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

PLANNING & DEVELOPMENT COMMITTEE MEETING

Wednesday, November 1, 2017, 10:00 a.m.
Spokane Transit Southside Conference Room

AGENDA

Estimated meeting time: 75 minutes

1. Call to Order and Roll Call
2. Public Expressions
3. Committee Chair Report *(5 minutes)*
4. Committee Action *(5 minutes)*
   A. Minutes of the October 4, 2017 Committee Meeting – *Corrections/Approval*
5. Committee Action
   A. Board Consent Agenda
      (No items being presented this month)
   B. Board Action Agenda – Committee Recommendation Agenda
      (No items being presented this month)
   C. Board Discussion Agenda – Committee Recommendation Agenda
      (No items being presented this month)
6. Reports to Committee *(45 minutes)*
   A. Update on Final Proposed 2018 Operating & Capital Budgets – *(Warren)*
   B. Downtown Spokane Plan Update / Review – *(Otterstrom/Tresidder)*
   C. *Connect Spokane* Update: Review Revised Draft Amendments – *(Otterstrom/Tresidder)*
   D. Proposed 2017 P&D Committee Work Program – *(Otterstrom)*
7. Committee Information – *no discussion/staff available for questions*
8. CEO Report *(E. Susan Meyer) (10 minutes)*
9. New Business
10. Committee Members' Expressions *(10 minutes)*
11. Review November 29, 2017 Committee Meeting Agenda
12. Adjourn
13. Next Committee Meeting: November 29, 10:00 a.m. (December Meeting)
    (STA Southside Conference Room, 1230 West Boone Avenue, Spokane, WA)

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 2: PUBLIC EXPRESSIONS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: N/A

SUMMARY:

At this time, the Planning & Development Committee will give the public an opportunity to express comments or opinions.

Anyone wishing to speak should sign in on the sheet provided and indicate the subject of interest.

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 3: COMMITTEE CHAIR REPORT

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Al French, Chair, Planning & Development Committee

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SUMMARY:

At this time, the Committee Chair will have an opportunity to comment on various topics of interest regarding Spokane Transit.

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 4A: MINUTES OF THE OCTOBER 4, 2017 COMMITTEE MEETING – CORRECTIONS AND/OR APPROVAL

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Vicki Clancy, Executive Assistant

SUMMARY:

Draft Minutes of the October 4, 2017 Planning & Development Committee meeting are attached for your information, corrections and/or approval.

RECOMMENDATION TO COMMITTEE: Corrections and/or approval.

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

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

PLANNING & DEVELOPMENT COMMITTEE
MEETING 10:00 A.M.
DRAFT Minutes of the October 4, 2017 Meeting
Southside Conference Room

MEMBERS PRESENT
Al French, Spokane County*
Candace Mumm, City of Spokane
Aspen Monteleone, City of Airway Heights
E. Susan Meyer, CEO, Ex-Officio

MEMBERS ABSENT
Ed Pace, City of Spokane Valley
Kevin Freeman, Small Cities Representative (Millwood), Ex-Officio

*Chair

STAFF PRESENT
Karl Otterstrom, Director of Planning & Development
Lynda Warren, Director of Finance & Information Services
Nancy Williams, Director of Human Resources
Jan Watson, Executive Assistant to the CEO & Clerk of the Authority

STAFF ABSENT
Beth Bousley, Director of Communications & Customer Service
Steve Blaska, Director of Operations
Emily Arneson, Ombudsman and Accessibility Officer

Guests
Dan Wells, Deputy Director of Capital Development
Ralph Wilder, Vehicle Maintenance and Facilities Manager

1. CALL TO ORDER AND ROLL CALL

Chair French called the meeting to order at 10:02 a.m. Roll was called and introductions were made.

2. PUBLIC EXPRESSIONS

None.

3. COMMITTEE CHAIR REPORT

Chair French shared that the Planning & Development Committee made a presentation to STA Board last month.

4. COMMITTEE ACTION

A. MINUTES OF THE SEPTEMBER 6, 2017 COMMITTEE MEETING

Ms. Mumm moved to recommend approval of the September 6, 2017 Planning & Development Committee meeting minutes. The motion was seconded by Ms. Monteleone and passed unanimously.

5. COMMITTEE ACTION

A. BOARD CONSENT AGENDA

No items were presented this month.

B. BOARD DISCUSSION AGENDA – COMMITTEE RECOMMENDATION AGENDA

1. DRAFT ANNUAL STRATEGIC PLAN -- *(Meyer)*

Chair French directed the Committee's attention to the Draft Annual Strategic Plan handout. Ms. Meyer asked the Committee for their recommendation to the Board for this brief business plan which describes STA's priorities for 2018. The business plan begins with a brief background that does not begin to capture the multitude of goals that have been accomplished in 2017; however, it does refer to the highlights: the completion of the Plaza, the progress of the HPT Corridors, the groundbreaking of the West Plains Transit Center and the request for early grading of the Central City Line from the Federal Transit Authority (FTA).

Background

STA bus ridership is on the rise. After experiencing ridership declines of about 5% each year during 2015 and 2016, the last seven months of 2017 have demonstrated ridership increases that are expected to balance the previous figures. STA expects to end 2017 consistent with 2016 ridership or slightly higher. Through August 2017, STA experienced a 3.2% growth and is now at about a tenth below where ridership was last year. Ms. Meyers gave credit to the Communications department for their aggressive marketing program.

STA received the first allotment from the voter-approved sales tax rate of 0.1% in April due to the Moving Forward Plan, bringing the local sales tax dedicated to transit to 0.7%.

2018 Plan

New service – New service changes include:

- Medical Shuttle (Route 2) Extension to the University District Gateway Bridge.
- Indian Trail (Route 23) Extension on night and weekend service.
- New and modified service to connect Medical Lake and Cheney via the West Plains Transit Center.
- Schedule reliability improvements on other routes in the system.

High Performance Transit – Progress continues in the implementation of the High Performance Transit. Central to the STA Moving Forward Plan are investments in the High Performance Transit Network, adding service, passenger amenities and improving reliability. During 2018, five of the six corridors will see progress in various phases of design and construction:

- Central City Line
- Cheney Corridor
- Division Corridor Improvements
- Monroe-Regal Corridor Improvements
- Sprague Corridor Improvements

Core Infrastructure – Core infrastructure items are moving forward and include the following:

- The Northwest Boone Garage - The Northwest Boone Garage facility will begin in 2018 and completed in 2019. The 65,000 square foot building will be used to service and store buses and vans and will be equipped with electric charging stations for battery electric vehicles, including those planned for the Central City Line. Chair French asked if there is enough land to accommodate additional capacity. Mr. Otterstrom responded that the master plan developed in 2014 sees a full capacity at this location. There is other capacity on the line for training offices, but contemplates a secondary campus. Ms. Mumm asked if solar panels are being considered on the roof. Mr. Otterstrom responded that the roof has been designed to accommodate the load of solar panels but it is not funded. Ms. Mumm questioned a need for a separate pro forma to consider the savings that could be actualized from installing solar panels on the roof during the first phase. Ms. Meyer responded that Mr. Blaska would be consulted regarding this matter when he returns from vacation.
- The Fare Collection System - In 2016, the existing fareboxes were installed on STA buses. This update project is considered more comprehensive than a mid-life update as originally envisioned. Technology improvements and multiple payment options present an opportunity to improve ease of use and convenience for customers. STA has hired the IBI Group to be our consultant to develop a scope of work which should be ready by the end of 2018.
- West Plains Transit Center - Construction of the West Plains Transit Center, a 200 stall Park & Ride lot off I-90 at the Medical Lake Exit 272, will be complete in fall of 2018. Bus service will connect Medical Lake and Cheney. Improvements by the Washington State Department of Transportation in 2020/2021 will allow direct connecting service to include Airway Heights during phase two. Mr. Otterstrom added that later today the Planning and Development Committee will be presenting to the PMER Committee, the different options for providing the service connections. The first two years will look different from the long term plan. Ms. Meyer recommended that Mr. Tom Truelove, Ms. Aspen Monteleone and Mr. John Higgins be involved in the consideration of the options as there are trade-offs of each choice.

Increased Ridership – STA is introducing about 7.5% more Fixed Route bus service (1.5% Fixed Route Bus, 1.5% Paratransit, and 2.5% Vanpool) compared to 2017 and is estimating 1.5% ridership growth for the year. This acknowledges the partial or initial year of new service, as well as, the time needed for new and extended routes to mature.

Fares – Passenger fares will change in July 2018, in the second of a two-step change approved by the Board in 2016. In July of 2017, the first phase, adult two hour bus passes increased from $1.50 to $1.75. In July of 2018, these passes will increase from $1.75 to $2.00 and monthly passes will increase from $50.00 to $60.00. Paratransit will implement the same increase.

Ms. Mumm asked how fare revenue is allocated. Ms. Meyer responded that it is intended to go toward the cost of operations so that by the second increase the amount that STA should receive equals a 20% increase of return, the percentage to attain as requested by The Board. Mr. Blaska has been working on a "low income" project in which STA would work with an organization or a coalition of organizations to identify those in the community who do not already have access to free or reduced passes. Ms. Meyer emphasized that we want that organization(s) to be the validator of income verification. Currently, those who are 65 years or older, are on Medicare and have a disability can acquire an adult pass for ½ price.

There being no further questions, Chair French requested a motion. Mr. Mumm moved to recommend approval to the Board of the 2018 Annual Strategic Plan as presented. Ms. Monteleone seconded. Motion passed unanimously.

6. REPORTS TO COMMITTEE

A. PROPOSED 2018 OPERATING & CAPITAL BUDGETS – *(E. Susan Meyer / Warren)*

Ms. Warren presented the automated narrated video regarding the proposed 2018 Operating and Capital Budgets. This presentation was shared at each of the All Employee Meeting sessions yesterday. The video is available for review at the following link: https://vimeo.com/236962748. A public hearing on the proposed budgets will be held at the October 19, 2017 Board of Directors meeting. The Committee received detailed information in their packets including copies of the presentation slides.

After the narrated presentation, brief discussion ensued regarding the estimated end of the year cash balance after reserves which are used for future capital expenditures.

B. HORIZON 2040 UPDATE – *(Otterstrom/Tresidder)*

Mr. Otterstrom provided an update on SRTC's Horizon 2040 update and how it pertains to STA as a partner in SRTC. Horizon 2040, SRTC's long-range transportation plan, is a multimodal "blueprint" aimed at meeting the needs of the Spokane region through 2040. The plan is based on projections for growth in population, housing, and jobs and considers all mode of transportation, including private vehicles, public transit, bicycling, walking, freight movement, rail and air travel.

Horizon 2040 was first adopted in 2013. SRTC is required by the federal government to update the plan every four years. Work is underway on an update to be completed in 2017. Draft chapters of the updated version are being published at https://www.srtc.org/horizon-2040/ as they are completed. The complete updated version will be available for public comment in early October of 2017. STA's federal and state grant requests must be consistent with Horizon 2040.

Mr. Otterstrom drew the Committee's attention to regionally significant projects that must be included in Horizon 2040. Call for Projects was initiated in the early part of this year, January 4 – February 8. Considering what the transit system will look like in the year of 2040, projects are included and added to the transportation demand model accordingly for purposes of air quality conformity. SRTC establishes the criteria for the project identification. Based on their criteria, STA submitted four projects for consideration:

- Argonne Road Park & Ride
- Central City Line

- Division Bus Rapid Transit (BRT)
- US 395 – North Spokane Corridor Transit

All of the projects STA identified for Horizon 2040 are contained as Strategies within *Connect Spokane*, as Horizon 2040 looks beyond the timeframe of STA Moving Forward.

For transit, Horizon 2040 used the following funding assumptions – 2.5% growth plus additional three-tenths of one percent sales tax, federal funding, and grants. The tax increase is assumed to be implemented in three phases for each new tenth (2017, 2019, 2030), with the last increase (along with renewal of the other two tenths) subject to future board and voter approval. These assumptions are for planning purposes and do not bind future boards.

Public Comment on the entire document begins in October 2017. Adoption by the SRTC Board is scheduled for December 2017.

7. COMMITTEE INFORMATION

No discussion / staff available for questions.

8. CEO REPORT

STA Chief Executive Officer, E. Susan Meyer, presented her CEO Report to the Committee which included the following topics:

- **APTA Annual Meeting & Exposition** – This event takes place next week in Atlanta, Georgia. The STA team attending the meeting will meet with the Acting Administrator of the Federal Transit Administration, K. Jane Williams and her leadership team. A presentation will be given at this meeting and will be shared with the attending Board members (Commissioner French, Commissioner Kerns, Mayor Freeman, and Council Member Pam Haley) in advance. In addition, Ms. Meyer and staff will be meeting with five bus manufacturers to discuss electric and battery buses, designs for BRT and potential projects that have "gone before us" in which STA might "piggy back".
- **Chief Operations Officer Search** – Mr. Steve Blaska is retiring at the end of the year from STA. Ms. Williams and the Human Resource team are rigorously advertising and recruiting for this important STA open position. Currently, we have received about 70 applications.
- **West Plains Transit Center (WPTC)** – Recently, construction of the West Plains Transit Center project was determined to be ineligible for a federal grant, but project expenses are well under the budget submitted as part of the grant request. The project moves forward without any increase to locally-derived funding sources.

  Chair French suggested the CEO consider an additional compliance specialist who has experience in similar project and procurement issues. Ms. Meyer responded that the point is well taken and shared that STA is working on refining the bid package, and has hired a new Contracts Administrator.

- **Amalgamated Transit Union (ATU) Advertisement** – A federal judge ruling recently validated that STA is not anti-union and there was no evidence that STA was trying to be biased in regards to union speech, but also stated that, in his opinion, STA should have accepted ATU's advertisement submission. Discussion ensued. From STA's experience, advertising revenue does not out-weigh the cost and time of administering a bus advertising program. Ms. Mumm commented that this could be an opportunity for STA to use the bus space to maximize advertising for STA. Ms. Meyer agreed that the space is available for marketing and educating the public about STA's services.

9. NEW BUSINESS

None.

10. COMMITTEE MEMBERS' EXPRESSIONS

Ms. Mumm shared that in her view the Las Vegas transit agency was very pro-active in relocating people during the Las Vegas shooting, and encouraged STA to send a message of support to them.

11. REVIEW OF NOVEMBER 1, 2017 COMMITTEE MEETING DRAFT AGENDA

As presented in packet.

12. NEXT MEETING – WEDNESDAY, NOVEMBER 1, 2017, 10:00 A.M. STA SOUTHSIDE CONFERENCE ROOM, 1230 W. BOONE AVENUE

13. ADJOURN

Chair French adjourned the meeting at 11:15 a.m.

Respectfully submitted,

Victoria L. Clancy

Victoria L. Clancy, Executive Assistant

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 6A: UPDATE ON FINAL PROPOSED 2018 OPERATING AND CAPITAL BUDGETS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Lynda Warren, Director of Finance & Information Services

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SUMMARY:

The Draft 2018 Operating and Capital Budgets were presented as follows:

September 6, 2017	Planning and Development Committee Meeting
September 21, 2017	Board of Directors Meeting

The narrated public presentation of the Proposed 2018 Operating and Capital Budgets was available on the Spokane Transit website beginning October 5 and presented at the following meetings:

October 3, 2017	STA All Employee Meetings
October 4, 2017	Planning and Development Committee Meeting
October 11, 2017	Citizen Advisory Committee Meeting
October 19, 2017	Public Hearing at the Board of Directors Meeting

On October 18, 2017, STA reached a tentative bargaining agreement with the Amalgamated Transit Union Local (ATU) #1015. If approved by ATU members, the Board will vote on the contract on November 16, 2017. In order to provide the most complete budget data, staff proposes delaying a recommendation to the Board for adoption until the December 14, 2017 Board meeting. The 2018 Final Proposed budget will be presented to the Committee on November 29, 2017.

RECOMMENDATION TO COMMITTEE: Information only.

COMMITTEE ACTION:

RECOMMENDATION TO BOARD:

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel ___

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 6B: DOWNTOWN SPOKANE PLAN UPDATE / REVIEW

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning & Development
Mike Tresidder, Associate Transit Planner

SUMMARY:

The City of Spokane is beginning the process of updating the 2008 Fast Forward Spokane Downtown Plan. The 2008 plan set the stage for many accomplishments (e.g. the University District, increasing downtown housing, the Central City Line, etc) but also identified ideas that may not have near-term action or planning (e.g. light rail or streetcar). Lisa Key, Planning Director, and Kevin Freibott, Assistant Planner, will attend the committee meeting to present on the city's proposed process for updating the plan, as well as solicit ideas on what key issues the 2018 Fast Forward Plan should address.

The 2008 plan can be found online here:
https://static.spokanecity.org/documents/business/resources/compplan/subarea/fast-forward-downtown-plan-update.pdf

RECOMMENDATION TO COMMITTEE: Information only.

FINAL REVIEW FOR COMMITTEE BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 6C: *CONNECT SPOKANE* UPDATE: REVIEW REVISED DRAFT AMENDMENTS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning & Development
Mike Tresidder, Associate Transit Planner

SUMMARY:

In December 2016 the STA Board of Directors adopted a work program for the 3-year major update to *Connect Spokane*, STA's Comprehensive Plan.

Through the Spring of 2017, STA hosted two workshops, conducted an online survey and stakeholder interviews to receive input on changing conditions and community desires that should be reflected in updates to the plan. Staff presented the findings from the outreach efforts to the Board in June and sought guidance on drafting amendments to the plan.

STA held an open house on September 27, 2017 at the Plaza to receive feedback on draft amendments.

Subsequent to the previous P&D Committee meeting and the open house, the following revisions have been made:

(a) Added a strategy around the regulatory environment for taxis, TNCs (Uber, Lyft, etc) and other on-demand services.

(b) Broadened the Safety & Security section to include employer safety.

The redline version of the Draft *Connect Spokane* with edits is included in this packet.

For your convenience, you can review the 2015 version of the adopted plan online at:

https://www.spokanetransit.com/files/projects-plans/Connect_Spokane_Final_6-18-15.pdf

A Public Hearing will be held at the November Board meeting. Additional edits will be completed after the Public Hearing, and Connect Spokane will be presented for approval and recommendation at the November 29th P& D Committee Meeting for Board action in December.

RECOMMENDATION TO COMMITTEE: Review prior to Public Hearing at November 18 Board Meeting.

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

Connect Spokane

A Comprehensive Plan
For Public Transportation

Adopted 2010
Revised ~~2015~~2017

Board of Directors Adoption Dates

Action	Date	Outcome
Public Hearing	June 16, 2010	Board received public comment.
Board Adoption	July 21, 2010	Board adopted the plan (Resolution No. 665-10).
Public Hearing/Board Adoption	September 15, 2010	Board received public comment and adopted revisions to the plan (Resolution No. 669-10) to include policy SI-3.6 Pedestrian Infrastructure.
Public Hearing	December 15, 2011	Board received public comment.
Board Adoption	January 13, 2012	Board adopted the amendments to the Monitoring and Improvement and Sustainability elements of the plan.
Public Hearing	November 21, 2013	Board received public comment.
Public Hearing/Board Adoption	December 19, 2013	Board received public comment regarding amendments to the Title VI policies and adopted the revisions to the plan (Resolution No. 711-13).
Public Hearing	April 17, 2014	Board received public comment regarding amendments to Fixed Route Policy 2.2.
Board Adoption	May 22, 2014	Board adopted the plan (Resolution No. 717-14).
Public Hearing	May, 21, 2015	No public comment was offered to the Board at the hearing on proposed amendments.
Board Adoption	June 18, 2015	Board adopted the plan (Resolution No. 732-15).

About the Cover

The photos shown on the cover display a representation of transit access within the Spokane Region. Using data from the transit system as it existed in the fall of 2010, we assigned an accessibility value to every point in the region based upon the number of bus trips that are within walking distance in a day and classified those values to a range of visible light.

Alternative Formats

Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964. For more information, visit www.spokanetransit.com. Upon request, alternative formats of this document will be produced for people who are disabled. Call (509)325-6094, (TTY Relay 711) or email smillbank@spokanetransit.com.

Table of Contents

Part I: Introduction 1

Introduction 3

Goal of the Comprehensive Plan 3

Elements of the Comprehensive Plan 4

How to Read the Comprehensive Plan 5

Washington State Comprehensive Transit Planning Requirements 5

History of Transit in the Spokane Region 7

Regional Context 9

Introduction 9

Population 9

Land Use 10

Economy 11

Travel 12

Environment 13

Energy 13

Part II: Services 17

High Performance Transit Network 19

High Performance Transit Principles 19

High Performance Transit Policies 21

High Performance Transit Connect Strategies 25

Fixed-Route Service 29

Fixed-Route Service Design Principles 31

Fixed-Route Service Design Policies 36

Fixed-Route Connect Strategies 43

Paratransit 45

Paratransit Goal 45
Paratransit Principles 45
Paratransit Policies 46
Paratransit Connect Strategies 48
Flexible Services~~Rideshare~~ 49
Rideshare Goal 49
Rideshare Principles 49
Rideshare Policies 50
Rideshare Connect Strategies 51
System Integration.....53
Part III: Activities and Programs 55
System Infrastructure 57
System Infrastructure Goal 57
System Infrastructure Principles..... 57
System Infrastructure Policies..... 58
System Infrastructure Connect Strategies..... 63
Communications and Public Input 65
Communications and Public Input Goal 66
Communications and Public Input Principles 66
Communications and Public Input Policies..... 67
Communications and Public Input Connect Strategies..... 71
Revenues and Fares.....73
Revenues and Fares Goal 73
Revenues and Fares Principles 73
Revenues and Fares Policies 75
Revenues and Fares Connect Strategies 77
Monitoring and Improvement 79

Monitoring and Improvement Goal 79
Monitoring and Improvement Principles 79
Monitoring and Improvement Policies..... 80
Regional Transportation and Land Use Coordination.....83
Regional Transportation and Land Use Coordination Goal 83
Regional Transportation and Land Use Coordination Principles 83
Regional Transportation and Land Use Coordination Policies 85
Sustainability 89
Sustainability Principles 89
Sustainability Policies 90
Sustainability Connect Strategies 95
Annex 1.....97
Fixed-Route Performance Standards 97
Annex 2..... 101
System-Wide Title VI Policies..... 101
Major Service Change Policies..... 101
Disparate Impact Policy (minority) 101
Disproportionate Burden Policy 101
System-wide Transit Amenities Service Policy 102
Vehicle Assignment Service Policy 102
Fare Change Policy..... 102
Minority Disparate Impact Policy (applies to all fare changes) 102
Low-Income Disproportionate Impact Policy (applies to all fare changes)..... 102
On-Time Performance Standard 102

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Table of Figures

Figure 1- Service Type by Color 23
Figure 2- Preliminary HPTN Proposal 26
Figure 3- Route Length and Trip Pairings 33
Figure 4- Speed vs. Access 34
Figure 5- One-way Loops vs. Direct Routes 35
Figure 6- Urban Areas and Clusters 39
Figure 7- Geographic Allocation 40
Figure 8- Fixed-Route Connect Strategies 44

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Connect Spokane:

A Comprehensive Plan for Public Transportation

Part I: Introduction

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Introduction

Planning plays a role in all of our lives. Whether it is career planning, travel planning, or deciding what to have for dinner, planning increases the likelihood of achieving our desired goals. Although the exact course is never known, a good plan can provide the guidance and direction needed to navigate through the unknown.

Like other large organizations, Spokane Transit Authority (STA) also benefits from the process of preparing for the future. STA's complexity requires goals to be set, principles to be acknowledged, and policies to be determined to best ensure the region's envisioned future is realized.

This document intends to serve a number of purposes. It is a guiding policy document, an educational tool, and a description of what transit may start to look like throughout the Spokane Region over the coming decades. As a course-setting document created jointly by the public, other government agencies, and STA, this plan will serve as a reference tool for future decisions related to transit, transportation and land use in the Spokane region.

Goal of the Comprehensive Plan

The goal of this plan is to set forth a vision and policy framework to guide decisions made by STA's Board of Directors, its staff, and partnering agencies that will further Spokane Transit's mission and vision for at least the next 30 years.

STA strives to encourage increased ridership while providing high quality, convenient and reasonably priced services by recognizing STA's mission and by following the goals and policies defined in this plan.

Mission

We are dedicated to providing safe, accessible, convenient, and efficient public transportation services to the Spokane area neighborhoods, businesses, services, education, and activity centers. We are leaders in transportation and a valued partner in the community's social fabric, economic infrastructure, and quality of life.

Vision

We aspire to be a source of pride for the region.

This comprehensive plan is entitled ***Connect Spokane,*** reflecting transit's powerful role and STA's sublime opportunity to connect both the people and geography of this region in a more effective, sustainable, and livable way.

Elements of the Comprehensive Plan

	Element/Sub-Section	Summary of Scope and Goal
Part I	Introduction and Goal of Plan	Describes overall effect of plan tied to the agency's mission and priorities
	History	Provides a concise overview of transit history in Spokane
	Regional Context	Discusses regionally significant trends in population, economics, and land use
Part II: Services	High Performance Transit Network	Frames the key service STA intends to create in the future with policies to guide mode and alignment decisions
	Fixed-Route	Provides guidance in designing routes; establishes policies for service attributes by service type
	Paratransit	Identifies compliance with ADA as primary objective with policies expressing existing practices
	~~Rideshare~~Flexible Services	Defines types of ~~Rideshare services (Vanpool, Special Use Van)~~ Flexible services programs and structures existing practices
	System Integration	Describes how plan elements and STA's services integrate to form a system of public transportation
Part III: Activities and Programs	System Infrastructure	Provides framework for prioritization of capital investments and defines the creation of a Capital Improvement Program
	Communications and Public Input	Identifies methods for communicating to the public along with public notice/outreach requirements
	Revenues and Fares	Defines policies concerning fares, grants and other revenue sources
	Monitoring and Improvement	Includes general policies that require ongoing monitoring and improvement
	Regional Transportation and Land Use Coordination	Provides guidance to other jurisdictions in making land use and transportation decisions that can be effectively supported by transit; establishes policies for participation in regional decisions and metropolitan transportation plan
	Sustainability	Provides guidance for ways in which STA can aim for sustainability throughout the organization

How to Read the Comprehensive Plan

Each element of Sections II and III of this plan contains three sections: Principles, Policies, and Connect Strategies. Each section serves a specific purpose in guiding and defining STA's service to the community.

