

Spokane Transit Authority
1230 West Boone Avenue
Spokane, Washington 99201-2686
(509) 325-6000

AGENDA

CITIZEN ADVISORY COMMITTEE MEETING Wednesday, February 10, 2016 5:00 p.m. Southside Conference Rooms

1. Call to Order & Roll Call
2. Public Expressions – *(Dean Lynch) – 3 minutes per person*
3. Committee Action: Review of Citizen Advisory Committee Minutes - Corrections or Approval
 - a. Minutes of January 13, 2016 – Regular Meeting – *(Dean Lynch) – 5 minutes*
4. Committee Reports:
 - a. 2016 Performance Measures - *(Steve Blaska) – 10 minutes*
 - b. High Performance Transit - *(Karl Otterstrom) – 15 minutes*
 - c. Fare Analysis - *(Lynda Warren) – 10 minutes*
 - d. Recruitment/Orientation Update – *(Dean Lynch) – 15 minutes*
 - e. Communications Plan - *(Beth Bousley) – 20 minutes*
5. General Business - *(Dean Lynch) – 5 minutes*
6. Set meeting schedule & agenda items for future CAC meetings - *(Dean Lynch) – 10 minutes*
7. Adjourn

Next Citizen Advisory Meeting: March 9, 2016

STA Conference Room, 1229 W. Boone Avenue, Spokane, WA 99201

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Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs.

For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING OF

February 10, 2016

AGENDA ITEM 2: PUBLIC EXPRESSIONS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Stacia Bowers, Executive Assistant

At this time, the Citizens Advisory Committee will give the public the opportunity to express comments or opinions.

Anyone wishing to speak should sign in on the sheet provided and indicate the subject of interest. Comments will be limited to three minutes per person and, if requested, answers will be provided by staff at a later date.

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING OF

February 10, 2016

**AGENDA ITEM 3: MINUTES OF THE JANUARY 13, 2015 COMMITTEE MEETING
- CORRECTIONS AND/OR APPROVAL**

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Stacia Bowers, Executive Assistant

SUMMARY: Attached for your information, corrections, and/or approval are the minutes of the January 13, 2016, Citizen Advisory Committee meeting.

RECOMMENDATION TO COMMITTEE: Corrections and/or approval.

Spokane Transit Authority
1230 West Boone Avenue
Spokane, Washington 99201-2686
(509) 325-6000

CITIZEN ADVISORY COMMITTEE MEETING (CAC)
Meeting Minutes for January 13, 2016
Southside Conference Room

MEMBERS PRESENT

Dean Lynch - Committee Chair
Fyrne Bemiller
David Driscoll
Victor Frazier
Charles Hansen
Resa Hayes (via phone)
Larry Lapidus
Larry Luton
Fran Papenleur
Philip Rudy

STAFF PRESENT

Beth Bousley, Director of Communications & Customer Service
Stacia Bowers, Executive Assistant to the Director of Communications & Customer Service
Karl Otterstrom, Director of Planning
Lynda Warren, Director of Finance & Information Services

GUESTS

None

MEMBERS ABSENT

Ann Campeau
Margaret Jones
Charles Howell
Brenda Smits

1. CALL TO ORDER AND ROLL CALL

Chair Lynch called the meeting to order at 5:00 p.m. and conducted roll call.

2. PUBLIC EXPRESSIONS

None.

3. COMMITTEE ACTION:

a. Minutes of the Citizen Advisory Committee - Corrections or Approval

Mr. Lynch asked the Committee to address the minutes of the December 9, 2015 meeting.
The minutes were approved.

4. COMMITTEE REPORTS:

a. Fare Analysis Update:

STA evaluates its fares on a periodic basis. The last major review of its fare structure was conducted in 2009. This resulted in a phase in of fare changes for the years 2010, 2011, and 2012.

As part of the fare change process, public outreach is conducted to ensure stakeholder participation. Title VI is a federal statute that states “no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.” In addition, Executive Order 12898 requires an evaluation of whether a policy or activity will have a disproportionately high and adverse effect on minority and low-income populations. Title VI requires a public outreach plan be approved prior to conducting the outreach. This public outreach plan was presented to the Citizen Advisory Committee in January 2016 and the Board in February 2016.

Following is a tentative timeline for the fare analysis process:

- | | |
|--------------------|--|
| • December 2015 | Staff presents calendar |
| • January 2016 | CAC determines their role in Public Outreach |
| • February 2016 | CAC/PMER reviews Preliminary Proposal and approves Public Outreach |
| • March – May 2016 | Public Outreach on Preliminary Proposal |
| • May 2016 | CAC/PMER - Draft Recommendation |
| • June 2016 | Public Hearing on Draft Recommendation |

- July 2016 Final Recommendation for Board Decision
- Aug 2016 – June 2017 Communicate Changes
- July 1, 2017 Effective Date of Changes

Ms. Bousley discussed roles for CAC in public outreach. She informed the committee that ridership is down 4.5% due to gasoline prices and it is a trend nationwide. The proposed change for fixed route is a fare box return of at least 20%. We are currently at 19% and the national average is 23-25%. STA is also encouraging the increase in pre-payment and to reduce use of cash by offering no charge for a rider's first smart card. The online store alone generated a half million dollars. STA maintains a favorable comparison to Washington State's urban transit system average with the 2nd lowest cost per passenger.

