

2026-2031 Transit Development Plan

Draft for Public Input 5/22/2025



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Plan Development and Public Consultation Information

Plan Adoption

The Spokane Transit Authority Board of Directors adopted, by resolution, the 2025-2030 Transit Development Plan on July 24, 2025.

Public Participation Process

Public Comment Period: May 22, 2025 – June 26, 2025

Comments submitted to:

Email: marredondo@spokanetransit.com
Mail: Spokane Transit Authority
Planning and Development Department
701 W Riverside Ave, Spokane, WA 99201

Public Outreach: Information on this plan will be presented at the following:

- April 9, 2025 – STA’s Citizens Advisory Committee
- May 21, 2025 – City of Spokane’s Transportation Commission
- May 27, 2025 – City of Spokane Community Assembly: Pedestrian, Transportation, and Traffic Committee
- May 28, 2025 – Spokane Regional Transportation Council’s (SRTC) Transportation Technical Committee (TTC) and Transportation Advisory Committee (TAC)
- May 2024 – STA’s Moving Forward Newsletter
- June 2025 – Washington State Department of Transportation (WSDOT)
- June 5, 2025 – Virtual open house
- June 9, 2025 – In-person open house
- June 11, 2025 – STA’s Citizens Advisory Committee
- June 12, 2025 – SRTC’s Board of Directors

Public Hearing: STA will hold a public hearing on the Transit Development Plan on June 26, 2025.

Address: 1230 W Boone Ave, Spokane, WA 99201

Time: 1:30 p.m. - 3:00 p.m.

Public Expressions Form Link: <https://spokanetransit.jotform.com/220347077579161>

Meeting Link: <https://www.spokanetransit.com/meetings/bod/june-26-2025/>

Notice posted to website: STA posted a public notice of the hearing on STA’s public notice webpage at: www.spokanetransit.com/public-notices/ on May 22, 2025.

Notice published in local paper: The Spokesman Review published the public notice for the hearing after May 22, 2025.

Public Document Review: STA allowed for the request of paper or digital copies of the Transit Development Plan on or after May 22, 2025, by emailing marredondo@spokanetransit.com or calling (509) 325-6059. Copies were also available for public inspection beginning May 22, 2024, at: Spokane Transit Authority,

- The Plaza, Customer Service, First Floor, 701 West Riverside Avenue, Spokane, Washington, 99201
- Administrative Office, North Side, Second Floor, 1230 West Boone Avenue, Spokane, Washington, 99201
- Visit www.spokanetransit.com/projects/transit-development-plan/.

Plan Distribution: By August 1, 2025, STA will distribute the adopted Transit Development Plan to:

- Washington State's Grant Management System (GMS)
- Washington State Department of Transportation (WSDOT) Community Liaison
- Spokane Regional Transportation Council (SRTC)
- Spokane County
- Cities within the corporate boundaries of STA, including
 - Airway Heights
 - Cheney
 - Liberty Lake
 - Medical Lake
 - Millwood
 - Spokane
 - Spokane Valley
- Transportation Improvement Board via:
 - Vaughn Nelson, Finance Manager
 - Chris Workman, Engineering Manager
- STA's Transit Development Plan webpage at: www.spokanetransit.com/projects/transit-development-plan/

Section 1: Introduction and Agency and System Overview

Introduction

Spokane Transit Authority's (STA) Transit Development Plan (TDP) contains the six-year plan, Service Improvement Program, and Capital Improvement Program. The TDP is submitted to the Washington State Department of Transportation (WSDOT) on an annual basis. STA is required to submit the six-year plan per RCW 35.58.2795. The information contained herein will be used as part of WSDOT's annual report to the Washington State Legislature. STA's 2026-2031 TDP also fulfills the planning requirements defined in Policy MI 4.3.2 of STA's Comprehensive Plan *Connect Spokane: A Comprehensive Plan for Public Transportation*.

The first section of this plan provides an agency and system overview as it exists in 2025.

Mission, Vision, and Priorities

Mission

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

Vision

Connecting everyone to opportunity

STA Organizational Priorities

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

Connect 2035

In 2022, STA embarked on the development of its next 10-year strategic plan, *Connect 2035*. The first phases of the planning efforts, culminated with the adoption of a strategic foundation document in December 2022 (Board Resolution No. 803-22). The document articulates the high-level roadmap for bus, paratransit, and rideshare service through 2035, with a clear vision supported by goals and strategies. The goals are:

1. Elevate the customer experience.
2. Lead and collaborate with community partners to enhance the quality of life in our region.
3. Strengthen our capacity to anticipate and respond to the demands of the region.

With the adoption of *Connect 2035* in December 2024 (Board Resolution No. 831-24), this TDP leverages the foundational elements of *Connect 2035* and contemplates preliminary investment levels associated with the implementation of the completed plan balanced with existing projects and service introductions currently in flight or planned over the course of the TDP period, 2026 through 2031.

Background

Public transportation began in Spokane County in the late 19th century with a series of independent transit companies. In 1922, Spokane City voters approved a city charter amendment that would enable the Washington Water Power Company to acquire the assets of its ailing competitor, Spokane Traction Company. The merged transit system was established as the Spokane United Railway Company and provided a privately owned and operated transit network throughout the city.

In 1945, Washington Water Power sold its interests in the transit system to Spokane City Lines Company, a private entity, and a part of National City Lines Company. The expanded usage of the private automobile following World War II contributed to the gradual decline in transit ridership. The added burden of declining revenues amidst rising labor costs resulted in Spokane City voters approving a household tax in 1968 to fund transit, and Spokane City Lines's operation became the Spokane Transit System. Overseen by a transit commission appointed by the City, the system operated throughout the 1970s, extending several routes beyond city limits, such as Cheney and Spokane Valley.

Increasing costs and a need for more funding precipitated a statewide effort to provide a more stable and responsive public funding source. In 1980, a new municipal corporation called the Spokane County Public Transportation Benefit Area (PTBA), was formed for the sole purpose of providing public transportation across the region. In 1981, the agency submitted a proposition to the region's voter to authorize up to a 0.3% retail sales tax be levied within the PTBA to provide local funding for transit. Following a successful ballot measure in March 1981, Spokane Transit Authority (as it is now called) took over operations of the municipally owned Spokane Transit System and began a multi-year expansion effort to extend service to all cities within the PTBA, as well as major activity centers within unincorporated Spokane County. Local sales tax was matched with the Motor Vehicle Excise Tax (MVET) until 2000, when the MVET was rescinded by voter initiative and the state legislature. In May of 2004, voters approved a temporary increase in the sales tax of an additional 0.3% for a total of 0.6% levied in the PTBA. The increase in sales tax was permanently reauthorized by voters in May 2008. In 2010, the STA Board of Directors adopted the agency's long-range planning document *Connect Spokane: A Comprehensive Plan for Public Transportation*. Additionally, reduced revenue because of the Great Recession charged STA with restructuring bus service to operate within its means. Despite some cutbacks during the recession, STA was able to increase service effectiveness and grow ridership.

In December 2014, the STA Board of Directors adopted *STA Moving Forward: A plan for more and better transit services*, a ten-year package of service and capital improvements to sustain and grow the transit system. At the same meeting, the Board passed a proposition to voters to increase sales tax in the PTBA by 3/10 of 1% to fund the improvements identified in the plan and maintain existing service. In April 2015, voters narrowly rejected the proposition by a vote of 49.61% for the proposition and 50.39% against it. Following the failure of the proposition the Board of Directors voted to put a modified measure in front of the voters in the November 2016 election. Voters passed the measure authorizing the collection of an additional sales and use tax of up to 2/10 of 1%, 1/10th effective April 1, 2017, and the second 1/10th effective April 1, 2019, both expiring no later than December 31, 2028, unless renewed by voters before that date. STA began introducing service improvements as part of *STA Moving Forward* in May 2017. The final improvements are scheduled to be in place by May 2026.

In December of 2022, the STA Board of Directors adopted *Connect 2035: Phase I Strategic Foundation*, a strategic roadmap for bus, paratransit, and rideshare service through 2035, with a clear vision supported by goals and performance measures. It builds on the successes of our previous strategic plan, *STA Moving Forward*, to address

emerging needs and continued investment in equity, sustainability, and community growth. Ultimately, it enables us to identify priorities for the next 10 years and beyond—all while building and strengthening relationships with and within the community. In July 2023, STA began Phase 2 of *Connect 2035* with the ultimate objective of identifying and prioritizing initiatives that STA can implement through 2035 to advance its mission and deliver on the three goals of *Connect 2035* described in the preceding section. In December 2024, STA’s Board of Director’s adopted the agency’s next 10-year strategic plan, *Connect 2035*. Key to implementing a new strategic plan is the renewal of the sales tax authorized by voters in 2016, which is currently set to expire December 31, 2028.

Agency Leadership

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

By state law, the Board is composed of up to nine voting members who are elected officials chosen from the jurisdictions served by the PTBA. In August 2018, the state legislature required that counties with populations over 400,000 containing a city with a population over 75,000 that does not operate its own transit system must select board members on a proportional basis based on population, with no one city having a majority. This resulted in a reallocation of board seats in 2019. Jurisdictions served include the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley as well as Spokane County. Additionally, there are four non-voting elected officials from area small cities, and one non-voting labor member, for a total of 14 board members.

The Chief Executive Officer is appointed by the Board of Directors and directly oversees Legislative Activity, Board Relations, Ombudsman and Accessibility Activity, Finance, Human Resources, Communications, Operations, Planning and Development.

As reported to the National Transit Database in 2024, STA employed a total of 670.90 Full Time Equivalent (FTE) employees to provide fixed route service, directly operated paratransit services, and Vanpool services. STA contracted with a provider of purchased paratransit service that had 38 employees at peak time. A breakdown by mode is provided below. FTE counts include both operators and non-operators.

Fixed Route

- Full-time FTEs – 552.3
- Part-time FTEs – 15.7

Paratransit

- Full-time FTEs – 100.4
- Part-time FTEs – 0.1

Vanpool

- Full-time FTEs – 2.1
- Part-time FTEs – 0.1

2025 Board of Directors

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

Service Characteristics

Fare Structure

Through its comprehensive plan, STA has established a fare policy to encourage increased ridership by providing a convenient and reasonably priced method for citizens to enjoy the advantages of public transportation. The Board of Directors updated the fare rates and structure in 2022 to account for a modernized fare collection system, Connect by Spokane Transit, and the adoption of zero fare for youth as part of a state sponsored grant. The table below identifies the legacy fare types available. Table B identifies the Connect fare types available. All fare media are currently still valid, though legacy instruments are being phased out.

Legacy Fare Types

Fare Type	Description
Single Ride	Direct travel from one origin to one destination on a single fixed route or paratransit vehicle
Two-Hour Pass	Unlimited travel for a consecutive two-hour period on fixed route services
Fixed Route Bus 7-Day Rolling Pass	Unlimited travel on fixed route bus service during a rolling 7-day period effective on first use.
Reduced Fare	Available to those over 65, people with disabilities or a valid Medicare card. Available in Single Ride, 2-Hour and 31-Day Rolling Pass.
Universal Transit Access Pass (UTAP) Program	Program available on a contractual basis for groups with 100 or more employees/members in which all members of the organization have unlimited access to STA services

Connect Fare Types

Fare Type	Description
One Ride	Unlimited travel for a consecutive two-hour period on fixed route or one single Paratransit trip.
Fare capping - Daily	Maximum fare charged per day when paid all day with the same Connect card, eConnect through the STA Connect mobile app, or contactless payment method
Fare capping - Monthly	Maximum fare charged per calendar month when paid all month with the same Connect card or eConnect through the STA Connect mobile app
1-Ride, Day Pass, or 7-Day Rolling Pass	Unlimited travel on fixed route bus service during the specified time period effective, on first use.
31-Day Rolling Pass	Unlimited travel on fixed route bus service during a rolling 31-day period effective on first use. Sold exclusively to Institution partners.
Paratransit Monthly Pass	Unlimited travel on paratransit service during the calendar month.
Reduced Fare	Rider's License (18 & under): Zero fare Honored Rider (60 and Over): 50% fare Honored Rider (People with Disabilities/valid Medicare card): 50% fare Stars and Stripes (Active-duty military personnel and Veterans): 50% fare Student: Standard Fare with 20% monthly fare capping discount
Employer-Sponsored Bus Pass	Matching discount program for employers who meet certain criteria
Universal Transit Access Pass (UTAP) Program	Program available on a contractual basis for groups with 100 or more employees/members in which all members of the organization have unlimited access to STA services
Shuttle Park Pass	Program that combines Arena parking and shuttle service on one ticket
Right-to-Ride (R2R) Program	Program that allows businesses to offer employees easy access to the system, with the company only paying for the rides employees actually take, up to a set monthly limit.
Community Access Pass (CAP) Program	Program that lets non-profit organizations buy 1-Ride and Day Passes at 50% fare to give (at no cost) to people they serve who need them.

Service Description

All fixed route service is provided by vehicles that are accessible for people with disabilities. As of May 18, 2025, STA has 51 routes in operation:

1	City Line
4	Monroe-Regal
6	Cheney
9	Sprague
11	Arena/Downtown Shuttle
12	Southside Medical Shuttle
14	South Adams/Napa
20	SFCC
21	West Broadway
22	Northwest Boulevard
23	Maple/Ash
25	Division
27	Crestline
28	Nevada
31	Minnehaha/Lidgerwood
32	Trent/Montgomery
33	Wellesley
34	Freya
35	Francis/Market
36	North Central
43	Lincoln/37 th Ave
45	Perry District
60	Airport
61	Highway 2/Fairchild
62	Medical Lake
63	Geiger/Airport

65	Hayford
66	EWU
67	Swoop Loop
68	Cheney Loop
74	Mirabeau/Liberty Lake
94	East Central/Millwood
95	Mid-Valley
96	Pines/Sullivan
97	South Valley
98	Greenacres/Liberty Lake
124	North Express
144	South Express
172	Liberty Lake Express
173	VTC Express
190	Valley Express
223	Shadle/Indian Trail
247	Lincoln Park/Ferris
294	East 8 th
633	Geiger Shuttle
661	EWU Express
662	EWU North Express
663	EWU VTC Express
664	EWU South Hill Express
724	Liberty Lake Tech Express
771	Mirabeau Express

Service Days and Hours

Hours of service are generally 5:30 AM to 11:30 PM Monday through Friday, 6:00 AM to 11:30 PM Saturdays, and 6:00 AM to 10:00 PM Sundays and holidays. The City Line Bus Rapid Transit extends later in the evenings, Monday through Saturday, until 1:00 a.m.

STA operates 365 days a year. Specific observed holidays operate on a modified schedule, typically aligning with Saturday or Sunday schedules. These observed holidays include New Year's Day, Martin Luther King, Jr Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

Service Connections

STA provides service to the following transportation facilities serving other modes and operators:

- Spokane Intermodal Center (Greyhound and Amtrak services)
- Spokane International Airport (regional and international air transportation services)
- Coeur d'Alene Tribe Casino Shuttle (regional transportation connection)
- Spokane Transit Plaza (Gold Line service to Kettle Falls)
- Spokane Tribe Casino & Walmart in Airway Heights (Moccasin Express - Spokane Tribe)
- Hastings Park & Ride (Kaltran – Kalispell Tribe)

STA operates five transit centers within the PTBA as of March 2025. The transit centers include:

Transit Center	Location
The Plaza	701 W. Riverside Ave.
Pence-Cole Valley Transit Center	E. 4 th Ave. & S. University Ave.
SCC Transit Center	1810 N. Greene St.
West Plains Transit Center	10810 W Westbow Rd.
Mirabeau Transit Center	13209 E Indiana Ave.

STA also operates service to 14 park-and-ride lots within the PTBA, including those associated with the transit centers listed above:

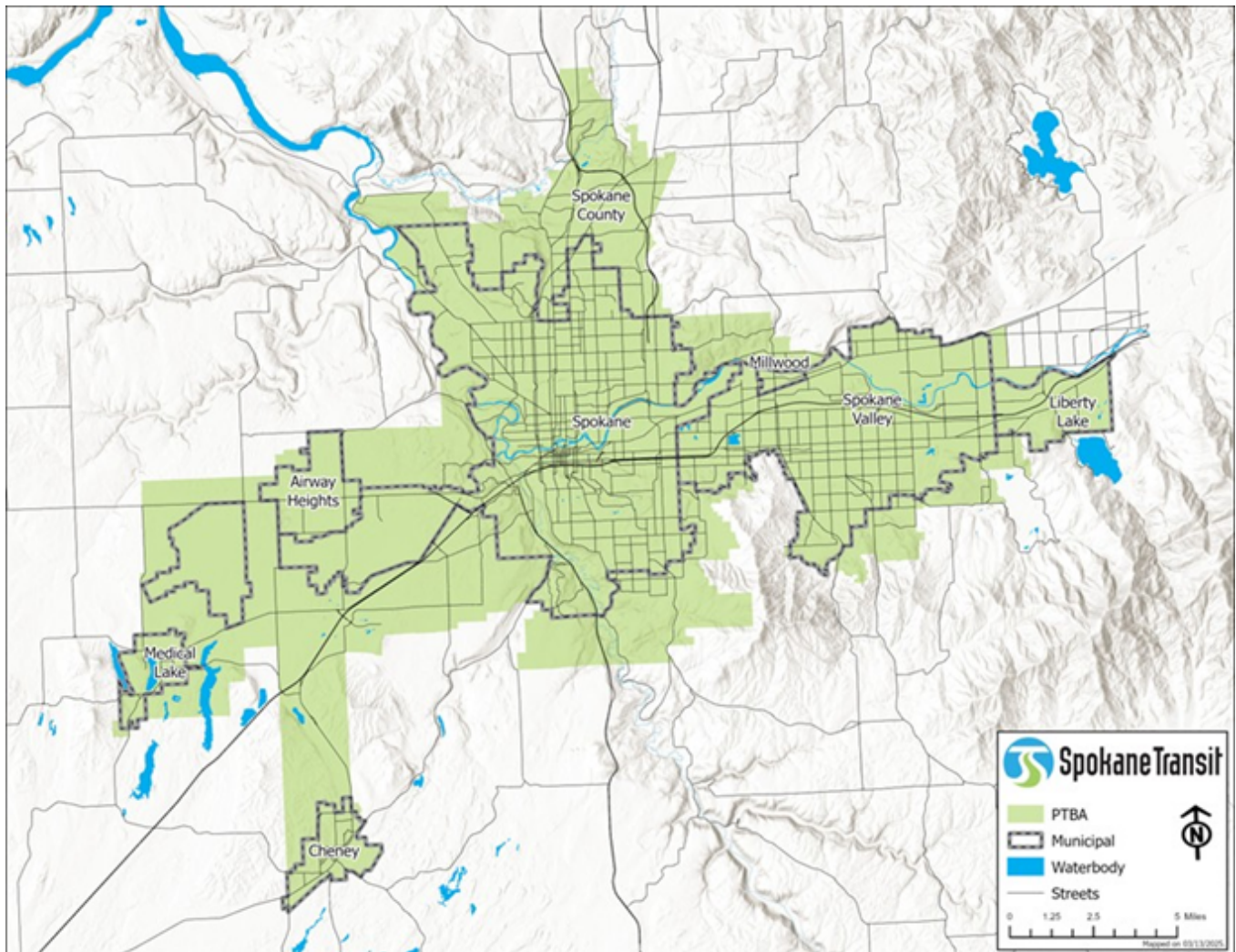
Lot	Location	Available Parking Spaces
Airway Heights	W. Highway 2 & S. King St.	22
Arena	W. Boone Ave. & N. Howard St.	320
Country Homes	N. Country Homes Blvd. and N. Wall St.	50
Fairwood	W. Hastings Rd. & N. Mill Rd.	200
Five Mile	N. Ash St. & W. Five Mile Rd.	99
Hastings	W. Hastings Rd. & N. Mayfair Rd.	135
Jefferson	W. 4 th Ave. and S. Walnut St.	406
"K" Street Station (Cheney)	K St. & W. 1 st Ave.	28
Liberty Lake	E. Mission Ave. & N. Meadowwood Ln.	165
Mirabeau Transit Center	E. Indiana Ave. & Mirabeau Pkwy.	190
Moran Station	5625 S Palouse Highway	100
Pence-Cole Valley Transit Center	E. 4 th Ave. & S. University Ave.	236
South Hill	Southeast Blvd. & E. 31 st Ave.	98
West Plains Transit Center	10810 W Westbow Rd	200

In addition, STA provides service to, or in the vicinity of, most of the public elementary, middle and high schools in its service area, as well as to Spokane Community College, Spokane Falls Community College, Eastern Washington University (Cheney, WA), Gonzaga University, Whitworth University, Eastern Washington University Spokane, and Washington State University Spokane.