Principles-What is the underlying foundation of the element?

Principles are not intended to be policies; rather, they provide necessary concepts, background information and the philosophical foundation for decision makers, customers, and others interested in transit.

Principles are:

- Broad in scope
- Shaping policies and Connect Strategies
- Unchanging

Policies-What guidelines should decision-makers follow?

An element's policies are derived from the principles associated with that element and are established through public input, market analysis, etc. Policies define more specifically the guidelines decision-makers should follow to guide the agency toward continued improvement.

Policies are:

- More specific
- Shaped by principles
- Adaptable over time

Connect Strategies-What are specific approaches that can be taken to reach goals?

Connect Strategies, developed from the principles and policies, are specific ways in which STA can go beyond current practice. Whether it calls for a policy review, a strategic system plan, or a list of technological tools to pursue, each Connect Strategy aims to continue connecting people with place throughout the Spokane region.

Connect Strategies are:

- Specific and implementable
- Shaped by principles and policies
- Able to change to reflect needs and opportunities

Washington State Comprehensive Transit Planning Requirements

The State of Washington requires a public transportation benefit area authority (such as STA) authorized pursuant to RCW 36.57A.050 to develop a comprehensive transit plan. The plan must include, but is not limited to, the following elements:

(1) the levels of transit service that can be reasonably provided for various portions of the benefit area,

(2) the funding requirements, including local tax sources, state and federal funds, necessary to provide various levels of service within the area,

(3) the impact of such a transportation program on other transit systems operating within that county or adjacent counties,

(4) and future enlargement of the benefit area or the consolidation of such benefit area with other transit systems.

History of Transit in the Spokane Region

Transit service for the Spokane region began in ~~1883~~ 1888 with independent transit companies operating horse-drawn trolleys. This mode of transportation was replaced with cable cars, followed by electric trolley cars soon after. Real estate developers helped shape much of the early transit network by constructing transit lines to their developments as an incentive for homebuyers. Many of these original developments remain prominent areas in the region today, including Browne's Addition, Lincoln Heights, South Perry, East Sprague, ~~,~~ and the North and South Monroe Corridors. Ridership grew at a rapid pace during the early 20th century, peaking at over 37 million passengers in 1910 and ~~hovering near~~between 20 and 30 million annual passenger trips before declining in the 1920s. In 1922, voters overwhelmingly approved changes to the Spokane's city charter that enabled the formation of a unified transit by Washington Water Power that was called the Spokane United Railway Company. ~~was formed by the Washington Water Power Company and other transit facility operators, resulting in the first unified transportation network in the region.~~

As the personal automobile grew in popularity, ridership in the Spokane region declined more than 33 percent between 1922 and 1933. Transit technology also underwent a significant change during this time as internal combustion engine buses replaced the electric trolleys. By 1936, the trolley system in Spokane had been dismantled and by 1940, the last interurban electric train discontinued service. ~~With the phasing out of electricity as a fuel source, the~~In 1945 the Washington Water Power Company sold its interest in the transit network to Spokane City Lines, a subsidiary of the National City Lines Company.

Transit ridership in the Spokane region was particularly strong during World War II, with some sources indicating over 26 million rides during the peak of the war. ~~Bus ridership peaked in 1947~~Reports indicate ~~with~~ more than 22 million annual passenger trips were taken on Spokane City Lines in 1947. A decade later, ridership had fallen to less than nine million. Around this time, city leaders asked voters' permission to issue bonds to purchase the assets of the private transit company. It was felt that the city could be more effectively operated as a local investment, and such ownership would forestall major reductions in service. The request, however, was soundly rejected, with only 38.4% of voters approving the deal. Commentary from the time period suggested that people understood public ownership was the likely future of the system, but disagreed on the acquisition costs, since most of the bus fleet and facilities were antiquated and beyond their useful lives.

Thus began a succession of service cuts that further that reduced the effectiveness of the bus system while reducing revenue potential. This decline coincided with growing concerns as to the future of downtown, as major department stores were lured to suburban locations featuring free parking. By 1967, ridership had declined to a new low of 3.9 million. Inflationary pressures and other forces drove bus operators to strike in early 1968. The protracted strike was only settled after community leaders endorsed and voters approved ~~, and to less than four million by 1967, largely due to the popularity and increased affordability in the personal automobile. Struggling with declines in ridership and revenues, citizens of Spokane agreed to take ownership of the transit system and support operations with~~ a $1 per month household utility tax that would allow for additional operating funding. Furthermore, public ownership would make Spokane Transit System (STS), as it was called then, eligible for federal transportation funding.

One of the early actions of the transit system under the ownership of the City of Spokane was to prepare a long range transit plan. The plan, completed in 1970, recommended a regional approach to transit and the construction of a downtown transit center. Acquiring a new fleet was another high priority of the city. While city ownership was seen as an interim measure until a regional system could be formed, ridership improved and the system served an instrumental role in Spokane's World Fair of 1974, when STS ridership peaked at 7.2 million passengers. ~~Unfortunately, the revenue source was not robust enough to accommodate inflationary factors of the 1970s and a desire for services outside of the City of Spokane.~~

In 1981, a new municipal corporation, the Spokane County Public Transportation Benefit Area (a.k.a. the Spokane Transit Authority), was formed for the sole purpose of providing public transportation via independent taxing and revenue generating authority granted by RCW 36.57A. That year, voters approved a 0.3 percent sales tax that would be matched by the Motor Vehicle Excise Tax (MVET). Reversing a general downward trend, STA has seen ridership growth since its inception. In 1992, STA reported 7,040,000 fixed-route boardings, increasing to 7,485,275 boardings in 1994.

Since the foundation of STA, the agency has worked to expand its capital investments by building infrastructure and purchasing right of way. One

of STA's most noteworthy projects was the construction of a major transit center, The Plaza, completed in downtown Spokane in 1995. The Plaza provides a centralized transit facility, continuing to serve as the hub for the majority of transit trips in Spokane. STA continued to add transit centers, park and rides, bus shelters, and other passenger amenities throughout the 1990s and by 1997 STA's fixed-route service provided 8,171,000 rides.

STA struggled to maintain levels of service when the MVET was rescinded in 1999 and STA's revenues were reduced by nearly 40 percent. In 2004, voters responded by approving an increase in the local sales tax to provide STA with an additional 0.3 percent sales tax for transit, resulting in a total 0.6 percent sales tax to fund STA's operations. This additional 0.3 percent sales tax was scheduled to expire in 2008, but was continued indefinitely by voters in early 2009. In 2009, STA set an agency ridership record with more than 11,150,000 annual fixed-route boardings.

In September 2010, the STA Board adopted the first edition of Connect Spokane: A Comprehensive Plan for Public Transportation. The principles and policies helped to guide STA through a cumulative 10% fixed-route service reduction. 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 this plan. ~~The final phase of this planning effort will help to determine the next major transit investments throughout the region~~.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. Record ridership was reached in 2014 with 11,324,434 annual fixed-route boardings. In November 2016, voters approved the STA Proposition 1, which authorized an increase in local sales and use tax of up to 0.2% to help maintain, improve and expand public transit in Spokane Transit's service area and implement STA Moving Forward.

Connect Spokane

Regional Context

Introduction

Looking to our past, understanding our present, and projecting our future can often be challenging and frustrating. Historical facts have been lost or forgotten; we do not always have the luxury of third-party analysis for present situations, nor can we accurately predict the world-changing events that will impact our lives in the future. However, that does not mean that planning for the next twenty years cannot or should not take place. Rather, it means that we have to think more critically about past trends, current conditions, and future opportunities to enable our citizens and transit organization to think of creative solutions to the complex problems we face.

Although this plan will be useful for potential scenarios where the population declines and the economy suffers, most of the trends addressed in this section discuss effects related to the projected population growth for our region over the next twenty years. Whether the local population is growing or contracting, finding ways to develop and nurture livable communities is always a challenge. Creating better communities requires focusing on the needs of people; and because one of those needs is transportation, STA can play an important role in the betterment of the region. Among other benefits, transit is able to provide affordable, reliable, and environmentally sustainable transportation. As STA prepares for the future, it must consider changes in population, land use, the economy, travel patterns, energy, and the environment to ensure that it is doing its part to support robust communities within the Spokane area.

Evidenced by significant growth in ridership, STA is becoming more important in the lives of Spokane's citizens. While annual ridership has ~~gone down~~decreased slightly ~~4.69% annually~~ since the modern high of 2014, the total ridership growth over the long-term (since 2005) has been up 34 percent. ~~Between 1990 and 2012, STA's total annual ridership increased 65 percent to more than 11 million, an average annual growth rate of more than 3 percent.~~ However, 45 ~~percent of~~percent of this growth occurred between 2005 and 2008, resulting in an even higher annual growth rate over that short period of time.

This increase in transit use has been influenced by many factors, including demographics, land use, the economy, energy prices, and lifestyle choices. Trends may diverge from their projected paths, but by understanding this context, STA will be enabled to help shape the future rather than to simply react to it.

Population

Regardless of population changes, working to ensure that people embrace positive connections with the places they inhabit is one of the most important goals of good planning. The world population continues to grow significantly, but the population of cities can fluctuate without much warning due to reductions in jobs, services, or quality of life. The various possibilities require supporting development to meet the demands of growth while simultaneously readying contingencies if needs should diminish. Whether planning for land use, transportation, and/or facility improvements, population projections are often a driver for perceived future needs. For STA, this means preparing for a certain number of riders, planning for roadway traffic, and making the system more efficient and effective.

Spokane County has experienced relatively consistent growth over the last 20 years. Between ~~1990~~ 1996 and ~~2013~~2016, Spokane County's population grew from ~~361,333~~417,939 408,197 to ~~499,072~~492,530~~480,000~~, an average annual growth rate of ~~2~~1.~~4~~1.1 percent. According to medium estimate projections from the Washington State Office of Financial Management, the 2040 population of Spokane County is expected to grow to 592,969.

To mitigate the challenges associated with such an increase in population, the anticipation of accommodating that growth through thoughtful land use and transportation planning is necessary. Encouraging developers to build for population growth at higher densities can have less of an impact on the environment by reducing the amount of land required while minimizing an individual's need to travel long distances. Since the adoption of the Washington State Growth Management Act in 1990, there has been a noticeable rise in population densities of incorporated areas of Spokane County. In 1990, 46 percent of the population lived in unincorporated areas of the county, versus an estimated 29 percent in 2012. This trend was bolstered by the incorporation of two densely populated unincorporated areas: the City of Liberty Lake in 2001 and the City of Spokane Valley in 2003. In 2015~~5~~, only 29~~29~~ percent of the population lived~~s~~ in unincorporated areas of the county.

As Spokane County's population has increased in size, its average age has also increased. In ~~2012~~2015, the percentage of Spokane County's population aged 65 and over was ~~13.6~~15.2~~2~~ percent, slightly higher than the state average of ~~13.1~~14.4 percent. Current forecasts show this figure increasing to more than 18 percent by 2030. Planning for these changing demographics will be an increasingly important part of STA's future services. As the number of elderly people increases, senior transportation services such as paratransit will need to accommodate a larger number of customers.

Land Use

Land use has a significant impact on how transportation networks perform. Densely-populated, mixed-use, pedestrian-oriented land uses complement public transit and vice versa. This type of development offers a greater potential for providing cost-effective and efficient transit service, versus transit routes that serve low-density, residential areas on the edge of cities. All of the jurisdictions STA serves are required to plan under the Washington State Growth Management Act, and therefore must work to encourage development within Urban Growth Areas. The City of Spokane has incorporated "Centers and Corridors" policies into its Comprehensive Plan with the intent of promoting mixed-use growth within a number of key areas throughout the city, such as the Kendall Yards development south of West Broadway and the future North Monroe Corridor improvements where construction is expected to start in 2018. ~~while~~

Countywide, ~~T~~the City of Cheney has taken similar actions in selected areas of their community such as road improvements and the development of multifamily housing around Eastern Washington University~~-~~. The City of Spokane Valley is also making 5~~-~~-year road improvements (2017-2022) to increase better connectivity in the region.

Nationally, three out of every four large metropolitan regions have seen an increase ~~sed new~~ in new residential infill development. ~~development taking place in the central cities.~~ In general, most infill housing developments tend to be multifamily homes. ~~-~~According to a ~~2010~~ 2012 Environmental Protection Agency report titled, "Residential Construction Trends in America's Metropolitan Regions", regions with higher infill development also have higher home prices. The study found that 23% of 19,889 new developments in Spokane between 2000 and 2009 were infill development. Infill development has also been tied to gentrification of neighborhoods. An increase in rent cost within urban boundaries will push low socioeconomic (SE) people out into more suburban areas of the county further away from jobs, schools, and medical centers. Expanding transit makes it possible for low SE families, students, and retired people to reach employment, education, and healthcare. ~~construction of single-family units in the 50 biggest metropolitan areas of the United States have declined rapidly, while the construction of multifamily units has fallen less R drastically.~~ For the longer term, the trend toward growing urbanization will increase demand for rental and multifamily housing. ~~In Spokane County, the total population has increased 4.2% between 2010 and 2015. It is projected that the population in Spokane County will increase by 35% in 2040. T~~the number of housing units is expected to reach more than 240,500 ~~by 2030, an increase of 23 percent over the current total.~~

Despite the conclusions of national reports of growing urbanization, local projections conclude that single-family housing units are estimated to comprise approximately 75 percent of this total. The US Census Bureau reported a total of 3,596 building permits in 2016 for Spokane County.

A 2015 report by the U.S. Department of Housing and Urban Development indicated that sales of single family homes in Spokane had increased by 8% since 2010. Areas projected to experience major future residential growth are on the eastern, western, and northern edges of the existing urbanized area. In particular, this includes the Liberty Lake area, the Airway Heights/West Plains area, and the northern portion of the North/South Corridor.

Economy

STA relies on sales tax revenue generated in the Public Transportation Benefit Area to fund capital and operating expenses. In November of 2016, STA Proposition 1 won voter ~~support~~approval. The passing of this proposition by citizens allows for an increase of sales tax of up to 0.2% to help Spokane Transit expand the service area and help to improve and maintain the existing fleet and services.

Although historically a stable funding source, Spokane's economy is tied to the global marketplace and is therefore subject to the same fluctuations that other areas face. Spokane County's economy continues to be shaped by the
area's historic role as a regional center of services for the surrounding rural population of Eastern Washington and Northern Idaho. Regional services include: government, higher education, medical services, and finance. Manufacturing has also been prominent in the area, largely due to the availability of inexpensive energy (hydroelectricity), the rail systems, and Interstate 90.

A rider survey~~, which took place in~~ from the spring of 2017, found that 53% of bus riders worked either full or part time (10% reported being retired, and 37% unemployed), and 32% of all bus riders were students. The job growth rate in Spokane County between 2008~~1990~~ and 2012~~08~~ has trended at a slightly higher annual average than the national population growth according to the most current data. Between ~~1990~~ 2005 and ~~2008~~2015, Spokane County's non-farm employment grew from ~~151,394~~172,951 jobs to ~~221,300~~181,186, an average annual growth rate of ~~2.6~~4.7 percent. The top two industries in Spokane between 2002 and 2012 have been Health Care/Social Services and Retail. ~~Both~~Those industries have seen an 8.8% and 9.2% increases in employment respectively. Food Service & Hospitality has surpassed manufacturing as the third largest industry with an employment increase of 8.3%. With the completion of EWU/WSU Health Sciences Spokane Campus in 2014, and the opening of the WSU Medical School in the Fall of 2017, there is expected to be an increase in jobs in the biotechnology, green energy and research & technology development fields. ~~During the early part of the 21st century, the majority of job growth occurred in the industries of construction and health care. As the residential construction and finance industries have slowed due to credit and mortgage issues as well as an economic downturn, other industries have emerged to fill this gap. In particular, firms specializing in research, development, biotechnology, and green technology are expected to play an increasingly important role in defining the area's economy.~~

STA's operational budget is dependent on local sales tax revenues generated within the Public Transportation Benefit Area, customer fees, federal and state grant money, and other revenue sources. Traditionally, money generated by customer fees and grant money have made up the minority of STA's operating budget. The majority of STA's revenue comes from local sales tax, creating a direct correlation between consumer spending and revenue generated for STA. This correlation means that fluctuations in the economy can have severe impacts on the operating budget of the agency. ~~Recent trends have shown much weaker consumer spending and STA must prepare for this to be a long-term trend~~

Travel

Adequate travel opportunities are an essential piece of a healthy society and understanding general travel patterns is a key to STA's success as a transit agency. New policies to encourage shorter trips and to reduce the number of miles traveled in vehicles have been adopted by Washington State. ~~In 2008, then Governor Gregoire signed an executive order that recognizes the need to reduce vehicle miles traveled (VMT) and mandates a 50% reduction of projected VMT over the course of the next 40 years.~~ In 2014, Governor Jay Inslee signed an executive order that outlines steps to reduce carbon emissions and increase clean energy technology in Washington State. Part of this order included doubling the use of electric state vehicles by 20%. Spokane Transit wants to follow the states goals of increasing electric vehicle usage and decreasing our carbon ~~However~~footprint. However, from ~~1990 to 2008~~2011 to 2015, personal travel in Spokane County's most urbanized areas grew ~~15~~ 3.3% percent. A number of factors fueled this increase, including increases in two-worker households and longer commute distances. According to data from the 2015~~11~~ U.S. Census American Community Survey, ~~62~~ 78.4 percent of households in Spokane County possessed two or more personal vehicles (up 21% from 2011), with ~~24~~ 35 percent possessing three or ~~more~~more (up 32% from 2011). It is estimated that by 2040 the number of total daily VMT will grow by 34 percent over 2010 levels.

According to data from the 2015~~1~~ U.S. Census American Community Survey, 77.9 percent of workers aged 16 years and over in Spokane County commuted to work alone in their own vehicles. This is slightly higher than the Washington State average of 72 percent. About t~~T~~hree percent of workers in Spokane County commuted to work via public transportation in 2015~~1~~. This is lower than the 2015~~1~~ state average of 6~~5.6~~ percent.

Spokane Regional Transportation Council's (SRTC) Horizon 2040 Plan indicates that while the county's population over 65 is increasing, the number of younger single people with no children is also increasing. The council's study found that younger people (18-35) drove 23% fewer miles in 2009 than they had in 2001. This is a result of this age cohort being more likely to walk, bike, rideshare, and use transit. However the plan cites that an overall increase to the region's population as a contributor to more cars on the road in the future.

SRTC's 2005 Regional Transportation Survey provided information on travel patterns for Spokane County. It was estimated that of all the trips originating in Spokane County in 2005, 68 percent of these ended in either the City of Spokane (50 percent) or the City of Spokane Valley (18 percent). Although not all of the development within these two jurisdictions is urban in nature, transit is better suited to serve a higher percentage of trips which have origins and destinations in dense areas. In addition, ~~less than~~almost half of all trips (45 percent) occurred outside of the AM peak (6:00 to 9:00) and PM peak (3:00 to 6:00) periods. The study also revealed ~~that a little more than 26,000 residents commute to work in neighboring Pend Oreille, Stevens, Lincoln, and Whitman Counties as well as Kootenai and Bonner counties in North Idaho. About 48,000 residents from these neighboring counties also commute into Spokane County for employment.~~ the large amount of travel occurring between Spokane County and adjacent Kootenai County, Idaho. Nearly 20,000 residents of Spokane and Kootenai counties cross the state line each day for work, shopping, medical appointments, and other activities. Approximately 58 percent of these residents originate their trips in Kootenai County, with the majority heading to destinations within the cities of Spokane and Spokane Valley.

Despite a ~~decline~~recent downtick in ridership ~~from~~in ~~2014~~2015 ~~to July 2017~~and 2016, a survey conducted in spring of 2017 found that 47% of riders perceived themselves as riding more than they had the previous year, this is slightly higher than a similar survey conducted in 2015 in which 45% reported that they perceived themselves to be using the bus more. Of the 1,845 respondents of the survey, 15.3% reported having both a car and a driver's license and this group rode the bus as frequently as those who could not drive themselves.

Environment

~~While there is no consensus, scientists around the world point to mounting evidence that human-induced climate change is a reality and represents one of our most pressing environmental problems.~~ Data suggests the planet experienced warming temperatures during the 20th century unparalleled to any time since human record keeping began. The past decade appears to have been the warmest in recorded history, and the world's preeminent climatologists have found overwhelming evidence that human activity is the cause. Scientific studies by the University of Washington's Climate Impacts Group predict that allowing this warming trend to continue at present rates could result in decreased agricultural output, increased catastrophic weather events such as forest fires, drought and floods, and the displacement of entire populations due to rising sea levels.

Fossil fuel emissions associated with transportation have played a significant role in this human-induced climate change. The City of Spokane's most recent Greenhouse Gas Inventory provides a local example. In ~~2005,~~the 2012 Spokane County Greenhouse Gas Inventory Report, non-public passenger transportation was found to be responsible for the generation of 1.2~~8~~ million metric tons of carbon dioxide equivalent (CO_2e), or ~~53.5~~45 percent of the community's total g~~g~~reenhouse gas (GHG) emissions. The large majority (74.8~~90.0~~ percent) of these emissions were generated by travel on the City of Spokane's surface streets, while the remainder (21.6~~10.0~~ percent) was generated by travel on Interstate 90 and State Route 195.

~~Although these topics continue to be debated, recently~~ Recently enacted laws, executive orders, and pending legislation are establishing mandates to reduce ~~greenhouse gas~~GHG emissions. Many states, including Washington State, are continuing to pass legislation to reduce GHG emissions at a local and regional level. With a potential increase in gas prices, commuters will seek out other forms of transportation, including public transportation, to save money. These mandates have many implications for consumer prices, travel patterns, and living arrangements. It is likely that debates will continue into the foreseeable future~~.~~ ~~But in spite of this debate,~~ it is nearly universally accepted that transit will play a major role in environmental goals of the 21st Century.

Energy

In addition to environmental challenges, communities also must prepare for a possible energy crisis. According to a number of analysts with a variety of political persuasions While there are now alternative methods of obtaining fossil fuels, such as natural gas, economists still predict that, peak oil has arrived or is on the near horizon. Those recognizing peak oil understand that, despite the inevitable peak in global oil production/supply, demand will continue to increase. The decline in production ratesproduction rates does not mean that we are near a time where oil disappears, but it does mean the end of relatively cheap oil, as most countries implement carbon reduction legislature such as carbon taxes. we switch from a buyer's to a seller's market. For economies or companies leveraged on ever increasing quantities of cheap oil, the consequences may be troubling.

The US Department of Energy released an independent report in February 2005, entitled "Peaking of World Oil Production: Impacts, Mitigation, and Risk Management", which explored the timeframe, consequences and actions to reduce the impacts of peak oil. Although previous energy transitions (i.e. wood to coal and coal to oil) were gradual, the report concluded that peak oil will be revolutionary by abruptly and adversely affecting the global economy due to a spike in fuel prices. Although a few skeptics still believe peak oil is decades away, the evidence describes a different prediction: 9 of 12 oil analysts highlighted in the report project that peak oil will arrive before 2020. Due to the forecasted imminence, the report encourages immediate and decisive action by governments, companies, and individuals for the adverse effects to be minimized. Most recent studies from the Paris based International Energy Agency (IEA), predict that oil will peak not just from lack of supply, but also from advancing technology being used in the automotive industries. While US companies such as Chevron and Exxon do not foresee a peak in the oil market, European Companies such as British Petroleum, Statoil, and Royal Dutch Shell predict a peak sometime between 2025 and 2040. These companies long term plans include investments include natural gas, and renewable energy sources.

While some oil companies have resisted acknowledging peak oil, the CEO of the energy company Shell wrote an e-mail to employees in 2008 saying, "…Shell estimates that after 2015 supplies of easy-to-access oil and gas will no longer keep up with demand." That same yearIn 2008, the International Energy Agency (IEA) conducted a detailed field-by-field analysis of global oil production finding that in order for the world to maintain current levels of oil production by 2030, the world would have to develop and produce 45 million barrels a day (approximately four times Saudi Arabia's current daily production). Dr. Birol of the IEA said in a 2009 interview, "One day we will run out of oil…The earlier we start [preparing], the better, because all of our economic and social system is based on oil, so to change from that will take a lot of time and a lot of money and we should take this issue very seriously (http://www.independent.co.uk/news/science/warning-oil-supplies-are-running-out-fast-1766585.html)." Under these scenarios and without successful cultural reform, severe economic and social consequences may be inevitable.

