and execute the permitting process with local, state and federal agencies.
- Maintaining project implementation files.
- Ensure all legal requirements of the project are complied with and documented.
- Ensure formal closeout of the project in accordance with the contract has occurred and is documented prior to final payment, including receipt of as-built drawings, lien releases, post award Buy America information, warranty information and manuals etc.
- Work with the Grants Management and Compliance staff to ensure compliance with applicable grant fund administration requirements.

The Finance Department will provide support to the PCS and Senior Project Manager for all contractual and procurement matters. Contract and procurement staff and the Project Manager will establish methods and procedures to be utilized in the performance of the construction contracts.

Although responsibility for contract administration lies with the Project Manager, the Finance Department staff will be responsible for the following:

- Advising the PCS and Project Manager regarding all contractual matters.
- Coordinating proposed changes or modifications to the contract and assess any change impact to the contract or funding involved.
- Assisting with resolution of invoice discrepancies for the purchase of goods and services.
- Ensuring the master contract files are maintained.
- Assist the PCS and Project Manager in preparing agency closeout documents for construction projects
- Assist the PCS and Project Manager in conducting contract closeout.
- Obtaining information/verification of DBE participation.

9.2 Construction Management

Construction management services will be provided by Parametrix, Inc. for the duration of construction activities to ensure compliance with all contract documents, plans and specifications on behalf of STA. The Senior Project Manager and Construction Manager will be responsible for continuous coordination with the construction management consultant and agency partners such as the City of Spokane, Spokane County, and WSDOT who may also employ construction management services.

The construction management consultant may, at a minimum, be responsible for the following aspects of construction oversight:

- Pre-construction conferences and meetings.
- Construction progress meetings.

- Confirming construction is conducted in compliance of the Quality Management Plan (QMP).
- Confirming contractor compliance with safety and security.
- Oversight and confirmation of contractor's risk management and insurance requirements.
- Schedule control.
- Maintaining record documentation.
- On-site oversight and field inspections.
- Change order processing and management.

STA will work with agency partners as needed, to develop a clearly defined plan for construction management prior to construction activities. The construction management plan(s) will be incorporated into this PMP as part of a future update.

9.3 Coordination with Third Parties

Coordination with third parties will be often and continuous throughout construction. STA will work with agency partners to develop agreements that will define roles and responsibilities throughout construction. These agreements will be approved by each partner prior to the start of construction. These agreements will further require the development of a communication plan which will be on file.

9.4 Shop Drawings, Bulletins, Submittals, RFIs

The Engineer of Record (EOR), construction management consultant, STA and agency partners will be responsible for review of shop drawings, bulletins, RFI's, design clarifications (DCs) and other construction related documents as necessary and as required by the contract documents. Roles and responsibilities will be clearly defined in future agreements as approved by agency partners. STA's Division 0 Specifications and General Conditions for STA Facility Construction require owner review and approval of shop drawings, RFI's, material submittals and all other documentation. Standard forms are provided in the Division 0 Specifications. Typically, this information is reviewed by the construction management consultant with a recommendation forwarded to the Senior Project Manager and Construction Manager. Approvals of these documents are typically issued by the construction management consultant upon the Senior Project Manager or Construction Manager's approval.

9.5 Changes and Claims

All changes and claims during construction will be subject to the requirements of the General Conditions for STA Facility Construction, signed contracts and agreements, or other contract documents as approved prior to construction. The General Conditions for STA Facility Construction describe, in detail, the process for submitting change orders and claims. Change order requests can be changes in work, contract sum and contract time, each with their own documented review and approval process. Changes in contract sum are reviewed by the construction management consultant, Senior Project Manager and typically the Grant Administrator. Change orders that are ≤$10,000 are approved by the Senior Project Manager. Change orders >$10,000 and ≤$50,000 are approved by the Director of Capital Development. Change orders >$50,000 but ≤$100,000 are approved by the Chief Planning and Development Officer. Change orders over $100,000 are approved by the CEO.

Claims and dispute resolution are also processed pursuant to the General Conditions for STA Facility Construction and the ultimate decision-making authority rests with the CEO. The appeal of the CEO's decision is through arbitration.

