



# 2027-2032

## TRANSIT DEVELOPMENT PLAN

Final Draft June 23, 2026



**Spokane Transit**



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# Plan Development and Public Consultation Information

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## Plan Adoption

The Spokane Transit Authority Board of Directors adopted, by resolution, the 2027-2032 Transit Development Plan on July 16, 2026.

## Public Participation Process

**Public Comment Period:** May 21, 2026 – June 18, 2026

### Comments submitted to:

Email: [marredondo@spokanetransit.com](mailto: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 8, 2026 – STA’s Citizen Advisory Committee
- May 20, 2026 – City of Spokane’s Transportation Commission
- May 21, 2026 – Spokane Regional Transportation Council’s (SRTC) Transportation Open House
- May 26, 2026 – City of Spokane Community Assembly: Pedestrian, Transportation, and Traffic Committee
- May 27, 2026 – Spokane Regional Transportation Council’s (SRTC) Transportation Technical Committee (TTC) and Transportation Advisory Committee (TAC)
- May 2024 – STA’s Moving Forward Newsletter
- June 9, 2026 – Hybrid open house: Central Spokane Library
- June 10, 2026 – STA’s Citizen Advisory Committee
- June 11, 2026 – Washington State Department of Transportation (WSDOT)
- June 11, 2026 – SRTC’s Board of Directors
- June 11, 2026 – In-person open house: Spokane Valley Library

**Public Hearing:** STA will hold a public hearing on the Transit Development Plan on June 18, 2026.

Address: 1230 W Boone Ave, Spokane, WA 99201

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

The form to provide public expressions can be found online at the [Spokane Transit Forms for Public Comments webpage](http://www.spokanetransit.com/board-and-committee-meetings/forms-for-public-comments/). (www.spokanetransit.com/board-and-committee-meetings/forms-for-public-comments/)

The link to attend the meeting can be found online on the [Spokane Transit Board meeting webpage](http://www.spokanetransit.com/meetings/bod/june-18-2026/). (www.spokanetransit.com/meetings/bod/june-18-2026/)

**Notice posted to website:** STA posted a public notice of the hearing on Spokane Transit’s [public notice webpage](http://www.spokanetransit.com/public-notices/) on May 21, 2026. (www.spokanetransit.com/public-notices/)

**Notice published in local paper:** The Spokesman Review will publish the public notice for the public hearing on the plan on or after May 24, 2026.

**Public Document Review:** STA will allow for the request of paper or digital copies of the Transit Development Plan on or after May 21, 2026, by emailing [marredondo@spokanetransit.com](mailto:marredondo@spokanetransit.com) or calling (509) 325-6059. Copies were also available or for public inspection beginning May 21, 2026, 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
- To review the document online you can visit the Spokane Transit, [Transit Development Plan webpage](http://www.spokanetransit.com/projects/transit-development-plan/) ([www.spokanetransit.com/projects/transit-development-plan/](http://www.spokanetransit.com/projects/transit-development-plan/)).

**Plan Distribution:** By August 1, 2026, 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 the Spokane Public Transportation Benefit Area (PTBA), including
  - Airway Heights
  - Cheney
  - Liberty Lake
  - Medical Lake
  - Millwood
  - Spokane
  - Spokane Valey
- Transportation Improvement Board via:
  - Vaughn Nelson, Finance Manager
  - Chris Workman, Engineering Manager
- [STA’s Transit Development Plan webpage](http://www.spokanetransit.com/projects/transit-development-plan/) ([www.spokanetransit.com/projects/transit-development-plan/](http://www.spokanetransit.com/projects/transit-development-plan/))

# Section 1: Introduction and Agency and System Overview

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## 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 2027-2032 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 2026.

## 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, 2027 through 2032.

## Background

Public transportation began in Spokane County in the late 19<sup>th</sup> 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, and technology services.

As reported to the National Transit Database in 2025, STA employed a total of 691.4 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 – 572.6
- Part-time FTEs – 14.1

### Paratransit

- Full-time FTEs – 102.3
- Part-time FTEs – 0.0

### Vanpool

- Full-time FTEs – 2.3
- Part-time FTEs – 0.0

## 2026 Board of Directors

Name	Jurisdiction
<b>Council Member Lance Speirs, Chair</b>	City of Medical Lake
<b>Council Member Pamela Haley</b>	City of Spokane Valley
<b>Commissioner Al French</b>	Spokane County
<b>Deputy Mayor Tim Hattenburg</b>	City of Spokane Valley
<b>Commissioner Josh Kerns</b>	Spokane County
<b>Council Member Zack Zappone</b>	City of Spokane
<b>Council Member Michael Cathcart</b>	City of Spokane
<b>Council Member Dan Sander</b>	City of Millwood (Ex-Officio)
<b>Council Member Kitty Klitzke</b>	City of Spokane
<b>Council Member Dan Dunne</b>	City of Liberty Lake (Ex-Officio)
<b>Mayor Elsa Martin</b>	City of Cheney (Ex-Officio)
<b>Council Member Bill Campbell</b>	City of Airway Heights (Ex-Officio)
<b>Council Member Sarah Dixit</b>	City of Spokane
<b>Rhonda Bowers</b>	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 tables below identify the legacy fare types available and the Connect fare types available. Legacy 2-Hour and Day Passes are still valid, but are being phased out, with a hard deadline late 2026 in concert with the sunset of the legacy GenFare fare boxes.

### Legacy Fare Types

Fare Type	Description
<b>Single Ride</b>	Direct travel from one origin to one destination on a single fixed route or paratransit vehicle
<b>Two-Hour Pass</b>	Unlimited travel for a consecutive two-hour period on fixed route services
<b>Day Pass</b>	Good for one service day
<b>Fixed Route Bus 7-Day Rolling Pass</b>	Unlimited travel on fixed route bus service during a rolling 7-day period effective on first use.
<b>Reduced Fare</b>	Available to those over 65, people with disabilities or a valid Medicare card. Available in Single Ride, 2-Hour and 31-Day Rolling Pass.
<b>31-Day Pass</b>	31 Day Pass: Valid from date of activation
<b>Paratransit Month Pass</b>	Valid during calendar month
<b>Universal Transit Access Pass (UTAP) Program</b>	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
<b>One Ride</b>	Unlimited travel for a consecutive two-hour period on fixed route or one single Paratransit trip. Sold exclusively to Institution Partners.
<b>Day Pass</b>	Unlimited travel for a transit day on fixed route or Paratransit. Sold exclusively to Institution Partners.
<b>Fare capping - Daily</b>	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
<b>Fare capping - Monthly</b>	Maximum fare charged per calendar month when paid all month with the same Connect card or eConnect through the STA Connect mobile app
<b>7-Day Rolling Pass</b>	Unlimited travel on fixed route bus service for 7 days, effective on first use.
<b>31-Day Rolling Pass</b>	Unlimited travel on fixed route bus service during a rolling 31-day period effective on first use. Sold exclusively to Institution partners.
<b>Paratransit Monthly Pass</b>	Unlimited travel on paratransit service during the calendar month.
<b>Reduced Fare</b>	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 Opportunity (Income-based, evidenced by receipt of DSHS Basic Food Benefits): 50%
<b>Employer-Sponsored Bus Pass</b>	Matching discount program on 31-Day Rolling Passes for employers who meet certain criteria
<b>Universal Transit Access Pass (UTAP) Program</b>	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
<b>Shuttle Park Pass</b>	Program that combines Arena parking and STA shuttle service as one product
<b>Right-to-Ride (R2R) Program</b>	Program that allows businesses to benefit from Fare Capping, while offering easy transit access to their employees. Employers are billed monthly for rides their employees have taken, up to the monthly Fare Cap.
<b>Community Access Pass (CAP) Program</b>	Program that lets non-profit organizations buy 1-Ride and Day Passes at 50% fare to give (at no cost) to vulnerable populations they serve.

## Service Description

All fixed route service is provided by vehicles that are accessible for people with disabilities. As of May 18, 2026, STA has 50 routes in operation:

Route Number	Route Name
1	City Line
4	Monroe-Regal
6	Cheney
7	Valley/Airport
9	Sprague
11	Downtown/North Bank 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/37th Ave
45	Perry District
61	Highway 2/Fairchild
62	Medical Lake

Route Number	Route Name
63	Geiger/Airport
65	Airway Heights
66	EWU
68	Cheney Loop
93	Molter Loop
94	East Central/Millwood
95	Mid-Valley
96	Pines/Sullivan
97	South Valley
98	Greenacres/Liberty Lake
124	North Express
144	South Express
173	VTC Express
190	Valley Express
223	Shadle/Indian Trail
247	Lincoln Park/Ferris
294	East 8th
633	Geiger Shuttle
661	EWU Express
662	EWU North Express
663	EWU VTC Express
664	EWU South Hill Express
722	Liberty Lake 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 (BRT) 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 2026. The transit centers include:

Transit Center	Location
The Plaza	701 W. Riverside Ave.
Pence-Cole Valley Transit Center	E. 4 <sup>th</sup> 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:

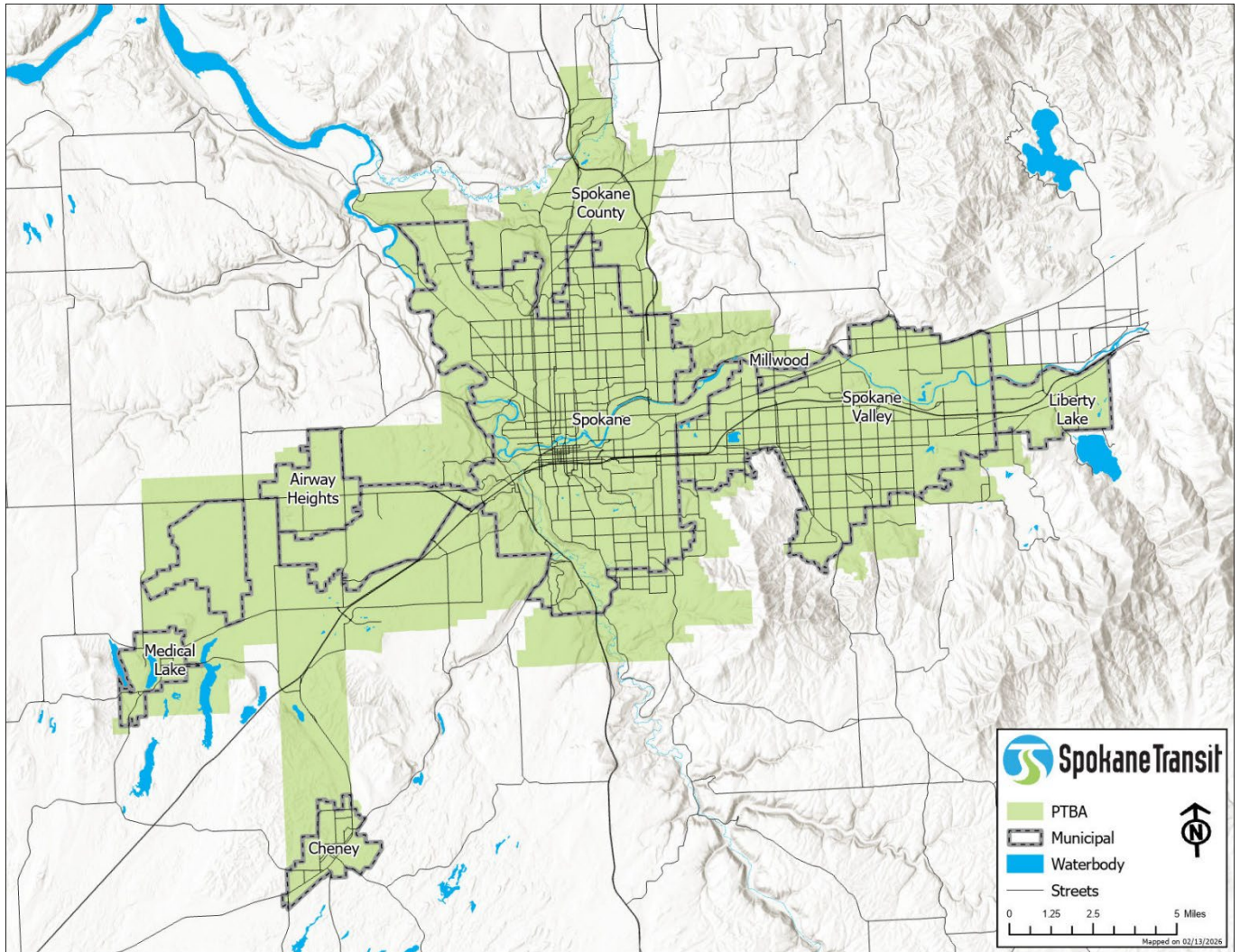
Lot	Location	Available Parking Spaces
Airway Heights	W. Highway 2 & S. King St.	22
Arena	W. Boone Ave. & N. Howard St.	320
Country Homes	N. Country Homes Blvd. and N. Wall St.	50
Fairwood	W. Hastings Rd. & N. Mill Rd.	200
Five Mile	N. Ash St. & W. Five Mile Rd.	99
Hastings	W. Hastings Rd. & N. Mayfair Rd.	135
Jefferson	W. 4 <sup>th</sup> Ave. and S. Walnut St.	406
“K” Street Station (Cheney)	K St. & W. 1 <sup>st</sup> Ave.	28
Liberty Lake	E. Mission Ave. & N. Meadowwood Ln.	165
Mirabeau Transit Center	E. Indiana Ave. & Mirabeau Pkwy.	207
Moran Station	5625 S Palouse Highway	100
Pence-Cole Valley Transit Center	E. 4 <sup>th</sup> Ave. & S. University Ave.	236
South Hill	Southeast Blvd. & E. 31 <sup>st</sup> 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

