

2011 – 2013 Service Implementation Plan

Three Year Service Plan

Prepared for:
Board of Directors

*As Recommended by the Operations & Customer
Service Committee*

Approved
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Introduction

The adopted 2010 Comprehensive Plan contains a section titled “Fixed-Route Service Design Policies” which articulates policies that define transit network architecture, extent and service levels for fixed-route transit service. These policies are intended to ensure consistency of existing service and to illustrate planned service modifications, enhancements, and reductions. Within this section, FR-7.0 Service Implementation Plan states that by April of each year, STA shall prepare a draft Service Implementation Plan (SIP) to cover a three-year period beginning with the September service change. This document should be prepared by April and adopted no later than July 1 of each year to guide the delivery of Fixed-Route Service. Developed in close coordination with the agency’s six-year financial projections based in the Transit Development Plan, the SIP describes service additions and revisions proposed for the coming September service change and the preliminary proposal for changes in the following two years. Furthermore, FR-7.0 states that the Route Performance Report required in the Monitoring and Improvement Element of the Comprehensive Plan will be incorporated into this document. Due to the decision delay of the September 2011 Service Reductions, the Route Performance Report was published and reviewed separately. It should be noted that a more detailed proposal will be explored after the September 2011 changes takes place. This document describes general and conceptual ideas.

The remainder of this report is organized into the following sections:

Fixed-Route Service Implementation Plan

This section summarizes the service change dates, priorities and goals, and describes possible service changes to fixed route bus service.

Route Performance Report

This section summarizes current route performance standards and lists the performance of each route in relation to each standard.

I. Fixed-Route Service Implementation Plan

Executive Summary

The performance standards listed under Section II are resourceful for the planning and operation of fixed-route transit service as it provides the foundation for route design and resource management. Spokane Transit recognizes the importance of evaluating its services in order to evaluate numerous requests and proposals for service modifications that are received from a variety of sources including customers, employees, and employers throughout the region. To help improve effectiveness and efficiency, it is prudent to provide cost effective transit service that supports both existing and emergent origin-destination patterns.

This Service Implementation Plan is designed to inform the public of possible bus service improvements for implementation in 2012 and 2013, provided that resources are available. In 2012, it should be noted that cost savings will be explored through changes to route interlines and frequency reductions on corridors where ridership does not justify the current frequency. As stated before, these improvements could have been suggestions from customers, employees, and/or employers throughout the region.

The adopted Transit Development Plan covering the years 2011 through 2016 contemplates a 7% reduction in Fixed Route Service in September 2012. Based upon an updated financial position and changed conditions, Spokane Transit has concluded it is prudent and appropriate to defer this reduction to 2013. STA will continue to monitor economic conditions and, if appropriate, defer this final cut beyond the timeframe of the current Service Improvement Plan.

Members from the Planning, Operations, Customer Service, Communications, and Training Department, who make up STA's Service Improvement Committee, will meet bi-monthly in order to discuss ideas and review proposed changes to the bus system over the next few years. The anticipated magnitude of any proposed change will determine the level of public involvement and board action. Please refer to the Communications and Public Input Element of the Comprehensive Plan for Public Transportation for more information.

Service Change Dates

Performance standards help influence which and when service modifications will take effect. For example, a poor performing route could be subject modifications such as frequency changes and or segment re-route changes in order to increase productivity. Generally, major changes take place in September of each year. Service modifications can take place three times a year, the third Sunday in January, May, and September of each year. This coincides with the selection and assignment of coach operator runs. Below is a table summarizing 2012 and 2013 service change dates following the September 18, 2011 service change.

| 2011 | 2012 | 2013 |
|--------------------|--------------------|--------------------|
| | January 15, 2012 | January 20, 2013 |
| | May 20, 2012 | May 19, 2013 |
| September 18, 2011 | September 16, 2012 | September 15, 2013 |

Existing Conditions

There are existing conditions which are identified because of one or more of the following:

- 1) Conditions represent service deficiencies per the principles and policies of the adopted Comprehensive Plan for Public Transportation;
- 2) Current service fails all three route performance standards; and
- 3) Steps to incrementally implement the High Performance Transit (HPT) Network are feasible within the three-year planning horizon of this document.