Service Area

Public Transportation Benefit Area

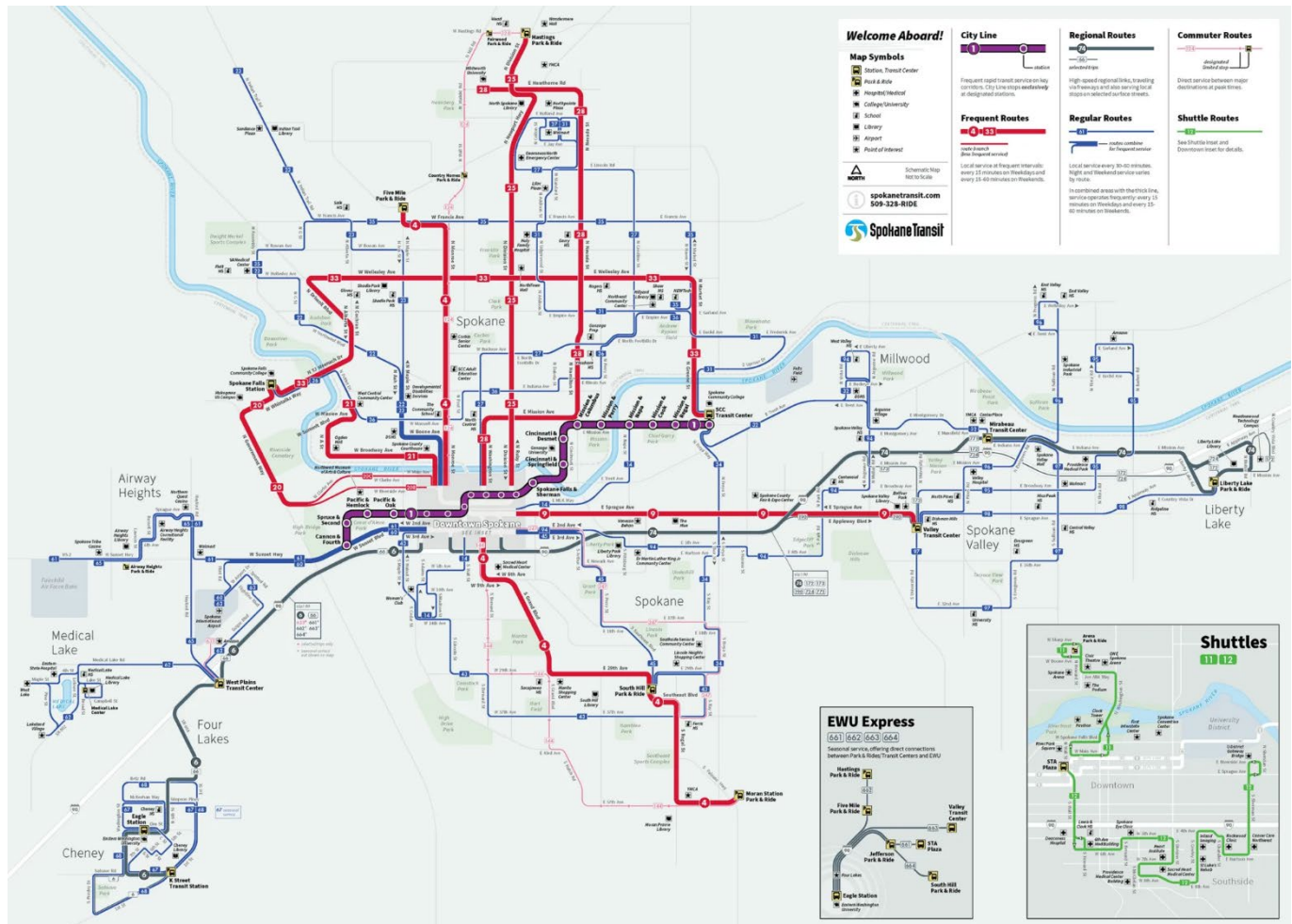
The Public Transportation Benefit Area (PTBA) is a special taxing district established by Washington State for the purpose of providing public transportation. The PTBA includes the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley, as well as portions of the unincorporated county surrounding those municipalities, creating a boundary that is roughly 248 square miles. The State of Washington Office of Financial Management estimates that 475,470 people were living within the PTBA in 2024.



Fixed Route Bus Service Area

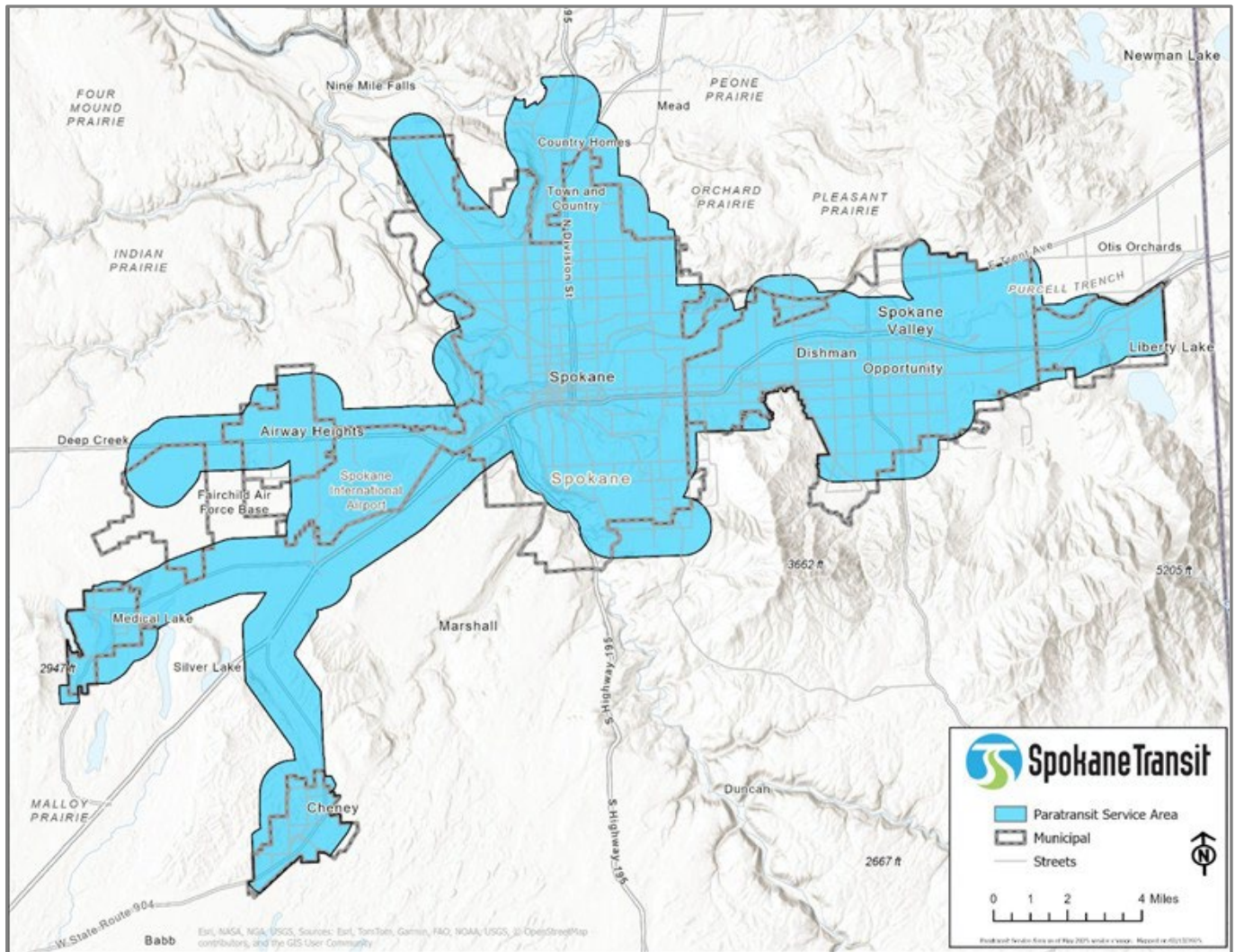
STA provides fixed route bus service and paratransit service comparable to fixed route service to the cities of Spokane, Spokane Valley, Airway Heights, Cheney, Liberty Lake, Medical Lake, and Millwood, as well as to unincorporated areas of Spokane County that are within the PTBA. The latest system map, dated September 2024, is depicted below. A higher resolution version can be viewed and downloaded here:

<https://www.spokanetransit.com/routes-schedules/sta-system-map/>



STA Paratransit Service Area

Paratransit service conforms to the Americans with Disabilities Act of 1990 and is comparable to fixed route bus service area for individuals when the effects of their disabilities prevent them from using the regular fixed route buses. The service area extends $\frac{3}{4}$ of a mile on each side of and around each fixed route.



Section 2: 2024 in Review

Ridership

In 2024, STA provided 10,166,876 rides on its fixed route bus system, which is a 13.6% increase over the 8,947,157 rides provided in 2023. Paratransit ridership increased to 390,956 passengers in 2024 from 360,927 passengers in 2023. In 2024 Rideshare ridership increased to 103,270 passenger trips compared to 95,655 trips in 2023.

Fleet Additions

In 2024, STA took delivery of the following vehicles:

Revenue Vehicles

Fixed Route Coaches

- (10) 40' New Flyer Diesel Coaches (10 of 20)

Paratransit Directly Operated Vans

- (20) Ford StarCraft Allstar Cutaway Vans

Rideshare Vans

- (16) Chevrolet Traverse Rideshare Sports Utility Vehicles (SUVs)

Non-Revenue Vehicles

Transportation Supervisor Vehicles

- (2) Ford F150 Light Duty Trucks

Capital Projects

In 2024, STA completed or made progress on the following capital projects to deliver *STA Moving Forward*, STA's current 10-year plan, and to maintain and improve transit service:

City Line Implementation and Launch

The City Line, STA's first bus rapid transit (BRT) route, was launched in July 2023. City Line improvements include six (6) mile bus rapid transit with 33-stations, battery electric buses, distinctive branding, real time information, shelters, display markers, security cameras. All amenity installation, testing and other implementation activities were completed prior to launch with minor punchlist items completed during the remainder of 2023 and into 2024.

Cheney Line HPT Construction

Spokane Transit completed adding High Performance Transit (HPT) infrastructure on Route 6 Cheney between the City of Spokane and the City of Cheney, serving Eastern Washington University and the West Plains Transit Center adjacent to Interstate 90. Installation of HPT stations and enhanced stops were completed throughout the corridor and included HPT markers, lighting, digital and static signage, shelters, benches, leaning rails, and trash and recycle bins. These improvements were made at Jefferson Park & Ride, West Plains Transit Center, Four Lakes Station Betz Station, Eagle Station, and K Street Station. Various other stops saw other improvements, such as improved passenger platforms, ADA curb ramps at neighboring intersections, and pads for shelters.

Sprague Line HPT Construction

Spokane Transit made significant progress adding High Performance Transit (HPT) infrastructure on Route 9 along Sprague Avenue between the City of Spokane and the Valley Transit Center. Construction began for the installation of HPT stations and enhanced stops throughout the corridor and included HPT markers, lighting, digital and static signage, shelters, benches, leaning rails, and trash and recycle bins. These improvements were made at Sprague Avenue and the following cross-streets Altamont, Carnahan, Park, and Mullan and at Appleway/University. Phase 2 of this project, which includes up to 15 stops being upgraded to HPT, continues into 2025. Various other stops saw other improvements, such as improved passenger platforms, ADA curb ramps at neighboring intersections, and pads for shelters.

I-90 Valley HPT Planning and Design

Spokane Transit completed an update to the Corridor Development Plan for the I-90 Valley HPT Corridor. This project will add High Performance Transit (HPT) infrastructure on Route 7 I-90 Valley Corridor revising the current route 74 and other routes. This HPT route will extend from the West Plains and Spokane International Airport to Spokane Valley and Liberty Lake. Planning and design are well underway for installation of HPT stations and enhanced stops throughout the corridor. Improvements being planned included HPT markers, lighting, digital and static signage, shelters, benches, leaning rails, and trash and recycle bins. The I-90 Valley CDP also calls for the addition of two Park and Ride facilities along this route in the next 10 years (Argonne Station Park & Ride and Appleway Station Park & Ride). Land acquisition, and planning & design work for Argonne Station Park & Ride is underway. Appleway Station Park & Ride activities will occur in the future.

HPT Amenity Installation

STA continued the installation of High Performance Transit (HPT) amenities on HPT lines in the system and completed work on the Monroe-Regal Line, Cheney Line and at the STA Plaza. Work included installation of HPT markers, lighting, and digital signage.

Mirabeau Transit Center Planning and Design and Construction

STA completed the planning and design of significant upgrades to the existing Mirabeau Point Park and Ride to become the Mirabeau Transit Center. Enhancements include HPT amenities (lighting, digital signage, and markers), additional bus bays/platforms, additional parking, improved pedestrian access and improved customer safety precautions (security cameras, lighting, etc.). Improvements also include a new operations support building which houses an operator breakroom and two operator restrooms.

Division Street BRT Project Development

Division Street Bus Rapid Transit (BRT) is envisioned to be the second BRT line in the Spokane region, extending from downtown Spokane along the Division Street Corridor for approximately ten miles to the Mead area. The project is identified in the region's Metropolitan Transportation Plan and has garnered state legislative support as a complementary investment to the North Spokane Corridor.

The project team began 2023 working to finalize the north end routing and station locations. Once identified, the locally preferred alternative (LPA) was revised by the STA Board. The Board also approved funding for the next phase of the project and committed the local fund savings from the City Line to the Division St. BRT project. The team prepared a request to enter the Capital Investment Grant (CIG) Project Development phase, which was approved by FTA. Shortly after, preliminary engineering (up to 30% design), traffic analysis and modeling, and environmental scoping work began. All station locations have been generally defined. Agency coordination has

been extensive, with all agencies agreeing to coordinated submittal, review, and approval processes. Public outreach activities have included in-person and virtual open house events, online surveys, social media posts, website updates, neighborhood council updates and one-on-one landowner contacts.

Communications

In addition to ensuring consistent, transparent communications with the community and stakeholders in 2024, STA made advancements in the following areas:

Campaigns & Programs

STA's major campaign of 2024 was promoting the "Youth Ride Free" program; all youth 18 and younger are fare free. To promote this program and associated Rider's License fare card, which is not required, but encouraged, STA used a variety of techniques, including TV ads, social media, radio ads, and print campaigns, including in Spanish and Russian productions. They also produced digital content for use by partners and engaged in multiple in-person outreach events focused on youth and families.

2024 was the 50th Anniversary of the World's Fair in Spokane, and in celebration of Expo '74, STA was fare free on the weekends for a two-month time period to mark the occasion, along with fifty cent fare on weekdays for the downtown shuttle. A special campaign was developed to promote this fare, including a commemorative bus livery and Connect card, special printed brochures for visitors, social media videos, digital content, and radio ads.

STA's Internal Communications team also started a new program aimed at front line employees and developed a program for producing internal third sheet pamphlets with important information that are intended to be more approachable than an operating notice.

Web Communications

STA worked with its web development partner to continue refinements to the notifications system for subscribers advising of detours and trip cancellations. These refinements were primarily for display on the STA website, which involved an overhaul of the design of the routes and schedules page to better share this information with customers.

A new position was added to the Web Services department to better support internal efforts at maintaining the website and improving the user interface. The Web and Digital Services Specialist made immediate improvements to the navigation of the Fares and Passes section of the website and created a Rider's Guide section, streamlining access. The Web and Digital Services Specialist also helped develop an inventory of STA's current compliance with Web Content Accessibility Guidelines (WCAG) and designed a tracking system and roadmap to ensure a complete transition by April 2026.

To continue to better serve both internal and external customers, at the end of 2024, Web Services was transferred from the Communications Division to Information Services for a better alignment of workforce knowledge and customer deliverables.

Customer Service

A new microphone system was installed at the Customer Service counter at the STA Plaza in 2024 aimed at enhancing customer experience, improving the ability of customers to effectively communicate with customer service representatives while at the same time maintaining a secure working environment for employees.

Enhancements were also made to the pass sales software system to improve the handling of group sales' purchases. Customer Service also participated in the testing of the Operations software for Fixed Route.

Business & Program Development

Outreach focused on the "Youth Ride Free" program and related partnership with Spokane Public Schools, who worked with STA to develop an easy way for teachers to utilize STA for classroom field trips. Business Development also worked with the higher education Universal Transit Access Pass (UTAP) partners to transition them to the Connect fare system.

In 2024, Business Development attended/facilitated more than 80 community events to support these outreach efforts. Twenty-two school visits realized the distribution of thousands of Rider's License Connect cards, and dozens of hours educating youth from 5 to 18 on bus riding basics, in support of Youth Ride Free. The Business Development Department also partnered with 4 local ESL CBOs to provide How-to-Ride presentations to their non-English speaking clients. Worksite visits and educational luncheons to promote Commute Trip Reduction (in conjunction with Commute Smart NW), included some of the region's largest employers and worksites, such as The Davenport, Amazon at Geiger, and Spokane County. Educating local workforce representatives about STA's employer bus pass program options lead 4 new companies to commit to subsidizing 100% of their employees' transit travel (Numerica, The Davenport, Inland Imaging, Jacobs Engineering). Business Development also represented STA at 35 neighborhood festivals and resource fairs, driving holistic transit awareness, with five additional events focused specifically on Paratransit services. These events combined to represent more than 300 hours of community outreach.