9.6 Substantial Completion and Final Acceptance

Substantial completion and final acceptance will be subject to the requirements of the General Conditions for STA Facility Construction, signed contracts, agreements and other contract documents as approved prior to construction.

A closeout plan will be developed during the final design of the project. This will include the roles and responsibilities of STA agency staff and departments, project partners and contractors, as appropriate. Closeout of the project will be completed in accordance with the contract documents.

Contract closeout will be the responsibility of the Senior Project Manager and Construction Manager with support from STA agency staff and the construction management consultant. The construction management consultant will be responsible for the support and assistance required in evaluation of issues relevant to completion of all construction work and satisfaction of all contractual obligations. The Senior Project Manager, Construction Manager and construction management consultant will:

- Assist the Senior Project Manager in enforcing contract performance
- Tabulate contract work that is either incomplete or requires remedial action for final acceptance ("punch list")
- Collect and organize records of material testing, inspection, and certifications
- Collect Build America/Buy America material certification records
- Assist with resolution of change orders and value engineering proposals
- Assist the Project Manager in establishing the dates of substantial completion and final completion
- Participate in assessing liquidated damages, back charges, or similar adjustment to the final contract value
- Review and recommend approval of final progress payment with required documentation, such as certified payrolls and as-built drawings
- Enforce manufacturer warranties
- Ensure as-built drawings are created and properly stored

Final contract closeout will be authorized by STA's Board upon recommendation of the PMT and the STA Executive Management Team.

The closeout plan will consist of the requirements to provide a coordinated transition from construction to revenue operation. This will include the roles and responsibilities of various project partners, including contractors and other agencies as appropriate. Specific plans for the closeout phase of the Division Street BRT will be developed during the final phases of construction. Closeout of the project will be completed in accordance with STA and FTA best practices and policies.

The construction management consultant will be responsible for compliance with the Quality Assurance and Quality Control Plan and project closeout requirements contained in that plan.

10. START-UP AND REVENUE OPERATIONS

10.1 Testing of Systems, Equipment, Vehicles

All components of the project will include testing requirements with timing and responsibility for performance, criteria for passing, and approval. For each of the major systems, equipment, and vehicles, technical specifications will lay out testing to be performed by the contractor and/or its suppliers. During final design, the technical specifications will include detailed requirements for component testing and included in the final Systems Engineering Management Plan (SEMP). The SEMP will be included in this PMP upon completion. Testing, acceptance and commissioning plans and protocols will be developed prior to the systems installations.

System integration testing involving more than one system and their integration with each other or with the existing STA systems will be completed. Integrated tests will be performed in accordance with submitted and approved testing plans to ascertain that the equipment operates as specified when installed with one or more other systems.

10.2 Closeout Requirements

The Contractor will be required to provide the following items before final completion of the contract work:

- Correct all remaining deficiencies, including minor cosmetic blemishes. The Contractor shall send a written certification to the Engineer that all remaining deficiencies have been corrected and completed. The Senior Project Manager will continue to reinspect the work and notify the Contractors in writing of remaining deficiencies until all work is completed.
- All Record Documents, including As-Built Drawings and O&M Manuals
- As-Built plans, supporting documents of revised bond amounts for items or work relating to contract modifications, and documentation demonstrating compliance with contract goals.
- After completion of the above, the Contractors shall provide a written request to the Project Manager for a Notice of Final Completion.
- The Senior Project Manager shall ascertain that all punch list items have been completed and retain a copy of the list for the closeout file.
- Once all contract requirements are completed to the satisfaction of the Senior Project Manager, STA will issue a Notice of Final Completion.

10.3 Training Plan

The Contractor shall be required to train designated personnel in the operation, adjustment, and maintenance of all equipment and systems for which manuals are requested, in accordance with Technical Specifications.

11. QUALITY MANAGEMENT

11.1 Quality Management Program and Purpose

The Quality Management Program for the Division Street BRT provides a framework and approach to support successful implementation of the project by meeting acceptable levels of quality for the work. It is STA's expectation that the Division Street BRT project be planned, designed, and constructed with the highest regard to quality.