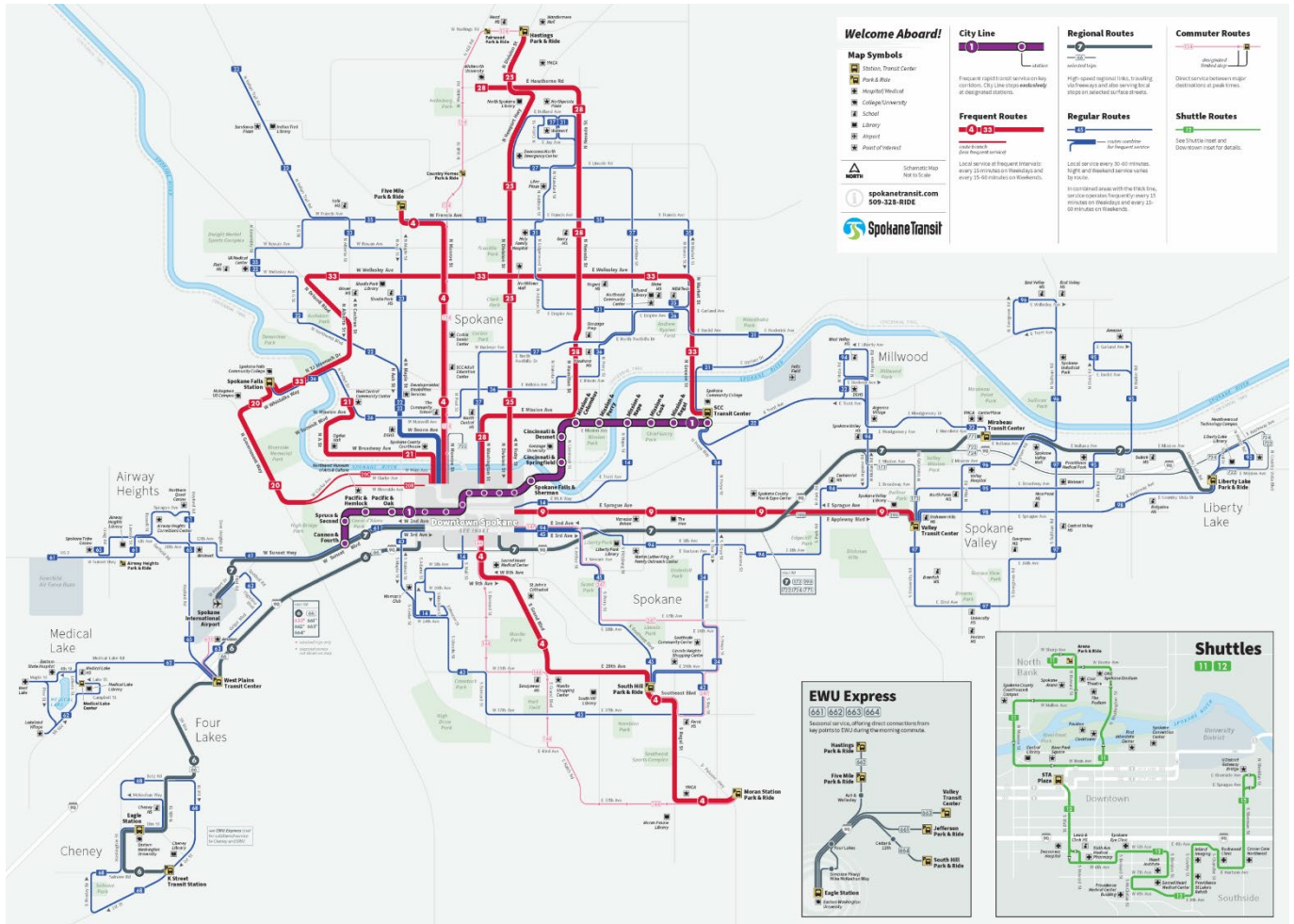
## Public Transportation Benefit Area

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 481,616 people were living within the PTBA in 2025.



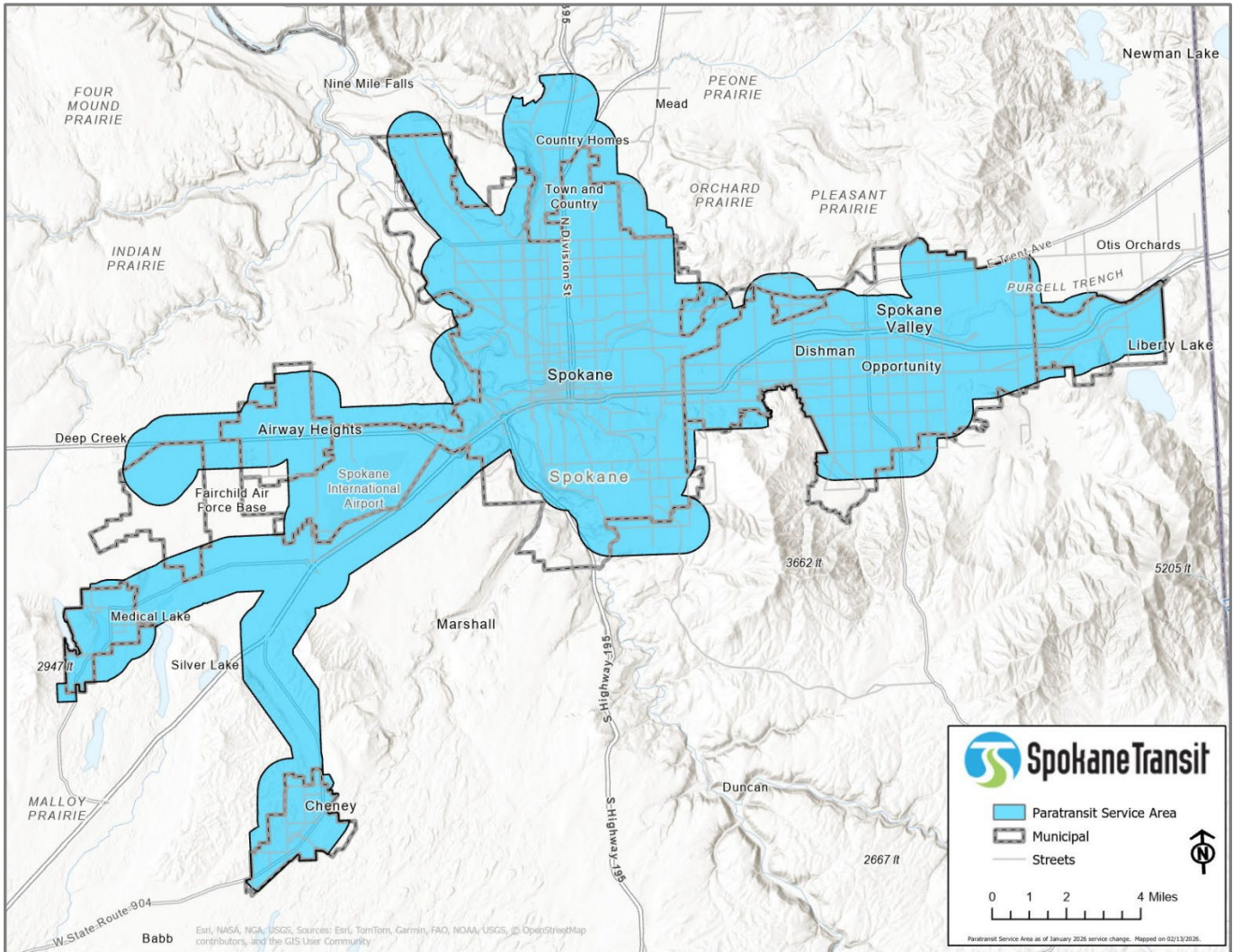
# Fixed Route Bus Service Area

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 2025, is depicted below. A higher resolution version can be viewed and downloaded on the [Spokane Transit Routes and Schedules System map](https://www.spokanetransit.com/routes-schedules/sta-system-map/) webpage. (<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: 2025 in Review

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### Ridership

In 2025, STA provided 10,433,702 rides on its fixed route bus system, which is a 2.6% increase over the 10,166,876 rides provided in 2024. Paratransit ridership increased 2.9% to 402,176 passengers in 2025 from 390,956 passengers in 2024. In 2025 Rideshare ridership increased 2.5% to 105,868 passenger trips compared to 103,270 trips in 2024.

### Fleet Additions

In 2025, STA took delivery of the following vehicles:

#### Revenue Vehicles

##### Fixed Route Coaches

- (10) 40' New Flyer Diesel Coaches (11 through 20 of 20)
- (7) 40' New Flyer Diesel Coaches
- (7) 42' Alexander Dennis Double Decker Diesel Coaches

##### Paratransit Directly Operated Vans

- (7) Ford Starcraft Cutaway Vans

##### Rideshare Vans

- (6) Chevrolet Traverse Rideshare Sports Utility Vehicles (SUVs)
- (4) Ford Transit XLT Vans

#### Non-Revenue Vehicles

##### Transportation Supervisor Vehicles

- (2) Ford Explorer AWD SUVs
- (1) Ford F6Z Transit

### Capital Projects

In 2025, STA completed or made progress on the following capital projects to complete delivery of *STA Moving Forward*, STA's previous 10-year plan, and to begin delivery of *Connect 2035*, STA's current 10-year plan adopted in December 2024 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 included a six (6) mile Bus Rapid Transit route with 33-stations, battery electric buses, distinctive branding, real time information, shelters, display markers, pedestrian lighting, off-board fare payment, and security cameras. All amenity installation, testing, and other implementation activities were completed prior to launch with minor punch-list items completed during the remainder of 2023 and into 2024. In 2025, staff worked with the City of Spokane to complete the implementation of Transit Signal Priority. In 2026, staff anticipate making final payment to Avista Utilities, receiving the 12<sup>th</sup> bus (paid for with local funds) and Board approval of closeout of the project.

## **Cheney Line HPT Construction**

Spokane Transit has 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 has completed two phases of construction to add High Performance Transit (HPT) infrastructure on Route 9 along Sprague Avenue between the City of Spokane and the Valley Transit Center. HPT stations and enhanced stops have been implemented throughout the corridor which include HPT markers, lighting, digital and static signage, shelters, benches, leaning rails, trash and recycling bins. A new bus entrance to the Valley Transit Center was constructed to reduce travel time and enhance reliability. Other improvements include new sidewalks and curb ramps enhancing pedestrian access and ADA compliance throughout the corridor. Future planned improvements include HPT Stations at the downtown Amtrak/Greyhound intermodal center and the Spokane Valley WalMart.

## **I-90/Valley HPT Planning and Design**

Spokane Transit completed an update to the Corridor Development Plan (CDP) for the I-90/Valley HPT Corridor. Construction of this project kicked off in 2025 and added High Performance Transit (HPT) infrastructure on Route 7 along the I-90 Valley Corridor. Phase 1 construction is complete, and phase 2 construction will be advertised and completed in 2026. 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. Land acquisition activities began in 2025 for Appleway Station Park & Ride. Design and planning activities will occur in the future.

## **High Performance Transit 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 upgrades to the existing Mirabeau Park and Ride to become the Mirabeau Transit Center. Enhancements included 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 included 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) will 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 working in 2023 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 Street BRT project. The team prepared a request to enter the Capital Investment Grant (CIG) Project Development phase, which was approved by FTA. The project is currently in the 60% design phase and awaiting NEPA approval before proceeding with property acquisition. The project is seeking a Single Year Grant Agreement in winter 2026/2027. 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 2025, STA made advancements in the following areas:

### **Campaigns & Programs**

The Marketing & Communications team supported major initiatives that included the launch of the Route 7 on the I-90/Valley High Performance Transit corridor, new double-decker buses, and Transit App, using coordinated outreach to build awareness and adoption. The department also played an important role in supporting the search for and introduction of a new CEO through educational campaigns and events that encouraged transparency and participation.

To better inform policymakers and partners, the team introduced a quarterly Projects and Initiatives Update. The ongoing “STA Story” campaign continued to highlight the benefits of public transportation through video, web, and social media content. Digital platforms were enhanced with the relaunch of STA’s monthly external newsletter, featuring a refreshed design and expanded storytelling, and a revitalized YouTube channel with new video content, including a ribbon-cutting series for key bus stops and other projects. The team also supported the Transit Ambassadors program and reimagined the annual Rodeo into a more engaging and family-friendly event.

Internally, new audio-visual equipment was installed in the Boone Northwest Garage to strengthen engagement during All-Employee Meetings, as well as support conferences and other events hosted by STA.