STA worked with Spokane Public Schools (SPS) in the summer of 2024 to develop a new field trip program so teachers can better utilize the "Youth Ride Free" program. STA trained SPS staff on trip planning and how best to use the system and assisted in the development of training materials. STA staff also regularly assist with questions for SPS administrators for trip planning involving multiple classrooms.

Eight of nine Universal Transit Access Pass (UTAP) programs were renewed. All but one higher education partner needs to convert to the new Connect fare system, and STA worked with them to develop a new e-solution to allow a smoother transition from students, faculty, and staff using physical cards to using a virtual card within their smartphones. It is anticipated the remaining four will fully transition in 2025. Approximately 933,078 trips were taken by UTAP customers in 2024, representing a 17.1% increase from 2023.

Planning Efforts

In 2024, STA completed or made significant progress on the following planning projects that further the visions and goals of the *Connect Spokane*, STA's Comprehensive Plan:

Connect 2035

The Connect 2035 plan articulates the Spokane Transit Authority strategic roadmap for bus, paratransit, and rideshare service through 2035, with a clear vision supported by goals and strategies. It builds on the successes of our previous strategic plan, STA Moving Forward, to address emerging needs and continued investment in equity, sustainability, and community growth. Ultimately, it enables us to identify priorities for the next 10 years and beyond—all while building and strengthening relationships with and within the community.

Phase 1, the Strategic Foundation, was adopted by the STA Board of Directors on December 15, 2022. It includes revised vision and mission statements, goals, high level strategies, and performance measures. Phase 2, adopted

in December 2024, incorporated the Strategic Foundation while identifying and prioritizing initiatives that will take STA through the next ten years of providing transit service in the region.

Connect Spokane Update

Connect Spokane is STA’s comprehensive plan, spanning 30 years in scope. As a guiding policy document for the future of public transit in Spokane, this long-term plan has formed the basis for our medium and short-term plans, including STA Moving Forward and Connect 2035. The latest update to Connect Spokane was undertaken to clarify language where necessary, update the HPT section with new tables and maps as we plan for the future of High Performance Transit (HPT), and overall align new policies with the proposed Connect 2035 initiatives. This includes updates to the Revenues and Fares section to accommodate new reduced fare programs, as well as an entirely new Equity and Inclusion element.

Bus Stop Improvements

Spokane Transit improves and maintains bus stops and associated amenities through the service area. To support recent service changes and to accommodate ridership demands, select bus stops were improved across the region in Airway Heights, City of Spokane, Spokane Valley, and Liberty Lake. The bus stop improvements planned included ADA accessible boarding and alighting, signage, sidewalk connections, and shelter pads at select locations.

Service Changes and Public Outreach

Minor routing and schedule changes occurred as needed in January and May 2024, while moderate modifications occurred in September as STA prepared for 2025-2027 service changes incorporating projects from STA Moving Forward, 2021 Near Term Investments, and City Line implementation impacts on the Fixed Route network. Some notable changes include:

- Introduction of two new routes, Route 65 Hayford and Route 31 Minnehaha/Lidgerwood.
- Implemented of High Performance Transit (HPT) Route 9 Sprague which superseded Route 90; this implementation did not include Route 21 Broadway.
- Expanded the span of service on Route 74 Mirabeau/Liberty Lake to include Saturdays.
- Increased frequency on Route 28 Nevada to 15-minutes on weekdays and 30-minutes on weekends.

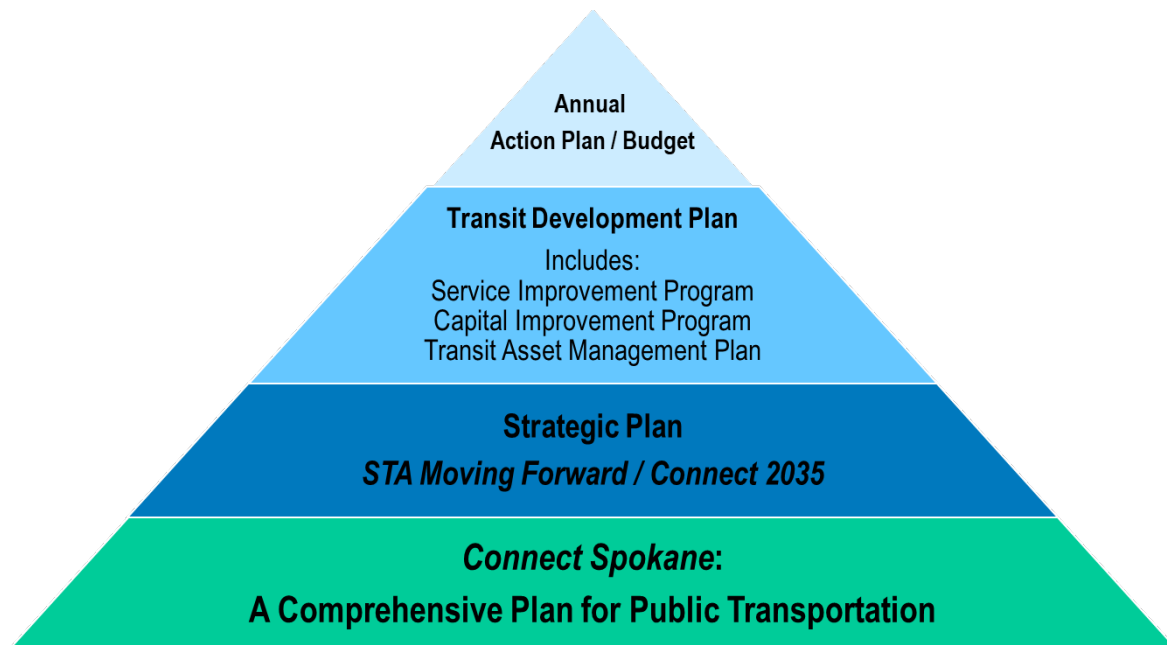
An extensive public outreach campaign was launched to provide information ahead of the September 2024 service change. In addition to digital and social media campaigns, staff hosted in-person information events at the following locations in the week preceding the implementation of the September 2024 Service Change:

- The Plaza
- Spokane Community College Transit Center
- West Plains Transit Center

Section 3: Mid-Range Tactical Framework (2026-2031)

Background

STA prepares for both the near-term and long-term needs by updating and maintaining a series of planning documents. Working in concert, these documents together make up a hierarchy from broad policy to discrete actions.



Connect Spokane sets out the 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.

The STA Strategic Plan is a 10–15-year plan with short- to mid-term strategies and objectives for a fixed target year. This document acts on the policies and visions within *Connect Spokane*.

The Transit Development Plan translates the policy of *Connect Spokane* and the strategies and objectives of the strategic plan into an implementation plan, identifying the projects and service STA will provide over the next three to six years.

The Annual Action Plan identifies key action over the next year.

STA is currently implementing the objectives identified in our first strategic plan, *STA Moving Forward*, while developing our next strategic plan, *Connect 2035*.

STA Moving Forward was initially approved by the STA Board of Directors in December 2014, and revised in 2016 with the passage of voter-approved Proposition 1 that provided additional funding for the plan. Minor revisions were adopted in 2020 and 2024. STA has fully completed most of the projects in the plan, with the remaining projects largely slated for completion in 2025 and one final project scheduled for May 2026.

In December 2024, the STA Board of Directors adopted the *Connect 2035* Strategic Plan that details STA's future direction, core investments, and initiatives for community engagement and progress tracking. More information on *Connect 2035* can be found here: <https://staconnect2035.com/>

Tactical Framework for the 2026-2031 TDP

The STA Board of Directors developed the following six-year planning tactical framework that reflects the goals established in *Connect 2035* as a first step in developing the TDP.

Elevate the customer experience.

- Finish delivery of *STA Moving Forward* to expand ridership and deliver on commitments including key High Performance Transit investments
 - Supporting cross-state service to Idaho on a pilot basis.
 - Implement double-decker buses for Cheney HPT.
- Advance Division Street BRT through Project Development toward a future FTA capital investment grant.
- Upgrade Route 33 Wellesley to High Performance Transit.
- Implement Mobility-On-Demand pilots across the PTBA.
- Pilot a safety ambassador program with trained personnel on buses and at facilities.
- Invest in systems for more accurate real-time information.

Lead and collaborate with community partners to enhance the quality of life in our region.

- Partner in developing and implementing the regional transportation and land use visions.
 - Engage in updates to the Urban Growth Areas (UGA) and Horizon 2050, the Metropolitan Transportation Plan (MTP).
 - Collaborate with Spokane City and Spokane County on the Division Transit Oriented Development (TOD) study.
- Plan and implement a pilot TOD program and partner with regional jurisdictions to further TOD land use planning.
- Expand opportunities for community partners, especially community-based organizations, to collaborate with STA on key efforts such as STA's Title VI Program and the design and implementation of initiatives in *Connect 2035*.
- Engage community partners in educational efforts related to the expiration and planned renewal of the voter-approved 2/10 of a 1% sales tax prior to late 2028.
 - Prepare and communicate information about implementation of STA Moving Forward projects and status of delivery.
 - Prepare and communicate information about how investments have benefitted residents and communities in our region.
- Utilize relationships with public and private entities, continuously gathering feedback to evolve business-to-business product offerings and aligning service delivery strategies with community needs.
- Partner in developing and implementing plans to connect to and address multimodal transportation needs and opportunities in the region.
- Pilot an eligibility-based reduced fare program for riders experiencing low incomes.

Strengthen our capacity to anticipate and respond to the demands of the region.

- Begin to implement the initiatives from Connect 2035 that were identified as high priorities by the community and the STA Board.
- Develop and implement the Facilities Master Plan to position STA for strategic growth that supports STA's growing and changing role in the region.
- Implement STA's fleet replacement plan and prepare for the next steps in transitioning the fleet toward zero emission vehicles in the future.
- Develop user-friendly public-facing dashboards for key performance indicators and ease access and use publicly available data.
- Implement a customer relationship management system to streamline customer interactions and improve service delivery.
- Establish an organizational development program.

WSDOT State Transportation System Policy Goals

Per RCW 47.04.280, the Washington State Legislature has outlined policy goals for the planning, operation, performance of, and investment in, the state's transportation system. As the 2025 Board-adopted Annual Action Plan (Appendix A) notes, STA's overarching goal is to implement *STA Moving Forward* while creating the groundwork for STA's next 10-year plan, *Connect 2035*. The table below shows how STA's local priorities align with state goals established in the Washington State Transportation Plan.

Goal: Delivery of *STA Moving Forward* and Launch Implementation of *Connect 2035*

Strategies and Actions	State Area Goals					
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship
Action 1: Elevate the customer experience.	✓	✓	✓	✓		✓
Deliverable 1.1: Pilot a safety ambassador program						
Deliverable 1.2: Sprague Line						
Deliverable 1.3: I-90/Valley Corridor						
Deliverable 1.4: Division Street BRT						
Deliverable 1.5: Expand adoption of the Connect card and introduce enhancements						
Deliverable 1.6: Other Connect 2035 Initiatives						
Action 2: Lead and collaborate with community partners to enhance the quality of life in the region.	✓	✓		✓	✓	✓
Deliverable 2.1: Partner in planning, developing, and implementing regional transportation and land use decisions						
Deliverable 2.2: Implement Pilot of the Transit Oriented Development (TOD) Program						
Deliverable 2.3: Expand outreach to community partners, especially civic and community-based organizations, and local governments to collaborate with STA on key efforts including an update to its Title VI Program						
Deliverable 2.4: Other Connect 2035 Initiatives						
Action 3: Strengthen STA's capacity to anticipate and respond to the demands of the region.	✓	✓			✓	✓
Deliverable 3.1: Advance the Facilities Master Plan toward preliminary siting and design						
Deliverable 3.2: Implement STA's fleet replacement plan, including additional charging infrastructure, while preparing for the next steps in transitioning of the fleet toward zero emission vehicles in the future						
Deliverable 3.3: Training and Development						
Deliverable 3.4: Other Connect 2035 Initiatives						

Funding Considerations

This plan assumes adequate funding to construct and operate all the projects highlighted within the plan unless otherwise noted. STA has three primary sources of revenue:

- **Federal and State grant opportunities**
 - STA will continue to seek grant opportunities to construct capital projects that address the goals of *Connect 2035*, advance the Facilities Master Plan, implement the High Performance Transit network and ensure a state of good repair. This will enable more local funding to be focused on service operations.
- **Fare revenue and ridership**
 - The first principle in the Revenues and Fares element of Connect Spokane states “Fares Matter”. Ridership increases are achieved by making public transportation cost effective and simple to use, and fares are an integral part in funding a sustainable system.
 - STA policy RF 2.2 Rider Contribution to Cost of Service in *Connect Spokane* establishes a pro-ridership philosophy rooted in the recognition that more revenue allows for more and better transit service, which, when available for reasonable rate to the passenger, attracts more ridership and therefore more revenue. Increasing ridership is therefore foundational to increasing farebox revenue. STA will continue to aggressively pursue opportunities to grow ridership.
 - Current financial projections do not include a fare increase over the six-year planning horizon of this TDP. Any fare changes are subject to review, discussion, and public input. Fare changes also require a Title VI equity analysis.
- **Sales tax revenue**
 - STA has the authority, subject to voter approval, to collect up to 0.9% sales tax for general public transportation and additional taxes for high-capacity public transportation, subject to certain planning and policy actions. Currently, STA collects 0.8% sales tax within the Public Transportation Benefit Area (PTBA) in the Spokane Region.
 - Voter approved sales tax includes the 0.2% sales tax that was approved by voters through STA Proposition 1 in November 2016 to deliver the increased transit service and infrastructure according to the *STA Moving Forward* plan which currently sunsets in December 2028. The TDP assumes the sales tax authorized by voters in 2016 will be reauthorized. **The final version of this TDP may identify a target window for a ballot proposition for reauthorization of the tax.**

Funding Risk Considerations

STA faces some risk relative to two of its primary funding sources during the 2026-2031 period covered by this TDP:

- **Sales tax revenue**
 - As noted above, the TDP assumes that the 0.2% sales tax that was approved by voters through STA Proposition 1 in November of 2016 and sunsets in December 2028 will be reauthorized. The STA Board is currently discussing the timing of the ballot measure to request this reauthorization by the voters in the PTBA. There is no guarantee that this measure will be approved by voters, leaving the years 2029 through 2031 with a possible reduction in sales tax revenue of 25% from current levels. Should the renewal measure not succeed, STA would have to contemplate reductions in service and capital investments to align with this reduced source of funding.

- **Expiring Federal Transit programs**
 - The Infrastructure, Investment and Jobs Act of 2021 (IIJA) is the surface transportation authorization bill. It expires September 30, 2026. A reauthorization bill may introduce myriad changes to funding levels, programs and federal policies related to public transportation.

Plan Consistency

Spokane Transit is a voting member on the Spokane Regional Transportation Council (SRTC) Board, and has voting members on SRTC's Transportation Technical Committee. SRTC is the designated Metropolitan Planning Organization (MPO) in the Spokane region and is the lead agency for transportation planning services. Spokane Transit participates in policy and programming decisions for transportation projects and services. Spokane Transit coordinates with other member agencies, including WSDOT, and SRTC staff to prepare and regularly update the regional transportation plan.

In addition to the regional government, STA works closely with planning staff and elected officials from all jurisdictions that STA serves to ensure that any programs, services, and priorities are consistent and supported by our partner agencies comprehensive transportation plans and policies. This coordination promotes integration between land use, public transit, and other transportation modes.

Section 4: Service Improvement Program (2026-2028)

Introduction

The Service Improvement Program (SIP) is prepared each year to guide the future delivery of fixed route service. Developed in close coordination with the agency's six-year financial projections contained within this TDP. The SIP is designed to inform the public of possible bus service improvements over a three-year period following the May 2025 Service Change. The SIP is updated annually as described in Connect Spokane policies MI 4.3.2 and 4.3.2.3.

Planning Inputs

The following planning documents, performance reports, and other inputs contribute to STA's Service Improvement Program.

Connect Spokane. STA's comprehensive plan establishes principles and policies to guide STA's services and programs into the future. Key elements of the plan pertinent to the SIP include *High Performance Transit* and *Fixed Route Service*. The plan can be found here: www.spokanetransit.com/projects/comprehensive-plan/

STA Moving Forward. In 2016 voters approved funding for *STA Moving Forward*, a plan that includes more than 25 projects to provide more and better transit service throughout the region. Since then, many of the programmed improvements have been implemented. This SIP includes the final years of *STA Moving Forward* and outlines when and how STA anticipates implementing the remaining projects in the plan. The plan was last amended in 2020 and can be found here: www.stamovingforward.com

Fixed Route Performance Report. STA has prepared reports analyzing the performance of its fixed route service and passenger facilities for 16 years consecutively. The report assesses a route's performance relative to benchmarks established in *Connect Spokane*. The results are a key consideration in many route revisions over time. These reports can be found online: www.spokanetransit.com/about-sta/projects-plans/#documents

High Performance Transit (HPT) Corridor Development Plans. Investments in the I-90/Valley HPT corridor are identified in the SIP. The plans listed below are previously approved by the STA Board of Directors:

Division Street BRT Corridor Development Plan. www.spokanetransit.com/division-brt-documents/

Cheney Line Infrastructure and Alignment Plan. www.stamovingforward.com/projects/cheney-corridor-high-performance-transit-service/

Sprague Line Corridor Development Plan. www.stamovingforward.com/projects/sprague-avenue-high-performance-transit-phase-two/

I-90/Valley HPT Corridor Development Plan. www.spokanetransit.com/projects/i-90-valley-high-performance-transit-hpt-project/

Past Transit Development Plans (TDP). The SIP incorporated into the previous year's adopted TDP provides a starting point for the latest SIP in terms of itemized conceptual service changes. It also memorializes public feedback that influences service planning concepts and prioritization. Adopted TDPs can be found online: www.spokanetransit.com/projects/transit-development-plan/

Ongoing Employee & Public Input. Customers regularly contact STA to provide input on existing schedules, opportunities for service expansion and changes. STA also conducts surveys and gathers input from employees,

riders, and others as part of ongoing community outreach. This feedback is collated quarterly and shared with the STA Board of Directors. It is then summarized on an annual basis and included in the SIP.

