

SECTION 11.1 – MONITORING AND IMPROVEMENT

This section includes an excerpt from of *Connect Spokane: A Comprehensive Plan for Public Transportation* as adopted by the Board of Directors in September 2010. In fulfillment of one of its obligations as a recipient of federal funding, STA frequently monitors its performance to ensure the reliability, effectiveness, and efficiency of its services and to promote overall system improvement.

Monitoring and Improvement

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

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

Monitoring and Improvement Goal

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

Monitoring and Improvement Principles

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

1. Change and Uncertainty

Change is inevitable and uncertainty a reality in any endeavor.

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

2. Aim High

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

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

3. Continuous Feedback

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

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

4. Course Corrections

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

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

5. Ownership

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

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

6. Respect Diversity

Although the subjects being monitored may look alike on the surface, in reality they may need to be held to different performance standards.

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

7. Checks and Balances

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

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

Monitoring and Improvement Policies

MI-1.0 – Fixed-Route Performance Standards

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

evaluating agency performance.

Fixed-route performance standards are found in Annex 1.

MI-2.0—Agency Performance Measures

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

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

MI-3.0 – Revisions and Adaptation

3.1 Comprehensive Plan Update

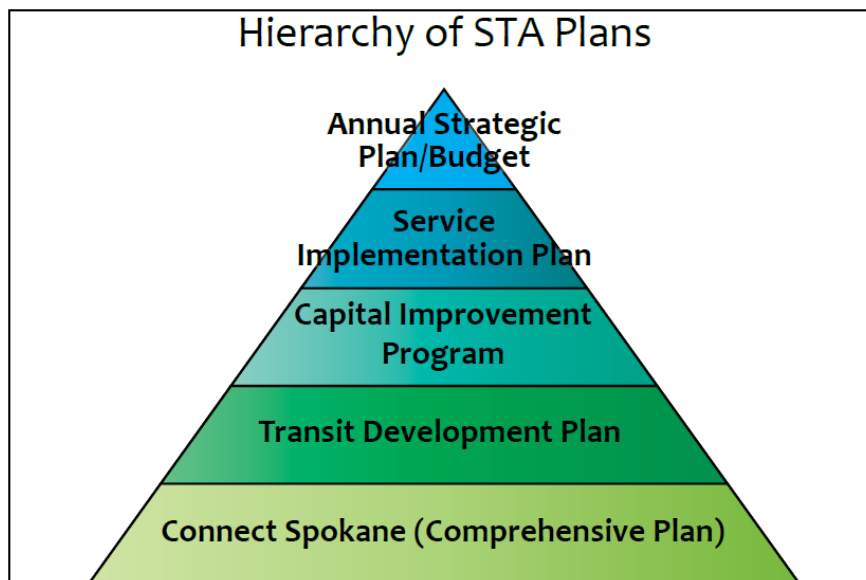
Spokane Transit will review and update as appropriate the Comprehensive Plan for Public Transportation beginning no later than three years following the last major adoption and/or revision. Significant public outreach shall be required as part of the update process, consistent with the policies of the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

3.2 Comprehensive Plan Amendments

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

3.3 STA Planning Documents

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



3.3.1 Annual Strategic Plan

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

3.3.2 Service Implementation Plan

See FR-7.0-Service Implementation Plan

3.3.3 Capital Improvement Program

See SI-4.0-Capital Improvement Program (CIP)

3.3.4 Transit Development Plan

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

3.4 Update Schedule

Document	Horizon	Revision Schedule
Comprehensive Plan for Public Transportation	20-25 Years	Begin update no later than three years from last major update
Transit Development Plan	Six Years (current calendar year plus five years)	Adopt before April 1 of each year
Service Implementation Plan	Three Years	Publish draft by April of each year and adopt before July 1
Capital Improvement Program	Six Years	Publish draft by July of each year and adopt before October 1
Annual Strategic Plan/ Budget	One Year	Publish draft by October of each year and adopt before January 1