For example, Route 23 mid-day frequency is 60 minutes, and Routes 26 and 28 do not extend past Francis Ave on Saturday nights and Sundays. It would be a priority to address these issues over the next few years. Another example, although not a deficiency, would be to increase frequency on weekends on highly used corridors like Wellesley Ave and Monroe St. Overall, the main goal would be to re-allocate current resources in order to provide more efficient public transportation, improve mobility throughout the region to population and employment centers, and potentially solve current safety issues. Below is a table summarizing pertinent existing conditions and the actions and opportunity Spokane Transit will undertake or consider within the next three years.

| Route | Existing Conditions | Action / Opportunity |
|------------------------------|---|----------------------|
| 1 Plaza/Arena Shuttle | There is currently no evening, Saturday, and Sunday/holiday service | Continued analysis |

| Route | Existing Conditions | Action / Opportunity |
|------------------------------------|---|---|
| 2 Southside Medical Shuttle | There is currently no evening, Saturday, and Sunday/holiday service | Addressed in September 2011 with the addition of nights and weekend service |
| 21 West Broadway | The West Central neighborhood lacks direct trip connectivity to area activity centers north of the neighborhood | Evaluate opportunity to extend route to Shadle Park |
| 23 Maple/Ash | <ol style="list-style-type: none"> 1. Weekday 60 minute mid-day headway violates maximum base headway of 30 minutes for Basic Urban service 2. There is currently no weekday night and Sunday/holiday service 3. Mid-day and weekends, the route does not travel to the Indian Trail weekday peak terminal | New Sunday and evening service begins September 2011; other issues likely cannot be addressed during the planning horizon |
| 24 Monroe | Although not a policy deficiency, Monroe St is a designated green HPT Service corridor with just 60 minute service on Sunday/holidays; interlined with routes 26 and 28 | Evaluate opportunity to increase service frequency to 30 minutes on Sundays and late nights; consider opportunity to interline with service to South Hill consistent with the HPT implementation strategy |
| 26 Addison | Route does not operate to the end of the line on Saturday nights and Sunday/holidays thereby violating the Basic System Hours of Service to the route terminal in the Northpointe Shopping Center area, a key activity center | Evaluate opportunity to provide continuity in service span and routing during late nights and weekends |
| 28 Nevada | Route does not operate to the end of the line on Saturday nights and Sunday/holidays thereby violating the Basic System Hours of Service to the route terminal in the Whitworth University/Northpointe Shopping Center area, a key activity center | Evaluate opportunity to provide continuity in service span and routing during late nights and weekends |

| Route | Existing Conditions | Action / Opportunity |
|----------------------------------|--|--|
| 33 Wellesley | Although not a policy deficiency, Wellesley Ave is a designated red HPT Service corridor with just 60 minute service on Saturdays; current route segment from South Hill Park & Ride north to Spokane Community College does not justify 15 minute weekday frequency | Evaluate interline and routing adjustments to focus frequency on east-west connectivity 7 days a week; consider reductions in frequency on low ridership segment of route between South Hill and Spokane Community College |
| 41 Latah | Current select trips only service violates maximum headway of 30 minutes for Basic Urban service and fails all three route performance standards | This route will be discontinued in September 2011 |
| 44 29th Ave | Although not a policy deficiency, 29 th Ave and Regal St are designated green HPT Service corridors with just 60 minute service on Saturdays and Sunday/holidays | Evaluate opportunity to improve nights and weekend service |
| 46 Altamont | Current peak and base headway violates maximum headway of 30 minutes for Basic Urban service; fails all three route performance standards | This route will be discontinued in September 2011 |
| 62 Medical Lake Hospitals | Current peak and base headway exceeds maximum headway of 60 minutes for Basic Interurban service | Route as modified in September 2011 is an endorsed exception to the policy headway |
| 66 EWU | Route does not operate weekday nights thereby violating the Basic System Hours of Service and does not operate on weekends | Route will operate as a Basic Interurban route beginning September 2011 with service 7 days a week |
| 67 Medical Lake/Geiger | Current peak and base headway violates maximum headway of 60 minutes for Basic Interurban service | This route will be discontinued in September 2011 |
| 91 Mission | Current 60 minute peak and base headway violates maximum base headway of 30 minutes for Basic Urban service | Frequency of service will be improved effective September 2011 |

| Route | Existing Conditions | Action / Opportunity |
|--------------------|--|---|
| 96 Millwood | There is currently no Sunday/holiday service | Route span and days of service will be improved in September 2011 |

See Section II for recommended changes to underperforming routes to be addressed for the September 18, 2011 service change that may not be listed above.

Planned and Potential Service Changes

The table below represents the possible changes that could take place over the next few years. It is not designed to be a final list in order of importance, but to show the public and Spokane Transit's Board of Directors the potential conceptual service changes that current riders could expect or mobility improvements that Spokane Transit strives to implement. Some changes may not be possible due to current financial constraints; however, savings will be explored through the reconfiguration of interlines and through frequency reductions on corridors where ridership does not justify the current frequency. It should be noted that these tables could contain customer and safety related service changes not listed in the previous section.