### **Customer Service**

Customer Service enhancements in 2025 focused on improving both the customer experience and operational efficiency. At the STA Plaza, the microphone system installed at the service counter continues to enhance communication between customers and representatives, while maintaining a safe and secure environment for staff. System improvements to pass sales software enhanced the handling of group purchases, reducing friction for organizational customers. Customer Service staff also continued to support agency-wide initiatives by participating in testing and feedback for new operational systems.

### **Business & Program Development**

Business Development continued to expand STA’s community presence and strengthen partnerships across the region in 2025. Outreach efforts remained closely tied to Youth Ride Free, including ongoing collaboration with Spokane Public Schools to support student mobility and classroom field trips. STA continued to provide training, trip planning support, and educational materials to school staff, helping integrate transit into educational activities.

Staff maintained a strong presence at community events, including school visits, neighborhood festivals, and resource fairs. These efforts focused on increasing awareness of transit services, distributing Rider’s License cards, and providing hands-on education to youth and families about how to use the system. Additional outreach included partnerships with local ESL community-based organizations to deliver accessible “How to Ride” education for non-English-speaking populations.

Worksite engagement remained a key focus area. Through Commute Trip Reduction efforts and partnerships with major employers, STA continued promoting employer-sponsored transit benefits and supporting organizations interested in expanding transit access for their workforce.

The Universal Transit Access Pass (UTAP) program remained a key partnership program in 2025. STA continued working with higher education partners to transition to the Connect fare system, including advancing mobile-based solutions to replace physical cards and improve the overall user experience.

## Technology Services

### Web Communications

The Web Services department worked to improve the agency’s website and digital services in 2025. This included the development and launch of a new website for *Connect 2035*. The website was designed to provide clear access to project information, updates, and public engagement materials, supporting the agency’s long-term planning efforts and making information easier for community members to find and understand.

Work began on a comprehensive initiative to bring STA’s website and digital assets into alignment with Web Content Accessibility Guidelines (WCAG) 2.1 AA in advance of upcoming federal accessibility requirements. To this end, the department remediated website accessibility violations and began providing formal training and guidance to other departments on creating accessible digital documents.

In coordination with Customer Service, Web Services also revamped the online Reduced Fare application form to improve the process for riders applying for reduced fare eligibility. The updated form supports all reduced fare programs, including the new Opportunity Fare program, and further streamlines the submission process for riders.

### Planning Efforts

In 2025, 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.

2025 saw the launch of several initiatives identified in *Connect 2035*, including: Transit Ambassadors, the Opportunity Fare pilot, STA’s eligibility-based reduced fare program for riders experiencing low incomes, and

technology improvements such as upgraded automatic vehicle location systems, telematics, and online scheduling for Paratransit.

## **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), update the fixed route performance standards for annual fixed route reporting to reflect the service types redefined in 2022, and overall align new policies with the proposed *Connect 2035* initiatives.

## **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 2025, while moderate modifications occurred in September as STA prepared for 2026-2028 service changes incorporating projects from *STA Moving Forward* and City Line implementation impacts on the Fixed Route network. Some notable changes include:

- Introduction of a new Regional High Performance Transit (HPT) Route 7 Valley/Airport, offering service from Liberty Lake to Spokane International Airport, including the introduction of service to Liberty Lake on Sundays.
- Route 93 Molter Loop in Liberty Lake which provides connecting service to Route 7 Valley/Airport and other freeway express routes such as Route 722 Liberty Lake Express and Route 724 Liberty Lake Tech Express, and Route 98 providing local service to Spokane Valley south of I-90.
- A revision of the express routes between Liberty Lake and downtown Spokane. Route 724 Liberty Lake Tech Express changed routing to work better in conjunction with new Route 722 Liberty Lake Express, which provides express service between Liberty Lake and points in and north of Downtown Spokane.

An extensive public outreach campaign was launched to provide information ahead of the September 2025 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 2025 Service Change:

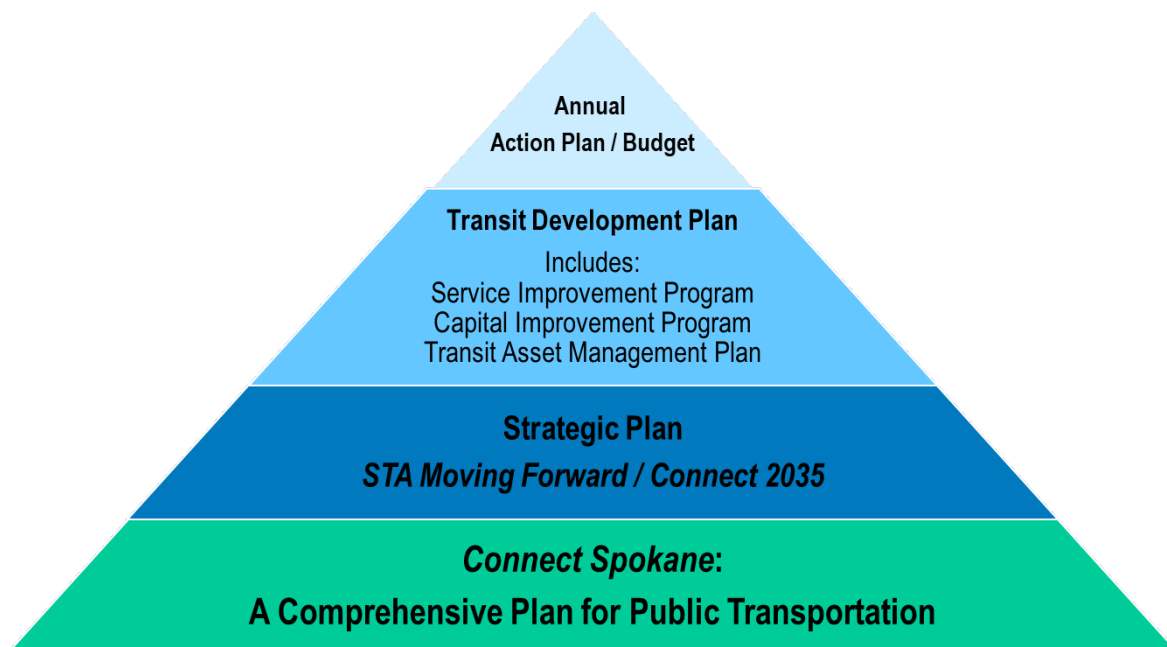
- The Plaza
- Spokane Community College Transit Center
- West Plains Transit Center

## Section 3: Mid-Range Tactical Framework (2027-2032)

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### 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 also beginning the implementation of initiatives in 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 the final project scheduled for June 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 can be found on [STA's \*Connect 2035\* webpage](http://www.staconnect2035.com). (www.staconnect2035.com)

## **Tactical Framework for the 2027-2032 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.**

- Advance Division Street Bus Rapid Transit (BRT) through Project Development toward a future Federal Transit Administration (FTA) capital investment grant.
- Upgrade Route 33 Wellesley to High Performance Transit.
- Implement Mobility-On-Demand (MOD) pilots across the Public Transportation Benefit Area (PTBA).
- Continue to implement and evaluate the transit ambassador program with trained personnel on buses and at facilities.
- Implement fixed route network optimization.
  - Address increased and changing travel demand by implementing service improvements in Spokane Valley.
- Implement shelter and lighting program.

### **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.
  - Review jurisdictional comprehensive plans.
  - 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 (CBO), to collaborate with STA on key efforts such as the design and implementation of initiatives in *Connect 2035*.
  - Collaborating with CBOs to identify communities that would benefit from the Opportunity Fare Program.
  - Establish a CBO network to support and strengthen our engagement efforts with underrepresented communities.
  - Increase engagement efforts to reach new riders with information on how to ride the bus by installing signage and developing new rider resources in languages other than English.
- 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 benefited 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.
  - Identify partner organizations to provide mobility assistance for targeted groups by introducing the Community Van program.
- Partner in developing and implementing plans to connect to and address multimodal transportation needs and opportunities in the region.
  - Implement Mobility-on-Demand (MOD) pilots to serve multimodal needs and evaluate opportunities to consider demand for transit across the PTBA.
- Continue to implement and evaluate the eligibility-based reduced fare program for riders experiencing low incomes.
- Continue to gauge community sentiment, understanding, and interest in transit.

**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.
- Develop user-friendly public-facing dashboards for key performance indicators and ease of access and use of publicly available data.
- Implement a customer relationship management system to streamline customer interactions and improve service delivery.
- Continue implementing 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 2026 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
<b>Action 1: Elevate the customer experience.</b>						
Deliverable 1.1: STA Moving Forward						
Deliverable 1.2: Division Street BRT						
Deliverable 1.3: High Performance Transit						
Deliverable 1.4: Bus stops and passenger shelters	✓	✓	✓	✓		✓
Deliverable 1.5: Customer Relationship Management software						
Deliverable 1.6: Transit Ambassador pilot program						
Deliverable 1.7: Mobility on Demand						
<b>Action 2: Lead and collaborate with community partners to enhance the quality of life in the region.</b>						
Deliverable 2.1: Transit Oriented Development						
Deliverable 2.2: Outreach to community partners	✓	✓		✓		✓
Deliverable 2.3: Engage in community initiatives of shared interest						
Deliverable 2.4: Educate on the value of transit and funding requirements						
<b>Action 3: Strengthen STA’s capacity to anticipate and respond to the demands of the region.</b>						
Deliverable 3.1: Advance and complete phase 2 of the Facilities Master Plan						
Deliverable 3.2: Maintain state of good repair						
Deliverable 3.3: Implement additional on-route charging locations	✓	✓	✓		✓	✓
Deliverable 3.4: Undertake a coach operator recruitment and retention task force						
Deliverable 3.5: Begin review of fare programs, enforcement, and related practices and frameworks						

## 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.
  - There are two planned 10% across-the-board fare increases during the 2027-2032 TDP period, one in 2028 and the other in 2031. 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.

## Funding Risk Considerations

STA faces some risk relative to two of its primary funding sources during the 2027-2032 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. In April 2026, the STA Board authorized a proposition on the primary election ballot on August 4, 2026, to renew the existing two-tenths of 1% sales tax. 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 (2027-2029)

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### 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 2026 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 online at the [Connect Spokane webpage](http://www.spokanetransit.com/projects/comprehensive-plan/). (www.spokanetransit.com/projects/comprehensive-plan/)

**Fixed Route Performance Reports.** 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. Current and past versions can be found of the [Fixed Route Performance Reports online](http://www.spokanetransit.com/about-sta/projects-plans/#documents). (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 were previously approved by the STA Board of Directors:

- **The Division Street BRT Corridor Development Plan** which can be found online at the [Division Street BRT Corridor Development Plan documents webpage](http://www.spokanetransit.com/division-brt-documents) (www.spokanetransit.com/division-brt-documents)
- **Cheney Line Infrastructure and Alignment Plan**, which can be found online at the [Cheney Line Infrastructure and Alignment Plan webpage](http://www.stamovingforward.com/projects/cheney-corridor-high-performance-transit-service/) (www.stamovingforward.com/projects/cheney-corridor-high-performance-transit-service/)
- **Sprague Line Corridor Development Plan**, which can be found online at the [Sprague Line Project webpage](http://www.stamovingforward.com/projects/sprague-avenue-high-performance-transit-phase-two/) (www.stamovingforward.com/projects/sprague-avenue-high-performance-transit-phase-two/)
- **I-90/Valley HPT Corridor Development Plan**, which can be found online at the [I-90/Valley High Performance Transit \(HPT\) Project webpage](http://www.spokanetransit.com/projects/i-90-valley-high-performance-transit-hpt-project/) (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 on Spokane Transit's [Transit Development Plans webpage](http://www.spokanetransit.com/projects/transit-development-plan/). (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 collected quarterly and shared with the STA Board of Directors. It is then summarized on an annual basis and included in the SIP.

