



Minutes of Special Board Meeting
Friday, June 17, 2022 – 9:00 a.m.
Location: Omak Elks Lodge, 110 S. Ash St., Omak, WA

Attendees:

Cindy Gagne, Mayor, City of Omak, (Chairperson)
Andy Hover, Commissioner, Okanogan County (Vice-Chairman)
Wayne Turner, Council Member, City of Okanogan
Kelly Hook, Mayor, City of Pateros
Jon Neal, Mayor, City of Oroville
Brent Timm, TranGO, General Manager (GM)
Mike Foth, TranGO, Operations Manager
Jackie Gleason, TranGO, Finance/HR Director
Paula Brantner-Thomas, TranGO, Clerk of the Board
Kim Webb, TranGO, Administrative Assistant
Tom Moore, Clarity Consulting, Senior Consultant

*Facilitated by Senior Consultant Tom Moore with Clarity Consulting

Desired outcomes:

1. Reconnect and build stronger relationships
2. Decide on 5-year objectives
3. Draft strategies and timeline for each objective
4. Determine next steps to implement, monitor and adjust

Board retreat intentions and the role of the Board were discussed.

Objectives/Priorities Brainstorm

Consultant Tom Moore reviewed objectives and priorities per the interviews he held with the Board and agency staff.

Framework:

State Policy Goals

- Economic Vitality, Preservation, Safety, Mobility, Environment and Stewardship.

TranGO Mission

- To provide safe, reliable, and cost-effective public transportation services that promote citizen access to work, recreation, commerce, and public services.

TranGO Policy Goals

- Operate safe, clean, accessible, customer oriented and cost-effective public transportation services.
- Provide mobility and access to critical services, employment, and commerce.
- Enhance the character and economic vitality of communities.
- Support local, regional, and state policies for transportation system development, community and economic development, and environmental stewardship.

Initial 5-year Objectives

- Purchased property and established new facility
- Increased advertisement and ridership
- Expanded hours and routes
- Ensured sufficient workforce

Strategies

Group Breakout Session to discuss the Initial 5-year Objectives. For each topic, the questions were asked: Why is this important; What does success look like; and Challenges to overcome?

Concerns not listed above: Employee safety/security on buses and in the office. It was proposed to install a permanent door in the office lobby instead of the short swinging gate. The Board agreed this would be beneficial.

Advertising/Marketing Needs: Possibly hire a consultant for the marketing piece. All agreed that advertising at the Omak Theater, "Before the Movies", was a good idea.

Changing perception is important and the agency needs to focus on getting people to/from work. In addition, an important need is rolling stock/routes and making sure we have services we need to get a link to the Wenatchee Link bus (at Pateros Wells Dam) so people can leave the county.

The following topics were discussed:

- Expanding hours of service with some overtime for current drivers (Twisp drivers are not currently working 40 hours/week). Overtime is cheaper than hiring another person. The Board was not opposed to approving overtime.
- Facility needs: Discussed not taking revenue from towns for tax generating properties. GM Timm informed the Board he met with Roni Holder-Diefenbach from Economic Alliance who is researching available property. Discussed location of a bus depot and whether it should be in city limits or outside.
- Pros/cons of separating operations from administration in different buildings. Separation will cause loss of communication/morale amongst staff.
- Hiring part time staff for "stations" in outlying cities like Tonasket/Oroville, Twisp/Winthrop, etc.

The Board wants more routes and more services and understands that will cost more money. The agency needs to expand services and outreach to show our value.

Three-year plan 2023-2025:

Discussion regarding breakout session brainstorming ideas for the Initial 5-year Objectives.

*Consultant Tom Moore suggested discussing the objective topics every month and moving forward with plans.

Objective 1: Purchasing Property and Establishing a New Facility

Year 2023 -

- Temporary solution of using current location/expansion for interim
- Develop short and long-term requirements for property and facility needs
- June: Align with zero-emissions facility needs (to be completed in June)
- July-December: Research options and evaluate. Decide on viable options, possibly purchase county owned property, and then do a transfer of property. Ensure balance of city viability

Year 2024 - Execute/procurement agreement.

Year 2025 - Lease ends 12/2025 (don't renew), have interim contingency plan in place.