| 2011 | Description of Service Changes |
|------------------|---|
| September | Implementation of 2011 Service Reductions as adopted by Board |

| 2012 | Description of Service Changes |
|------------------|--|
| January | Monitor September 2011 service changes for minor schedule modifications |
| May | Monitor September 2011 service changes for minor schedule modifications |
| September | Possible service reallocation/revisions to improve north-side connectivity |

| 2013 | Description of Service Changes |
|-------------|---------------------------------------|
|-------------|---------------------------------------|

| 2013 | Description of Service Changes |
|------------------|--|
| January | Possible minor schedule modifications |
| May | Possible minor schedule modifications |
| September | Phase III of Board directed service reductions in order to operate within expected resources (approximate 28,500 annual platform hours of Fixed Route service) through reductions in service during weekends and/or nights |

II. Route Performance Report

Minor technical corrections were made after original publication of this report on April 1, 2011. These corrections did not affect the results or analysis. Due to the decision delay of the September 2011 Service Reductions, the Route Performance Report was reviewed separately. As stated in the Comprehensive Plan, the Route Performance Report will be incorporated into the Service Implementation Plan Report.

Executive Summary

In December 2009 the STA Board of Directors adopted the **Fixed-Route Service Design Guidelines** to guide the planning, implementation, and monitoring of fixed-route transit service. An essential part of the required performance monitoring is an annual performance report to be prepared by April of each year to evaluate operating data for the prior two years of service. The current report uses operating data from 2009 and 2010. As a snapshot of the system and individual routes, this report is an essential tool for evaluating and planning for improvements in transit service.

Routes are rated annually against three performance standards: ridership, equivalent energy consumption, and farebox recovery. Each of these standards has a benchmark score which is calculated annually. A route which meets a performance standard's benchmark in either or both of the previous two years is considered to meet that performance standard. (In other words, a single year of substandard performance is not considered a failure in this report.)

For the two-year period from January 1, 2009 through December 31, 2010, 20 of the 36 routes evaluated met all three performance standards, nine routes failed to meet one of the three performance standards, and five failed to meet two standards required by the **Fixed-Route Service Design Guidelines**. Routes 41 (Latah) and 46 (Altamont) failed all three standards over the two-year period. The most common performance standard not met was that of equivalent energy consumption by route, measured by average passenger load factor.

This report provides information regarding recommended changes to increase the performance and efficiency of some substandard routes. Some of these changes were included in the 2011 Draft Recommendation for Service Changes. Others are worthy of consideration during future service adjustments. In some cases, the likelihood of a substandard route's improvement is so minimal that the route's elimination should be considered.

Route 60 (Airport / Browne's Addition) and 67 (Medical Lake / Geiger) entered service in September 2009 and lack the two-year service period required for an accurate evaluation. The omission of reporting for these routes is intentional, recognizing that it typically takes 18-36 months for the full effect of a service change to become evident. Additionally, Routes 35 (Five Mile Park & Ride) and 47 (Glenrose) were removed from service in 2010. Therefore, they are also not included in this report.

Route Performance Standards

The performance standards measure the success of the fixed-route service based upon ridership, energy consumption, and farebox recovery ratio. Routes are compared against annual benchmark scores set for routes similar in service type and/or vehicle types. The service types¹ and performance standards used are explained below.

Any route that performs below the benchmark for two consecutive years for any one of the three performance standards will be considered out of compliance with the **Fixed-Route Service Design Guidelines**.

Performance Standard 1: Ridership

Ridership is a critical metric for evaluating the system's effectiveness to serve people and the places to which they travel. Spokane Transit may desire to serve a particular facility, location, or community, but the route may still fail to attract ridership. In such cases, it is important to identify why the route is not performing well and what steps can be taken to remediate the route.

As stated in the **Fixed-Route Service Design Guidelines**, the best indicator of potential performance is a route's relation to the CBD (Central Business District). A route which serves the CBD has more connectivity than other routes. Furthermore, it must meet a higher expectation due to the downtown Plaza's finite number of bus bays and overall capacity. Accordingly, use of the Plaza's capacity should be focused on routes with a higher level of effectiveness in terms of ridership.

The metric used for ridership is boardings per revenue hour. Revenue hours represent the hours the bus is in service. Boardings per revenue hour are calculated by dividing the annual boardings of a route by the annual revenue hours of that same route.

¹ The Service Design Guidelines define the High Performance Transit Network (HTPN). Currently, Spokane Transit has no HTPN service so HTPN performance standards are omitted from this report.

Ridership benchmarks are based upon the average boardings per revenue hour for all basic routes that intersect the CBD. In 2009 that average was 27.07 boardings per revenue hour and in 2010 it was 25.51 boardings per revenue hour.