**Connect 2035.** 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 at the [Connect 2035 website](http://www.staconnect2035.com). (www.staconnect2035.com)

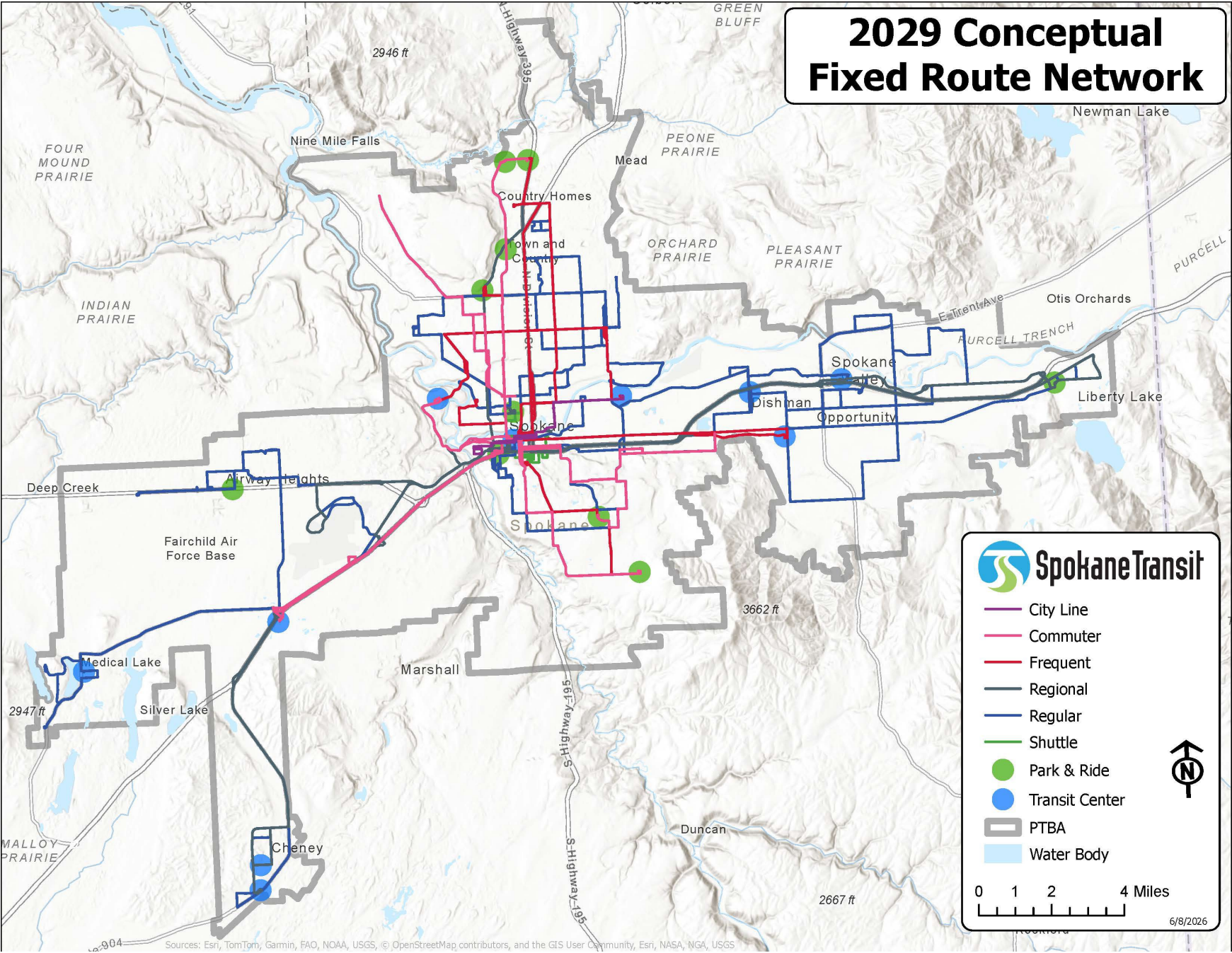
**External Projects and Planning Studies.** STA participates in and is informed by various planning studies, development activities and policy changes that are external to the agency. These projects and studies regularly inform planning outputs.

## Conceptual 2029 Transit Network

The foregoing map represents current thinking of what the transit network could look like at the end of 2029, 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:

- Restructuring of routes in North Spokane for service optimization and coverage expansion
- Service introduced on weekdays between Spokane Falls Community College and the West Plains Transit Center
- Restructure of the network in Spokane Valley
- Implementation of adopted initiatives in the *Connect 2035* strategic plan

# 2029 Conceptual Fixed Route Network



## 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 2027, 2028, and 2029 service change dates.

2027	2028	2029
January 17, 2027	January 16, 2028	January 21, 2029
May 16, 2027	May 21, 2028	May 20, 2029
September 19, 2027	September 17, 2028	September 16, 2029

## 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 2026 are considered minor, requiring only CEO approval. Public input was largely completed in February 2026 with some outstanding outreach as noted in the table below.

September 2026

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<p><b>Route 36 North Central:</b>  <b>Extend route to Hillyard east of US-395 and to the north in the vicinity of the URM warehouse near Freya Street and the NSC</b></p>	<p>As part of the initiative in <i>Connect 2035</i> of Network Optimization, Route 36 will extend beyond its current terminus at Garland Avenue and Regal Street to Hillyard east of the North Spokane Corridor. The new route path for Route 36 will traverse under US Highway 395 at Wellesley Avenue and serve Freya Street north of Wellesley Avenue. This routing change also involves breaking the route's existing interline with Route 35 Francis/Market.</p> <p>A large apartment and townhome complex is currently being constructed south of Wellesley Avenue. Capital street improvements by the City of Spokane to Wellesley Avenue may be forthcoming (including a roundabout at Valley Springs Road). Once these factors come to fruition, STA may revisit the routing to provide better service on Wellesley and to the rest of the neighborhood.</p>
<p><b><u>Mobility on Demand Pilots</u></b></p> <p><b>North Spokane Valley:</b>  <b>On demand pilot program in north Spokane Valley</b></p> <p><b>Latah Valley:</b>  <b>On demand pilot program in Latah Valley</b></p>	<p>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 2026 and 2032 with each pilot lasting three years. The first two of these pilots have a targeted launch in September 2026, in Latah Valley and in the northern parts of Spokane Valley.</p>
<p><b>Shelters at applicable stops</b></p>	<p>As part of the goal to elevate customer experience prioritized in <i>Connect 2035</i>, placement of shelters at stops with more than 25 average weekday boardings are programmed. Stops identified as shelter candidates based on 2025 boardings are listed in the 2025 Fixed Route System Annual Performance Report.</p>
<p><b>Lighting at all sheltered stops</b></p>	<p>This multi-year <i>Connect 2035</i> initiative for placement of lighting at shelter at stops throughout the fixed route is planned to continue.</p>

## January 2027

Description of Conceptual Service Changes	Discussion of 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 to place shelters 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 installation of lighting at sheltered stops throughout the fixed route is planned to continue.

## May 2027

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

## September 2027

Description of Conceptual Service Changes	Discussion of Conditions/Opportunities
<b>Route 20 SFCC:</b> <i>Simplify routing to travel consistently through Peaceful Valley on Clarke Avenue from downtown Spokane</i>	As part of <i>Connect 2035</i> optimization initiative, the routing is planned to be consolidated from Clarke Avenue and Riverside Avenue to Clarke Avenue only. The interline relationship will be broken with Route 33 Wellesley in favor of Route 36 North Central. Weekday frequency will be decreased from 15-minutes to 30-minutes. Saturday frequency will be decreased to hourly.
<b>Route 23 Maple/Ash:</b> <i>Shift a segment of the route to Belt Street from the Ash Street and Maple Street couplet</i>	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.
<b>Route 33 Wellesley:</b> <i>Interline relationship with Route 20 SFCC is discontinued</i>	As part of the scheduling of Route 20 SFCC, the interline relationship with Route 33 Wellesley will be broken, allowing for better independent scheduling of the route.
<b>Route 61 Highway 2/Fairchild:</b> <i>Fairchild Air Force Base Main Gate will be the outbound terminus on all trips</i>	Due to difficulties of providing service on Fairchild Air Force base and low utilization of service at the affected stops, all trips serving the Fairchild Air Force Base will terminate at the Main Gate bus stop. Service to the fitness center and AAFES Base Exchange will be discontinued.

Description of Conceptual Service Changes	Discussion of Conditions/Opportunities
<p><b>Route 220 New Route:</b>  <b>New route to retain 15-minute frequency on weekday mornings and early afternoons between downtown Spokane and Spokane Falls Community College</b></p>	<p>The new Route 220 would provide targeted service between the STA Plaza and Spokane Falls Community College with a routing that utilizes Riverside Avenue in Browne’s Additon. This route would retain the 15-minute frequency during a span from approximately 7:30 am to 1:30 pm.</p>
<p><b>Route 223 Shadle/Indian Trail:</b>  <b>Shift a segment of the route outbound to Belt Street from the Ash Street and Maple Street couplet.</b></p>	<p>Route 223 Shadle/Indian Trail will shift its outbound (northbound) trip to Belt Street. In the afternoon, students riding north from Shadle Park High School will need to board the bus in the vicinity of Belt Street and Longfellow Avenue. The inbound (southbound) routing for Route 223 in the morning will remain on Ash Street.</p>
<p><b>Route 602 New Route:</b>  <b>New Route to serve between Spokane Falls Community College and the West Plains Transit Center.</b></p>	<p>As part of <i>Connect 2035</i> optimization initiative, service between Spokane Falls Community College and the West Plains Transit Center will be introduced with Route 602. Conceptual routing uses Whistalks Way and Government Way inbound to Sunset Boulevard and Geiger Boulevard to the West Plains Transit Center. Service on this route will be provided hourly, morning through early afternoon, weekdays only.</p>
<p><b>Route 664 EWU South Hill Express:</b>  <b>Discontinue Route</b></p>	<p>Service on Route 664 EWU South Hill Express will be discontinued due to low ridership in comparison to other EWU express routes. The resources used for this service will be reallocated into the network as part of the <i>Connect 2035</i> optimization to provide service on new Route 602.</p>
<p><b><u>Mobility on Demand Pilot</u></b>  <b>Elderly and Disabled MOD:</b>  <b>On demand pilot program for elderly or disabled passengers</b></p>	<p>This MOD pilot program in <i>Connect 2035</i> will provide mobility on demand services focused on elderly and disabled riders throughout the network.</p>

## January 2028

Description of Conceptual Service Changes	Discussion of Conditions/Opportunities
<p><b>Opening of Argonne Station Park and Ride</b></p>	<p>New Argonne Station Park and Ride will provide new opportunities for improved connectivity to regional destinations and help to alleviate highway congestion by offering direct service between the facility and downtown Spokane. The opening of Argonne Station Park and Ride will include service by regional HPT Route 7 Airport/Valley and Route 771 Mirabeau Express.</p>
<p><b>Shelters at applicable stops</b></p>	<p>As part of the goal to elevate customer experience prioritized in <i>Connect 2035</i>, work in the multi-year initiative to place shelters at stops with more than 25 average weekday boardings is planned to continue.</p>

<i>Lighting at all sheltered stops</i>	This multi-year <i>Connect 2035</i> initiative for installation of lighting at sheltered stops throughout the fixed route is planned to continue.
<b><u>Mobility on Demand Pilot</u></b> <i>Liberty Lake:</i> <i>On demand pilot program in Liberty Lake</i>	This is the third MOD pilot program in <i>Connect 2035</i> as adopted by the STA Board of Directors in December 2024.

## May 2028

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

## September 2028

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<b><u>Spokane Valley Restructure</u></b> <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</i>	STA is responding to changing travel patterns by updating Spokane Valley routes to meet growth and to better connect riders with jobs and key destinations.

## January 2029

Description of Conceptual Service Changes	Discussion of 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 the customer experience” prioritized in <i>Connect 2035</i> , work in the multi-year initiative to place shelters 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 installation of lighting at sheltered stops throughout the fixed route is planned to continue.
<b><u>Mobility on Demand Pilot</u></b> <i>West Plains:</i> <i>On demand pilot program west of downtown Spokane on the West Plains</i>	This is the fourth MOD pilot program in <i>Connect 2035</i> as adopted by the STA Board of Directors in December 2024.

## May 2029

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

## September 2029

Description of Conceptual Service Changes	Discussion of Conditions & Opportunities
<i>Minor adjustments</i>	Adjust schedules if needed and respond to rider/operator feedback.
<u><i>Later weeknight and Saturday night service</i></u> <i>Select routes will have an extra inbound trip and a 12:05 am nighttime Plaza departure</i>	Increased demand suggests later night-time departures through the network are warranted.

## Program Resourcing

As of September 2026, STA’s fixed route network will feature approximately 546,185 annualized revenue hours. Revenue hours for the fixed route network will be maximized to provide the highest amount of service possible based on financial forecasts as part of service initiatives identified in *Connect 2035*. Each programmed service change will work within the three-year horizon of the Service Improvement Program to stay within the financial forecasts and are currently expected to exceed the 2026 annualized revenue hours by up to 2% on an interim basis.

The fleet requirement has also been projected, and ranges from 133 and 135 Vehicles Operating at Maximum Service (VOMS) for the time period. This data informs the fleet replacement plan and spare ratio requirements.

Service Change	Vehicles Operated at Maximum Service
September 2025	133
January 2026	133
May 2026	133
September 2026	134
January 2027	135
May 2027	135
September 2027	134
January 2028	134
May 2028	134
September 2028	134

## 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*, STA’s previous 10-year plan, 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 in Airway Heights have been raised as an important element. Grant funding has been secured to begin the planning and design of the future Airway Heights HPT line in 2030.
- 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. Many 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 [www.staconnect2035.com](http://www.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.