The CAC's most valuable role is to be actively involved with public outreach, neighborhood meetings, facilitating, scheduling and attending these along with established meetings to review and comment on proposals.

b. Central City Line Public Outreach Update:

Mr. Otterstrom updated the CAC on the Central City Line (CCL) project. STA has been awarded grant funding for high performance transit frequent use from Browne's Addition to SCC for corridor based rapid transit. The project is currently in the design phase. STA is working with DSP to advertise some public outreach events to help determine east to west routes. There will be a public open house on February 2nd to gather input from business owners, students, and developers. STA will bring renderings of what the stations could look like in this area. There will also be a Browne's addition meeting in March. Ultimately, the Steering Committee will give a recommendation of which streets to use.

c. Recruitment/Orientation Workgroup Update:

Mr. Lynch informed the CAC that the workgroup has requested to adapt the Board orientation for CAC members. The workgroup would also like to go through the orientation with the board as well. STA will do an orientation presentation with audio for the CAC. Ms. Bousley reviewed the Board orientation presentation with CAC members. The workgroup recommended 90 days' worth of minutes be provided in the CAC orientation packet along with a copy of connect Spokane, bus fare and other basic information.

Mr. Lynch noted that in reviewing the Bylaws for the CAC, representation is needed from various neighborhoods, organizations, etc. Mr. Lynch drafted a checklist to help identify affiliations and representation required by the Bylaws. STA will send this out via email for CAC members to fill out and return. This tool will with the statistics for representation and any areas that are underrepresented. This document will be for internal use only.

It was suggested that the timeline for recruitment run concurrently with other STA public outreach.

Mr. Lynch indicated that the goal is to have a third of current CAC members expire each year. He recommended dividing the terms up by the original five members, the newest five member and those in the middle. He also suggested having members self-select their term expiration if they chose.

5. GENERAL BUSINESS:

Mr. Lynch asked the Committee to address the meeting schedule for 2016. The 2016 meeting schedule was approved.

6. SET MEETING SCHEDULE & AGENDA ITEMS:

- West Plains Transit Center Update (put for March)
- Recruitment/Orientation
- 2016 Performance Measures
- Legislative Update
- HPT
- Fare Analysis
- Communication plan

7. **ADJOURN**

Respectfully submitted,

Stacia Bowers
Executive Assistant to the Director of
Communication & Customer Service

**SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING**

February 10, 2016

AGENDA ITEM 4a: DRAFT 2016 PERFORMANCE MEASURES

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Steve Blaska, Director of Operations

SUMMARY: The attached Staff Report presents the 2016 update to our key operational Performance Measures. As in the past, each performance measure is related to a specific Spokane Transit priority. These quantifiable benchmarks demonstrate the agency's commitment to accountability.

Staff will provide a short presentation explaining these highlights and other changes. The attached Staff Summary lists our proposed 2015 Performance Measures. Items printed in red are new measures or updates for 2015.

The ridership goals reflect the goals set forth in the Annual Strategic Plan:

- Fixed Route: 1.5% growth. –Lower gas prices contributed to an approximate 4% decrease in ridership from our 2014 record. Our goal in 2016 will be to partially recover some of that lost ridership. This is an aggressive goal due to the fact there is no funding for service increases in 2016.
- Paratransit: Sustain current level of ridership. – The continued success of Mobility Training, In Person Assessments, and the Van Grant Program are expected to continue to control demand for this service.
- Vanpool: 7% growth. – Lower gas prices also had a negative effect in vanpool which contributed to an approximate 10% decrease in ridership from 2014. Our goal in 2016 is to reverse that trend and achieve 7% growth over how we will end 2015.

Our membership in the American Bus Benchmarking Group (ABBG) allows us another source of comparative information we can use to set meaningful performance measures.

RECOMMENDATION TO COMMITTEE: Information only.

SPOKANE TRANSIT AUTHORITY

Staff Report

D R A F T

Date: December 2, 2015

SUBJECT: DRAFT 2016 PERFORMANCE MEASURES

MISSION

- We are dedicated to providing safe, convenient and accessible public transportation services to Spokane region neighborhoods, businesses, and activity centers.
- We are leaders in transportation and a valued partner in the community's social fabric, economic infrastructure, and quality of life.

OUR VISION

- We aspire to be a source of pride for the region.

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 (Property)**

- Fixed Route

- Measurement – (1 measure) Preventable accidents

- Goal - Zero. Standard - 0.08 (or less) per 10,000 miles

- Measured - Quarterly

- Paratransit

- Measurement – (1 measure) Preventable accidents

- Goal - Zero. Standard – 0.10 per 10,000 miles

Measured - Quarterly

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

- Fixed Route

- Measurement – Work days lost due to injury

- Goal – Less than 0.02 per 1000 employee hours

- Measured - Quarterly

- Paratransit

- Measurement – Workers Comp Lost Days

- Goal – Less than 0.04 per 1000 employee hours

- Measured - Quarterly

- Maintenance

- Measurement – Workers Comp Lost Days

- Goal – Less than 0.05 per 1000 employee hours

- Measured - Quarterly

- **Injury Rate (Employee Claims)**

- Fixed Route

- Measurement – Claims per 1,000 hours

- Goal – Less than 0.05 claims per 1,000 hours

- Measured - Quarterly

- Paratransit

- Measurement – Claims per 1,000 hours

- Goal – Less than 0.08 claims per 1,000 hours

- Measured - Quarterly

- Maintenance

- Measurement – Claims per 1,000 hours

- Goal – Less than 0.09 claims per 1,000 hours

- Measured - Quarterly

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

- Goal – Grow ridership by 1.5% from 2015 (approximately 11.0 million trips)