~~According to recent estimates of the IEA, oil currently accounts for about 43% of the world's total fuel consumption, and 95% of global energy used for transportation. If the oil estimates are correct and transportation relies on oil for 95% of its energy, the future of mobility may be in jeopardy if a shift to more sustainable energy does not take place. Unfortunately for the transportation business, vehicles currently consuming liquid fuels have no ready alternatives. The Department of Energy analysis indicates that widespread use of solar, wind, photovoltaics, nuclear power, geothermal, fusion, etc. energy sources to produce power for individual vehicles is at best decades away.~~

~~Peak oil has significant ramifications for public transit agencies because of the volatility of fuel prices and lack of suitable alternatives. While the cost of gas in Washington State has declined between 2012 and July of 2017, economists estimate the fuel prices will soon increase. It is possible that the price per gallon in the state could surpass the highest price per gallon rate in 2008 of $4.19. Oil prices might also increase as a result of Carbon Taxes that have been implemented, or are under consideration by international governments involved with the Paris Climate Change Accord of 2015. The annual average price per gallon of fuel (unleaded and diesel combined) in 2008 was $3.08; the highest average price paid during this period was $4.19. Rising fuel prices will not only have a significant impact on this agency's operational budget, it may also result in the need for additional service as more people may migrate from their personal automobiles to public transit. Although a complete shift from oil dependence will not happen overnight, the first steps must begin now. STA recognizes the urgency of the situation and has undertaken a major capital expense project to replace aging diesel buses with buses employing diesel-electric hybrid technology. Future considerations may include the use of fixed-route vehicles powered by overhead electric wireselectric batteries which will replace all buses in the fleet by 20??~~

The landscape in energy demand has changed dramatically over the past 5-10 years. 10 years ago analysts and economists of all political persuasions were predicting the arrival of peak oil, putting an end to relatively cheap oil and switching from a buyer's to a seller's market. Now, in 2017, experts are predicting that the world may reach peak demand. The most recent edition of British Petroleum's (BP) widely scrutinized Energy Outlook has global demand for crude oil maxing out in about 30 years as a result of new technologies (including improved efficiency of the electric car), the fight against climate change, and slowing economic growth for major world economies. For economies or companies leveraged on ever increasing quantities of cheap oil, the consequences may be troubling.

As the recently adopted City of Spokane's 2010 Sustainability Action Plan notes:

"The global trend is clear: Regardless of geography, demographics, or politics, municipalities are questioning basic assumptions and taking initiative to improve how their communities function over the long haul. Spokane's Sustainability Task Force addressed climate change and oil dependency simultaneously. The goals of the City's Sustainability Action Plan include:

1. Climate Mitigation: attempt to reduce greenhouse gas emissions (GHG)
2. Climate Adaptation: adjust practices to deal with the effects of climate change
3. Energy Security: increase energy alternatives to reduce dependence on oil

These broad goals will ultimately lay the foundation for specific actions the City will take."

In addition, Strategy 3 within the Action Plan speaks directly towards STA's mission, recognizing the importance of mobility to community connectivity by encouraging use of alternative fuels and expanding modes of travel for a variety of economic, health and environmental benefits.

In July of 2017, carmaker Volvo announced that after 2019 they will only manufacture electric and hybrid automobiles. In the same month France also announced that it would start implementing a ban on all sales of cars and trucks that use diesel and gasoline by 2040.

Although a complete shift from oil dependence will not happen overnight, the first steps are beginning now. STA's fleet replacement strategy over the next 15 years is positioned to take advantage of emerging relevance of battery electric buses in the future. With the new Central City line (to be completed in 2021) Spokane Transit will be introducing 10 new fully electric buses to the fleet. This number may increase as STA pursues grants and other funding for electric buses on other routes, including the Monroe-Regal Corridor.

Connect Spokane

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Connect Spokane

A Comprehensive Plan for Public Transportation

Part II: Services

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High Performance Transit ~~Network~~

~~The~~ High Performance Transit ~~Network~~ (HPT~~N~~) 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 HPTN defines a system of corridors for heightened and long-term operating and capital investments.

High Performance Transit Principles

1. Pedestrian Support

More than any other service type, HPT extends the range of the pedestrian.

Most studies show that people are comfortable walking a quarter-mile for most activities. As the number of destinations within a mile increase, people are likely to increase the proportion of trips executed by walking. Beyond one-half mile to a mile, most persons will prefer other modes, especially if the trip is for purposes other than exercise. Rather than competing with short walking trips, transit can support greater mobility without dependence on the private automobile. The High Performance Transit ~~Network~~ network in particular, with its emphasis on all-day, two-way connectivity at reasonable levels of frequency, supports the pedestrian's mobility beyond normal walking ranges. This emphasis on pedestrian mobility is a more effective way to view HPT mobility than looking at congestion relief or other less tangible societal benefits.

2. Ubiquity

HPT service should attempt to serve the greatest number of people possible and the greatest number of destinations possible.

The perceived importance of organic and inorganic properties often is proportionate to their availability and visibility. Despite the perception, ubiquity is not synonymous with importance; however, serving a broad geographic coverage and a broad array of transport needs means that ~~the~~ HPT~~N~~ can be important to many people. Important things in our lives are things we share, value, and seek to take care of.

3. Activity Centers

HPT should connect the region's cities and centers of population and jobs as much as possible.

Urban studies over the last century have reinforced the intuitive notion that there are hierarchies of place and space. If there are centers, then there are peripheries. For about 50 years, gravity models have been used to express trip distribution in urban areas. Namely, that interaction between two locations declines with increasing distance (or time) between them, but is positively associated with the amount of activity at each location. Another way to say it is a place with more activity is more important to a greater number of places. It is for this reason that connecting activity

centers, particularly those amenable to pedestrian activity, is important with ~~the~~ HPT~~N~~.

4. System Effectiveness

~~The~~ HPT~~N~~ should improve the effectiveness of the transportation system.

While often misunderstood to be simply about moving traffic, the regional transportation system is successful when it provides mobility for people and goods. All the "good ideas" about transit and transportation can be measured from the perspective of system effectiveness. When replacement costs (fiscal and environmental) and investment life cycles are not considered, it is tempting to create infrastructure that may not be founded upon the principles described within this element. Improving the effectiveness of the transportation system may be less about ensuring certain patterns of travel continue to exist, but about encouraging and facilitating only those travel patterns that can be sustained.

5. Appropriate Scale

~~The~~ HPT~~N~~ should be fiscally responsible and scaled appropriately to the region's current and long-term needs given competing demands for scarce public resources.

Many factors beyond planning define the infrastructure realities of metropolitan areas. Try as a metropolitan area might, it has a unique politic, demography, geography and climate that make it impossible to replicate the perceived successes of other metropolitan areas. Appropriate scale of the HPT~~N~~ network reflects the fact that the Spokane region's urban layout, density and fiscal capacity are unique. In order to be functional and achievable, design of the HPT~~N~~ network must respect, and even magnify this unique set of circumstances.

6. Mode Neutrality

Service quality, not mode technology, is the defining feature of HPT.

Although the vehicle type or mode is often the first topic of conversation during transit corridor discussions, the service type is the most important feature. For this reason, the aggregated service quality (relative to travel needs) and not the mode is the defining feature of ~~the~~ HPT~~N~~.

7. Permanence

HPT features permanence of investments.

Regardless of mode, HPT should express to the customer through wayfinding, tactile enhancements at stations, or alignments that it will be available in the future. This permanence and definitiveness is also critical in directing those developing the built environment to focus new growth around transit.

8. Integration

HPT should integrate and provide connections with other modes and transport services.

While the most critical mode with which transit should be integrated is the pedestrian (walking) mode, integration with other modes is important to expand customer base and make use of synergies that can occur by connecting to modes that connect with transit systems in other urban areas. Integration with other modes can expand the customer base to include customers who may use the system less regularly than typical customers.

9. Competitive

HPT should make desired connections better than competing modes whenever possible.

Nearly every transportation alignment in cities is no older than the city itself. Often transportation alignments define how sections of a metropolitan area relate to other sections. As a matter of geographic definition it is easy to assume that these alignments are the only option for future transportation investments. Penetrating barriers and making new connections are features of the HPTN that can enhance its competitiveness with other modes, particularly the private automobile.

High Performance Transit Policies

In addition to the policies listed below, policies addressing HPT service levels and infrastructure can be found in Fixed Route (FR) and System Infrastructure (SI), respectively.

HP-1.0 – Corridors

STA shall identify service corridors with sufficient ridership to warrant HPT service.

The HPT routes are located in major corridors where there is sufficient need to justify significant investments in passenger amenities and information.

HP-2.0 – HPT Service Type Selection

STA shall assign various HPT service types to reflect distinctions in speed, service, frequency, and access.

~~Three~~ Two service ~~sub-types~~categories – ~~Green, Red, and Blue~~Frequent and Express – have been identified to reflect appropriate distinctions in speed, service frequency, and access (distance between stops) for each route or family of routes. ~~At some stage, these service sub-type names may be replaced with more descriptive branding names~~. A specific route in the HPT service typology is considered a HPT Corridor. The following table describes the general characteristics of the HPT service types in terms of speed, access, frequency and purpose.

Service Type	Speed	Access	Frequency	Purpose
Green Lines	Lower	Higher	6-15 minutes	Support spontaneous travel, short trips and provide quick, easy access to other service types.
Red Lines	Moderate	Moderate	10-15 minutes	Offer direct service to major destinations within a metropolitan area.
Blue Lines	Higher	Limited	15-30 minutes	Cover long distances quickly to connect major regional destinations.

HP-3.0 – HPT Mode Selection

STA shall consider the strengths and weaknesses of various vehicle types in relation to the demands of the corridor being served.

A variety of transit vehicle types exists, each with its own set of benefits and weaknesses. Some vehicles have the capacity to move a dozen passengers, while others carry several hundred passengers at a time. Of course, these different vehicle types also have significantly different costs. These costs, both up-front and operational in nature, must be considered when selecting appropriate vehicles for HPT service. Mode selection is often part of an "alternatives analysis" conducted in a way to make the corridor project eligible for federal New Starts/Small Starts funding. If such funding is not sought, it may be appropriate to scale the mode selection process to take less time while still providing for public input. This may mean limiting the number of modes to be considered in a particular corridor.

Figure 1- Service Type by Color

Mode	Strengths	Weaknesses	~~Service Type Application~~
Aerial Tram	Relatively quiet, creates new right of way with less property acquisition; can climb steep grades efficiently	Generally less effective when serving more than two points; costs are high	~~Red~~
Commuter Rail	Highest speed when operating in exclusive right of way; high capacity	Limited opportunities to establish right of way; requires tremendously high concentrations of employment to justify costs	~~Blue~~
Conventional bus (Urban Transit)	Flexibility in routing; readily serviceable due to knowledge, parts, etc	Localized emissions,	~~Green, Red~~
Conventional Bus (Over-the-Road Coach)	High capacity with greater comfort than typically urban buses	Localized emissions; only one egress makes inefficient for loading and unloading	~~Blue~~
Modern Electric Trolley	Rubber-tired, relatively quiet, quick to accelerate and climbs hills well; can change lanes when necessary	Not as flexible as diesel bus; require more permanent routing over bus	~~Green, Red~~
Light Rail Vehicles	Can be coupled for increased capacity without increased labor costs; can operate at higher speeds when traveling on exclusive (or semi-exclusive) right of way	Higher investments costs that are more suitable at higher densities	~~Red, Blue~~
Maglev	Can achieve high speeds; subject only to air resistance and electromagnetic drag, making maglev efficient; quieter than conventional trains	Higher investments costs that are more suitable at higher densities; requires a separated right of way	~~Red, Blue~~
Streetcar	Relatively quiet, can be coupled for increased capacity without increased labor costs; speeds suitable for operating in street right of way	Cannot change lanes on urban streets; cannot climb steeper hills	~~Green, Red~~

Connect Spokane

HP-4.0 – Prioritization

STA shall prioritize the implementation of HPT corridors and selection of service types based on the principles outlined in this element.

High Performance Transit Connect Strategies

High Performance Transit Network Map

The High Performance Transit ~~Network~~ network map is the foundation, framework, and basis for future service improvements.

The following map depicts how the High Performance Transit ~~Network~~ network may look in 20 to 30 years. Many factors, including but not limited to, economic conditions, ridership demand, funding opportunities, and regional priorities will affect how quickly and where the network begins taking shape. Additionally, modifications to this map are likely after the development of each corridor and as land use patterns change. Although the full build out of this network is presently unfunded, this map will begin to take shape incrementally as directed by the policies found within this element. This version of the High Performance Transit Network map has been updated to include modifications as a result of the first two phases of the *STA Moving Forward* planning process that took place in 2012 and 2013. It has been revised in 2017 to simplify the depiction of the corridors in two categories of frequent and express service products.

High Performance Transit ~~Network~~ Facility Design and Service Communication Standards

Develop standard guidelines for facility design and service branding communications for ~~the~~ HPT ~~Network~~.

Nested within STA's overall branding strategy, distinctive facilities and branding for ~~the~~ HPT ~~Network~~ communicate its unique attributes to customers and those developing the built environment.

Figure 2- Preliminary HPTN Proposal

HPT~~N~~ Route Descriptions

Route	Terminals	Via	Implementation Strategy and Challenges
~~B1~~E 1	Cheney / EWU <> Hastings Park & Ride	I-90, Downtown Spokane, SCC, North Spokane Corridor	**Near-term-** Branded articulated bus or double-decker bus; ensure frequency and span between Downtown Spokane and Cheney meets HPT Blue Line standards; restructure service to Medical Lake; construct West Plains Transit Center. **Mid-term-** Introduce express service on the North Spokane Corridor once completed. **Long-term-** Branded articulated bus or double-decker bus; ensure service to Hastings Park & Ride meets HPT Blue span and frequency standards.
~~B2~~E 2	Spokane Int'l Airport <> Coeur d'Alene, ID	Downtown Spokane, Mirabeau, Liberty Lake, Post Falls	**Near-term-** Articulated bus; consider expansion of select trips to Coeur d'Alene; construct Liberty Lake Park & Ride. **Mid-term-** Articulated bus or double-decker bus; construct Argonne Park & Ride. **Long-term-** Articulated bus or double-decker bus; install HPT stations and stop amenities; evaluate service options for extension to Spokane Int'l Airport.

Route	Terminals	Via	Implementation Strategy and Challenges
~~R1~~F 1	Downtown Spokane <> Newport Hwy & Hawthorne	Downtown Spokane, Division Street, Newport Hwy.	**Near-term-** Regular bus; improve daytime capacity issues and night and weekend frequency; construct improved passenger amenities; Business Access and Transit (BAT) lanes between N. Foothills Dr. and the Spokane River. **Mid-term-** Enhanced bus; meet HPT Red Line frequency and span standards; construct Farwell Park & Ride; construct HPT station and stop amenities. **Long-term-** Modern Electric Trolley; construct center-running transit-only lanes.
~~R2~~F 2	Airway Heights <> Liberty Lake	Sunset Blvd., I-90 Corridor, Sprague Ave., Spokane Valley, Greenacres	**Near-term-** Regular bus; expand service on Route 173 VTC Express with more peak frequency and hourly mid-day service; simplify Route 61 Highway 2 through Airway Heights; construct improved stop amenities. **Mid-term-** Enhanced bus; ensure frequency and span meet HPT Red Line standards with BRT service along semi-exclusive right of way. **Long-term-** Light rail.
~~R3~~F 3	VA Hospital <> Indiana & Evergreen	Wellesley, Market, SCC, Trent, Millwood, Spokane Valley Mall	**Near-term-** Regular bus; improve frequency during nights and weekends on Route 33 Wellesley. **Mid-term-** Regular bus; modify Routes 32 and 33; add 15 minute daytime weekday frequency throughout the length of the corridor. **Long-term-** Enhanced bus; meet HPT Red Line frequency and span standards; install HPT station and stop amenities.
~~R4~~F 4	Whitworth University <> South Hill Park & Ride	Hawthorne Rd., Division St., Nevada St., Francis Ave., Market St., Freya St., 29th Ave.	**Near-term-** Improve frequency during nights and weekends along Route 26 Lidgerwood and 28 Nevada. **Mid-term-** Regular bus; modify parts of Route 26 Lidgerwood, 28 Nevada and 34 Freya; add 15 minute daytime weekday frequency. **Long-term-**Enhanced bus; ensure frequency and span meet HPT Red Line standards; install HPT stations and stop amenities.

Route	Terminals	Via	Implementation Strategy and Challenges
~~G1~~F 5	Five Mile Park & Ride <> 57th & Regal	Monroe St., Downtown Spokane, Grand Blvd., 29th Ave., Lincoln Heights, Regal St.	**Near-term-** Enhanced bus interline Routes 24, 44G and portion of Route 45; construct Moran Prairie Park & Ride; construct improved passenger amenities along route; improve intersection at 29th and Regal to allow for proposed alignment **Mid-term-** Modern Electric Trolley; ensure frequency and span meet HPT Green Line standards; install HPT amenities at stops and stations. **Long-term-** Expand capacity as warranted.
~~G2~~F 6	Browne's Addition <> Spokane Community College	Downtown Spokane, Riverpoint Campus, Hamilton St., Mission Ave.	**Near-term-** ~~Modern Electric Trolley~~Electric Bus Rapid Transit; develop service plan to modify existing routes; ensure frequency and span meet HPT Green Line standards. **Mid-term-** Improve connections along corridor to support integration with other HPT corridors as they develop.
~~G3~~F 7	Downtown <> Valley Transit Center	Sprague Ave.	**Near-term-** Regular bus; improve passenger amenities at bus stop locations. **Mid-term-** Modern Electric Trolley; ensure frequency and span meet HPT Green Line standards **Long-term-** Expand capacity as warranted.
~~G4~~F 8	Indian Trail <> 29th & Grand	Alberta St., SFCC, Gov. Way, Maple St., 14th Ave., Lincoln St., 29th Ave.	**Near-term-** Regular bus; improve service on Route 23 to provide mid-day and evening service to Indian Trail. **Mid-term-** Regular bus; restructure Routes 20, 23, 33, and 43; improve weekday daytime frequency to every 15 minutes; construct Indian Trail Park & Ride. **Long-term-** Enhanced bus; ensure frequency and span meet HPT Green Line standards; install HPT station and stop amenities where appropriate.
~~G5~~F 9	Five Mile Park & Ride <> South Hill Park & Ride	Francis Ave., Nevada St., Hamilton St., Riverpoint Campus, Perry St., Southeast Blvd.	**Near-term-** Regular bus; improve frequency through South Perry District. **Mid-term-** Regular bus; connect N. Hamilton to S. Perry; create 15 minute weekday daytime frequency. **Long-term-** Enhanced bus; ensure frequency and span meet Green Line HPT standards; install HPT station and stop amenities where appropriate.
~~G6~~F 10	Monroe & Broadway <> Mission & Hamilton	Broadway, A St., Maxwell Ave., Mission Ave.	**Near-term-** No identified improvements. **Mid-term-** Regular bus; restructure bus routes to create basic service along corridor. **Long-term-** Enhanced bus; ensure frequency and span meet HPT Green Line standards.
~~G7~~F 11	Millwood <> SR 27 & E 32nd (South Valley)	Argonne Rd., Valley TC, Sprague Ave., Pines Rd.	**Near-term-** No identified improvements. **Mid-term-** Regular bus; restructure service in the Valley to create basic service along route. **Long-term-** Enhanced bus; ensure frequency and span meet HPT Green Line standards.

Fixed-Route Service

Over a century of urban transportation system planning reveals the challenges and opportunities faced by those involved in the field. Economic efficiency, operating conflicts with the private automobile and other roadway users, and serving the general public versus responding to individual needs have made the logical assessment and improvement of fixed-route transit a difficult endeavor.

To illustrate this point, in 1919 the Federal government appointed an eight-member panel to the Federal Electric Railways Commission to investigate the challenges then facing operators of streetcars in American cities. The creation of the commission was preceded by several very difficult years for private companies whose transit systems carried millions of Americans each day. Inflation in energy prices, labor shortages, deferred maintenance, and fixed fares were among the many symptoms of these difficult years. While these more notable symptoms seem unrelated to good service design, the findings of the Commission are startling in their applicability to today's planning problems. Some of the findings and recommendations for streetcar companies include: reduction of stops to improve speeds; elimination of service in low-density areas; consolidation of competing lines; adjustments to fare structures to reflect cost variations that can exist between routes, and so forth.

In 1958 the National Committee on Urban Transportation assembled what was likely the first set of comprehensive standards for transit services and facilities in North America. This document recognized "that [standards, warrants, and objectives] must be directly related to the economical feasibility of providing services." Furthermore, it provided standards for routing which listed desirable routing characteristics such as: offering directness of travel with respect to origins and destinations; being free of duplication, except where routes converge; including a minimum number of turning movements; and so forth.

In 1982 Spokane Transit adopted its first Service Standards for fixed-route service. The standards included minimum frequencies, hours of service (span), loading, stop spacing and access. Service Planning Guidelines adopted by the STA Board in February 2000 made some modifications to these standards while adding additional guidance on service change procedures and service allocation.

This section of Connect Spokane draws from documents highlighted above as well as numerous samples of service guidelines and standards documents from other transit authorities. This document is intended to both express ideals and establish expectations for the design, quality and performance of Spokane Transit's fixed-route system.

The process of creating good transit service is perhaps new to most readers. However, the practice is similar to that of building a good

house. For example, first builders must ask, "What makes for a good house?" Most people generally agree that a good house should be energy efficient, comfortable, aesthetically pleasing, and protect its inhabitants from adverse weather. These are the principles of building a good house. Second, they ask, "How do I build a good house?" There are many ways to build a house, but construction of good houses must meet important regulations and standards to ensure safety, utility, consistency and proper urban form. These are the policies to follow when building a good house. Finally, builders ask, "Did I build a good house?" This can be measured by calculating energy efficiency, looking for leaks in the roof or analyzing the market value. These are the performance standards used to evaluate the need for remediation. If they didn't build a good house, builders must revisit the principles and follow the process again. This "understanding, implementing, and evaluating" analogy illustrates the similar process used to create and maintain first-rate fixed-route transit service.

There are three questions to ask about fixed-route design:

1. Principles-What makes for good service?

This section describes basic principles that affect the design of service, its utility to the public, and ultimately the performance of the route on many different levels. It is not meant to be policy; rather, it is information prepared to communicate to decision makers, customers and other groups interested in transit service the concepts that should be considered to ensure the most benefit is derived from investment in operating fixed-route service.

2. Policies-What guidelines do we follow to create good service?

This section articulates draft policy, based on principles, that defines transit network architecture, extent and service levels for fixed-route transit service. Issues of frequency of service, span (hours of operation), public input, and geographic extent are determined in policies to ensure consistency in service modifications, enhancements, and reductions.

3. Performance Standards-Did we build good service?

(Located in Annex 1: Performance Standards)

This section contains three primary standards that when not met result in evaluating alternatives for remediation. This may include routing changes, service reductions, or adjustments to related routes. The performance standards measure route performance based on ridership productivity, farebox recovery, and vehicle loads as it relates to the energy consumed for transporting passengers.

Fixed-Route Service Design Principles

The principles listed below provide guidelines for ensuring the most benefit is derived from investment in operating fixed-route service. Adherence to these principles grows in importance as demand and service expand. Smaller transit systems can afford, with relatively little risk, to design systems outside of the recommended principles below. Larger systems, such as STA, cannot afford the same luxury.

1. Network

Routes should be designed in the context of other routes and transit facilities.

No route is an island. Designing routes within the context of other routes and transit facilities provides for sound transit networks.

2. Independent Utility

Routes should be designed to access a mix of uses and have utility independent of transfers.

While route design should reflect network integration, each route should be developed to have utility independent of transfers. For instance, the notion of trunk and feeder suggests that feeders are dependent upon a trunk for utility and therefore taking people to a transit center or park and ride is adequate. STA's experience with such route has shown that they are suboptimal. While in most cases riders will transfer, a route that "feeds" a major line should access a mix of uses so that there are trips that could be served on the line without a transfer.

3. Generalized Service versus Specialized Service

Route design should focus more on generalized service, rather than specialized service, for greater ridership gains based upon equivalent capital investments.

Generalized service provides service for most of the day and can be folded into the travel patterns of a multitude of customers for many different purposes. Specialized service seeks to go out of its way to reach the front door of a specific employer or housing facility, is scheduled around specific work shifts, or is limited to peak travel times. In most cases, the more

specialized a service, the less capital intensive it should be. In the majority of cases, capital and operating investments in generalized service will result in greater ridership gains over comparable major capital investments in specialized service.

4. Multiple Destinations

Generalized service routes should be designed to serve multiple origins and destinations.

A generalized service route should serve multiple origins and destinations. While a downtown area will produce higher trip demand than many other destinations, ensuring a route has intermediate destinations allows for greater seat turnover and utility to riders.

5. Route Terminals

Routes should be designed with anchors in activity centers with healthy mixes of employment and housing.

Routes should be anchored in activity centers, ideally with a mix of jobs and housing. As much as possible, routes should not end in low density environments. Without proper anchors a route will chronically be empty at the end of the route and serve fewer people.

6. Interlining of Routes

Routes should be designed to interline with other routes, rather than terminating in a central business district (CBD).

It is common practice to radiate routes from a CBD. While it may support defining a route's destination, it provides less mobility than continuing through downtown, either after a pause and/or route number change, or as a singular route. Interlines should reflect utility to the rider; routes that are interlined and serve the same general geography or quadrant of the city (so the bus is effectively turning around downtown) are generally not useful to riders.

7. Route Length

Routes should be designed to be as long as practicable without being wasteful, unreliable, or inoperable due to the lack of recovery opportunities.

The longer a route, the more opportunities there are to match origins with destinations without requiring a transfer. This results in a higher load at any given point on a route. Ideally, no route should be less than two miles in length.