Ridership benchmarks for specific service types are calculated as follows:

- Basic routes intersecting the CBD must meet a minimum ridership benchmark that is one-half standard deviation below the average of the basic CBD routes. This equates to boardings per revenue hour benchmarks of 24.00 in 2009 and 20.84 in 2010.
- Basic routes NOT intersecting the CBD must meet a minimum ridership benchmark one-half that for basic routes that do intersect the CBD. This equates to boardings per revenue hour benchmarks of 12.00 in 2009 and 10.42 in 2010.
- Commuter Peak routes must meet a minimum ridership benchmark one-half standard deviation above the average of the basic routes. This equates to boardings per revenue hour benchmarks of 30.15 in 2009 and 30.17 in 2010.

Performance Standard 2: Equivalent Energy Consumption

There is great potential in the use of mass transit over the personal automobile to conserve energy and lessen human impact on the environment. Typically, energy consumption is shown by the number of single-occupancy vehicle (SOV) trips reduced by the use of mass transit, but this measure does not take into account that a transit bus is much heavier than a personal vehicle and consumes more energy per vehicle mile.

The Equivalent Energy Consumption standard relates to the duration of a passenger’s ride time on a vehicle. As stated in the **Fixed-Route Service Design Guidelines**, a bus route should at minimum perform equally to the private automobile in terms of energy consumed per mile traveled for each passenger. The energy consumption for each passenger mile of a route will vary by the typical vehicle size used for each route. Below is a table that shows typical vehicle types assigned to Spokane Transit for Basic and Commuter Routes and their required minimum average load factor. Basic Routes must meet an average load factor that results in the route being as energy efficient as a typical single occupancy vehicle (SOV). The benchmark for Commuter Routes is higher than that for Basic Routes and must be as energy efficient as the average-loaded private automobile.

Table 1.1 - Minimum Average Load Factor Benchmark Scores

| Vehicle Type | Average Load Factor Benchmarks | | | |
|--------------|--------------------------------|------|----------------------|------|
| | Basic Routes | | Commuter Peak Routes | |
| | 2010 | 2009 | 2010 | 2009 |
| Cutaway | 3.00 | 2.84 | 4.77 | 4.45 |
| 30' Bus | 4.75 | 5.35 | 7.55 | 8.39 |
| 35' Bus | 4.45 | 5.16 | 7.07 | 8.10 |
| 40' Bus | 4.65 | 5.48 | 7.34 | 8.60 |

| | | | | |
|---------|------|------|-------|-------|
| 60' Bus | 6.47 | 6.65 | 10.29 | 10.45 |
|---------|------|------|-------|-------|

The average passenger load (load factor) of a route is calculated by dividing the annual passenger miles of a route by the annual platform miles of a route. Passenger miles are the cumulative sum of the distances ridden by each passenger while platform miles represent all miles the vehicle travels, both in- and out-of-service.

Performance Standard 3: Fares

Spokane Transit collects fares in the form of cash, passes and institutional pass programs which Spokane Transit administers. Farebox recovery represents the revenue collected along a route as a percentage of the total cost of operating the route. Fares per passenger are not the same for every route. Two routes with the same ridership could have very different farebox recovery ratios based on fare media and operating costs.

The Fares performance standard uses a route's farebox recovery ratio to show the relationship between fares collected versus the operating cost of a route. Farebox recovery ratio is calculated by dividing the annual fare revenue by the annual unallocated cost (the cost of the route and associated support). The benchmark which must be met or exceeded is equal to one-half the system-wide average (for revenue allocated to routes) farebox recovery ratio. The system average was 16.49% in 2009 and increased to 17.27% in 2010, creating benchmarks of 8.25% and 8.64%, respectively. Please note that the system average fare calculated for this measure does not incorporate fare revenue which cannot be confidently allocated to any route.

Summary of Route Performance

The following section outlines the performance of all routes subject to performance monitoring for the past two years. A route will be considered to have failed a performance standard if it is not in compliance for two consecutive years. Please refer to the appendix for a detailed breakdown of each of the three performance standards for all routes for the past two years.

Fixed-Routes Failing All Three Standards

The two routes listed in Table 1.2 represent routes failing all three performance standards for 2009 and 2010. Both routes are being eliminated as part of the September 2011 Service Change Final Recommendation.

Table 1.2 Fixed-Routes That Failed to Meet Any Standard

| Route | Route Name | Type |
|-------|------------|-------|
| 41 | Latah | Basic |
| 46 | Altamont | Basic |

Route 41 is a Basic Route with access to the CBD. The route serves the Latah area in the vicinity of Highway 195 and a section of the Garden Springs neighborhood near F Street north of Sunset Boulevard. Route 41 offers limited service on weekdays using a Cutaway bus to make four trips in the morning and four trips in the afternoon.