- Measured – Monthly

- Paratransit

- Measurement – Number of unlinked trips

- Goal – 0% increase from 2015 (approximately 475,000 trips)

- Measured - Monthly

- Vanpool

- Measurement – Number of unlinked trips

- Goal – 7% increase from 2015 (approximately 243,000 trips)

- Measured – Monthly

- **Service Effectiveness**

- Fixed Route

- Measurement – Passengers per revenue hour

- Goal – 28 system wide average

- Measured – Quarterly

- Paratransit

- Measurement – Passengers per revenue hour

- Goal – 3.0

- Measured - Quarterly

- **Customer Security**

- Fixed Route

- Measurement – Response to two questions on annual survey: Customer assessment of personal safety & drivers' driving safe

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

- Paratransit

- Measurement – Response to two questions on annual survey: Customer assessment of personal safety & drivers driving safe

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

- **Public Outreach**

- Agency Wide

- Measurement – Response to question on annual community survey: STA does a good job listening to the public.

- Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

- Measured – Annually

3. **PROVIDE OUTSTANDING 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

- Goal – 85% on time

- Measured – Quarterly

- Paratransit

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

- Goal – 95% on time

- Measured – Monthly

- **Call Center**

- Fixed Route Abandon Rate

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

- Goal – 4% or below

- Measured – Monthly

Paratransit Abandon Rate

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

Goal – 4% or below

Measured – Monthly

Fixed Route Service Level

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

Goal – 90%/60 seconds

Measured – Monthly

Paratransit Service Level

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

Goal – 90%/60 seconds

Measured – Monthly

• **Professionalism and Courtesy**

Fixed Route

Measurement – Quality Counts survey response to: “Operator professional and courteous throughout the trip”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

Paratransit

Measurement – Quality Counts survey response to: “Operator professional and courteous throughout the trip”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

Administration/Customer Service/Paratransit Reservations/Security

Measurement – Quality Counts survey response to: “Employee was professional and courteous throughout the call/interaction”

Goal – 5 on a scale of 1 to 5. Standard – 4.5 average

Measured – Monthly

• **Driver Announcements / Introduction**

Fixed Route

Measurement – Quality Counts survey response to: “Published stops are announced”

Goal – 100%. Standard – 95% average or above on Quality Counts surveys.

Measured – Monthly

Paratransit

Measurement – Quality Counts survey response to: “Operator identifying himself/herself at pick-up”

Goal – 100%. Standard – 90% response on Quality Counts surveys

Measured – Monthly

• **Cleanliness of coach / van**

Fixed Route

Measurement – Response to Quality Counts survey

Goal – 100%. Score 90% or greater as a standard

Measured – Monthly

Paratransit

Measurement – Response to Quality Counts survey

Goal – 100%. Score 90% or greater as a standard

Measured – Monthly

- **Complaint Rate**
 - Fixed Route
Measurement – Number of complaints received
Goal – Less than 8 complaints per 100,000 boardings
Measured - Monthly
 - Paratransit
Measurement – Number of complaints received
Goal – Less than 8 complaints per 10,000 boardings
Measured - Monthly
- **Maintenance Reliability**
 - Fixed Route
Measurement – Number of Road Calls
Goal – Less than 1 per 7,500 miles
Measured - Monthly
 - Paratransit
Measurement – Number of Road Calls
Goal – Less than 1 per 57,000 miles
Measured - Monthly

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
Goal – 8 hours per Operator annually
Measured - Quarterly
 - Paratransit
Measurement – Complete Advanced Operator Training
Goal – 8 hours per Operator annually
Measured - Quarterly
 - Maintenance
Measurement – 4 major component training events + variety of general professional classes
Goal – Invest average of 25 hours per maintenance employee per year
Measured - Annually
 - Managers/Supervisors/Administrative
Measurement – Scheduled Professional Development Class
Goal – 100% of population receive either on-site or off-site training event per year
Measured - Annually
- **Annual Employee Feedback**
 - Fixed Route
Measurement – Supervisor conducts formal ride check/ride along
Goal – 100% of operators receive a successful evaluation on a ride check/ride along annually
Measured - Quarterly
 - Paratransit
Measurement – Supervisor conducts formal ride check/ride along
Goal – 100% of operators receive a successful evaluation on a ride check/ride along annually
Measured - Quarterly

- **Governance**
 - Board Development
Measurement – Attendance at a transit-related conference/training event
Goal – Two Board members attend annually
Measured - Annually

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
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
 - Paratransit
Measurement – Cost per Revenue Hour
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
- **Cost Effectiveness**
 - Fixed Route
Measurement – Cost per Passenger
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
 - Paratransit
Measurement – Cost per Passenger
Goal – below 95% of average cost of urban systems in Washington State
Measured – Quarterly
- **Cost Recovery from User Fees**
 - Fixed Route
Measurement – Farebox Return
Goal – at least 20%
Measured – Quarterly
 - Paratransit
Measurement – Farebox Return
Goal – at least 5%
Measured – Quarterly
 - Vanpool
Measurement – Fare revenue compared to Operational and Administrative expenses (not including Special Use Vanpool)
Goal – 100%
Measured – Quarterly
- **Maintenance Cost**
 - Fixed Route
Measurement – Cost per total mile by fleet
Goal – \$1.26 per mile
Measured - Quarterly