STA and its contractors, consultants and partners involved with this project shall organize and conduct activities in a manner to support achievement of quality for those responsible for doing the work, and quality is verified by others independent of accomplishing the work.

The Quality Management Program includes guidance through the design phase of work via the Design Quality Management Plan (DQMP) and through the construction phase via the Construction Quality Management Plan (CQMP).

Design development of the Division Street BRT includes preparation of preliminary and final construction documents, including plans, specifications, and cost estimates. A DQMP will be prepared and included in the appendices. The DQMP assigns roles and responsibilities specific for design quality management for the consultant team, identifies independent reviewers for milestone deliverables, provides quality checking guidance, outlines document controls, and the quality audit process. The DQMP is endorsed by the team.

Construction quality for the Division Street BRT will be documented in a CQMP developed by the construction contractor(s) and included in the appendices.

11.2 Document Management

Version control of major reports, design documents, and plans will be maintained by following a file naming structure that includes a version number and date. These documents and plans will also include a revision/version table. Network folders in some cases also include dates for tracking previous versions and supporting appendices, maps, and exhibits. Previous versions of minor documents, reports, whitepapers, etc. may be kept in an archive folder. The version information will be determined by the author of the report and enforced by the Project Manager.

12. SAFETY AND SECURITY MANAGEMENT

12.1 Safety and Security Policies

It is the goal of the STA to develop and implement a safety and security program to ensure that the project, when turned over for revenue operation, is safe and secure for STA employees and the public. The program will meet the requirements of 49 CFR 633 and FTA Circular 5800.1 "Safety and Security Management Guidance for Major Capital Projects." Specifically, the program will be designed to:

- Ensure that security related threats and vulnerabilities are addressed during all phases of project design, including the hiring and training of agency personnel, the procurement and maintenance of agency equipment, the development of agency policies, rules, and procedures, and coordination with local public safety and community emergency planning agencies;
- Promote analysis tools and methodologies to encourage safe system operation through the identification, evaluation and resolution of threats and vulnerabilities, and the on-going assessment of agency capabilities;
- Create a culture that supports employee safety and security and safe system operation (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment.
- Ensure that the final project initiated into revenue service is safe and secure for passengers, employees, public safety personnel and the general public through a formal program of safety and security certification.

STA's safety-related policies cover safety and security procedures for operating and maintaining bus service within the agency's jurisdiction. The following table lists relevant procedures (Table 12-1):

Table 12-1. STA Safety-Related Policies

Policy Title	Policy Number	Effective Date
Safety Policy	04-004	9/25/19
Infractions from Traffic Safety Cameras	04-004-01	7/31/20
Facilities Access for STA	03007-01	24-Oct-01
Reporting of Incidents	03008-00	24-Oct-01
Violence In the Workplace	06002-00	26-Apr-00
Assault Policy: STA Response to Allegations Of Assault By An Employee On A Customer	11001-00	1-Feb-09
Assault Procedure: On Response by STA To Allegations Of Assault By An Employee On A Customer	11002-00	1-Feb-09
Critical Incident Stress Management	13001-00	1-Apr-09

12.2 Safety and Security Plans

In addition to STA's agency policies above, the safety and security program for the project may be guided by several individual documents: a project Safety and Security Management Plan (SSMP), a

Construction Health and Safety Plan and Construction Site Safety Plans (CSSP) for individual project sites as needed.

The SSMP will be developed during final design and submitted to FTA as an appendix to this PMP. The SSMP will be revised in response to FTA comments and further updated during subsequent phases to reflect any changes in project requirements.

The project CSSPs will be developed by the construction contractors for approval by STA and will address construction-specific safety plans that are informed by the contractor's choices of means and methods for construction.

