

DRIVEN TO EXCELLENCE

How a Great City Moves ▶ Progress Report



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At Spokane Transit we truly are driven to excellence.

At Spokane Transit we are serious about fulfilling our dual responsibilities to the customers we serve and the taxpayers who also help fund us. That means making tough decisions in order to live within our means in the present. It also means creating a vision for the future, and the strategies to achieve it. In everything we do we drive for excellence.

Although 2011 was a challenging year, it was also interesting and productive. Here's a quick look at some of the highlights:

- ▶ We restructured transit service to find operational and capital savings and in doing so created a better, more productive system overall. Instead of a reduction in ridership that might have been expected with reduced service, ridership is actually up. In fact ridership has grown five of the last six years.
- ▶ We took the third service reduction off the table altogether, initially planned for 2012, then deferred to 2013. This was possible due to the higher than expected yield on internal cost-saving measures, our successful efforts to win additional state and federal grants, and higher than projected sales tax revenue.
- ▶ The Central City Transit project, representing the first High Performance Transit corridor to be fully developed as part of the HPT Network, is a joint effort of Spokane Transit and the City of Spokane, and a number of other partners including the Downtown Spokane Partnership, WSU, Gonzaga, U District Board, the Public Facilities District and more. A robust public process (Alternatives Analysis) produced a 3-mile east-west preferred corridor connecting Gonzaga to Browne's Addition through the U District and downtown. Modern Electric Trolley was selected as the mode over a streetcar and enhanced bus. Existing revenues only support current service, so STA will apply for federal Small Starts funding in 2012 and will need future public approval, when the economy recovers, of a local match. It's a multi-year process and we're in the early stages. This is the first of a number of proposed planning initiatives.

Many more achievements are included in these pages. We succeed because of the support of the customers we serve and the taxpayers who help fund us and for that we are grateful. We are not just a transit system—we are how a great city moves.

E. Susan Meyer
E. Susan Meyer, CEO



FIXED ROUTE BUS

- ▶ Serving 248 square mile and 85% of Spokane County's urban population, STA's fleet of 144 buses provides approximately 11 million rides annually.
- ▶ STA provides public transportation on 33 routes serving Spokane County, the City of Spokane, City of Spokane Valley, City of Millwood, City of Liberty Lake, City of Airway Heights, City of Medical Lake and City of Cheney.
- ▶ **Spokane Transit has improved fuel economy by 14.8% since 2003.**



VANPOOL

- ▶ Vanpool is a service for commuters who share the ride and cost of getting to work in an STA van.
- ▶ **Vanpool carried 290,400 customers a total of 1,235,237 miles in a fleet of 117 vehicles. Ultimately, 4,187,770 miles were taken off the road by Vanpool use in 2010.**

PARATRANSIT

- ▶ Paratransit is a wheelchair-accessible, shared ride service for people whose disabilities prevent them from using regular fixed route buses.
- ▶ Paratransit transported 535,367 customers a total of 2,793,615 miles in 2010 using a fleet of 112 lift-equipped vans.



MOBILITY TRAINING

- ▶ Mobility Training is a free program that helps seniors and people with disabilities gain more independence by training them to ride fixed route buses.
- ▶ Training people to ride the bus saved \$1.4 million by eliminating 131,090 paratransit trips.



STA's is guided by four priorities (see below). Each priority is reflected by performance measures that are defined each year by the Board of Directors. STA monitors and reports its performance measures quarterly.

1 Safety

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

Key Performance Measure: In addition to cameras already in use at The Plaza, STA now has cameras onboard all buses.

Customers gave high ratings for personal safety aboard STA buses—4.3 on a 5 point scale.

Customer Safety 

STA Factoid:
Twenty percent of travelers on State Route 904, between I-90 and Cheney and EWU, use transit.