Paratransit/Vanpool

Measurement – Cost per total mile

Goal – \$0.91 per mile

Measured – Quarterly

• **Financial Capacity**

Financial Management

Measurement – Adherence to approved Operating Budget

Goal – Operate at, or below, budgeted expenditures

Measured – Quarterly

Service Level Stability

Measurement – Number of years current service level can be sustained

Goal – 6 years

Measured – Annually

Ability to Sustain Essential Capital Investments

Measurement – Fully funded Capital Improvement Plan

Goal – 6 years

Measured – Annually

Public Perception

Measurement – Answer to question on annual community survey: STA is financially responsible

Goal – 5 on a scale of 1 to 5. Standard: 4.5

Measured – Annually

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING

February 10, 2016

AGENDA ITEM 4.b: HIGH PERFORMANCE TRANSIT (HPT) FACILITY DESIGN AND SERVICE COMMUNICATIONS STANDARDS UPDATE

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Karl Otterstrom, Director of Planning

SUMMARY: The High Performance Transit (HPT) network, identified in STA Moving Forward and Connect Spokane, envisions a series of transportation corridors offering high-frequency reliable service allowing customers greater access to the public transportation system and the ability to reach more destinations. This new service features improved amenities for the passengers, helping to make the transit experience attractive, safe, comfortable and more enjoyable.

In 2012, STA was awarded a \$495,000 federal grant for the project. The STA Board approved \$123,750 in matching funds and the project was approved in the 2014-2019 Capital Improvement Program (CIP). After a competitive request for qualifications, IBI Group, Inc. was awarded the design and engineering contract in October 2014 and work began on the project.

The consultant team is tasked with preparing two manuals, a facilities design manual and communications/branding manual. The facilities design manual will include plans and specifications for all stop and station amenities, including a “kit-of-parts.” This kit-of-parts will identify what amenities will be provided at future HPT stop and station locations, which may include lighting and furniture types, shelters, real-time signage, ticket vending machines, kiosks, etc. The communications/branding manual will include color schemes, material types and font/type applications, logos, route map layout, signage and other HPT specific branding features.

The consultant and STA staff have held a number of internal workshops to review and discuss concepts for this new service. The team has conducted extensive research on best practices and provided STA with various design and branding options for consideration that have been successful with other agencies. One tool that has been used throughout the project is an online information gathering website called mySidewalk. Questions and design options were presented to the public through this website asking for input from visitors. To date, the website has received over 23,000 views and has received almost 400 comments and responses. This input has been used to assist in the preparation of the manuals.

Preliminary design concepts for future station amenities and branding schemes have been prepared that will be presented to the public to gather input prior to preparing the final draft manuals. Upcoming events include:

- Focus Group testing on January 26 & 27
- Posting to mySidewalk on or before February 1
- Central City Line Steering Committee on February 1
- East Downtown/U-District Open House on February 2
- Additional downtown outreach events
- Neighborhood meetings January – March
- West Downtown/Browne’s Addition Open House – March 1 (Tentative)

The anticipated completion date for this project is March 31, 2016. These new standards will be implemented on future HPT corridors including the Cheney, Monroe-Regal, Division, Sprague and Valley corridors as well as the Liberty Lake Express and the Central City Line.

RECOMMENDATION TO COMMITTEE: Information only.

**SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING**

February 10, 2016

AGENDA ITEM 4c: FARE ANALYSIS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Lynda Warren, Director of Finance & Information Services
Steve Blaska, Director of Operations

SUMMARY: Following is a tentative timeline for the fare analysis process:

- December 2015 Staff presents calendar
- February 2016 PMER/Board reviews Preliminary Proposal and approves Public Outreach
- March – May 2016 Public Outreach on Preliminary Proposal
- May 2016 Draft Recommendation
- June 2016 Public Hearing on Draft Recommendation
- July 2016 Final Recommendation for Board Decision
- Aug 2016 – June 2017 Communicate Changes
- July 1, 2017 Effective Date of Changes

STA evaluates its fares on a periodic basis. The last major review of its fare structure was conducted in 2009. This resulted in a phase in of fare changes for the years 2010, 2011 and 2012. Since that time, farebox recovery has fallen below the Board policy of 20%. Staff will review the current distribution of fare types and ridership and present a preliminary proposed fare structure for the committee to discuss.

Also attached for your information is STA's current Tariff Policy.

RECOMMENDATION TO COMMITTEE: Information only.

Spokane Transit Authority Tariff Policy and Procedures for Fixed Route and Paratransit Services