13. RIGHT-OF-WAY PROCUREMENT

13.1 Right-of-Way Acquisition Management Plan

The Division Street BRT project is expected to be constructed with minimal acquisitions. No full parcel acquisitions or business or residential relocations are anticipated. The right-of-way acquisition consultant (Landau Associates, Inc.) will be responsible for establishment and execution of the acquisition process in accordance with federal, state, and local requirements.[3]

With consultant assistance, STA will acquire right-of-way in accordance with STA's Property Acquisition Procedures and Guidelines (2018). The procedures defined in STA's document comply with:

- Revised Code of Washington (RCW), Chapter 8.26
- Washington Administrative Code (WAC) Chapter 468-100
- United States Code (USC) Title 42
- Code of Federal Regulations (CFR) 49 CFR Part 24
- Uniform Relocation Assistance and Real Property Acquisition Policy Act of 1970, as amended

No right-of-way acquisition activities will occur until the completion of the NEPA process and FTA review of potential acquisitions. Future milestones in the acquisition process include the following:

TBD	Right of Way Mapping and Exhibits
TBD	Preliminary and Final ROW Plans and PFE
TBD	Title Review and Encumbrance Report
TBD	Appraisals
TBD	Offer Packages and Negotiations
TBD	ROW Acquisition Complete (Possession)

13.2 Property Acquisition Procedures

Property acquisitions will be subject to the process as outlined in STA's Property Acquisition Procedures and Guidelines and the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. These guidelines have been developed to encourage the cooperative acquisition of real property for the implementation of transit projects consistent with applicable federal and state law. All properties acquired under these guidelines, whether cooperatively or through eminent domain litigation, are acquired under threat of condemnation.

The CEO is responsible for the implementation of the acquisition guidelines and establishing the acceptable terms and conditions for property acquisitions. All offers to acquire property are issued by the CEO upon authority and direction by the STA Board. The STA Board shall determine when real property must be acquired using condemnation. STA, as an agency under the state of Washington, has the authority to condemn property.

The process for the acquisition of real property will generally follow the process below.

- STA will notify the landowner in writing of STA's interest in acquiring property (Notice of Intent).
- STA will obtain a Permit/Approval to Enter the property
- Obtain Title Report

[3] Right-of-way acquisition needs will be updated with future revisions of this plan.

- Complete Waiver Valuation
- Issue Offer of Just Compensation
- Negotiate Final Terms
- Obtain final title report
- Issue final offer to the Owner
- Prepare Purchase and Sale Agreement
- Closing\Settlement

13.3 Right-of-Way and Temporary/Permanent Easements

Preliminary design has identified XX potential property acquisitions throughout the project. Most are best characterized as 'sliver takes' which are not anticipated to materially impact current or planned uses for the parcels.

13.3.1 Permanent Easements

No permanent easements are anticipated.

13.3.2 Temporary Easements

Preliminary design identified XX temporary construction easements to accommodate physical construction of the stations. Temporary construction easements will be obtained prior to construction.

14. FLEET MANAGEMENT PLAN

14.1 Fleet Management Plan

STA's current guiding documents for fleet management are its Transit Development Plan 2025-2030 and 2025 Transit Asset Management Plan, which respectively relates service plans to vehicle needs, and fleet age/condition to maintenance and procurement needs. In addition, Parametrix provided an analysis of fleet conversion to zero-emission technologies. The study investigated technology requirements for Battery Electric Bus (BEB) and related charging technologies.[4]

To operate the Division Street project, STA will utilize 60' articulated zero-emission buses. Buses may incorporate certain special features (e.g., low floor configuration, station docking assistance, ADA ramps and/or bridge plates). Branding of the buses in conjunction with the stations will clearly identify Division Street BRT as a distinctive service.

The Fleet Management Plan (FMP) addressing the specific needs of the project will be developed and will be included as an Appendix. The FMP will be revised in response to FTA comments and further updated during subsequent phases to reflect any changes in project requirements.

During the final design, the Vehicle Lead will work closely with the project design team to ensure vehicles meet the technical and operational performance requirements of this new BRT service and are compatible with the infrastructure design of the stations and facilities.

[4] The description of STA's fleet management efforts will be updated with future revisions of this plan.

Attachments

A. Project Schedule

B. Risk Register

C. Risk & Contingency Management Plan (RCMP)

D. Operations & Maintenance Plan (O&M)

E. Safety & Security Management Plan (SSMP)

F. Third Party Agreements

G. Design Quality Management Plan (DQMP)

H. Construction Management Plan (CMP)

I. Construction Quality Management Plan (CQMP)

J. Fleet Management Plan (FMP)

K. Systems Engineering Management Plan (SEMP)