Table 1.3 Route 41 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 20.84 | 8.14 | 24.00 | 8.13 |
| Energy Consumption | 3.00 | 1.54 | 2.84 | 1.75 |
| Fares | 8.64% | 5.38% | 8.25% | 4.46% |

Route 46 is a Basic Route with access to the CBD. The route serves portions of the South Hill Medical District, as well as the South Perry and Altamont neighborhoods south of Interstate 90. Hourly service is operated daily, generally using a 40-foot coach. Route 46 runs in close proximity to other more frequent routes, including Routes 2, 33, and 45. Given the option, most riders likely choose more frequent service, lowering the productivity of Route 46.

Table 1.4 Route 46 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 20.84 | 12.59 | 24.00 | 13.55 |
| Energy Consumption | 4.65 | 2.69 | 5.48 | 3.08 |
| Fares | 8.64% | 8.29% | 8.25% | 7.45% |

Fixed-Routes Failing Two of Three Standards

Table 1.5 depicts the five routes failing two of the three performance standards for 2009 and 2010.

Table 1.5 Fixed-Routes That Failed Two of Three Standards

| Route | Route Name | Type |
|------------|---------------------------|---------------|
| 2 | Southside/Medical Shuttle | Basic |
| 62 | Medical Lake Hospitals | Basic |
| 72 | Liberty Lake Express | Commuter Peak |
| 97 | South Valley | Basic |
| 124 | North Express | Commuter Peak |

Route 2 is a Basic Route with access to the CBD. The route serves medical facilities in the vicinity of I-90 and the South Hill. Weekday-only service is operated at 15-minute frequency,

generally using a 30-foot coach. Route 2 failed to meet the Ridership and Energy Consumption standards.

As part of the September 2010 Service Change, the frequency of Route 2 increased to 15-minute service and underwent a slight routing change which was expected to increase the route’s productivity. No additional revenue hours were required for this service improvement. The 2011 Draft Recommendation suggests that Route 2 also operate on weekends and be interlined with Route 1 on weekdays.

Table 1.6 Route 2 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 20.84 | 15.65 | 24.00 | 16.35 |
| Energy Consumption | 4.75 | 3.35 | 5.35 | 3.67 |

Route 62 is a Basic Route with access to the CBD. The route connects the City of Medical Lake and several nearby medical facilities with downtown Spokane. Select trips are offered six days a week, generally using a 40-foot coach. Route 62 failed to meet the Ridership and Fares standards.

Route 62’s failure to meet two of the three performance standards for the second year in a row, along with poor performance of Route 67 (in operation since September 2009), indicates that attempts to connect Medical Lake and downtown Spokane have not worked as designed given the high operational costs and low demand for service. The 2011 Final Recommendation, approved by the STA Board of Directors at its April meeting, includes alterations to the service provided to Medical Lake.

Table 1.7 Route 62 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 20.84 | 11.33 | 24.00 | 11.50 |
| Fares | 8.64% | 8.29% | 8.25% | 7.45% |

Route 72 is a Commuter Peak Route with access to the CBD. The route serves Liberty Lake Park and Ride on weekdays only during peak hours, generally using a 60-foot articulated coach. Subordinate peak trips make diversions to the Spokane Industrial Park and office parks along Mission and Molter in Liberty Lake. Route 72 failed to meet the Ridership and the Energy Consumption performance standards.

The 2011 Final Recommendation as approved calls for the consolidation of Routes 72 and 74 and the elimination of service to Spokane Industrial Park. It is expected that these changes will improve the performance of service to Liberty Lake.

Table 1.8 Route 72 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 30.17 | 17.43 | 30.15 | 19.27 |
| Energy Consumption | 10.29 | 8.56 | 10.45 | 9.92 |

Route 97 is a Basic Route without access to the CBD. The route serves the Valley Transit Center and Spokane Valley Mall via 32nd Avenue and Sullivan Road. Route 97 offers 30-minute service on weekdays and 60-minute service on Saturdays and Sundays, generally using a 30-foot coach. Route 97 failed to meet STA's standards for Energy Consumption and Fares.

Minor routing changes have been recommended and improvements to connection times at the Valley Transit Center are scheduled to occur as part of the September 2011 Service Reductions which was approved by the STA Board of Directors at its April meeting.

Table 1.9 Route 97 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Energy Consumption | 4.75 | 3.06 | 5.35 | 2.81 |
| Fares | 8.64% | 8.636% | 8.25% | 7.70% |

Route 124 is a Commuter Peak Route with access to the CBD. It serves Hastings Park and Ride via Monroe and Wall Streets. Route 124 provides limited-stop, weekday-only service during peak hours only using a 40-foot coach. Route 124 failed to meet the Ridership and Energy Consumption standards.

Stops were added in 2010 to Route 124 north of Francis to replace the discontinued Hastings branch of Route 23. Additionally, service during the shoulders of the peak periods will be reduced to 30 minutes frequency.