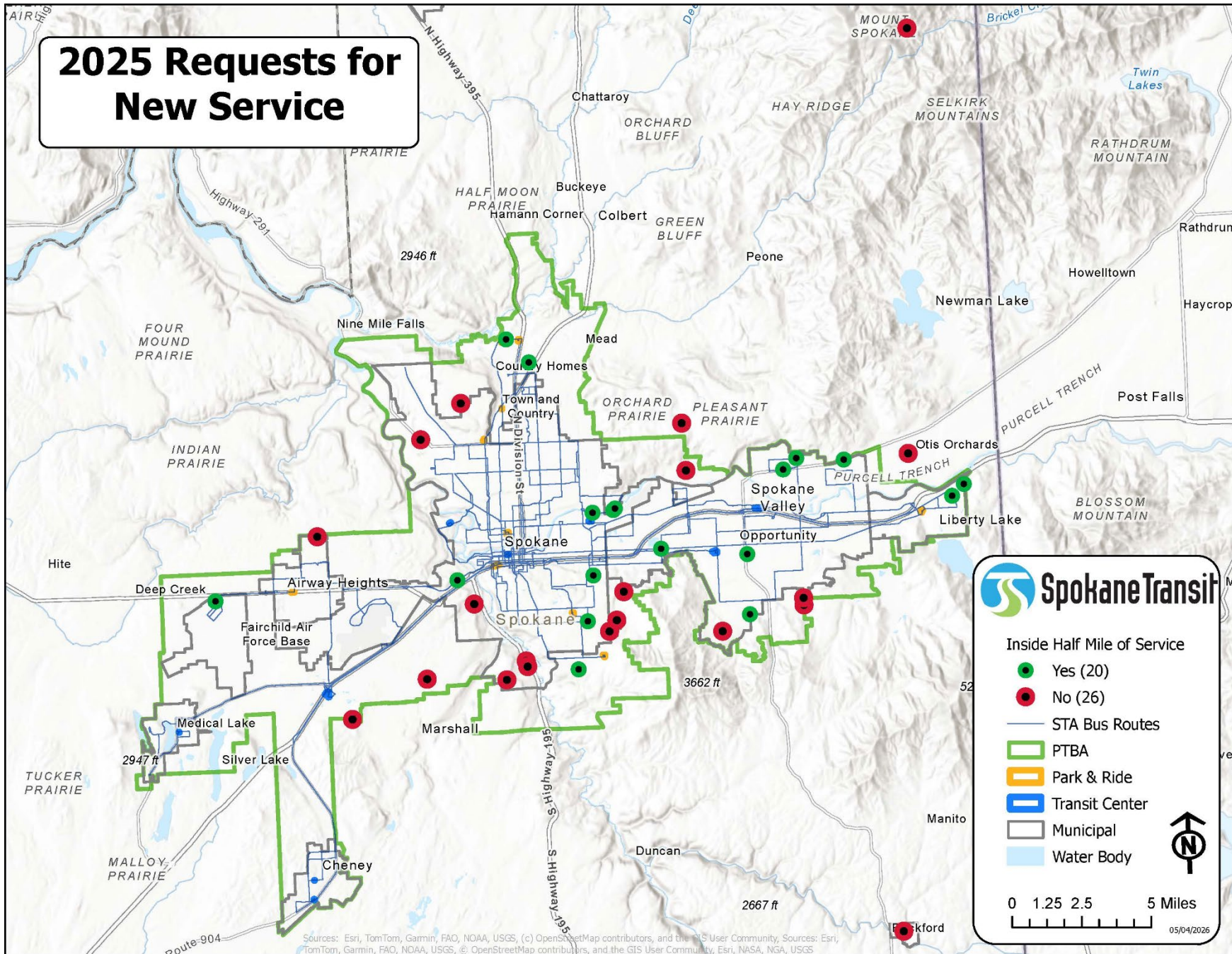
The purpose of this section is to summarize the feedback received by the Planning Department in terms of service requests to areas that currently have no bus service in the event the request can be incorporated into future service change concepts and plans. The requests for new service summarized below cover all of 2025. In total, staff received and responded to a total of 46 requests for new service.

New Service Request	Geographic Location	# of Requests	Description/Specific Destinations	Within PTBA?
<b>Argonne Road @ Bigelow Gulch</b>	North Spokane/Spokane Valley	1	Request for service stop at Nom-Nom, East Bigelow Gulch Road and North Argonne Road, as part of a fixed-route loop.	No
<b>Upriver Drive</b>	Spokane	4	Request for service at the following locations on Upriver Drive: Upriver Drive and Beau Rivage Apartments (2), Upriver Drive and Argonne Road, and Upriver Drive and Rebecca Street/Freya Street.	Yes
<b>Rockford</b>	Rockford	1	Request for service to Rockford.	No
<b>Dishman Hills</b>	Spokane Valley	1	Add stops for Route 190 Valley Express at Park Road and Farr Road for connection with Route 94 East Central/Millwood.	Yes
<b>Mullan Road Elementary and Peperzak Middle School</b>	Spokane	1	Request for service at Mullan Road Elementary and Peperzak Middle School.	Yes

<b>New Service Request</b>	<b>Geographic Location</b>	<b># of Requests</b>	<b>Description/Specific Destinations</b>	<b>Within PTBA?</b>
<b>South Hill</b>	Spokane	2	Two routes requested: One route on East 5th Avenue which incorporates Freya Street, 12th Avenue, and Havana Street; one route that connects South Ray Street, South Hill Park and Ride, and Ferris High School.	Yes
<b>South of East 32<sup>nd</sup> Avenue</b>	Spokane Valley	2	Request for service south of University High School at East 32nd Avenue and service south of East 32 <sup>nd</sup> Avenue and Sullivan Road.	Yes
<b>Painted Hills</b>	Spokane Valley	1	Request for service to the Painted Hills.	Yes
<b>School District</b>	East Valley Community	1	East Valley Community Coalition requested service to East Valley. A portion of East Valley area is within the PTBA.	Yes
<b>West Plains</b>	West Plains	1	Request to expand Route 6 Cheney to use Melville Road, West Terrace Drive, January Drive, Fruitvale Road, Aero Road, and Westbow Road to and from the West Plains Transit Center.	Yes
<b>E Hawkstone Loop</b>	Liberty Lake	1	Request for service on Hawkstone Loop.	Yes
<b>Latah Valley/Eagle Ridge</b>	Latah Valley	5	Requests for new service in Latah Valley and service for Eagle Ridge.	Yes
<b>Fairchild AFB</b>	West Plains	2	Request for service on Fairchild Air Force Base by the Child Development Center.	Yes
<b>Northwest Terrace</b>	North Spokane	3	Request for service to the Northwest Terrace neighborhood.	Yes
<b>Country Vista Boulevard</b>	Liberty Lake	1	Request for services on Route 724 Liberty Lake Express at East Blue Ridge Avenue and North Country Vista Boulevard.	Yes

<b>New Service Request</b>	<b>Geographic Location</b>	<b># of Requests</b>	<b>Description/Specific Destinations</b>	<b>Within PTBA?</b>
<b>Five Mile Prairie</b>	North Spokane	2	Request for service to North Five Mile Road and West Strong Road.	Yes
<b>Benn Burr Park</b>	South Spokane	1	Request for service at Benn Burr Park.	Yes
<b>North YMCA</b>	North Spokane County	1	North YMCA requests service.	Yes
<b>Mount Spokane</b>	Spokane County	1	Request for service to Mount Spokane Ski and Snowboard Park.	No
<b>Airway Heights Recreation Center</b>	Airway Heights	2	Request for service to the Airway Heights Recreation Center on West Deno Road.	Yes
<b>South Pines Road</b>	Spokane Valley	1	Request for service on South Pines Road south of Sprague Avenue.	Yes
<b>East Wellesley Avenue</b>	Otis Orchards	2	Request for service on East Wellesley Avenue from Barker Road to Stateline.	No
<b>Highland Estates</b>	Spokane County	2	Request for service to Highland Estates at North Del Rey Drive and East Trent Avenue.	No
<b>Harvest Foods</b>	Trentwood	1	Request for service at Harvest Foods, East Trent Avenue at North Adams Road.	Yes
<b>Fairwood</b>	North Spokane County	1	Request for service north of Fairwood Park and Ride.	Yes
<b>Glenrose/Carnahan</b>	South Spokane County	1	Request for service on South Glenrose Road and South Carnahan Road.	Yes
<b>Finch Arboretum</b>	West Hills	1	Request for service to Finch Arboretum on South F Street.	Yes
<b>South Sullivan Rd</b>	Spokane Valley	1	Request for service on Sullivan Road at East 32nd Avenue.	Yes
<b>Chase Middle School</b>	South Spokane County	1	Request for service at Chase Middle School on East 37 <sup>th</sup> Avenue.	Yes
<b>Geiger Heights</b>	West Plains	1	Request for new service at the Windsor Crossing Apartments on West Hallet Road.	Yes

# 2025 Requests for New Service



## 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, 20 standees on a double deck coach, and 16 standing on a 60-foot articulated coach.

# Section 5: Capital Improvement Program (2027-2032)

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## Introduction

The Capital Improvement Program covers capital programs and projects for the period January 1, 2027, through December 31, 2032. This section of the Transit Development Plan is organized as follows:

- Overview of Capital Programming and Implementation
- Capital Programs 2027-2032
- 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 six-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 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**

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 (2027-2032) is \$405,328,835 This includes \$246,580,869 of local funding, \$66,220,156 of State funding, and \$92,527,810 of Federal funding.

These funds are distributed among six Program Categories:

- Facilities – Maintenance and Administration (\$67,992,747) (17%)
- Facilities – Passenger and Operational (\$61,136,842) (15%)
- High Performance Transit Implementation (includes Bus Rapid Transit (BRT)) (\$193,790,922) (48%)
- Technology (\$33,467,632) (8%)
- Transit Oriented Development (\$1,850,000) (0.5%)
- Vehicles (\$47,090,691) (11.5%)

Note that 70% of the total CIP (\$284,479,454) is associated with *Connect 2035*, to emphasize the new 10-year strategic plan STA and its Board are currently developing. This includes Division Street Bus Rapid Transit (BRT) included in High Performance Transit. The *Connect 2035* Capital projects includes the following:

- BRT Fleet - \$39,497,438
- Division Street BRT Construction and Implementation - \$127,961,559
- Wellesley HPT: Design and Construction - \$9,474,416
- Vehicles (Mobility on Demand) - \$600,000
- Paratransit and Rideshare Operational Base - \$29,500,000
- Training Course - \$4,800,000
- Fixed Route Operations Center - \$17,350,000
- Clean Energy Base - \$10,000,000
- Transit Oriented Development Pilot - \$1,850,000
- Downtown Charging and Layover Facility - \$10,100,000
- Facilities – Passenger & Operational Projects - \$22,115,412
- Technology Projects - \$546,247
- High Performance Transit Projects - \$10,684,382

## **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 plus the addition of a new Program Category for Transit Oriented Development.

### ***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.

***Transit Oriented Development***

Enables the redevelopment of an existing Park and Ride to include a residential, mixed-use, or commercial development integrated with transit services.

***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: 2027-2032

### Vehicles

#### *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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$0	\$1,582,647	\$0	\$5,685,780	\$3,353,146	<b>\$10,621,573</b>
State	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Federal	\$0	\$0	\$1,159,562	\$0	\$1,159,562	\$1,159,562	<b>\$3,478,686</b>
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,742,209</b>	<b>\$0</b>	<b>\$6,845,342</b>	<b>\$4,512,708</b>	<b>\$14,100,259</b>

#### *Non-Revenue Vehicles*

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

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$742,500	\$50,000	\$0	\$0	\$0	\$0	<b>\$792,500</b>
State	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Federal	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$742,500</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$792,500</b>

#### *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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$2,564,667	\$3,910,441	\$0	\$2,331,190	\$6,741,510	<b>\$15,547,808</b>
State	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Federal	\$0	\$1,159,562	\$0	\$0	\$1,159,562	\$0	<b>\$2,319,124</b>
<b>Total</b>	<b>\$0</b>	<b>\$3,724,229</b>	<b>\$3,910,441</b>	<b>\$0</b>	<b>\$3,490,752</b>	<b>\$6,741,510</b>	<b>\$17,866,932</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$680,000	\$700,000	\$725,000	\$820,000	\$765,000	\$791,000	\$4,481,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$680,000</b>	<b>\$700,000</b>	<b>\$725,000</b>	<b>\$820,000</b>	<b>\$765,000</b>	<b>\$791,000</b>	<b>\$4,481,000</b>

**Mobility on Demand**

Purchase of vehicles in support of Mobility on Demand services being implemented on a pilot basis across the PTBA to expand transit coverage and better connect workers to jobs.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$600,000	\$0	\$0	\$0	\$0	\$0	\$600,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>

**Rolling Stock Miscellaneous Equipment and Fixtures**

Mid-life replacement and expansion of BEB battery capacity to ensure continued safe reliable operation and to maintain the vehicles in a state of good repair. This project supports scheduled battery replacements to address battery degradation, reliability risk, and warranty limitations. Extending the useful life of the buses and avoiding premature vehicle retirement.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,050,000	\$3,500,000	\$4,700,000	\$0	\$0	\$0	\$9,250,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,050,000</b>	<b>\$3,500,000</b>	<b>\$4,700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,250,000</b>

**Total: Vehicles**

2027-2032 Total Vehicles							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$3,072,500	\$6,814,667	\$10,918,088	\$820,000	\$8,781,970	\$10,885,656	\$41,292,881
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$1,159,562	\$1,159,562	\$0	\$2,319,124	\$1,159,562	\$5,797,810
<b>Total</b>	<b>\$3,072,500</b>	<b>\$7,974,229</b>	<b>\$12,077,650</b>	<b>\$820,000</b>	<b>\$11,101,094</b>	<b>\$12,045,218</b>	<b>\$47,090,691</b>