Near-Term Investments (2021). In 2021 the STA Board of Directors conducted an evaluation process to identify near-term opportunities to add service and invest in infrastructure and property to advance public transportation in the region. The selected investments were memorialized in Board Resolution No. 720-21. This resolution can be found here: www.spokanetransit.com/wp-content/uploads/2023/05/Near-Term-Investments-RES-790-21.pdf

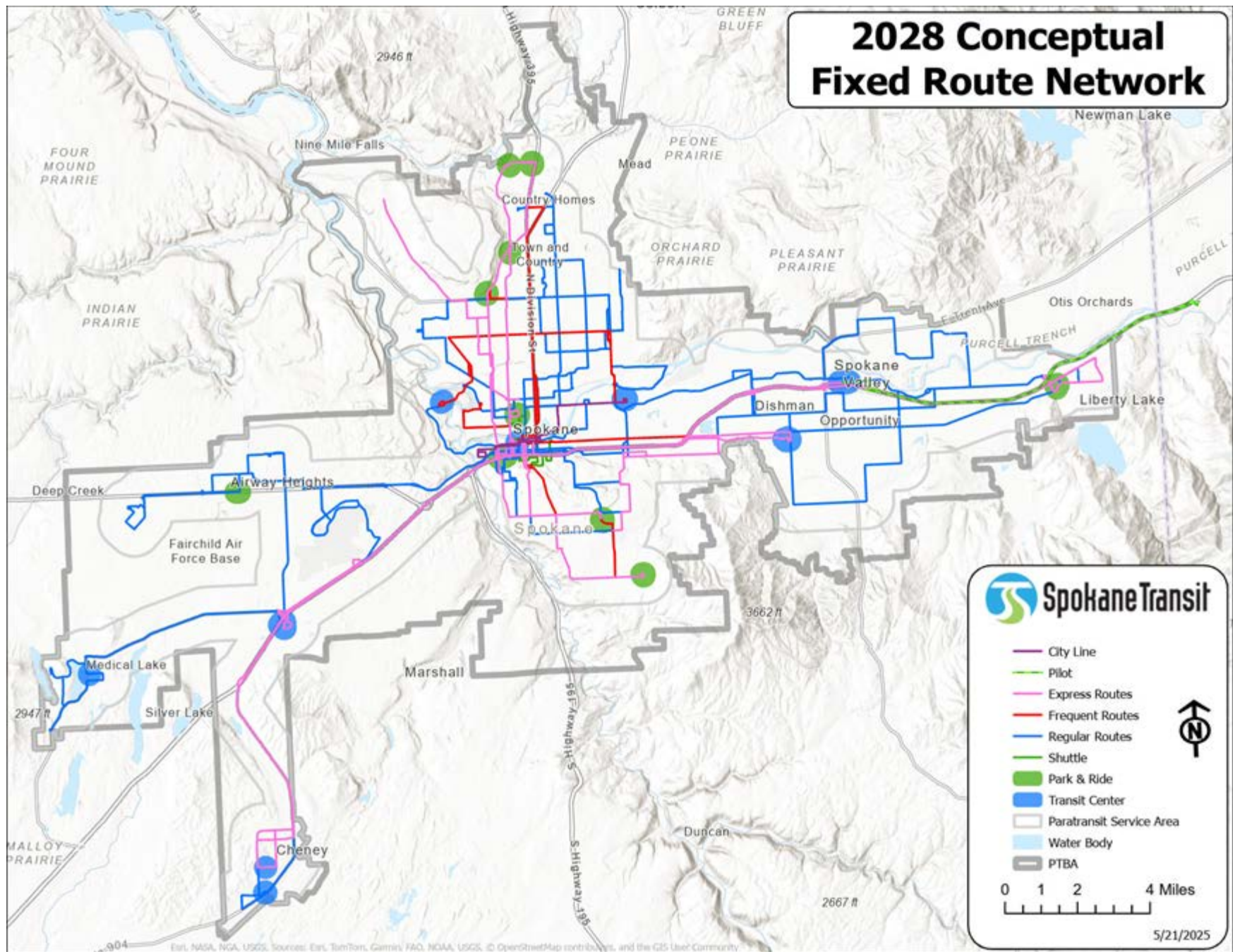
Connect 2035 (2024). In 2024 the STA Board of Directors approved STA's next 10-year strategic plan *Connect 2035*. The board-approved plan details Spokane Transit's future direction, core investments, and initiative for community engagement and progress tracking. *Connect 2035* includes a detailed set of projects and investments that will be implemented over the next decade to the benefit of riders and communities throughout the region. The adopted plan can be found online: <https://staconnect2035.com>

External Projects and Planning Studies. STA participates in and is informed by various planning studies, development activities and policy changes that are external to the agency. These projects and studies regularly inform planning outputs.

Conceptual 2028 Transit Network

The foregoing map represents current thinking of what the transit network could look like at the end of 2028, the final year of the SIP. As a concept, it must be informed by continued evaluation and planning, board direction and financial conditions. As is itemized in the following subsections, the conceptual 2028 transit network includes the following:

- Implementation of a new HPT route along the I-90/Valley Corridor, including service to the new Argonne Station Park and Ride.
- Restructuring of routes in North Spokane for service optimization and coverage expansion.
- Pilot service to North Idaho from the newly remodeled Mirabeau Transit Center.
- The completion of all *STA Moving Forward* service improvements.
- Restructure of the network in Spokane Valley.
- Implementation of adopted initiatives in the *Connect 2035* strategic plan.



Service Change Dates

Service changes generally take place up to three times a year, typically the third Sunday in January, May, and September of each year. This coincides with the selection and assignment of coach operator work schedules. There is some general guidance that informs the timing of changes relative to each service change date.

- **January Service Changes.** In general, limit to minor timepoint adjustments to avoid major alterations of service during winter conditions.
- **May Service Changes.** Spring service changes are most appropriate for route changes that are reliant on roadway projects that extend late in the calendar year. From experience, these projects face delay or disruption based on the timing of winter and hydrological conditions in the late fall and into spring. Larger changes can occur in May when appropriate.
- **September Service Changes.** Historically, most large service changes have been undertaken in September. Bus stop improvements permitted and out to bid in early spring are typically in place by this time.

The following is a table listing the 2026, 2027, and 2028 service change dates.

2026	2027	2028
January 18, 2026	January 17, 2027	January 16, 2028
May 17, 2026	May 16, 2027	May 21, 2028
September 20, 2026	September 19, 2027	September 17, 2028

Program of Future Service Changes

The nine service change dates identified above provide the framework for the program of future service changes. The following tables list routes and/or geographic areas and describe potential service changes. Accompanying the description of the service changes there are discussions about the conditions and opportunities that are the basis for the service changes. The program provides a road map for future action, but is subject to annual budgeting, continued public consultation, civil rights analyses, and decision-making at the appropriate levels, consistent with policies set forth in Connect Spokane.

Changes identified for September 2025 are considered minor, requiring only CEO approval. Public input was largely completed in February 2025 with some outstanding outreach as noted in the table below.

September 2025 Service Change

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<p>Route 65 Hayford Revise routing between routing between Hayford Road and Craig Road. Increase frequency to 30 minutes on weekdays.</p>	<p>As part of the Near-Term Investments adopted by the STA Board of Directors in December 2021, Spokane Transit committed funding toward the construction of 6th Avenue in Airway Heights to connect to Craig Rd. This project will include bus stops and pedestrian amenities. Concurrently, the Spokane Tribe of Indians will construct a new roundabout at Highway 2 and Craig Road. Together with the recent completion of 10th Avenue between Hayford and Garfield Roads, these improvements will allow STA to provide improved coverage, including new service to northwest Airway Heights. Increased frequency is currently subject to further community input prior to finalization. This frequency increase is envisioned to satisfy the remaining <i>STA Moving Forward</i> project of adding more trips and buses to Airway Heights on weekdays.</p>
<p>Route 61 Highway 2 / Fairchild Add targeted trips to improve service span and commuter access</p>	<p>Originally slated to include increased frequency at peak period, the changes reflect a changed approach to more trips in Airway Heights, leveraging increased capacity on Route 6 Cheney, and better managing bus capacity at the STA Plaza. Targeted trips include an early morning inbound trip to expand job access, among other adjustments. These changes are subject to continued public input.</p>
<p>Route 62 Medical Lake Introduce a simplified schedule and routing change to streamline service in Medical Lake.</p>	<p>Historically, varied route patterns and schedules based on time of day have caused Route 62 to be confusing to use. Simplification of the route and schedule will help to streamline and simplify the service in Medical Lake while still being mindful to retain stops in the same general location, particularly the Campbell and Prentis areas. These improvements are intended to make the route and schedule easier for riders to understand and utilize for their everyday needs.</p>
<p>Route 6 Cheney Begin operating double decker coaches on the Cheney HPT corridor.</p>	<p>The Cheney Line Corridor Infrastructure and Alignment Plan, approved by the STA Board in May 2020, identified double decker vehicles as the preferred option for increasing service capacity along the Cheney Line HPT corridor. Route 661 will be reduced to select morning trips to provide targeted additional capacity.</p>

September 2025 Service Change

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
Route 67 Swoop Loop Discontinue route.	<p>After continuous monitoring showing post-pandemic ridership continuing to decline, combined with changing local conditions of student enrollment and in person attendance at the EWU Cheney campus, Route 67 will be discontinued. Stops along Mike McKeehan Way and Simpson Parkway will remain open and be serviced by Route 664 EWU/South Hill Express during targeted morning trips.</p>
Route 661 EWU Express Reduce service to select morning trips.	<p>Originally planned to be discontinued based on increased capacity from the acquisition of double decker buses for routes 6 and 66, public feedback from the 2025 Service Revisions prompted a review of the proposed plans. Select morning trips were determined to be retained in 2025. The route will continue to be monitored.</p>
Route 664 EWU/South Hill Express Implement a route adjustment to shift the Betz Road segment to Simpson Parkway and Mike McKeehan Way to service stops previously serviced by the discontinued Route 67 Swoop Loop.	<p>To mitigate the discontinuation of Route 67 Swoop Loop, Route 664 will have an adjusted route to supersede some of the service lost on Simpson Parkway and Mike McKeehan Way at peak passenger demand times. Route 664 will discontinue service to Jefferson Park and Ride based on higher capacity double-decker buses on routes 6 and 66 providing service at this location. In addition, a new stop will be placed into service for Route 664 at Cedar Street and 12th Avenue on the lower South Hill in Spokane which will provide new connections with routes 14 and 43, and better accessibility to Eastern Washington University.</p>
Route 45 Perry District Improve frequency to 30 minutes on weekday evenings and Saturdays.	<p>With the approval of the amendment to STA Moving Forward by the STA Board of Directors in June 2024, these improvements on Route 45 allow STA to increase mobility and access on the South Hill.</p>
Route 14 South Adams/Napa Adjust routing to travel on West 13th Avenue to service the bus stop at West 14th Avenue and South Lincoln Street.	<p>Based on rider feedback, the adjusted routing along 13th Avenue to Monroe Street will provide service to the sheltered stop on 14th Avenue and Lincoln Street directly across from Rosauers grocery store. Adding this stop into service for Route 14 will provide shared service with Route 43 Lincoln/37th Ave.</p>

September 2025 Service Change

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<p>Route 96 Pines/Sullivan Adjust routing to travel on Evergreen Road between SR 290 and Wellesley Avenue</p>	<p>Based on operational need due to the unforeseen closure of the layover location, the end of the line routing for Route 96 will be readjusted to service eastbound on Trent Avenue to a new layover location northbound on Evergreen Road. The route adjustment will also include service eastbound on Wellesley Avenue before resuming the original routing southbound on Sullivan Road. This routing adjustment nests with future routing plans for the Spokane Valley restructure planned in 2028. In addition, the routing adjustment will expand Paratransit service in the Trentwood community as far west as the Plante's Ferry Sports Complex, improving mobility access to approximately 1,800 residents.</p>
<p>I-90/Valley HPT Corridor Implementation New Route 7 (High Performance Transit) Routes 60 and 74 will be superseded by Route 7, a regional High Performance Transit (HPT) line. Route 7 will run seven days a week, including nights along a corridor extending from Liberty Lake to Spokane International Airport via Mirabeau Transit Center and downtown Spokane.</p> <p>New Route 722 Route 172 is upgraded to Route 722, serving commuters traveling from Liberty Lake to downtown Spokane. In addition to the existing Liberty Lake Park and Ride, this route will also extend to the North Bank via Monroe Street and Boone Avenue. As an express route, Route 722 will run 30-minute frequency during weekdays.</p> <p>New Route 93 New Route 93 in Liberty Lake will provide local service to the Meadow Tech Campus and offer complimentary service with Routes 7 and 722 along Appleway Ave and at Liberty Lake Park and Ride.</p>	<p>These changes represent implementation of the I-90/Valley High Performance Transit Corridor Development Plan, approved by the STA Board of Directors approved October 2022. As a regional corridor, I-90/Valley is comprised of a primary, all-day route (Route 7) and complementary express services serving origins and destinations along the I-90/Valley corridor east of downtown Spokane.</p> <p>Route 722 will route on Country Vista Blvd and Mission Ave in Liberty Lake and extend service to Spokane's North Bank, to take advantage of existing layover facilities on Howard Street at Sharp Avenue. This extension is intended to make the express service more useful to commuters whose commute ends in Kendall Yards and the County Campus, by serving north Monroe south of Mallon Avenue. Route 724 was slightly modified to service the business district on Appleway Ave to complement Route 722.</p> <p>Routes 722 and 724 are targeted routes, focused on limited spans of service during busy commute times. The intent is to have these express services all begin with the number seven to communicate their complementary role.</p> <p>With the introduction of regional HPT Route 7 which will terminate at Liberty Lake Park and Ride, local service in Liberty Lake will be continued by new Route 93. This looped routing along Appleway Ave and Molter Rd. to Liberty Lake Park and Ride will supersede Route 74 in Liberty Lake.</p>

September 2025 Service Change

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<i>Shelters at applicable stops</i>	As part of the goal to elevate customer experience prioritized in Connect 2035, placement of shelters at stops with more than 25 average weekday boardings are programmed. Stops identified as shelter candidates based on 2024 boardings are listed in the STA 2024 Fixed Route System Annual Performance Report.

January 2026

Description of Conceptual Service Changes	Conditions/Opportunities
<i>Minor adjustments</i>	Adjust schedules if needed and respond to rider/operator feedback.
<i>Network schedule recalibration</i>	With the sunset and delivery of the remaining <i>STA Moving Forward Projects</i> , deliberate recalibration of schedules, timepoint, and connection windows will be refined to hone additional efficiencies of service across the network. This effort will take place throughout the 2026 calendar year with adjustments implemented during planned service changes.
<i>Lighting at all sheltered stops</i>	This multi-year <i>Connect 2035</i> initiative for placement of lighting at shelter at stops throughout the fixed route is programmed to begin.

May 2026

Description of Conceptual Service Changes	Conditions/Opportunities
<i>New Route: North Idaho (Pilot)</i> Introduce service between Mirabeau Transit Center and Kootenai County. This pilot route is planned to run hourly during weekdays and Saturdays with reduced span of service on Sundays.	As envisioned in <i>STA Moving Forward</i> , this service will operate on a pilot basis and subject to a partnership with one or more public entities in North Idaho. The schedule is intended to be developed in such a way to provide timed connections at Mirabeau Transit Center to allow travelers to continue to Spokane and the Spokane International Airport on Route 7. Because of the unique attributes of this service improvement, specific performance targets for this route should be established prior to launch to aid in future considerations on the route's operation beyond the pilot period.

September 2026

Description of Conceptual Service Changes	Conditions/Opportunities
Route 20 SFCC Simplify routing to travel consistently on Riverside Ave from downtown Spokane.	As part of <i>Connect 2035</i> optimization initiative, the routing is planned to be consolidated from Clarke Avenue and Riverside Avenue to Riverside Avenue only. Frequency will also be decreased from 15-minutes to 30-minutes.
Route 23 Maple/Ash Shift a segment of the route to Belt Street from the Ash Street and Maple Street couplet.	The adjustment of the routing to service Belt Street is intended to improve service to community activities in the area including the Shadle Shopping Center and Shadle Public Library. The complimentary Route 223 Shadle/Indian Trail will also shift to provide consistency in routing for Spokane Public School students to Shadle Park High School.
Route 27 Crestline Adjust routing to serve the North Spokane YMCA located near Newport Highway and Nevada Street.	Over several years, service to the North Spokane YMCA has been requested as a recognized hub of community activity in north Spokane. The planned route adjustment is subject to the successful securement of layover facilities and partnership agreements.
Route 36 North Central Extend routing into northeast Spokane on Freya via Wellesley.	As part of <i>Connect 2035</i> optimization initiative, expanded service into northeast Spokane is planned through the extension of Route 36 North Central. This extension would be linked to the planned consolidation of Route 20 SFCC.
Completion of STA Moving Forward Projects	<i>STA Moving Forward</i> , STA's 10-year plan to maintain, improve, and expand the region's transit system was approved by public vote as Proposition 1 in November 2016, and began implementation in 2017. As the sunset of successful delivery of the approved projects occur, final delivery to the region of the remaining projects will take place by the end of 2026.

January 2027

Description of Conceptual Service Changes	Conditions/Opportunities
Minor adjustments	Adjust schedules if needed and respond to rider/operator feedback.

January 2027	
Description of Conceptual Service Changes	Conditions/Opportunities
<i>Shelters at applicable stops</i>	As part of the goal to elevate customer experience prioritized in <i>Connect 2035</i> , work in the multi-year initiative of placement of shelter at stops with more than 25 average weekday boardings is planned to continue.
<i>Lighting at all sheltered stops</i>	This multi-year <i>Connect 2035</i> initiative for placement of lighting at shelter at stops throughout the fixed route is planned to continue.

May 2027	
Description of Conceptual Service Changes	Conditions/Opportunities
<i>Minor adjustments</i>	Adjust schedules if needed and respond to rider/operator feedback.
<u><i>Mobility on Demand Pilots</i></u> <i>North Spokane Valley</i> On demand pilot program in north Spokane Valley, Millwood, and Northwood. <i>Latah Valley</i> On demand pilot program in Latah Valley.	The adoption of <i>Connect 2035</i> in December 2024 by the STA Board of Directors included five named Mobility on Demand (MOD) Pilot areas in communities throughout the region. These MOD pilots will occur in a tiered timeline between 2027 and 2032 with each pilot lasting up to two years.

September 2027	
Description of Conceptual Service Changes	Conditions/Opportunities
<i>Opening of Argonne Station</i>	New Argonne Station will provide new opportunities for improved connectivity to regional destinations. The opening of Argonne station will include service by regional HPT Route 7.

January 2028	
Description of Conceptual Service Changes	Conditions/Opportunities
<i>Minor adjustments</i>	Adjust schedules if needed and respond to rider/operator feedback.
<i>Shelters at applicable stops</i>	As part of the goal to elevate customer experience prioritized in <i>Connect 2035</i> , work in the multi-year initiative of placement of shelters at stops with more than 25 average weekday boardings is planned to continue.

January 2028

Description of Conceptual Service Changes	Conditions/Opportunities
<i>Lighting at all sheltered stops</i>	This multi-year <i>Connect 2035</i> initiative for placement of lighting at sheltered stops throughout the fixed route is planned to continue.

May 2028

Description of Conceptual Service Changes	Conditions/Opportunities
<i>Spokane Valley Restructure</i> Informed by consultation information and STA staff planning, new routes and adjustments to existing routes may be implemented to address population growth and increased industrial job centers.	Increased and changing travel demand suggest service improvements in Spokane Valley are warranted. A restructure of service in Spokane Valley is subject to approval of initiatives as may be identified, evaluated and prioritized in <i>Connect 2035</i>

September 2028

Description of Conceptual Service Changes	Conditions/Opportunities
<i>Minor adjustments</i>	Adjust schedules if needed and respond to rider/operator feedback.
<u>Mobility on Demand Pilots</u> <i>Liberty Lake</i> On demand pilot program in Liberty Lake	This is the third MOD pilot program in <i>Connect 2035</i> as adopted by the STA Board of Directors in December 2024.