Table 1.10 Route 124 Performance

| Performance Standard Failed | 2010 Benchmark | 2010 Actual | 2009 Benchmark | 2009 Actual |
|-----------------------------|----------------|-------------|----------------|-------------|
| Ridership | 30.17 | 12.17 | 30.15 | 13.77 |
| Energy Consumption | 7.34 | 4.32 | 8.60 | 4.49 |

Fixed-Routes Failing One of Three Standards

Nine routes failed one of the three required performance standards during the past two years. These routes illustrate that a route’s design does not always meet all performance standards. It is imperative to ensure continued monitoring of these routes so that steps can be taken, where possible, to improve their performance. See Final Recommendation report for more details on changes to other routes listed in Table 1.11. Given the fact that STA staff was directed to trim fixed route service by approximately 29,500 hours, Routes 31 and 95 were approved for elimination for the September 18, 2011 service change despite only failing one of three standards.

Table 1.11 Fixed-Routes That Failed One of Three Standards

| Route | Route Name | Type | Performance Standard Failed |
|-------|---------------------|-------|-----------------------------|
| 1 | Plaza/Arena Shuttle | Basic | Energy Consumption |
| 23 | Maple/Ash | Basic | Energy Consumption |
| 30 | Francis | Basic | Energy Consumption |
| 31 | Garland | Basic | Energy Consumption |
| 33 | Wellesley | Basic | Energy Consumption |
| 74 | Valley Limited | Basic | Ridership |
| 91 | Mission | Basic | Ridership |
| 95 | Millwood | Basic | Energy Consumption |
| 96 | Pines | Basic | Energy Consumption |

Fixed-Routes Meeting All Three Standards

Although many routes do not meet performance standards there are also routes that perform well. Table 1.12 shows routes meeting STA’s standards for Ridership, Equivalent Energy Consumption, and Fares.

Routes 25 and 90 continue to be strong performers in the area of total boardings. Together, both routes are responsible for over 21% of all STA’s boardings. Route 24, with over 700,000 annual boardings in both 2009 and 2010, continues to outpace all other routes in terms of boardings per revenue hour (43.05).

It is important to note that, despite strong performance, a route may still be reviewed for further improvement. Several routes on this list are slated to undergo changes for the September 18, 2011 service change, including the reconfiguration of service on the lower South Hill (elimination of Route 42, modification of Route 43, and the creation of Route 48) and the conversion of Route 65 to Commuter Peak service despite meeting all three standards. Route 66 would be the primary route to EWU/Cheney operating seven days a week. See Final Recommendation report for more details on changes to other routes listed in Table 1.12.

Table 1.12 Fixed-Routes Meeting All Three Standards

| Route | Route Name | Type |
|-------|--------------------------|---------------|
| 20 | SFCC | Basic |
| 21 | West Broadway | Basic |
| 22 | Northwest Boulevard | Basic |
| 24 | Monroe | Basic |
| 25 | Division | Basic |
| 26 | Addison | Basic |
| 27 | Crestline | Basic |
| 28 | Nevada | Basic |
| 29 | SCC | Basic |
| 32 | Trent/Indiana | Basic |
| 42 | South Maple | Basic |
| 43 | Lincoln/37 th | Basic |
| 44 | 29 th Avenue | Basic |
| 45 | Southeast Boulevard | Basic |
| 61 | Hwy 2/Browne's Addition | Basic |
| 65 | Cheney | Basic |
| 66 | EWU | Commuter Peak |
| 73 | VTC Express | Commuter Peak |
| 90 | Sprague | Basic |
| 94 | East Fifth | Basic |

Appendix

This section contains three tables that show the past two years' performance for the Ridership, Energy Consumption, and Fares Standards for all routes. Shaded routes failed to meet their performance benchmarks in both 2009 and 2010, thus failing the performance standard.

Appendix A - Performance Standard 1: Ridership

(measured by boardings per revenue hour)