## 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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$952,046	\$397,431	\$406,476	\$350,932	\$285,594	\$295,692	<b>\$2,688,171</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$952,046</b>	<b>\$397,431</b>	<b>\$406,476</b>	<b>\$350,932</b>	<b>\$285,594</b>	<b>\$295,692</b>	<b>\$2,688,171</b>

### *Facilities Master Plan*

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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	4,120,000	\$800,000	\$0	\$2,500,000	\$2,500,000	\$0	<b>\$9,920,000</b>
<b>State</b>	\$0	\$0	\$0	\$1,250,000	\$1,250,000	\$0	<b>\$2,500,000</b>
<b>Federal</b>	\$0	\$0	\$0	\$1,250,000	\$1,250,000	\$0	<b>\$2,500,000</b>
<b>Total</b>	<b>\$4,120,000</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$14,920,000</b>

### *Miscellaneous Equipment and Fixtures*

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

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$1,114,712	\$464,117	\$469,041	\$474,112	\$479,336	\$184,715	<b>\$3,186,033</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$1,114,712</b>	<b>\$464,117</b>	<b>\$469,041</b>	<b>\$474,112</b>	<b>\$479,336</b>	<b>\$184,715</b>	<b>\$3,186,033</b>

**Fleck Center - Preservation and Improvements**

Work at the Fleck Center to provide a safe working environment for staff and increase state of good repair at this facility. Work will include but may not be limited to fence repair and roofs on structures that will temporarily be reused by facilities.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$348,543	\$0	\$0	\$0	\$0	\$0	\$348,543
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$348,543</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$348,543</b>

**Facility Master Plan - Fleck**

Based on the Facilities Master Plan, this project is to design and construct improvements at the Fleck Facility in support of Fixed Route Operations and other agency needs.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,600,000	\$13,500,000	\$8,400,000	\$0	\$0	\$0	\$23,500,000
State	\$400,000	\$3,500,000	\$2,100,000	\$0	\$0	\$0	\$6,000,000
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,000,000</b>	<b>\$17,000,000</b>	<b>\$10,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,500,000</b>

**Facility Master Plan - Boone**

Based on the Facilities Master Plan, this project is to design and construct a new facility to support Fixed Route Operations and other agency needs.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$4,000,000	\$6,500,000	\$6,850,000	\$0	\$0	\$0	\$17,350,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,000,000</b>	<b>\$6,500,000</b>	<b>\$6,850,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,350,000</b>

**Total: Facilities – Maintenance & Administration**

2027-2032 Total Facilities – Maintenance & Administration							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$12,135,301	\$21,661,548	\$16,125,517	\$3,325,044	\$3,264,930	\$480,407	\$56,992,747
State	\$400,000	\$3,500,000	\$2,100,000	\$1,250,000	\$1,250,000	\$0	\$8,500,000
Federal	\$0	\$0	\$0	\$1,250,000	\$1,250,000	\$0	\$2,500,000
<b>Total</b>	<b>\$12,535,301</b>	<b>\$25,161,548</b>	<b>\$18,225,517</b>	<b>\$5,825,044</b>	<b>\$5,764,930</b>	<b>\$480,407</b>	<b>\$67,992,747</b>

## 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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$306,814	\$947,370	\$0	\$0	\$0	\$0	<b>\$1,254,184</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$306,814</b>	<b>\$947,370</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,254,184</b>

### *Park & Ride Upgrades*

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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$22,510	\$23,185	\$23,880	\$24,597	\$25,334	\$26,095	<b>\$145,601</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$22,510</b>	<b>\$23,185</b>	<b>\$23,880</b>	<b>\$24,597</b>	<b>\$25,334</b>	<b>\$26,095</b>	<b>\$145,601</b>

### *Plaza Preservation and Enhancements*

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

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$3,543,482	\$4,914,703	\$2,691,494	\$1,746,765	\$165,239	\$67,196	<b>\$13,128,879</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$3,543,482</b>	<b>\$4,914,703</b>	<b>\$2,691,494</b>	<b>\$1,746,765</b>	<b>\$165,239</b>	<b>\$67,196</b>	<b>\$13,128,879</b>

**Route and 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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$10,068,934	\$9,165,516	\$4,505,725	\$7,763,532	\$3,707,685	\$4,393,022	\$39,604,414
State	\$4,224,764	\$0	\$0	\$0	\$0	\$0	\$4,224,764
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$14,293,698</b>	<b>\$9,165,516</b>	<b>\$4,505,725</b>	<b>\$7,763,532</b>	<b>\$3,707,685</b>	<b>\$4,393,022</b>	<b>\$43,829,178</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$2,779,000	\$0	\$0	\$0	\$0	\$0	\$2,779,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,779,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,779,000</b>

**Total: Facilities – Passenger & Operational**

2027-2032 Total Facilities – Passenger & Operational							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$16,720,740	\$15,050,774	\$7,221,099	\$9,534,894	\$3,898,258	\$4,486,313	\$56,912,078
State	\$4,224,764	\$0	\$0	\$0	\$0	\$0	\$4,224,764
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$20,945,504</b>	<b>\$15,050,774</b>	<b>\$7,221,099</b>	<b>\$9,534,894</b>	<b>\$3,898,258</b>	<b>\$4,486,313</b>	<b>\$61,136,842</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$4,150,000	\$954,422	\$100,000	\$100,000	\$100,000	\$100,000	\$5,504,422
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,150,000</b>	<b>\$954,422</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$5,504,422</b>

**Communication Technology Upgrades**

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

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,936,247	\$1,600,000	\$2,890,000	\$5,780,000	\$0	\$0	\$12,206,247
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,936,247</b>	<b>\$1,600,000</b>	<b>\$2,890,000</b>	<b>\$5,780,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,206,247</b>

**Computer Equipment Preservation and Updates**

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

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$500,000	\$513,000	\$0	\$0	\$0	\$1,013,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$513,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,013,000</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$0	\$0	\$227,250	\$0	\$0	\$227,250
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$227,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$227,250</b>

**IS End User Equipment**

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

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$428,000	\$225,000	\$0	\$0	\$0	\$0	\$653,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$428,000</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$653,000</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,796,900	\$950,793	\$1,141,750	\$256,750	\$1,887,120	\$536,750	\$6,570,063
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,796,900</b>	<b>\$950,793</b>	<b>\$1,141,750</b>	<b>\$256,750</b>	<b>\$1,887,120</b>	<b>\$536,750</b>	<b>\$6,570,063</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$905,012	\$1,455,012	\$1,596,012	\$272,000	\$81,250	\$75,000	\$4,384,286
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$905,012</b>	<b>\$1,455,012</b>	<b>\$1,596,012</b>	<b>\$272,000</b>	<b>\$81,250</b>	<b>\$75,000</b>	<b>\$4,384,286</b>

**Operating & Customer Service Software**

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

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,025,000	\$614,364	\$340,000	\$340,000	\$340,000	\$250,000	\$2,909,364
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,025,000</b>	<b>\$614,364</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$250,000</b>	<b>\$2,909,364</b>

**Total: Technology**

2027-2032 Total Technology							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$10,241,159	\$6,299,591	\$6,580,762	\$6,976,000	\$2,408,370	\$961,750	\$33,467,632
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$10,241,159</b>	<b>\$6,299,591</b>	<b>\$6,580,762</b>	<b>\$6,976,000</b>	<b>\$2,408,370</b>	<b>\$961,750</b>	<b>\$33,467,632</b>

## 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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$0	\$0	\$105,000	\$195,000	\$0	\$300,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$195,000	\$355,000	\$0	\$550,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$550,000</b>	<b>\$0</b>	<b>\$850,000</b>

### *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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$0	\$0	\$9,874,360	\$9,674,359	\$200,000	\$0	\$19,748,719
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$9,874,360	\$9,874,359	\$0	\$0	\$19,748,719
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,748,720</b>	<b>\$19,548,718</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$39,497,438</b>

### *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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$398,665	\$0	\$0	\$0	\$0	\$0	\$398,665
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$398,665</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$398,665</b>

**Division 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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,838,109	\$500,000	\$2,300,000	\$10,430,063	\$1,000,000	\$10,000,000	\$26,068,172
State	\$3,498,106	\$14,000,000	\$16,000,000	\$644,000	\$5,500,000	\$0	\$39,642,106
Federal	\$0	\$11,000,000	\$21,500,000	\$28,451,281	\$1,300,000	\$0	\$62,251,281
<b>Total</b>	<b>\$5,336,215</b>	<b>\$25,500,000</b>	<b>\$39,800,000</b>	<b>\$39,525,344</b>	<b>\$7,800,000</b>	<b>\$10,000,000</b>	<b>\$127,961,559</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$1,237,596	\$1,293,500	\$447,476	\$0	\$0	\$0	2,978,572
State	\$7,546,786	\$1,706,500	\$0	\$0	\$0	\$0	9,253,286
Federal	\$1,050,000	\$0	\$0	\$0	\$0	\$0	1,050,000
<b>Total</b>	<b>\$9,834,382</b>	<b>\$3,000,000</b>	<b>\$447,476</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>13,281,858</b>

**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.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$568,964	\$0	\$0	\$0	\$0	\$0	\$568,964
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$568,964</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$568,964</b>

### ***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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$912,953	\$165,069	\$0	\$250,000	\$400,000	\$0	<b>\$1,728,022</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$912,953</b>	<b>\$165,069</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$1,728,022</b>

### ***Wellesley Line***

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

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$400,000	\$870,000	\$1,200,000	\$1,200,000	\$574,416	\$0	<b>\$4,244,416</b>
<b>State</b>	\$0	\$0	\$2,800,000	\$1,800,000	\$0	\$0	<b>\$4,600,000</b>
<b>Federal</b>	\$0	\$630,000	\$0	\$0	\$0	\$0	<b>\$630,000</b>
<b>Total</b>	<b>\$400,000</b>	<b>\$1,500,000</b>	<b>\$4,000,000</b>	<b>\$3,000,000</b>	<b>\$574,416</b>	<b>\$0</b>	<b>\$9,474,416</b>

### ***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.

<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	<b>\$30,000</b>
<b>State</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Federal</b>	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
<b>Total</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>

### ***Total: High Performance Transit Implementation***

<b>2027-2032 Total High Performance Transit Implementation</b>							
<b>Funding Source</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2027-2032</b>
<b>Local</b>	\$5,386,287	\$2,828,569	\$13,821,836	\$21,659,422	\$2,369,416	\$10,000,000	<b>\$56,065,530</b>
<b>State</b>	\$11,044,892	\$15,706,500	\$18,800,000	\$2,444,000	\$5,500,000	\$0	<b>\$53,495,392</b>
<b>Federal</b>	\$1,050,000	\$11,630,000	\$31,374,360	\$38,520,641	\$1,655,000	\$0	<b>\$84,230,000</b>
<b>Total</b>	<b>\$17,481,179</b>	<b>\$30,165,069</b>	<b>\$63,996,195</b>	<b>\$62,624,063</b>	<b>\$9,524,416</b>	<b>\$10,000,000</b>	<b>\$193,790,922</b>

## Transit Oriented Development

### *Transit Oriented Development*

Efforts in support of transit-oriented development throughout the PTBA.

Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$350,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,850,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$350,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850,000</b>

### *Total: Transit Oriented Development*

2027-2032 Total Transit Oriented Development							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$350,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,850,000
State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$350,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850,000</b>

## Total: Capital Improvement Program

2027-2032 Total Capital Improvement Program							
Funding Source	2027	2028	2029	2030	2031	2032	2027-2032
Local	\$47,905,987	\$54,155,149	\$54,667,302	\$42,315,361	\$20,722,944	\$26,814,126	\$246,580,869
State	\$15,669,656	\$19,206,500	\$20,900,000	\$3,694,000	\$6,750,000	\$0	\$66,220,156
Federal	\$1,050,000	\$12,789,562	\$32,533,922	\$39,770,641	\$5,224,124	\$1,159,562	\$92,527,810
<b>Total</b>	<b>\$64,625,643</b>	<b>\$86,151,211</b>	<b>\$108,101,224</b>	<b>\$85,780,001</b>	<b>\$32,697,068</b>	<b>\$27,973,688</b>	<b>\$405,328,835</b>

# 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 2026-2032 and represents the “Program of Projects” for this funding source for the TDP as required by federal statute. The 2027-2032 apportionments are estimated based on an annual growth rate of 1%.

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
2026	Preventative Maintenance	\$13,701,450	\$3,425,363	\$17,126,813
2027	Preventative Maintenance	\$13,838,465	\$3,459,616	\$17,298,081
2028	Preventative Maintenance	\$13,976,849	\$3,340,488	\$17,471,061
2029	Preventative Maintenance	\$14,116,618	\$3,529,154	\$17,645,773
2030	Preventative Maintenance	\$14,257,784	\$3,564,446	\$17,822,230
2031	Preventative Maintenance	\$14,400,362	\$3,600,090	\$18,000,453
2032	Preventative Maintenance	\$14,544,365	\$3,636,092	\$18,180,457
<b>Total</b>		<b>\$98,835,893</b>	<b>\$24,555,249</b>	<b>\$123,544,868</b>

## 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. The 2027-2032 apportionments are estimated based on an annual growth rate of 1%.