Program Resourcing

As of September 2024, STA's fixed route network will feature approximately 537,000 annualized revenue hours. Through financial forecasts reviewed as part of developing Connect 2035, this was identified as the benchmark for sustainable service levels with current funding levels. Each programmed service change will work with this target within the three-year horizon of the Service Improvement Program. However, given the staging of service changes over the multi-year period, there may be spans of time when operating levels exceed that annualized target by less than 2% on an interim basis.

The fleet requirement has also been projected, and ranges from 132 and 135 "Vehicles Operating at Maximum Service" for the time period. This data informs the fleet replacement plan and spare ratio requirements.

Service Change	Vehicles Operated at Maximum Service
September 2025	132
January 2026	132
May 2026	133
September 2026	133
January 2027	133
May 2027	133
September 2027	133
January 2028	133
May 2028	135
September 2028	135

Service Improvements Beyond 2028

Service improvements beyond 2028 are not yet programmed. However, there are known or likely activities that will influence service planning beyond the horizon of the Service Improvement Program.

- **Division Street Bus Rapid Transit (BRT).** The STA Board of Directors approved Division Street Corridor Development Plan in 2021 and more recently, adopted refinements to the Locally Preferred Alternative (LPA). The project is currently in the project development phase recognized by FTA. The project is expected to launch revenue service in 2030. In addition to the BRT service, the project will likely prompt route revisions in North Spokane County to integrate the BRT project into the network and improve connectivity and coverage.
- **Route 3 Wellesley High Performance Transit.** Service levels invested in STA Moving Forward are commensurate with expectations of High Performance Transit. This corridor is prime for further investment in more accessible stops with shelters and lighting. Upgrades are subject to grant support.
- **Airway Heights High Performance Transit.** Completed and upcoming investments in service in facilities in Airway Heights address the growing need for and importance of transit in Airway Heights. A planning effort facilitated by S3R3 Solutions has been exploring future transportation network needs and opportunities on the West Plains. HPT investments to Airway Heights have been raised as an important element. While funding has not yet been secured, STA will explore opportunities to advance planning and service improvements in this corridor as identified in Connect Spokane.
- **Other Connect 2035 Initiatives.** Multiple initiatives related to the goals in Connect 2035 will continue to be pursued within the timelines and resources identified in the plan adopted in December 2024 by the STA Board of Directors. The majority of initiatives that will eventually become part of Service

Improvement Program align with the goal to “Elevate the Customer Experience”. A full listing of all Connect 2035 initiatives can be found in the adopted plan at <https://staconnect2035.com>.

Summary of Service Planning Customer Input

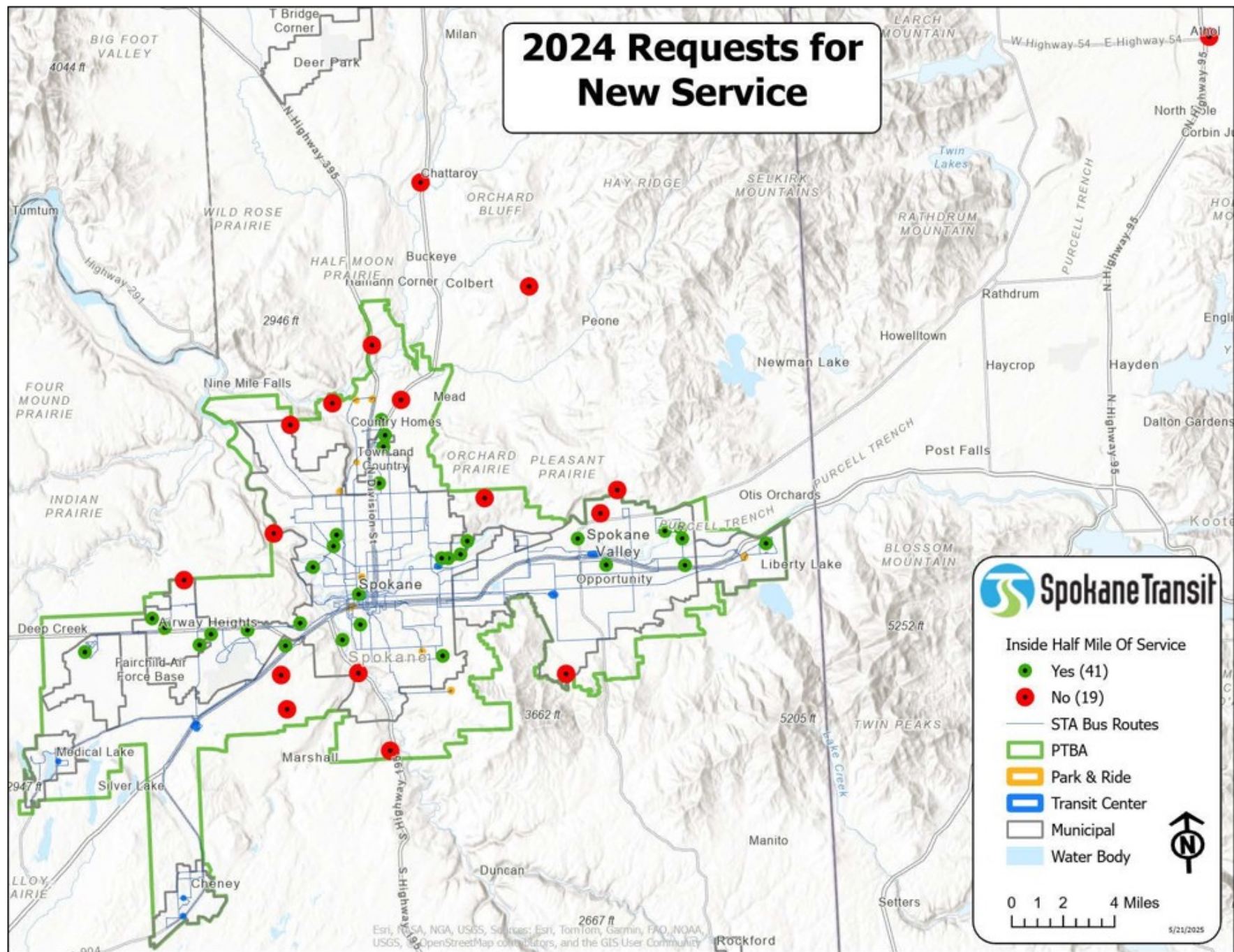
The Planning Department receives comments from external sources and itemizes each comment to follow up and document feedback used for emerging opportunities for future service changes. These comments are obtained from a variety of sources since customer engagement cannot be a one-size-fits-all approach. Feedback is obtained from customers at public meetings, through the Customer Service department, phone calls, letters, emails, voice messages, emails from STA Questions (STA website), and feedback from Coach Operators and Supervisors. Staff may also receive inquiry requests from STA Board Members. STA’s planning staff responds to every comment received when valid contact information is provided. Comments are also discussed at the Service Improvement Committee meetings.

The purpose of this section is to summarize the feedback received by the Planning Department in terms of service requests to areas that currently have no bus service in the event the request can be incorporated into future service change concepts and plans. The requests for new service summarized below cover all of 2024. In total, staff received and responded to a total of 60 requests for new service.

New Service Request	Geographic Location	# of Requests	Description/Specific Destinations	Within PTBA?
Airway Heights	Airway Heights	12	Requests for service: DAA Northwest employees on Hayford (1), senior housing and apartments on 6th Avenue (1), MultiCare Clinic (1), new Yoke's grocery store (1), Route 65 extension to Fairchild Air Force Base (1), Recreation Center (2), Highland Village (2), Goodwill (3)	Yes
Silverwood Shuttle	Athol, ID	1	Request for seasonal shuttle to Silverwood Theme Park	No
Transitions homeless shelter	Audubon	1	Request for fixed route service directly to homeless shelter	Yes
Chattaroy	Chattaroy	1	Request for service to Chattaroy, WA	No
Downtown Library	Downtown Spokane	1	Request for stop at Spokane Public Library - Central on Routes 4 and 23	Yes
Garland Ave	Garland District	1	Request for east/west service along Garland to MAP High School, Garland Church, and apartments	Yes

New Service Request	Geographic Location	# of Requests	Description/Specific Destinations	Within PTBA?
Geiger Heights	West Plains	3	Request for service: paratransit to Westwood Middle School and Windsor Elementary School (1), Windsor Crossing apartments (1) and Johanna Beverage Co. employees (1)	Yes
Green Bluff Shuttle	Green Bluff	1	Request for seasonal shuttle to Green Bluff Harvest Festival	No
Latah Valley	Latah Valley	4	Request for service: Grandview Park (1), Vinegar Flats (1), Yoke's (1), Mullan Hill Terrace Mobile Homes (1)	Yes
Huntwood	Liberty Lake	2	Employee request for bus stop at Huntwood Custom Cabinets	Yes
Upriver Drive	Minnehaha	5	Requests for service: Outbound stop at Beau Rivage (1), Upriver Drive & Cuba Street (1), Upriver Drive area (3)	Yes
Mirabeau Loop	Mirabeau	1	Request for a loop route on Mirabeau Parkway & Pines Road	Yes
North Spokane	North Spokane	11	Request for service: Route 31 end of line to Northpointe Plaza (1), Kalispel Golf & Country Club (1), Costco (1), paratransit to north Indian Trail area (1), YMCA (2), return of Route 26 from Lidgerwood (2) and Lilac Plaza to Downtown (3)	Yes
Gleneden	North Spokane County	2	Request for service: north of Fairwood (1), Paratransit service request for upper Gleneden neighborhood (1)	No
Bigelow Gulch	North Spokane/Spokane Valley	1	Request for service on Bigelow Gulch Road connecting north Spokane to Spokane Valley	No
North Barker Road Route 95	North Spokane Valley	5	Request for additional stops on Route 95 north of I-90	Yes
Bowl & Pitcher Campground	Riverside State Park	1	Request for service to Bowl & Pitcher Campground	Yes

New Service Request	Geographic Location	# of Requests	Description/Specific Destinations	Within PTBA?
South Hill	South Spokane	2	Request for service: Route 34 farther south (1), Rosauer's on Route 14	Yes
Tipaway Drive & 48th Avenue	South Spokane Valley	1	Request for paratransit service to adult home care facility	Yes
Evergreen Road & Wellesley Avenue	Trentwood	1	Request for service to assisted living facility	Yes
Sunset Highway	West Hills	2	Request for service: apartments on Assembly & Deska (1) and Geiger Arms Apartments (1)	Yes
West Plains to SFCC	West Plains / West Hills	1	Request for service between West Plains Transit Center and Spokane Falls Community College	Yes



Passenger Load Standards

To ensure resources are effectively deployed, the passenger load standards as described below have been adopted to adjust for further ridership growth. These standards originally were published in the 2012 SIP and will be included each year forward as a reminder.

Ideally, a seat should be available for every STA passenger during all periods of operation. However, this is not always possible because of funding constraints or limited vehicle or driver availability. From the passenger's perspective, passenger loads reflect the comfort level of the on-board vehicle portion of a transit trip. The purpose of load guidelines is to ensure that most passengers will have a seat for at least the majority of their trip.

Load standards are thresholds of the ratio of passengers on board to seats available. Historically, STA's standards have been categorized based on Local service and Express Commuter service. The most recent standard being 150% of seating capacity during weekday peak/off-peak and 110% of seating capacity at all times for Express Commuter service. For example, a bus that has 40 seats would have no more than 20 standees for a total of 60 passengers.

Today, depending on the type of bus, STA will attempt to address any load where passenger loads exceed 150% of seating capacity or the legal weight limit of the bus during all periods of the day for local service. This translates into 20 standees for a total of 60 passengers. For Express Commuter service, STA will attempt to address any load where passenger loads exceed 125% of seating capacity. It would be lower compared to Local service due to high-speed travel on I-90. This translates into 10 standees on a 40-foot coach and 16 standing on a 60-foot articulated coach. STA will need to develop load standards when double decker buses are put into service in 2025.

Section 5: Capital Improvement Program (2026-2031)

Introduction

The Capital Improvement Program covers capital programs and projects for the period January 1, 2026, through December 31, 2031. This section of the Transit Development Plan is organized as follows:

- Overview of Capital Programming and Implementation
- Capital Programs 2026-2031
- Section 5307 Urbanized Area Program
- Section 5310 Enhanced Mobility Program
- Section 5339 Bus and Bus Facilities Program
- Fleet Replacement Plans
- Unfunded Projects

Overview of Capital Programming and Implementation

The Capital Improvement Program is developed and maintained as required by *Connect Spokane System Infrastructure Section 4.1*.

Connect Spokane System Infrastructure 4.1 Capital Improvement Program (CIP)

STA shall maintain a capital improvement program (CIP) 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 and updated annually.

The development of a six-year capital improvement program (CIP) provides a mid-term horizon for prioritizing resources, developing budgets, enhancing the transit system, and maintaining existing assets and resources in good repair. Having the CIP, as a component of the Transit Development Plan, connects the long-range vision, goals and policies of the Comprehensive Plan to the near-term strategies outlined in the Annual Action Plan. It also ensures close alignment with the Service Improvement Program (SIP) and the Transit Asset Management Plan (TAM). This relationship is further articulated by the following policy statement:

Connect Spokane SI 4.2 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, vehicles, infrastructure, etc.)

Connect Spokane SI 4.3 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.

Phases of Capital Improvement



There are four major phases of the capital improvement process that result in a capital project.

Planning

Projects start with requirements definition. The sponsor must articulate what is required and a group of conditions that must be completed to finish the project successfully. Without a clear project requirements definition, the project stakeholders lack critical information needed to determine if any requirements are missing, if the solution proposed can be implemented, if the requirements effort has expanded beyond the expected areas of change (i.e., scope creep), or whether requirements discovered as the project progresses should be included or excluded from the project effort. The first phase of any project is to develop concept identification, develop scope from the sponsor requirements definition and establish the preliminary project budget. The objective of this phase is to have a project that can be programmed for acquisition, engineering, design, and construction. This is primarily a planning exercise that may begin within the Planning and Development Division or a sponsoring division. The level of effort for the planning phase is commensurate with the magnitude of costs and complexity of the scope. Inclusion in the CIP permits STA to pursue funding for these efforts as needed. The CIP process occurs annually and solidifies the budget for the following fiscal year, plus projects the funding requirements for the following five (5) years. The output of the Planning phase is an approved capital improvement project (CIP).

Example 1: *Based on the age of the fleet, it is anticipated that ten buses will need to be replaced in three years. In this phase the continued operational need for replacement buses is confirmed, basic vehicle specifications are developed (size, fuel type) and a budget is established.*

Example 2: *The Comprehensive Plan has identified a corridor for future High-Performance Transit (HPT). The corridor may lend itself to a new mode such as bus rapid transit (rubber-tire) with hydrogen fuel cell propulsion technology. Federal funding will be pursued. An alternatives analysis weighing multiple alignments and mode alternatives should be completed before a preferred alternative is selected. A preliminary budget is developed to seek federal approval to advance into project development and or support grant applications.*

Initiation and Pre-Design

After the planning phase is complete, it is the time in the project lifecycle to begin the early design development and to begin the initial steps of project engineering. The stakeholder uses the scope developed in the Planning phase to craft the Statement of Work (SoW). The SoW outlines a project's scope, timeline, and cost between the stakeholder and the capital development team. Its purpose is to ensure all parties have a shared understanding of the expectations and responsibilities associated with the project. This document should be jointly developed using input from the capital projects team to add specificity, details, and guidance to the capital project manager

assigned. The Statement of Work is submitted to the Infrastructure Development Manager for review and assignment to a capital projects manager (CPM). The CPM will then develop the charter. The charter is developed during this phase to help plan the key goals, deliverables, and benefits of the project. The charter also lays out the project stakeholders, assumptions, high-level schedule, risks, and success criteria. The charter also ensures all affected internal departments understand the project and its impact and required support from on their department. The preliminary engineering and environmental reviews will enable decisionmakers to make informed decisions about whether to proceed with the project at the staged authorization point after this phase. Public outreach is launched during this phase to get early community input. It allows the community to ask questions and suggest ideas to enhance the project early in the project development. Typically, initiation and pre-design expenses are capitalized toward the total project cost. The outputs of the Initiation & Pre-Design phase are the approved Statement of Work, the approved project Charter, and a readiness to proceed to 30% Design Review.

Project Development

Project development includes all engineering, pre-construction (e.g. permitting, real estate acquisition, environmental reviews, etc.), specification, and design processes that are required prior to capital procurement or construction. Where applicable, environmental review and acquisition of real estate also takes place during this phase. To enter this phase, a project must have adequate definition in scope and budget and be authorized by the STA Board of Directors (at appropriate funding levels). This is ensured by completion of the 30% Design Review stage-gate and any required Board briefings. A member of the executive team must be identified as the executive sponsor for the project. Project development authorization permits STA to seek grants for project execution. The costs related to project development are typically capitalized. The prioritization of capital projects is subject to the annual capital budget. Small projects of similar or related scope may be grouped for simplification of project management and implementation. The project's budget is finalized prior to the conclusion of the project phase. The output of the Project Development phase is a project ready to go to procurement for Award of Contract.

Execution

Execution of a project is the final stage of implementation. It includes the procurement of construction services, equipment and project control, and the monitoring of capital construction activities. To be authorized for execution, the project budget is finalized, and all funding is secured. Authorization to execute the project is part of the adoption of the CIP or amendments thereto as needed. Authorization at this stage is in addition to the process adopted in the agency's procurement policy. Some projects will require further Board authorization. The output of the Execution phase is a completed and closed out capital project.

Capital Programs 2026-2031

The programs in this CIP are presented in the following pages. Programs may include more than one project that together moves toward a common objective, improves a common facility, or represents similar kinds of assets. The programs have been reviewed to consider fiscal impact and organizational requirements. As such, the projects are applied to the agency's financial resources during the period as programmed commitments. In some cases, a program may relate to unfunded projects listed later in the CIP. Including the complete program will require additional resources above those available or reprioritization of projects when needed. By identifying a project in the CIP's unfunded program list, it may be eligible for grants and special appropriations from outside sources.

The total CIP (2026-2031) is \$495,350,488. Note that 69% of the total CIP (\$344,074,770) is associated with *Connect 2035*, to emphasize the new 10-year strategic plan STA and its Board are currently developing. This includes Division Bus Rapid Transit (BRT) included in High Performance Transit. The *Connect 2035* Capital projects includes the following:

- BRT Fleet - \$37,313,472
- Division BRT Project Development - \$6,798,106
- Division BRT Construction and Implementation - \$154,476,082
- Wellesley HPT: Design and Construction - \$9,100,000
- Vehicles (Zero Emission) - \$9,969,102
- Clean Energy Base and Training Facility - \$80,000,000
- Facilities –Maintenance & Administration Projects – \$4,970,000
- Facilities – Passenger & Operational Projects - \$28,686,013
- Technology Projects - \$610,000
- High Performance Transit Projects - \$12,151,995

Program Categories

The CIP programs and projects are organized into five program categories. These groups are generally consistent with preceding capital plans adopted as part of the Transit Development Plan with the addition of *Connect 2035* projects within each of the applicable programs. Program categories are aligned with Connect Spokane System Infrastructure Policy SI 4.4 Program Categories.