- I. **Effective Date:** Effective May 22, 2014, until revised by Resolution of the Spokane Transit Authority Board of Directors.
- II. **Applicability:** This policy applies to all STA fixed route and paratransit services within the STA's service area.
- III. **Tariff Policies:** The Comprehensive Transit Plan articulates the following fare policies.
- A. **Tariff Philosophy:** Spokane Transit Authority's philosophy is to encourage increased ridership by providing a convenient and reasonably priced method for citizens to enjoy the advantages of public transportation.
 - B. While the fare structure will provide value to our riding customers, a fixed route farebox return¹ objective of 20% of the fully allocated costs² of this service is maintained.
 - C. Spokane Transit's operating cost per passenger compares favorably to the Washington State statewide average of urban transit systems. To maintain this favorable comparison, increasing the fixed route ridership component of this metric will be emphasized.
 - D. Minimize complexity – emphasize a simple and easily understood system.
 - 1. Sustain a flat rate fare structure³ throughout the Public Transit Benefit Area with fixed fares for regular route/service.
 - 2. Customers use time-limited passes (two hour, day, monthly, etc.) to accomplish multi-route/directional trips. Transfers are not used.
 - E. Increase pre-payment and reduce the use of cash.
 - 1. By contract, monthly billing and post-payment may be allowed for employers, institutions and other groups participating in special pass programs.
 - 2. When possible, existing identification cards (the EWU Eagle Card, etc.) containing appropriate technology (magnetic stripes, chips, etc.) may be used to develop and implement pass programs for groups.
 - F. STA supports opportunities for low-income individuals to use public transportation at a discounted cost. These opportunities should be made available through community programs that subsidize the purchase of standard fare instruments rather than as direct STA discounts or special fare structures. This strategy helps manage eligibility challenges and supports other strategic objectives.
- VI. **Fare Types**
- A. **Single Ride** – direct travel from one origin to one destination on a single vehicle.
 - B. **Fixed Route Two-Hour Pass** – unlimited travel during a consecutive two-hour period on fixed route services.

¹ **Farebox return** is measured as the percentage of total operating costs recovered through user fares.

² **Fully allocated costs** include all administrative, maintenance, and operational costs applied to delivery of service. This cost is usually reflected as a total cost per hour that a vehicle is in service.

³ **Flat rate fare structure** means that the fare structure is consistent throughout the entire service area. There is no premium cost based on trip distance or peak service period. The alternative to a flat rate structure is a zonal fare structure in which a system of transit zones are established and different fares are charged for travel within and between zones, or different times of day.

- C. Paratransit One Ride Pass – unlimited travel during a consecutive two-hour period between paratransit and fixed route services or fixed route service only.
- D. Day Pass – unlimited travel on fixed route service during a given service day.
- E. Fixed Route 31-Day Pass – unlimited travel on fixed route service during a rolling 31-day period effective on first use or on day of purchase depending on fare media.
- F. Paratransit Calendar Monthly Pass – unlimited travel on paratransit or fixed route service during a given calendar month.
- G. City Ticket Pass – unlimited travel on shuttle vehicles during a given calendar month.
 - 1. A pilot fare structure is authorized for the use of the City Ticket Pass as a valid fare payment on Route 27 – Hillyard and Route 39 – Mission between The Plaza and the Arena during all hours of fixed route operations for the temporary period of March 1, 2014, to June 30, 2015.
- H. Student Calendar Monthly Pass - unlimited travel on fixed route service during a given calendar month.

VII. Fare Programs

- A. Fixed Route Reduced Fare – This program is available to people who are: 1) 65 years of age or older; or 2) have a qualifying disability; or 3) have a valid Medicare card issued by the Social Security Administration. An STA-provided reduced fare or paratransit identification card must be shown to the bus operator each time the bus is boarded and the reduced fare paid.
- B. Paratransit Fare – Paratransit eligibility is determined through an application process. Once eligibility is established, individuals are entitled to pay STA’s existing reduced fare rate on fixed route services and the paratransit fare on paratransit services. The STA paratransit identification card must be shown to the operator each time the vehicle is boarded and the fare paid when using fixed route services.
- C. Employer Sponsored Bus Pass – Passes are made available, on a contractual basis, to employers with five or more employees, at a discount of up to \$3.00 per monthly pass. The employer must pass on the discount to their employees and offer a discount that at least matches the STA discount.

If an employer has a minimum of 100 participants in the program, the employer may make passes available to all employees at no cost to the employee. If so, STA will sell passes to the employer at 25% discount. This discount is not available on City Ticket Passes.

- D. Universal Transit Access Pass (U-TAP) – An annual program made available on a contractual basis in which all members of an organization have unlimited access to STA services. The organization pays a fee that allows all identified members of their organization to use STA services for the contracted time period. Eligible participants must be identifiable by an identification card that is readable by STA fare collection equipment. The number of these programs is dependent on the capacity of STA’s fare collection equipment.

The contract price is based on each unlinked trip taken by members of the program. The charge for each unlinked trip is calculated based on an established rate for each route in STA’s system. A rate sheet for each route is published annually and included in the annual contract update.

The participating organization is billed monthly for the previous month’s trips. However, in order to allow participating organizations to budget, contracts will also include a “not to exceed” total price for an annual contract. The “not to exceed” fee will be calculated by STA prior to each contract period. Actual monthly ridership may result in the cost of the contract to be lower than the “not to exceed” fee.

- E. Student Pass – This program provides reduced cost access to public transportation for individuals enrolled in post-secondary education, technical, or job/career training institutions.

Eligible educational and training institutions are institutions that either:

1. are qualified providers of federal financial aid and have obtained a Federal School Code; or
2. have obtained a vocational school license issued by the Washington State Workforce Training and Education Coordinating Board.

Any individual who possesses a valid proof of enrollment in a registered institution is eligible for a Student Pass. The price of the Student Pass is the full 31-day adult fare discounted by \$8.00 through Federal and State Grant funding. If grant funding for this program is eliminated, the continuation of the Student Pass program will be re-evaluated.