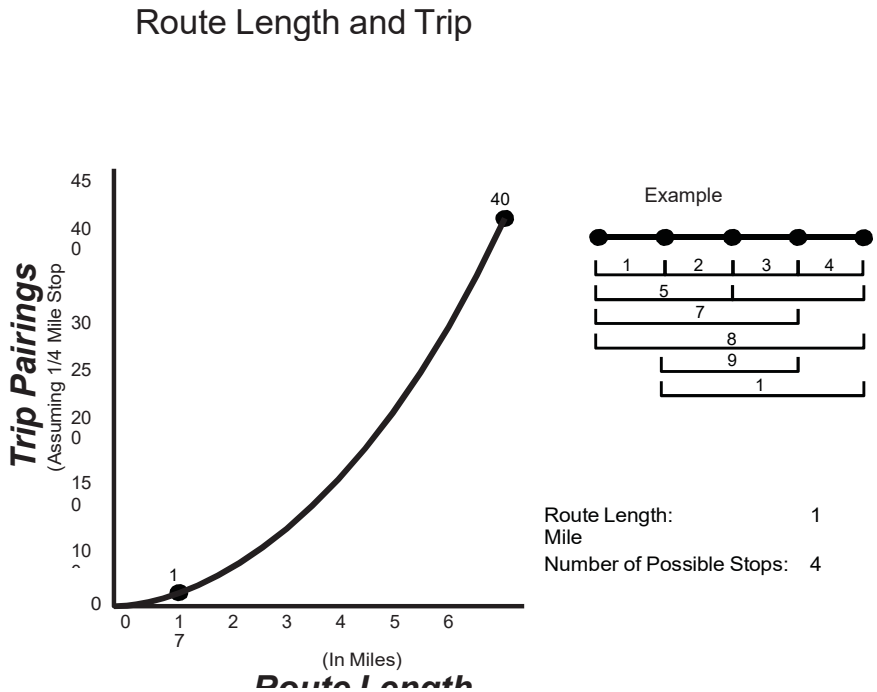


Figure 3- Route Length and Trip Pairings

8. Arterial Travel

Under most circumstances, routes should be designed to travel on arterials.

Travel on arterials generally provides a good balance between speed and access. Appropriate exceptions include the following: to accommodate route terminals where off-arterial travel is necessary to turn around; an alternative to a segment of arterial where grades or other inherent conditions prohibit regular transit operations; or, where a non-arterial street has been designated as a special transit corridor with enhanced and/or exclusive infrastructure that is amenable to transit operations.

9. Speed versus Access

Routes should be designed specific to the speed and access needs of the areas/populations they serve.

While people may prefer the fastest way between two points, point to point (non-stop) service is not available at a scale that would match the ubiquity of the automobile. Adding more access (i.e. pick-ups and drop-offs) can increase utility but can also reduce the service utility for some riders. Generally, access must decrease in order to increase speed.

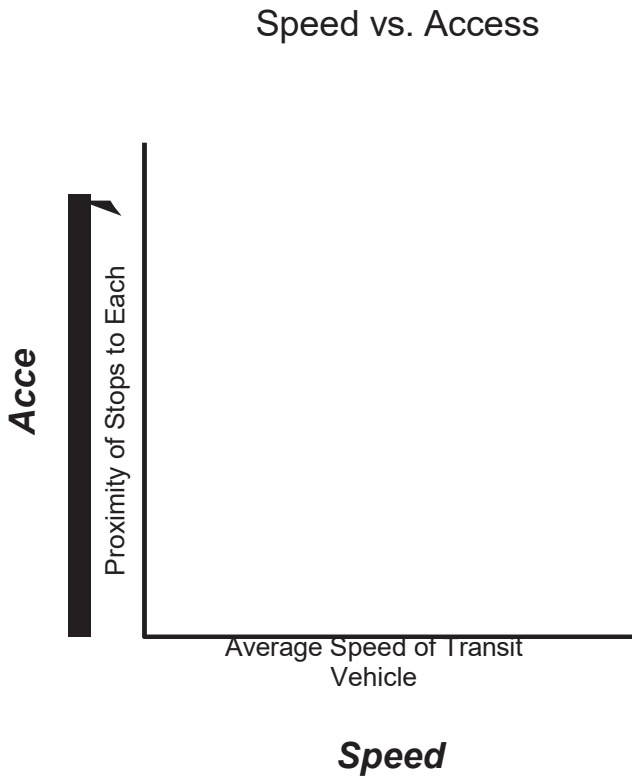


Figure 4- Speed vs. Access

10. Convergence of Routes

Routes should be designed to converge on higher density centers and corridors to increase frequency and facilitate short, spontaneous trips.

When approaching on higher density centers and corridors, such as a CBD or university campus, it is appropriate for routes to converge such that the combined frequency increases the capacity and quality of service. Focusing service on a common pathway can allow for very high frequencies that facilitate short, spontaneous trips by people who would otherwise not opt for transit as a preferred mode.

11. Route Spacing

Parallel routes should be spaced far enough apart so that service is not duplicative.

Numerous transit studies have shown that people will walk up to ¼ to ½ mile to catch a bus or train. Therefore, spacing of a minimum of ½ mile in most cases eliminates unnecessary duplication of service and simplifies the decision-making process for riders. It also tends to enable higher frequencies on a single corridor rather than a dilution of service over many streets.

12. Loops and Circles

Under most circumstances, routes should be designed to avoid loops and circles.

People generally prefer the most direct path between any two points.

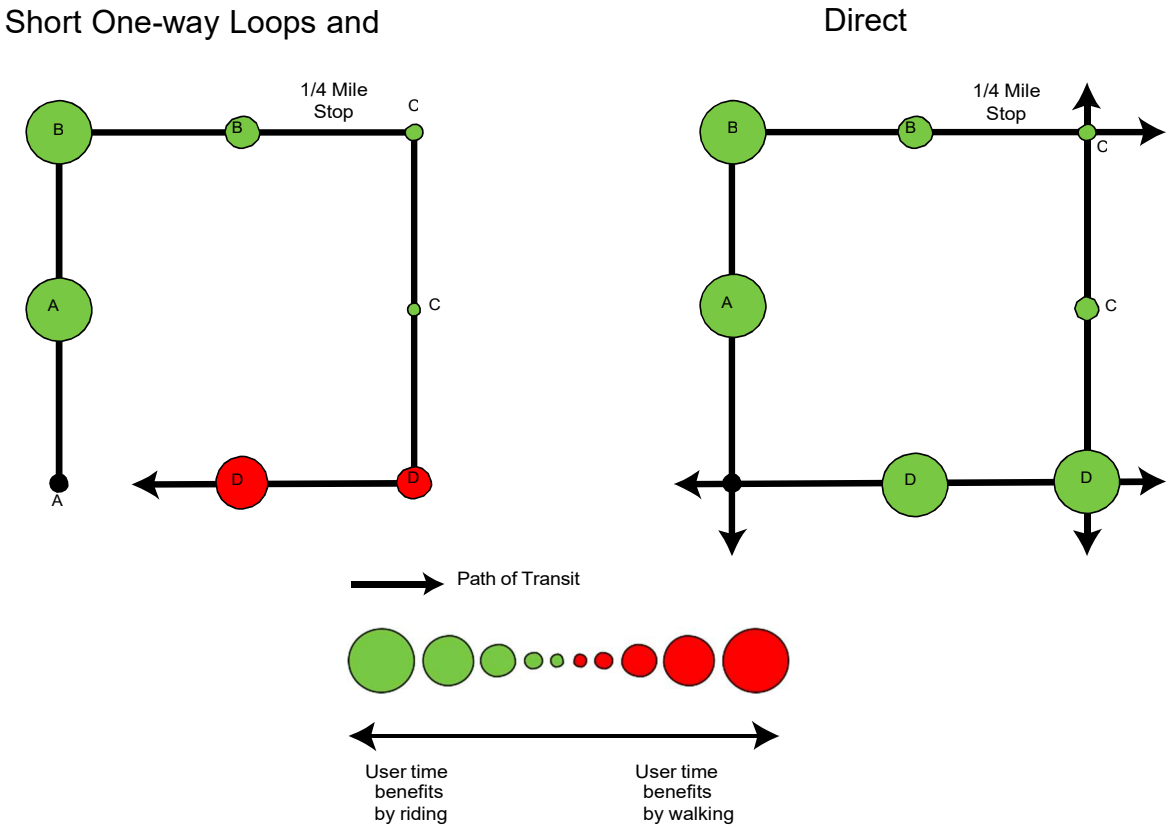


Figure 5- One-way Loops vs. Direct Routes

Providing a circular path, especially in a one-way fashion, can add cost and reduce the attractiveness of service. Some small loops that operate at route terminals or very large two-way loops where the circumference is sizable so that most riders will travel in a straight line or only a medium-sized arc about the loop may be appropriate.

13. Middle Ground

Where possible, routes should travel along corridors which have ridership generators on either side in such a way that the route bisects destinations rather than skirting the periphery or along physical barriers such as rivers, ledges or lakes.

14. Opportunity Cost and Change

Route design should focus more on providing good service and network design, rather than ridership preservation, to increase overall ridership.

Reallocation or restructuring of service to better fit good service and network design will typically result in increases in ridership. Despite this opportunity, there will always be pressure to maintain current service in order to preserve current riders' travel habits. Hence, ridership growth will always be pitted against ridership preservation.

Fixed-Route Service Design Policies

This section articulates policy, based on principles, that defines transit network architecture, extent and service levels for fixed-route transit service. These policies are intended to ensure consistency of existing service and for service modifications, enhancements, and reductions as well. The policies may be used by citizens, staff, and elected officials for the purposes of decision making, maintaining consistency, and network/route building guidelines. The following policies can be classified into two categories. The first set of policies can be applied to the system as a whole. The second set of policies is route-specific. The existing network, routes, and all proposed route changes should be in compliance with all of the policies to the greatest extent practicable.

Policy Summary	
System-wide Policies	
FR-1.0 Major Service Types	These policies define the types of service found in the fixed-route network.
1.1 HPTN	This is a network of routes selected for higher capital and operating investment.
1.2 Basic	This is the basic service level STA provides.
1.3 Commuter Peak	This service is focused on peak demands for specific travel markets.
1.4 Basic Service in Transition	Incremental investments in basic service that overlay proposed HPT routes may take place over time.
FR-2.0 Service Allocation	These policies identify targets for the allocation of service across service types and geography.
2.1 Geographic Extent	This policy defines the necessity of geographically extending service to serve the urbanized areas.
2.2 Service Type Allocation	This policy defines the minimum and maximum percentage of revenue service hours allocated to each service type.
2.3 Geographic Allocation	This policy defines the minimum requirements for serving each travel shed within the PTBA.
FR -3.0 Service Span	The Service Span policies identify target hours of operation during each day of the week.
3.1 Basic System Hours	This policy defines the system operating hours requirements for regular basic service.
3.2 Extended System Hours	This policy defines the system operating hours requirements for the HPTN.
Route-specific Policies	
FR -4.0 Headway	This policy defines the maximum headways for service by type.
FR -5.0 Stop Spacing and Placement	This policy states guidelines for stop placement and defines the maximum and minimum distances for stop spacing by service type.
FR -6.0 Route Numbering	This policy defines the standard numbering system for all routes.

FR-1.0 – Major Service Types

STA shall provide four major types of fixed-route service: High Performance Transit ~~Network~~ (HPT) Service, Basic Fixed-route Service, Commuter Peak Service, and Basic Service in Transition.

HPT and Basic service types are generalized service that are designed to serve the greatest number of people within the region's geographic area and STA's financial limitations. Commuter Peak is a specialized service focused on attracting and accommodating peak demand travelers to employment and education centers. Basic Service in Transition recognizes the transition time and investment a Basic Service route may require to develop into HPT-level service. The following descriptions describe a basic policy framework on which the attributes of each service type is constructed.

1.1 High Performance Transit ~~Network~~ Service

This generalized service is intended to be considered full-time service, operating in two directions. Spontaneous travel is supported by the relatively high frequency of service. The HPT routes are in major corridors where there is sufficient ridership to justify significant investments in passenger amenities and information. At this stage, ~~three~~ two service sub-types – ~~Green, Red, and Blue~~Frequent and Express (see P-5.0 and P-6.0) – have been identified to reflect appropriate distinctions in speed, service frequency, and access (distance between stops) for each route or family of routes. At some stage, these service sub-type names may be replaced with more descriptive branding names. A specific route in the HPT service typology is considered a HPT Corridor.

1.2 Basic Fixed-route Service

This is the basic service level STA provides as general purpose service. It is intended to be sufficient enough to meet basic demand that exists in an area served while still being robust enough to meet many purposes throughout each day. For the purposes of service attributes of frequency and stop spacing, Basic Fixed-route Service is classified into two types: Basic Urban and Basic Interurban.

Basic Urban meets travel needs in urbanized areas where the average passenger trip length is less than or equal to three miles long. Basic Interurban provide service between urbanized or suburban areas, possibly traveling through semi-rural areas, where the average passenger trip length is more than three to five miles in length. The rationale for this distinction at three miles is based on the premise that service should generally be more frequent than a walking alternative. That is, if the average passenger can arrive at their destination within the same time as the full wait time in between trips by walking, the service becomes substantially less attractive. This distinction also reflects the financial aspects of basic service: 1) longer routes typically require a higher operating cost to achieve the same frequency as shorter routes and 2) at an equal fare for all basic routes, the longer a passenger trip, the more

FR

favorably transit compares to the operating costs of the automobile.

1.3 Commuter Peak Route Service

This is a service that is focused on premium/express service to a major employment or education center on weekdays at peak periods for the destination. Such routes are typically one-way in each peak. It may be anchored by a park and ride facility or have a collection segment through residential areas before traveling limited stop to the employment/education center.

Commuter Peak routes should generally provide no less than five trips per peak in order to be adequate enough to provide for a range of start and quit times for various employees or students. ~~The exception to this rule would be peak routes that are provided by using buses that would otherwise be out of service (deadheading routes). These routes should provide at least three trips per peak and are considered "Commuter Peak – Subordinate" routes for purposes of performance standards. Service headway for all Commuter Peak routes should be no more than every 30 minutes.~~

1.4 Basic Service in Transition

Basic Service routes that coincide with identified High Performance Transit ~~Network~~ Corridors for the majority of route miles should be the focus of incremental investments in increased frequency and hours of service (span) as well as investments in reliability treatments and enhanced passenger amenities to provide an incremental investment in ~~the~~ High Performance Transit ~~Network~~. At such time a Basic Service route is more like a HPT corridor than Basic Service, route branding and communications should transition to reflect to the customer the higher quality and quantity of service provided.

FR -2.0 – Service Allocation

Transit agencies generally provide a service allocation policy to guide transit planning and support the agency's mission and goals. Common policies in other communities relate to geographic extent of service, spatial distribution of service among geographic partitions of an agency's service area, and distribution of operating outlays among service types. The Spokane Transit service allocation policy will include a hybrid of these three methods.

2.1 Geographic Extent

Basic or HPT service shall be available within no more than one-half mile of at least 80% of the PTBA population residing within urban areas.

Urban areas are defined as the Spokane "urbanized area" (UZA) and "urban clusters," as defined by the last available US Census. This policy recognizes the need to be geographically extended in order to be accessible and functional for the traveling public. It also highlights the position that fixed-route is a service made functional because it serves urban areas.

While rural areas will likely have some service, this service is incidental to a route's design. Using census data and geographical definitions, this policy can be measured.

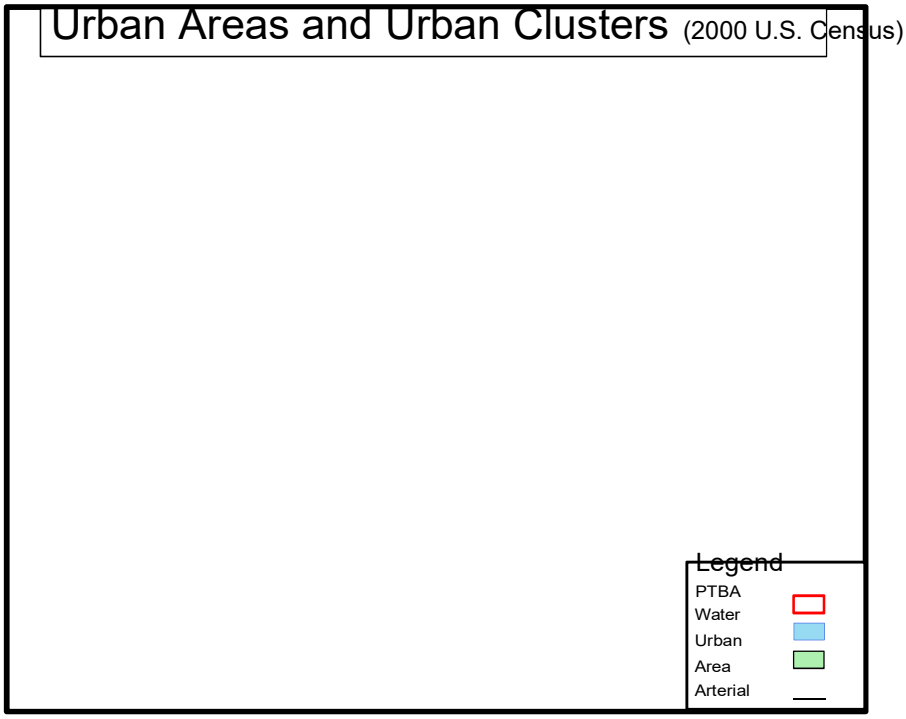


Figure 6- Urban Areas and Clusters

2.2 Service Type Allocation

STA shall allocate service hours in a way which maximizes overall system efficiency.

The following minimum and maximum allocation rates are as follows:

1) At least ~~60~~55% of annual fixed-route revenue service hours should be allocated to Basic Service.
2) No more than ~~15~~10% of annual fixed-route revenue service hours should be allocated to Commuter Peak Service.
3) No more than ~~25~~30% of annual fixed-route revenue service hours should be allocated to HPT Service.

Past practice has included "blend formulas" that specified a precise percentage distribution among service types of "productivity, coverage, and equity." This sort of policy is neither practicable nor desirable. Rather than being a strict formula for distribution among service types, the policy is intended to provide checks and balance to service planning and implementation. Constraining the extent of Commuter Peak and HPT service types is reasonable given their higher capital investment requirements compared to Basic Service. Maintaining at least 60% of the service as Basic Service ensures coverage to areas that do not justify HPT or Commuter Peak service. While current routes have not been developed

with the three major service types in mind, existing service reflects the following make-up: 95% Basic Service; 5% Commuter Peak; and, 0.5% undefined service.

2.3 Geographic Allocation

STA shall ensure a geographic distribution among high quality service types.

The following allocations of service should be observed in allocating service among Travel Shed Partitions:

1) Each Travel Shed Partition should have at least one Commuter Peak route ~~originating within~~serving the partition so long as it meets service performance standards.
2) Within 15 years of implementation of the first HPT corridor service, HPT service should operate within each travel shed partition.

Travel Shed Partitions will be defined as a service design tool in meeting this criteria. Conceptually these will be defined as North, South, East and West Plains. The intent of the partitions is to ensure a geographic distribution among high quality service types. Partition boundaries should not be defined by municipal boundaries; neither should tax revenues raised in a partition determine service provision. Rather, the partitions are merely for grouping component travel needs in order to ensure a minimum level of need satisfaction.

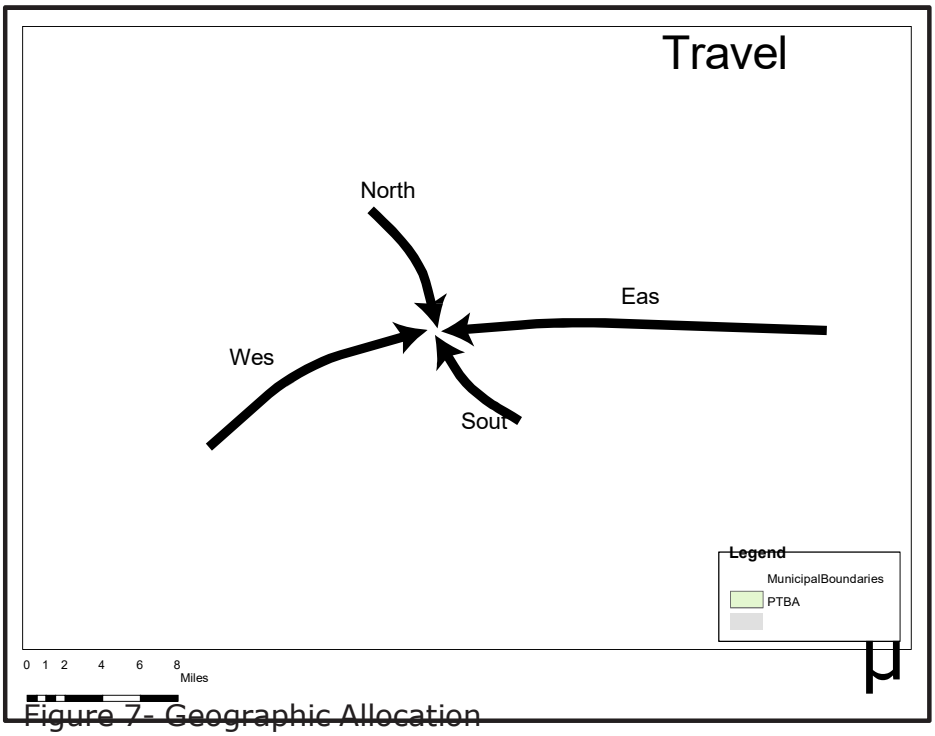


Figure 7- Geographic Allocation

FR -3.0 – Service Span Policy

3.1 Basic System Hours of Service (Span)

STA shall provide the maximum possible span of service for its Basic System.

The extent of each day in which the Basic System is in operation is as follows:

Day	Span
Weekdays	6 am to 11 pm
Saturdays	6 am to ~~10~~ 11
Sundays/Holidays	8 am to ~~9~~ 8 pm

3.2 HPT~~N~~ Hours of Service (Span)

Whenever operationally feasible, STA shall provide an HPT~~N~~ span of service greater than that of the Basic System.

Day	Span
Weekdays	5 am to ~~1~~ 12 am
Saturdays	6 am to 12 am
Sundays/Holidays	~~6~~ 7 am to ~~10~~ 9 pm

FR -4.0 – Headways for HPT Service/ Basic Service

STA shall adhere to maximum headway standards when determining a route's frequency.

The following headways are maximum intervals considered acceptable for the various general purpose fixed-route service types. The definition of Peak, Base and Sub-Base periods are relative to the travel demand, but generally Peak is between 6:30 am and 8:30 am and 4:00 pm and 6:30 pm on weekdays; Base is the period between weekday peaks as well the outside shoulders of Peak travel times; and Sub-Base is late-nights and weekends.

Service	Maximum Headways (minutes)			
	Span	Peak	Base	Sub-Base
HPT – ~~Green~~Frequent	Extended	~~10~~7-10	12-15	15-30
~~HPT – Red~~	~~Extended~~	~~12~~	~~15~~	~~30~~
HPT – ~~Blue~~Express	Extended	15	30	60
Basic Urban	Basic	30	30	60
Basic Interurban	Basic	60	60	120

FR 5.0 Service Reliability and Operability

STA shall develop schedules to include sufficient time for recovery to ensure reliability and provide for operator respite.

The schedule blocking process creates recovery periods and ensures that the bus has enough time in the round trip to stay on schedule. If a route's cycle time is not long enough for adequate recovery time, it is commonly interlined with another route that has greater opportunity for recovery time.

FR ~~5.~~6.0 – Stop Spacing and Placement

STA shall balance customer access, service reliability, and system performance when determining the spacing and placement of bus stops.

The fixed-route service stop defines whether service is provided in a geographic area. The optimal placement of stops plays a critical role in customer access, service reliability, and system performance. Past practice has encouraged the proliferation of stops with the view that the biggest hurdle to increased transit patronage was a lack of access to transit within a convenient walk. The result is that there are instances in STA's service area where one bus in service may stop more than once on the same block face. The stop spacing policy recognizes the influence access has on speed and ridership. Research and service design changes in other transit markets have taught the following lessons: 1) people are willing to walk greater distances (1/2 mile or more) for higher quality service and 2) stops closer than one-quarter mile generally don't provide more ridership; in most applications, ridership has grown after stops have been eliminated to meet a greater average distance between stops.

Service	Average Stop Spacing	Minimum Stop Spacing	Maximum Stop Spacing
HPT – ~~Green~~Frequent	¼ - ½ mile	~~1000'~~ 800' – 1300'	1500' – ~~8000'~~3000'
~~HPT – Red~~	~~½ mile~~	~~1300'~~	~~8000'~~
HPT – ~~Blue~~Express	2.5 miles	~~5000'~~1300'	N/A
Basic Urban	¼ mile	800'	1500'
Basic Interurban	½ mile	800'	N/A

Placement of a stop should consider the following:

1) Relationship to high demand destinations
2) Proximity to intersecting routes and transit facilities
3) The ability for customers to safely access the stop from both sides of the street
4) The ability for the bus to efficiently and safely re-enter general purpose traffic

Where considerations 3 and 4 negatively impact the ability to place a stop considered due to 1 and 2, STA will work with the appropriate jurisdiction to provide a solution.

FR -67.0 – Route Numbering

STA shall adopt a route numbering policy consistent with industry standards.

The following policy provides guidelines on a numbering system for all fixed-routes. A survey of various transit systems suggests that organizing route numbering series by service types and common geography (destination-based or travel-shed-based) is the most prevalent numbering logic outside of simple sequential numbering. A clear numbering system helps customers to make effective travel choices based on the service characteristics which are most important for their particular transportation needs.

STA routes are grouped in series with the first digit reflective of either common geographical attribute or common service characteristic (service type). As a policy, HPT routes, Basic Service in Transition, and Commuter Peak service should be in series reflecting service type while Basic Service can be grouped by common geography. To avoid confusion, no route number should conflict with a numbered Washington State highway passing through the PTBA. Any reintroduction of a route number on a substantially different route than its prior identity should occur after no less than two years of non-use.