Vehicles

This includes fixed route coaches, Paratransit vans, rideshare vehicles, and other vehicles for internal operations and service.

Facilities - Maintenance & Administration

This includes maintaining existing major operating facilities, such as the Boone Avenue complex and the Fleck Service Center in a state of good repair. It also includes expansion of maintenance facilities commensurate with service operations requirements.

Facilities – Passenger & Operational

This includes operational improvements, transit improvements focused on improved customer experience, and long-range capital projects related to system expansion.

Technology

This group includes information systems, technology projects, and technology equipment preservation for both internal and external customers.

High Performance Transit Implementation

This includes developing local and regional transportation corridors offering frequent, two-way, reliable, all day mass transit service. One main goal of the HPT is to establish a high level of connectivity with other routes.

Capital Programs: 2026-2031

Vehicles

Fixed Route Fleet - Expansion

In order to implement STA Moving Forward, this provides for the acquisition of new coaches that increase the total fleet size. Includes zero emission vehicles consistent with board-approved plans. Does not include fleet acquired for Bus Rapid Transit which are accounted for in the High Performance Transit category.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,545,105	\$0	\$0	\$0	\$0	\$0	\$1,545,105
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,545,105	\$0	\$0	\$0	\$0	\$0	\$1,545,105

Fixed Route Fleet - Replacement

Replaces fixed route coaches as they reach their planned useful life, typically three years later than the 12-year minimum lifespan established by FTA.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$13,724,206	\$0	\$0	\$3,210,754	\$0	\$8,809,540	\$25,744,500
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$3,478,686	\$0	\$0	\$1,159,562	\$0	\$1,159,562	\$5,797,810
Total	\$17,202,892	\$0	\$0	\$4,370,316	\$0	\$9,969,102	\$31,542,310

Non-Revenue Vehicles

The acquisition and replacement of non-revenue vehicles which are used to maintain transit facilities, transport employees, road supervisors and equipment.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$142,000	\$390,000	\$50,000	\$0	\$0	\$0	\$582,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$142,000	\$390,000	\$50,000	\$0	\$0	\$0	\$582,000

Paratransit Vans

Acquire and replace Paratransit vehicles on a routine schedule and in accordance with the fleet plan. The program does not include an expansion of the current fleet size.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,857,892	\$0	\$2,564,667	\$3,910,441	\$0	\$2,331,190	\$10,664,190
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$1,159,562	\$0	\$0	\$1,159,562	\$2,319,124
Total	\$1,857,892	\$0	\$3,724,229	\$3,910,441	\$0	\$3,490,752	\$12,983,314



Capital Programs: 2026-2031

Rideshare Vans

Purchase rideshare vans for replacement of retired vehicles and planned expansion (when warranted) of Rideshare program. Expansion of the fleet is contingent on grants from WSDOT and evidence of increased demand for this service.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$665,000	\$680,000	\$700,000	\$725,000	\$820,000	\$765,000	\$4,355,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$665,000	\$680,000	\$700,000	\$725,000	\$820,000	\$765,000	\$4,355,000

Total: Vehicles

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$17,934,203	\$1,070,000	\$3,314,667	\$7,846,195	\$820,000	\$11,905,730	\$42,890,795
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$3,478,686	\$0	\$1,159,562	\$1,159,562	\$0	\$2,319,124	\$8,116,934
Total	\$21,412,889	\$1,070,000	\$4,474,229	\$9,005,757	\$820,000	\$14,224,854	\$51,007,729

Facilities - Maintenance & Administration

Boone - Preservation and Enhancements

Contains projects which will extend the useful life of the Boone facilities through replacement and upgrades of buildings systems and fixtures, including electrical charging infrastructure.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$9,164,020	\$3,669,656	\$1,897,431	\$509,158	\$313,859	\$285,594	\$15,839,718
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$9,164,020	\$3,669,656	\$1,897,431	\$509,158	\$313,859	\$285,594	\$15,839,718



Capital Programs: 2026-2031

Facility Master Plan Program

Increases general capacity for transit operations by making improvements to existing structures and constructing and/or improving administrative and operational space. The program includes funding to develop a new facility master plan.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$345,000	\$15,480,000	\$20,950,000	\$11,025,000	\$7,000,000	\$980,000	\$55,780,000
State	\$0	\$5,000,000	\$5,000,000	\$2,500,000	\$2,500,000	\$0	\$15,000,000
Federal	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$10,000,000
Total	\$345,000	\$22,980,000	\$28,450,000	\$16,025,000	\$12,000,000	\$980,000	\$80,780,000

Miscellaneous Equipment and Fixtures

Funds smaller capital projects, including fixtures, equipment and minor facility upgrade requirements on a routine basis.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$871,021	\$537,513	\$464,117	\$469,041	\$474,112	\$479,336	\$3,295,140
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$871,021	\$537,513	\$464,117	\$469,041	\$474,112	\$479,336	\$3,295,140

Total: Facilities - Maintenance & Administration

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$10,380,041	\$19,687,169	\$23,311,548	\$12,003,199	\$7,787,971	\$1,744,930	\$74,914,857
State	\$0	\$5,000,000	\$5,000,000	\$2,500,000	\$2,500,000	\$0	\$15,000,000
Federal	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$10,000,000
Total	\$10,380,041	\$27,187,169	\$30,811,548	\$17,003,199	\$12,787,971	\$1,744,930	\$99,914,857

Facilities - Passenger & Operational

Near Term Investments

This program includes route and passenger facilities identified in a package of near term investments approved by the STA Board of Directors in December 2021 in Resolution No. 790-21.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$2,246,291	\$0	\$0	\$0	\$0	\$0	\$2,246,291
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,246,291	\$0	\$0	\$0	\$0	\$0	\$2,246,291



Capital Programs: 2026-2031

Park and Ride Upgrades

Extends or enhances the useful life of Spokane Transit park and ride facilities and to accommodate existing and anticipated vehicle staging and layover requirements.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$21,854	\$22,510	\$23,185	\$23,880	\$24,597	\$25,334	\$141,360
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$21,854	\$22,510	\$23,185	\$23,880	\$24,597	\$25,334	\$141,360

Plaza Preservation and Improvements

Extends the useful life of the Plaza, STA's flagship transit center. The program includes upgrades to mechanical equipment and associated facilities.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,830,498	\$2,091,627	\$4,833,976	\$6,644,045	\$2,355,500	\$65,239	\$17,820,885
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,830,498	\$2,091,627	\$4,833,976	\$6,644,045	\$2,355,500	\$65,239	\$17,820,885

Route & Stop Facility Improvements

Implements various projects that improve the functionality of STA bus stops, routes and related infrastructure, including but not limited to signage, ADA accessibility, passenger shelters, lighting, vehicle layover and operator restroom facilities.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$12,326,722	\$13,495,486	\$6,225,000	\$4,965,250	\$3,660,979	\$3,820,000	\$44,493,437
State	\$2,756,800	\$2,256,800	\$0	\$0	\$100,000	\$0	\$5,113,600
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$15,083,522	\$15,752,286	\$6,225,000	\$4,965,250	\$3,760,979	\$3,820,000	\$49,607,037

Transit Center Upgrades

This program invests in existing transit centers to improve the functionality for customers, modernize infrastructure, improve safety and expand capacity where feasible.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$4,111,552	\$278,000	\$0	\$0	\$0	\$0	\$4,389,552
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,111,552	\$278,000	\$0	\$0	\$0	\$0	\$4,389,552

Capital Programs: 2026-2031

Total: Facilities - Passenger & Operational

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$20,536,917	\$15,887,623	\$11,082,161	\$11,633,175	\$6,041,076	\$3,910,573	\$69,091,525
State	\$2,756,800	\$2,256,800	\$0	\$0	\$100,000	\$0	\$5,113,600
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$23,293,717	\$18,144,423	\$11,082,161	\$11,633,175	\$6,141,076	\$3,910,573	\$74,205,125

Technology

Business Systems Replacement

Replace and improve Spokane Transit's current enterprise resource programs and processes including but not limited to financial, human resource and inventory software systems.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$2,500,000	\$2,500,000	\$0	\$0	\$300,000	\$0	\$5,300,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,500,000	\$2,500,000	\$0	\$0	\$300,000	\$0	\$5,300,000

Communications Technology Upgrades

Replaces and upgrade in-vehicle and stationary communications systems to as they become obsolete.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,000,000	\$1,300,000	\$0	\$2,890,000	\$5,780,000	\$0	\$10,970,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,000,000	\$1,300,000	\$0	\$2,890,000	\$5,780,000	\$0	\$10,970,000

Computer Equipment Preservation and Updates

Funds the acquisition and replacement of computers and associated hardware items on a routine basis

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$0	\$0	\$500,000	\$513,000	\$0	\$0	\$1,013,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$500,000	\$513,000	\$0	\$0	\$1,013,000



Capital Programs: 2026-2031

Fare Collection and Sales Technology

Invests in updated hardware and software for fare collection systems in use by Spokane Transit to extend the useful life and expand the functionality of said systems.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$3,250,000	\$0	\$0	\$0	\$227,250	\$0	\$3,477,250
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,250,000	\$0	\$0	\$0	\$227,250	\$0	\$3,477,250

IS End User Equipment

This program funds the acquisition and upgrades of computers and associated hardware items for STA employees on a routine basis

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$0	\$428,000	\$225,000	\$0	\$0	\$0	\$653,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$428,000	\$225,000	\$0	\$0	\$0	\$653,000

IS Infrastructure and End User Equipment

This program funds the acquisition and upgrades, on a routine basis, of computers and associated hardware items to support and enhance STA's information systems infrastructure, and to support end user requirements.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$2,311,600	\$461,900	\$277,400	\$649,000	\$245,000	\$1,741,370	\$5,686,270
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,311,600	\$461,900	\$277,400	\$649,000	\$245,000	\$1,741,370	\$5,686,270

Operating & Customer Service Software

The purchase and installation of software designed to improve the ease and efficiency of tasks performed in providing customer service.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$300,000	\$350,000	\$290,000	\$90,000	\$90,000	\$90,000	\$1,210,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$300,000	\$350,000	\$290,000	\$90,000	\$90,000	\$90,000	\$1,210,000

Capital Programs: 2026-2031

Security and Access Technology

This program provides for facility security and access technology, including replacement equipment, at transit facilities, infrastructure and vehicles. These investments include secure access control and video-monitoring of STA's facilities.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$150,900	\$905,012	\$1,455,012	\$1,596,012	\$272,000	\$81,250	\$4,460,186
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$150,900	\$905,012	\$1,455,012	\$1,596,012	\$272,000	\$81,250	\$4,460,186

Total: Technology

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$9,512,500	\$5,944,912	\$2,747,412	\$5,738,012	\$6,914,250	\$1,912,620	\$32,769,706
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$9,512,500	\$5,944,912	\$2,747,412	\$5,738,012	\$6,914,250	\$1,912,620	\$32,769,706

High Performance Transit Implementation

Airway Heights High Performance Transit Corridor

Connect Spokane envisions High Performance Transit between Spokane and Airway Heights. While not yet funded for implementation, current plans include preliminary design and engineering to support future implementation.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$0	\$0	\$0	\$0	\$105,000	\$195,000	\$300,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$195,000	\$355,000	\$550,000
Total	\$0	\$0	\$0	\$0	\$300,000	\$550,000	\$850,000

BRT Fleet

Replace and expand the Bus Rapid Transit (BRT) fleet commensurate with replacement schedules and any BRT implementation plans. Current program includes fleet needs for Division Street BRT.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$0	\$0	\$0	\$18,656,736	\$0	\$0	\$18,656,736
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$18,656,736	\$0	\$0	\$18,656,736
Total	\$0	\$0	\$0	\$37,313,472	\$0	\$0	\$37,313,472



Capital Programs: 2026-2031

Central City Line

City Line Bus Rapid Transit (BRT) is STA's first BRT and launched revenue service on July 15, 2023. This program includes close-out activities for the project and any supplemental capital procurements. The project is expected to be between \$10 million and \$14 million under budget. The final expense programmed within the CIP is the delivery of an additional City Line bus. Per STA Board Resolution No. 811-23, the local share of cost savings will be transferred to Division Street BRT construction and implementation phase, subject to final closeout of City Line.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$0	\$2,038,630	\$0	\$0	\$0	\$0	\$2,038,630
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$2,038,630	\$0	\$0	\$0	\$0	\$2,038,630

Cheney Line

Implements the corridor infrastructure and station facilities for High Performance Transit between Spokane and Cheney, including those along I-90, SR 904 and in the City of Cheney.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000

Division Street BRT

Design, construct and launch Division BRT, a fixed-guideway BRT project that will travel from downtown Spokane to unincorporated Mead in north Spokane County. The program includes \$50 million in state funding through the Move Ahead Washington plan and assumes a future federal Capital Investment Grant in order to fully fund the project.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$2,000,000	\$12,894,000	\$20,000,000	\$0	\$0	\$0	\$34,894,000
State	\$2,206,000	\$13,198,106	\$20,000,000	\$6,394,000	\$0	\$0	\$41,798,106
Federal	\$1,000,000	\$30,000,000	\$50,000,000	\$4,082,082	\$0	\$0	\$85,082,082
Total	\$5,206,000	\$56,092,106	\$90,000,000	\$10,476,082	\$0	\$0	161,774,188



Capital Programs: 2026-2031

I-90/Valley Line

The program includes many elements of High Performance Transit along the I-90 corridor, connecting Downtown Spokane with points east, including Spokane Valley and Liberty Lake. The program includes upgrades at Mirabeau Park and Ride, a new Appleway Station in Liberty Lake, a new Argonne Station in Spokane Valley, and other station/stop improvements along the corridor.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$9,357,432	\$387,999	\$0	\$0	\$0	\$0	\$9,745,431
State	\$5,516,100	\$4,913,996	\$0	\$0	\$0	\$0	\$10,430,096
Federal	\$200,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,200,000
Total	\$15,073,532	\$6,301,995	\$0	\$0	\$0	\$0	\$21,375,527

Monroe-Regal Line

Implements many elements of High Performance Transit along a 11+ mile corridor stretching from the Five Mile Park and Ride to the Moran Station Park and Ride.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$741,952	\$0	\$0	\$0	\$0	\$0	\$741,952
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$741,952	\$0	\$0	\$0	\$0	\$0	\$741,952

Sprague Line

Implements many elements of High Performance Transit along a 7+ mile corridor stretching from the Valley Transit Center to downtown Spokane via the South University District and Sprague Union District.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,262,116	\$0	\$0	\$0	\$250,000	\$400,000	\$1,912,116
State	\$467,186	\$0	\$0	\$0	\$0	\$0	\$467,186
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,729,302	\$0	\$0	\$0	\$250,000	\$400,000	\$2,379,302

Wellesley Line

Upgrade passenger facilities and supporting infrastructure served by Route 33 Wellesley to support the transformation of the corridor to High Performance Transit.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$810,000	\$740,000	\$7,550,000	\$0	\$0	\$0	\$9,100,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$810,000	\$740,000	\$7,550,000	\$0	\$0	\$0	\$9,100,000



Capital Programs: 2026-2031

West Broadway Line

Implements many elements of High Performance Transit along West Broadway through the West Central neighborhood to the West Central Community Center. Improvements are associated with Near Term Investments approved by the STA Board of Directors in December 2021.

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$1,580,000	\$0	\$0	\$0	\$0	\$0	\$1,580,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,580,000	\$0	\$0	\$0	\$0	\$0	\$1,580,000

Total: High Performance Transit Implementation

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$16,051,500	\$16,060,629	\$27,550,000	\$18,656,736	\$355,000	\$595,000	\$79,268,865
State	\$8,189,286	\$18,112,102	\$20,000,000	\$6,394,000	\$0	\$0	\$52,695,388
Federal	\$1,200,000	\$31,000,000	\$50,000,000	\$22,738,818	\$195,000	\$355,000	105,488,818
Total	\$25,440,786	\$65,172,731	\$97,550,000	\$47,789,554	\$550,000	\$950,000	237,453,071

Total Capital Improvement Program

	2026	2027	2028	2029	2030	2031	2026-2031
Local	\$74,415,160	\$58,650,333	\$68,005,788	\$55,877,317	\$21,918,297	\$20,068,853	298,935,748
State	\$10,946,086	\$25,368,902	\$25,000,000	\$8,894,000	\$2,600,000	\$0	\$72,808,988
Federal	\$4,678,686	\$33,500,000	\$53,659,562	\$26,398,380	\$2,695,000	\$2,674,124	123,605,752
Total	\$90,039,932	117,519,235	146,665,350	\$91,169,697	\$27,213,297	\$22,742,977	495,350,488

Federal Program of Projects

Section 5307 Urbanized Area Program

The Section 5307 Urbanized Area Formula Funding program (49 U.S.C 5307) makes federal resources available for transit capital and operating assistance and transportation related planning in urbanized areas. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census. The following is a schedule of 5307 Apportionments for the period 2025- 2031 and represents the “Program of Projects” for this funding source for the TDP as required by federal statute. The 2026-2030 apportionments are estimated based on the compound annual growth rate for allocations received between 2018 and 2025.

As part of the annual Section 5307 Program of Projects public process, STA publishes a notice (as part of the TDP update) in the local newspaper and posts the following statement on the STA website:

- The public hearing will be held in coordination with the TDP process
- The proposed program will be the final program unless amended
- Final notice is considered as part of the Final Adopted TDP

The TDP update notice is sent to interested parties including private transportation providers and to agencies that assist persons with Limited English Proficiency (LEP). The public notice includes a description of the proposed 5307 project(s) as shown below:

Preventive Maintenance

The majority of funds proposed are for preventive maintenance, which is defined in FTA Circular 9030.1E dated January 16, 2014, as *“All maintenance costs related to vehicles and non-vehicles. Specifically, it is defined as all activities, supplies, materials, labor, services, and associated costs required to preserve or extend the functionality and serviceability of the asset in a cost-effective manner, up to and including the current state of the art for maintaining such an asset.”*

Please note that preventive maintenance is considered an eligible capital project by FTA definitions but, for the purpose of accounting standards, is represented in STA’s annual operations budget.