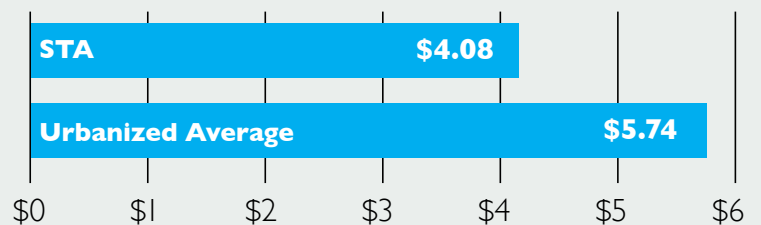
Source: WSDOT & STA Ridership Data

2 Trust

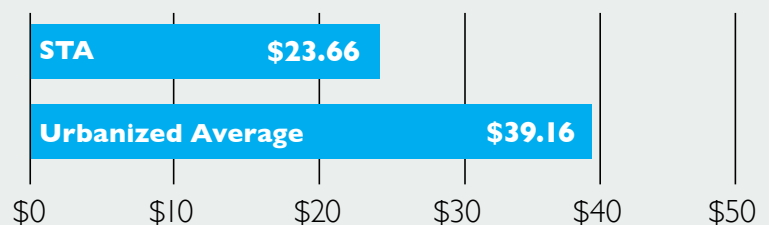
Earn and retain the community's trust.

Key Performance Measure: Cost per customer on STA's vehicles remains the lowest of all urban transit systems in the state. Spokane Transit operates at nearly 30% less per customer.

Cost Per Customer, Fixed Route Bus, 2010



Cost Per Customer, Paratransit, 2010



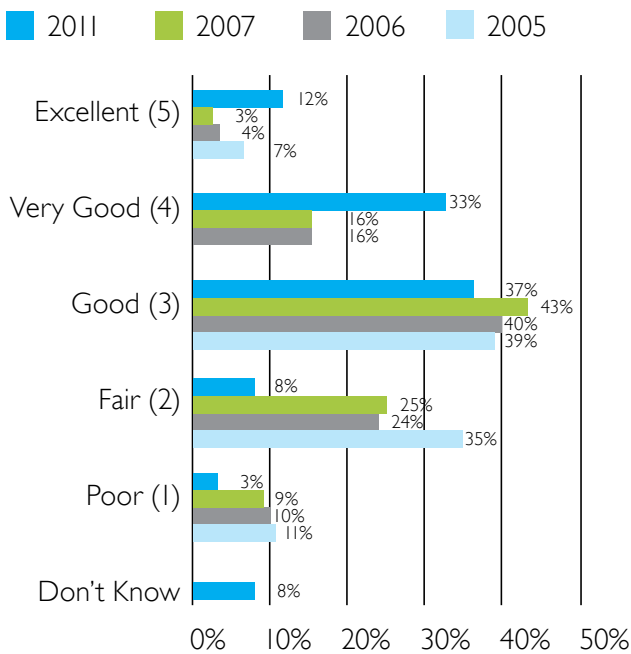
Source: 2011 National Transit Database

All reports are available online at spokanetransit.com.

3 Customers

Provide consistently high-quality service to customers at every interaction.

Key Performance Measure: 82% of survey respondents reported their overall job rating of STA as good, very good or excellent.



Source: 2011 STA Community Perception Survey

4 Employees

Promote a well-trained and highly productive workforce.

Key Performance Measure: More than 78% of STA's employees rate the organization as a good place to work.

Employee Job Satisfaction



Source: 2010 STA Employee Survey

STA Factoid:
Transit ridership share on the Monroe Street Bridge exceeds the share on the Seattle I-90 bridge.

WSDOT, Spokane Transit Ridership Data, City of Spokane and King County Metro

Dual Responsibility to Customers and Taxpayers

STA's goal is to sustain a long-term perspective that balances service needs with fiscal responsibility. STA's budget is guided by four principles:



- 1 Sustain quality—regardless of service level.**
- 2 Preserve essential capital projects.**
- 3 Maintain flexibility to add revenue or reduce service when required.**
- 4 Continue with a sustainable plan by avoiding long-term commitments that may not be funded.**

Financial Strategy

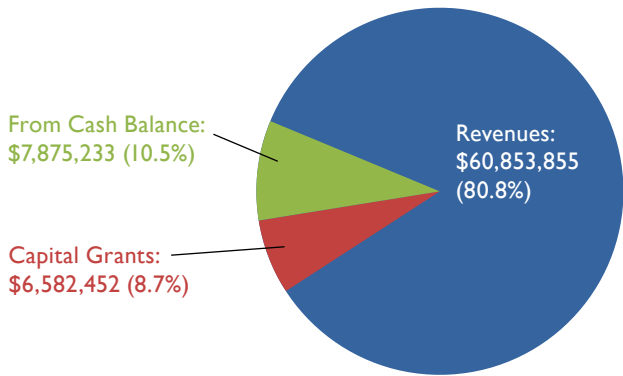
Tough economic times required STA to make tough economic decisions. In 2010 and 2011, STA reduced and restructured service and implemented fare increases.