Colors and letters can also be used to distinguish HPT or specialized routes. The use of colors and numbers, when introduced, should fit within a systems-approach to service communication and branding.

Fixed-Route Connect Strategies

Fixed-Route Investment Considerations Map

The following map is a conceptual look at areas of the PTBA where Spokane Transit would analyze for the potential revision or addition of services.

Spokane Transit Authority is constantly evaluating the fixed-route services provided to the community and is looking for ways to make them better. The following map provides a broad picture of what the fixed-route network might look like in ~~2016~~2025. With further analysis and public input, the actual outcome will undoubtedly change and more details will emerge.

Connect Spokane

Figure 8- Fixed-Route Connect Strategies

57th Av
Sontag Park
65th Av
195
Cheney-Spokane Rd
Sherman Rd
Hatch Rd
Palouse Hwy
Baltimore Rd

Candidate locations for new or expanded connection facilities

Candidate areas for Basic Service expansion

Service integration of West Plains Transit Center

North Side span improvements and service revisions

Service integration of Central City Line

South Hill Service Restructure including new Express service

Paratransit

Paratransit is a wheelchair-accessible shared-ride transportation service for individuals whose disability prevents them from using the regular fixed-route buses. This means that due to a disability a person must be unable to get to or from a bus stop, get on or off a lift or ramp equipped bus, or successfully travel by bus to or from their destination.

STA has a long history of collaboration and support regarding people with disabilities and people who are older. In 1990, the Americans with Disabilities Act (ADA) was passed, ushering in a number of compliances required of public transit agencies, including upgrading/retrofitting fixed-route buses to better accommodate people with disabilities, as well as establishing paratransit services to compliment fixed-route service. STA has consistently fulfilled these requirements. The paratransit fleet has grown to 67 vehicles and additional service is regularly contracted through another provider to meet demand.

Although paratransit service is an essential piece to the transit network, people are encouraged to use fixed-route whenever possible. The ~~2008~~ 2016 average cost per paratransit trip was $~~21.49~~22.17, compared to $3.~~95~~ 80 per fixed-route trip. Paratransit service expense represents approximately 20 percent of STA's total operating budget, yet accounts for approximately 5 percent of STA's total trips. As a result of a high level of service, as well as a relatively inexpensive fare, STA's paratransit ridership has grown considerably since the inception of ADA regulations. STA's paratransit ridership experienced a general decline of ridership from 2009 – 2015, due in part to several initiatives such as in-person eligibility assessments, mobility training, and a van grant program. Once these programs have achieved full impact, ridership is expected to begin gradual growth of 1.5% to 2% as evidenced in 2016. ~~steady intense average annual growth (10.1~~10.5 ~~percent) between 1990~~ 2000 ~~and 1996~~2014, ~~with a slight decrease in 2015/2016 commensurate with overall ridership. Due in part to several initiatives such as conditional eligibility, trip-by-trip scheduling, and mobility training, growth has slowed to an average annual growth rate of~~ .74~~1.2 percent~~. Balancing quality service with fiscal effectiveness remains a key concern of STA's Paratransit department.

Paratransit Goal

Paratransit shall meet ADA standards as a comparable service which compliments fixed-route service.

Paratransit Principles

The principles listed below identify the basic concepts of paratransit. These principles are unchanging, define the basic foundation of paratransit, and will continue to serve as guidance for new and existing paratransit policies.

1. Purpose

Paratransit service is an origin to destination, shared-ride service.

Paratransit is not a personalized taxi service. Rather, paratransit is a service intended to serve multiple people and destinations using a shared trip. Service begins at the door of a rider's origin and ends at the door of their destination, usually making stops for other paratransit riders along the way.

2. Compliance

Paratransit service complies with the ADA service criteria.

As a requirement of operation, STA's paratransit service must comply with the ADA service criteria. Compliance is required in categories that include fares, travel time, eligibility, capacity constraints, service area, response time, transport of common people using wheelchairs, visitor service, no trip restrictions or waiting lists, no shows, and so forth. These compliance categories may change over time, but the principle of compliance requires STA to continually monitor changes at the federal level and adjust policies and practices to meet these requirements.

Paratransit Policies

Based on the paratransit principles, this section articulates policy and defines the intent and extent of the paratransit services provided by STA. These policies are intended to ensure consistency and coordination between existing service and future enhancements or reductions. The policies should be used for the purposes of decision making, maintaining consistency and service modifications.

PT-1.0 – Service Area

1.1 Geographic Area

Strictly adhere to a three-quarter mile geographic buffer around fixed-route lines of service.

STA provides paratransit service which is geographically comparable to fixed-route service. Paratransit service will be limited to origins and destinations located within a three-quarter mile radius of all fixed-routes.

1.2 Simple Boundary

Adhere to a consistent boundary for paratransit service availability relative to the maximum fixed-route service footprint and span provided.

Although paratransit boundaries are allowed to change in response to the specific hours a particular fixed-route is running, STA operates paratransit service within a static boundary of geography and span. The paratransit boundary adheres to the footprint created by the boundary associated with all of the fixed-routes at all times. Additionally, the span of paratransit service will mirror the span of the entire fixed-route system.

PT-2.0 – Service and Eligibility Standards

2.1 Travel Time

Travel time for a paratransit ride shall be comparable to a similar fixed-route trip.

The time of the typical paratransit ride should be comparable to the time it would take to make the same trip using fixed-route service. The comparable time calculation for the fixed-route trip will consider the time that it would take to walk to the transit stop, wait for the transit vehicle and transfer to another vehicle if necessary.

2.2 Call Center

Provide paratransit call center capacity comparable to that of STA's general call center operation.

In an effort to offer comparable service to that of fixed-route, the paratransit call center should maintain the same relative capacity for calls as is expected for fixed-route.

2.3 Reservation Window

Provide a seven-day reservation window for paratransit service.

A seven-day reservation window allows customers to plan ahead. This is especially helpful for paratransit riders bound for medical appointments or other scheduled events.

2.4 Eligibility Determinations

Eligibility determinations will be based on trip-by-trip eligibility.

For those customers who are conditionally eligible, eligibility will be determined based on key factors of the nature of each particular trip vis- à-vis the customer's physical and cognitive abilities. For example, weather, terrain, accessibility, etc. may determine whether or not a customer with conditional eligibility is able to complete the trip with fixed-route or if they need paratransit service. This policy ensures that public resources are used responsibly and fairly.

2.5 Emergency Conditions

Emergency conditions may require trip prioritization at limited times.

STA is determined to refrain from prioritizing paratransit trips. However, severe weather or other emergency conditions may require STA to take the step of using prioritization techniques for paratransit vehicle trip assignments.

2.6 Safety

Securements for wheelchairs and safety/seat belts for all riders shall be required on all vehicles making paratransit trips.

Safety is the primary concern of STA. Requiring the use of securement devices on paratransit vehicles, as well as education on their proper use, is an important step towards keeping our riders and operators safe.

PT-3.0 – Service Structure

3.1 Balance

Sustain a service delivery architecture that provides for high productivity and operational flexibility (in-house, contracted) to meet the varying levels of service demand.

Due to an ever-changing operating environment, STA must balance productivity with flexibility when needed.

Paratransit Connect Strategies

Pick-up and drop-off locations

Designated pick-up and drop-off locations for those areas which have high paratransit activity or those locations which have multiple entrance and exit points should be evaluated and identified.

At times there is confusion about where the paratransit vehicle or passenger should wait at destinations like hospitals, malls, etc. Identifying pick-up and drop-off locations that are easily accessible to the passenger as well as the transit vehicle helps the service be more convenient and efficient for passengers.

New programs or service types

Evaluate the potential to add additional programs or types of service to paratransit.

Programs or activities which should be considered may include but is not limited to:

- ~~A free fixed-route for paratransit customers program~~
- Dial-a-ride/flex-route opportunities in unique situations
- Feeder service opportunities
- Encouraging shared ride scheduling through education and incentives

~~Rideshare~~ Flexible Services

To create a balanced and complete transit network, STA employs a variety of services. Just as fixed-route and paratransit services fill unique travel needs, STA's ~~rideshare~~ flexible services program offers an array of opportunities that meet needs not served by the other programs. ~~Rideshare~~ The Flexible Service program has traditionally focused on the vanpool program serving groups of commuters who travel longer distances to their workplace, but there are numerous opportunities to capitalize on the benefits of ~~rideshare~~flexible services. In addition, through the implementation of other ~~shared ride~~mobility services like transportation network companies (TNC) (i.e. Lyft, Uber), bikeshare, special use vans and vanshare, STA will be able to help efficiently improve the mobility of its customers. STA's ~~rideshare~~ vanpool program ridership has experienced considerable growth since its inception. ~~Since 1999, vanpool ridership has maintained an average annual growth rate of more than 20 percent, resulting in~~

~~approximately 210,~~475,~~171~~000 ~~annual passengers in 2009~~2014. ~~The~~ ~~rideshare~~ Flexible Services program holds considerable promise for enhancing the effectiveness and efficiency of STA's other services.

~~Rideshare~~ Flexible Services Goal

Spokane Transit Authority's ~~rideshare~~ Flexible Service program will support the overall transit network as well as local and regional commute trip reduction efforts by offering ~~(supporting? Encouraging?)~~and facilitating specialized transit ~~(mobility?)~~ services.

~~Rideshare~~ Flexible Services Principles

The principles listed below define ~~rideshare~~the Flexible Services. They provide guidelines for ensuring that the fundamental ideas behind ~~rideshare~~ Flexible Services service are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing ~~rideshare~~ policies.

1. Purpose

~~Rideshare~~ The Flexible Services program meets specialized needs that cannot be met with other transit modes.

Services offered under the Flexible Services program ~~Rideshare~~ is not a fixed-route service. ~~Rideshare is an~~The Flexible Services programs are ~~on-demand shared-ride service which can efficiently move groups of people and can meet~~a suite of various mobility options designed to expand the utility of fixed-route transit by integrating transit stops with other shared modes to meet the specific needs of its customers while often requiring lower capital, operating, and energy resources.

2. Partnerships

Spokane Transit Authority's ~~rideshare~~ Flexible Services program service is part of a partnership that extends across agencies.

Coordination between all national, state, and local agencies working towards the goal of reducing vehicle miles traveled is essential. Agencies that organize, advocate, and support ~~rideshare~~ an interconnected system of transportation options need to work together to achieve statewide goals.

3. Regional Service

~~Rideshare~~ Some of the mobility options offered under the Flexible Services program are~~is~~ a regional service that can extend beyond the Public Transportation Benefit Area, Spokane County and Washington State boundaries.

As a part of serving specialized ~~transit~~ mobility needs, ~~rideshare~~ Flexible S~~s~~ervices provide for a larger region than fixed-route or paratransit services. ~~Rideshare~~ Flexible Services is able to extend into areas with limited access or into rural areas which cannot be supported by fixed-route transit.

4. Benefits Must Outweigh Alternatives

To be successful, collective benefits (cost, time, convenience, peace of mind, etc.) of using ~~rideshare~~ the Flexible Services mobility option must be greater than driving alone.

For emerging mobility services and fixed-route transit service to effectively complement one another, riders must perceive these services as a frictionless extension of the transit network

Existing and potential riders are continually evaluating options and weighing the collective benefits of each mode of transportation. Riders rarely make decisions based on only one benefit, thus the ~~rideshare~~ Flexible Services program continually considers the collective benefits of its services compared to other options.

5. Availability

~~Rideshare~~ Flexible Services is on-demand.

~~Rideshare~~ Flexible Services has the flexibility to be scheduled around specific work shifts or events.

~~Rideshare~~ Flexible Services Policies

The following ~~rideshare~~ Flexible Services policies articulate the guidelines for ~~rideshare~~ service standards and coordination. Each policy contributes to specificity and provides guidance towards reaching the overall goal of ~~rideshare~~Flexible Services. As a whole, the collection of policies establishes a framework for the future development of ~~rideshare~~ Flexible Services programs. ~~services.~~

~~RS~~FS-1.0 – Service Standards

1.1 ~~Rideshare~~ Service Types

STA rideshare service types may include vanpool, special use vans, and vanshare.

Each service is defined as the following:

Vanpool: A van provided by STA that is shared by people who live and work in approximately the same areas and can commute together to a place of employment. The driver is not an employee of STA.

Special Use Vans: Special use vans are awarded to select service providers in our area who primarily serve residents who travel to, from and within the PTBA. They are used for providing transportation for people with special needs and their caregivers.

Vanshare: A van used to bridge gaps between public transit and a group's

final destination. It is particularly useful when a place of employment is not within walking distance of a major transit facility.

1.2 Flexible Services Program Types

STA Flexible Services program types may incorporate Transportation Network Companies, dynamic routing, bike share, or other emerging mobility options.

Each Service is defined as the following:

Transportation Network Companies (TNC): A TNC typically connects via websites and mobile apps, pairing passengers with drivers who provide such passengers with transportation on the driver's non-commercial vehicle. Examples include Lyft and Uber. STA may partner with TNCs to address:

- *Suburban Point-to-Point services:* In low-density areas and other areas not traditionally suitable for fixed route transit, ridesourcing may become the primary means of transportation. This may follow a model similar to dial-a-ride service, where a number of ridesourcing vehicles are made available for trips within a particular geographic area, or a different form altogether
- *Service Gaps:* TNCs can provide lifeline services for individuals needing to travel at times of day when demand is low and fixed-routes are unproductive (e.g. late nights, weekends, and off-peak trips, often needed by low-income workers or as protection against drunk driving)

Dynamic Routing: Provides flexible service as a way to maintain mobility in low-density areas with minimal or no fixed-route service. These services may include demand-response shuttles, seasonal or special event shuttles, or mobility software.

Bike Share: A service in which bicycles are made available for shared use to individuals on a very short term basis. Bike share schemes allow people to borrow a bike from point "A" and return it at point "B". Many bike-share systems offer subscriptions that make the first 30–45 minutes of use either free or very inexpensive, encouraging use as transportation. This allows each bike to serve several users per day

~~1.2~~1.3 Geography

Begin or end all ~~rideshare services~~Flexible Services programs within the PTBA.

Although ~~rideshare~~ Flexible Services program trips may be entirely within the PTBA, this policy allows groups of people who live or work outside of the PTBA boundary to reach their destinations inside of the PTBA more efficiently. This policy reflects
the reality that the regional employment base, and by extension, the travel shed extends well beyond the PTBA.

~~1.3~~1.4 Safety

Support customer safety.

The safety of STA passengers is of great importance. All rideshare vehicles are equipped with seatbelts and safety devices to help ensure the safety of drivers and riders. Safety education programs for rideshare drivers and Flexible Service Program riders will help all customers ride more safely and comfortably.

RS-2.0 – Service Coordination

2.1 Complementary Service

~~Rideshare~~ Flexible Services programs shall support fixed-route and paratransit services.

For STA's transit network to thrive, all services must connect to and complement each other. In cases where fixed-route service cannot meet the service design guidelines, ~~rideshare~~ Flexible Services programs can be an efficient way to serve places of work or residency with public transportation.

2.2 Coordination

Support ~~rideshare~~ Flexible Services programs coordination and connections with all modes of transportation, including pedestrians, bicycles, automobiles, and other transit services.

No transit trip is ever completed without the use of another mode. All trips begin and end with walking, riding a bicycle, or driving to reach the transit network. Improving and enhancing the ability for customers to reach transit can be just as important as the transit trip itself. Promoting coordination and connectivity between modes is essential.

~~Rideshare~~ Flexible Services Connect Strategies

Innovation

Investigate ways to more efficiently develop new programs and utilize ~~rideshare~~ Flexible Services resources.

Explore options such as:

- Developing partnerships with TNCs to provide additional mobility options, particularly improvements to night shift access for low-income workers.
- Developing an approach for dynamic routing for low performing routes.
- Partnering with local jurisdictions to explore a regional bike share program.
- Using vans in the off-peak hours for non-work related trips (possibly drive home).
- Creating a program which operates vans like a Flexcar.
- Exploring enhanced parking options for ~~rideshare~~ Flexible Service customers.

Promotion

Promote rideshare services by working with local jurisdictions, businesses and commuters.

Providing preferred rideshare parking stalls at park & rides and negotiating reduced parking rates with downtown Spokane parking lots and private businesses serving as rideshare destinations increases the collective benefits for riders. Additionally, signs reserving prime parking stalls for rideshare vehicles could entice others to consider using rideshare.

Coordination

Engage in regional discussions on the interest to provide consistent regulatory oversight for taxis, TNCs, and other on-demand services.

Connect Spokane

System Integration

The scope of Spokane Transit Authority's services is broad. Including fixed-route service, paratransit, ~~rideshare~~flexible services, and the High-Performance Transit Network (HPTN), each of these system elements is sufficiently complex to warrant tasking entire departments with their administration. However, the interconnectedness of these elements adds to the system's overall effectiveness to provide public transportation services to the region. For this reason, both internally and in its communications with the public, STA should strive to promote the integration of its various system elements. A few examples of system integration within STA are listed below.

HPTN ***~~Rideshare~~Flexible Services***

Members ~~of a rideshare~~accessing a flexible services program are generally without access to a personal vehicle during the day. The HPTN provides an efficient form of transportation either for commute trip completion or for day-time mobility by making spontaneous transit trips as convenient as those made with a private vehicle.

HPTN ***Other Fixed-Route Service***

Customers of fixed-route service have varying needs. Some riders require more frequent stops to more easily access their destination, while others are willing to walk longer distances to use a faster, more frequent HPT service. The non-HPT routes also often serve to provide the essential "last mile" connection for a rider transferring from another transit vehicle with a higher speed and higher frequency.

HPTN ***Paratransit***

Some paratransit customers may only require paratransit services due to the distance or conditions between their home/destination and the nearest transit stop. By linking HPT stops with Paratransit services whenever possible, overall system efficiency increases by reducing the resources required to provide Paratransit services.

~~Rideshare~~Flexible Services ***Fixed-Route Service***

~~Rideshare~~Flexible Services programs~~, especially in its vanshare form,~~ provides an essential link for riders between the fixed-route system and their final destination. The fixed-route network also provides ~~rideshare~~ flexible service customers with an efficient form of transportation for spontaneous trips throughout the day.

Rideshare *Paratransit*

Many paratransit customers reside in group care facilities. By encouraging the use of rideshare's special use vans, efficiency develops by eliminating redundant trips. Instead of assigning multiple Paratransit vehicles to serve a group home over the course of a day, one special use van could meet riders' needs.

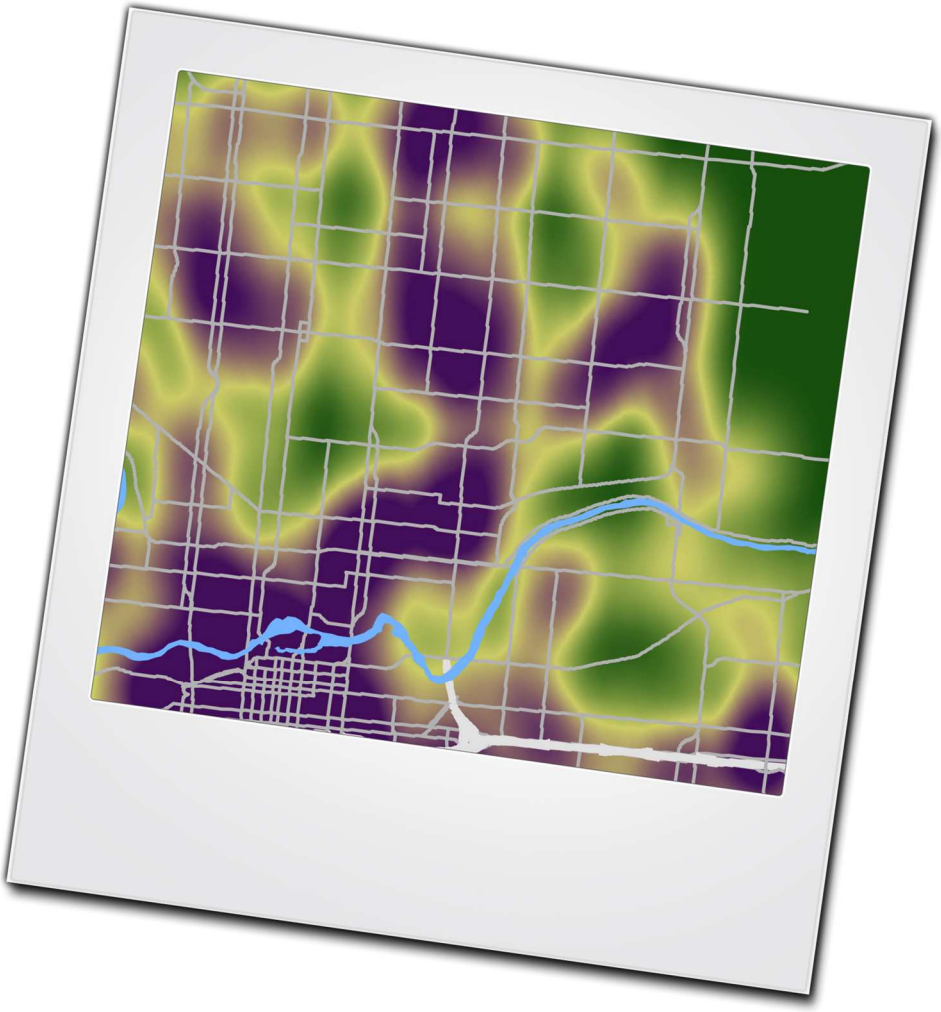
Fixed-Route Service *Paratransit*

The paratransit service boundary is determined by the scope of the fixed-route service area. Therefore, no paratransit rider's origin or destination is ever more than ¾ of a mile from the nearest transit route. By easing use and accessibility of the fixed-route system, some current customers of paratransit may be able to consider the use of fixed-route service.

Connect Spokane

A Comprehensive Plan for Public Transportation

Part III: Activities and Programs



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System Infrastructure

Transit agencies, including STA, use investments in built infrastructure to provide safe, reliable public transportation. As a part of its budget process, STA annually identifies needs for improvement to the system infrastructure. To ensure that these funds are spent responsibly and methodically, this element defines how decisions about system infrastructure are made and how projects become prioritized. Without following the policies contained within this element, investments in system infrastructure become piecemeal and often prove to be wasteful, resulting in losses of both time and financial resources.

System Infrastructure Goal

Invest responsibly in infrastructure that supports STA's Mission Statement and stated Comprehensive Plan goals and policies.

System Infrastructure Principles

These principles are designed to help guide investment priorities. They are not intended to note specific projects or investments, but rather to help decision makers understand the context of system infrastructure prioritization within the whole of STA.

1. Support

Successful infrastructure investments align with the mission, long-term goals, and long-range plan of a transit agency.

To ensure that infrastructure investments are cost-effective, useful, and efficient, capital projects must support long-term agency objectives. Infrastructure built with the support of the transit agency's coordinated long-range vision is more likely to succeed than infrastructure built independent from system-wide goals.

2. Operating Implications

The development of system infrastructure has long-term implications for operational functionality.

Transit infrastructure projects can range in price and scope. Whether an investment is a large or small project, well-planned system infrastructure improvements have long-term implications for operating costs and efficiency.

3. Fiscal Responsibility

The public expects transit agencies to improve its infrastructure in a fiscally responsible manner.

Customers and other non-riding taxpayers provide the funding necessary for all of STA's infrastructure improvements. Therefore, STA should ensure that infrastructure expenditures are made in a way which reduces waste

and maximizes benefit.

4. Strategic Opportunism

Transit agencies faced with free or low-cost capital opportunities should consider the long-term operating expenses to prevent those investments from becoming liabilities.

On the surface, any free or inexpensive land/facility offered to the transit agency may seem too good to pass up. However, if it is not part of a long-range plan or a strategic opportunity to improve service, seemingly excellent development opportunities can become burdensome investments. Refusing donated/inexpensive capital may seem foolish, but it may prevent those projects from becoming an unnecessary strain on the transit agency's network and finances.

5. Capital Investment Yields

Not every dollar of investment yields the same benefit.

Capital investments should be designed to provide the greatest benefit. Cost effectiveness will vary and may not be subject to the same metrics.

System Infrastructure Policies

SI-1.0 – Capital Investment Considerations

Use the following list of considerations to help evaluate the benefits of proposed capital projects.

Capital projects are required as a part of an assortment of services which are provided. STA does not have the resources to complete all of the capital projects identified. However, the following list of considerations help STA evaluate the benefits of each project. These considerations are in addition to the other policies in this plan.

- ***Impact to Operations***

Consider the impacts on operational cost, STA staff requirements, speed and reliability of service, and how the project supports the transit network and system.

- ***Impact to the Customer Experience***

Consider the impacts on ridership, customer comfort and usability of the system.

- ***Value Engineering/ Expected Lifetime***

Consider options which may increase durability, reduce maintenance needs and add value relative to the cost. Also consider the expected useful life span of the capital investment.

- ***Impact to Safety and the Environment***

Consider the safety, environmental and other impacts related to how the project will impact the surroundings of employees and customers.

SI-2.0 – Transit Asset Management Plan

In compliance with state and federal law, STA will maintain an asset management plan certified by the WSDOT Transportation Commission.

The asset management plan will include:

- An inventory of all transportation system assets
- A preservation plan based on state of good repairs methodologies

SI-~~2~~3.0 – Specific Infrastructure

3.1 Property

Consider the capital investment considerations defined in Policy 1.0 prior to any property acquisition or sale.