- F. Summer Youth Pass – The program provides a youth customer (6-18 years of age) the opportunity to purchase a discounted three month bus pass for June, July and August).
- G. City Ticket – City Ticket is a cooperative effort with the Downtown Spokane Partnership and the Public Facilities District that allows pass holders to park at the Arena Park and Ride lot and use the Plaza-Arena Shuttle and the Southside Medical Shuttle.
- H. Pass Outlet Program – Adult, Youth, and Reduced Fare 31-Day Passes are made available to authorized Pass Outlets in quantities of at least 100. Passes will be provided to the Pass Outlet at a discount of \$3.00 per pass.

VIII. **Accepted Fare Media**

- A. Cash – Exact fare required in cash or coin, no change will be given, no pennies will be accepted.
- B. Magnetic Stripe Media – These are read by making the appropriate contact between the card and the farebox card reader. Paratransit van operators may record fare use of these for the paratransit rider as needed.
- C. Proximity Smart Cards – Smart Cards are chip-embedded cards holding data that allows a vast array of potential fare opportunities. A one-time fee for this re-useable card will be charged to the customer. The fee will be based on STA's cost to provide the cards. Smart cards can also serve as an identity card (by adding a photo and other basic information). They can be reloaded with additional value or time and reused indefinitely. They are read by passing the card near or "within proximity" of the Smart Card reader on the farebox or mobile data computer on paratransit.
- D. Identification Card – Combination ID/Smart Card issued to current participants in the STA pass programs.
- E. Free Ride Tickets or Coupons – These are coupons given to customers as STA personnel deem appropriate. They are good for one free ride on either fixed route or paratransit service.
- F. Employee Passes – All employees shall, after 10 days of service, receive free transportation on fixed route/paratransit service operated by STA. Employee Smart Card/ID Cards serve as this pass.
- G. Dependent Passes – Upon request, Smart Cards for free transportation will be issued to dependents of all active employees. These passes are renewed every two years. They are issued per STA established dependent pass criteria and must be surrendered upon the employee leaving STA employment.
- H. Retiree Passes – Upon request, Smart Cards for free transportation will be issued to employees separating from STA who meet eligibility criteria as outlined in company policy and/or union contracts. These passes are renewed every two years.
- I. Easy Park Coupons – Coupons distributed by downtown Spokane businesses that are good for a free ride on STA service or \$1 off of parking downtown. This is a partnership with Downtown Spokane Partnership and they reimburse STA for all Easy Park Coupons accepted on STA service.

IX. **Fare Table effective May 22, 2014, until revised by Resolution of the Spokane Transit Board of Directors.**

(Effective 22 May 2014)

Category	Cash	Two-Hour Pass	Day Pass	31-Day Rolling Pass	Monthly Pass	Summer Youth Pass (1)	City Ticket (3)
Adult	\$1.50	\$1.50	\$3.50	\$45.00			
Youth (6 – 18 years)	\$1.50	\$1.50	\$3.50	\$30.00		\$45.00	
Reduced Fare	\$0.75	\$0.75	\$3.50	\$22.50			
Paratransit	\$1.50	\$1.50			\$45.00		
Student (2)					\$37.00		
Shuttle Service							\$30.00
Special Events (4)	Determined by Special Event Plan						
Children⁵⁾ <small>(up to 3 children under age 6 with an adult, youth, student, reduced fare, or paratransit passenger)</small>	FREE						
Personal Care Attendant (PCA) <small>(needs no identification; however the person with whom they are traveling must have "PCA" on their ADA paratransit identification card)</small>	FREE						

Notes:

- (1) Summer Youth Pass is a three-month instrument covering June, July, and August
- (2) Monthly Student Pass is priced as a 31-day adult pass with discount applied.
- (3) City Ticket transit pass includes parking at the Arena east lot, as per Arena specified rules
- (4) Spokane Transit Authority CEO, with Board approval, can implement reduced special fare structures and/or alternate payments for selected community events
- (5) A responsible individual must accompany children under six (6) years of age or the child will not be allowed to board the bus or van

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING OF

February 10, 2016

AGENDA ITEM 4d: RECRUITMENT/ORIENTATION UPDATE

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Citizen Advisory Committee Workgroup

SUMMARY: The recruitment and orientation task force has developed a form to use in identifying assets of current CAC members. This form will also assist in identifying areas where CAC could specifically recruit.

RECOMMENDATION TO COMMITTEE: Review and approve.

Citizen Advisory Committee – Community Involvement Form

Name: _____

Home Address: _____

(Urban _____ Suburban _____ Rural _____)

Current Employer: _____

Retired: _____

Recent Employer (school, if student): _____

Please complete the following questionnaire. It is designed to get a snapshot of community involvement of current CAC members. Please check all boxes as appropriate for you and then expand in space provided. Member (Mem) means you belong to the group for instance college student. Involved (Inv) means you're active within the group. It is possible to be both a member and involved. Expand below or on the back if more space is needed. Thank you.

Mem	Inv		Description (name of organization, involvement, etc.)
		Business Owners	
		Chambers of Commerce	
		College Students	
		Faith Community	
		Higher Education/Administration/Faculty	
		Medical Community/Public Health	
		Neighborhood Associations/Councils (relationship/capacity/position)	
		Persons with Disabilities	
		Public Agencies/Law Enforcement	
		Fraternal &/or Civic Associations (i.e. Rotary, Kiwanis, AHANA, arts)	
		Rural Community	
		Senior Citizens	
		Service Users (Fixed Route, Paratransit, Vanpool)	
		Social Service Agencies	

		Youth	
		Ethnic organization	

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING OF

February 10, 2016

AGENDA ITEM 4e : **2016 Communications Plan**

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Beth Bousley, Director of Communications and Customer Service

SUMMARY: The Spokane Transit Communications Plan for 2016 provides the following:

- National and local population growth and ridership trends and statistics
- Overview of organizational priorities
- Audience definition
- Communications objectives and strategies for 2016

Detailed information on the Plan for the upcoming year is attached.

RECOMMENDATION TO COMMITTEE: Information only.

2016 Communications Plan

Situation Analysis

Public transportation ridership has decreased locally and nationwide:

- STA fixed route ridership decreased 4.5% in 2015
- During the first 9 months of 2015:
- Bus ridership decreased nationally by 2.7%
- Average gas price was \$2.42, a 30% drop
- Trips taken on U.S. Public Transportation decreased 1.2% YOY
- Light rail ridership increased .3%; commuter rail ridership .2%; heavy rail .3%

Source: APTA

APTA President and CEO Michael Melaniphy forecasts a bright year ahead for public transit:

“Today, we have the strength and stability of a fully funded, five-year authorization. Ridership has declined only marginally (not anywhere close to 2008 levels when the price of gasoline was as low as it is today). Transit tax parity has become a permanent part of the tax code and tax credits have been extended to promote alternative fuels. More than 7 out of 10 transit-related ballot initiatives were approved because people know that where transit goes, communities grow.”

Spokane population has increased 1.01% YOY, and Spokane County is expected to grow to 592,969 by 2040. The growth trends show a decline in households with children, and an increase in households without children and two workers households, and denser regional development. (Source U.S. Census, *Horizon 2040*). 58% of STA Riders are between 16-34, and 37% are students, indicating that STA should focus on establishing loyalty among younger audiences. (Source: *2015 STA Fixed Route Passenger Survey*.)

Trends also show that Spokane County is growing as a destination for visitors. In 2015, Spokane was voted #2 out of the top 10 Best American Riverfront Cities (USA TODAY), and 7 out of the 10 most efficient Airports (smartasset.com). There was \$893 million in visitor spending in 2014, up \$27 million over 2013.

STA continues to be the leader among Washington State Urban Systems, providing the lowest cost per passenger for fixed route and paratransit, highest passenger per hour for Paratransit, and second highest passenger per hour for fixed route.

2016 Communication Objectives

The communication objectives are aligned with STA’s Priorities with the ultimate goal of increasing ridership and improving community perception:

STA Priority	Communication Objective
Ensure Safety	<ul style="list-style-type: none"> ▪ Enhance user education and information services
Earn and Retain the Community’s Trust	<ul style="list-style-type: none"> ▪ Enhance brand and identity ▪ Communicate/engage key audiences ▪ Improve/control STA image ▪ Improve online access to information
Provide Outstanding Customer Service	<ul style="list-style-type: none"> ▪ Improve customer experience
Enable Organizational Development	<ul style="list-style-type: none"> ▪ Improve internal communications
Exemplify Financial Stewardship	<ul style="list-style-type: none"> ▪ Communicate financial information to demonstrate accountability and transparency

Audience

- **Riders, emphasizing**
 - Commuters, students, millennials, visitors/tourists
- **STA employees**
- **Community leaders and influencers:**
 - STA Board members, Citizen Advisory Committee members, employers, business leaders, neighborhood groups, community leaders and influencers
- **Taxpayers**
 - Prospective and Current Riders
 - Non-riders

OBJECTIVE 1: INCREASE STA BRAND AWARENESS AND AFFINITY AWARENESS AND AFFINITY

Strategies

- Define and build out STA brand (how STA creates and delivers value) including development/refinement of brand promise (what STA commits to the public) and guidelines (how it's used)
- Develop brand marketing/advertising strategy

Tactics

- Define and build out STA brand guidelines
- Develop brand marketing/advertising strategy, including targeted paid media strategy, video, digital strategy (social, web)

Metrics

- STA Priority
 - Increase the mean score for: Does STA do a good job of listening to the public - score 4.5 out of 5
- Communications
 - Complete revised branding guidelines and brand marketing program

OBJECTIVE 2: IMPROVE INTERNAL COMMUNICATIONS

Strategies

- Ensure employees understand and are invested in STA

Tactics

- Continue to test and refine communication/feedback tools
- Improve quality of employee engagement survey

Metrics

- STA Priority
 - Increase employee satisfaction as ranked on the employee engagement survey to 85%
- Communications
 - Implement revised employee engagement survey
 - Implement revised feedback and communications tools

OBJECTIVE 3: ENHANCE USER EDUCATION AND INFORMATION SERVICES

Strategies

- Improve public education
- Simplify use of STA Services

Tactics

- Test/implement new methods to help potential and current riders understand how to use our services, such as video series, social media, information kiosks

- Support implementation of mobility mentor program; conduct bus demonstrations and events, targeting younger audiences to develop brand loyalty
- Ensure that information is placed throughout the STA system to help all riders navigate with ease; phasing in digital tools and leveraging Real Time information
- Implement Courtesy Campaign

Metrics

- STA Priority
 - Community Trust: Increase STA Community Perception mean score rating to 4.5 on 5 point scale for the question “Does a good job of listening to the public”
 - Safety: Improve rating: freedom from obnoxious behavior from 3.76
- Communication Goals
 - Implement two new digital tools and 6 demos/events
 - Support implementation of mobility mentor program

OBJECTIVE 4: IMPROVE COMMUNICATION AND ENGAGEMENT WITH PRIORITY AUDIENCES

Strategies

- Develop external communication strategy
- Continue to build relationships, leverage opportunities with strategic partners
- Identify and empower advocates
- Create targeted marketing campaigns for key programs and audiences

Tactics

- Create targeted marketing campaigns for UTAP, ESBP, Vanpool
- Implement advertising program highlighting STA’s 35th anniversary
- Implement Destination campaign: Spokesman Neighborhood Connect, Spokane County Parks partnership
- Implement promotion for Real Time information
- Implement monthly community newsletter
- Provide engaging and entertaining events at the Plaza

Metrics

- STA Priority
 - Increase STA Community Perception mean score rating to 4.5 on 5 point scale for the question “Does a good job of listening to the public”
 - Increase ridership
- Communications
 - Increase participation in UTAP, ESBP, Vanpool,
 - Real Time Information engagement
 - Implementation of newsletter

OBJECTIVE 5: IMPROVE AND CONTROL IMAGE OF STA

Strategies

- Improve public understanding of STA initiatives through outreach and communications
- Improve public perception of STA leadership and Board

Tactics

- Engage in consistent media relations/editorial board outreach/media tours
- Conduct Public outreach: plaza renovation, Central City Line and HPT, Real Time Information, Fare Analysis, STA Moving Forward
- Engage media to develop transit focused series to celebrate 35th anniversary
- Implement media training for STA leadership and Board; identify speaker opportunities
- Develop consistent talking points for STA speakers

Metrics

- Support STA Goals
 - Increase STA Community Perception mean score rating to 4.5 on 5 point scale for the question “Does a good job of listening to the public”
- Communications Goals
 - Implementation of media training and speakers opportunities
 - Implementation of media tours
 - Implementation of public outreach

OBJECTIVE 6: IMPROVE CUSTOMER EXPERIENCE

Strategies

- Improve quality and responsiveness of customer service
- Ensure customers feel valued by enabling them to provide both positive and negative feedback

Tactics

- Implement customer service training
- Equip customer service reps to serve as travel ambassadors, proactively helping customer navigate the system
- Provide comment cards, passenger surveys; online contact methods: email, website, comment form, social media, electronic kiosks

Metrics

- Support STA Goals
 - Increase STA Community Perception mean score rating to 4.5 on 5 point scale for the question “Does a good job of listening to the public”
- Customer Service Goals
 - Increase excellent, professional, and courteous Quality Counts! Score to 5 on a scale of 1 to 5 (Standard: 4.5 average); meet service goal of 90% answered in < 30 seconds, abandon rate of < 4%
 - Conduct two training sessions, implement travel ambassador pilot, test 1 new method for feedback

OBJECTIVE 7: IMPROVE ONLINE ACCESS TO INFORMATION

Strategies

- Facilitate and enhance access to online information
- Leverage social media to gather feedback, reach new audiences, promote closer relationships with customers
- Enable the development of online tools and applications
- Facilitate online payment mechanisms

Tactics

- Continue to improve quality of the website
- Implement social media strategy including editorial calendar and video series to educate the public on how to ride the bus, key events, important dates, and fun trivia
- Promote Real Time information; and provide operational data to the public and developers to fuel the development of applications
- Continue enhancement of online payment mechanisms such as the vanpool payment center, and STA online store

Metrics

- Support STA Goals
 - Increase STA Community Perception mean score rating to 4.5 on 5 point scale for the question “Does a good job of listening to the public”
- Communication Goals
 - Increase Facebook engagement, web traffic, Real Time Information engagement
 - Increase online payments
 - Establish 3rd party app development

OBJECTIVE 8: COMMUNICATE FINANCIAL INFORMATION TO DEMONSTRATE TRANSPARENCY AND ACCOUNTABILITY

Strategies

- Communicate financial information to the public in effective and timely manner

Tactics

- Update financial performance metrics on the website as they become available
- Facilitate communication of financial budget through presentations, website, press releases, as appropriate

Metrics

- Support STA Goals
 - Improve public perception of financial responsibility towards standard of 4.5 (3.54 in 2014 Community Perception survey)
- Communication Goals
 - Timely communication of financial information including performance metrics and budget

SPOKANE TRANSIT AUTHORITY
CITIZEN ADVISORY COMMITTEE MEETING OF

February 10, 2016

AGENDA ITEM 5: GENERAL BUSINESS

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Stacia Bowers, Executive Assistant

**SPOKANE TRANSIT AUTHORITY
CITIZENS ADVISORY COMMITTEE MEETING**

February 10, 2016

**AGENDA ITEM 6: REVIEW MARCH 9, 2016, DRAFT AGENDA ITEMS –
INFORMATION**

REFERRAL COMMITTEE: N/A

SUBMITTED BY: Stacia Bowers, Executive Assistant

SUMMARY:

At this time, members of the Citizens Advisory Committee will have an opportunity to review and discuss the items proposed to be included on the agenda for the February 10, 2015 Committee meeting.

Proposed agenda items include:

- Minutes of the February 10, 2016, Committee meeting – *Corrections/Approval*
- West Plains Transit Center Update
- Recruitment/Orientation
- Legislative Update
-

RECOMMENDATION TO COMMITTEE: Review and discuss.