Section 5307 Grant Program Apportionment Estimates				
Year	Project	Federal	Local	Total
2025	Preventative Maintenance	\$13,098,668	\$3,274,667	\$16,373,335
2026	Preventative Maintenance	\$13,229,655	\$3,307,414	\$16,537,068
2027	Preventative Maintenance	\$13,361,951	\$3,340,488	\$16,702,439
2028	Preventative Maintenance	\$13,361,951	\$3,340,488	\$16,702,439
2029	Preventative Maintenance	\$13,361,951	\$3,340,488	\$16,702,439
2030	Preventative Maintenance	\$13,361,951	\$3,340,488	\$16,702,439
2031	Preventative Maintenance	\$13,361,951	\$3,340,488	\$16,702,439
Total		\$93,138,078	\$23,284,520	\$116,422,597

Section 5310 Enhanced Mobility Program

The Section 5310 formula program is intended to enhance mobility for seniors and persons with disabilities when existing public transportation is insufficient, inappropriate, or unavailable. Spokane Transit Authority is the designated recipient of Section 5310 funds. At least 55% of these funds must be used on 'Traditional' 5310 projects (which are capital projects that are carried out by private, non-profit organizations) to meet the special needs of seniors and individuals with disabilities. Examples of 'Traditional' projects include:

- Purchase of accessible buses or vans
- Placement of passenger facilities (e.g., benches, shelters)
- Support for mobility management and coordination programs

The remaining funds (45% of the total apportionment) may be used by non-profits, local governments, and other public transportation providers for 'Other' projects (capital or operating projects). Examples of 'Other' projects include:

- Public transportation projects that exceed the requirements of ADA Paratransit services
- Public transportation projects that improve access to fixed route service and decrease reliance on Paratransit; or
- Alternatives to public transportation that assists seniors and individuals with disabilities

Projects selected for funding must be consistent with the *Spokane County Coordinated Public Transit-Human Services Transportation Plan*, as amended.

Section 5310 Grant Program Apportionment Estimates			
Year	Traditional Projects (55% Minimum)	Other Projects (45% Maximum)	Total Apportionment
2025	\$372,950	\$305,141	\$678,090
2026	\$376,679	\$308,192	\$684,871
2027	\$380,446	\$311,274	\$691,720
2028	\$384,250	\$314,387	\$698,637
2029	\$388,093	\$317,530	\$705,623
2030	\$391,974	\$320,706	\$712,679
2031	\$399,662	\$326,996	\$726,659
Total	\$2,294,391	\$1,877,229	\$4,171,620

Section 5339 Bus and Bus Facilities Program

The Moving Ahead for Progress in the 21st Century Act (MAP-21) created a new formula grant program under Section 5339, replacing the previous Section 5309 Bus and Bus Facilities Discretionary program. Section 5339 is a capital program that provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. Spokane Transit is the designated recipient of Section 5339 funds. The match ratio for this program is 85% federal and 15% local. The following is a schedule of 5339 apportionments for 2025-2031. Years 2026-2031 are estimated apportionments based on the growth rate for actual historical apportionments received between 2018 and 2025.

The estimated 2025-2031 apportionments will be used to purchase fixed route coaches and/or paratransit vans.

Section 5339 Grant Program Apportionment Estimates			
Year	Federal	Local	Total
2025	\$1,208,153	\$213,203	\$1,421,356
2026	\$1,220,235	\$215,336	\$1,435,570
2027	\$1,232,437	\$217,489	\$1,449,926
2028	\$1,244,761	\$219,664	\$1,464,425
2029	\$1,257,209	\$221,860	\$1,479,069
2030	\$1,269,781	\$224,079	\$1,493,860
2031	\$1,282,479	\$226,320	\$1,508,799
Total	\$8,715,054	\$1,537,951	\$8,744,206

Fleet Replacement Plans

Fixed Route

Funded and Proposed Fixed Route Vehicle Acquisition Plan 2025 - 2031							
	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Starting Fleet (Active + Contingency)							
Diesel Buses	110	104	106	112	112	115	115
Hybrid Electric Vehicles	24	19	19	13	13	10	2
All-Electric Buses	40	40	40	40	40	40	56
Double Decker Buses (Diesel)	0	7	7	7	7	7	7
Total Fleet at Start (Active + Contingency)	174	170	172	172	172	172	180
Vehicle Dispositions and Acquisitions							
Buses to be Disposed	18	14	6	0	3	8	7
New Replacement/Expansion Buses: Electric	0	0	0	0	0	16	7
New Replacement/Expansion Buses: Diesel	7	16	6	0	3	0	0
New Replacement Buses: Double Decker	7	0	0	0	0	0	0
Fleet At End (Active + Contingency)	170	172	172	172	172	180	180
Fleet Utilization							
Planned Vehicles Operated at Maximum Service (VOMS)	132	133	133	135	135	135	139
Spare Fleet (20% of VOMS)	26	27	27	27	27	27	28
Total Active Fleet	158	160	160	162	162	162	167
Total Contingency Fleet	12	12	12	10	10	18	13

Special Note

The Fixed Route Vehicle Acquisition Plan provided above reflects the assumptions in the Capital Improvement Program. Currently 25% of STA's active Fixed Route vehicle fleet is comprised of zero emission vehicles. With existing facilities at capacity for battery electric buses, vehicle procurements in the near-term will include diesel coaches. Assumptions for the Division Street BRT project are to have battery electric buses on the project, which are shown as entering the active fleet in 2030.

Paratransit

Funded and Proposed Paratransit Vans Acquisition Plan (Directly Operated) 2025 – 2031							
	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
<u>FLEET AT START</u>							
Gasoline Vans	86	106	112	112	112	92	72
Diesel Vans	36	17	11	0	0	0	0
Propane Vans	1	0	0	0	0	0	0
Propulsion TBD	0	0	0	11	11	31	51
Vans to be Disposed	20	6	11	0	20	20	16
New Replacement Vans – Gasoline	20	6	0	0	0	0	0
New Replacement Vans – Diesel	0	0	0	0	0	0	0
New Replacement Vans – Propulsion TBD	0	0	11	0	20	20	16
<u>FLEET AT END</u>	123	123	123	123	123	123	123
<u>FLEET UTILIZATION</u>							
Maximum Peak Requirement	102	102	102	102	102	102	102
Spare Fleet	21	21	21	21	21	21	21
Operating Fleet	123	123	123	123	123	123	123

Rideshare

Funded and Proposed Rideshare Acquisition Plan 2025 – 2031							
	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
<u>FLEET AT START</u>							
Existing Fleet	97	100	100	100	100	104	104
Replacement Vans and Expansion Vans	10	11	11	11	11	10	11
Vans to be Disposed	7	11	11	11	11	10	11
<u>FLEET AT END</u>	100	100	100	100	100	104	104
<u>FLEET UTILIZATION</u>							
Rideshare Operating Fleet	87	88	93	91	91	94	94
Rideshare Spare Fleet	13	12	7	9	9	10	10
<u>OPERATING PEAK REQUIREMENT</u>	100	100	100	100	100	104	104

Section 6: Operating and Financial Projections

The operating and financial projections included in this plan are based on key assumptions developed by the STA Board of Directors through the development of service plans, sales tax growth assumptions, fare revenue assumptions and the capital improvement program.

The following is a representation of the actual operating numbers from 2024, the budgeted figures for 2025 and the projections for the years 2026-2031.

	2024	2025	2026	2027	2028	2029	2030	2031
	Actual	Budgeted	Projected	Projected	Projected	Projected	Projected	Projected
Fixed Route Bus Service								
Revenue Vehicle Hrs.	524,059	541,671	546,023	550,903	544,165	542,050	542,050	542,050
Service Vehicle Hours	556,009	579,045	583,697	588,914	581,711	579,450	579,450	579,450
Revenue Vehicle Miles	7,146,245	7,462,342	7,522,297	7,589,527	7,496,701	7,467,563	7,467,563	7,467,563
Service Vehicle Miles	7,857,689	8,192,512	8,258,344	8,332,142	8,230,233	8,198,244	8,198,244	8,198,244
Passenger Trips	10,166,876	10,390,000	10,473,477	10,567,083	10,437,838	10,397,270	10,397,270	10,397,270
Combined Paratransit Service without SUV								
Revenue Vehicle Hrs.	161,951	167,339	174,595	176,341	178,105	179,886	181,685	183,501
Service Vehicle Hours	177,080	184,609	190,912	192,822	194,750	196,697	198,664	200,651
Revenue Vehicle Miles	2,485,326	2,595,919	2,679,427	2,706,221	2,733,283	2,760,616	2,788,222	2,816,104
Service Vehicle Miles	2,757,750	2,881,996	2,973,127	3,002,858	3,032,887	3,063,215	3,093,848	3,124,786
Passenger Trips	390,956	404,960	421,489	425,704	429,961	434,261	438,603	442,989
Vanpool Services								
Revenue Vehicle Hrs.	32,585	32,734	34,157	34,872	35,629	36,385	37,142	37,899
Revenue Vehicle Miles	1,096,062	1,070,516	1,190,269	1,215,189	1,241,560	1,267,930	1,294,301	1,320,672
Passenger Trips	103,270	115,000	133,274	145,300	155,526	164,150	173,079	178,758

Amounts shown in \$ millions	2024 Actual	2025 Budgeted	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2026-2031 Total
Revenue									
Total Fare Revenue	\$8.1	\$7.8	\$8.9	\$9.2	\$9.5	\$10.2	\$11.5	\$11.7	\$61.0
Sales Tax	115.4	116.3	116.3	120.4	124.6	129.0	133.5	138.1	761.9
Federal Preventive Maintenance Grant	12.7	12.8	13.0	13.1	13.1	13.1	13.1	13.1	78.4
State Operating Grant Funding (a)	10.3	10.3	10.2	10.2	10.3	10.3	10.3	10.3	61.6
Misc. Investments, Earnings & Other	8.4	8.5	7.3	2.8	2.1	1.5	1.0	0.9	15.6
Total Revenue Before Capital Grants	\$155.0	\$155.7	\$155.7	\$155.7	\$159.6	\$164.0	\$169.3	\$174.1	\$978.5
Federal & State Capital Grants	12.9	14.8	15.6	61.9	90.7	43.8	12.3	13.2	237.4
Total Revenue	\$167.9	\$170.6	\$171.3	\$217.6	\$250.2	\$207.8	\$181.6	\$187.3	\$1,215.9
Operating Expense									
Fixed Route	94.8	103.9	109.0	113.3	116.1	118.4	122.4	126.1	705.2
Paratransit	22.8	26.4	27.9	29.0	30.2	31.4	32.7	34.0	185.2
Rideshare	0.9	1.2	1.3	1.4	1.5	1.6	1.7	1.9	9.3
Total Operating Expense	\$118.6	\$131.4	\$138.2	\$143.7	\$147.7	\$151.4	\$156.8	\$161.9	\$899.7
Capital Projects Expenditures									
Federal Portion	4.0	2.2	4.7	36.5	65.7	34.9	9.7	13.2	164.6
State Portion	8.9	12.6	10.9	25.4	25.0	8.9	2.6	0.0	72.8
Local Portion	21.5	44.0	73.9	55.2	56.0	47.4	14.9	9.6	256.9
Fixed Route/Paratransit Fleet Replacement Fund Distribution	-9.2	-14.6	-19.4	0.0	-1.4	-25.8	0.0	-11.1	-57.8
Total Capital Expenditures	\$25.1	\$44.3	\$70.1	\$117.0	\$145.3	\$65.4	\$27.2	\$11.6	\$436.6
Fixed Route/Paratransit Fleet Replacement Fund Contribution	19.4	14.4	9.2	0.0	1.4	25.8	0.0	11.1	47.5
Cooperative Street/Road and Amenities Projects/Other Non-Operating Adjustments	-5.7	0.6	0.5	0.5	0.0	0.0	0.0	0.0	1.0
Total Expenses and Expenditures	\$157.4	\$190.8	\$218.0	\$261.2	\$294.4	\$242.6	\$184.0	\$184.7	\$1,384.8
Change in Cash Balance	\$10.5	-\$20.2	-\$46.6	-\$43.6	-\$44.2	-\$34.7	-\$2.4	\$2.7	-\$168.9
Beginning Cash Balance	\$224.9	\$263.8	\$243.6	\$196.9	\$153.4	\$109.2	\$74.5	\$72.1	\$243.6
Ending Cash Balance	\$263.8	\$243.6	\$196.9	\$153.4	\$109.2	\$74.5	\$72.1	\$74.7	\$74.7
Self Insurance Reserve	5.5	5.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Right of Way Acquisition Reserve	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Real Estate Acquisition Reserve	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Board Designated Reserves	17.8	19.7	20.7	21.5	22.2	22.7	23.5	24.3	24.3
Total Reserves	\$53.2	\$55.2	\$50.7	\$51.5	\$52.1	\$52.7	\$53.5	\$54.2	\$54.2
Cash Balance Less Reserves	\$210.5	\$188.4	\$146.3	\$101.9	\$57.1	\$21.8	\$18.6	\$20.5	\$20.5

Appendices

Appendix A – 2024 Annual Action Plan

Approved at the December 19, 2024, STA Board Meeting

2025 Action Plan

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

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

Action 1: Elevate the customer experience.

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

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

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

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

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

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

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

- **Advance the Facilities Master Plan toward preliminary siting and design** – The Facilities Master Plan will address future system-wide requirements for STA's maintenance, operations, and administration facilities. It is anticipated to identify requirements that are beyond STA's current capital program and will support strategic actions, such as zero-emission fleets and growing service to the region. During the first half of 2025, the first phase of planning work will be completed, and is expected to detail the requirements and opportunity for a future "clean energy campus." A second phase of the Facilities Master Plan will commence by the second half of 2025, which will advance preliminary design of one or more facilities at specific sites, preparatory to completing environmental review and final design.
- **Implement STA's fleet replacement plan, including additional charging infrastructure, while preparing for the next steps in transitioning of the fleet toward zero emission vehicles in the future** – In 2025, STA will design additional on-route charging stations for construction and installation to support expanded daily use of the existing battery electric bus (BEB) fleet, for supporting BEB use primarily on routes 9 Sprague and 25 Division serving Spokane, Spokane Valley, and Spokane County.
- **Training and Development** – Adapting to the needs of the future will be critical. STA will invest in its team members by developing and delivering comprehensive programs which will impart the skills and training required to respond to and anticipate these evolving needs.
- **Other Connect 2035 Initiatives** – The STA Board of Directors will adopt the full *Connect 2035* strategic plan before the conclusion of 2024. Several initiatives oriented toward strengthening the agency's capacity may begin in 2025.



Appendix B – Performance Measures

Approved at the December 19, 2024, STA Board Meeting

SPOKANE TRANSIT AUTHORITY

Annotated copy to show comparison to 2024

SUBJECT: 2025 PERFORMANCE MEASURES

MISSION

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

OUR VISION

- Connecting everyone to opportunity.

PRIORITIES AND OBJECTIVES

1. Safety

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

2. Earn and Retain the Community's Trust

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

3. Provide Excellent Customer Service

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

4. Enable Organizational Success

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

5. Exemplify Financial Stewardship

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

PERFORMANCE MEASURES

1. **ENSURE SAFETY**

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

Performance Measures

- **Accident Rate**

Fixed Route

Measurement – (1 measure) Preventable accidents

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

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

Measured - Quarterly

2023 Actual: 0.17

2024 Q3 YTD: 0.15

Paratransit

Measurement – (1 measure) Preventable accidents

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

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

Measured - Quarterly

2023 Actual: 0.12

2024 Q3 YTD: 0.11

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

Fixed Route

Measurement – Workers Comp Lost Days

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

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

Measured - Quarterly

2023 Actual: 0.04

2024 Q3 YTD: 0.04

Paratransit

Measurement – Workers Comp Lost Days

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

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

Measured – Quarterly

2023 Actual: 0.05

2024 Q3 YTD: 0.04

Maintenance

Measurement – Workers Comp Lost Days

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

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

Measured - Quarterly

2023 Actual: 0.01

2024 Q3 YTD: 0.01

- **Injury Rate (Employee Claims)**

- Fixed Route

- Measurement – Claims per 1,000 hours

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

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

- Measured – Quarterly

- 2023 Actual: 0.07

- 2024 Q3 YTD: 0.07

- Paratransit

- Measurement – Claims per 1,000 hours

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

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

- Measured - Quarterly

- 2023 Actual: 0.09

- 2024 Q3 YTD: 0.06

- Maintenance

- Measurement – Claims per 1,000 hours

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

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

- Measured - Quarterly

- 2023 Actual: 0.09

- 2024 Q3 YTD: 0.04

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

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

Performance Measures

- **Ridership**

- Fixed Route

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 10.16 million trips

- 2025 Goal: 10.39 million trips; 2.2% increase

- Measured – Monthly

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

- 2024 Q3 YTD: 15% increase

- Paratransit (Excluding SUV)

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 390,017 trips

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

- Measured – Monthly

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

- 2024 Q3 YTD: 8.4% increase

- Rideshare

- Measurement – Number of unlinked trips

- 2024 Projected Ridership: 104,000 trips

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

- Measured – Monthly

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

- 2024 Q3 YTD: 7.6% increase

- **Service Effectiveness**

- Fixed Route

- Measurement – Passengers per revenue hour

- 2024 Goal: 17.5 or above system wide average

- 2025 Goal: 19.18 or above system wide average

- Measured – Quarterly

- 2023 Actual: 19.00

- 2024 Q3 YTD: 18.70

- Paratransit

- Measurement – Passengers per revenue hour

- 2024 Goal: 2.7 or above system wide average

- 2025 Goal: 2.42 or above system wide average

- Measured – Quarterly

- 2023 Actual: 2.37

- 2024 Q3 YTD: 2.39

- **Customer Security**

- Fixed Route

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

- 2024 Goal: 4.5 (or above) average

- 2025 Goal: 4.5 (or above) average

- Measured – Annually

- 2023 Survey: 4.0

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

- Paratransit

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

- 2024 Goal: 4.5 (or above) average

- 2025 Goal: 4.5 (or above) average

- Measured – Annually

- 2023 Survey: No Survey

- 2024 Survey: 4.7

- **Public Outreach**

- Agency Wide

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

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

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

- Measured – Annually

- 2023 Survey: 3.2

- 2024 Survey: Delayed until Quarter one 2025

PROVIDE EXCELLENT CUSTOMER SERVICE

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

Performance Measures

- **On Time Performance**

Fixed Route

Measurement – 0 to 5 minutes from scheduled time point

2024 Goal: 93% on time

2025 Goal: 93% on time

Measured – Monthly

2023 Actual: 93%

2024 Q3 YTD: 91.7%

Paratransit

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

2024 Goal: 93% on time

2025 Goal: 93% on time

Measured – Monthly

2023 Actual: 92.1%

2024 Q3 YTD: 94.2%

- **Call Center**

Fixed Route Customer Service Abandon Rate

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

2024 Goal: 4% or below

2025 Goal: 4% or below

Measured – Monthly

2023 Actual: 1.0%

2024 Q3 YTD: 1.0%

Paratransit Reservationists Abandon Rate

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

2024 Goal: 4% or below

2025 Goal: 4% or below

Measured – Monthly

2023 Actual: 3.0%

2024 Q3 YTD: 1.7%

Fixed Route (Customer Service) Service Level

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

2024 Goal: 90%/60 seconds

2025 Goal: 90%/60 seconds

Measured – Monthly

2023 Actual: 93%

2024 Q3 YTD: 96%

Paratransit Reservationists Service Level

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

2024 Goal: 90%/60 seconds

2025 Goal: 90%/60 seconds

Measured – Monthly

2023 Actual: 84%

2024 Q3 YTD: 78%

- **Complaint Rate**

- Fixed Route

- Measurement – Number of complaints received

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

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

- Measured – Monthly

- 2023 Actual Total Complaints: 9.9

- 2024 Q3 YTD Total Complaints: 9.4

- Paratransit

- Measurement – Number of complaints received

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

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

- Measured – Monthly

- 2023 Actual Total Complaints: 4.4

- 2024 Q3 YTD Total Complaints: 5.1

- **Maintenance Reliability**

- Fixed Route

- Measurement – Number of Road Calls

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

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

- Measured – Monthly

- 2023 Actual: 6,515 miles

- 2024 Q3 YTD: 5,782

- Paratransit

- Measurement – Number of Road Calls

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

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

- Measured – Monthly

- 2023 Actual: 83,024

- 2023 Q3 YTD: 76,214

4. **ENABLE ORGANIZATIONAL SUCCESS**

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

Have an active and engaged Board of Directors.