STA should continually look for property investments likely to enhance the transit system. Additionally, the sale of property should be made under the consideration of the goals and policies contained within this Comprehensive Plan for Public Transportation.

3.2 The Plaza

Invest in capital improvements that work toward making The Plaza safe, comfortable, easily accessible, and operationally and economically efficient.

The Plaza has been recognized as having a positive effect on bus operations, passenger experience, and ridership, and offers connectivity to future network enhancement. In spring of 2017, STA completed a renovation of The Plaza to improve the customer experience. STA should continue to support The Plaza by pursuing additional improvements to the structure, amenities and operational design. Capital improvements to the Plaza should also improve integration within the existing urban form and work with surrounding neighbors to create a more pleasant downtown environment.

3.3 Transit Centers

Enhance the transit system by investing in transit centers where appropriate.

A transit center is a facility where two or more routes intersect to provide passenger transfers and where physical improvements for customers are constructed outside the public right-of-way. New transit centers should be located in areas that meet Policy 1.0, Capital Investment Considerations. Existing transit centers should be evaluated based on operational cost, ridership impact, safety, network enhancement, and STA staffing requirements.

3.4 Park and Ride Lots

New park and ride facilities should be carefully located to maximize benefit and minimize impacts.

STA's service area has an abundance of surface parking. Although it may be tempting to build new park and rides in places where land has been reserved or it is inexpensive, STA should first pursue opportunities to develop underutilized or unused parking lots into park and rides to minimize costs, preserve the environment and capitalize on potential pedestrian riders from existing adjacent development. The high per-passenger cost of park and rides generally reduces the system-wide benefit of these facilities. Any new park and ride lot shall meet at least one of the following criteria:

1) Location provides for a logical terminal for High Performance Transit Service.
2) Location is collocated with a transit center.
3) The parking lot for the park and ride is pre-existing or is shared with other businesses or institutions allowing for a greater all-day utilization of the lot.
4) The facility is developed in cooperation with WSDOT adjacent to a major highway facility and operational priority is given to transit vehicles for ingress/egress of said highway.

SI-4.0 – Passenger Interface Components

4.1 Stops

All STA bus stops shall feature signs mounted in a uniform manner to identify the area as a stop and provide readable and accurate information.

Transit stops are one of the most important pieces of the transit network and should be treated accordingly. They determine the access for the customers, so their placement, type, and branding should be carefully considered.

4.2 Benches

STA shall work with local authorities to ensure that ~~bus~~ benches are placed properly, designed adequately, and serve the needs of customers sufficiently.

Benches provide comfort for all types of passengers. Although local jurisdictions are responsible for the operations and maintenance of bus benches, coordination with STA increases the likelihood that everyone's needs are being met. Generally, STA recommends bench locations which meet one of the following criteria:

1) 10 or more weekday average boardings
2) Transfer point between two or more routes
3) Adjacent to ridership generator with a high proportion of riders with limited mobility

4.3 Shelters and Awnings

The placement and maintenance of shelters or other weather cover for passenger waiting areas where appropriate shall be encouraged.

STA shall work with local and regional jurisdictions to position bus shelters, awnings and other weather protection as funding allows and consistent with Title VI requirements. Shelters and awnings can encourage ridership by protecting waiting patrons from adverse weather elements. Shelters also provide an appropriate location for posting important ridership information. Stops with new shelters will comply with the Americans with Disabilities Act. Stops to have shelters funded by STA must meet at least one of the following criteria:

4) 25 or more weekday average boardings
5) Transfer point between two or more routes
6) Adjacent to a ridership generator with a high proportion of riders with limited mobility

4.4 Lighting

Stops, benches, and shelters shall have pedestrian-scale lighting whenever possible.

While any lighting enhances the safety and security of transit stops, benches, and shelters, lighting designed specifically to illuminate the path of a pedestrian can do a better job than general street lights.

4.5 Bicycle Facilities

Bicycles, including bicycle share, shall be accommodated at STA's facilities and on STA coaches.

A good bicycle network and appropriate facilities are similar to a good pedestrian network and facilities. They can couple with transit to extend the range of non-motorized modes of transportation. By supporting bike share and bicycle ridership through short- and long-term bicycle parking, greater bicycle capacity racks on coaches, and other supportive efforts, STA is able to increase options for those who choose to travel by more than one mode.

4.6 Pedestrian Infrastructure

As funding allows, Spokane Transit may partner with local jurisdictions to improve pedestrian infrastructure in locations where there is a direct and tangible benefit to customers accessing a transit stop or other transit facility.

The vast majority of STA's transit customers use public sidewalks to access transit stops. By allowing people to safely and efficiently reach their destination, pedestrian infrastructure plays a significant role in completing the transit network. STA supports efforts to improve and enhance pedestrian connections to its facilities. Financial contributions to such infrastructure should maximize transit benefit and grant opportunities and should be directly determined by Spokane Transit, and not other jurisdictions or agencies.

~~3.7~~4.7 Rideshare Infrastructure

When making improvements and/or designing and designating mobility hubs, STA shall partner with local and regional jurisdictions to assure that appropriate locations for drop-off and pick-up are co-located within or adjacent to the mobility hub.

~~3.7 8~~4.8 Accessibility

When making improvements and/or designing bus stops, STA shall partner with local and regional jurisdictions to assure that bus stops promote usability for all passengers, including passengers who use mobility devices.

Inaccessible bus stops can effectively prevent the use of fixed-route bus service by people with disabilities, thus limiting their mobility and potentially leading to increased paratransit costs. Accessibility improvements for people with disabilities can enhance the usability of the transit system for all riders.

~~3.8 9~~4.9 HPT Stations and Stops

The permanence of the HPT Corridor shall be expressed to customers and those developing the built environment with distinctive amenities at HPT stations and stops.

Enhancements that distinguish stations in High Performance Transit (HPT) Corridors from other types of transit stops are a critical part of the High Performance Transit principles.

SI-~~4~~5.0 – Capital Improvement Programming

~~4~~5.1 Capital Improvement Program (CIP)

STA shall maintain a capital improvement program that shall cover a period of no less than six years and be in general conformance with the Comprehensive Plan.

To enable STA to make educated, coordinated, and financially sound capital investments, a 6-year capital improvement program must be developed. This program will be reviewed annually.

~~4~~5.2 Capital Projects

Capital projects shall adhere to the capital investment priorities found in Policy 1.0.

A capital project is a significant investment project intended to acquire, develop, improve, or maintain a capital asset (such as property, buildings, infrastructure, etc.)

5.3 Capital Programs

Capital programs shall be established to ensure a flexible, prompt, coordinated, and efficient process for completing capital projects.

A capital program is a series of projects aimed to achieve common objectives. This strategy allows for greater flexibility in the delivery of capital investments.

5.4 Program Categories

Capital Improvement Program Categories are established to organize and communicate overall capital plans.

These program categories are as follows:

1) Vehicles
2) Facilities - Maintenance & Administration
3) Facilities - Passenger & Operational
4) Technology
5) High Performance Transit Implementation

System Infrastructure Connect Strategies

Design Standards for Bus Stop Areas

Coordinate with local and regional jurisdictions to establish, maintain and implement uniform design standards for the bus stop environment.

Standardization of the elements that make up the bus stop area – including (but not limited to) benches, shelters, and lighting - results in less confusion for coach operators, passengers and other users of the street right-of-way. Established, agreed-upon standards can also streamline the design of street improvements and the review of private development proposals.

ADA Transition Plan

Develop a plan to systematically address obstacles to accessibility at bus stops.

Many more barriers to accessibility at STA bus stops exist than possibly be can be addressed all at once with available resources. STA must coordinate with local and regional jurisdictions to identify barriers, prioritize addressing them and to outline funding and a timeline to do so.

Periodic Review of Conditions

Conduct a periodic review of bus stop area conditions.

Implement procedures to periodically review the location and condition of bus stop areas and bus stop amenities, paying particular attention to the lighting of the pedestrian's path to the transit stop. Compile a report of the findings at minimum every 5 years and make it available to the public and decision- makers to inform subsequent bus stop area investments.

Identify Mobility Hubs

Spokane Transit shall evaluate the designation of mobility hubs at all new stations and transit centers, and assess existing stations and stops for upgrade to mobility hubs

Mobility hubs are multimodal transportation connection points intended to integrate various transit and emerging mobility services (such as carshare, bikeshare, and Transportation Network Companies) by facilitating a wide range of linked trips. Research shows that shared travel modes, including carshare, bikeshare, and TNCs, are significantly more likely to use public transit than the general public, have lower car ownership rates, and have lower overall transportation spending.

STA will continue to focus on their core mission of providing fixed-route transit service where it is most cost-effective, while exploring opportunities for relying on partnerships with providers of emerging mobility services to fill in gaps in the fixed-route transit system.

All other System Infrastructure Connect Strategies will be/are housed in the Capital Improvement Program.

Communications and Public Input

As a public agency, Spokane Transit Authority believes that proper communications and public input is of the highest importance. To ensure transparency, accountability, and fairness, STA must use a broad range of communication tools to reach as many people as possible. As technology improves, the amount of information available and the speed at which it can reach those interested increases daily, creating both opportunities and challenges. Fortunately, STA is able to utilize a variety of communications tools to both inform and gather information. The following list is not intended to be a complete list of communications tools which may be used but a sample of some strategies that STA may use for a variety of purposes.

Outreach Tool	Definition
Public Hearing	A meeting during which public testimony may be heard and formal action may be taken on any measure before the STA board of directors
Legal Notice	Public posting or advertising in newspapers to announce a legal action or intent
Display Ads in Newspaper	Paid advertisement in the newspaper to alert readers about an upcoming event or action
Website/Online Social Media	Updates to the website and social media are quick and efficient ways of getting notice to the public quickly
Mobile Device Alerts	Real-time information can alert customers to important real-time information
Signs	Signs on buses, at stop locations, and at transit centers can help to reach people who use transit services
Rider Alerts	Notifications of route, frequency, or other information that is of particular interest to riders
Direct Mailings	Mail sent to an affected group or area to educate, notify, or request input
Workshops/Open Houses/Town Halls	Types of meetings where staff and public interact and discuss various issues
Surveys (scientific and self-selected)	Surveying opinions and ideas can help public agencies understand how to better serve the constituency
On-board Information	Pamphlets and posters that alert riders to information
Displays at Transit Centers	Permanent or temporary displays at transit centers are able to reach a large number of system riders
SEPA	The public outreach requirements of Washington State's State Environmental Protection Act (SEPA) can be an effective tool for communicating with the public about proposed actions

Communications and Public Input Goal

STA will promote openness, honesty, and fairness through appropriate public outreach efforts.

Communications and Public Input Principles

These principles describe the foundation for the policies found in this element:

1. Continuous Communication

Open, honest, early, and continuous communication with all stakeholders increases public confidence in STA.

Changes in STA's operations impact many stakeholders, both within and outside of the agency. For this reason, care should be taken to ensure all stakeholders are identified and remain well-informed.

2. Accountable

A public account of decisions made and responses to public input regarding these decisions increases STA's accountability to its customers.

Thorough recordkeeping helps to ensure a common understanding of decisions, policies, and responses. Sharing records with the public demonstrates the transparency with which STA conducts its business.

3. Accessible Information

Providing access and non-technical explanations of relevant reports, records, and documents demonstrates STA's commitment to transparency.

STA conducts its business in a fair, honest, and legal manner. For that reason, providing access to relevant documents broadens the public's perception of STA's high operating standards.

4. Two-way Communications

Consideration of the views of regulators, stakeholders, and the general public in making decisions demonstrates STA's commitment to fairness and equity.

Transit agencies exist to serve the community. To that end, community members have the right to share their views regarding transit service.

5. Timely

The provision of sufficient time for full public participation, including advance notice of activities and steps in the public process, demonstrates fairness and respect.

Scheduling events and the overall public process with an appreciation of today's busy lifestyles allows for the broadest public participation process possible.

6. Purposeful

Questions pertinent to issues under consideration should be answered by knowledgeable staff.

One can appreciate the frustration stemming from poorly-answered questions. Providing complete, accurate information increases the public's confidence in STA.

Communications and Public Input Policies

CI-1.0 – Public Outreach

The following policies are intended to serve as a guide describing public outreach/input requirements for each action. In cases where there are federal or state requirements for public outreach/input, STA will meet the minimum requirements. In cases where STA has requirements in addition to those defined by the state or federal government, STA will follow both.

1.1 Service Changes

In addition to following Federal Transit Administration guidelines for public outreach for service reductions, STA will also comply with the policy found in the following table.

How to read the following table:

1) Determine cost and ridership impacts.
2) Consider exceptions.
3) The more severe cost or ridership impact determines the category (ex. Cost impacts fall into Category II but ridership impacts fall into Category I, follow the decision making and input/outreach process of Category II)

Any fixed-route adjustment or elimination which would change the paratransit boundary enough to eliminate service from at least one active customer* will trigger a Category II process.

**Active customer is someone who has used paratransit services within a year of the public hearing date.*

		Public Input Categories		
		I-Minor	**II-Moderate**	**III-Major**
Determining Threshold	Cost Impacts	Less than 1.0% growth or reduction in revenue hours of service in any calendar year	1.0% up to 5.0% growth or reduction in revenue hours of service in any calendar year	More than 5.0% reduction in revenue hours of service in any calendar year
	OR Ridership Impacts	OR Less than .5% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	OR .5% up to 5.0% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	OR 5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s) or route(s) at any given service change
	Exceptions	Construction-related or emergency changes necessary for a period not exceeding 180 days for changes that would otherwise be moderate or major	Changes that would normally be classified as minor changes, but require a higher classification because of significant public interest or board involvement	None
Resulting Actions	Input and Outreach	Employee and customer input, etc. Documented informal outreach for feedback on changes; may include survey or other tools	Outreach activities including driver and rider input, surveys, meetings with community groups, or other tools. Report to Board on activities.	Public Outreach Plan approved by Board in advance of outreach, which may include outreach to affected community groups, employers, etc.
	Decision Making Process	CEO or designee; staff report detailing changes submitted to the Board ~~at least 50 days~~ prior to changes ~~enacted~~ going into effect (except for exceptions that are reported at least	Public hearing prior to Operations Committee and Board action.	At least one public hearing. Board action following Operations Committee recommendation with Title VI report.
Examples		• Running time adjustments • Departure time adjustments • Minor bus reroutes • Changes to bus stop locations (Per CI 1.4)	• Significant route changes • Addition or deletion of service to a large area	• A large service reduction • A restructure of the network

1.2 Fare Increases

Fare increases of more than 10% in any three-year period shall be considered through the public outreach process as a Category III-Major Change as defined in Policy 1.1. For cumulative changes, the Category III-Major Change public process will only be applied to the increase which breaks the 10% threshold, not the previous increases.

1.3 Grants

Grant Condition	Public Process
Grants in Capital Improvement Program (CIP)	Adoption of CIP will serve as the public process
Grants applications less than $1 million*	Notice on STA's website
Grants applications at least $1 million*	Adoption by Board of Directors

*If grant application project is not contained in the Capital Improvement Program

1.4 Stop Changes

If the cumulative stop changes that take place within a calendar year affect the boardings of 10% of a route's annual ridership, STA will use the tools described in the beginning of this element to gather public input before a final decision is made.

A stop serves as the point at which a rider can access the transit service. The placement of this access is important for the rider, driver, and riders already on board. STA is continually evaluating stop locations along all transit routes by considering safety, stop spacing, and proximity to destinations.

1.5 Transit Development Plan

STA will hold at least one public hearing while developing its program for each annual update.

As a public transportation benefit area authority in Washington State, STA is required to prepare a six-year transit development plan (TDP) and annual report. This document provides updated information to the Washington State Department of Transportation on the various activities of STA. The TDP can be found here: https://www.spokanetransit.com/projects-plans/transit-development-plan

1.6 Comprehensive Plan

STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.

Any change which affects the substance of the Comprehensive Plan will require a public hearing and supporting public outreach.

1.7 Disadvantaged Business Enterprise (DBE)

The DBE goals will be available on STA's website for no less than 15 days prior to adoption by the Board.

1.8 Title VI Reporting

During major service reductions and fare increases, STA will conduct an analysis to verify that no discrimination of protected classes takes place.

Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

1.9 Major Capital Projects

During the annual Capital Improvement Program (See System Infrastructure Policy 4.0) update process, which identifies all major capital projects, appropriate public outreach and a public hearing shall take place prior to adoption.
Amendments to the Capital Improvement Program will follow a similar process.

Any capital project requiring board approval and outside of the normal budgeting process shall be subject to a public hearing to receive public input and testimony.

1.10 HPT Corridor Planning

During any Alternatives Analysis for a High Performance Transit corridor, STA or its consultant will develop a public outreach plan to both gather input and provide information about the project being evaluated.

1.11 Budget

STA shall hold at least one public hearing prior to the adoption of the annual budget.

Each year the Board of Directors adopts an annual budget that outlines how the agency intends to spend tax, fare, grant and advertising monies.

1.12 NEPA/SEPA/Environmental outreach

Where appropriate or required, STA shall incorporate public outreach and SEPA and NEPA evaluations, with the intent to exceed minimum requirements.

1.13 Major Construction Projects

During any Major Construction Project over $5 million, STA or its consultant will develop a public outreach plan to provide information about the project.

CI-2.0 – Service Communication

2.1 Branding

All branding shall be part of a coordinated system-wide branding plan developed to better the customer experience.

Effective branding can help the customer by conveying simple messages about frequency, span, destinations, and connectivity. By creating a larger branding plan, STA will be consistent with branding styles and purposes.

2.2 Technology

Use improving technology to increase the amount of ridership information available to customers.

By using new and existing technologies, STA can increase ridership by creating a more pleasant experience for transit riders. Technology can decrease wait time, improve decisions about mode choice, increase safety, etc.

2.3 Public Education

Invest resources in educating existing and potential customers about travel options.

STA offers a variety of transportation services (i.e. fixed-route, paratransit, rideshare) that assist in providing solutions to many different customer needs. By investing in education, STA can help customers ensure that they are best utilizing the transportation services which STA provides.

Communications and Public Input Connect Strategies

Improve Customer Information

Continue to i~~I~~nvest in technology and strategies which are able to provide customers with real-time information.

Customers are constantly looking for the most up to date information available. Whether wanting to know when a bus will arrive, or wondering if their route is on snow detour, real time information plays a crucial role in the effectiveness of the transit services provided by STA. ~~Strongly pursuing these technologies will position STA to provide more efficient services for customers.~~ STA will continually improve capabilities in this area.

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Revenues and Fares

STA maintains a convenient, reasonably priced fare structure aimed at increasing ridership within its service area. As a part of an ongoing effort to balance revenue with services, a ~~three~~ multi-phased change to the entire fare schedule began in ~~January 2010~~July 2017 and will continue through ~~2012.~~2018.

A variety of methods exist for fare payment. To reduce the time required for on-board fare collection, the use of one of STA's pre-payment methods is encouraged:~~.~~

- Smart Card – A card that has funds stored and can quickly be tapped to fare box for payment.
- 31 Day Rolling Pass – Covers all transfers in a 31 day period starting on the day of activation. These passes include
  - Adult (19 and over) - $50
  - Youth (6-18) – $35
  - Reduced Fair (Photo ID or Paratransit eligibility required) - $25
- 7 Day Rolling Pass – For $15 this card covers all transfers for 7 days.
- Employer-sponsored – Discounted rates through participating organizations ~~, organization-based,~~
- S~~s~~tudent – Prepaid through tuition fees such as EWU's Eagle Card~~,~~
- Summer Youth – Covers June – August for youth 6-19. $50~~, VIP, and~~
- City Ticket – For $35, this covers shuttle to, and parking at Spokane Arena for drivers who commute downtown.

~~bus passes all provide customers with easy-to-use access to STA services.~~

Passes can be purchased multiple ways.

- The Plaza Customer Service Desk - Smart cards can be made at this location. All fare types can be purchased here.
- For individuals who may not be able to purchase passes during the Plaza's operating hours, select area grocery stores and gas stations~~—~~ sell both 7- and 31-~~-~~Day Passes
- The Pass-by-Mail program – For Riders who are unable to purchase the Plaza or area grocery stores. ~~,~~
- ~~The Bus Shop, and The Bus Shop Too are other alternatives for those purchasing pre-paid fare media.~~
- Vending machines located at the STA Plaza~~, Five Mile Park and Ride,~~ and the Valley Transit Center further encourage the pre-payment of fares. ~~Of course,~~
- C~~c~~ash and coin are accepted at fare boxes aboard all STA vehicles.

Numerous other revenue sources exist for funding STA's operating costs. Tax revenues, both from Federal and State allocations and from taxes assessed within the Public Transportation Benefit Area, provide a significant proportion of STA's financial resources. Government grants and revenues from advertising and other sources further mitigate operating costs. These revenues should be used in a manner which upholds STA's role as a responsible steward of community funds.

Revenues and Fares Goal

STA's revenue structure should appropriately balance farebox, tax, grant, and advertising revenues to provide high-quality service.

Revenues and Fares Principles

The principles listed below define STA's fare structure. They provide guidelines to ensure that the fundamental ideas behind the fare structure are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing fare policies.

1. Fares Matter

Ridership increases are achieved by making public transportation cost effective and simple to use.

Depending on the operating environment, type of transit service, and current market demand, fare changes can play a role in the increase or decrease of ridership. The imposition of fares for most transit agencies means there is opportunity to provide more service to more people with the additional revenues.

2. Perceived Value

Fares and "local match" help avoid the pitfalls known to free commodities.

Thomas Paine said, "What we obtain too cheap, we esteem too lightly." Fares provide the opportunity for riders to better appreciate the cost of service. This can facilitate better travel choices.

3. Revenues and Services

The amount of revenue collected correlates with the potential amount of services able to be provided.

The amount of service that STA is able to provide is tied to the amount of revenue from fares, taxes, grants, etc. that is available. When these revenue sources rise or drop, STA must make decisions about the services to provide to maintain a sustainable budget.

4. Diverse Ridership

A range of fare options recognizes the diversity of trips measured in customer attributes, distance, travel times, and purpose.

Many youth, college students, riders with disabilities, and low-income riders rely upon STA to serve their transportation needs. A fare structure which recognizes the diversity of customers' needs increases the use of STA services.

RF

Revenues and Fares

5. Other Revenues – Supplement Fares

The collection of tax, funding from grants, ~~advertising income,~~ and other non-fare-based revenues supplement revenue generated by customer-paid fares.

Although transit agencies often desire to be more dependent upon fares, non-fare-based revenue sources help to keep service levels higher than would be supported by fares alone.

6. Fiscal Responsibility

The fiscally responsible use of revenues increases the public's confidence in transit agencies.

A large proportion of STA's revenues come from tax-based funding sources. To earn taxpayers' confidence, STA should be viewed as operating in a fiscally responsible way. STA should always strive to achieve its objectives with the greatest efficiency and minimal waste.

7. Alignment with Agency Priorities

Revenue sources should support the priorities of an agency. A funding source (i.e. grant requirements) should not define the priorities of an agency.

Some revenue sources, such as grants, often have specific stipulations which may not align with STA's stated priorities and goals. Ensuring that revenue sources support the agency's priorities reduces wasteful spending and improves STA's overall public image.

Revenues and Fares Policies

RF-1.0 – Revenues

1.1 Revenues State and Federal Funding

STA will work to maximize funding from state and federal sources as well as support efforts to increase such financial resources.

State and federal funds are important for STA to be able to maintain a desirable level of service. By supporting efforts to increase the available financial resources, STA may find itself in a position to be better able to provide improved services to the customers throughout the region.

1.2 Pursuit of Grants

STA shall pursue grants which align with the agency's priorities and the public good.

Occasionally, grants are pursued simply for the attached dollars. Such grants have the potential to direct the agency's attention away from its stated goals and priorities. By pursuing grants which directly support STA's priorities, the agency helps to ensure the responsible use of revenues.

1.3 Advertising

STA shall ~~pursue and permit~~consider future advertising mechanisms as a revenue opportunity consistent with jurisdictional and community standards.

Advertising ~~provides~~ has the potential to provide an important source of income for STA. However, the negative impacts of advertising on STA riders and other community members can be notable. STA should recognize this and ensure that the attempt to secure revenue does not negatively impact public perception or ridership.

1.4 Debt

STA will not incur debt.

STA operates on a pay-as-you-go basis. STA shall not incur debt or agree to other financial commitments beyond the balance of current or projected revenue.

1.5 Non-Traditional Revenue Sources

STA shall review the appropriateness and purpose of potential non-traditional revenue sources.

Numerous non-traditional funding sources, ranging from corporate sponsorship to donations-in-kind to partnerships, could potentially support the achievement of STA's goals and policies. Prior to acceptance of such revenues, STA should ensure the legality and implications surrounding such revenue sources.

RF-2.0 – Fares

The following fare policies articulate the guidelines for determining STA's fare structure and collection. Each policy contributes to specificity and

provides guidance towards reaching the overall goal of fare collection. These policies together establish a framework for the determination and collection of fares.

2.1 Philosophy

STA's philosophy is to encourage increased ridership by providing a convenient and reasonably priced method for citizens to enjoy the advantages of public transportation.

Fares are only one of many factors which influence ridership numbers. However, STA will encourage increased ridership by following the principles described earlier in this element and providing a sensible fare structure and payment method.

2.2 Determination of Fixed-Route Fares

While the fare structure will provide value to our riding customers, a fixed-route farebox return objective of at least 20% of the fully allocated costs of this service is maintained.

Spokane Transit has agreed to a pro-ridership philosophy in determining fares; that is, that ridership should be encouraged, even if that means that riders pay a small share of the actual cost of the service.

2.3 Complexity of Fare Structure

Minimize complexity—emphasize a simple and easily understood system.