Additional service reductions were anticipated, however, factors changed this scenario:

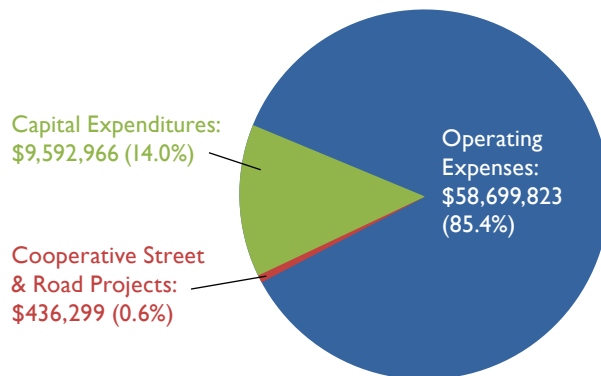
- Better than expected results from cost-saving measures put in place starting in 2009 including the restructuring of employee benefits.
- Successful efforts to obtain additional state and federal grants.
- More favorable sales tax results than projected.

As a result of these factors, the third phase of service reductions has been eliminated.

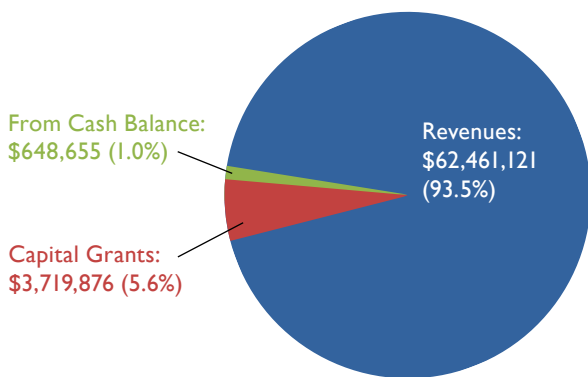
Source of Funds, 2012 Budget



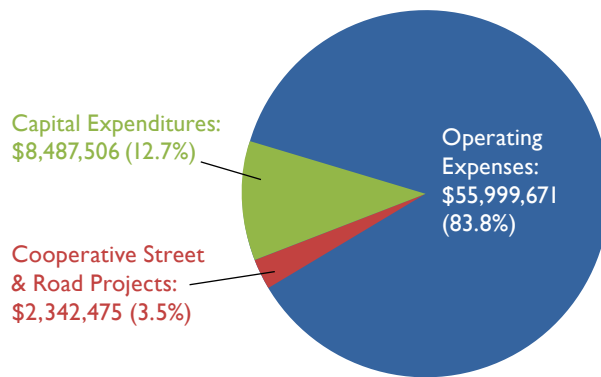
Use of Funds, 2012 Budget



Source of Funds, 2011 Estimated*



Use of Funds, 2011 Estimated*



Operating Revenue by Source**

	2012 Budget	2011	2010	2009	2008
Sales Tax	68.5 %	66.8%	67.1%	69.8%	70.0%
Operating Revenue	17.2 %	17.1%	16.2%	14.2%	13.1%
Federal Grant	13.2 %	12.8%	13.9%	13.9%	11.5%
State Grant	0.1 %	2.3%	1.7%	1.3%	2.2%
Miscellaneous	0.9 %	1.1%	1.1%	0.9%	3.2%

*Estimated as of December 15, 2011
 **Totals may not sum due to rounding

Greater Value to Our Customers



Optimize Technology

Response to STA's redesigned website was immediate, with spokanetransit.com receiving 57,000 visits in September of 2011—an all-time high. In addition, call and email volume have dropped since the new site's launch, a key indicator that people are finding and using the website to answer their questions and meet their needs. Major website enhancements:

- 1. A comprehensive “text alert” system** allowing customers to sign up for automatic notifications when there are changes affecting their routes such as snow or construction detours.
- 2. Google Transit Trip Planner** that instantly maps customers' routes via computer or mobile phone.
- 3. An STA Store** giving customers the ability to purchase passes online.
- 4. Quick & easy access** to downloadable maps for every bus route.
- 5. Integration of social media services,** including Facebook and Twitter, for enhanced communication with customers.