| Route | Route Name | 2009 | | 2010 | |
|-------|-------------------------|-----------|--------|-----------|--------|
| | | Benchmark | Actual | Benchmark | Actual |
| 1 | Plaza/Arena Shuttle | 24.00 | 30.72 | 20.84 | 28.37 |
| 2 | SS/Medical Shuttle | 24.00 | 16.35 | 20.84 | 15.65 |
| 20 | SFCC | 24.00 | 39.25 | 20.84 | 40.18 |
| 21 | West Broadway | 24.00 | 34.29 | 20.84 | 33.04 |
| 22 | Northwest Boulevard | 24.00 | 38.04 | 20.84 | 35.22 |
| 23 | Maple/Ash | 24.00 | 22.14 | 20.84 | 21.91 |
| 24 | Monroe | 24.00 | 43.80 | 20.84 | 43.05 |
| 25 | Division | 24.00 | 35.61 | 20.84 | 34.70 |
| 26 | Addison | 24.00 | 27.00 | 20.84 | 25.83 |
| 27 | Crestline | 24.00 | 31.60 | 20.84 | 32.82 |
| 28 | Nevada | 24.00 | 28.32 | 20.84 | 25.73 |
| 29 | SCC | 24.00 | 29.67 | 20.84 | 30.81 |
| 30 | Francis | 12.00 | 17.96 | 10.42 | 18.70 |
| 31 | Garland | 12.00 | 13.29 | 10.42 | 15.69 |
| 32 | Trent/Indiana | 12.00 | 18.94 | 10.42 | 18.85 |
| 33 | Wellesley | 12.00 | 19.91 | 10.42 | 16.73 |
| 41 | Latah | 24.00 | 8.13 | 20.84 | 8.14 |
| 42 | South Maple | 24.00 | 26.40 | 20.84 | 26.14 |
| 43 | Lincoln - 37th Avenue | 24.00 | 30.90 | 20.84 | 30.40 |
| 44 | 29th Avenue | 24.00 | 36.83 | 20.84 | 34.67 |
| 45 | Southeast Boulevard | 24.00 | 29.33 | 20.84 | 28.40 |
| 46 | Altamont | 24.00 | 13.55 | 20.84 | 12.59 |
| 61 | Hwy 2/Browne's Addition | 24.00 | 25.10 | 20.84 | 28.24 |
| 62 | Medical Lake Hospitals | 24.00 | 11.50 | 20.84 | 11.33 |
| 65 | Cheney/EWU | 24.00 | 21.80 | 20.84 | 21.65 |
| 66 | EWU | 30.15 | 34.35 | 30.17 | 34.85 |
| 72 | Liberty Lake Express | 30.15 | 19.27 | 30.17 | 17.43 |
| 73 | VTC Express | 30.15 | 33.20 | 30.17 | 29.32 |
| 74 | Valley Limited | 24.00 | 15.33 | 20.84 | 16.21 |
| 90 | Sprague | 24.00 | 33.35 | 20.84 | 32.10 |
| 91 | Mission | 24.00 | 20.48 | 20.84 | 20.36 |
| 94 | East Fifth | 24.00 | 27.33 | 20.84 | 25.62 |
| 95 | Millwood | 12.00 | 13.92 | 10.42 | 13.57 |
| 97 | South Valley | 12.00 | 14.49 | 10.42 | 13.46 |
| 124 | North Express | 30.15 | 13.77 | 30.17 | 12.17 |

Appendix B - Performance Standard 2: Equivalent Energy Consumption

(measured by average load factor)

| Route | Route Name | 2009 | | 2010 | |
|-------|-------------------------|-----------|--------|-----------|--------|
| | | Benchmark | Actual | Benchmark | Actual |
| 1 | Plaza/Arena Shuttle | 5.35 | 4.07 | 4.75 | 3.41 |
| 2 | SS/Medical Shuttle | 5.35 | 3.67 | 4.75 | 3.35 |
| 20 | SFCC | 5.48 | 8.40 | 4.65 | 8.61 |
| 21 | West Broadway | 5.48 | 5.96 | 4.65 | 5.69 |
| 22 | Northwest Boulevard | 5.48 | 7.96 | 4.65 | 8.09 |
| 23 | Maple/Ash | 5.16 | 4.36 | 4.45 | 3.81 |
| 24 | Monroe | 5.48 | 7.75 | 4.65 | 7.74 |
| 25 | Division | 5.48 | 9.63 | 4.65 | 9.57 |
| 26 | Addison | 5.48 | 7.83 | 4.65 | 7.75 |
| 27 | Crestline | 5.48 | 9.31 | 4.65 | 9.96 |
| 28 | Nevada | 5.48 | 7.72 | 4.65 | 7.18 |
| 29 | SCC | 5.48 | 7.87 | 4.65 | 8.48 |
| 30 | Francis | 5.48 | 2.41 | 4.65 | 3.02 |
| 31 | Garland | 5.35 | 2.45 | 4.75 | 2.87 |
| 32 | Trent/Indiana | 5.35 | 4.08 | 4.75 | 5.10 |
| 33 | Wellesley | 5.48 | 3.92 | 4.65 | 3.75 |
| 41 | Latah | 2.84 | 1.75 | 3.00 | 1.54 |
| 42 | South Maple | 5.48 | 4.88 | 4.65 | 4.86 |
| 43 | Lincoln - 37th Avenue | 5.48 | 4.87 | 4.65 | 4.99 |
| 44 | 29th Avenue | 5.48 | 7.05 | 4.65 | 6.96 |
| 45 | Southeast Boulevard | 5.48 | 6.43 | 4.65 | 6.40 |
| 46 | Altamont | 5.48 | 3.08 | 4.65 | 2.69 |
| 61 | Hwy 2/Browne's Addition | 5.48 | 8.49 | 4.65 | 8.66 |
| 62 | Medical Lake Hospitals | 5.48 | 7.63 | 4.65 | 8.62 |
| 65 | Cheney/EWU | 5.48 | 12.58 | 4.65 | 12.45 |
| 66 | EWU | 10.45 | 16.23 | 10.29 | 15.96 |
| 72 | Liberty Lake Express | 10.45 | 9.92 | 10.29 | 8.56 |
| 73 | VTC Express | 10.45 | 11.82 | 10.29 | 10.25 |
| 74 | Valley Limited | 5.48 | 6.83 | 4.65 | 7.32 |
| 90 | Sprague | 5.48 | 10.45 | 4.65 | 10.20 |
| 91 | Mission | 5.48 | 5.67 | 4.65 | 5.42 |
| 94 | East Fifth | 5.48 | 5.60 | 4.65 | 5.48 |
| 95 | Millwood | 5.35 | 2.24 | 4.75 | 2.20 |
| 96 | Pines | 5.35 | 2.77 | 4.75 | 2.53 |
| 97 | South Valley | 5.35 | 2.81 | 4.75 | 3.06 |
| 124 | North Express | 8.60 | 4.49 | 7.34 | 4.32 |