Performance Measures

- **Training Rate (Employee)**

- Fixed Route

- Measurement – Complete Advanced Operator Training

- 2024 Goal: 8 hours per Operator annually

- 2025 Goal: 8 hours per Operator annually

- Measured – Quarterly

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

- 2023 Q3 YTD: 1 hour per Operator annually

- Paratransit

2025 Performance Measures

Measurement – Complete Advanced Operator Training

2024 Goal: 8 hours per Operator annually

2025 Goal: 8 hours per Operator annually

Measured – Quarterly

2023 Actual: No Advanced Training

2024 Q3 YTD: Delayed to Q4

Maintenance

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

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

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

Measured – Annually

2023 Actual: 49.3 hours per employee

2024 Q3 YTD: 30.4 hours per employee

Managers/Supervisors/Administrative

Measurement – Scheduled Professional Development Class

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

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

Measured – Annually

2023 Actual: 8 hours

2024 Q3 YTD: In progress

- **Annual Employee Feedback**

Fixed Route

Measurement – Supervisor conducts formal ride check/ride along

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

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

Measured – Annually

2023 Actual: 100% completed

2024 Q3 YTD: 212 out of 333

Paratransit

Measurement – Supervisor conducts formal ride check/ride along

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

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

Measured – Annually

2023 Actual: 100% Completed

2024 Q3 YTD: 40 out of 56

- **Governance**

Board Development

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

2024 Goal: Two Board members attend annually

2025 Goal: Five Board members attend annually

Measured – Annually

2023 Actual: Completed

2024 Q3 YTD: Completed

5. **EXEMPLIFY FINANCIAL STEWARDSHIP**

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

Performance Measures

- **Cost Efficiency**

Fixed Route

Measurement – Cost per Revenue Hour

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

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

Measured – Quarterly

2023 Actual: 80.1%

2024 Q3 YTD: 80.5%

Paratransit

Measurement – Cost per Revenue Hour

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

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

Measured – Quarterly

2023 Actual: 83.7%

2024 Q3 YTD: 83.9%

- **Cost Effectiveness**

Fixed Route

Measurement – Cost per Passenger

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

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

Measured – Quarterly

2023 Actual: 68.5%

2024 Q3 YTD: 68.8%

Paratransit

Measurement – Cost per Passenger

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

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

Measured – Quarterly

2022 Actual: 76.3%

2023 Q3 YTD: 76.8%

- **Cost Recovery from User Fees**

Fixed Route

Measurement – Farebox Return

2024 Goal: at least 20%

2025 Goal: at least 20%

Measured – Quarterly

2023 Actual: 8.0%

2024 Q3 YTD: 8.0%*

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

Paratransit

Measurement – Farebox Return

2024 Goal: at least 5%

2025 Goal: at least 5%

Measured – Quarterly

2023 Actual: 2.8%

2024 Q3 YTD: 2.7%*

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

Rideshare

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

2024 Goal: 85%

2025 Goal: 50%

Measured – Quarterly

2023 Actual: 38.4%

2024 Q3 YTD: 39.9%

- **Maintenance Cost**

Fixed Route

Measurement – Cost per total mile by fleet

2024 Goal: \$1.67 per mile

2025 Goal: \$1.81 per mile

Measured - Quarterly

2023 Actual: \$1.61

2024 Q3 YTD: \$1.79

Paratransit/Rideshare

Measurement – Cost per total mile

2024 Goal: \$1.26 per mile

2025 Goal: \$1.26 per mile

Measured – Quarterly

2023 Actual: \$1.26

2024 Q3 YTD: \$1.24

- **Financial Capacity**

Financial Management

Measurement – Adherence to approved Operating Budget

2025 Goal: Operate at or below budgeted expenditures

Measured – Monthly

Service Level Stability

Measurement – Number of years current service level can be sustained

2025 Goal: 6 years

Measured – Annually

Ability to Sustain Essential Capital Investments

Measurement – Fully funded Capital Improvement Plan

2025 Goal: 6 years

Measured – Annually

Public Perception

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

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

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

Measured – Quarterly

2023 Survey: 3.1

2024 Survey: Schedule date pending

Appendix C – System Ridership, Miles & Hours 1997 – 2024

Fixed Route Ridership, Mile and Hours			
Year	Annual Revenue Hours	Annual Revenue Miles	Total Passengers
1997	374,718	5,389,263	8,171,745
1998	377,509	5,411,212	7,944,416
1999	375,175	5,308,483	8,099,072
2000	356,977	4,962,786	8,512,225
2001	336,401	4,641,901	8,370,460
2002	348,675	4,753,745	7,522,394
2003	351,239	4,789,262	7,504,713
2004	354,985	4,839,102	7,740,360
2005	369,494	5,031,171	7,688,002
2006	402,533	5,570,692	8,408,678
2007	406,008	5,592,842	9,436,662
2008	414,751	5,718,006	11,110,476
2009	418,247	5,782,329	11,152,841
2010	414,364	5,772,668	10,710,528
2011	397,000	5,539,541	10,831,987
2012	381,167	5,313,529	11,031,338
2013	383,357	5,317,034	11,087,049
2014	392,087	5,446,828	11,324,434
2015	395,972	5,480,629	10,815,736
2016	397,122	5,477,713	10,261,816
2017	405,164	5,590,733	10,264,971
2018	427,387	5,850,424	10,069,599
2019	444,299	6,118,526	9,971,798
2020	448,142	6,170,085	5,817,776
2021	451,920	6,210,759	5,238,135
2022	465,683	6,485,325	6,595,319
2023	494,282	6,824,002	8,947,157
2024	524,059	7,146,245	10,166,876

Paratransit Ridership, Miles and Hours; Combined Service			
<u>Year</u>	<u>Annual Revenue Hours</u>	<u>Annual Revenue Miles</u>	<u>Total Passengers</u>
1997	150,178	2,523,866	437,155
1998	144,944	2,479,090	435,412
1999	149,508	2,449,312	435,153
2000	148,814	2,353,028	430,920
2001	153,565	2,349,728	431,210
2002	155,983	2,386,941	435,341
2003	159,421	2,462,488	454,503
2004	158,491	2,401,305	456,969
2005	158,744	2,333,365	463,207
2006	167,309	2,549,716	493,981
2007	172,776	2,675,985	506,710
2008	178,959	2,724,953	516,516
2009	175,081	2,685,157	521,578
2010	172,744	2,592,443	517,192
2011	166,263	2,368,569	485,551
2012	163,479	2,532,907	490,106
2013	163,222	2,517,992	483,038
2014	160,503	2,462,003	475,171
2015	161,390	2,492,302	463,463
2016	162,433	2,515,454	467,286
2017	178,286	2,538,482	476,765
2018	164,900	2,478,788	475,326
2019	159,883	2,393,645	441,097
2020	100,005	1,541,063	205,815
2021	112,374	1,835,735	252,201
2022	129,282	2,018,751	310,316
2023	148,890	2,316,653	360,927
2024	161,951	2,485,326	390,956

Paratransit Ridership, Miles and Hours; Directly Operated			
<u>Year</u>	<u>Annual Revenue Hours</u>	<u>Annual Revenue Miles</u>	<u>Total Passengers</u>
1997	91,310	1,523,400	268,894
1998	89,671	1,526,709	275,330
1999	84,796	1,377,197	256,744
2000	86,281	1,334,007	259,370
2001	89,814	1,358,293	263,196
2002	93,638	1,377,785	273,496
2003	95,167	1,418,077	288,434
2004	89,156	1,286,478	274,634
2005	87,625	1,229,340	273,581
2006	89,590	1,280,784	276,408
2007	88,894	1,305,017	275,130
2008	91,129	1,337,188	277,528
2009	90,765	1,307,371	277,200
2010	84,769	1,213,471	258,640
2011	84,439	1,229,362	254,171
2012	85,246	1,272,186	257,891
2013	82,630	1,215,021	251,273
2014	81,138	1,186,434	247,941
2015	80,123	1,189,206	232,508
2016	76,807	1,138,893	226,888
2017	82,066	1,198,630	239,886
2018	88,386	1,293,811	255,092
2019	83,811	1,249,422	231,791
2020	57,729	885,171	117,972
2021	64,463	1,066,946	143,809
2022	68,563	1,073,683	167,704
2023	78,053	1,217,504	195,972
2024	80,605	1,252,409	204,442

Paratransit Ridership, Miles and Hours; Purchased Transportation			
<u>Year</u>	<u>Annual Revenue Hours</u>	<u>Annual Revenue Miles</u>	<u>Total Passengers</u>
1997	58,868	1,000,466	168,261
1998	55,273	952,381	160,082
1999	64,712	1,072,115	178,409
2000	62,533	1,019,021	171,550
2001	63,751	991,435	168,014
2002	62,345	1,009,156	161,845
2003	64,254	1,044,411	166,069
2004	69,335	1,114,827	182,335
2005	71,119	1,104,025	189,626
2006	77,719	1,268,932	217,573
2007	83,882	1,370,968	231,580
2008	87,830	1,387,765	238,988
2009	84,316	1,377,786	244,378
2010	87,975	1,378,972	258,552
2011	81,824	1,275,612	231,380
2012	78,233	1,260,721	232,215
2013	80,592	1,302,971	231,765
2014	79,365	1,275,569	227,230
2015	81,267	1,303,096	230,955
2016	85,626	1,376,561	240,398
2017	96,220	1,339,852	236,879
2018	76,514	1,184,977	220,234
2019	76,072	1,144,223	209,306
2020	42,276	655,892	87,843
2021	47,911	768,789	108,392
2022	60,719	945,068	142,612
2023	70,837	1,099,149	164,955
2024	81,346	1,232,917	186,514

NOTE: Purchase Transportation figures include Special Use Van through 2021.

Rideshare Ridership, Miles and Hours			
<u>Year</u>	<u>Annual Revenue Hours</u>	<u>Annual Revenue Miles</u>	<u>Total Passengers</u>
1997	8,414	277,711	89,167
1998	9,110	293,292	87,668
1999	7,165	236,335	68,559
2000	6,531	225,726	66,620
2001	8,221	299,738	85,500
2002	8,881	312,141	88,263
2003	10,334	352,741	102,426
2004	9,938	352,415	101,971
2005	15,157	490,835	129,548
2006	17,462	609,385	163,826
2007	18,720	686,661	166,996
2008	24,267	893,380	224,264
2009	23,703	888,699	209,822
2010	24,198	907,418	208,480
2011	27,304	1,025,192	232,816
2012	33,220	1,189,701	250,436
2013	34,313	1,126,943	241,257
2014	36,651	1,174,536	246,331
2015	33,434	1,114,100	219,578
2016	31,196	1,058,496	193,006
2017	29,470	975,974	178,457
2018	28,789	948,679	157,433
2019	28,093	929,850	155,262
2020	22,979	674,189	90,770
2021	21,704	636,288	70,298
2022	25,973	905,990	90,576
2023	28,536	1,016,131	95,655
2024	32,585	1,096,062	103,270

Appendix D – 2024 Fuel Consumption

Service Type	Gallons of Diesel Fuel	Gallons of Gasoline	Gallons of Propane
Fixed Route	1,274,399	0	0
Directly Operated Paratransit	19,258	142,750	0
Purchased Paratransit	78,889	59,054	0
Rideshare	0	57,483	0

Appendix E – 2024 Reportable Collisions, Injuries, and Fatalities

Reportable Events*	Fixed Route	Rideshare	Directly Operated Paratransit	Purchased Paratransit
Collisions	22	1	2	1
Collision Related Injuries	9	0	3	2
Collision Related Fatalities	0	0	0	0
OSONOC Related Injuries	28	0	10	3

*As reported to the draft 2024 National Transit Database. Includes events equaling or exceeding \$25,000 in damages, events in which medical attention was sought away from the scene, events in which the vehicle was towed from the scene or evacuations.

Appendix F – Bus Fleet Contingency Plan – Inactive Reserve/Contingency Bus Fleet

Bus Fleet Contingency Plan

Inactive Reserve/Contingency Bus Fleet – Updated 2/28/2024

Introduction

The purpose of this section is to document the periodic need and justification for an inactive-contingency reserve bus fleet as part of the total Spokane Transit Authority operating fleet. Such action would be in accordance with FTA Circular 5010.1E, Ch. IV, Section 4. Equipment and Supplies (Including Rolling Stock), k. Rolling Stock Spare Ratio Policies which permits transit agencies to reserve buses for future “emergencies or other unforeseen and justified activities.”

Policy Statement

Spokane Transit Authority (STA) will establish and maintain a contingency bus fleet, as necessary. Such a fleet would be in addition to the normal spare ratio allowed by federal regulations and will only be used when circumstances warrant. The buses in this fleet will not be used for charter, school, or any other non-transit use, but only for emergencies or other unforeseen and justified activities. Occasional use in service will occur only to the extent necessary to ensure mechanical reliability and fleet readiness. This includes utilizing the contingency fleet to address challenges with technology transitions, including BEB (Battery Electric Bus) testing and implementation. The contingency fleet may also be used outside of revenue service to ensure organizational readiness to include operator training.

Definitions

Contingency Bus Fleet – The buses held in contingency may be used during extreme weather conditions, for potential service expansion, emergency operation (evacuation), fuel shortages, and for other undefined emergencies or service requirement. A bus must meet the FTA minimum replacement standards prior to being placed into the contingency fleet.

Service Life – Service life of rolling stock begins on the date the vehicle is placed in revenue service and continues until it is removed from service. Minimum service lives for buses are given below. Each vehicle placed into a contingency fleet will be examined for reliability versus need for disposal prior to placement in the contingency fleet. STA has set its standards based on FTA guidelines as *minimums*, and in most cases actual vehicle use will extend beyond this time frame.

- (a) Large, heavy-duty transit buses (approximately 35’-40’, and articulated buses): at least 12 years of service or an accumulation of at least 500,000 miles.
- (b) Medium-size, heavy-duty transit buses (approximately 30’): 10 years or 350,000 miles.
- (c) Medium-size, medium-duty transit buses (approximately 30’): 7 years or 200,000 miles.

- (d) Medium-size, light-duty transit buses (approximately 25'-35'): 5 years or 150,000 miles.
- (e) Other light-duty vehicles such as small buses: 4 years or 100,000 miles.
- (f) Rideshare vehicles (vans): 5 years regardless of mileage.

Spare Ratio – By federal requirements, the number of spare buses in the active fleet may not exceed 20 percent of the number of vehicles operated in maximum service.

For purposes of the spare ratio calculation, “vehicles operated in maximum service” is defined as the total number of revenue vehicles operated to meet the annual maximum service requirement. This is the revenue vehicle count during the peak season of the year, on the week and day that maximum service is provided excluding atypical days and one-time special events. Scheduled standby vehicles are permitted to be included as “vehicles operated in maximum service.”

Spare ratio is usually expressed as a percentage, e.g., 100 vehicles operating in maximum service with 20 spare vehicles is a 20 percent spare ratio.

$$\text{Spare Bus Ratio (\%)} = \frac{\text{Spare Bus Fleet}}{\text{Vehicles Operated in Maximum Service}}$$

Unanticipated Ridership – A sudden unanticipated increase in bus ridership could require a corresponding increase in the level of bus service. Such a ridership increase would most likely occur as a result of an energy-related emergency or weather conditions. However, a similar situation could occur due to a major transportation corridor construction project (causing extreme delays, etc.) or the failure of a major transportation facility such as a river crossing, etc.

Catastrophic Loss of Active Bus Fleet – A sudden unanticipated decrease in the availability of buses in the active bus fleet could require that buses in the contingency fleet be placed back into service. Such an event could occur if a significant number of buses were damaged or destroyed by fire, tornado, flood, or other act of nature. A similar need could arise as a result of the premature failure of a major component of a group or sub fleet of buses, e.g., an engine or transmission failure, or cracking of structural frame members.

Maintenance – Buses in the contingency fleet will be on a 6,000-mile preventive maintenance schedule in accordance with STA's approved Maintenance Plan. If a particular coach slated for contingency falls within the 600 +/- range of zero miles prior to being placed into the contingency fleet, the inspection must be performed prior to placing into contingency. Periodic start-ups will occur between normal preventive maintenance inspections so that the fleet always remains ready for service. All records associated with these buses will be maintained in the vehicle history file in addition to having a copy placed with the asset worksheet within the inspection binder.

Satisfactory Continuing Controls

Necessary Paperwork for Contingency Reporting – To ensure that proper FTA monitoring of the contingency fleet is performed throughout the span of contingency for the asset, it is essential that the following forms provided in the form of examples below have been completed for each qualifying asset prior to being placed into contingency.

Blank forms will be stored in the Contingency Binder at the Foreman's desk. If you need assistance with information for required fields, please contact Brian Conley (ext. 6039).

Appendix G – Asset Management Plan

The Moving Ahead for Progress in the 21st Century Act (MAP-21) required the Secretary of the United States Department of Transportation to develop rules to establish a system to monitor and manage public transportation assets to improve safety and increase reliability and performance, and to establish performance measures, and the Fixing America's Surface Transportation (FAST) Act reaffirmed this requirement.

The FTA defines Transit Asset Management as a business model that uses the condition of assets to guide the optimal prioritization of funding of transit priorities in order to keep our transit networks in a State of Good Repair (SGR). The purpose of the TAM is to help achieve and maintain a State of Good Repair for the nation's public transportation assets. SGR is defined as the condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a state of good repair when the asset:

- Is able to perform the designed function
- Does not pose a known unacceptable safety risk
- Has recovered life cycle investments

The TAM rule applies to all transit providers that are recipients or sub-recipients of federal assistance under 49 U.S.C. Chapter 53 that own, operate, or manage transit capital assets used in the provision of public transportation. Per the Federal Government, A TAM plan must be updated in its entirety at least every 4 years, and it must cover a horizon period of at least 4 years. WSDOT requires that agencies must recertify their plan every two years in the form of a letter, verifying that the agency is still following its plan as approved by the Transportation Commission.

Each entity developing a TAM Plan will have to report annually to FTA's National Transit Database (NTD). This submission should include:

1. Projected targets for the next fiscal year,
2. Condition assessments and performance results; and,
3. A narrative report on changes in transit system conditions and the progress toward achieving previous performance targets.

Given the overall size of the Transit Asset Management Plan, it is posted separately here: www.spokanetransit.com/projects/transit-asset-management-plan/