Section 5310 Grant Program Apportionment Estimates			
Year	Traditional Projects (55% Minimum)	Other Projects (45% Maximum)	Total Apportionment
2026	\$397,004	\$324,821	\$721,825
2027	\$400,974	\$328,069	\$729,043
2028	\$404,983	\$331,351	\$736,334
2029	\$409,033	\$334,664	\$743,697
2030	\$413,124	\$338,010	\$751,134
2031	\$421,227	\$344,640	\$765,868
2032	\$429,490	\$351,401	\$780,890
<b>Total</b>	<b>\$2,875,835</b>	<b>\$2,352,956</b>	<b>\$5,228,791</b>

## 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 2026-2032. The 2027-2032 apportionments are estimated based on an annual growth rate of 1%.

The estimated 2027-2032 apportionments will be used to purchase fixed route coaches and/or paratransit vans.

Section 5339 Grant Program Apportionment Estimates			
Year	Federal	Local	Total
2026	\$1,289,898	\$227,629	\$1,517,527
2027	\$1,302,797	\$229,905	\$1,532,702
2028	\$1,315,825	\$232,204	\$1,548,029
2029	\$1,328,983	\$234,526	\$1,563,509
2030	\$1,342,273	\$236,872	\$1,579,145
2031	\$1,355,696	\$239,241	\$1,594,937
2032	\$1,369,253	\$241,633	\$1,610,886
<b>Total</b>	<b>\$9,304,725</b>	<b>\$1,642,010</b>	<b>\$10,946,735</b>

## Fleet Replacement Plans

### Fixed Route

Funded and Proposed Fixed Route Vehicle Acquisition Plan 2026 - 2032							
	2026	2027	2028	2029	2030	2031	2032
<b>Starting Fleet (Active + Contingency)</b>							
Diesel Buses	116	122	122	122	122	117	114
Hybrid Electric Vehicles	19	3	3	3	3	3	3
All-Electric Buses	40	41	41	41	41	53	53
Double Decker Buses (Diesel)	7	7	7	7	7	7	7
<b>Total Fleet at Start (Active + Contingency)</b>	<b>182</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>180</b>	<b>177</b>
<b>Vehicle Dispositions and Acquisitions</b>							
Buses to be Disposed	32	0	0	0	8	7	3
New Replacement/Expansion Buses: Electric	1	0	0	0	12	0	4
New Replacement/Expansion Buses: Diesel	22	0	0	0	3	7	3
New Replacement Buses: Double Decker	0	0	0	0	0	0	0
<b>Fleet At End (Active + Contingency)</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>180</b>	<b>180</b>	<b>181</b>
<b>Fleet Utilization</b>							
Planned Vehicles Operated at Maximum Service (VOMS)	134	134	134	134	139	139	139
Spare Fleet (20% of VOMS)	26	26	26	26	28	28	29
<b>Total Active Fleet</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>167</b>	<b>167</b>	<b>167</b>
<b>Total Contingency Fleet</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

### 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) 2026 – 2032							
	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2028</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
<b><u>FLEET AT START</u></b>							
Gasoline Vans	113	123	123	123	123	123	123
Diesel Vans	9	0	0	0	0	0	0
Propane Vans	1	0	0	0	0	0	0
Propulsion TBD	0	0	0	0	0	0	0
Vans to be Disposed	11	0	20	20	0	16	30
New Replacement Vans – Gasoline	11	0	20	20	0	16	30
New Replacement Vans – Diesel	0	0	0	0	0	0	0
New Replacement Vans – Propulsion TBD	0	0	0	0	0	0	0
<b><u>FLEET AT END</u></b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>
<b><u>FLEET UTILIZATION</u></b>							
Maximum Peak Requirement	102	102	102	102	102	102	102
Spare Fleet	21	21	21	21	21	21	21
<b>Operating Fleet</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>

## Rideshare

Funded and Proposed Rideshare Acquisition Plan 2026 – 2032							
	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
<b><u>FLEET AT START</u></b>							
Existing Fleet	101	101	101	107	108	105	112
Replacement Vans and Expansion Vans	11	11	11	11	10	11	0
Vans to be Disposed	11	11	5	10	13	4	0
<b><u>FLEET AT END</u></b>	<b>101</b>	<b>101</b>	<b>107</b>	<b>108</b>	<b>105</b>	<b>112</b>	<b>112</b>
<b><u>FLEET UTILIZATION</u></b>							
Rideshare Operating Fleet	93	93	97	98	97	102	102
Rideshare Spare Fleet	8	8	9	10	8	10	10
<b><u>OPERATING PEAK REQUIREMENT</u></b>	<b>101</b>	<b>101</b>	<b>106</b>	<b>108</b>	<b>105</b>	<b>112</b>	<b>112</b>

## 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 2025, the budgeted figures for 2026 and the projections for the years 2027-2032.

	2025 Actual	2026 Budgeted	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Fixed Route Bus Service</b>								
Revenue Vehicle Hrs.	538,010	541,790	546,185	551,211	546,689	546,689	546,689	546,689
Service Vehicle Hours	570,767	576,088	580,761	586,105	581,297	581,297	581,297	581,297
Revenue Vehicle Miles	7,403,636	7,505,725	7,566,611	7,636,239	7,573,594	7,573,594	7,573,594	7,573,594
Service Vehicle Miles	7,420,728	8,235,636	8,302,443	8,378,843	8,310,105	8,310,105	8,310,105	8,310,105
Passenger Trips	10,433,702	10,486,000	10,571,062	10,668,337	10,580,817	10,580,817	10,580,817	10,580,817
<b>Combined Paratransit Service without SUV</b>								
Revenue Vehicle Hrs.	162,444	174,169	165,693	167,350	169,023	170,714	172,421	174,145
Service Vehicle Hours	177,962	190,912	181,520	183,335	185,168	187,020	188,890	190,779
Revenue Vehicle Miles	2,506,060	2,713,418	2,556,181	2,581,743	2,607,560	2,633,636	2,659,972	2,686,572
Service Vehicle Miles	2,768,379	2,973,127	2,823,739	2,851,977	2,880,496	2,909,301	2,938,394	2,967,778
Passenger Trips	402,176	421,489	410,220	414,322	418,465	422,650	426,876	431,145
<b>Vanpool Services</b>								
Revenue Vehicle Hrs.	38,820	34,157	40,868	42,447	44,250	44,400	45,345	45,732
Revenue Vehicle Miles	1,165,805	1,090,269	1,235,968	1,283,725	1,338,253	1,342,800	1,371,391	1,383,084
Passenger Trips	105,868	133,274	133,274	134,373	144,755	150,105	158,452	165,140

**2027-2032 TDP Forecast by Revenue, Expenditures and Ending Balances**

<b>Fund</b>	<b>2026 Budgeted</b>	<b>2027 Projected</b>	<b>2028 Projected</b>	<b>2029 Projected</b>	<b>2030 Projected</b>	<b>2031 Projected</b>	<b>2032 Projected</b>	<b>2027-2032 TDP Total</b>
<b>01 - General Fund</b>								
Fare Revenue	\$8.1	\$8.4	\$9.1	\$9.1	\$9.1	\$9.9	\$10.0	\$55.4
Sales Tax	121.6	124.9	129.3	133.8	138.5	143.3	148.4	818.2
Federal Preventive Maintenance Grant	13.7	13.8	14.0	14.1	14.3	14.4	14.5	85.1
State Operating Grant Funding (a)	12.1	12.2	12.2	12.2	12.2	12.2	12.2	73.3
Misc. Investments, Earnings & Other	7.3	6.2	4.8	4.1	2.8	2.0	1.7	22.1
<b>Total General Fund Revenues</b>	<b>\$162.8</b>	<b>\$165.5</b>	<b>\$169.8</b>	<b>\$173.3</b>	<b>\$176.9</b>	<b>\$181.8</b>	<b>\$186.8</b>	<b>\$1,054.1</b>
<b>Expenditures</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Fixed Route	114.0	118.8	122.9	126.9	131.1	135.4	139.9	775.1
Paratransit	26.9	27.0	28.2	29.4	30.7	32.0	33.4	180.6
Rideshare	1.2	1.3	1.4	1.5	1.7	1.8	1.9	9.6
Mobility On Demand	1.0	2.7	2.8	2.9	0.0	0.0	0.0	8.4
Other (Cooperative/TOD)	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Support Transfers</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Operating Reserve Fund	0.0	22.5	0.8	0.8	0.4	0.9	0.9	26.3
Capital Projects Fund	55.7	100.0	9.0	9.0	9.0	9.0	9.0	145.0
Vehicle Replacements Fund	9.2	23.1	6.6	20.7	10.5	0.0	0.0	0.0
Technology Replacements Fund	8.0	10.2	6.3	6.6	7.0	2.4	1.0	33.5
Real Estate Acquisition Fund	0.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total General Fund Expenditures/Transfers</b>	<b>\$216.2</b>	<b>\$320.7</b>	<b>\$178.0</b>	<b>\$197.8</b>	<b>\$190.3</b>	<b>\$181.5</b>	<b>\$186.1</b>	<b>\$1,254.4</b>
Ending General Fund Balance	207.7	52.5	44.3	19.8	6.4	6.7	7.4	7.4
Less Risk Management Reserve	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Less L&I Reserve	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
<b>Unrestricted General Fund Balance*</b>	<b>\$155.4</b>	<b>\$46.6</b>	<b>\$38.4</b>	<b>\$13.9</b>	<b>\$0.5</b>	<b>\$0.8</b>	<b>\$1.5</b>	<b>\$1.5</b>
<b>02 - Operating Reserve Fund</b>								
Operating Reserve Fund Balance	\$21.5	\$22.5	\$23.3	\$24.1	\$24.5	\$25.4	\$26.3	\$26.3
<b>03 - Capital Projects Fund</b>								
Transfers In	\$0.0	\$100.0	\$9.0	\$9.0	\$18.0	\$9.0	\$9.0	\$154.0
State Revenues	7.9	15.7	19.2	20.9	3.7	6.8	0.0	66.2
Federal Revenues	4.4	1.1	11.5	21.4	29.9	2.6	0.0	66.5
Expenditures	0.0	51.3	71.9	69.7	58.4	19.0	15.0	285.3
Ending Fund Balance	\$0.0	\$65.4	\$33.2	\$14.8	\$8.0	\$7.4	\$1.4	\$1.4

**2027-2032 TDP Forecast by Revenue, Expenditures and Ending Balances**

<b>Fund</b>	<b>2026 Budgeted</b>	<b>2027 Projected</b>	<b>2028 Projected</b>	<b>2029 Projected</b>	<b>2030 Projected</b>	<b>2031 Projected</b>	<b>2032 Projected</b>	<b>2027-2032 TDP Total</b>
<b>04 - Vehicle Replacements Fund</b>								
Transfers In	\$0.0	\$23.1	\$6.6	\$20.7	\$10.5	\$0.0	\$0.0	\$60.9
Federal Revenues	0.0	0.0	1.3	11.2	9.9	2.6	1.3	26.2
Expenditures	0.0	3.1	8.0	31.8	20.4	11.3	12.0	86.6
Ending Fund Balance	\$0.0	\$20.1	\$20.0	\$20.0	\$20.0	\$11.3	\$0.5	\$0.5
<b>05 - Technology Replacements Fund</b>								
Transfers In	\$0.0	\$10.2	\$6.3	\$6.6	\$7.0	\$2.4	\$1.0	\$33.5
Expenditures	0.0	10.2	6.3	6.6	7.0	2.4	1.0	33.5
Ending Fund Balance	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>06 - Real Estate Acquisition Fund</b>								
Real Estate Acquisition Fund Balance	\$25.0	\$15.0	\$15.0	\$15.0	\$6.0	\$6.0	\$6.0	\$6.0

# Appendix A – 2026 Annual Action Plan

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*Approved at the December 18, 2025, STA Board Meeting*

# 2026 ACTION PLAN

The 2026 Action Plan links STA's vision, mission, and priorities to actions and activities which the Agency will undertake during the year, bound together by a definition of organizational success. It reflects the tenth and final year of implementation of the *STA Moving Forward* plan, while continuing the implementation of STA's new strategic plan, *Connect 2035*, envisioned to guide investments and strategic actions through 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, with estimated projects commencing or continuing in 2026:

- Deliver service improvements by optimizing existing services, and if feasible, launch pilot service to Post Falls to complete **STA Moving Forward** project list.
- Advance **Division Street BRT** through environmental approvals and demonstrate readiness for federal grant funding. STA began project development in 2023, which advanced to a point at which the Board of Directors authorized staff to submit a Small Starts grant application to the Federal Transit Administration for the project and advance toward 60% design. The project remains on track for a 2030 opening.
- Advance **High Performance Transit** infrastructure, including final design and construction bidding of Argonne Station Park and Ride on Route 7 Valley/Airport. Enhance stops on existing HPT corridors while also beginning corridor development for Wellesley High Performance Transit. Complete acquisition of property for a future Appleyway Station envisioned for future HPT expansion.
- Improve **bus stops**, enhance accessibility and increasing number of **passenger shelters** in the system, working toward the objective of having stops with 25 or more average weekday boardings offer a covered waiting area. Complete rural highway bus stops in Medical Lake.
- Continue investments in customer service tools, including procuring new **Customer Relationship Management (CRM)** software.
- Complete full roll-out of **Transit Ambassador** pilot program and further enhance safety and security on the system.
- Launch the first pilot of Mobility on Demand (MOD), including defining the detailed service areas and operating parameters.