STA Factoid:
More than 20% of all
Bloomsday participants use
Spokane transit on race day.

Source: STA Ridership Data

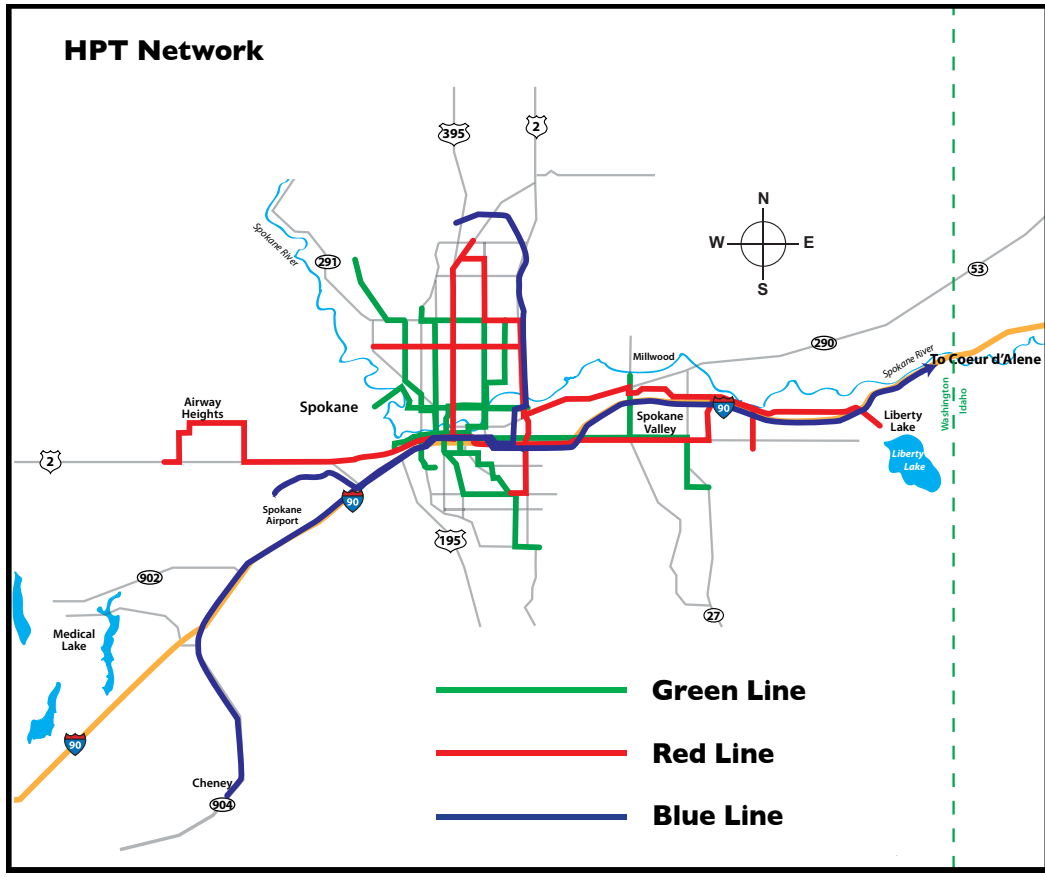
Aiming to make riding the bus more convenient than ever, STA also implemented these key initiatives:

- 1. New 31-Day Passes** to give customers unlimited, 31-day access to STA rides, beginning on the first day the pass is activated. This more flexible pass replaces one tied to each calendar month.
- 2. A new Pass Outlet Program** launched, allowing customers to buy STA passes at Rosauers, Huckleberry's and Super One stores.
- 3. College and University student service:** STA offers regular fixed route bus service to all Spokane higher education campuses: Gonzaga, Whitworth, Community Colleges of Spokane, Washington State University and Eastern Washington University's Riverpoint campus, as well as the EWU campus in Cheney.
- 4. EWU Eagle Pass:** STA improved service to enhance the partnership between STA and Eastern Washington University. The Eagle Pass lets all faculty, staff and students ride free by using their EagleCards on any Spokane Transit bus route. Paratransit customers also ride free with their EagleCards.
- 5. Not-for-profit donations:** STA donates its retired vans to not-for-profit organizations.