Appendix C - Performance Standard 3: Fares

(measured by farebox recovery ratio)

| Route | Route Name | 2009 | | 2010 | |
|-------|-------------------------|-----------|--------|-----------|--------|
| | | Benchmark | Actual | Benchmark | Actual |
| 1 | Plaza/Arena Shuttle | 8.25% | 27.25% | 8.64% | 30.08% |
| 2 | SS/Medical Shuttle | 8.25% | 9.19% | 8.64% | 10.21% |
| 20 | SFCC | 8.25% | 20.38% | 8.64% | 25.03% |
| 21 | West Broadway | 8.25% | 18.88% | 8.64% | 21.40% |
| 22 | Northwest Boulevard | 8.25% | 21.02% | 8.64% | 22.72% |
| 23 | Maple/Ash | 8.25% | 22.08% | 8.64% | 15.97% |
| 24 | Monroe | 8.25% | 27.55% | 8.64% | 29.19% |
| 25 | Division | 8.25% | 21.28% | 8.64% | 24.13% |
| 26 | Addison | 8.25% | 15.60% | 8.64% | 17.30% |
| 27 | Crestline | 8.25% | 18.65% | 8.64% | 22.67% |
| 28 | Nevada | 8.25% | 17.14% | 8.64% | 18.46% |
| 29 | SCC | 8.25% | 16.86% | 8.64% | 19.09% |
| 30 | Francis | 8.25% | 9.72% | 8.64% | 10.89% |
| 31 | Garland | 8.25% | 7.48% | 8.64% | 10.37% |
| 32 | Trent/Indiana | 8.25% | 9.65% | 8.64% | 11.56% |
| 33 | Wellesley | 8.25% | 11.18% | 8.64% | 10.52% |
| 41 | Latah | 8.25% | 4.46% | 8.64% | 5.38% |
| 42 | South Maple | 8.25% | 14.95% | 8.64% | 17.76% |
| 43 | Lincoln - 37th Avenue | 8.25% | 18.20% | 8.64% | 20.07% |
| 44 | 29th Avenue | 8.25% | 27.54% | 8.64% | 24.07% |
| 45 | Southeast Boulevard | 8.25% | 25.75% | 8.64% | 19.56% |
| 46 | Altamont | 8.25% | 7.45% | 8.64% | 8.29% |
| 61 | Hwy 2/Browne's Addition | 8.25% | 14.58% | 8.64% | 17.46% |
| 62 | Medical Lake Hospitals | 8.25% | 7.94% | 8.64% | 8.29% |
| 65 | Cheney/EWU | 8.25% | 13.94% | 8.64% | 14.64% |
| 66 | EWU | 8.25% | 23.82% | 8.64% | 19.67% |
| 72 | Liberty Lake Express | 8.25% | 17.91% | 8.64% | 16.05% |
| 73 | VTC Express | 8.25% | 24.50% | 8.64% | 21.25% |
| 74 | Valley Limited | 8.25% | 13.14% | 8.64% | 14.63% |
| 90 | Sprague | 8.25% | 19.23% | 8.64% | 21.73% |
| 91 | Mission | 8.25% | 11.20% | 8.64% | 13.24% |
| 94 | East Fifth | 8.25% | 15.05% | 8.64% | 16.53% |
| 95 | Millwood | 8.25% | 7.36% | 8.64% | 8.70% |
| 96 | Pines | 8.25% | 8.40% | 8.64% | 9.31% |
| 97 | South Valley | 8.25% | 7.70% | 8.637% | 8.636% |
| 124 | North Express | 8.25% | 15.50% | 8.64% | 11.93% |