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

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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 2026 through the following undertakings:

- Assist local jurisdictions in advancing **Transit Oriented Development** (TOD) and develop alternatives for implementing TOD projects on STA property.
- Continue to expand outreach to community partners, especially civic and community-based organizations, creating more opportunities for engagement.
- Engage in community initiatives of shared interest, including the Safe and Healthy Spokane Task Force.
- Educate on the value of transit and the funding requirements for **sustaining** existing services and **investing** in planned improvements (*Connect 2035*).

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

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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 and complete phase 2 of **Facilities Master Plan** (FMP) Update, identifying the type, size, and location of key sites, including:
  - Upgrades at the **STA Plaza** to maximize community benefits of the second floor.
  - **Training facility** to allow disposition of STA Ballpark/Fairgrounds property while improving training capacity and quality.
  - **Clean Energy Base** that can support dynamic fleet growth over time, while providing resilience with conventional fuels.
- Maintain a state of good repair, implement transit asset management and fleet replacement plans.
- Implement additional on-route charging locations to extend duty cycle of existing battery electric fleet.
- Undertake a coach operator recruitment and retention task force, identifying and implementing improvements to achieve full head count.
- Begin review of fare programs, enforcement, and related practices and frameworks for recommendations in 2027. This does not include review of underlying adopted policy, last updated in 2024.

# Appendix B – Performance Measures

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*Approved at the December 18, 2025, STA Board Meeting*

**SPOKANE TRANSIT AUTHORITY**

**Annotated copy to show comparison to 2024 & 2025**

**SUBJECT:** PROPOSED 2026 PERFORMANCE MEASURES

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**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

2024 Actual: 0.17

2025 Actual (Q3 YTD): 0.15

2026 Proposed goal: 0.11 (or less) per 10,000 miles (No change)

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

2024 Actual: 0.1

2025 Actual (Q3 YTD): 0.21

2026 Proposed goal: 0.10 (or less) per 10,000 miles (No change)

**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

2024 Actual: 0.05

2025 Actual (Q3 YTD): 0.03

2026 Proposed goal: 0.02 (or less) per 1,000 employee hours (No change)

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

2024 Actual: 0.05

2025 Actual (Q3 YTD): 0.04

2026 Proposed goal: 0.04 (or less) per 10,000 employee hours (No change)

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

2024 Actual: 0.01

2025 Actual (Q3 YTD): 0.02

2026 Proposed goal: 0.03 (40% reduction)

- **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

- 2024 Actual: 0.08

- 2025 Actual (Q3 YTD): 0.07

- 2026 Proposed goal: 0.05 claims (or less) per 1,000 hours (No change)

- 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

- 2024 Actual: 0.09

- 2025 Actual (Q3 YTD): 0.01

- 2026 Proposed goal: 0.05 (or less) claims per 1,000 hours (37.5% reduction)

- 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

- 2024 Actual: 0.06

- 2025 Actual (Q3 YTD): 0.06

- 2026 Proposed goal: 0.05 (or less) claims per 1,000 hours (50% reduction)

## 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

- 2024 Actual: 10.17 million trips

- 2025 Actual (Q3 YTD): 7.8 million trips

- 2026 Proposed goal: 10.49 million trips (<1% 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

- 2024 Actual: 390,356

- 2025 Actual (Q3 YTD): 301,463

- 2026 Proposed goal: 421,489 trips (4% increase)

Rideshare

Measurement – Number of unlinked trips

2024 Projected Ridership: 104,000 trips

2025 Goal: 109,000 trips; 4.7% increase

Measured – Monthly

2024 Actual: 103,270

2025 Actual (Q3 YTD): 79,795

2026 Proposed goal: 133,174 trips (22% 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

2024 Actual: 19.4

2025 Actual (Q3 YTD): 19.3

2026 Proposed goal: 19.35 or above system wide average (<1% increase)

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

2024 Actual: 2.42

2025 Actual (Q3 YTD): 2.26

2026 Proposed goal: 2.41 or above system wide average (<1% decrease)

- **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

2024 Actual: 4.3

2025 Actual (Q3 YTD): Not Completed

2026 Proposed goal: 4.5 (or above) average (No change)

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

2024 Actual: 4.7

2025 Actual (Q3 YTD): 4.9

2026 Proposed goal: 4.7 (or above) (4% increase)

- **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

- 2024 Actual: No Survey

- 2025 Actual: 3.3

- 2026 Proposed goal: 4.0 (or above) (11% decrease)

**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

- 2024 Actual: 92%

- 2025 Actual (Q3 YTD): 93%

- 2026 Proposed goal: 93% (No change)

- Paratransit

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

- 2024 Goal: 93% on time

- 2025 Goal: 93% on time

- Measured – Monthly

- 2024 Actual: 94%

- 2025 Actual (Q3 YTD): 95%

- 2026 Proposed goal: 93% (No change)

- **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

- 2024 Actual: 1%

- 2025 Actual (Q3 YTD): 1%

- 2026 Proposed goal: 2% or below (50% decrease)

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

2024 Actual: 2%

2025 Actual (Q3 YTD): 1%

2026 Proposed goal: 2% or below (50% decrease)

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

2024 Actual: 96%

2025 Actual (Q3 YTD): 98%

2026 Proposed goal: 95%/60 seconds

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

2024 Actual: 76%

2025 Actual (Q3 YTD): 88%

2026 Proposed goal: 90%/60 seconds (6% increase)

• **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

2024 Actual: 8.7

2025 Actual (Q3 YTD): 9.9

2026 Proposed goal: 8.5 complaints (or less) per 100,000 boardings (6% increase)

Fixed Route (Validated)

Measurement – Number of validated complaints received

2024 Goal: No goal

2025 Goal: No goal

Measured – Monthly

2024 Actual: 3.6

2025 Actual (Q3 YTD): 2.4

2026 Proposed goal: 3 validated complaints (or less) per 100,000 boardings (New metric)

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

2024 Actual: 4.8

2025 Actual (Q3 YTD): 3

2026 Proposed goal: 5 complaints (or less) per 10,000 boardings (38% decrease)

- **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

- 2024 Actual: 5,941

- 2025 Actual (Q3 YTD): 6,421

- 2026 Proposed goal: Less than 1 per 6,000 miles (No change)

- 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

- 2024 Actual: 78,211

- 2025 Actual (Q3 YTD): 176,949

- 2026 Proposed goal: Less than 1 per 75,000 miles (No change)

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

- 2024 Actual: 1 hour

- 2025 Actual (Q3 YTD): 5.9

- 2026 Proposed goal: 8 hours per Operator annually (No change)

- Paratransit

- Measurement – Complete Advanced Operator Training

- 2024 Goal: 8 hours per Operator annually

- 2025 Goal: 8 hours per Operator annually

- Measured – Quarterly

- 2024 Actual: 7.6

- 2025 Actual (Q3 YTD): 0 to date (Advanced Training starting in Q4)

- 2026 Proposed goal: 8 hours per Operator annually (No change)

- 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

- 2024 Actual: 37.4

- 2025 Actual (Q3 YTD): 24.5

- 2026 Proposed goal: 25 hours per maintenance employee (No change)

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

2024 Actual: 100%

2025 Actual (Q3 YTD): 100%

2026 Proposed goal: 100% of employees receive either on-site or off-site training event per year (No change)

- **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

2024 Actual: 100%

2025 Actual (Q3 YTD): 100%

2026 Proposed goal: 100% of operators receive a successful evaluation on a ride check/ride along annually (No change)

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

2024 Actual: 88%

2025 Actual (Q3 YTD): 75%

2026 Proposed goal: 100% of operators receive a successful evaluation on a ride check/ride along annually (No change)

- **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

2024 Actual: Complete (two attendees)

2025 Actual (Q3 YTD): Complete (five attendees)

2026 Proposed goal: Five Board members attend annually (No change)

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

- 2024 Actual: 81%

- 2025 Actual (Q3 YTD): 90%

- 2026 Proposed goal: 95% of average cost of urban systems in Washington State (No change)

- 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

- 2024 Actual: 90%

- 2025 Actual (Q3 YTD): 95% (94.5%)

- 2026 Proposed goal: 95% of average cost of urban systems in Washington State (No change)

- **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

- 2024 Actual: 66%

- 2025 Actual (Q3 YTD): 72%

- 2026 Proposed goal: below 95% of average cost of urban systems in Washington State (No change)

- 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

- 2024 Actual: 83%

- 2025 Actual (Q3 YTD): 85%

- 2026 Proposed goal: below 95% of average cost of urban systems in Washington State (No change)

- **Cost Recovery from User Fees**

- Fixed Route

- Measurement – Farebox Return

- 2024 Goal: at least 20%

- 2025 Goal: at least 20%

- Measured – Quarterly

- 2024 Actual: 8% (26% as valued by Comprehensive Plan Definition)

- 2025 Actual (Q3 YTD): 8% (23% as valued by Comprehensive Plan Definition)

- 2026 Proposed goal: at least 20% (No change)

Paratransit

Measurement – Farebox Return

2024 Goal: at least 5%

2025 Goal: at least 5%

Measured – Quarterly

2024 Actual: 3% (4% as valued by Comprehensive Plan Definition)

2025 Actual (Q3 YTD): 3% (4% as valued by Comprehensive Plan Definition)

2026 Proposed goal: at least 5% (No change)

Rideshare

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

2024 Goal: 85%

2025 Goal: 50%

Measured – Quarterly

2024 Actual: 40%

2025 Actual (Q3 YTD): 36%

2026 Proposed goal: 50% (No change)

• **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

2024 Actual: \$1.79 per mile

2025 Actual (Q3 YTD): \$1.93 per mile

2026 Proposed goal: \$1.92 per mile (6% increase)

Paratransit/Rideshare

Measurement – Cost per total mile

2024 Goal: \$1.26 per mile

2025 Goal: \$1.26 per mile

Measured – Quarterly

2024 Actual: \$1.24 per mile

2025 Actual (Q3 YTD): \$1.43 per mile

2026 Proposed goal: \$1.39 per mile (10% increase)

• **Financial Capacity**

Financial Management

Measurement – Adherence to approved Operating Budget

2025 Goal: Operate at or below budgeted expenditures

Measured – Monthly

2026 Goal: Operate at or below budgeted expenditures

Service Level Stability

Measurement – Number of years current service level can be sustained

2025 Goal: 6 years

Measured – Annually

2026 Goal: 6 years

Ability to Sustain Essential Capital Investments

Measurement – Fully funded Capital Improvement Plan

2025 Goal: 6 years

Measured – Annually

2026 Goal: 6 years

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

2024 Actual: No Survey

2025 Actual: 3.1

2026 Proposed goal: 4.0 (or above) on a scale of 1 to 5 (11% decrease)

## Appendix C – System Ridership, Miles & Hours 1997 – 2025

<b>Fixed Route Ridership, Mile and Hours</b>			
<b>Year</b>	<b>Annual Revenue Hours</b>	<b>Annual Revenue Miles</b>	<b>Total Passengers</b>
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
2025	538,010	7,403,636	10,433,702

<b>Paratransit Ridership, Miles and Hours; Combined Service</b>			
<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
2025	162,446	2,506,060	402,176

<b>Paratransit Ridership, Miles and Hours; Directly Operated</b>			
<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
2025	84,679	1,296,553	219,891

<b>Paratransit Ridership, Miles and Hours; Purchased Transportation</b>			
<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
2025	77,767	1,209,507	182,285

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

<b>Rideshare Ridership, Miles and Hours</b>			
<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
2025	38,820	1,165,805	105,868

## Appendix D – 2025 Fuel Consumption

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<b>Service Type</b>	<b>Gallons of Diesel Fuel</b>	<b>Gallons of Gasoline</b>	<b>Gallons of Propane</b>
<b>Fixed Route</b>	1,261,215	0	0
<b>Directly Operated Paratransit</b>	6,695	189,360	0
<b>Purchased Paratransit</b>	25,064	79,440	0
<b>Rideshare</b>	0	60,863	0

# Appendix E – 2025 Reportable Collisions, Injuries, and Fatalities

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<b>Reportable Events*</b>	<b>Fixed Route</b>	<b>Rideshare</b>	<b>Directly Operated Paratransit</b>	<b>Purchased Paratransit</b>
<b>Collisions</b>	19	0	1	0
<b>Collison Related Injuries</b>	15	0	0	0
<b>Collision Related Fatalities</b>	0	0	0	0
<b>OSONOC Related Injuries</b>	32	0	16	0

\*As reported to the draft 2025 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

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# 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)

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

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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 on [STA’s Transit Asset Management Plan webpage](http://www.spokanetransit.com/projects/transit-asset-management-plan/). (www.spokanetransit.com/projects/transit-asset-management-plan/)