1. Sustain a flat rate fare structure throughout the Public Transportation Benefit Area. ~~with fixed fares for regular route/service and a differential rate for shuttle routes.~~

2. Customers use time-limited passes (two hour, day, monthly, etc.) to accomplish multi-route/directional trips. Transfers are not used.

2.4 Pre-Payment of Fares

Increase pre-payment and reduce the use of cash.

1. By contract, monthly billing and post-payment may be allowed for employers, institutions and other groups participating in special pass programs.

2. When possible, existing identification cards (the EWU Eagle Card, etc.) containing appropriate technology (magnetic stripes, chips, etc.) may be used to develop and implement pass programs for groups.

Pre-payment of fares eliminates delays caused by on-board fare payment, increases the reliability of revenues, and encourages the use of transit for spontaneous trips. Increasing access to methods of pre-payment supports this policy. Examples of pre-payment media include mobile ticketing, ~~Smart~~ smart ~~Cards~~cards, institutional bus pass programs, and day passes.

2.5 Low-income Fares

STA supports opportunities for low-income individuals to use public transportation at a discounted cost.

Opportunities for low-income individuals to use public transportation should be made available through community programs that subsidize the purchase of standard fare instruments rather than as direct STA discounts or special fare structures. This strategy helps manage eligibility challenges and supports other strategic objectives.

Revenues and Fares Connect Strategies

Continue to research alternative fare media

STA should continue to evaluate opportunities to improve the ease of fare payment for customers.

~~By exploring options such as rolling monthly passes, transit ridership plans, smartcard improvements, etc.~~ STA may be able to improve speed and reliability (quicker payment means the bus may leave the stop sooner), and increase transit attractiveness by simplifying payment options. Options to explore include (but are not limited to):

- Mobile ticketing;
- Seamless payment between travel modes (i.e. bus to bike share);
- Rolling monthly passes;
- Smartcard improvements, etc

~~Additionally, STA should investigate fare structures which charge in proportion to the services provided.~~

Grants for the High Performance Transit Network

STA should pursue grants which work towards implementing or enhancing the High Performance Transit Network.

In some cases, improvements to a High Performance Transit corridor will take place incrementally. Grants for improved frequency, passenger amenities or coaches should be pursued strategically. This will help foster ridership in corridors which may see a heavier capital or service investment in the futures.

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Monitoring and Improvement

Customers expect Spokane Transit Authority (STA) to provide reliable and convenient service in a courteous, cost-effective manner. For STA to ensure the reliability, consistency, and proper development of its transit services, it must continually evaluate and understand the strengths and weaknesses of the products offered. Performance measures exist throughout the agency to ensure a high level of customer service and system performance is maintained.

Many behind-the-scenes activities result in improved customer service and performance. The principles and policies applying to agency-wide operations and decisions are, therefore, published separately.

Monitoring and Improvement Goal

STA will frequently monitor its performance to ensure the reliability, effectiveness, and efficiency of its services and to promote overall system improvement.

Monitoring and Improvement Principles

The principles listed below identify the basic concepts of service monitoring and improvement. These unchanging principles serve as a guide to STA as it continuously monitors and improves its service.

1. Change and Uncertainty

Change is inevitable and uncertainty a reality in any endeavor.

While there are many prevailing patterns, change is always in the works. The constancy of change ensures there will always be uncertainty that will foil plans or goals that are too prescriptive over too long of a period.

2. Aim High

A goal or aim that is lofty yet achievable is necessary to direct improvement.

Despite uncertainty and the constancy of change, the act of establishing goals is fundamental to positive growth and development.

3. Continuous Feedback

Measures to collect and analyze continuous feedback encourage adaptation to circumstances while maintaining the pursuit of goals.

Goal setting does little to bring improvement to an agency unless its actual performance is evaluated against those goals through continuous feedback measures. Whether done bi-weekly, quarterly, or annually, consistent evaluation provides an opportunity to compare actual and desired performance levels within a standard time period, allowing for comparative improvement analysis.

4. Course Corrections

Course corrections and goal modifications do occur and, if done deliberately, can support dynamic adaptation and improvement.

No long range planning should assume a step-by-step, year-by-year approach. Rather, regular periods of course correcting and setting should be assumed and unexpected course corrections should be expected.

5. Ownership

Regardless of title or function, each department and employee plays a role in improving an organization and, therefore, should take ownership.

Improvement of agency services is not the sole responsibility of one individual or department. Agencies must understand that problems or deficiencies of service are often solved by many people from different departments. Understanding the interconnectedness of the agencies' functions is essential.

6. Respect Diversity

The overall function of a product or process is important to keep in mind when developing appropriate monitoring tools.

When monitoring an agency's products or processes, it is important to keep in mind that sub-groups of the same product may require different resources, serve different purposes and/or function differently. For diverse products and processes, it may be fundamentally necessary to develop the appropriate standards that fit their function.

7. Checks and Balances

Evaluating more than one measure of performance helps to limit extremism during the implementation of remedial actions.

By developing a number of complementary performance measures, the results of an evaluation process are more balanced and comprehensive. Measuring just one aspect of a product or process can misguide the suggestions for improvement.

Monitoring and Improvement Policies

MI-1.0 – Fixed-Route Performance Standards

Standards imply accountability, comparison, and remediation in the event of non-compliance. Standards should be straight-forward and derived from a rational, transparent basis. The performance standards set forth herein are directly related to the effectiveness and sustainability of STA's fixed-route system. These performance standards reflect a triple bottom line (TBL) approach that seeks to improve the system's performance as it relates to its riders, the environment, and taxpayers. Literature on the subject of triple bottom line refers to People (social), Planet (environmental), and Profit (economic) as the primary metrics for

evaluating agency performance.

Fixed-route performance standards are found in Annex 1.

MI-2.0—Agency Performance Measures

STA shall use performance measures to evaluate the success of the agency.

To evaluate the success of the broad services provided, STA will establish performance measures annually and present performance results to the Board of Directors quarterly.

MI-3.0 – Revisions and Adaptation

3.1 Comprehensive Plan Update

STA shall update Connect Spokane routinely.

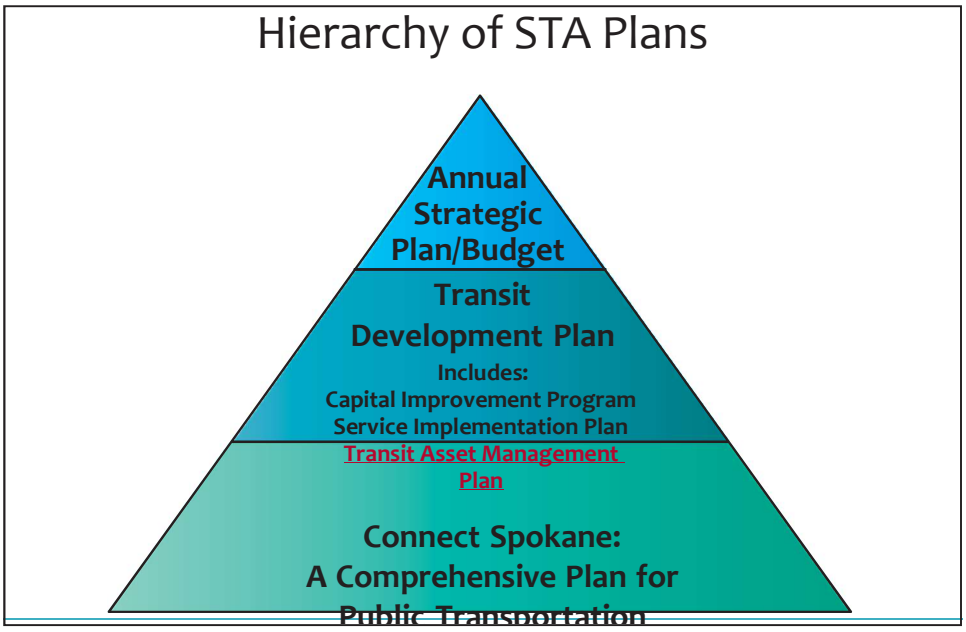
Spokane Transit will review and update as appropriate the Comprehensive Plan for Public Transportation beginning no later than three years following the last major adoption and/or revision. Significant public outreach shall be required as part of the update process, consistent with the policies of the Communications and Public Input Element.

3.2 Comprehensive Plan Amendments

Minor amendments to the Comprehensive Plan may take place at any time so long as the change does not significantly change the scope or direction of the plan.

3.3 STA Planning Documents

STA prepares for both the near-term and long-term needs by updating and maintaining a series of planning documents. Working in concert, these plans are built upon the goals, principles and policies contained within this document, ***Connect Spokane***.



3.3.1 Transit Development Plan

The Transit Development Plan provides background information on STA, accomplishments during the previous year, and planned projects and programs for the following six years. As a public transportation benefit area authority, STA is required to prepare this plan. The document provides updated information to the Washington State Department of Transportation on the development of the various transit activities undertaken by STA.

3.3.2 Capital Improvement Program

The Capital Improvement Program (CIP) enables STA to make educated, coordinated, and financially sound capital investments. The 6-year CIP includes capital projects, programs and program categories. The CIP is updated annually

3.3.3 Service Implementation Plan

Developed with and included in the Transit Development Plan, this document guides the delivery of Fixed-Route service. The SIP describes service revisions proposed for the three calendar years following adoption.

3.3.4 Annual Strategic Plan

As part of the annual budget adoption process, STA will prepare a concise annual strategic plan identifying agency priorities for the coming year, including major implementation actions, whether they impact service, infrastructure, or processes. The plan will be a companion to the budget and will be generally consistent with the Comprehensive Plan.

3.4 Update Schedule

Document	Horizon	Revision Schedule
Comprehensive Plan for Public Transportation	20-30 Years	Begin update no later than three years from last major update
Transit Development Plan	Current calendar year plus six years	Adopt before September 1 of each year
Transit Asset Management Plan	Current calendar plus six years	3 year updates
Service Implementation Plan	Three Years	Included in annual update of Transit Development Plan
Capital Improvement Program	Six Years	Included in annual update of Transit Development Plan
Annual Strategic Plan/ Budget	One Year	Publish draft by October of each year and adopt ~~before January 1~~

Regional Transportation and Land Use Coordination

This Comprehensive Plan for Public Transportation outlines long-term transit related goals and policies for the region. However, long-range transit planning requires the consideration of other jurisdictional plans that overlap the Public Transportation Benefit Area (PTBA). Despite autonomy, coordination between agencies must occur to ensure seamless planning for local and regional improvements.

This section is devoted to the recognition that transit planning cannot be done independent of land use or general transportation planning; and land use or general transportation planning cannot be done independent of transit planning. The following text describes the relationship of the Comprehensive Plan for Public Transportation with other regionally influential planning and policy documents.

Regional Transportation and Land Use Coordination Goal

STA will be an active partner in the development and coordination of regional transportation and land use strategies.

Regional Transportation and Land Use Coordination Principles

The principles listed below identify the basic concepts of regional transportation and land use coordination. These unchanging principles serve as a guide to STA as it attempts to serve as a leader in shaping regional transportation and land use goals and policies.

1. Transit Disoriented Development

There is no effective transit panacea for poor land planning and development.

Too often transit is imagined as a singular solution to make up for poorly-positioned development decisions made over time. While transit helps connect people and places, a myriad host of location-based and design-based variables directly affect the ability of transit to be a meaningful transportation service, irrespective of transit mode or service design. As a result, there are locations that should never expect to be provided a basic level of transit service.

2. Paradox of New and Used

Despite our inclinations for casting off the old for the latest and greatest, transit has the greatest opportunity for improvement and initial success in existing places rather than upstart developments.

For over a century, transit has often been developed concurrently with new development as a marketing tool. Success of the transit investment is not always guaranteed, especially given the heavy ongoing operational costs transit demands. Transit will generally have greater success in and around

existing strengths before it can be a powerful influence in travel patterns for new developments. Street grids and land uses established before the automobile heavily influenced land use decisions hold the greatest opportunity for near term transit success.

3. Be on the Way

Development should be focused along or near existing public transportation corridors or in ways that transit can support due to providing for or achieving adherence within the Fixed-Route Design Principles.

Transit service is most successful when it directly serves many places conveniently throughout the day. Land use and road patterns that require out-of-direction travel increase operating costs and inconvenience riders. Prospective property owners or developers who wish to have good transit service will most likely succeed if they locate along an existing transit route.

4. Density

Land use density and the intensity allows for a mix of land uses. Coordination among stakeholders promotes a mix of uses that can support a greater share of trips made by the pedestrian, bicyclist, and transit customer.

Transit is effective at serving trips with common origins and destinations or, at minimum, shared travel paths. This is only made possible if there is a level of density at which there is the possibility for a regular and sustained commonality in travel pattern. Density also means there are more destinations that will be within walking distance and facilitates more pedestrian activity. Pedestrian activity both supports and is supported by transit. Some studies have found four dwelling units per acre to be the minimum density to support local bus service. However, in most cases densities need to be two to three times that amount to support viable transit.

5. Design

Infrastructure constructed by developers and municipalities should support the needs of pedestrians and transit facilities.

Development patterns should support pedestrians and other non-motorized modes to gain easy access to transit. "Complete Streets" principles and design standards that promote a network of local streets and sidewalks, ADA-accessible improvements, and the placement of useful and inviting public spaces near transit support transit use and can reduce dependency on private auto ownership.

6. Partnerships

Fostering partnerships with both public and private entities should be encouraged to cultivate coordinated land use and transportation throughout the region.

No agency or person alone can ensure that land uses and transportation

investments are made in such a way to be supportive of transit investments. Partnerships are critical to success of any endeavor, particularly those involving private property, public rights of way, and public transportation.

Regional Transportation and Land Use Coordination Policies

TL-1.0 – Leadership

1.1 – Proactively Educate

STA will strive to educate decision-makers and other members of the community regarding the importance of efficient development to successful transit.

1.2 – Adherence to Service Design Guidelines

STA shall promote the best practices of land use development, including supporting increased densities and reduced parking requirements on key transportation corridors, by strictly adhering to its adopted Service Design Guidelines.

TL-2.0 – Coordination & Partnership

2.1 – Coordination with Other Agencies

STA shall encourage two-way coordination with jurisdictions and other agencies including the creation of incentives for development that benefits the transit network.

Numerous regional jurisdictions and agencies are stakeholders in the broader development and planning of the region. To encourage a positive partnership with these other groups, STA should provide these stakeholders with early and frequent information and opportunities to provide input. In return, STA should expect a similar courtesy to be extended.

2.2 – Form Development Partnerships

STA shall partner with private firms on transit-oriented development.

Transit Oriented Development is the creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around and supported by high quality transit. This makes it possible ~~to live a lower-stress life without complete~~to reduce dependence on a car for mobility ~~and survival~~for a variety of trip purposes. This is possible not only because of quality transit access, but by the collocation of other community and commercial services in walking distance to housing. STA shall find appropriate local and regional partners to actively develop TOD in appropriate locations within the region.

~~2.2~~2.3 – Coordination with Other Planning Documents and Regulations

STA shall encourage two-way coordination when documents impacting STA's service goals, principles, and policies are developed and adopted.

Numerous documents created by municipalities and agencies, including this Comprehensive Plan for Public Transportation, guide land use and transportation decisions throughout the region. To reduce the likelihood of competing plans or policies, interagency communication should be encouraged. Examples of documents impacting STA's operations are included below.

Comprehensive Plans of Municipalities

Cities within the PTBA who follow adopted comprehensive plans include Airway Heights, Cheney, Spokane, Millwood, Spokane Valley, and Liberty Lake. As a regional service provider, Spokane County also has an adopted comprehensive plan that works to coordinate land uses with cities and unincorporated areas among other purposes. STA holds some interest in most elements of every comprehensive plan adopted by jurisdictions within the PTBA. From housing and utilities to transportation and land use, the policies of each city have an impact on the level of service STA is able to provide now and in the future. Specific policies that are favorable to transit are always encouraged; however, just as each jurisdiction's plan was considered during the creation of this plan, STA expects that Connect Spokane be consulted during subsequent updates of each jurisdiction's comprehensive plan.

Metropolitan Transportation Plan (Horizon 2040)

Spokane Regional Transportation Council (SRTC) is the federally-designated Metropolitan Planning Organization for Spokane County. This local intergovernmental agency encourages coordination and collaboration between planning and transportation departments across the region. SRTC updates the Metropolitan Transportation Plan (MTP) (also known as Horizon 2040) every four years, documenting the blueprint for an inter-modal solution to transportation needs brought about by continued growth and development. The ~~2009~~ 2013 MTP update calls for system enhancements aimed at increasing transit ridership. Future plan updates or visioning sessions should refer to this plan for guidance.

Spokane County Coordinated Public Transit-Human Services Transportation Plan

Prepared jointly by SRTC and STA, the Spokane County Coordinated Public Transit-Human Services Transportation Plan attempts to create a "unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services" per the requirements of Federal Transit Administration. STA will continue to work with SRTC on future updates of this document.

WSDOT Washington Transportation Plan

At the state level, the Washington State Department of Transportation (WSDOT) adopted the Washington Transportation Plan (WTP) in 2007. The plan is designed to offer policy guidance for all jurisdictions statewide on matters related to the state's transportation system over the next 20 years. STA operates transit services on state highways and referenced the WTP during the creation of the Comprehensive Plan.

Growth Management Act

The Growth Management Act (GMA) was adopted because uncoordinated and unplanned growth posed a threat to the environment, sustainable economic development, and the quality of life in Washington State.

All of the preceding plans fall under laws found in the Revised Code of Washington. The GMA requires state and local governments to identify and protect critical and natural areas by guiding urban growth through comprehensive plans, capital investments, and development regulations. STA's Comprehensive Plan for Public Transportation supports this notion and works to enact the vision of the state while continually working with local jurisdictions. To jointly oversee this planning effort within the urban growth areas, Spokane County established a Steering Committee of Elected Officials charged with defining standards for urban growth area delineation, minimum levels of service, distribution of future growth, and negotiating designations for urban growth areas in the form of a recommendation to the Board of County Commissioners.

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Sustainability

Spokane Transit's definition of Sustainability is:

Sustainability at Spokane Transit is about providing services in ways that optimize our ability to meet the needs of present and future generations through actions that balance the region's economic, environmental, and social well-being.

STA does its part to safeguard the community's current and future quality of life by being socially responsible, preserving the natural environment, and maintaining economic viability. On a day-to-day basis, these guiding principles are a way for STA to become more resource efficient, engage more with employees and customers and grow ridership, market share and funding support.

More than any other element of this comprehensive plan, Sustainability is not a program or activity that can stand alone. By definition, it involves everything the organization does. It is not only included in STA's programs, policies, and business practices; it is also a foundation for STA's role in our region.

Sustainability Principles

1. Framework

Research reveals several different frameworks that can be applied to the concept of sustainability. Some frameworks encompass broad concepts such as global warming or enabling national energy independence. Others are more narrowly focused on environmental management systems that address specific issues such as reducing an agency's carbon footprint or energy consumption.

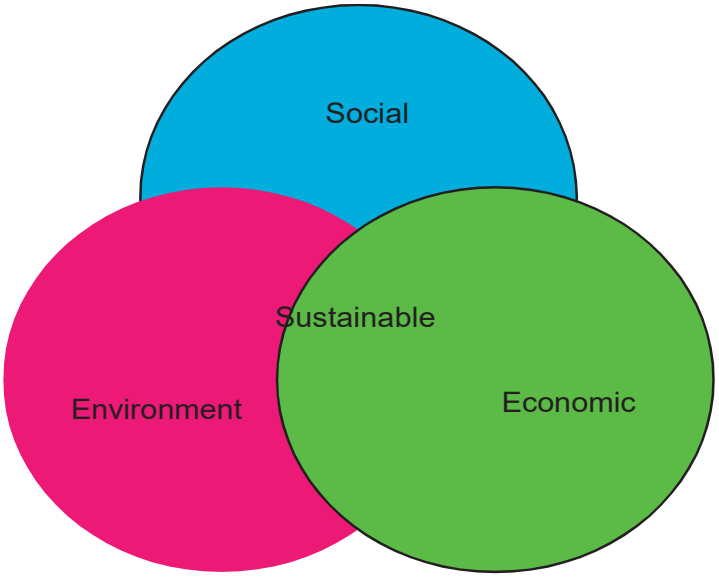
Through the work of its Citizen Advisory Committee, STA chose a conceptual framework for sustainability that could relate general concepts to specific applications within an organization or community.

STA adopted the "Triple Bottom Line" framework.

The phrase was coined by John Elkington in 1994. It was later expanded and articulated in his 1998 book Cannibals with Forks: the Triple Bottom Line of 21st Century Business. Sustainability, itself, was first defined by the Brundtland Commission of the United Nations in 1987. The Triple Bottom Line is often abbreviated as "TBL" and referred to as the "3 E's" (economic, environmental, and social equity) or the "3 P's" (people, planet, and profit). More than some other sustainability frameworks, it captures the full spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social.

This framework identifies sustainability as being about practices that make

good environmental sense as well as good business sense. Sustainability is essentially responsible resource management: it draws on natural, human and financial resources to find strong, enduring solutions. It recognizes that environmental considerations are not an end in themselves. **True sustainability is the intersection of not only what is good for the environment, but also what is economically feasible and results in benefits to our citizens/taxpayers.**



Sustainability Policies

Based on the principle of a Triple Bottom Line Framework, this section articulates policy that guides decision-making.

SU-1.0 – Sustainable Practices

1.1 Sustainability in STA Services

Manage STA services (Fixed Route, Paratransit, ~~Vanpool~~Flexible Services) to promote sustainability.

Public transportation can play a significant role in achieving sustainability objectives for the region and each of the jurisdictions within the Public Transportation Benefit Area. However, the financial, natural and human resources dedicated to public transportation must be effectively employed and well used in order to achieve this objective.

- Maintain a high quality of service in order to attract maximum use by the public.
- Ensure basic bus service availability is balanced with emerging Paratransit eligibility requirements. The agency should not spread resources so thin so as to be overextended and unable to maintain quality service to neighborhoods and activity centers that have the highest potential for public transit use.

- Evaluate effectiveness of bus routes based on the social, environmental and financial impacts of STA's services. Existing standards are: Total ridership; energy use compared to passenger miles; and farebox return (see Annex 1: Fixed Route Performance Standards to this Comprehensive Plan).
- Encourage growth of the ~~Vanpool~~ Flexible Services program. This adds flexibility and complements the fixed route system.
- Utilize long-range financial forecasts to continuously measure the level of service that can be maintained given anticipated revenue. The agency's goal is to provide stability and reliability of service.

1.2 Stewardship

Build stewardship and service in STA operations.

As a significant user of resources, stewardship must be an essential component of an organization that embraces sustainability. STA should strive to be a leader in conservation programs. The leadership of the organization should actively reinforce a culture that puts a high value on conservation of resources and service to the public. Stewardship also involves a respect for the people who serve and are served by STA.

- Make good use of tax dollars through most efficient use of resources.
- Establish practices that minimize fuel use and reduce ~~greenhouse gas~~GHG emissions.
- Review and/or reduce consumption of natural resources against current levels with a goal of continuous improvement.
- Include recycling capabilities as affordable and practical in all facilities.
- Evaluate opportunities presented by the development of alternate fuel sources.

1.3 Purchasing

Establish a sustainable purchasing policy.

The agency should have a holistic decision-making process for purchasing equipment and services.

- Conduct cost/benefit that considers lifespan costs and replacement strategy. Lower initial capital outlays may not be the best value when operations, maintenance, and replacement cycles are also factored as costs of ownership.
- Establish procurement decision process that considers costs involved at each stage of the entire lifecycle of goods purchased; e.g., resource extraction, material processing, product design and manufacturing, transportation and distribution, purchase and use, and end of life disposal or recycling.

- Evaluate the impact of staff resources required to support equipment or new capabilities.

The agency's fleet replacement plan will anticipate emerging alternate fuel options for its vehicles.

- Aggressively integrate battery-electric bus technology into the Fixed Route fleet as those vehicles and supporting infrastructure meet the conditions of the purchasing policy.
- Evaluate other alternate fuels, such as propane, for the Paratransit fleet
- Monitor options for the agency's non-revenue vehicle fleet

1.4 Capital Projects

Integrate sustainability into facility design, construction, and demolition.

The physical plant that supports the agency has a long term effect on the agency's ability to operate efficiently and represents an opportunity to conserve natural and financial resources.

- Anticipate emerging requirements e.g., ADA.
- Integrate sustainable design criteria into facility design and construction decisions.
- Strive to achieve the Leadership in Energy and Environmental Design (LEED) Silver standard for facilities.
- Construct facilities to the highest defined energy conservation standard justified by net present value analysis of capital and forecast energy costs of at least 30 years.
- Maximize use of recycled building materials.
- Incorporate recycling (deconstruction practices) into the demolition of obsolete STA facilities.

SU

SU-2.0 –Connecting People and Communities

2.1 Transportation Alternatives

Provide services that are an attractive transportation alternative compared to single occupant vehicles (SOVs).

Reliable and predictable service is perhaps the most important characteristic that defines a viable transportation alternative.

- Conduct route planning and scheduling to get people to destinations in a timely manner.
- Maximize convenience by enhancing route frequency as articulated in the Service Design Principles in this Comprehensive Plan (Part II: Services; Fixed -Route Service, Fixed-Route Service Design Principles).
- Pursue system enhancement technology that makes STA services easier for the public to understand and use.
- Provide transit services to community events to maximize access and use of its services (e.g., additional hours, special fee structure, special routing). This special event service effectively moves large numbers of participants with minimum use of energy resources.
- Take advantage of Washington State and Spokane County Commute Trip Reduction programs that incentivize use of STA services.