As Spokane Transit moves into 2012, it is positioning itself to meet the growing demand for public transportation.



Recent local and state surveys show strong support for more public transportation.

High Performance Transit Network:

With the input of numerous community partners and the public, STA has created a plan that outlines a system for what public transit will look like in the future. The HPT Network will be a series of local and regional transportation corridors offering frequent, reliable, all-day transit service. For more information on this and other future planning initiatives visit spokanetransit.com.

HPT Network Lines

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

STA Factoid:
STA service saves Spokane County drivers \$8.5 million a year in costs related to congestion.
 Source: 2011 Urban Mobility Report—Texas Transportation Institute

Follow STA on the web:





Route and Schedule Information

Call Center: (509) 328-RIDE (7433), TTY (509) 456-4327
Hours: Mon-Fri 6:00 a.m. to 8:00 p.m.
Saturdays – 6:30 a.m. to 8:00 p.m.
Sundays – 8:00 a.m. to 6:00 p.m.

Customer Service Centers

The Bus Shop
The Plaza
701 West Riverside Avenue
Spokane, WA 99201
(509) 456-PASS (456-7277)
Hours: Mon-Fri 6:00 a.m. to 6:00 p.m.
Saturdays noon to 5:00 p.m.
*Closed Sundays and Holidays

The Bus Shop, Too

(Passes only)
1229 West Boone Avenue
Spokane, WA 99201
(509) 325-6000
Hours: Mon-Fri, 8:00 a.m. to 5:00 p.m.
*Closed Saturdays, Sundays and Holidays

Ombudsman and Accessibility Officer

Susan Millbank – smillbank@spokanetransit.com
1230 West Boone Avenue
Spokane, WA 99201
(509) 325-6094 – Voice
(509) 232-6555 – TTY

Paratransit Service

Service available for qualified persons with disabilities.
Information and reservations at (509) 328-1552, TTY (509) 327-6055
Open seven days a week, including holidays, 8:00 a.m. to 5:00 p.m.

Vanpool Program

(509) 326-POOL(7665)
Vanpool matching and placement services.
You can also visit www.rideshareonline.com

Administration

W. 1230 Boone Ave.
Spokane, WA 99201
(509) 325-6000

Board of Directors

The Board provides legislative direction for STA and its CEO and approves its policies, budgets and long-term plans. The Board has the authority to levy sales taxes, with voter approval, up to 0.9%. The current tax rate is 0.6%. By state law, the Board is composed of a maximum of nine elected officials who are appointed by their jurisdictions and one non-voting labor representative.

2012 Board of Directors:

Commissioner Al French, Chair, Spokane County
Commissioner Mark Richard, Spokane County
Council Member Nancy McLaughlin, City of Spokane
Council Member Amber Waldref, City of Spokane
Council Member Mike Allen, City of Spokane
Council Member Gary Schimmels, City of Spokane Valley
Council Member Chuck Hafner, Chair Pro Tempore, City of Spokane Valley
Council Member Richard Schoen, City of Millwood
Council Member Art Kulibert, City of Medical Lake
Rhonda Bowers, Labor Representative

2011 Board of Directors:

Council Member Amber Waldref, Chair, City of Spokane
Commissioner Al French, Chair Pro Tempore, Spokane County
Commissioner Mark Richard, Spokane County
Council Member Richard Rush, City of Spokane
Council Member Nancy McLaughlin, City of Spokane
Council Member Gary Schimmels, City of Spokane Valley
Council Member Chuck Hafner, City of Spokane Valley
Council Member Josh Beckett, City of Liberty Lake
Council Member Brenda Redell, City of Medical Lake
Rhonda Bowers, Labor Representative



Upon request, alternative formats of this document will be produced for people with disabilities. Please call 325-6094 or TTY (509) 232-6555 or email smillbank@spokanetransit.com.

For additional information, please visit our website at spokanetransit.com.