Year 2026 - New property and facility ready

Objective 2: Increased Advertising and Ridership

Year 2023 -

1. Prepare expanded marketing plan and tactics (and funding)
2. Develop implementation plan
3. Execute the marketing plan and tactics (have new routes in place before advertising)

Ideas:

Explore new ways to increase ridership:

- Market Testing
- Pilot new routes (i.e., earlier morning routes)
- Park and rides
- Expand hours of operation and availability

Advertising:

- Partnerships with entities
- Website RFP
- Advertise on radio, theater, schools, libraries, workplaces

- Promote RouteShout
- Reader board on office building
- More routes, more times, more shelters up
- Use buses to advertise
- Shelter signage (including schedules); identify more bus stops/shelters
- Employer specific targeting
- Newspaper ads that include bus stop and schedule info.
- Employment (public service loan forgiveness program).

*Discussed possibly having a marketing consultant to help organize ideas.

-Interview stakeholders

-Partnerships: ad placement

-Gathering insights from outreach tactics such as Farmer's Markets and postal service bulk survey mailer.

-Leverage existing relationships and networks, i.e., gather baseline info within existing events, community events, farmer's market, etc.

Year 2024 - Fine tune and build off learnings and successes

Year 2025 - Fine tune and build off learnings and successes

Objective 3: Expanded Hours and Routes

Year 2023 –

Determine needs and set targets

- Ridership
- Expansion of hours to meet the needs of: Commuters and Recreation (Winthrop-Mazama)
- Routes, bus stops, shelters, park and rides

Define and test pilot ideas

- E.g., (2-3) Electric trollies for Omak/Okanogan routes.

Monitor and adjust, and test additional ideas

Ideas:

-Electric vans with wheelchair accessibility (for less traveled routes such as Twisp/Pateros) and electric trolleys to be used for the Omak/Okanogan route. They would be available now. Will need to do further research on costs and infrastructure needed.

-Shelters Up

-More routes, more times and specialty routes:

- Saturday to Loup Loup ski hill
- Howards for lunch
- Wine tasting to Chelan

06/17/2022 – Special Board Meeting

- Dinner bus (e.g., Sun Mountain Lodge)
- Stampede route
- Oroville fireworks

*Can't do charter routes (no competing with other companies)

Year 2024 - not discussed

Year 2025 – not discussed

Objective 4: Sufficient Workforce

Year 2023 -

-Analyze industry (ongoing) around sufficient workforce (wages, benefits w/dependent coverage, daycare services)

-Attracting candidates

- Bonuses (hiring) spread over a certain time period

-Hiring

- Recruit
- Hire part time drivers (with benefits) to fill in (or use current drivers for overtime), such as school bus drivers who could run special weekend routes

-Provide competitive compensation and benefits such as:

- Align time off options (4/10's)
- Benefits, e.g., insurance for dependent coverage
- Perks, bonuses (hiring and/or retention)
- CDL training/options (contribute to cost)
- Idea – how to attract younger generation
- VBA/Health Savings Acct
- Increase personal time off (PTO) and explore longevity
- Contribute to cost of training (apprenticeship)
- Explore being open on some holidays
- Competitive Wages
- Contribute benefits to part time staff
- Recruitment fee after probation period

-Retain

- Explore perks and retention bonus (needs legal review)

-Lobby for change

- Create awareness with High School guidance counselors
- Careers/job fairs
- Community college: offset tuition,
- Public service student loan forgiveness program

06/17/2022 – Special Board Meeting

Year 2024 – not discussed

Year 2025 – not discussed

Implementing, Monitoring and Adjusting

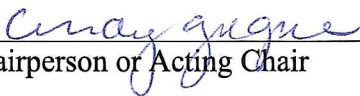
- Use timelines on a recurring calendar or spreadsheet for objectives. Add it as an Agenda Item with direction on what they want staff to be working on. Might be a good idea for Tourism Council to give presentation on possibilities for advertising. Could do a professional service agreement and pay for service of a presentation.
- Billboard advertising on side of building.
- Ensure board meetings are used to tackle necessary actions related to objectives and strategies.
- Board Reports need to go back to goals/strategies outlined today.
- Use Committees to advance the work – Facilities and Planning
- Suggestion of quarterly or bi-annual group workshops/meetings, even if half a day
- It was suggested that board members ride a bus route

Roundtable closure remarks regarding take-aways for the day.

Adjourn:

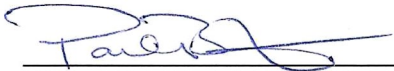
There being no further business to come before the Board, Chairperson Gagne adjourned the meeting at 3:30 p.m.

APPROVED:


Chairperson or Acting Chair


Brent Timm, General Manager

ATTEST:


Paula Brantner-Thomas, Clerk of the Board