2.2 Connectivity

Serve as 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. Staff should be actively engaged in supporting and informing the land use planning and growth-management activities of the jurisdictions it supports. Educate the region's planners, developers, and decision makers on the characteristics of urban design that can best be supported by public transportation.

Examples include:

- Use the HPTN concept to communicate a vision of corridors where public transportation services will be consistent and prioritized for further investments (e.g. East Sprague Avenue and Division Street).
- The role of the "built environment" such as streetcars, electrified trolleys, or high quality passenger shelters in helping shape development.
- The impact of residential and employment density on transit effectiveness.

STA should maintain a close relationship with the Metropolitan Planning Organization (SRTC) to ensure transit plans are integrated into overall long-range transportation plans and coordinate with Washington State Department of Transportation to facilitate the integration of public transportation into project planning and design.

2.3 Public Input

Maximize public input and stakeholder engagement in STA's sustainability initiatives.

The success of STA's sustainability initiatives depends on authentic and transparent efforts to engage all stakeholders. This element reinforces the public process policies as outlined in Part III: Activities and Programs; Communications and Public Input of this Comprehensive Plan.

- Define a stakeholder as anyone with an interest in STA; e.g., employees, riders, regulators, tax payers, neighborhood residents, activity center tenants and local governments, as well as those who provide services to STA such as suppliers, contractors, and professional services like banking and insurance.
- Strive at all times to balance the long-term perspective of sustainability-related issues against the more short-term needs that arise within our community.

2.4 *Multi-modal Connectivity*

Increase interest in multi-modal connections.

The ability to seamlessly transition between various modes of transportation helps expand the public's use of alternative transportation.

- Maintain strong connections to the airport and the intermodal center.
- Create accommodations for bicycle and pedestrian interfaces to STA services. These accommodations should be incorporated in bus stop design and locations as well as the design and capabilities of its vehicles.
- Strategically locate and serve park and ride facilities.

SU-3.0 – Community Resilience and Socio-economic Health

3.1 *Affordability*

Position transit to mitigate the effect of rising fuel costs on the increasingly large segment of population that is unable to afford other travel options.

- Keep fares affordable in accordance with the fare policies as outlined in Part III: Activities and Programs, Revenues and Fares of this Comprehensive Plan.
- Regularly review opportunities presented by the development of alternate fuel sources.
- Improve the cost competitiveness of STA services compared with the use of Single Occupant Vehicles (both in terms of an individual's time and energy expended).

3.2 *Supporting the Community*

Attend to the social and transportation challenges faced by groups within the community.

- Include investments in plans and projects for passenger amenities and reduction of barriers that inhibit access to transit stops. The accessibility and utility of public transportation resources will become increasingly important in the future as our population ages.
- Support community efforts to develop a comprehensive set of alternatives to traditional Paratransit service delivery. Paratransit service will face increasing demands in the future as it competes for resources required by other modes.
- Participate in jurisdictions' land use planning and inform supporting transportation infrastructure plans to adapt to meet the changing demographics of our community.
- Make Vanpools available to a variety of groups to meet multiple needs.

Sustainability Connect Strategies

Monitoring

Annually update the agency's current carbon footprint using the methodology outlined in The Climate Registry. Update annually.

Use this process, without subjecting the agency to formal audit requirements, to prepare for potential future reporting requirements.

~~Integration with Policies~~

~~***Integrate supporting language in STA's procurement policies that standardizes compliance with the Sustainability Policy.***~~

~~***Integrate supporting language in STA's personnel policies that encourages compliance with the Sustainability Policy.***~~

Safety & Security

The safety and security of STA's system, its users, and our employees is of the utmost importance. Creating a safer transportation experience for everyone means a secure and comfortable system for users of all transportation modes and STA programs, as well as safe facilities, vehicles, and areas in which to work.

Safety and security are closely interrelated concepts – safety is protection against unintended hazards, while security is a state of feeling protected against threats that are deliberate and intentional.[1]

STA is voluntarily adopting the FTA's Safety Management System (SMS) Framework which is anchored by four main components:

- Safety Management Policy
  - The Safety Management Policy Statement
  - Safety Accountabilities and Responsibilities
  - Integration with Public Safety and Emergency Management
  - SMS Documentation and Records
- Safety Risk Management
  - Hazard Identification and Analysis
  - Safety Risk Evaluation
- Safety Assurance
  - Safety Performance Monitoring and Measurement
  - Management of Change
  - Continuous Improvement
- Safety Promotion
  - Safety Communications
  - Competencies and Training

FTA will publish and codify agency Safety Program Plan requirements shortly and it is expected to most transits 3-5 years to fully implement.

Safety & Security Goal

STA will promote safety & security in all operations and facilities.

Safety & Security Principle

[1] http://www.differencebetween.com/difference-between-safety-and-vs-security/

Promote Safety & Security in Operations & Facilities

STA protects the safety and security of customers, employees and facilities in a variety of ways, including planning, policing, facility design, operational practices, safety training, and collaboration with local jurisdictions and other agencies on safety-related matters

Safety & Security Policies

SS 1.0 Safety & Security

In partnership with local organizations and jurisdictions, STA will promote and provide safe and secure operations.

STA, working with employees, contractors, and local partners; will work to provide stop and station security along all transit lines. Efforts will be prioritized along lines/stations with high ridership, existing issues, and a large number of transfer points.

Safety and Security plans establish formal mechanisms through which employees, contractors, passengers and community members can:

- Appropriately identify and report threats, vulnerabilities and hazards within STA's operation to the correct personnel or external parties (e.g., emergency response agencies, police, etc.) so that preventative actions may be implemented to eliminate, control or minimize their impact.
- Establish clear lines of accountability and responsibility at all levels to ensure tasks are documented and tracked in a useful manner.
- Heighten security and safety awareness.
- Develop relations and coordination with local community partners to ensure prevention measures and emergency response activities are effective

SS 2.0 Employee Training

STA will educate and train its employees to improve the safety and security of the public transportation system and STA's offices and facilities.

STA will continue to train drivers in conflict avoidance and self-defense, and continue to invest in infrastructure to provide appropriate training resources, programs and procedures.

SS 3.0 User Assisted Technology

STA will actively monitor advancements in safety and collision avoidance technology and other user assist technology and adopt as the fleet turns over.

Automated technologies have the potential to transform the provision of public transit. Pilot testing of driverless shuttles is already underway on private and public roads worldwide. AV technology development is commonly led by private businesses, or in partnership with transit agencies.

SS 4.0 CPTED Implementation

STA will utilize the principles of CPTED on all major capital projects.

Crime prevention through environmental design (CPTED) is a multi-disciplinary approach to deterring criminal behavior through environmental design. Fundamentally, CPTED suggests that you can change how people act in a place by altering its design. The goal is to reduce crime and fear, and improve quality of life.

SS 5.0 Planning

STA will continue to implement and develop internal plans related to safety and security, such as the snow emergency plan and natural disaster response plan.

SS 6.0 Customer Privacy

As technology needs and services change, STA will strive to maintain and protect the privacy of all customers.

All other polices related to Safety & Security will be/are housed in the Capital Improvement Program.

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Annex 1

Fixed-Route Performance Standards

Standards imply accountability, comparison, and remediation in the event of non-compliance. Standards should be straight-forward and derived from a rational, transparent basis. The performance standards set forth herein are directly related to the effectiveness and sustainability of STA's fixed-route system. These performance standards reflect a triple bottom line (TBL) approach that seeks to improve the system's performance as it relates to its riders, the environment, and taxpayers. Literature on the subject of triple bottom line refers to People (social), Planet (environmental), and Profit (economic) as the primary metrics for evaluating agency performance.

1.1 Performance Standard 1: Ridership (Social)

Ridership is a basic indication of a transit route's effectiveness in serving people. There may be a great community dialogue about serving a particular facility, geography, or community, but if the result is a route that has little or no ridership, clearly this goal is not met. It may be that the service is designed poorly or that densities do not justify fixed-route bus service. Only by having a minimum performance standard can these routes be fairly evaluated and remediated.

Productivity is a measure of riders per revenue hour and is used as the framework for the ridership standard.

1.1.1 *Basic Routes Ridership Standard*

For Basic Fixed-Route Service in Spokane the best indicator of potential performance is a route's relation to the Central Business District (CBD). A route that ties into downtown has more connectivity than other routes. Furthermore, it must meet a higher expectation due to the fact that the downtown Plaza has a finite number of bus bays and overall capacity. Accordingly, it should be focused on routes with a higher level of effectiveness in terms of ridership. The annual performance standard is produced based on the most up-to-date actual annual riders per annual revenue hours figure. For routes traveling into the CBD, the performance standard is **one-half the standard deviation below** the average of the basic routes traveling into the CBD. For all other routes, the standard is precisely one-half this number. By necessity this standard will need to change after substantial changes to the system have been such that one-half the standard deviation is less than 10% of the average ridership productivity. At this time, routes traveling into the CBD that are **one standard below the standard deviation** will be considered inconsistent with this performance measure.

1.1.2 *HPT~~N~~ Ridership Standard*

~~The~~ High Performance Transit ~~Network~~ has only a slightly higher standard level since the increased frequency should result in greater ridership but may not necessarily rise to a productivity level significantly greater than the entire system. As a starting point, the high performance transit network routes should be **one-half standard deviation above** the average basic route productivity of similarly situated routes (i.e. that travel to the CBD). For routes that do not travel in the CBD, the standard is one-half the productivity rate for HPT routes that travel in the CBD.

1.1.3 *Commuter Peak Ridership Standard*

From a performance evaluation perspective, Commuter Peak Routes have the benefit of not being in operation in off-peak times when travel demand is lighter. However, peak routes are very capital consumptive in terms of rolling stock and facilities because they only operate six to seven hours per day, increasing the capital cost per passenger. A bus that carries passengers for 12 hours in a day amortizes the capital costs of that bus over more hours of service and spread to many customers over 12 years of such use. For this reason the productivity expectation for Commuter Peak routes should be equal to the HPTN. For routes that operate as a function of what would otherwise be out-of-service time on a route ("Commuter Peak Route – Subordinate") the standard is equal to one-third the productivity of the dominant Commuter Peak routes benchmark. This reflects the reality that a bus serving passengers in the opposite direction of peak demand will have lower ridership and yet is typically better than operating out of service and providing no transportation benefit.

The performance standards for 2007 and 2008 are illustrated below. Please note that the HPT standard is developed on system-wide data not yet applicable for 2007 and 2008 since no HPT service is in existence.

Service Type	Grouping	2007	2008
Basic	Intersects CBD	22.08	25.45
Basic	No CBD intersection	11.04	12.73
HPT~~N~~	Intersects CBD	29.84	33.95
HPT~~N~~	No CBD intersection	14.92	16.97
Commuter Peak	Dominant	29.84	33.95
Commuter Peak	Subordinate	9.95	11.32

1.2 Performance Standard 2: ~~Comperable~~ Comparable Energy Consumption (Environmental)

Since the 1970s, there has been recognition of the value of mass transit as it pertains to environmental sustainability and energy conservation. Often missing from this recognition are any measurable outcomes other than car

trips avoided. Because they are larger and heavier, transit vehicles actually consume more energy per vehicle mile traveled than private automobiles. In order to reap any benefit as it pertains to energy consumption, looking at energy consumed per passenger mile is the easiest to obtain and likely the most effective in measuring outcomes. British Thermal Units (BTUs) are commonly used for similar metrics and will be used here.

A minimum standard for BTUs per passenger mile is useful in evaluating the performance of routes in a different way than the previous standard. While productivity measures gross riders, the "BTUs per passenger miles" metric speaks to the duration of passengers' time on the vehicle. BTUs per passenger miles speaks to energy consumed for a particular vehicle type given a particular trip pattern.

At the very minimum, a bus route should perform equally to the private automobile in terms of energy consumed per mile traveled for each passenger. Assuming a load factor of one person in an automobile and current fuel economy (http://cta.ornl.gov/data/download28.shtml), there are 5,500 BTUs consumed for every single-passenger mile traveled in a car. While routes will have trips that can exceed this consumption rate, no route should be worse than an automobile when judged from the cumulative service provided. Translating these consumption rates to buses by size of bus requires looking at average fuel consumption of each major vehicle type in STA's fixed-route fleet as opposed to actual consumption on a route-by-route basis.

The performance standard for energy expressed in passenger miles over platform miles is found below. The numbers are for diesel vehicles. The numbers below are established given fuel economy of the existing fleet and its comparison to private automobiles. Average load factor, or passenger miles divided by platform (vehicle) miles, provides information on how many people are served for every mile of travel. As new propulsion sources come online this table should be amended to reflect those sources. Carbon-based fuel sources have different concentrations of energy. Electrified systems use generally less energy and therefore may have a different ratio which would be a minimum standard in the event such vehicles are added to the STA fleet.

Vehicle Size	Basic	Commuter Peak (Dominant Only)	HPTN
Cutaways	2.84	4.45	4.45
30'	5.35	8.39	8.39
35'	5.16	8.10	8.10
40'	5.48	8.60	8.60
60'	6.65	10.45	10.45

1.3 Performance Standard 3: Fares (Economic)

As a minimum standard of performance, routes shall have a farebox recovery no less than one-half the system average.

An important performance indicator for medium- to large-sized transit systems is fare revenues. While small agencies often find that the cost of collecting fares is equal to or exceeds the fares potentially collected, STA collects millions of dollars annually from its riders for services rendered. Farebox recovery for this performance standard is the total fixed-route revenue collected as a percentage of the total fixed-route operating cost. It is valuable as a metric since both fares per passenger and cost per hour are not equal for every route. Two routes may have exactly the same ridership but have different farebox recoveries. Routes using larger vehicles traveling longer distances in an hour will cost more to operate. Without a corresponding increase in fares per passenger, farebox recovery is likely to be lower than the comparable route.

1.4 Performance Reporting

By April of each year, the Planning Department will report on both the performance of each route for the previous two years and the standards that applied for those years. New service will be evaluated following its development period, typically 18 to 24 months. Any route that falls below the minimum standard for any one of the three performance standards for two consecutive years will be considered out of compliance with the standards. A partial year of operation (e.g. if a route begins operation in September) will not be counted against a route's compliance with these standards. This provides for at least two and not more than three years for a route to mature before any corrective action is required.

The annual report will offer reasons why the route may be below standard and offer preliminary concepts for remediation.

1.5 Remediation

Remediation is not simply about eliminating poor performing routes, but instead considering both the route's relationship to the network and other possible network changes that could ultimately improve the entire network. Remedial actions should take place no more than 18 months following a performance report indicating non-compliance.

Non-compliance of routes with respect to performance standards is typically an indication of a route being designed inconsistent with the design principles or adopted service design policies. There may also be changes in land use (e.g. a major mall closes indefinitely) or changes in the network which unintentionally deteriorated service or demand. Remedial efforts should identify how proposed improvements will better align with design principles and adopted policy and provide a rough projection of the relationship to performance standards.

Annex 2

The following is a list of Spokane Transit's Title VI policies.

System-Wide Title VI Policies

STA will not "utilize criteria or methods of administration which have the effect of subjecting persons to discrimination because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program with respect to individuals of a particular race, color, or national origin."

STA will "take affirmative action to assure that no person is excluded from participation in, or denied the benefits of, the program or activity on the grounds of race, color, or national origin."

STA assures that "no person or group of persons shall be discriminated against with regard to routing, scheduling, or quality of service transportation on the basis of race, color, or national origin. Frequency of service, age and quality of vehicles assigned to routes, quality of stations serving different routes, and location of routes may not be determined on the basis of race, color, or national origin."

Major Service Change Policies

~~***In developing annual plans and service changes, STA will assess whether changes meet the Major Service Change threshold. This threshold is as follows: a Title VI analysis and evaluation of the impacts of major service changes will be published prior to a formal public hearing on the service change or a draft recommendation is published, whichever comes first***~~

In developing annual plans and service changes, STA will assess whether changes meet the Major Service Change threshold. This threshold is as follows:

- ***Cost Impacts: More than 5.0% reduction in revenue hours of service in any calendar year***
- ***Ridership Impacts: 5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s) or route(s) at any given service change.***

A Title VI analysis and evaluation of the impacts of major service changes will be published prior to a formal public hearing on the service change or a draft recommendation is published, whichever comes first.~~,~~

Service Change Disparate Impact Policy (minority)

When a major service change impacts a census tract with a minority population that exceeds the average minority population of the service area by 10% or more, a disparate impact exists and the impacts will be assessed and evaluated for mitigation.

The average minority population is 11.4% in the PTBA. To determine if a disparate impact exists, each route impacted is analyzed to determine the percentage of minority population along that route. This is done by adding all the census tracts along that route. If the percentage is 12.5% or more, then a disparate impact exists.

Service Change Disproportionate Burden Policy

When a major service change impacts a census tract with a low-income population that exceeds the average low-income population of the service area by 10% or more, a disproportionate burden exists and the impacts will be assessed and evaluated for mitigation.

The average low-income population in the PTBA is 15.2%. To determine if a disparate impact exists, each route impacted is analyzed to determine

the percentage of low-income population along that route. This is done by using all the census tracts along that route. If the percentage is 16.7% or more, then a disparate impact exists.

System-wide Transit Amenities Service Policy

Installation of transit amenities along bus routes are based on the number of passenger boardings at stops and stations along those routes and the High Performance Transit facility standards with variances from this policy to support connectivity of routes and riders with limited mobility.

Vehicle Assignment Service Policy

STA bus assignments take into account the operating characteristics of buses of various lengths, which are matched to the operating characteristics of the route such as passenger loads and overall ridership of each route. Local routes with lower ridership may be assigned a smaller fixed route vehicle. Some routes requiring tight turns on narrow streets may be operated with smaller fixed route vehicles. The age of the vehicle shall not be a consideration when assigning the vehicle to a particular maintenance garage for daily service.

Fare Change Policy

STA evaluates fare changes to ensure fare increases do not disproportionately negatively impact a class protected under Title VI.

Fare Change Minority Disparate Impact Policy ~~(applies to all fare changes)~~

If a fare change affects fare categories or payment methods used disproportionately by minority populations (10% or greater) than the overall population, a fare change disparate impact exists and the impacts will be assessed and evaluated for mitigation.

Fare Change Low-Income Disproportionate Impact Policy ~~(applies to all fare~~ ~~changes)~~

If a fare change affects fare categories or payment methods used disproportionately by low-income populations (10% or greater) than the overall population, a fare change disproportionate burden exists and the impacts will be assessed and evaluated for mitigation.

On-Time Performance Standard

STA's on-time performance objective is 95% or greater.

Connect Spokane

End of Document

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 6D: PROPOSED 2018 P&D COMMITTEE WORK PROGRAM

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning & Development

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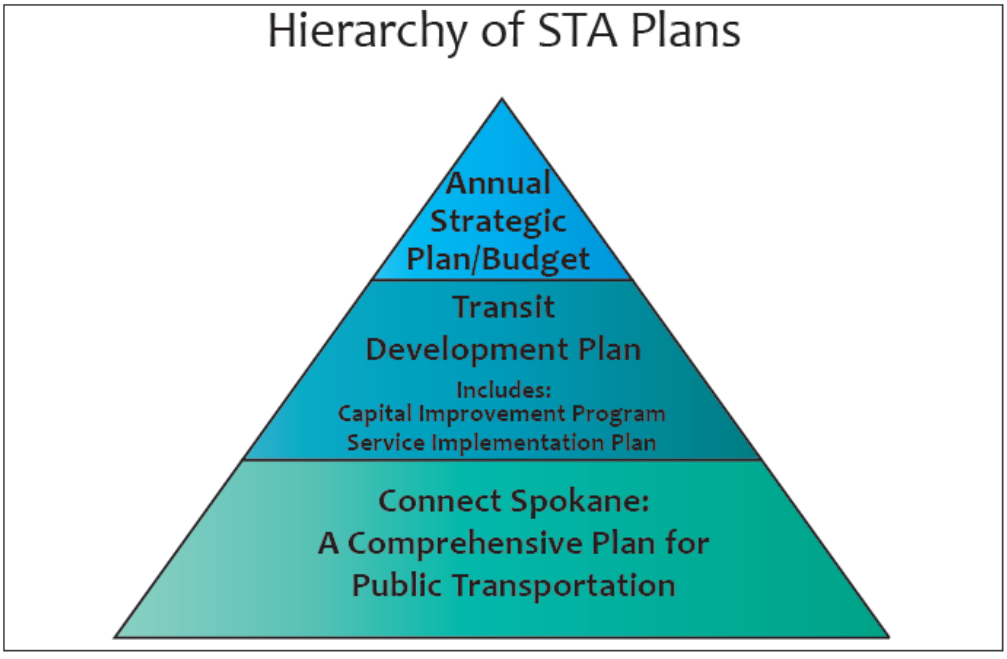
SUMMARY:

According to STA Board Resolution 681-11, adopted at the September 21, 2011 STA Board Meeting, the Planning & Development Committee is accountable for designing and coordinating the Board's participation in STA strategic and operational planning, including annual budget preparation, in this capacity:

- Reaching agreement with the Chief Executive Officer on the detailed design of the STA planning and budget development cycle—with special attention to the Board's role in planning—and on the annual planning calendar, and ensuring that the Board participates fully and proactively in the planning process.

Connect Spokane: A Comprehensive Plan for Public Transportation identifies four planning documents: the Transit Development Plan, Service Implementation Plan, Capital Improvement Program and Annual Strategic Plan/Budget, that need to be updated annually. As depicted in the diagram below, all of these plans are founded on the principles and policies of *Connect Spokane*.



The draft work program is focused primarily on the annual planning calendar. As in last years, there are some planning projects that augment the committee's work program. As projects move beyond the planning and preliminary engineering stages, implementation work is transferred to the Performance Monitoring and External Relations Committee. As for the Central City Line, the Planning and Development Committee is expected to continue to engage with the project up until there is a project construction grant agreement with FTA or similar contract that enables full implementation. Near the end of 2018, STA will develop the scope of work for planning and preliminary design work for a build-out of High Performance Transit on the Division Corridor. This grant-funded study will explore what could be done on the corridor above and beyond the HPT "Lite" investments committed to in *STA Moving Forward*.

Draft 2018 Planning & Development Committee Work Program

Month	Annual Planning Calendar	Other Planning Projects
December 2017	• Approval of Work Program	
January 2018	No Committee Meetings in January	
February 2018	• Review Work Program • Transit Development Plan (TDP): Commence development of mid-range planning guidance. • Present draft submittal for the SRTC 2018/2019 Unified Planning Work Program (UPWP)	• Transit Asset Management Plan Next Steps
March 2018	• TDP: Continue development of mid-range planning guidance.	• Review: FTA Annual Report on CIG Projects • Central City Line Update: Third-party Agreement Status Review
April 2018	• TDP: Finalize development of mid-range planning guidance for Board concurrence, including: o Revenue and expenditure forecast assumptions o Major strategic initiatives • Revise draft submittal for UPWP based on final TDP Guidance	
May 2018	• Preliminary Draft Transit Development Plan submitted to Planning and Development Committee for discussion, including the following major elements: o Service Implementation Plan (2019-2021) o Capital Improvement Program (2019-2024)	• Central City Line Update: 60% Design Constructability Review Results
June 2018	• Revised Draft TDP submitted to the STA Board of Directors • Public hearing conducted on TDP	
July 2018	• 2018 Annual Strategic Plan/Budget guidance workshop (full Board) • Action on recommended TDP	• Approve grants to submit for Regional Mobility Grant program
August 2018	No Board/Committee Meetings in August	
September 2018	• Draft Budget submitted to Committee and Board • Public hearing scheduled for October on Budget	• Review Central City Line Project Management Plan • Division Street HPT Preliminary Engineering Study Scope of Work Review
October 2018	• Public hearing on draft Annual Strategic Plan and Budget • Adoption of Annual Strategic Plan	• Approve Central City Line Project Management Plan • Approve Division Street HPT Preliminary Engineering Study Scope of Work
November 2018	• Board adoption of Annual Budget • Prepare 2019 Committee work program	• Review and approval Central City Line Third-party agreements
December 2018	• Finalize 2019 Committee work program	

RECOMMENDATION TO COMMITTEE: Information only.

FINAL REVIEW FOR COMMITTEE BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 7: COMMITTEE INFORMATION

REFERRAL COMMITTEE: N/A

SUBMITTED BY: N/A

SUMMARY:

No discussion; staff available for questions.

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 8: CEO REPORT - INFORMATION

REFERRAL COMMITTEE: N/A

SUBMITTED BY: N/A

SUMMARY:

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

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 9: NEW BUSINESS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: N/A

SUMMARY:

At this time, the Committee will have the opportunity to initiate discussion regarding new business relating to Planning & Development.

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 10: COMMITTEE MEMBERS' EXPRESSIONS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: N/A

SUMMARY:

At this time, members of the Planning & Development Committee will have an opportunity to express comments or opinions.

RECOMMENDATION TO COMMITTEE: N/A

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

November 1, 2017

AGENDA ITEM 11: REVIEW NOVEMBER 29, (DECEMBER MEETING) 2017 DRAFT AGENDA ITEMS – INFORMATION

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning & Development

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SUMMARY:

At this time, members of the Planning & Development Committee will have an opportunity to review and discuss the items proposed to be included on the agenda for the November 29, 2017 Committee meeting.

Proposed agenda items include:

- Minutes of the November 1, 2017 Committee meeting – *Corrections/Approval*
- Finalize 2018 Committee Work Program – *Consent Agenda*
- *Connect Spokane* Final Recommendation – *Board Action*
- Adoption of 2018 Operating & Capital Budgets – *Board Action*

RECOMMENDATION TO COMMITTEE: Review and discuss.

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel