

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

### **NOTICE OF BOARD MEETING**

NOTICE IS HEREBY GIVEN by the Board of Directors of the Spokane Transit Authority of Spokane County, Washington, that the Board will hold a meeting at 1:30 p.m. on Thursday, March 19, 2026, in the Spokane Transit Boardroom, 1230 West Boone Avenue, Spokane Washington. A virtual video conference option is available, and the joining information is listed below.

NOTICE IS FURTHER GIVEN that business to be discussed and/or action taken shall be in accordance with the attached agenda, which is also on file at the STA Administrative Offices.

THE MEETING SHALL BE OPEN TO THE PUBLIC.

BY ORDER OF THE STA BOARD OF DIRECTORS.

DATED THIS 19TH DAY OF MARCH 2026.



Dana Infalt  
Clerk of the Authority  
Sr. Executive Assistant to the CEO  
Manager Board & Executive Support

Optional virtual joining links available on agenda



1230 W. Boone Avenue, Spokane, WA 99201  
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Approve Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>4</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** APPROVE BOARD AGENDA  
**Submitted by:** Lance Speirs, STA 2026 Board Chair

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**Purpose:** For decision.  
**Recommendation:** Approve Board agenda.  
**Attachments and/or Online Links:** MARCH 19, 2026, STA BOARD AGENDA

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**SUMMARY:** The STA Board Agenda is provided for the Board’s consideration and approval.



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## BOARD MEETING

Thursday, March 19, 2026  
1:30 – 3:00 p.m.

**STA Boardroom**  
**1230 West Boone Avenue, Spokane, WA**  
*w/Virtual Public Viewing Option Link on Page 2*

## AGENDA

1. Call to Order and Roll Call (*Chair*)
2. Pledge of Allegiance
3. Excused Absences
4. Approve Board Agenda (*Chair*)
5. Public Expressions
6. Public Hearing: *10 minutes*
  - A. Connect 2035 Strategic Plan: Draft Amendment (*Emily Poole*)
7. Board Action - Consent Agenda: *5 minutes*
  - A. Minutes of February 19, 2026, STA Board Meeting– Corrections/Approval
  - B. Minutes of February 19, 2026, Special STA Board Workshop – Corrections/Approval
  - C. Approval of February 2026 Vouchers (*Robert Hamud*)
  - D. Public Works Contracts under \$35,000: Final Acceptance (*Jordan Hayes-Horton*)
  - E. Mirabeau Transit Center: Final Acceptance (*Emily Poole*)
  - F. Route 25 Downtown Layover: Final Acceptance (*Emily Poole*)
  - G. Connect Spokane Minor Update: Final Draft Recommendation: Resolution 852-26 (*Emily Poole*)
  - H. Public Records Index Undue Burden Determination: Resolution 853-26 (*Robert Hamud*)
8. Board Action/Discussion - Other: *15 minutes*
  - A. Paratransit Operating Strategy (*Brandon Rapez-Betty*)
9. Board Operations Committee: *5 minutes*
  - A. Chair Report (*Chair Speirs*)
10. Planning & Development Committee: *5 minutes*
  - A. Chair Report (*Kitty Klitzke*)
11. Performance Monitoring & External Relations Committee: *20 minutes*
  - A. Chair Report (*Tim Hattenburg*)
    - i) 2025 Preliminary Year-End Financial Report (*Robert Hamud*)
12. CEO Report: *10 minutes*
13. Board Information – *no action or discussion*
  - A. Committee Minutes
  - B. February 2026 Sales Tax Revenue (*Robert Hamud*)
  - C. January 2026 Financial Results Summary (*Robert Hamud*)
  - D. January 2026 Operating Indicators (*Brandon Rapez-Betty*)

- 14. Board Information – *Continued*
  - E. 2027-2032 Transit Development Plan: Tactical Framework and Stakeholder Outreach (*Emily Poole*)
  - F. Five Mile Mobility Hub Update (*Emily Poole*)
  - G. Meadowglen Layover Project Order Update (*Emily Poole*)
  - H. Opportunity Fare Program Update (*Carly Cortright*)
  - I. Legislative Update (*Emily Poole*)
  - J. 2026 Service Revision Final Report Review (*Emily Poole*)
  - K. 2025 Year-End Performance Measures (*Brandon Rapez-Betty*)
  - L. Connect 2035 Funding Requirements Public Outreach Plan Update (*Carly Cortright*)

14. Executive Session: *30 minutes*

*Pursuant to RCW 42.30.110(1)(b) to consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price, and*

*For the purpose of discussing, planning, or adopting the strategy or position to be taken during the course of ongoing collective bargaining.*

15. New Business

16. Board Member Expressions

17. Adjourn (*Chair*)

Virtual Joining link:	<a href="#">Click this link to join meeting virtually</a>	
Password:	<b>Board Members: 2026  </b>	<b>Guests: Guest</b>
Call-in Number:	1-408-418-9388	Event #: 2488 694 6834

Cable 5 Broadcast Dates and Times of 3/19/2026, Board Meeting:

Saturday, March 21, 2026	4:00 p.m.
Monday, March 23, 2026	10:00 a.m.
Tuesday, March 24, 2026	8:00 p.m.

April Committee Meetings, Wednesday:

Planning & Development, April 1, 2026	10:00 a.m.
Performance Monitoring & External Relations, April 1, 2026	10:00 a.m.
Board Operations, April 8, 2026	1:30 p.m.

April Board Meeting:

Thursday, April 16, 2026, 1:30 p.m. STA Boardroom, 1230 West Boone Avenue, Spokane, Washington  
*(A virtual joining option will be available for all Committee and Board meetings)*

*Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting on STA’s website: [www.spokanetransit.com](http://www.spokanetransit.com). A video of the Board meeting may be viewed on the website the week after the meeting. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend and participate. Anyone wishing to address the Board of Directors on a specific subject at a Board meeting may do so by submitting written comments to the STA Chair of the Board (1230 West Boone Avenue, Spokane, WA 99201-2686) 24 hours prior to the Board meeting. Mail addressed to the Board of Directors will be distributed by STA at its next meeting. Mail addressed to a named Board Member will be forwarded to the Board Member, unopened. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964. For more information, see [www.spokanetransit.com](http://www.spokanetransit.com). 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.*



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Public Expressions
Meeting Date: March 19, 2026
Agenda Item: <b>5</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** PUBLIC EXPRESSIONS  
**Submitted by:** n/a

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**Purpose:** Receive expressions.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

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**SUMMARY:** At this time, the STA Board of Directors will give the public the opportunity to express comments or opinions.

Anyone attending the meeting in person 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.

Anyone attending virtually and wishing to comment at the meeting should follow the directions below to sign up for Oral Public Expressions or to submit Written Public Expressions to be distributed to the board. Any written public expressions to be distributed must be submitted to the Clerk no later than the day preceding the meeting. If requested, answers will be provided by staff at a later date.

To provide **Oral Public** via telephone or computer, please complete this [form](#) and/or email your intent to provide comment to [clerk@spokanetransit.com](mailto:clerk@spokanetransit.com) to be added to the Public Expressions Speakers' list.

To provide **Written Public Expressions** to be distributed to the board, please complete this [form](#) and/or email your comments to [clerk@spokanetransit.com](mailto:clerk@spokanetransit.com).



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Public Hearing
Meeting Date: March 19, 2026
Agenda Item: <b>6A</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Planning & Development Committee  
**Title:** CONNECT 2035 STRATEGIC PLAN: DRAFT AMENDMENT  
**Submitted by:** Dana Infalt, Clerk of the Board

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**Purpose:** Receive report.  
**Recommendation:** *Conduct public hearing. (Action at April 16, 2026, Board Meeting)*  
**Attachments and/or Online Links:** STAFF REPORT: CONNECT 2035 STRATEGIC PLAN: DRAFT AMENDMENT AND CONNECT 2035 PROPOSED REDLINES

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**SUMMARY:** The Chairman will conduct the public hearing as follows:

1. Open the public hearing.
2. Call upon staff for a presentation. *(Emily Poole)*
3. Ask the board for questions or comments
4. Open for comments from the public (ask 3 times for comments)
5. Close the hearing

**SPOKANE TRANSIT AUTHORITY**

**Staff Report:** Agenda Item **6A**

**Presented to:** Board of Directors

**SUBJECT:** CONNECT 2035 STRATEGIC PLAN: DRAFT AMENDMENT

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**SUMMARY:** Through discussions with the STA Board of Directors and the community, several projects identified in *Connect 2035* warrant adjustments to their timelines or description. At the March 4, 2026, Planning & Development Committee meeting, staff reviewed these projects and their potential adjustments, plus one potential addition to *Connect 2035*, in further detail during the Committee meeting. They include:

- Recognizing the desire and the ability for earlier implementation of the Mobility on Demand pilot projects, with timelines being adjusted to a 2026 launch year
- Revising the project description for future High Performance Transit (HPT) planning in Spokane Valley to bring it in alignment with *Connect Spokane*
- Expanding the description of Facilities Master Plan implementation to align with the outcomes of the Phase 1 planning effort and the findings of Phase 2 to focus essential support facilities instead of a future clean energy campus
- Adjusting the description for the implementation of the Zero Emission Vehicle Transition Plan to align with the findings of Phase 2 of the Facilities Master Plan
- Introducing the Community Van program whereby a van or other passenger vehicle is made available to an identified partner organization to provide mobility assistance for targeted groups or individuals that align with the partner organization’s mission and programs.

The anticipated timeline for the preparation, review, and board adoption of the amendments is as follows:

<b>Month</b>	<b>Activity</b>
March 2026	<u>Planning &amp; Development Committee:</u> Introduce full redline of amendments to <i>Connect 2035</i> for review and discussion <u>Board of Directors:</u> Public hearing on proposed amendments
April 2026	<u>Planning &amp; Development Committee:</u> Present final amendments and draft resolution for recommendation to full board <u>Board of Directors:</u> Adopt by resolution plan amendments

**SPOKANE TRANSIT AUTHORITY**

**Staff Report:** Agenda Item **6A**

**Presented to:** Board of Directors

**SUBJECT:** Connect 2035 Proposed Redlines

<b>Connect 2035 Project Description</b>	<b>Revised Project Description</b>	<b>Targeted Delivery Year</b>	<b>Revised Delivery Year</b>
Implement a Mobility-on-Demand pilot in Latah Valley	<i>(no changes to project description)</i>	2027-2029	2026-2028
Implement a Mobility-on-Demand pilot in North Spokane Valley	<i>(no changes to project description)</i>	2027-2029	2026-2028
Conduct planning and design for future HPT corridors: extend Route 90 - Sprague to the Appleway Park-n-Ride	Conduct planning and preliminary design for a future HPT corridor in Spokane Valley and Liberty Lake, serving Sprague and Appleway, among other activity centers and destinations	2032	<i>(no changes to targeted delivery year)</i>

Connect 2035 Project Description	Revised Project Description	Targeted Delivery Year	Revised Delivery Year
No existing project description	<p><b>Under Goal 2: Lead and Collaborate with Community Partners</b></p> <p>Implement a Community Van program whereby a van or other passenger vehicle is made available to an identified partner organization to provide mobility assistance for targeted groups or individuals that align with the partner organization’s mission and programs</p>		2026-2028
<p>Implement the Zero-Emission Vehicle Transition Plan</p> <p><i>ZETVP 2: Resume Purchase of Fixed-Route EV</i></p>	<p><i>ZETVP 2: Continue purchase of ZEV fixed-route coaches for Division BRT and other fixed-route operations, contingent upon successful grant funding and availability of in-route charging infrastructure</i></p> <p><i>[Partner agencies column updated to omit names of bus manufacturers]</i></p>	2029-2035	<i>(no changes to targeted delivery year)</i>

Connect 2035 Project Description	Revised Project Description	Targeted Delivery Year	Revised Delivery Year
Implement the Facilities Master Plan to create a Clean Energy Campus <i>FMP 1: Build Out Plaza Public Space</i>  <i>FMP 2: Open Training Facility</i>  <i>FMP 3: Clean Energy Campus #1</i>	<i>Implement the Facilities Master Plan to construct and provide Essential Support Facilities</i>	2032	2026 – 2035
		2027	
		2029	
	<i>ESF 1: Renovate the Plaza for public meeting and administrative space</i>		2028
	<i>ESF 2: Build the near-term operator training course</i>		2028
	<i>ESF 3: Construct new Fixed Route Operations Center</i>		2028-2030
<i>ESF 4: Build a new Paratransit and Rideshare Operations base</i>		2029-2030	
<i>ESF 5: Acquire property for future clean energy base</i>		2028	

Redline text revisions for Page 35 “Core Investments: ~~Clean Energy Campus~~ Essential Support Facilities & Zero Emission Buses”

We are continuing our work to create a ~~healthier resilient~~ region ~~and reduce greenhouse gas emissions~~ by purchasing zero emission vehicles when practicable and building essential support facilities to maintain and enhance transit operations long into the future. ~~a new clean energy campus for STA to store and charge these vehicles.~~

### ~~Clean Energy Campus~~ Essential Support Facilities

~~STA is committed to reducing the carbon impact of our campus through new and energy-efficient facilities. The new campus will contribute to our operational efficiency that have lower maintenance costs. The future campus showcases our commitment to sustainability and positions STA as a leader in environmental responsibility, inspiring broader adoption of similar practices.~~

Critical to investing in and sustaining transit operations in the coming decades is a thoughtful and timely investment in essential support facilities. This includes but is not limited to maintenance, storage, training, and administrative facilities. Investments in essential support infrastructure ensure STA can address existing needs while pursuing its long-term commitment to reducing the carbon impact of our operations through new and energy-efficient vehicles and facilities. These investments are informed by the STA Facilities Master Plan which has identified a strategic complement of investments to support Fixed Route and Paratransit operations, vehicle maintenance, operator training, administrative offices, and an improved public meeting location and configuration. Additionally, STA is committed to acquiring property to support a new clean energy base which we envision constructing later next decade (subject to funding availability) to support transit expansion and sustainable operations for decades to come.

### **Zero Emission Vehicles**

STA currently has 36 battery electric buses and aims to achieve a 100% zero-emission bus fleet by 2045 to meet state requirements. To date STA has primarily funded the transition to zero-emission technologies through available grant funding and will continue to identify, pursue, and leverage these opportunities to reduce the burden on Spokane taxpayers. In addition to environmental benefits, zero emission buses offer lower operating and maintenance costs, helping to ensure the long-term financial sustainability of our transit system.



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Board Action-Consent Agenda

Meeting Date: March 19, 2026

Agenda Item: **7A**

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** MINUTES OF FEBRUARY 19, 2026, STA BOARD MEETING -  
CORRECTIONS/APPROVAL  
**Submitted by:** Dana Infalt, Clerk of the Board

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**Purpose:** For decision.  
**Recommendation:** Corrections/Approval of February 19, 2026 STA Board Meeting minutes  
**Attachments and/or  
Online Links:** DRAFT MINUTES OF FEBRUARY 19, 2026, STA BOARD MEETING

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**SUMMARY:** The minutes of the February 19, 2026, STA Board meeting are attached for information, corrections and/or approval.

## STA BOARD MEETING

Draft Minutes of February 19, 2026, Meeting  
*STA Boardroom with Virtual Joining Option*

### MEMBERS PRESENT

Lance Speirs, Small Cities Medical Lake, *Chair*  
Pam Haley, City of Spokane Valley  
Josh Kerns, Spokane County  
Kitty Klitzke, City of Spokane  
Sarah Dixit, City of Spokane  
Tim Hattenburg, City of Spokane Valley  
Zack Zappone, City of Spokane  
Michael Cathcart, City of Spokane  
Dan Dunne, Small Cities Liberty Lake *ex-officio*  
Dan Sander, Small Cities Millwood-*ex-officio*  
Elsa Martin, Small Cities Cheney-*ex-officio*  
Bill Campbell, Small Cities Airway Heights-*ex-officio*  
Rhonda Bowers, Labor Representative, *Non-Voting*

### MEMBERS ABSENT

Al French, Spokane County

### STAFF PRESENT

Karl Otterstrom, Chief Executive Officer  
Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications & Customer Service Officer  
Emily Poole, Chief Planning & Development Officer  
Kade Peterson, Chief Information Officer  
Nancy Williams, Chief Human Resources Officer  
Robert Hamud, Chief Financial Officer  
Dana Infalt, Clerk of the Authority

### PROVIDING LEGAL COUNSEL

Megan Clark, Etter, McMahon, Lamberson,  
VanWert and Oreskovich, P.C.

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1. Call to Order and Roll Call - Chair Speirs advised that the Board meeting would begin later than scheduled following the Workshop which ended late, allowing for a brief ten-minute break for Board members. He called the meeting to order at 1:44 p.m., and the Clerk conducted roll call.
  2. Pledge of Allegiance - Board Members, staff, and guests stood for the Pledge of Allegiance.
  3. Excused Absences - Mr. Speirs requested an excused absence for Mr. French. Ms. Klitzke moved to approve an excused absence for Mr. French. Mr. Hattenburg seconded and the motion passed unanimously.
  4. Approve Board Agenda - **Ms. Klitzke moved to approve the Board Agenda as presented. Mr. Hattenburg seconded, and the motion passed unanimously.**
  5. Public Expressions: Mr. Salvador Diaz expressed his thoughts about people camping at bus stops, youth riding, and security. He encouraged the Board to look for ways to change or create rules that would help address these issues.

Mr. Erik Lowe provided the board with a pamphlet and shared his thoughts about bus benches, community partners, and his desire to collaborate with STA.

Mr. Theo Monet expressed support for STA's discussion of using holistic, non-policing approaches to assist people in need at their facilities and bus stops.

Chair Speirs called three times for public or virtual attendees who wished to provide comments. There were none.

6. Public Hearing

- A. Connect Spokane Minor Update: Draft Review - Chair Speirs opened the Public Hearing at 1:57 PM and requested Ms. Poole provide a presentation.

Ms. Poole presented an overview of the proposed minor updates to STA's 30-year comprehensive plan, Connect Spokane, explaining that the plan serves as the foundational policy document for all other agency plans, including the 10-year strategic plan, Connect 2035, the annual Transit Development Plan, the Action Plan, and the Budget. She outlined that although the plan's major update took place in October 2024, minor amendments are permitted so long as they do not change the plan's scope or direction.

The proposed updates focus on maintaining consistency across STA planning documents, updating high performance transit content (including revised maps and route expansions), revising fixed- route- performance standards to match current service types, and clarifying several policies such as community vans, community hubs, bench procurement flexibility, joint development, and multimodal connectivity.

Ms. Poole reported that public outreach showed strong support for the proposed changes, particularly around benches, updated development policies, and the community hub concept, and explained that next steps include incorporating public testimony and returning to the Planning & Development Committee and the full Board for action.

The Chair invited Board members to offer any questions or clarifying comments regarding the proposed minor updates to the Comprehensive Plan. A Board member asked how frequently minor updates occur, and staff explained that while there is no fixed schedule, minor updates may be made as often as annually, with major updates beginning three years after the last major change is adopted and typically taking about a year to complete.

With no further Board member questions, the Chair opened for public testimony both in person and online.

Mr. Eric Lowe provided comments seeking clarification on the draft's bench-related language, specifically asking how STA defines "community partners," what the coordination process looks like, and how he can work collaboratively with STA on bench installations.

The Chair called three times for public comments from in-person and virtual guests. Confirming no additional comments, the Chair closed the public hearing at 2:07 PM.

7. Recognitions & Presentations

- A. FTA Section 5310 Subrecipient Recognition: Ms. Poole recognized the Arc of Spokane for its work as a 5310 grant subrecipient, explaining that the federal program funds transportation services for seniors and people with disabilities when fixed route and paratransit options are insufficient. The Arc received \$91,547 in grant funding and has provided nearly 11,000 rides since October 2023, supporting access to community activities with ADA- accessible vehicles and transportation programs. Corey Horstman, the Arc's Inclusive Community Programs Manager, was present to accept the recognition.

Ms. Horstman thanked STA for the grant funded- van that helped advance her career from driver to program manager and highlighted the program's strong community impact, including visits to over 550 local businesses, nearly 11,000 rides, hundreds of free outings, and increased engagement with local shops, all of which he credited to STA's support.

- B. Robert Setterlund, Journeyman Vehicle Technician, Retirement: Mr. Rapez-Betty honored Robert “Bob” Setterlund for his 27 years of distinguished service, highlighting his progression from cleaner to journeyman technician and transmission department lead. He praised Bob’s unmatched expertise- in bus maintenance, his willingness to help others, and the strong relationships he built across STA, noting that his presence will be deeply missed.
- C. CTR Award Presentation: Mr. Otterstrom introduced Kim Stolz from the Spokane County Commute Smart Northwest. Ms. Stolz recognized Janet Stowe as one of Commute Smart Northwest’s honored Champion Business Leaders, noting that she had previously earned the distinction in 2020 but did not receive full recognition due to the pandemic. Kim emphasized that Janet uses Rideshare herself and consistently supports the Commute Trip Reduction (CTR) program, providing strong leadership and essential backing to her worksite’s Employee Transportation Coordinator (ETC), Jan Dormandy. She also highlighted that Paratransit has achieved the Platinum award level for three consecutive years, thanks in part to Janet’s dedication.

Staff and the Board members recognized and congratulated Arc of Spokane, Bob Sutterland, and Janet Stowe.

8. **Board Action - Consent Agenda – Ms. Klitzke moved to approve the Consent Agenda Items 7A-7H as presented. Mr. Hattenburg seconded.**

Chair Speirs asked if anyone had interest in reviewing any of the Consent Agenda items. Mr. Zappone requested additional information on item 9G. Board Member Travel-American Public Transportation Association (APTA) Conferences. Discussion ensued regarding who is traveling to each conference, the number of Board members at each conference, along with the fact that the Board is not approving specific members traveling, just the budgeting for Board travel as required by the STA Bylaws. Board members were reminded that the schedule of the meetings is included in the packet.

**Chair Speirs called for the question; the motion, having been duly moved and seconded, passed unanimously.**

- A. Minutes of January 19, 2026, STA Board Meeting – Corrections/Approval – Approved as presented.
- B. January 2026 Vouchers – Approved claims as listed.

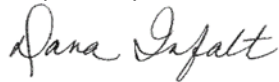
DESCRIPTION	VOUCHER/ACH NUMBERS	AMOUNT
Accounts Payable Vouchers (January)	Nos. 636014 – 636484	\$ 12,670,559.39
Worker’s Comp Vouchers (January)	ACH – 2286	\$ 129,247.82
Payroll 01/09/2026	ACH – 01/09/2026	\$ 3,056,359.14
Payroll 01/23/2026	ACH – 01/23/2026	\$ 2,342,956.97
WA State – DOR (Excise Tax)	ACH – 1767	\$ 18,290.84
WA State – DOR (Leasehold Tax)	ACH – 1767	\$ 2,099.62
<b>JANUARY TOTAL</b>		<b>\$ 18,219,513.78</b>

- C. Public Works Contracts under \$35,000: Final Acceptance - Approved acceptance of the contracts below as complete and authorize release of retainage security subject to receipt of Department of Labor & Industries approved prevailing wage affidavits.
- D. South Union Fence Repair & Replacement: Final Acceptance - Approved acceptance of the contract with Moran Fence 1, LLC, for the S. Union Fence Repair & Replacement project as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law.

- E. High Performance Transit Markers & Light Poles: Award of Contract - Approved the award of contract for HPT Markers and Light Poles and authorize the CEO to execute a five-year contract with Future Systems, Inc. for a total estimated cost of up to \$4,132,695.
  - F. Technology Strategic Plan: Award of Contract – Approved the award of contract for Technology Master Plan Development Services and authorize the CEO to execute a one-year contract with Eagle Hill Consulting, LLC for a total estimated cost of \$343,669.92.
  - G. Board Member Travel – APTA Conference – Approved travel for Board Member to attend APTA conferences in 2026.
  - H. Facilities Department Print Shop Relocation Lease - Authorized the CEO to negotiate and execute a lease agreement for the STA Facilities Print Shop for a five-year term, plus two (2) three-year extension options, with an initial rate not to exceed \$8,000 per month, with 3% annual escalation thereafter.
9. Board Operations Committee
- A. Chair Report - Chair Speirs reported on the February 11 meeting. He noted the Board Operations committee recommended approval of the Board Travel and the Print Shop Relocation Lease, as well as discussion regarding the Committee Work Program.
10. Planning & Development Committee
- A. Chair Report – Committee Chair Klitzke reported on the P&D Committee meeting.
11. Performance Monitoring & External Relations Committee
- A. Chair Report - Committee Chair Hattenburg reported on the PMER Committee meeting.
12. CEO Report – Mr. Otterstrom reported on the following:
- January ridership saw a slight decrease in Fixed Route of 1.5%. He noted that the number of Zero Fare for Youth continues to increase. Paratransit and Rideshare had strong increases. He mentioned that Fixed Route ridership was affected by the number of weekdays in a month and January 2026 had one fewer weekday than January 2025, which accounted for some if not all of the decline.
  - Voter approved Sales Tax for January, received from November sales, was above budget 2.3%.
  - Monthly Fare Revenue by month for Fixed Route, Paratransit, and Rideshare.
  - STA sent a letter to Kootenai County Commissioners proposing to begin a conversation about a cross-state transit pilot program. He advised it was discussed at the Kootenai County Commissioners’ meeting, and they concluded a letter will be sent to STA basically saying they have no interest in discussing it. Effectively, without a partner in Kootenai County, the project will not move forward, unless the Board directs otherwise. Mr. Otterstrom noted this pilot program is a project of STA Moving Forward, and the only one of 27 distinct projects that was expressly conditioned in the plan on an external partner. It will be considered unfinished as part of STA Moving Forward but could be pursued again at some future date.
  - State Legislative update was provided, noting bills that STA is tracking, including several which are considered procedurally dead.
  - STA held four All Employee Meeting on February 17, attended by approximately 348 employees in the Boone Northwest Garage. Topics discussed included Employee Recognition Committee awards; the new STA Frontline app; Operations update: Double Decker incident update, Staffing update, Plaza smoking section closure; workforce development, Safety & Security update: Telematics implementation, Pathfinders Mentorship program, Recruitment & Retention Task Force; Facilities Master Plan Phase 2 update; Connect 2035 update; and an Employee Q&A session.
  - Double Decker incident update was shared indicating reinforced safety measures, ongoing efforts, and a target reintroduction into service of Saturday, February 21.
  - Mr. Otterstrom offered to answer questions. None were forthcoming

13. Board Information
- A. Committee Minutes
  - B. January 2026 Sales Tax Revenue
  - ~~C. December 2025 Financial Results Summary~~
  - D. December 2025 Operating Indicators
  - E. 2025 Fixed Route Rider Survey Results
  - F. 2026 Board Operations Committee Work Program
  - G. 2026 Planning & Development Committee Work Program: Review
  - H. 2026 Service Revisions Outreach Update
  - I. 2027-2032 Transit Development Plan: Overview
  - J. 4Q 2025 Service Planning Public Input Report
  - K. Connect 2035 Funding Requirements Public Outreach Plan Update
  - L. Legislative Update
  - M. Redistribution of FTA Section 5310 Funds for 2021-2024
  - N. Transit Oriented Development Pilot Update
  - O. Wellesley Corridor Development Plan: Report on Existing Conditions and Upcoming Engagement
14. Executive Session - The Board adjourned into Executive Session at 2:44 for 16 minutes, expecting to return at 3:00 pm, pursuant to the following:
- 1) RCW 42.30.110(1)(b): To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price; and
  - 2) RCW 42.30.110(1)(i): To discuss with legal counsel litigation or potential litigation.
    - At 3:00, the Clerk advised the Board requested an additional 5 minutes and would reconvene at 3:05 pm.
    - At 3:05, the Clerk advised the Board requested an additional 2 minutes and would reconvene at 3:07 pm.
- The Board reconvened in open session at 3:07 pm. There was no action as a result of the Executive Session.
15. New Business - none
16. Board Member Expressions – Board members offered their thoughts on a variety of topics.
17. Adjourn - There being no further business to come before the Board, the Chair adjourned the meeting at 3:10 pm.

Respectfully submitted,



Dana Infalt  
Clerk of the Authority



1230 W. Boone Avenue, Spokane, WA 99201  
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Board Action-Consent Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>7B</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** MINUTES OF FEBRUARY 19, 2026, SPECIAL STA BOARD WORKSHOP - CORRECTIONS/APPROVAL  
**Submitted by:** Dana Infalt, Clerk of the Board

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**Purpose:** For decision.  
**Recommendation:** Corrections/Approval of February 19, 2026 Special STA Board Workshop minutes.  
**Attachments and/or Online Links:** DRAFT MINUTES OF FEBRUARY 19, 2026, SPECIAL STA BOARD WORKSHOP

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**SUMMARY:** The minutes of the February 19, 2026, Special STA Board Workshop are attached for information, corrections and/or approval.

## **STA SPECIAL BOARD WORKSHOP**

**Draft** Minutes of February 19, 2026, Meeting

*STA Boardroom with Virtual Joining Option*

### **MEMBERS PRESENT**

Lance Speirs, Small Cities Medical Lake, *Chair*  
Pam Haley, City of Spokane Valley  
Josh Kerns, Spokane County  
Kitty Klitzke, City of Spokane  
Sarah Dixit, City of Spokane  
Tim Hattenburg, City of Spokane Valley  
Zack Zappone, City of Spokane  
Michael Cathcart, City of Spokane  
Dan Dunne, Small Cities Liberty Lake *ex-officio*  
Dan Sander, Small Cities Millwood-*ex-officio*  
Elsa Martin, Small Cities Cheney-*ex-officio*  
Bill Campbell, Small Cities Airway Heights-*ex-officio*  
Rhonda Bowers, Labor Representative, *Non-Voting*

### **MEMBERS ABSENT**

Al French, Spokane County

### **STAFF PRESENT**

Karl Otterstrom, Chief Executive Officer  
Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications & Customer Service Officer  
Emily Poole, Chief Planning & Development Officer  
Kade Peterson, Chief Information Officer  
Nancy Williams, Chief Human Resources Officer  
Robert Hamud, Chief Financial Officer  
Dana Infalt, Clerk of the Authority

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahan, Lamberson, VanWert and Oreskovich, P.C.

### **GUESTS**

Sherry Little, Cardinal Infrastructure  
Mike Pieper, Cardinal Infrastructure

1. Call to Order & Roll Call - Chair Speirs called the Workshop to order at 11:46 and the Clerk conducted roll call.
2. Welcome, Introductions, and Workshop Objectives – Mr. Otterstrom welcomed and thanked everyone for attending. Prior to providing his welcome and introductions, he presented an icebreaker question for Board members via Menti-meter.

Mr. Otterstrom gave brief introductions to guests from Cardinal Infrastructure and outlined the objectives of the workshop to provide a Connect 2035 outreach update, report on progress and emerging findings from the Facilities Master Plan Phase 2, hear from Ms. Sherry Little and Mr. Mike Pieper from Cardinal on federal funding for Division Street BRT and the Board's role in securing the Capital Investment Grant award and, lastly, revisit the "Doors of Possibility" as a follow up to October's Workshop. He advised the wrap up will explore next steps for the timeline of the ballot measure reauthorization.

*Mr. Dunne arrived at 11:54*

3. Connect 2035 Outreach Update – Dr. Cortright presented an update on the outreach to date which included 15 community events and open houses, 47 rider forum/listening sessions, 9 municipal partner events, 30+ employee and Board workshops/interviews, 2485 responses to community surveys, and 9600+ virtual touchpoints.

She discussed the Connect 2035 funding requirements of the public outreach plan and identified the goal of increasing awareness and engaging in a dialogue about the future of transportation. She reviewed the objectives of the outreach, the process, and advised the Board what staff have heard from the public. Overall response from the public has been positive and fall within the following

categories: general appreciation for STA Moving Forward accomplishments; concern about impacts to service if sales tax is not reauthorized; interest in how youth are using the system/partnerships with Spokane Public Schools, including ridership numbers; Mobility on Demand (MOD) inquiries regarding functioning and locations; and consideration regarding the timing of a possible ballot measure.

Dr. Cortright explained that outreach presentations would wrap up next week. A public survey will also launch next week through STA's website and social media channels, and the annual Community Perception survey is scheduled for March to households within the PTBA.

She concluded her presentation by asking Board members what they have heard from stakeholders following STA's outreach? Brief discussion ensued and Board members indicated they've heard positive feedback and appreciation from constituents and from the city councils that have received presentations from STA staff.

4. Facilities Master Plan - Mr. Rapez-Betty recapped the Facilities Master Plan (FMP) Phase 1 objectives, master plan guiding principles, and the unanimous Board approval in June 2025 directing the CEO to advance near term projects and long-term priorities. He restated the vision of a new clean energy base and other identified near-term priorities under the FMP Phase 1.

Mr. Rapez-Betty also provided an update on FMP Phase 2 which commenced in September 2025 to refine strategic priorities, ensure alignment with Connect 2035 goals, and focus on immediate facility needs. He noted the planning work calibrates the definition and timing of key strategic actions, shifts the timing of the new clean energy base to 2035, and focuses on the optimal geographic property placement. Mr. Rapez-Betty advised accomplishing most of the near-term actions will require renewal of the existing sales tax to advance design and construction. He advised the timing adjustment to shift implementation of a clean energy base target from 2030 to 2035 and noted it will enable or preserve key priorities and requirements.

Mr. Rapez-Betty outlined a new Fixed Route Operations Center and the (1–5 year) strategic opportunity driven by recent agency and service growth that has exceeded the capacity of the existing facilities. A newly acquired property on Boone Avenue, centrally located between existing bus garages, will help meet immediate operational needs. He also presented the opportunity (1-5 years) to maximize STA's 11 acres of Spokane Valley property by relocating Paratransit and Rideshare Operations. This would relieve space constraints at the Boone Campus and allow interim Facilities departmental use. The proposed concept includes indoor and covered Paratransit van parking, a combined dispatch, call center, and administrative area, and a renovated maintenance facility to support Paratransit and Rideshare vehicles.

Mr. Rapez-Betty reviewed an opportunity (1–5-year) to replace the aging operator training course through a partnership with Spokane Colleges on STA-owned land on Mission Avenue immediately south of Spokane Community College, enabling divestment of STA's property adjacent to the Spokane County Fairgrounds, and supporting future development on adjacent WSDOT-owned land. The concept included an adjustable shared training course, space for Roadeo events, a small restroom and storage structure, and potential covered contingency fleet parking.

The STA Plaza Public Meeting and Administrative space include improvements planned over the next 1–2 years and will create a centralized and modern public meeting space with dedicated Board parking, enhanced second floor office use, and maintain strong customer service and operator facilities. Additional leased space for 40–60 employees will provide needed flexibility as near- and mid-term improvements continue at the Boone Campus.

He reviewed the FMP Phase 2 Priority timeline summary, followed by Next Steps before asking for discussion on the following question: *Does the Board support the strategic timing shift of the Clean Energy Base and the pacing of zero-emission transition?* An engaged discussion ensued regarding the ballot measure, state/federal/private funding, existing properties owned by STA, project timelines, staff's responsiveness to the ZEB and the current administration's position, as well as availability of current and future parking for staff.

5. FTA Capital Investment Grant Program and Division Bus Rapid Transit (BRT) – Mr. Otterstrom introduced and provided a detailed introduction to Ms. Sherry Little and Mr. Mike Pieper of Cardinal Infrastructure.

Cardinal's presentation included topics of Congress Turns to Surface Transportation Bill; CIG in the 2026 THUD Bill; Anticipated Trump CIG Program Rules Changes; Building on Success of City Line; Continuing on the Path Forward; Why Projects Fall Apart; and How You Can Help.

Mr. Pieper walked the Board through the federal landscape surrounding the reauthorization of the Surface Transportation Bill. He reminded everyone of the requirement for Congress to renew the program every five years, covering both transit and highway funding, and noted Congress had grown increasingly late doing so over the past couple of decades. Although the House committee chair had publicly aimed to produce a bill on time, he explained that most observers in Washington expected delays. Because the House and Senate split responsibility for the bill across several different committees, the process often drags on. Mr. Pieper predicted that Congress would likely resort to a temporary extension that would push the real decision-making into the next Congress, where the outcome would depend on the post-election balance of power.

He outlined issues expected to shape the upcoming reauthorization. Funding is the biggest challenge: the previous Infrastructure Investment and Jobs Act (IIJA) provided funding above historical levels because it drew from both the transportation trust fund and the general fund through advance appropriations. He noted that Republican leadership had already rejected using advance appropriations again, meaning the next bill would almost certainly be leaner. He described the ongoing tension between discretionary grants and formula funding. While discretionary programs allowed agencies to compete for large, one-time project dollars, many Republicans argued that competitive programs disadvantaged rural regions and preferred shifting more money back to formulas.

Mr. Pieper added that certain policy areas appeared likely to gain bipartisan traction. He expects Congress to pursue changes to the NEPA environmental review process, allowing agencies to acquire property before environmental review. He emphasized a growing federal focus on transit safety and security, noting national concerns about crime, non-destination riders, drug use, and homelessness on transit systems. Finally, he discussed the ongoing scrutiny of the Capital Investment Grant (CIG) Program. While the program funded BRT, streetcar, and rail projects, he observed that the current administration viewed many rail projects as too costly and was pushing for stronger cost/benefit performance, potentially giving bus-focused systems like STA a relative advantage.

He closed by explaining that STA's recent \$82 million congressional designation for Division Street BRT was a significant milestone, but not yet cash in hand, and that the annual appropriations process, which was already behind schedule, would determine the actual availability of those funds. Ms. Sherry Little began by warmly thanking the Board for inviting her and emphasized how much she values the longstanding relationship between STA and her team in Washington, DC. She noted that STA's willingness to invest "time and treasure" by coming to DC year after year—meeting

lawmakers face-to-face and showing up as a unified board—sets STA apart from its peers. From her experience both on Capitol Hill and at the FTA, she said it really does make a difference when board members lay eyes on their elected officials to personally advocate for agency priorities.

She explained that STA was entering the Division BRT phase from a position of strength, “stronger than many of your peers,” because STA successfully delivered a major project across *two* presidential administrations. That bipartisan track record mattered, especially now with significant uncertainty around how the current Trump administration would handle CIG projects. She described a more centralized, White House-driven decision process, a departing FTA administrator, a retiring executive director, and nearly 40% staff reductions at FTA, which were all factors that made the environment, in her words, “a tender time.” She stressed STA’s consistency, credibility, and reputation for coming in on time and on budget gave the agency a true advantage.

Ms. Little then walked through risks she had seen sink other agencies’ projects, including mixed messages from local officials, drifting timelines, escalating costs, and above all, failure to secure local matching funds. She urged STA to keep “singing off the same song sheet,” stay aligned, and lock in local commitments early. She reminded everyone that Congress’s recent allocation for Division BRT was a very encouraging sign, even if it wasn’t cash in hand yet, and said the goal remained securing a Small Starts Grant Agreement by late 2026.

She closed by encouraging STA to continue leaning into discretionary grant opportunities, maintaining strong communication with DC partners, and reinforcing the narrative that STA is exactly the kind of reliable, rubber-tired transit system the administration is eager to support, all of which, she said with confidence, had STA “well set up for success.” Ms. Little offered to answer questions.

Discussed ensued regarding the importance of unified communication and consistent advocacy with state and federal partners, noting that coordinated engagement by the full STA Board helps strengthen STA’s position in federal funding processes. Members reflected on past experiences with City Line to emphasize that the FTA requires firm, documented local funding commitments before allowing projects to advance, underscoring why board support and timely financial authorization are essential. Also discussed were regional engagement and federal relationship building, including outreach to Kootenai County as part of longer-range planning efforts. Members expressed the value they’ve seen from board participation in trips to Washington, DC, observing that the FTA responds positively when governing boards show direct support for STA’s work. The discussion closed with appreciation for Ms. Little’s and Mr. Pieper’s guidance and recognition that active, aligned board involvement helps maintain STA’s strong standing with federal partners.

6. Board Guidance on Connect 2035 Funding – Mr. Otterstrom revisited the “Doors of Possibility” framework introduced in October, outlining three potential paths for a future sales tax ballot measure that will determine STA’s ability to implement Connect 2035. He emphasized the consequences of Door Three, noting the projected \$346 million shortfall by 2035 and the resulting inability to sustain current service levels or deliver planned investments.

Mr. Otterstrom presented six key considerations for deciding ballot timing, including maintaining current service, securing federal funds (such as Division BRT), enabling capital investments, and preserving eligibility for state grants. A board polling exercise showed strong alignment that maintaining current service was the top priority. Using a matrix, Mr. Otterstrom compared Doors One, Two, and Three against these considerations. Door One met all criteria, Door Two met several but carried timing and project delay risks (especially for Division BRT), and Door Three met none.

He stressed that while no final decision was being requested today, preserving Door One remained strategically important. STA would do this by updating Connect 2035, refreshing the financial forecast, and preparing additional materials for board deliberation.

Mr. Otterstrom asked for Board member discussion. During the discussion, he emphasized that staff was not seeking final direction at this time but requested guidance on what additional information the Board would like brought forward in order to preserve the option of “Door One,” including preparation for a potential workshop on April 1. Commissioner Kerns asked clarifying questions regarding the timing of the ballot measure options, confirming that Door One assumed a successful measure by the fourth quarter of 2026, while Door Two assumed success by the third quarter of 2028. He further asked how federal or state funding could be at risk if the tax would not lapse under either of those timelines. Mr. Otterstrom explained that although federal funds for the Division Street BRT project have been allocated for the current fiscal year, STA cannot demonstrate the required financial capacity, such as the ability to operate the service and provide the \$38 million local match, without a successful ballot measure. He noted this would create a gap in the financial forecast during the middle of construction, putting the project at significant risk. He added that delays also affect other capital projects because funds reserved for capital may ultimately be needed to sustain operations if the measure does not pass, creating operational uncertainty. He stated that continued project progression is essential because the federal appropriations decision to allocate funds was based on STA’s demonstrated advancement of the project.

Councilmember Klitzke asked whether committing sooner could save money by allowing STA to make purchases earlier and avoid cost escalation. Staff confirmed that construction inflation of three to five percent per year can significantly increase costs. Councilmember Klitzke requested an analysis of the economic development impacts associated with each of the three “doors,” noting that similar evaluations had been conducted during previous major planning efforts. Staff agreed to provide a qualitative analysis and identify key drivers, noting that a full study similar to past work would take many months. Board members also asked whether information on other anticipated ballot measures in the region would be helpful for evaluating timing.

Additional discussion focused on providing more quantitative examples illustrating the operational and capital impacts of each scenario. As an example, Mr. Otterstrom noted that if service levels were reduced due to a failed measure, Paratransit demand response would also fall, and STA would likely not build a new Paratransit campus under those circumstances.

Board members commented that ballot measure timing also interacts with regional grant cycles, some of which only occur every two to three years, meaning delays could push projects back significantly. Questions were raised about the federal project approval process, including the timeline for releasing the \$82 million in federal funding, the typical duration of FTA evaluation steps, and whether national staffing shortages might create longer delays in future years. Staff indicated they would prepare a more detailed explanation of the FTA project “roadmap,” including components such as financial evaluation and risk workshops.

Several Board members expressed concern that waiting until Door Two increases the likelihood of a lapse in sales tax if the first ballot attempt fails, whereas Door One offers the opportunity for a second attempt before expiration. Members also discussed the potential overlap with a possible public safety ballot measure but noted that STA’s proposal would maintain—rather than increase—the existing sales tax rate. Updates were shared from the Safe and Healthy Task Force, with members noting varying levels of confidence regarding whether a public safety measure will be ready for the November ballot.

The Board reviewed filing deadlines for STA ballot measures, with May 1 identified as the submission deadline for an August election and August 1–4 for the November election. Board members noted the importance of allowing sufficient time for community education if STA were to pursue a measure this year. Finally, questions were raised about the process for determining the contents of a ballot measure, and staff confirmed that any final proposal must be adopted by Board resolution. Members requested that draft ballot language and examples from past measures be prepared for review at the April workshop.

7. Adjourn – There being no further business to come before the Board, Chair Speirs adjourned the Workshop at 1:39.

Chair Speirs indicated there would be a five-minute break before starting the STA Board meeting at 1:44.

Respectfully submitted,

A handwritten signature in cursive script that reads "Dana Infalt".

Dana Infalt



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Board Action-Consent Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>7C</b>

**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** FEBRUARY 2026 VOUCHERS  
**Submitted by:** Robert Hamud, Chief Financial Officer

**Purpose:** For decision.  
**Recommendation:** Approve claims as listed below.  
**Attachments and/or Online Links:** FEBRUARY 2026 DISBURSEMENTS

**SUMMARY:** The following warrants and ACH transfers for the period of February 1 through 28, 2026, have been audited and processed for payment by the Finance Department in accordance with RCW 42.24.080 and are hereby recommended for STA Board approval. Supporting invoices are in the Finance Department for review.

DESCRIPTION	VOUCHER/ACH NUMBERS	AMOUNT
Accounts Payable Vouchers (February)	Nos. 636485 – 636889	\$ 5,293,396.63
Worker’s Comp Vouchers (February)	ACH – 2286	\$ 133,399.57
Payroll 02/06/2026	ACH – 02/06/2026	\$ 3,020,657.45
Payroll 02/20/2026	ACH – 02/20/2026	\$ 2,326,267.08
WA State – DOR (Excise Tax)	ACH – 1767	\$ 6,742.99
<b>FEBRUARY TOTAL</b>		<b>\$ 10,780,463.72</b>

Certified:

*Tammy Johnston*

Tammy Johnston (Mar 9, 2026 10:25:30 PDT)

Tammy Johnston  
Director of Financial Services

This certifies that the above vouchers have been audited and certified as required by RCW 42.24.080

*J Robert Hamud*

Robert Hamud  
Chief Financial Officer  
(Auditing Officer)

Spokane Transit Authority  
Vouchers - February 2026

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
01/02/2026	636055	THE ESTATE OF RUTH BLUMENSCHNEIN	901	(72.00)
02/06/2026	636485	ABADAN	1034	780.34
02/06/2026	636486	FRANCIS AVENUE HARDWARE	2279	135.25
02/06/2026	636487	JANT GROUP II	2263	38.78
02/06/2026	636488	AFSCME	1328	687.37
02/06/2026	636489	AFSCME	1328	104.00
02/06/2026	636490	AK CHILD SUPPORT	3085	99.23
02/06/2026	636491	AMAZON CAPITAL SERVICES INC	2098	1,272.06
02/06/2026	636492	ANGELA REEVES	3075	646.80
02/06/2026	636493	LETTERMEN'S ENERGY , INC	2932	39.30
02/06/2026	636494	AMALG TRANSIT UNION #1015	1055	26,428.17
02/06/2026	636495	AMALG TRANSIT UNION #1598	1056	1,179.64
02/06/2026	636496	AVISTA UTILITIES	1081	55,519.33
02/06/2026	636497	CONTINENTAL BATTERY COMPANY	2915	119.16
02/06/2026	636498	CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES	1130	1,620.90
02/06/2026	636499	CANON FINANCIAL SERVICES INC	1154	759.03
02/06/2026	636500	CDW-GOVERNMENT	1132	5,291.11
02/06/2026	636501	QWEST CORPORATION	1148	255.08
02/06/2026	636502	CHILD SUPPORT ENFORCEMENT AGENCY	1825	392.30
02/06/2026	636503	CITY OF CHENEY - UTILITY	1158	823.13
02/06/2026	636504	CITY OF SPOKANE	1601	13,954.58
02/06/2026	636505	CLEAN CONCEPTS GROUP INC	1471	744.57
02/06/2026	636506	CLEAN HARBOR ENVIRONMENTAL SERVICES INC.	2741	909.55
02/06/2026	636507	COLEMAN OIL COMPANY LLC.	2683	204,415.83
02/06/2026	636508	COMCAST	1170	2,054.83
02/06/2026	636509	COMMERCIAL TIRE	2451	1,913.04
02/06/2026	636510	COMPUNET INC	1166	4,884.29
02/06/2026	636511	CONSEAL CONTAINERS LLC	1176	398.07
02/06/2026	636512	CONSOLIDATED IRRIGATION	1177	68.13
02/06/2026	636513	CUMMINS INC	1027	16,806.65
02/06/2026	636514	DELL MARKETING LP	1204	1,031.00
02/06/2026	636515	DEVRIES BUSINESS RECORDS MANAGEMENT INC	1766	325.00
02/06/2026	636516	DORSE & COMPANY INC	2501	6,491.45
02/06/2026	636517	EMPLOYEE ADVISORY COUNCIL	1236	835.50
02/06/2026	636518	EL JAY OIL CO INC	1003	13,340.45
02/06/2026	636519	EMPLOYMENT SECURITY DEPARTMENT	1237	156,906.67
02/06/2026	636520	EMPLOYMENT SECURITY DEPARTMENT	1237	91,150.16
02/06/2026	636521	EVERON, LLC	2951	2,118.24
02/06/2026	636522	FASTENAL COMPANY	1249	395.02
02/06/2026	636523	FEDEX FREIGHT	2346	299.75
02/06/2026	636524	FLEET EFORCE INC	2970	1,938.28
02/06/2026	636525	FP MAILING SOLUTIONS	1878	2,000.00
02/06/2026	636526	FEDEX	1808	384.10
02/06/2026	636527	FREIGHTLINER NORTHWEST	1018	6,120.64
02/06/2026	636528	GALLS PARENT HOLDINGS LLC	1271	1,925.57
02/06/2026	636529	THE GENERAL STORE	1956	118.80
02/06/2026	636530	GENFARE LLC	1268	4,085.15
02/06/2026	636531	GILLIG LLC	1279	14,708.50
02/06/2026	636532	W.W. GRAINGER INC	1285	2,391.98
02/06/2026	636533	H & H BUSINESS SYSTEMS	1298	202.76
02/06/2026	636534	THE HILLER COMPANIES LLC	2888	7,949.06
02/06/2026	636535	IDAHO STATE TAX COMMISSION	2504	7,145.44
02/06/2026	636536	INIT INNOVATIONS IN TRANSPORTATION INC	2392	3,077.00
02/06/2026	636537	G-A-P SUPPLY CORP	1363	547.28
02/06/2026	636538	KIRK'S AUTOMOTIVE INC	1007	460.00
02/06/2026	636539	LIBERTY CONCRETE LLC	3034	41,405.35
02/06/2026	636540	LOOMIS ARMORED US LLC	1408	6,776.49
02/06/2026	636541	LOWE'S COMPANIES, INC	2913	398.88
02/06/2026	636542	M & L SUPPLY CO INC	1413	873.76
02/06/2026	636543	MCGUIRE BEARING COMPANY	1010	90.09
02/06/2026	636544	MODERN ELECTRIC WATER CO INC	1439	2,602.43
02/06/2026	636545	MOHAWK MANUFACTURING & SUPPLY CO	1011	951.39
02/06/2026	636546	MOTION AUTO SUPPLY INC	1012	2,485.23
02/06/2026	636547	MOUSER ELECTRONICS INC	1449	923.10
02/06/2026	636548	MUNCIE RECLAMATION AND SUPPLY CO	1013	2,470.59
02/06/2026	636549	NATIONAL ASSN OF CITY TRANSPORTATION OFFICIALS	3093	10,500.00
02/06/2026	636550	NAPA AUTO PARTS INC	1014	2,904.55
02/06/2026	636551	LEGEND INVESTMENTS INC	1454	113.36
02/06/2026	636552	THE AFTERMARKET PARTS COMPANY LLC	1015	27,655.65
02/06/2026	636553	CSWW INC	1102	350.00
02/06/2026	636554	NYS CHILD SUPPORT PROCESSING CENTER	3040	509.36
02/06/2026	636555	OFFICE DEPOT INC	1483	185.98
02/06/2026	636556	OREILLY AUTO ENTERPRISES LLC	3011	146.08
02/06/2026	636557	THERESA KING	901	72.00

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
02/06/2026	636558	PRO MECHANICAL SERVICES INC	1897	723.60
02/06/2026	636559	PROFESSIONAL SERVICE BUREAU INC	2883	50.00
02/06/2026	636560	PURE FILTRATION PRODUCTS INC	1531	301.64
02/06/2026	636561	S T A - WELL	1557	620.50
02/06/2026	636562	SAFETY-KLEEN SYSTEMS INC	1564	11,747.92
02/06/2026	636563	SCHINDLER ELEVATOR CORPORATION	1930	8,626.40
02/06/2026	636564	JEFFREY S SEARS	1573	584.78
02/06/2026	636565	SECURED BY BLUE	3081	3,200.00
02/06/2026	636566	SIX ROBBLEES INC	1017	1,043.98
02/06/2026	636567	STAR RENTALS & SALES	1629	70.29
02/06/2026	636568	STONEMAN ELECTRIC SUPPLY CO	1633	1,379.60
02/06/2026	636569	SOLID WASTE SYSTEMS LLC	2514	5,545.26
02/06/2026	636570	THERMO KING NORTHWEST	1650	2,437.14
02/06/2026	636571	TRANSMACHINE MTT INC	2899	223.00
02/06/2026	636572	TRAPEZE SOFTWARE GROUP	1669	8,591.63
02/06/2026	636573	UNIFIRST CORPORATION	2868	8,026.36
02/06/2026	636574	US BANK	1678	44,515.73
02/06/2026	636575	USABLE	2988	30,568.52
02/06/2026	636576	AMERICAN FEDERATION OF STATE COUNTY 2 WA COUNCIL	1705	1,644.48
02/06/2026	636577	STATE OF WASHINGTON DEPARTMENT OF REVENUE	1767	237.19
02/06/2026	636578	WASHINGTON STATE	1209	4,540.91
02/06/2026	636579	WASHINGTON STATE DEPT OF LABOR AND INDUSTRIES	1208	96,724.16
02/06/2026	636580	WALTER E NELSON CO	1721	2,007.76
02/06/2026	636581	WESCO GROUP LLC	2368	3,899.41
02/06/2026	636582	WEX BANK	2642	15,824.97
02/06/2026	636583	THE W.W. WILLIAMS COMPANY	2870	39.84
02/06/2026	636584	VERIZON	2142	4,731.29
02/13/2026	636585	ASH & ROWAN HARDWARE LLC	2278	7.19
02/13/2026	636586	CBS REPORTING INC	1035	1,356.66
02/13/2026	636587	AIRGAS, INC	3063	699.52
02/13/2026	636588	ALCOBRA METALS INC	2140	858.52
02/13/2026	636589	AMAZON CAPITAL SERVICES INC	2098	4,722.82
02/13/2026	636590	NAF FAIRCHILD AFB	1466	52.00
02/13/2026	636591	AVISTA UTILITIES	1081	46,738.49
02/13/2026	636592	AVISTA UTILITIES	1081	6,231.48
02/13/2026	636593	AMBRO INC	2052	104.53
02/13/2026	636594	ROBERT J BERG	1099	283.66
02/13/2026	636595	TROY Q GAINES	2672	837.00
02/13/2026	636596	BUDINGER & ASSOCIATES INC	2149	131.31
02/13/2026	636597	CANON FINANCIAL SERVICES INC	1154	1,169.87
02/13/2026	636598	CARDINAL INFRASTRUCTURE LLC	2059	14,000.00
02/13/2026	636599	CONSOLIDATED ELECTRICAL DISTRIBUTORS	1133	113.74
02/13/2026	636600	QWEST CORPORATION	1148	207.03
02/13/2026	636601	TOWN OF MILLWOOD	3082	22,494.16
02/13/2026	636602	CITY OF SPOKANE	1601	948.98
02/13/2026	636603	COLEMAN OIL COMPANY LLC.	2683	1,215.58
02/13/2026	636604	COMPLETE COACH WORKS	1879	31,543.34
02/13/2026	636605	COMPUNET INC	1166	15,600.82
02/13/2026	636606	WASHINGTON STATE DEPT OF CORRECTIONS	1708	39,729.33
02/13/2026	636607	CROWN CASTLE INTERNATIONAL CORP.	2733	2,323.55
02/13/2026	636608	CORPORATE TRANSLATION SERVICES INC	2158	49.66
02/13/2026	636609	DESAUTEL HEGE	1839	10,587.51
02/13/2026	636610	DEVRIES BUSINESS RECORDS MANAGEMENT INC	1766	954.00
02/13/2026	636611	D2G GROUP LLC	2757	2,756.37
02/13/2026	636612	DRIVENTIC LLC	3051	363.89
02/13/2026	636613	EARTHWORKS RECYCLING INC.	2816	177.50
02/13/2026	636614	EL JAY OIL CO INC	1003	10,520.80
02/13/2026	636615	ELERTS CORPORATION	3086	126,000.00
02/13/2026	636616	ETTER MCMAHON LAMBERSON VAN WERT & ORESKOVICH P.C.	2737	6,656.00
02/13/2026	636617	FASTENAL COMPANY	1249	2,980.31
02/13/2026	636618	FERGUSON ENTERPRISES INC	1252	16.99
02/13/2026	636619	FERRIS HIGH SCHOOL PTG	2973	775.00
02/13/2026	636620	THE FIG TREE	2465	510.00
02/13/2026	636621	FREE PRESS PUBLISHING INC	1985	250.00
02/13/2026	636622	FREIGHTLINER NORTHWEST	1018	6,770.24
02/13/2026	636623	GALLS PARENT HOLDINGS LLC	1271	6,557.57
02/13/2026	636624	GARCO CONSTRUCTION INC	2173	19,523.00
02/13/2026	636625	GILLIG LLC	1279	4,068.28
02/13/2026	636626	W.W. GRAINGER INC	1285	311.47
02/13/2026	636627	GREAT FLOORS LLC	1288	160.47
02/13/2026	636628	GROUND PENETRATING RADAR SYSTEMS LLC	3090	700.00
02/13/2026	636629	H & H BUSINESS SYSTEMS	1298	2,528.73
02/13/2026	636630	HOTSY OF SPOKANE LLC	2370	1,227.38
02/13/2026	636631	HUMANIX CORP	1329	2,119.20
02/13/2026	636632	INLAND PUBLICATIONS INC	2638	1,924.00
02/13/2026	636633	JENNIFER ZIEGLER PUBLIC AFFAIRS CONSULTING	3072	6,500.00
02/13/2026	636634	NORTHWEST BUSINESS PRESS INC	1366	1,315.00
02/13/2026	636635	RINCON BROADCASTING GROUP, LLC	2761	20.00

<u>Check Date</u>	<u>Check #</u>	<u>Pavee</u>	<u>Reference</u>	<u>Amount</u>
02/13/2026	636636	KENWORTH SALES CO INC	1373	4,686.99
02/13/2026	636637	KERSHAW'S INC	1374	189.02
02/13/2026	636638	KHQ - SPOKANE	2575	165.00
02/13/2026	636639	LEARNUPON LIMITED	2976	29,071.50
02/13/2026	636640	LHB INC	2821	7,603.18
02/13/2026	636641	LOWE'S COMPANIES, INC	2913	715.93
02/13/2026	636642	M & L SUPPLY CO INC	1413	1,164.79
02/13/2026	636643	NEALTON INC	2896	498.92
02/13/2026	636644	MJ TAKISAKI INC	3012	9,066.45
02/13/2026	636645	MOTION AUTO SUPPLY INC	1012	4.27
02/13/2026	636646	BLACK REALTY MANAGEMENT INC	1658	11,134.47
02/13/2026	636647	NAPA AUTO PARTS INC	1014	985.31
02/13/2026	636648	THE AFTERMARKET PARTS COMPANY LLC	1015	23,692.67
02/13/2026	636649	CSWW INC	1102	245.01
02/13/2026	636650	OFFICE DEPOT INC	1483	57.17
02/13/2026	636651	OREILLY AUTO ENTERPRISES LLC	3011	266.43
02/13/2026	636652	Josh Sheldon	900	8.73
02/13/2026	636653	REHN & ASSOCIATES	2395	115.00
02/13/2026	636654	VIA TRANSPORTATION INC	2762	65,787.30
02/13/2026	636655	ROMAINE ELECTRIC CORPORATION	1548	788.52
02/13/2026	636656	SBA TOWERS II LLC	1569	2,788.81
02/13/2026	636657	SITEONE LANDSCAPE SUPPLY LLC	2557	99.67
02/13/2026	636658	SPOKANE BIKE SWAP & EXPO	2458	1,000.00
02/13/2026	636659	SPOKANE HOUSE OF HOSE INC	1605	2,979.61
02/13/2026	636660	SPOKANE POWER TOOL	1608	9.80
02/13/2026	636661	SPOKESMAN REVIEW	1616	686.40
02/13/2026	636662	THE SPOKESMAN REVIEW	1616	1,800.00
02/13/2026	636663	STAR RENTALS INC	1629	496.12
02/13/2026	636664	SUMMIT LAW GROUP PLLC	1637	3,378.00
02/13/2026	636665	SUN SUPPLY INC.	2710	1,086.58
02/13/2026	636666	THOMAS HAMMER COFFEE ROASTING CO. INC	3094	682.55
02/13/2026	636667	UNIFIRST CORPORATION	2868	557.12
02/13/2026	636668	UTILITIES PLUS	2606	8.00
02/13/2026	636669	VERIZON WIRELESS LLC	1686	29,889.39
02/13/2026	636670	APRIL WALLACE	3046	1,190.40
02/13/2026	636671	WALTER E NELSON CO	1721	1,046.38
02/13/2026	636672	WEST CENTRAL COMMUNITY DEVELOPMENT ASSOCIATION	2262	875.00
02/13/2026	636673	WENDLE MOTORS INCORPORATED	1021	308.78
02/13/2026	636674	WESCO GROUP LLC	2368	943.45
02/13/2026	636675	THE W.W. WILLIAMS COMPANY	2870	2,564.59
02/13/2026	636676	WASHINGTON STATE RIDESHARING ORG	1714	225.00
02/13/2026	636677	WOMEN'S TRANSPORTATION SEMINAR CDA CHAPTER	2875	255.00
02/13/2026	636678	ZAYO GROUP LLC	2321	22,527.56
02/20/2026	636679	AFSCME	1328	631.92
02/20/2026	636680	AFSCME	1328	102.00
02/20/2026	636681	AK CHILD SUPPORT	3085	99.23
02/20/2026	636682	AMAZON CAPITAL SERVICES INC	2098	2,868.11
02/20/2026	636683	THE ARC OF SPOKANE	2361	13,476.25
02/20/2026	636684	NORTHWEST CENTER SERVICES	2271	1,030.91
02/20/2026	636685	AMALG TRANSIT UNION #1015	1055	26,042.84
02/20/2026	636686	AMALG TRANSIT UNION #1598	1056	1,214.57
02/20/2026	636687	AMALGAMATED TRANSIT UNION	1057	216.86
02/20/2026	636688	APPLEWAY CHEVROLET INC	1068	24.20
02/20/2026	636689	B & H FOTO & ELECTRONICS CORP	1082	206.41
02/20/2026	636690	BUDINGER & ASSOCIATES INC	2149	5,959.06
02/20/2026	636691	CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES	1130	1,620.90
02/20/2026	636692	LITHIA MOTORS SUPPORT SERVICES	1024	24.04
02/20/2026	636693	CANON FINANCIAL SERVICES INC	1154	132.20
02/20/2026	636694	CDW-GOVERNMENT	1132	14,933.54
02/20/2026	636695	CHILD SUPPORT ENFORCEMENT AGENCY	1825	392.30
02/20/2026	636696	COLEMAN OIL COMPANY LLC.	2683	78,529.04
02/20/2026	636697	COMPLETE COACH WORKS	1879	41,400.64
02/20/2026	636698	COMPUNET INC	1166	3,940.61
02/20/2026	636699	CONTINENTAL DOOR COMPANY	1986	998.28
02/20/2026	636700	CONTRACT LAND STAFF LLC	3004	10,015.70
02/20/2026	636701	COSTAR REALTY INFORMATION INC.	2851	514.26
02/20/2026	636702	CUMMINS INC	1027	10,871.21
02/20/2026	636703	CUSTOM MECHANICAL SOLUTIONS	3091	2,943.52
02/20/2026	636704	DOWNTOWN SPOKANE DEVELOPMENT ASSOCIATION	1217	148.00
02/20/2026	636705	EMPLOYEE ADVISORY COUNCIL	1236	856.50
02/20/2026	636706	EL JAY OIL CO INC	1003	12,913.61
02/20/2026	636707	ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE INC	1246	13,603.68
02/20/2026	636708	FASTENAL COMPANY	1249	958.90
02/20/2026	636709	FEDEX FREIGHT	2346	324.26
02/20/2026	636710	FISERV-FIRST DATA MERCHANT SERVICES CORPORATION	1257	9,516.14
02/20/2026	636711	FLEET EFORCE INC	2970	17,399.45
02/20/2026	636712	BUSINESS INTERIORS OF IDAHO	2715	2,931.05
02/20/2026	636713	FEDEX	1808	160.45

<u>Check Date</u>	<u>Check #</u>	<u>Pavec</u>	<u>Reference</u>	<u>Amount</u>
02/20/2026	636714	FREIGHTLINER NORTHWEST	1018	14,303.70
02/20/2026	636715	GALLS PARENT HOLDINGS LLC	1271	357.75
02/20/2026	636716	GILLIG LLC	1279	15,321.33
02/20/2026	636717	GMCO CORPORATION	2623	7,868.18
02/20/2026	636718	W.W. GRAINGER INC	1285	2,959.41
02/20/2026	636719	H & H BUSINESS SYSTEMS	1298	121.97
02/20/2026	636720	HDR ENGINEERING, INC.	2953	12,593.26
02/20/2026	636721	JANEK CORPORATION	1358	510.00
02/20/2026	636722	KIRK'S AUTOMOTIVE INC	1007	1,681.00
02/20/2026	636723	KPFF INC	2510	5,599.90
02/20/2026	636724	LANDAU ASSOCIATES INC	3000	10,472.50
02/20/2026	636725	LITHIA MOTORS SUPPORT SERVICES	1088	325.07
02/20/2026	636726	MAGALDI & MAGALDI INC	1416	487.26
02/20/2026	636727	MCKINSTRY ESSENTION LLC	1422	21,519.85
02/20/2026	636728	MOHAWK MANUFACTURING & SUPPLY CO	1011	1,591.92
02/20/2026	636729	MOTION AUTO SUPPLY INC	1012	722.34
02/20/2026	636730	MUNCIE RECLAMATION AND SUPPLY CO	1013	1,002.43
02/20/2026	636731	BLACK REALTY MANAGEMENT INC	1658	25,782.12
02/20/2026	636732	NAPA AUTO PARTS INC	1014	1,425.29
02/20/2026	636733	ARGOSY CREDIT PARTNERS HOLDINGS LP	2006	905.53
02/20/2026	636734	THE AFTERMARKET PARTS COMPANY LLC	1015	32,992.96
02/20/2026	636735	CSWW INC	1102	719.27
02/20/2026	636736	NORTHWEST BUS SALES INC	2272	119.26
02/20/2026	636737	NYS CHILD SUPPORT PROCESSING CENTER	3040	509.36
02/20/2026	636738	OFFICE DEPOT INC	1483	601.25
02/20/2026	636739	OREILLY AUTO ENTERPRISES LLC	3011	145.13
02/20/2026	636740	JOHN ZUMBRO	901	30.00
02/20/2026	636741	MASON BRICKETT	901	60.00
02/20/2026	636742	MICHAEL SACCHERI	901	18.00
02/20/2026	636743	MICHELLE AWE	901	10.00
02/20/2026	636744	STEVEN COLLETTE	901	50.00
02/20/2026	636745	QUALITY LAPEL PINS INC.	2800	1,280.80
02/20/2026	636746	REBECCA VAN KEULEN	2735	5,696.25
02/20/2026	636747	MULTI SERVICE TECHNOLOGY SOLUTIONS INC	2146	735.16
02/20/2026	636748	ROMAINE ELECTRIC CORPORATION	1548	586.35
02/20/2026	636749	S T A - WELL	1557	649.50
02/20/2026	636750	VANESSA BOGENSBERGER	1582	3,577.18
02/20/2026	636751	SIX ROBBLEES INC	1017	649.12
02/20/2026	636752	SPOKANE NEIGHBORHOOD ACTION PARTNERS	2571	7,711.81
02/20/2026	636753	SOUTHSIDE SENIOR ACTIVITY CENTER	3049	3,649.54
02/20/2026	636754	SPECIAL MOBILITY SERVICES	2122	17,769.66
02/20/2026	636755	SPOKANE PUBLIC FACILITIES DISTRICT	1941	1,036.00
02/20/2026	636756	SPOKANE COUNTY ENVIRONMENTAL SERVICES	1603	395.60
02/20/2026	636757	SPOKANE HOUSE OF HOSE INC	1605	228.56
02/20/2026	636758	THE SPOKESMAN REVIEW	1616	394.24
02/20/2026	636759	TERMINAL SUPPLY INC	1648	64.87
02/20/2026	636760	ULINE INC	2401	1,945.65
02/20/2026	636761	UNIFIRST CORPORATION	2868	6,738.75
02/20/2026	636762	USABLE	2988	30,804.83
02/20/2026	636763	VERICOM LLC	1865	95.00
02/20/2026	636764	AMERICAN FEDERATION OF STATE COUNTY 2 WA COUNCIL	1705	1,626.66
02/20/2026	636765	STATE OF WASHINGTON DEPARTMENT OF REVENUE	1767	274.29
02/20/2026	636766	WALTER E NELSON CO	1721	4,379.95
02/20/2026	636767	WASHINGTON STATE DEPARTMENT OF TRANSPORTATION	1709	1,981.88
02/20/2026	636768	WASHINGTON STATE DEPARTMENT OF TRANSPORTATION	1709	246.53
02/20/2026	636769	WESCO GROUP LLC	2368	3,720.21
02/20/2026	636770	THE W.W. WILLIAMS COMPANY	2870	15,058.21
02/20/2026	636771	WASHINGTON STATE TRANSIT ASSOC	1715	164.70
02/27/2026	636772	ASH & ROWAN HARDWARE LLC	2278	63.98
02/27/2026	636773	FRANCIS AVENUE HARDWARE	2279	80.20
02/27/2026	636774	JANT GROUP II	2263	22.55
02/27/2026	636775	CONTINENTAL AMERICAN INSURANCE COMPANY	2682	3,732.98
02/27/2026	636776	AIRGAS, INC	3063	687.06
02/27/2026	636777	ALCOBRA METALS INC	2140	908.06
02/27/2026	636778	UNIVERSAL PROTECTION SERVICE LP	2338	112,810.64
02/27/2026	636779	AMAZON CAPITAL SERVICES INC	2098	7,426.83
02/27/2026	636780	NORTHWEST INDUSTRIAL SERVICES LLC	1058	145.26
02/27/2026	636781	ANDREA PARRISH	2687	300.00
02/27/2026	636782	NORTHWEST CENTER SERVICES	2271	61,064.96
02/27/2026	636783	ATS INLAND NW LLC	1916	10,758.05
02/27/2026	636784	AVISTA UTILITIES	1081	23,179.36
02/27/2026	636785	THE BRAUN CORPORATION	1117	168.02
02/27/2026	636786	BUD CLARY CHEVROLET	1125	211,748.30
02/27/2026	636787	BULLDOG ROOTER INC	1126	300.30
02/27/2026	636788	CANON FINANCIAL SERVICES INC	1154	2,227.64
02/27/2026	636789	CONSOLIDATED ELECTRICAL DISTRIBUTORS	1133	606.41
02/27/2026	636790	QWEST CORPORATION	1148	255.08
02/27/2026	636791	CITY OF MEDICAL LAKE	1424	105.02

<u>Check Date</u>	<u>Check #</u>	<u>Pavec</u>	<u>Reference</u>	<u>Amount</u>
02/27/2026	636792	CITY OF SPOKANE	1601	1,013.40
02/27/2026	636793	KELLY S SMITH JOHNSTON	2946	500.00
02/27/2026	636794	COFFMAN ENGINEERS INC	1162	21,849.63
02/27/2026	636795	COLEMAN OIL COMPANY LLC.	2683	244,974.66
02/27/2026	636796	COLVICO INC	1168	160,059.77
02/27/2026	636797	COMCAST	1170	2,066.45
02/27/2026	636798	COMPUNET INC	1166	6,641.37
02/27/2026	636799	CONSEAL CONTAINERS LLC	1176	398.15
02/27/2026	636800	CONSOLIDATED SUPPLY CO	2956	14.13
02/27/2026	636801	CROWN CASTLE INTERNATIONAL CORP.	2733	2,323.55
02/27/2026	636802	CUMMINS INC	1027	2,332.43
02/27/2026	636803	DELTA DENTAL OF WASHINGTON	1726	74,301.02
02/27/2026	636804	DOW JONES & COMPANY	2698	198.56
02/27/2026	636805	EDEN ADVANCED PEST TECHNOLOGIES	2428	190.93
02/27/2026	636806	EL JAY OIL CO INC	1003	30,242.25
02/27/2026	636807	FASTENAL COMPANY	1249	2,364.62
02/27/2026	636808	FEDEX FREIGHT	2346	308.81
02/27/2026	636809	FIRST DIGITAL TELECOM	2730	1,385.89
02/27/2026	636810	FLEET EFORCE INC	2970	3,724.82
02/27/2026	636811	V02 COLLECTION INC.	2860	937.95
02/27/2026	636812	FLYNN BEC LP	2479	53,569.66
02/27/2026	636813	BUSINESS INTERIORS OF IDAHO	2715	418.79
02/27/2026	636814	FEDEX	1808	230.17
02/27/2026	636815	FREIGHTLINER NORTHWEST	1018	37,735.92
02/27/2026	636816	GALLAGHER HEALTHINVEST FSA	3084	297.00
02/27/2026	636817	GALLS PARENT HOLDINGS LLC	1271	8,780.10
02/27/2026	636818	GENFARE LLC	1268	1,098.52
02/27/2026	636819	GILLIG LLC	1279	5,948.89
02/27/2026	636820	GOODSON MANUFACTURING COMPANY	1284	114.44
02/27/2026	636821	W.W. GRAINGER INC	1285	985.47
02/27/2026	636822	GRANICUS LLC	2769	15,605.02
02/27/2026	636823	GREAT FLOORS LLC	1288	1,621.97
02/27/2026	636824	H & H BUSINESS SYSTEMS	1298	226.34
02/27/2026	636825	HUMANIX CORP	1329	1,435.74
02/27/2026	636826	INIT INNOVATIONS IN TRANSPORTATION INC	2392	3,153.08
02/27/2026	636827	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	106,957.73
02/27/2026	636828	KAISER FOUNDATION HEALTH PLAN OF WASHINGTON	1296	464,168.24
02/27/2026	636829	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS INC	1295	15,371.13
02/27/2026	636830	KAISER FOUNDATION HEALTH PLAN OF WA OPTIONS INC	1295	47,770.83
02/27/2026	636831	KERSHAW'S INC	1374	341.51
02/27/2026	636832	KEYSTONE PEER REVIEW ORGANIZATION LLC	2840	1,476.43
02/27/2026	636833	KIRK'S AUTOMOTIVE INC	1007	1,559.24
02/27/2026	636834	KPFF INC	2510	38,297.74
02/27/2026	636835	L&E PARK LLC	2391	4,477.70
02/27/2026	636836	LAIRD PLASTICS	1383	2,791.35
02/27/2026	636837	LEVEL 3 FINANCING, INC	3047	1,674.16
02/27/2026	636838	LIBERTY LAKE SEWER AND WATER DISTRICT	1396	185.00
02/27/2026	636839	LOWE'S COMPANIES, INC	2913	428.31
02/27/2026	636840	M & L SUPPLY CO INC	1413	776.82
02/27/2026	636841	Q49 SOLUTIONS LLC	2594	92.74
02/27/2026	636842	MOTION AUTO SUPPLY INC	1012	2,414.47
02/27/2026	636843	MOTOROLA SOLUTIONS INC	1448	13,054.32
02/27/2026	636844	MOUSER ELECTRONICS INC	1449	54.44
02/27/2026	636845	NAPA AUTO PARTS INC	1014	4,268.54
02/27/2026	636846	DVM INSURANCE AGENCY	2592	2,211.16
02/27/2026	636847	THE AFTERMARKET PARTS COMPANY LLC	1015	21,730.04
02/27/2026	636848	CSWW INC	1102	378.29
02/27/2026	636849	NORTHWEST LIFT & EQUIPMENT LLC	1952	99,750.39
02/27/2026	636850	OREILLY AUTO ENTERPRISES LLC	3011	307.39
02/27/2026	636851	Robert Weeks	900	11.00
02/27/2026	636852	PARAMETRIX INC	2062	50,163.78
02/27/2026	636853	PATRIOT FIRE PROTECTION INC	2436	687.45
02/27/2026	636854	PREMERA BLUE CROSS	1521	487,805.50
02/27/2026	636855	PURE FILTRATION PRODUCTS INC	1531	3,725.51
02/27/2026	636856	MULTI SERVICE TECHNOLOGY SOLUTIONS INC	2146	749.60
02/27/2026	636857	ROMAINE ELECTRIC CORPORATION	1548	680.51
02/27/2026	636858	SAFETY-KLEEN SYSTEMS INC	1564	13,314.74
02/27/2026	636859	SECURITAS TECHNOLOGY CORP	2967	347.43
02/27/2026	636860	SIX ROBBLEES INC	1017	806.27
02/27/2026	636861	SOLARWINDS INC	1812	2,799.47
02/27/2026	636862	WICK ENTERPRIZES LLC	2008	1,468.00
02/27/2026	636863	SPOKANE COUNTY ENVIRONMENTAL SERVICES	1603	303.29
02/27/2026	636864	SPOKANE POWER TOOL	1608	250.88
02/27/2026	636865	DGT ENTERPRISES LLC	2670	15,355.85
02/27/2026	636866	SPORTWORKS GLOBAL LLC	1617	214.11
02/27/2026	636867	STA OPERATIONS	1556	37.10
02/27/2026	636868	STONEWAY ELECTRIC SUPPLY CO	1633	366.84
02/27/2026	636869	SUMMIT LAW GROUP PLLC	1637	1,495.00

<u>Check Date</u>	<u>Check #</u>	<u>Payee</u>	<u>Reference</u>	<u>Amount</u>
02/27/2026	636870	SUN SUPPLY INC.	2710	962.33
02/27/2026	636871	SOLID WASTE SYSTEMS LLC	2514	58.02
02/27/2026	636872	TACOMA SCREW PRODUCTS INC.	2708	54.47
02/27/2026	636873	THERMO KING NORTHWEST	1650	2,498.60
02/27/2026	636874	TRAPEZE SOFTWARE GROUP	1669	432,281.99
02/27/2026	636875	TWILIO INC	2994	11,311.40
02/27/2026	636876	ULINE INC	2401	1,030.85
02/27/2026	636877	UNIFIRST CORPORATION	2868	8,758.87
02/27/2026	636878	VALLEY EMPIRE COLLECTION	1688	1,716.93
02/27/2026	636879	CARACAL ENTERPRISES LLC	2419	30,202.48
02/27/2026	636880	VERITECH INC	2049	518.00
02/27/2026	636881	VOITH US INC	2460	298.19
02/27/2026	636882	WALTER E NELSON CO	1721	4,191.01
02/27/2026	636883	WASTE MANAGEMENT SPOKANE	1702	450.44
02/27/2026	636884	WENDLE MOTORS INCORPORATED	1021	583.86
02/27/2026	636885	WESCO GROUP LLC	2368	4,635.82
02/27/2026	636886	WHITWORTH WATER DISTRICT	1746	64.40
02/27/2026	636887	VERIZON	2142	13,755.37
02/27/2026	636888	ZAYO GROUP LLC	2321	21,027.83
02/27/2026	636889	ZIPLINE COMMUNICATIONS INC	2492	8,092.50
<b>TOTAL FEBRUARY ACCOUNTS PAYABLE</b>				<b>5,293,396.63</b>
2/1/2026-2/28/2026	ACH	WORKER'S COMPENSATION	2286	133,399.57
<b>TOTAL FEBRUARY WORKER'S COMPENSATION DISBURSEMENTS</b>				<b>133,399.57</b>
02/06/2026	731553-731567	PAYROLL AND TAXES PR 03, 2026	VARIES	3,020,657.45
02/20/2026	731568-731596	PAYROLL AND TAXES PR 04, 2026	VARIES	2,326,267.08
<b>TOTAL FEBRUARY PAYROLL AND TAXES</b>				<b>5,346,924.53</b>
02/17/2026	ACH	WA STATE - DOR (EXCISE TAX)	1767	6,742.99
<b>TOTAL FEBRUARY EXCISE AND LEASEHOLD TAX DISBURSEMENT</b>				<b>6,742.99</b>
<b>TOTAL FEBRUARY DISBURSEMENTS FROM TO1 ACCOUNTS</b>				<b>10,780,463.72</b>
<b>TOTAL FEBRUARY DISBURSEMENTS FROM TO5 TRAVEL ADVANCE ACCOUNT</b>				<b>0.00</b>
<b>TOTAL FEBRUARY DISBURSEMENTS TO1 &amp; TO5 ACCOUNTS</b>				<b>10,780,463.72</b>









# February 2026 Vouchers

Final Audit Report

2026-03-09

Created:	2026-03-09
By:	Amie Blain (ablain@spokanetransit.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAACtHcFEOBXNDsbRDbqIlg_Z30mQSxPRly4

## "February 2026 Vouchers" History

-  Document created by Amie Blain (ablain@spokanetransit.com)  
2026-03-09 - 5:21:35 PM GMT
-  Document emailed to Tammy Johnston (tjohnston@spokanetransit.com) for signature  
2026-03-09 - 5:22:38 PM GMT
-  Email viewed by Tammy Johnston (tjohnston@spokanetransit.com)  
2026-03-09 - 5:24:42 PM GMT
-  Document e-signed by Tammy Johnston (tjohnston@spokanetransit.com)  
Signature Date: 2026-03-09 - 5:25:30 PM GMT - Time Source: server
-  Document emailed to Robert Hamud (rhamud@spokanetransit.com) for signature  
2026-03-09 - 5:25:32 PM GMT
-  Email viewed by Robert Hamud (rhamud@spokanetransit.com)  
2026-03-09 - 6:49:30 PM GMT
-  Document e-signed by Robert Hamud (rhamud@spokanetransit.com)  
Signature Date: 2026-03-09 - 6:50:03 PM GMT - Time Source: server
-  Agreement completed.  
2026-03-09 - 6:50:03 PM GMT



1230 W. Boone Avenue, Spokane, WA 99201  
 (509) 328-RIDE | [www.spokanetransit.com](http://www.spokanetransit.com)

Board Action-Consent Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>7D</b>

**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** PUBLIC WORKS PROJECTS UNDER \$35,000: FINAL ACCEPTANCE  
**Submitted by:** Jordan Hayes-Horton, Director of Procurement

**Purpose:** For decision.  
**Recommendation:** Approve, by motion, acceptance of the contracts below as complete and authorize release of retainage security subject to receipt of Department of Labor & Industries approved prevailing wage affidavits.  
**Attachments and/or Online Links:** n/a

**SUMMARY:** Per RCW 39.08.030, all Public Works contracts require acceptance for completion by the STA Board of Directors and an approved affidavit of wages paid from the Washington State Department of Labor & Industries.

Purchase Order/ Contract Number	Project Description	Contractor	Purchase Order/ Contract Value	Substantial Completion Date of the Work
20260556	Division BRT Office – Network Wiring	Arctic Lighting & Electric, LLC	\$878.26	2/28/2026

Public Works contracts with a value of \$35,000 or more (before tax) also require release of retainage authorization from the Washington State Employment Security Department, Department of Revenue, & Department of Labor & Industries. These contracts are presented individually to the Board for approval as part of the consent agenda when needed.



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Board Action-Consent Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>7E</b>

**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** MIRABEAU TRANSIT CENTER: FINAL ACCEPTANCE  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
 Ryan Brodwater, Capital Projects Manager

**Purpose:** For decision.  
**Recommendation:** Approve, by motion, to accept the contract with Cameron-Reilly, LLC for the Mirabeau Transit Center contract as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law.  
**Attachments and/or Online Links:** n/a

**SUMMARY:** All Public Works construction contracts require Board of Directors acceptance for completion.

<b>Public Works Contract for:</b>	Mirabeau Transit Center Improvements -- Contract #2026-10898
<b>Capital Project Number:</b>	469
<b>Contractor:</b>	Cameron-Reilly, LLC
<b>Construction Start:</b>	July 24, 2024
<b>Substantial Completion:</b>	May 12, 2025
<b>Final Completion:</b>	February 12, 2026
<b>Scope of Work:</b>	<ul style="list-style-type: none"> <li>• Expanded operational capacity to accommodate planned system expansion           <ul style="list-style-type: none"> <li>◦ Additional internal platform bays</li> <li>◦ Indiana Ave. HPT platforms for future planned HPT service</li> </ul> </li> <li>• Expanded parking capacity</li> <li>• Improved ADA site accessibility</li> <li>• Enhanced Operations building with break room</li> <li>• Enhanced passenger platform with integrated platform cover and seating</li> <li>• Technology infrastructure to support security cameras and real-time monitors</li> </ul>

<b>Contract Authority, Including Contingency</b>	<b>\$4,819,075.00</b>
<b>Awarded Construction Contract</b>	\$4,190,500.00
<b>Additive Change Orders (Applied Contingency)</b>	\$404,801.63
<b>Deductive Change Orders</b>	\$133,296.60
<b>Total Final Contract Value</b>	<b>\$4,462,005.03</b>
<b>Unspent</b>	\$357,069.97





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Board Action-Consent Agenda
Meeting Date: March 19, 2026
Agenda Item: <b>7F</b>

**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** ROUTE 25 DOWNTOWN LAYOVER: FINAL ACCEPTANCE  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
 Alyssa Peterson, Capital Projects Manager

**Purpose:** For decision.  
**Recommendation:** Approve, by motion, to accept the contract with Cameron-Reilly LLC for the Route 25 Downtown Layover contract as complete and authorize release of retainage security subject to the receipt of such certificates and releases as are required by law  
**Attachments and/or Online Links:** n/a

**SUMMARY:** All Public Works construction contracts require Board of Directors acceptance for completion.

<b>Public Works Contract for:</b>	Route 25 Downtown Layover
<b>Capital Project Number:</b>	791
<b>Contractor:</b>	Cameron-Reilly LLC
<b>Construction Start:</b>	August 18, 2025
<b>Substantial Completion:</b>	September 18, 2025
<b>Final Completion:</b>	September 18, 2025
<b>Scope of Work:</b>	Demolition and reconstruction of two driveways, approaches, and roadwork

<b>Contract Authority, Including Contingency</b>	<b>\$199,104.10</b>
Awarded Construction Contract	\$153,157.00
Additive Change Orders (Applied Contingency)	\$5,673.69
Deductive Change Orders	\$0.00
<b>Total Final Contract Value</b>	<b>\$158,830.69</b>
Unspent	\$40,273.41

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**Presented To:** Board of Directors  
**Referral Committee:** Planning & Development Committee  
**Title:** CONNECT SPOKANE MINOR UPDATE: FINAL DRAFT RECOMMENDATION  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
Mike Tresidder, Senior Transit Planner

---

**Purpose:** For decision.

**Recommendation:** Approve, by Resolution 852-26, the minor updates to the Connect Spokane comprehensive plan as presented.

**Attachments and/or**

**Online Links:** RESOLUTION NO. 852-26 / REDLINED CONNECT SPOKANE COMPREHENSIVE PLAN-EXHIBIT A

---

**SUMMARY:** *Connect Spokane* is STA's Comprehensive Plan that sets forth a vision and policy framework for transit in our region for the next 30 years. This document guides decisions made by the Board of Directors, staff, and partnering agencies. The 2026 minor updates to the plan are anticipated to be completed this month, subject to Board adoption of the final draft document.

At the March 4, 2026, Planning & Development Committee meeting, staff proposed minor updates to improve consistency and clarity of policies and policy-related text in the plan. Redlines of the draft changes were presented during the Committee's November 2025 meeting, and following stakeholder feedback, a revised redline draft presented at the February 2026 Committee meeting, with a public hearing held at the February 19, 2026, Board meeting. Staff reviewed testimony identifying that CM Zappone sought clarification on timing of updates, and how often they occurred. One oral comment and zero written comments were received as part of the public hearing.

The redlined Exhibit A is attached and also available online at: [https://www.spokanetransit.com/wp-content/uploads/2026/02/Connect-Spokane\\_DRAFT\\_MAR2026\\_redlines.pdf](https://www.spokanetransit.com/wp-content/uploads/2026/02/Connect-Spokane_DRAFT_MAR2026_redlines.pdf)

## **RESOLUTION NO. 852-26**

A RESOLUTION FOR THE PURPOSE OF ADOPTING AMENDMENTS TO CONNECT SPOKANE: A  
COMPREHENSIVE PLAN FOR PUBLIC TRANSPORTATION

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and Laws of the State of Washington, including RCW Title 36, Chapter 57A, Public Transportation Benefit Area; and,

WHEREAS, it is to the benefit of STA to define the general direction for the delivery of public transportation service in the future; and,

WHEREAS, by Resolution No. 665-10, the STA Board of Directors first adopted Connect Spokane: A Comprehensive Plan for Public Transportation (Comprehensive Plan) on July 21, 2010; and,

WHEREAS, subsequent updates to the Comprehensive Plan were adopted by the STA Board of Directors pursuant to Resolution No. 669-10, adopted September 15, 2010; a motion approved January 13, 2012; Resolution No. 711-13, adopted December 19, 2013; Resolution 717-14, adopted May 22, 2014; Resolution No. 732-15, adopted June 18, 2015; Resolution No. 760-17, adopted December 14, 2017; Resolution No. 769-19 adopted May 16, 2019; Resolution No. 795-22, adopted May 19, 2022; and Resolution No. 826-24, adopted October 17, 2024; and,

WHEREAS, in addition to minor grammatical and stylistic changes, the STA Board of Directors recognizes the need to make minor updates to specific sections - High Performance Transit, Flexible Services, System Infrastructure, Regional Transportation and Land Use, Sustainability, Annex 1: Fixed Route Standards - of the Comprehensive Plan to inform other ongoing planning efforts at the agency to ensure that recommendations are consistent with the most current policy, and,

WHEREAS, the STA Board of Directors recognizes the need to provide a foundation for ongoing planning efforts to inform the future direction and vision of the agency, and,

WHEREAS, the STA Board of Directors conducted a duly noticed public hearing on February 19, 2026;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The STA Board of Directors hereby adopts the amendments, in addition to minor grammatical and stylistic changes, to the following existing and new elements of Connect Spokane: A Comprehensive Plan for Public Transportation as shown in Exhibit A:

- High Performance Transit
- Flexible Services
- System Infrastructure
- Regional Transportation, Land Use, and Economic Development
- Sustainability
- Annex 1: Fixed Route Standards

Section 2. The STA Board of Directors hereby directs and authorizes the Chief Executive Officer to effectuate and finalize these amendments and take all other necessary and proper action to administer the Comprehensive Plan.

Section 3. This resolution shall take effect and be in force immediately upon passage.

ADOPTED by STA at a regular meeting thereof held on the 19<sup>th</sup> day of March 2026.

Attest:

---

Dana Infalt  
Clerk of the Authority

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Lance Speirs  
STA Board Chair

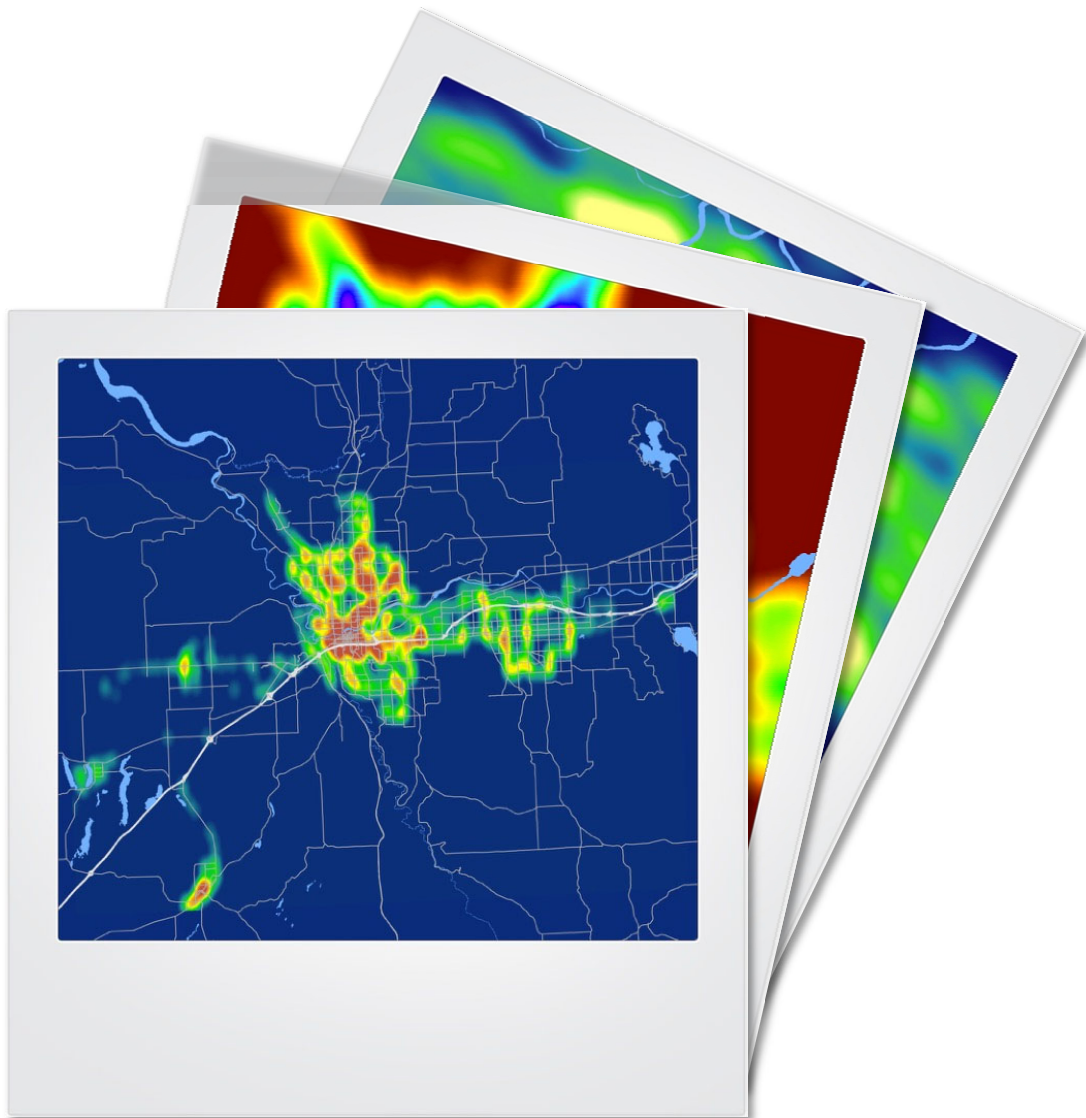
Approved as to form:

---

Megan Clark  
Legal Counsel

# Connect Spokane

A Comprehensive Plan for Public Transportation





## Board of Directors Adoption Dates

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Action	Date	Outcome
Public Hearing	June 16, 2010	Board received public comment.
Board Adoption	July 21, 2012	Board adopted plan (Resolution No. 665-10).
Public Hearing/Board Adoption	September 15, 2010	Board received public comment and adopted revisions to the plan (Resolution No. 669-10) to include policy SI-3.6 Pedestrian Infrastructure.
Public Hearing	December 15, 2011	Board received public comment.
Board Adoption	January 13, 2012	Board adopted the amendments to the Monitoring and Improvement and Sustainability elements of the plan.
Public Hearing	November 21, 2013	Board received public comment.
Public Hearing/Board Adoption	December 19, 2013	Board received public comment regarding amendments to the Title VI policies and adopted the revision to the plan (Resolution No. 711-13).
Public Hearing	April 17, 2014	Board received public comment regarding amendments to Fixed Route Policy 2.2.
Board Adoption	May 22, 2014	Board adopted the plan (Resolution No. 717-14).
Public Hearing	May 21, 2015	No public comment was offered to the Board at the hearing on proposed amendments.
Board Adoption	June 18, 2015	Board adopted the plan (Resolution No. 732-15).
Public Hearing	November 16, 2017	No public comment was offered to the Board at the hearing on proposed amendments.
Board Adoption	December 14, 2017	Board Adopted the plan (Resolution No. 760-17).
Public Hearing	April 18, 2019	No public comment was offered to the Board at the hearing on proposed amendments.
Board Adoption	May 16, 2019	Board adopted the plan (Resolution No. 769-19).
Public Hearing	April 21, 2022	No public comment was offered to the Board at the hearing on proposed amendments.
Board Adoption	May 19, 2022	Board adopted the plan (Resolution No. 795-22)
Public Hearing	September 19, 2024	Three oral and written comments were received as part of the public hearing
Board Adoption	October 17, 2024	Board adopted the plan (Resolution 826-24)

## About the Cover

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The photos shown on the cover display a representation of transit access within the Spokane Region. Using data from the transit system as it existed in the fall of 2010, we assigned an accessibility value to every point in the region based upon the number of bus trips that are within walking distance in a day and classified those values to a range of visible light.

## Alternative Formats

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Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act. For more information, visit [spokanetransit.com](http://spokanetransit.com). All phone numbers are accessible for people who are deaf or hard of hearing through Relay 711. Upon request, alternative formats of this document will be produced for people who are disabled. Call (509) 325-6094 or email [ombudsman@spokanetransit.com](mailto:ombudsman@spokanetransit.com).

# Table of Contents

---

<b>PART I: Introduction</b> .....	<b>98</b>
<b>Introduction</b> .....	<b>1110</b>
Goal of the Comprehensive Plan .....	<b>1110</b>
Elements of the Comprehensive Plan .....	<b>1211</b>
How to Read the Comprehensive Plan.....	<b>1312</b>
Washington State Comprehensive Transit Planning Requirements .....	<b>1312</b>
<b>History of Transit in the Spokane Region</b> .....	<b>1514</b>
<b>Regional Context</b> .....	<b>1716</b>
Introduction.....	<b>1716</b>
Population .....	<b>1716</b>
Land Use.....	<b>1918</b>
Economy.....	<b>2018</b>
Travel .....	<b>2119</b>
Environment.....	<b>2220</b>
Energy .....	<b>2221</b>
<b>PART II: SERVICES</b> .....	<b>2422</b>
<b>High Performance Transit</b> .....	<b>2624</b>
High Performance Transit Principles .....	<b>2624</b>
High Performance Transit Policies .....	<b>2826</b>
<b>Fixed-Route Service</b> .....	<b>3936</b>
Fixed-Route Service Design Principles.....	<b>4037</b>
Fixed-Route Service Design Policies .....	<b>4542</b>
<b>Paratransit</b> .....	<b>5350</b>
Paratransit Goal.....	<b>5350</b>
Paratransit Principles .....	<b>5350</b>
Paratransit Policies .....	<b>5451</b>
<b>Flexible Services</b> .....	<b>5754</b>
Flexible Services Goal.....	<b>5754</b>
Flexible Services Principles .....	<b>5754</b>
Flexible Services Policies .....	<b>5855</b>
<b>System Integration</b> .....	<b>6158</b>

<b>PART III: Activities and Programs .....</b>	<b><u>6360</u></b>
<b>Transit Equity and Inclusion .....</b>	<b><u>6562</u></b>
Transit Equity and Inclusion Goal .....	<u>6663</u>
Transit Equity and Inclusion Principles.....	<u>6663</u>
Transit Equity and Inclusion Policies .....	<u>6764</u>
<b>System Infrastructure.....</b>	<b><u>7067</u></b>
System Infrastructure Goal.....	<u>7067</u>
System Infrastructure Principles.....	<u>7067</u>
System Infrastructure Policies .....	<u>7168</u>
<b>Communications and Public Input.....</b>	<b><u>7875</u></b>
Communications and Public Input Goal .....	<u>7875</u>
Communications and Public Input Principles .....	<u>7976</u>
Communications and Public Input Policies.....	<u>8077</u>
<b>Revenues and Fares .....</b>	<b><u>8582</u></b>
Revenues and Fares Goal .....	<u>8582</u>
Revenues and Fares Principles.....	<u>8582</u>
Revenues and Fares Policies.....	<u>8683</u>
<b>Monitoring and Improvement.....</b>	<b><u>9087</u></b>
Monitoring and Improvement Goal .....	<u>9087</u>
Monitoring and Improvement Principles .....	<u>9087</u>
Monitoring and Improvement Policies.....	<u>9188</u>
<b>Regional Transportation, Land Use, and Economic Development.....</b>	<b><u>9693</u></b>
Regional Transportation, Land Use, and Economic Development Goal .....	<u>9693</u>
Regional Transportation, Land Use, and Economic Development Principles .....	<u>9693</u>
Regional Transportation, Land Use, and Economic Development Policies.....	<u>9895</u>
<b>Sustainability .....</b>	<b><u>10198</u></b>
Sustainability Principles .....	<u>10198</u>
Sustainability Policies.....	<u>10299</u>
<b>Safety &amp; Security.....</b>	<b><u>106103</u></b>
Safety & Security Goal.....	<u>106103</u>
Safety & Security Principles.....	<u>106103</u>
Safety & Security Policies .....	<u>107104</u>
<b>Annex 1.....</b>	<b><u>110107</u></b>
Fixed-Route Performance Standards .....	<u>110107</u>

## Table of Figures

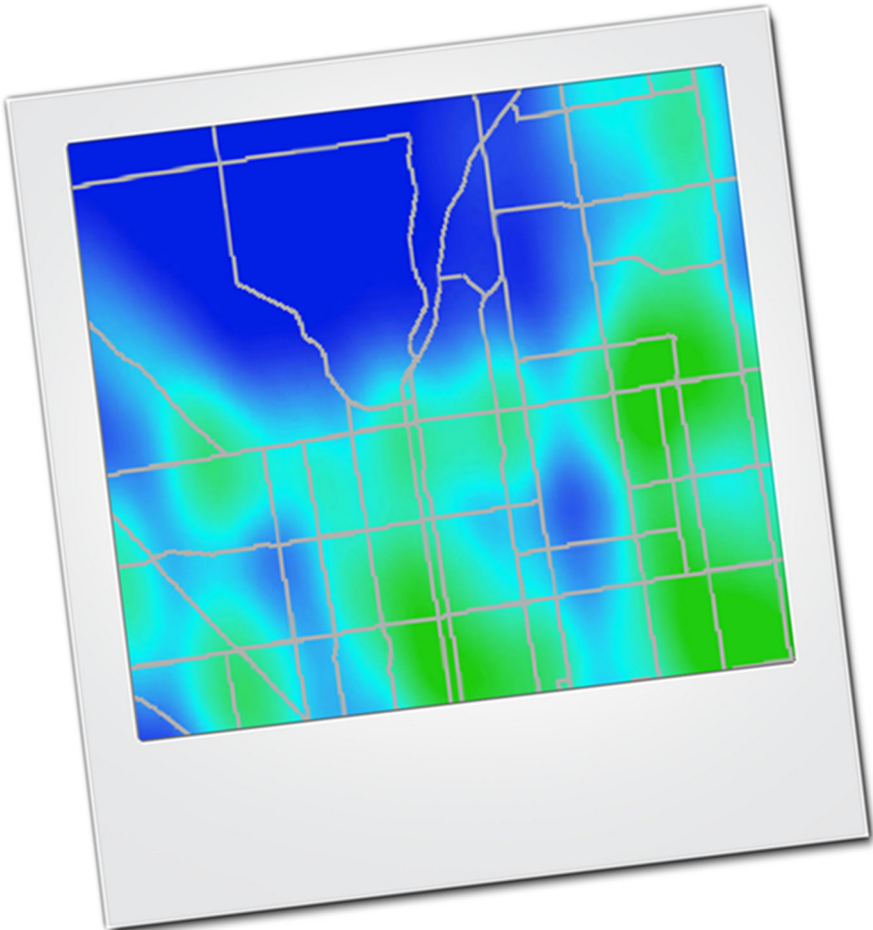
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FIGURE 1 - FORECASTED POPULATION BY AGE, SPOKANE COUNTY .....	<u>19</u> <del>17</del>
FIGURE 2 – FUTURE HPT NETWORK .....	<u>36</u> <del>34</del>
FIGURE 3 - ROUTE LENGTH AND TRIP PAIRINGS .....	<u>42</u> <del>39</del>
FIGURE 4 - SPEED VS. ACCESS .....	<u>43</u> <del>40</del>
FIGURE 5 - ONE-WAY LOOPS VS. DIRECT ROUTES .....	<u>44</u> <del>41</del>
FIGURE 6 - URBAN AREAS AND CLUSTERS.....	<u>48</u> <del>45</del>
FIGURE 7 - GEOGRAPHIC ALLOCATION .....	<u>49</u> <del>46</del>
FIGURE 8 – THE PUBLIC PARTICIPATION SPECTRUM .....	<u>80</u> <del>77</del>
FIGURE 9 – THE VIRTUOUS CYCLE OF A PRO-RIDERSHIP PHILOSOPHY .....	<u>87</u> <del>84</del>
FIGURE 10 - HIERARCHY OF STA PLANS.....	<u>92</u> <del>89</del>
FIGURE 11 - “TRIPLE BOTTOM LINE” FRAMEWORK .....	<u>101</u> <del>98</del>

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# PART I: Introduction

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# Introduction

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Planning plays a role in ~~all of~~ all our lives. Whether it is career planning, travel planning, or deciding what to have for dinner, planning increases the likelihood of achieving our desired goals. Although the exact course is never known, a good plan can provide the guidance and direction needed to navigate through the unknown.

Like other large organizations, Spokane Transit Authority (STA) also benefits from the process of preparing for the future. STA's complexity requires goals to be set, principles to be acknowledged, and policies to be determined to best ensure the region's envisioned future is realized.

This document intends to serve a number of purposes. It is a guiding policy document, an educational tool, and a description of what transit may start to look like throughout the Spokane Region over the coming decades. As a course-setting document created jointly by the public, other government agencies, and STA, this plan will serve as a reference tool for future decisions related to transit, transportation and land use in the Spokane region.

## Goal of the Comprehensive Plan

***The goal of this plan is to set forth a 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.***

STA strives to encourage increased ridership while providing high quality, convenient and reasonably priced services by recognizing STA's mission and by following the goals and policies defined in this plan.

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

## Vision

~~*Connecting everyone to opportunity. We aspire to be a source of pride for the region.*~~

This comprehensive plan is entitled *Connect Spokane*, reflecting transit's powerful role and STA's sublime opportunity to connect both the people and geography of this region in a more effective, sustainable, and livable way.

## Elements of the Comprehensive Plan

	Element / Sub-section	Summary of Scope and Goal
<b>Part I</b>	Introduction and Goal of Plan	Describes overall effect of plan tied to the agency's mission and priorities
	History	Provides a concise overview of transit history in Spokane
	Regional Context	Discusses regionally significant trends in population, economics, and land use
<b>Part II: Services</b>	High Performance Transit Network	Frames the key service STA intends to create in the future with policies to guide mode and alignment decisions
	Fixed-Route	Provides guidance in designing routes; establishes policies for service attributes by service type
	Paratransit	Identifies compliance with ADA as primary objective with policies expressing existing practices
	Flexible Services	Defines types of Flexible services programs and structures existing practices
<b>Part III: Activities and Programs</b>	System Integration	Describes how plan elements and STA's services integrate to form a system of public transportation
	Transit Equity and Inclusion	Defines principles and policies for incorporating equity and inclusion into STA's services and programs
	System Infrastructure	Provides framework for prioritization of capital investments and defines the creation of a Capital Improvement Program
	Communications and Public Input	Identifies methods for communicating to the public along with public notice/outreach requirements
	Revenues and Fares	Defines policies concerning fares, grants and other revenue sources
	Monitoring and Improvement	Includes general policies that require ongoing monitoring and improvement
	Regional Transportation, Land Use, and Economic Development	Provides guidance to other jurisdictions in making land use and transportation decisions that can be effectively supported by transit; establishes policies for participation in regional decisions and metropolitan transportation plan
	Sustainability	Provides guidance for ways in which STA can aim for sustainability throughout the organization
	Safety & Security	Includes policies focused on improving the safety and security of STA's planning and operations.

## How to Read the Comprehensive Plan

Each element of Sections II and III of this plan contains ~~three sections:~~ Principles ~~and~~ Policies, ~~and~~ Connect Strategies. Each section serves a specific purpose in guiding and defining STA's service to the community.

### Principles - What is the underlying foundation of the element?

Principles are not intended to be policies; rather, they provide necessary concepts, background information and the philosophical foundation for decision makers, customers, and others interested in transit.

Principles are:

- Broad in scope
- Shaping policies and Connect Strategies
- Unchanging

### Policies - What guidelines should decision-makers follow?

An element's policies are derived from the principles associated with that element and are established through public input, market analysis, etc. Policies define more specifically the guidelines decision-makers should follow to guide the agency toward continued improvement.

Policies are:

- More specific
- Shaped by principles
- Adaptable over time

## Washington State Comprehensive Transit Planning Requirements

The State of Washington requires a public transportation benefit area authority (such as STA) authorized pursuant to RCW 36.57A.050 to develop a comprehensive transit plan. The plan must include, but is not limited to, the following elements:

1. the levels of transit service that can be reasonably provided for various portions of the benefit area,
2. the funding requirements, including local tax sources, state and federal funds, necessary to provide various levels of service within the area,
3. the impact of such a transportation program on other transit systems operating within that county or adjacent counties,
4. and future enlargement of the benefit area or the consolidation of such benefit area with other transit systems.

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## History of Transit in the Spokane Region

Transit service for the Spokane region began in 1888 with [independent transit companies operating](#) horse-drawn trolleys. This mode of transportation was replaced with cable cars, [followed by and](#) electric trolley cars [soon after](#). Real estate developers helped shape much of the early transit network by constructing transit lines to their developments as an incentive for homebuyers. Many of these original developments remain prominent areas in the region today, including Browne's Addition, Lincoln Heights, South Perry, East Sprague, and the North and South Monroe [Corridors](#). Ridership grew at a rapid pace during the early 20th century, peaking at [over 37](#) [nearly 38](#) million passengers in 1910, [with annual ridership averaging around 30 million for a decade, and between 20 and 30 million annual passenger trips](#) before declining in the 1920s. In 1922, voters overwhelmingly approved changes to the Spokane's city charter that enabled the formation of a unified transit by Washington Water Power that was called the Spokane United Railway [Company](#).



*Spokane Street Railway Co. Horse-drawn streetcar, ca. 1888.*

As the personal automobile grew in popularity, ridership in the Spokane region declined [more](#) [nearly 40](#) [than 33](#) percent between 1922 and 1933.

Transit technology also underwent a significant change during this time as internal combustion engine buses replaced the electric trolleys. By 1936, the trolley system in Spokane had been dismantled and by 1940, the last interurban electric train discontinued service. In 1945 the Washington Water Power Company sold its interest in the transit network to Spokane City Lines, a subsidiary of the National City Lines Company.

Transit ridership in the Spokane region was particularly strong during World War II, with [some sources indicating](#) over [26](#) [27](#) million [rides](#) [annual passengers in both 1944 and 1945](#) [during the peak of the war](#). Reports indicate more than [22](#) [24](#) million annual passenger trips were taken on Spokane City Lines in 1947. A decade later, ridership had fallen to less than [nine](#) [ten](#) million. Around this time, city leaders asked voters' permission to issue bonds to purchase the assets of the private transit company. It was felt that the city could be more effectively operated as a local investment, and such ownership would forestall major reductions in service. The request, however, was soundly rejected, with only 38.4% of voters approving the deal. Commentary from the [time period](#) [time](#) suggested that people understood public ownership was the likely future of the system, but disagreed on the acquisition costs, since most of the bus fleet and facilities were antiquated and beyond their useful lives.

Thus began a succession of service cuts that [further](#) [that](#) [further](#) reduced the effectiveness of the bus system while reducing revenue potential. This decline coincided with growing concerns as to the future of downtown, as major department stores were lured to suburban locations featuring free parking. By 1967, ridership had declined to a new low of [3.9](#) [4.4](#) million. Inflationary pressures and other forces drove bus operators to strike in early 1968. The protracted strike was only settled after community leaders endorsed and voters approved a \$1 per month household utility tax that would allow for additional operating funding. Furthermore, public ownership would make Spokane Transit System (STS), as it was called then, eligible for federal transportation funding.

One of the early actions of the transit system under the ownership of the City of Spokane was to prepare a long-range transit plan. The plan, completed in 1970, recommended a regional approach to transit and the construction of a downtown transit center. Acquiring a new fleet was another high priority of the city. While city ownership was seen as an interim measure until a regional system could be formed, ridership improved and the system served an instrumental role in Spokane's World Fair of 1974, when STS ridership peaked at 7.2 million passengers.

In 1981, a new municipal corporation, the Spokane County Public Transportation Benefit Area (a.k.a. the Spokane Transit Authority), was formed for the sole purpose of providing public transportation via independent taxing and revenue generating authority granted by RCW 36.57A. That year, voters approved a 0.3 percent sales tax that would be matched by the Motor Vehicle Excise Tax (MVET). Reversing a general downward trend, STA has seen ridership growth since its inception. In 1992, STA reported 7,040,000 fixed-route boardings, increasing to 7,485,275 boardings in 1994.



*Spokane Transit Authority  
1982 Grumman 40 foot coach, ca 1985.*

Since the foundation of STA, the agency has worked to expand its capital investments by building infrastructure and purchasing right of way. One of STA's most noteworthy projects was the construction of a major transit center, The Plaza, completed in downtown Spokane in 1995. The Plaza provides a centralized transit facility, continuing to serve as the hub for ~~the majority of~~ most transit trips in Spokane. STA continued to add transit centers, park and rides, bus shelters, and other passenger amenities throughout the 1990s and by 1997 STA's fixed-route service provided 8,171,000 rides.

STA struggled to maintain levels of service when the MVET was rescinded in 1999 and STA's revenues were reduced by nearly 40 percent. In 2004, voters responded by approving an increase in the local sales tax to provide STA with an additional 0.3 percent sales tax for transit, resulting in a total 0.6 percent sales tax to fund STA's operations. This additional 0.3 percent sales tax was scheduled to expire in 2008 but was continued indefinitely by voters in early 2009. In 2009, STA set an agency ridership record with more than 11,150,000 annual fixed-route boardings.

In September 2010, the STA Board adopted the first edition of Connect Spokane: A Comprehensive Plan for Public Transportation. The principles and policies helped to guide STA through a cumulative 10% fixed-route service reduction. In 2012 and 2013 the first two phases of a planning process called STA Moving Forward were completed. The results of the first two phases helped to inform the High Performance Transit section of this plan. The last two phases of this planning effort were completed in 2014 and 2015 and included public outreach to determine system wide improvement priorities and an implementation plan for STA Moving Forward projects. Record ridership was reached in 2014 with 11,324,434 annual fixed-route boardings. In November 2016, voters approved the STA Proposition 1, which authorized an increase in local sales and use tax of up to 0.2% to help maintain, improve and expand public transit in Spokane Transit's service area and implement STA Moving Forward.

# Regional Context

## Introduction

Looking to our past, understanding our present, and projecting our future can often be challenging and frustrating. Historical facts have been lost or forgotten; we do not always have the luxury of third-party analysis for present situations, nor can we accurately predict the world-changing events that will impact our lives in the future. However, that does not mean that planning for the next twenty years cannot or should not take place. Rather, it means that we ~~have to~~**must** think more critically about past trends, current conditions, and future opportunities to enable our citizens and transit organization to think of creative solutions to the complex problems we face.

Although this plan will be useful for potential scenarios where the population declines and the economy suffers, most of the trends addressed in this section discuss effects related to the projected population growth for our region over the next twenty years. Whether the local population is growing or contracting, finding ways to develop and nurture livable communities is always a challenge. Creating better communities requires focusing on the needs of people; and because one of those needs is transportation, STA can play an important role in the betterment of the region. Among other benefits, transit ~~is able to~~**can** provide affordable, reliable, and environmentally sustainable transportation. As STA prepares for the future, it must consider changes in population, land use, the economy, travel patterns, energy, and the environment to ensure that it is doing its part to support robust communities within the Spokane area.

Evidenced by significant growth in ridership, STA is becoming more important in the lives of Spokane’s citizens. While annual ridership has decreased slightly since the modern high of 2014, the total ridership growth over the long-term (since 2005) has been up 34 percent. However, 45 percent of this growth occurred between 2005 and 2008, resulting in an even higher annual growth rate over that short period of time.

This increase in transit use has been influenced by many factors, including demographics, land use, the economy, energy prices, and lifestyle choices. Trends may diverge from their projected paths, but by understanding this context, STA will be enabled to help shape the future rather than to simply react to it.

## Population

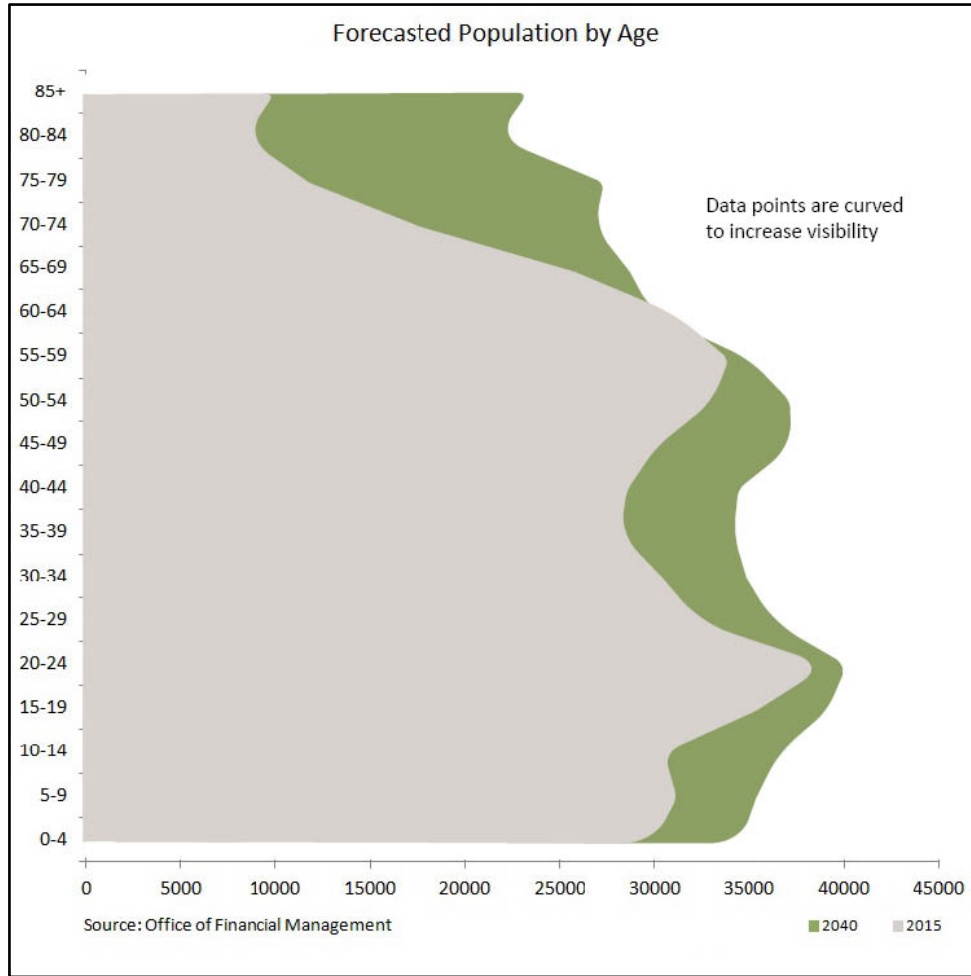
Regardless of population changes, working to ensure that people embrace positive connections with the places they inhabit is one of the most important goals of good planning. The world population continues to grow significantly, but the population of cities can fluctuate without much warning due to reductions in jobs, services, or quality of life. The various possibilities require supporting development to meet the demands of growth while simultaneously readying contingencies if needs should diminish. Whether planning for land use, transportation, and/or facility improvements, population projections are often a driver for perceived future needs. For STA, this means preparing for a certain number of riders, planning for roadway traffic, and making the system more efficient and effective.

Spokane County has experienced relatively consistent growth ~~over the last 20 years~~**in the twenty years between 1996 and 2016**. ~~Between 1996 and 2016~~**Over that time period**, Spokane County’s population grew from 408,197 to 499,072, an average annual growth rate of 1.1percent. According to medium estimate

projections from the Washington State Office of Financial Management, the 2040 population of Spokane County is expected to grow to 592,969.

To mitigate the challenges associated with such an increase in population, the anticipation of accommodating that growth through thoughtful land use and transportation planning is necessary. Encouraging developers to build for population growth at higher densities can have less of an impact on the environment by reducing the amount of land required while minimizing an individual's need to travel long distances. Since the adoption of the Washington State Growth Management Act in 1990, there has been a noticeable rise in population densities of incorporated areas of Spokane County. ~~In 1990, 46 percent of the population lived in unincorporated areas of the county, versus an estimated 29 percent in 2012. This trend was bolstered by the incorporation of two densely populated unincorporated areas: the City of Liberty Lake in 2001 and the City of Spokane Valley in 2003. In 2015, only 29 percent of the population lived in unincorporated areas of the county.~~

As Spokane County's population has increased in size, its average age has also increased. In 2015, the percentage of Spokane County's population aged 65 and over was 15.2 percent, slightly higher than the state average of 14.4 percent. Current forecasts show this figure increasing to more than 18 percent by 2030. Planning for these changing demographics will be an increasingly important part of STA's future services. As the number of elderly people increases, senior transportation services such as paratransit will need to accommodate a larger number of customers.



Source: Spokane Regional Transportation Council (SRTC) Horizon 2040 (2017)

Figure 1 - Forecasted Population by Age, Spokane County

## Land Use

Land use has a significant impact on how transportation networks perform. ~~Densely populated~~ **Densely populated**, mixed-use, pedestrian-oriented land uses complement public transit and vice versa. This type of development offers ~~a greater~~ **greater** potential for providing cost-effective and efficient transit service, versus transit routes that serve low-density, residential areas on the edge of cities. All the jurisdictions STA serves are required to plan under the Washington State Growth Management ~~Act, and~~ **Act and** therefore must work to encourage development within Urban Growth Areas. The City of Spokane ~~has incorporated~~ **continues to refine their existing "Centers and Corridors" focused growth** policies ~~from~~ **into** its Comprehensive Plan with the intent of promoting mixed-use growth within a number of key areas throughout the city, ~~such as the Kendall Yards development south of West Broadway and the future North Monroe Corridor improvements where construction is expected to start in 2018.~~

~~Countywide, the City of Cheney has taken similar actions in selected areas of their community such as road improvements and the development of multifamily housing around Eastern Washington University. The City of Spokane Valley is also making 5-year road improvements (2017-2022) to increase better connectivity in the region.~~

Nationally, three out of every four large metropolitan regions have seen an increase in new residential infill development. In general, most infill housing developments tend to be multifamily homes. [According to a 2012 Environmental Protection Agency report titled, “Residential Construction Trends in America’s Metropolitan Regions”, regions with higher infill development also have higher home prices. The study found that 23% of 19,889 new developments in Spokane between 2000 and 2009 were infill development. Infill development also raises concerns about displacement in some locations. Without careful consideration of these impacts, an increase in rents within urban boundaries may push low socioeconomic \(SE\) people out into more suburban areas of the county](#) Infill development has also been tied to gentrification of neighborhoods. [An increase in rent cost within urban boundaries will push low socioeconomic \(SE\) people out into more suburban areas of the county](#) further away from jobs, schools, and medical centers. Expanding transit makes it possible for low SE families, students, and retired people to reach employment, education, and healthcare. For the longer term, the trend toward growing urbanization will increase demand for rental and multifamily housing.

Despite the conclusions of national reports of growing urbanization, local projections conclude that single-family housing units are estimated to comprise approximately 75 percent of this total. [The US Census Bureau reported a total of 3,596 building permits in 2016 for Spokane County.](#)

[A 2015 report by the U.S. Department of Housing and Urban Development indicated that sales of single family homes in Spokane had increased by 8% since 2010. Areas projected to experience major future residential growth are on the eastern, western, and northern edges of the existing urbanized area. In particular, this includes the Liberty Lake area, the Airway Heights/West Plains area, and the northern portion of the North/South Corridor.](#)

## Economy

STA relies on sales tax revenue generated in the Public Transportation Benefit Area to fund capital and operating expenses. In November of 2016, STA Proposition 1 won voter approval. The passing of this proposition by citizens allows for an increase of sales tax of up to 0.2% to help Spokane Transit expand the service area and help to improve and maintain the existing fleet and services.

Although historically a stable funding source, Spokane’s economy is tied to the global marketplace and is therefore subject to the same fluctuations that other areas face. Spokane County’s economy continues to be shaped by the area’s historic role as a regional center of services for the surrounding rural population of Eastern Washington and Northern Idaho. Regional services include government, higher education, medical services, and finance.

Manufacturing has also been prominent in the area, largely due to the availability of inexpensive energy (hydroelectricity), the rail systems, and Interstate 90. [Another economic growth area continues to be tourism, bolstered by the creation of new sporting venues in the region that attracts national events.](#)

[A rider survey from the spring of 2017, found that 53% of bus riders worked either full or part time \(10% reported being retired, and 37% unemployed\), and 32% of all bus riders were students. The job growth rate in Spokane County between 2008 and 2012 has trended at a slightly higher annual average than the national population growth according to the most current data. Between 2005 and 2015, Spokane County’s non-farm employment grew from 172,951 jobs to 181,186, an average annual growth rate of 4.7 percent. The top two industries in Spokane between 2002 and 2012 have been Health Care/Social Services and Retail. Those industries have seen an 8.8% and 9.2% increase in employment, respectively. Food Service & Hospitality has](#)

surpassed manufacturing as the third largest industry with an employment increase of 8.3%. With the completion of EWU/WSU Health Sciences Spokane Campus in 2014, and the opening of the WSU Medical School in the Fall of 2017, there is expected to be an increase in jobs in the biotechnology, green energy and research & technology development fields.

STA's operational budget is dependent on local sales tax revenues generated within the Public Transportation Benefit Area, customer fees, federal and state grant money, and other revenue sources. Traditionally, money generated by customer fees and grant money have made up the minority of STA's operating budget. The majority of STA's revenue comes from local sales tax, creating a direct correlation between consumer spending and revenue generated for STA. This correlation means that fluctuations in the economy can have severe impacts on the operating budget of the agency.

## Travel

Adequate travel opportunities are an essential piece of a healthy society and understanding general travel patterns is a key to STA's success as a transit agency. New policies to encourage shorter trips and to reduce the number of miles traveled in vehicles have been adopted by Washington State. However, even with supportive policies in place, Spokane County has seen a steady rise in the number of daily commuters since the pandemic, along with a rise in total daily miles traveled on both the freeway and arterial system. The good news is that the percentage increase for STA ridership over the same time period is higher than the overall commuter growth rate. In 2014, Governor Jay Inslee signed an executive order that outlines steps to reduce carbon emissions and increase clean energy technology in Washington State. Part of this order included doubling the use of electric state vehicles by 20%. Spokane Transit wants to follow the states goals of increasing electric vehicle usage and decreasing our carbon footprint. However, from 2011 to 2015, personal travel in Spokane County's most urbanized areas grew 3.3% percent. A number of factors fueled this increase, including increases in two worker households and longer commute distances. According to data from the 2015 U.S. Census American Community Survey, 78.4 percent of households in Spokane County possessed two or more personal vehicles (up 21% from 2011), with 35 percent possessing three or more (up 32% from 2011). It is estimated that by 2040 the number of total daily VMT will grow by 34 percent over 2010 levels.

According to data from the 2015 U.S. Census American Community Survey, 77.9 percent of workers aged 16 years and over in Spokane County commuted to work alone in their own vehicles. This is slightly higher than the Washington State average of 72 percent. About three percent of workers in Spokane County commuted to work via public transportation in 2015. This is lower than the 2015 state average of 6 percent.

Spokane Regional Transportation Council's (SRTC) Horizon 2040 Plan indicates that while the county's population over 65 is increasing, the number of younger single people with no children is also increasing. The council's study found that younger people (18-35) drove 23% fewer miles in 2009 than they had in 2001. This is a result of this age cohort being more likely to walk, bike, rideshare, and use transit. However, the plan cites that an overall increase to the region's population as a contributor to more cars on the road in the future.

SRTC's 2005 Regional Transportation Survey provided information on travel patterns for Spokane County. It was estimated that of all the trips originating in Spokane County in 2005, 68 percent of these ended in either the City of Spokane (50 percent) or the City of Spokane Valley (18 percent). Although not all of the development within these two jurisdictions is urban in nature, transit is better suited to serve a higher percentage of trips which have origins and destinations in dense areas. In addition, almost half of all trips (45 percent) occurred outside of the AM peak (6:00 to 9:00) and PM peak (3:00 to 6:00) periods. The study also

revealed the large amount of travel occurring between Spokane County and adjacent Kootenai County, Idaho. Nearly 20,000 residents of Spokane and Kootenai County's cross the state line each day for work, shopping, medical appointments, and other activities. Approximately 58 percent of these residents originate their trips in Kootenai County, with the majority heading to destinations within the cities of Spokane and Spokane Valley.

Despite a recent downtick in ridership in 2015 and 2016, a survey conducted in spring of 2017 found that 47% of riders perceived themselves as riding more than they had the previous year, this is slightly higher than a similar survey conducted in 2015 in which 45% reported that they perceived themselves to be using the bus more. Of the 1,845 respondents of the survey, 15.3% reported having both a car and a driver's license and this group rode the bus as frequently as those who could not drive themselves.

## Environment

Data suggests the planet experienced warming temperatures during the 20th century unparalleled to any time since human record keeping began. The past decade appears to have been the warmest in recorded history, and the world's preeminent climatologists have found overwhelming evidence that human activity is the cause. Scientific studies by the University of Washington's Climate Impacts Group predict that allowing this warming trend to continue at present rates could result in decreased agricultural output, increased catastrophic weather events such as forest fires, drought and floods, and the displacement of entire populations due to rising sea levels.

Fossil fuel emissions associated with transportation have played a significant role in this human-induced climate change. [The City of Spokane's most recent Greenhouse Gas Inventory provides a local example. In the 2012 Spokane County Greenhouse Gas Inventory Report, non-public passenger transportation was found to be responsible for the generation of 1.2 million metric tons of carbon dioxide equivalent \(CO<sub>2</sub>e\), or 45 percent of the community's total greenhouse gas \(GHG\) emissions. The large majority \(74.8 percent\) of these emissions were generated by travel on the City of Spokane's surface streets, while the remainder \(21.6 percent\) was generated by travel on Interstate 90 and State Route 195.](#)

Recently enacted laws, executive orders, and pending legislation are establishing mandates to reduce GHG emissions. Many states, including Washington State, are continuing to pass legislation to reduce GHG emissions at a local and regional level. With a potential increase in gas prices, commuters will seek out other forms of transportation, including public transportation, to save money. These mandates have many implications for consumer prices, travel patterns, and living arrangements. It is likely that debates will continue into the foreseeable future; it is nearly universally accepted that transit will play a major role in environmental goals of the 21st Century.

## Energy

The landscape in energy demand has changed dramatically over the past 5-10 years. 10 years ago, analysts and economists of all political persuasions were predicting the arrival of peak oil, putting an end to relatively cheap oil and switching from a buyer's to a seller's market. Now, in 2017, experts are predicting that the world may reach peak demand. The most recent edition of British Petroleum's (BP) widely scrutinized Energy Outlook has global demand for crude oil maxing out in about 30 years as a result of new technologies (including improved efficiency of the electric car), the fight against climate change, and slowing economic growth for major world economies. For economies or companies leveraged on ever increasing quantities of cheap oil, the consequences may be troubling.

As the adopted City of Spokane’s Sustainability Action Plan notes:

“The global trend is clear: Regardless of geography, demographics, or politics, municipalities are questioning basic assumptions and taking initiative to improve how their communities function over the long haul. Spokane’s Sustainability Task Force addressed climate change and oil dependency simultaneously. The goals of the City’s Sustainability Action Plan include:

1. Climate Mitigation: attempt to reduce greenhouse gas emissions (GHG)
2. Climate Adaptation: adjust practices to deal with the effects of climate change
3. Energy Security: increase energy alternatives to reduce dependence on oil

These broad goals will ultimately lay the foundation for specific actions the City will take.”

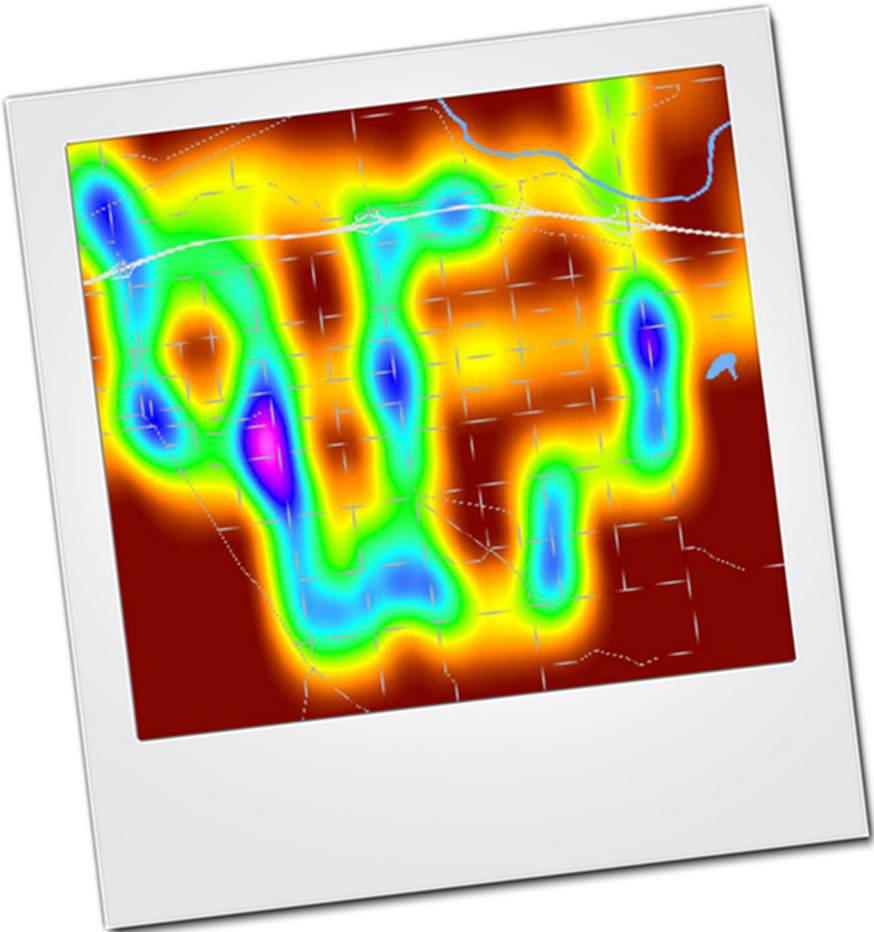
In addition, Strategy 3 within the Action Plan speaks directly towards STA’s mission, recognizing the importance of mobility to community connectivity by encouraging use of alternative fuels and expanding modes of travel for a variety of economic, health and environmental benefits.

~~In July of 2017, carmaker Volvo announced that after 2019 they will only manufacture electric and hybrid automobiles. In the same month France also announced that it would start implementing a ban on all sales of cars and trucks that use diesel and gasoline by 2040.~~

Although a complete shift from oil dependence will not happen overnight, the first steps are beginning now. STA’s fleet replacement strategy over the next 15 years is positioned to take advantage of emerging relevance of battery electric buses in the future. With ~~the new Central City line (to be completed in 2021)~~ City Line (2023) Spokane Transit ~~will be introducing~~ introduced 110 new fully electric buses to the fleet. This number may increase as STA pursues grants and other funding for electric buses on other routes, ~~including the Monroe-Regal Corridor.~~

# PART II: SERVICES

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# High Performance Transit

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High Performance Transit (HPT) is STA's term for core lines serving local and regional corridors that are all-day, two-way, frequent, and easy to use. Together, the lines represent STA's High Performance Transit Network, a focus for integrated investment in infrastructure and supporting land use.

## High Performance Transit Principles

### 1. Pedestrian Support

***More than any other service type, HPT extends the range of the pedestrian.***

Most studies show that people are comfortable walking a quarter-mile for most activities. As the number of destinations within a mile ~~increase~~increases, people are likely to increase the proportion of trips executed by walking. Beyond one-half mile to a mile, most ~~persons~~people will prefer other modes, especially if the trip is for purposes other than exercise. Rather than competing with short walking trips, transit can support greater mobility without dependence on the private automobile. The HPT network, with its emphasis on all-day, two-way connectivity at reasonable levels of frequency, supports the pedestrian's mobility beyond normal walking ranges. This emphasis on pedestrian mobility is a more effective way to view HPT mobility than looking at congestion relief or other less tangible societal benefits.

### 2. Ubiquity

***HPT service should attempt to serve the greatest number of people possible and the greatest number of destinations possible.***

The perceived importance of organic and inorganic properties often is proportionate to their availability and visibility. Despite the perception, ubiquity is not synonymous with importance; however, serving a broad geographic coverage and a broad array of transport needs means that HPT can be important to many people. Important things in our lives are things we share, value, and seek to take care of.

### 3. Activity Centers

***HPT should connect the region's cities and centers of population and jobs as much as possible.***

Urban studies over the last century have reinforced the intuitive notion that there are hierarchies of place and space. If there are centers, then there are peripheries. For about 50 years, gravity models have been used to express trip distribution in urban areas. Namely, that interaction between two locations declines with increasing distance (or time) between them but is positively associated with the amount of activity at each location.

Another way to say it ~~is~~is that a place with more activity is more important to a greater number of places. It is for this reason that connecting activity centers, particularly those amenable to pedestrian activity, is important with HPT.

## 4. System Effectiveness

***HPT should improve the effectiveness of the transportation system.***

While often misunderstood to be simply about moving traffic, the regional transportation system is successful when it provides mobility for people and goods. All the “good ideas” about transit and transportation can be measured from the perspective of system effectiveness. When replacement costs (fiscal and environmental) and investment life cycles are not considered, it is tempting to create infrastructure that may not be founded upon the principles described within this element. Improving the effectiveness of the transportation system may be less about ensuring certain patterns of travel continue to ~~exist, but~~exist but about encouraging and facilitating only those travel patterns that can be sustained.

## 5. Appropriate Scale

***HPT should be fiscally responsible and scaled appropriately to the region’s current and long-term needs given competing demands for scarce public resources.***

Many factors beyond planning define the infrastructure realities of metropolitan areas. Try as a metropolitan area might, it has a unique politic, demography, geography and climate that make it impossible to replicate the perceived successes of other metropolitan areas. Appropriate scale of the HPT network reflects the fact that the Spokane region’s urban layout, density and fiscal capacity are unique. To be functional and achievable, design of the HPT network must respect, and even magnify this unique set of circumstances.

## 6. Mode Neutrality

***Service quality, not mode technology, is the defining feature of HPT.***

Although the vehicle type or mode is often the first topic of conversation during transit corridor discussions, the service type is the most important feature. For this reason, the aggregated service quality (relative to travel needs) and not the mode is the defining feature of HPT.

## 7. Permanence

***HPT features permanence of investments.***

Regardless of mode, HPT should express to the customer through wayfinding, tactile enhancements at stations, or alignments that it will be available in the future. This permanence and definitiveness ~~is~~are also critical in directing those developing the built environment to focus new growth around transit.

## 8. Integration

***HPT should integrate and provide connections with other modes and transport services.***

While the most critical mode with which transit should be integrated is the pedestrian (walking) mode, integration with other modes is important to expand customer base and make use of synergies that can occur by connecting to modes that connect with transit systems in other urban areas. Integration with other modes can expand the customer base to include customers who may use the system less regularly than typical customers.

## 9. Competitive

***HPT should make desired connections better than competing modes whenever possible.***

Nearly every transportation alignment in cities is no older than the city itself. Often transportation alignments define how sections of a metropolitan area relate to other sections. As a matter of geographic definition, it is easy to assume that these alignments are the only option for future transportation investments. Penetrating barriers and making new connections are features of the HPT ~~Network~~network that can enhance its competitiveness with other modes, particularly the private automobile.

## High Performance Transit Policies

In addition to the policies listed below, policies addressing HPT service levels and infrastructure can be found in Fixed Route (FR) and System Infrastructure (SI), respectively.

### HP 1.0 - Corridor Development Plan

***To be recognized as an HPT line, a corridor development plan should first be approved by the STA Board of Directors.***

The HPT lines are in major corridors where there is sufficient need to justify significant investments in passenger amenities and information. The corridor development planning process provides a method to determine the appropriate scale of investment, the service design and the implementation steps toward plan realization. It engages stakeholders including existing and future passengers, property owners and agencies in envisioning the future state of a corridor and ways to make progress, even if incremental. It also may identify the locations of stations and stops and infrastructure requirements.

### HP 2.0 - Corridor Characteristics

#### 2.1 Vehicle Type Assumption

***Unless otherwise evaluated or identified in a corridor development plan, rubber-tired buses are the standard HPT vehicle.***

#### 2.2 Corridor Configuration

***STA configures a corridor's service architecture in response to geographic context, reflecting ~~particular conditions~~conditions that affect speed, service, frequency, and access.***

There are two general corridor configurations, Urban and Regional. Urban configurations primarily operate on arterials and are typically a single route providing end-to-end service on most if not all trips. Regional configurations operate principally on freeways and highways, with significant segments with limited or no access. While speeds are higher in Regional corridors than in Urban corridors, limited access reduces overall travel possibilities. To enhance service usefulness and effectiveness, Regional corridors may feature two or more routes that work together to provide HPT service, with operational techniques to provide greater frequency along the most traveled portions of a corridor. Regional corridors may have longer headways (less frequency) than Urban corridors and configured with service branching while maintaining all other HPT elements.

### 2.3 Mode Selection

***When evaluating modes, STA shall consider the strengths and weaknesses of various vehicle types in relation to the demands of the corridor being served.***

Modal selection can generally be classified into two categories, conventional bus and rail. Conventional bus includes a variety of buses that may be categorized by vehicle type (including double-deckers, articulated buses, 40' passenger buses, etc) propulsion (battery electric buses, diesel hybrids, etc) and service characteristics (e.g., bus rapid transit). Rail includes both commuter rail and light rail vehicles. Each mode has its own set of benefits and weaknesses. Some vehicles have the capacity to move a dozen passengers, while others carry several hundred passengers at a time. In Spokane, Of course, these different vehicle types also have significantly different costs. These costs, both up-front and operational in nature, must be considered when selecting appropriate vehicles for HPT service. Mode selection is often part of an “alternatives analysis” conducted in a way to make the corridor project eligible for federal New Starts/Small Starts funding. If such funding is not sought, it may be appropriate to scale the mode selection process to take less time while still providing for public input. This may mean limiting the number of modes to be considered in a particular corridor.

## HP 3.0 - High Performance Transit (HPT) Implementation

### 3.1 Prioritization

***STA will prioritize the implementation of HPT corridors and selection of service types based on the principles outlined in this section.***

### 3.2 Speed and Reliability

***STA will advance measures to improve the speed and reliability of HPT corridors to improve service efficiency and increase mobility and access for STA riders.***

STA will actively seek to improve policies, roadway design and operating practices that influence the speed and reliability of HPT service. This includes measures such as transit signal priority, exclusive or semi-exclusive transit lanes, traffic queue jumps, and optimized stop placement. STA also seeks to reduce elements of travel time within its control by measures such as all-door boarding and stop spacing and design.

### 3.3 Land Use Implementation

***In addition to the policies in Regional Transportation, Land Use, and Economic Development and Land Use Coordination, STA will actively pursue partnerships, policies and other measures that result in greater access to HPT.***

STA will ~~promote~~ encourage and support policy changes, such as reducing or eliminating minimum parking requirements, reducing regulatory burdens and upzoning that allows more housing and activity near HPT stations and stops. Additionally, STA will ~~partner with agencies and organizations to~~ seek joint development opportunities to ~~provide~~ advance more ~~urban activity~~ mixed use development, jobs, and a variety of particularly affordable and market-rate housing, near HPT stations and stops. ~~STA should~~ will work with jurisdictions to help identify and adopt TOD Emphasis Areas ~~areas associated with HPT infrastructure defined as areas where future growth of development, employment and housing is concentrated over the jurisdictions' planning horizon.~~ When possible, STA shall also develop innovative approaches to incentivize and support transit and land use integration.

### 3.4 HPT Standards and Guidelines

***STA may develop additional standards and guidelines to support HPT implementation.***

Standards and guidelines for HPT planning, implementation and operation may address the following:

- Process and contents of a corridor development plan
- Branding specifications and the criteria for when HPT corridors receiving branding elements
- Standard station elements and typical plans and specifications
- Resources for partner agencies and contractors

## HP 4.0 - High Performance Transit Network Map

***The HPT network map is the foundation, framework, and basis for future service improvements.***

The following map depicts how the HPT network may look in 20 to 30 years. Many factors, including but not limited to, economic conditions, ridership demand, funding opportunities, and regional priorities will affect how quickly and where the network begins to take shape. Additionally, modifications to this map are likely after the development of each corridor and as land use patterns change. This map will continue to take shape incrementally as directed by the policies found within this element. Corridors are identified by operational status:

- **Existing** – Service is in place and recognized as a component of STA’s existing High Performance Transit network.
- **Planned** – Service and capital investments are programmed in adopted plans to support implementation.
- **Future** – Corridors corresponding to existing bus routes that are candidate for future HPT investments but are currently not planned or programmed.
- **Concept** – Corridors that are distinct from existing services and are identified for long-range planning purposes.

*The table below has been completely updated to reflect existing conditions, planned improvements and refined future and conceptual investments in HPT corridors in the region.*

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Route	Status (202 <del>5</del> <sup>4</sup> )	Terminals	Via	Implementation Strategy and Challenges
1 – City Line	Existing	Browne’s Addition - SCC	Downtown Spokane, Riverpoint Campus, Cincinnati Ave., Mission Ave.	<i>Implemented July 2023, with committed service levels in place May 2024.</i> <b>Near-term-</b> Partner with the City of Spokane in advancing Transit Oriented Development (TOD) in the corridor.
BRT-A	Planned	Downtown Spokane – Mead Transit Center	Downtown Spokane, Division Street, <del>Newport Hwy.</del>	<b>Near-term-</b> Implement Division Street BRT consistent with board-adopted Locally Preferred Alternative, including new Business Access and Transit (BAT) lanes between the Division ‘Y’ and the Spokane River. Support planning for TOD in the corridor. <b>Mid-term-</b> Extend service to a new Mead Transit Center and expand service there. Advance TOD plans in the corridor.
BRT-B	Concept	<del>VTC Argonne Station</del> – Appleway Station	Sprague/ <del>Appleway, Mullan/Argonne</del>	<b>Near-term-</b> Conduct corridor development planning for future BRT in the corridor, defining terminals, station locations and service levels. <u>Construct Argonne Station.</u> <b>Mid-term-</b> Construct Appleway Station; improve service night and weekend service on Route 98 Greenacres/Liberty Lake. <b>Long-term-</b> Implement BRT.

Route	Status (2025 <sup>4</sup> )	Terminals	Via	Implementation Strategy and Challenges
<b>4- Monroe /Regal</b>	Existing	Five Mile P&R – Moran Station	Monroe St., Downtown Spokane, Grand Blvd., 29th Ave., Lincoln Heights, Regal St.	<p><i>Service implemented September 2019 with committed stop improvements in place in 2023.</i></p> <p><b>Near-term-</b> Make additional stop improvements (Phase 3) with the remaining project budget.</p>
<b>Urban-A) - Sprague</b>	<del>Planned</del> <u>Existing</u>	Downtown – Valley Transit Center	Sprague	<p><del><b>Near-term-</b> Implement Route 9 Sprague September 2024 with stop improvements phased in through 2025.</del></p> <p><b>Mid-term-</b> Explore linkage to other HPT corridors, including future BRT (corridor BRT-B) and HPT on West Broadway</p>
<b>Urban-B</b>	Planned	SFCC – SCC	Wellesley, Market/Haven	<p><b>Near-term-</b> Secure funding to implement HPT on the corridor with improved passenger amenities.</p> <p><b>Mid-term-</b> Pursue opportunities to advance TOD in the corridor. Enhance additional stops beyond initial investment.</p>
<b>Urban-C</b>	Future	Indian Trail - South Hill Park & Ride	Indian Trail, Wellesley Ave, Shadle Shopping Center, Downtown, Perry St, South Hill Park & Ride	<p><b>Near-term-</b> Improve frequency during nights and weekends along Route 23 Maple/Ash and Route 45 Perry District.</p> <p><b>Mid-term-</b> Regular bus; add 15-minute daytime weekday frequency; construct Indian Trail Park &amp; Ride</p> <p><b>Long-term-</b> Enhanced bus; ensure frequency and span meet HPT Frequent standards; install HPT stations and stop amenities where appropriate.</p>
<b>Urban-D</b>	Future	Whitworth University – Airway Heights	Hawthorne Rd, Nevada St, Mission Ave,	<p><b>Near-term-</b> Improve frequency during nights and weekends along Route 28 Nevada and Route 61</p>

Route	Status (202 <u>5</u> 4)	Terminals	Via	Implementation Strategy and Challenges
Urban-E	Future	West Central	Downtown, Sunset Blvd, Airway Heights	<p>Highway 2/Fairchild.; build end of line facilities in Airway Heights.</p> <p><b>Mid-term</b> - Regular bus; add 15-minute daytime weekday frequency.</p> <p><b>Long-term</b> - Enhanced bus; ensure frequency and span meet HPT Frequent standards; install HPT stations and stop amenities where appropriate.</p> <p><b>Near-term</b> – upgrade passenger amenities; Improve frequency during nights and weekends along Route 94 East Central/Millwood</p> <p><b>Mid-term</b> - Regular bus; restructure service in the Valley, add 15-minute daytime weekday frequency; Construct Argonne Station Park &amp; Ride</p> <p><b>Long-term</b> - Enhanced bus; ensure frequency and span meet HPT Frequent standards, install HPT stations and stop amenities where appropriate.</p>

Route	Status (2025 <sup>4</sup> )	Terminals	Via	Implementation Strategy and Challenges
6 - Cheney	Existing	WSU Health Sciences Campus Spokane – Cheney/EWU	Plaza, I-90	<b>Near-term</b> - Branded articulated bus or double-decker bus; ensure frequency and span between Downtown Spokane and Cheney meets HPT Express standards
<del>R-A7 – Valley/Airport</del>	<del>Planned</del> Existing	Liberty Lake – Airport	Mission Ave, Indiana Ave, Mirabeau P&R, I-90 Corridor	<del><b>Near-term</b> – Implement Route 7 between Liberty Lake and Spokane International Airport (planned September 2025);</del> construct Argonne Station Park and Ride. <b>Mid-term</b> – Pursue transit speed and reliability measures along I-90.
R-B	Concept	Hastings Park & Ride – Plaza	Mead Transit Center, NSC, Trent, U-District, Plaza	<b>Mid-term</b> - Introduce express service on the North Spokane Corridor once completed. <b>Long-term</b> - Branded articulated bus or double-decker bus; ensure service to Hastings Park & Ride meets HPT Express span and frequency standards. Under consideration for merger with 6-Cheney
R-C	Concept	Post Falls, ID – Mirabeau Transit Center	I-90	<b>Near-term</b> – Implement pilot bus service connect to Mirabeau Transit Center (2026) <b>Mid-term</b> – Develop long-term funding and operating plan for cross-state service <b>Long-term</b> – Design and implement HPT investments, integrating with the overall I-90/Valley HPT Corridor.

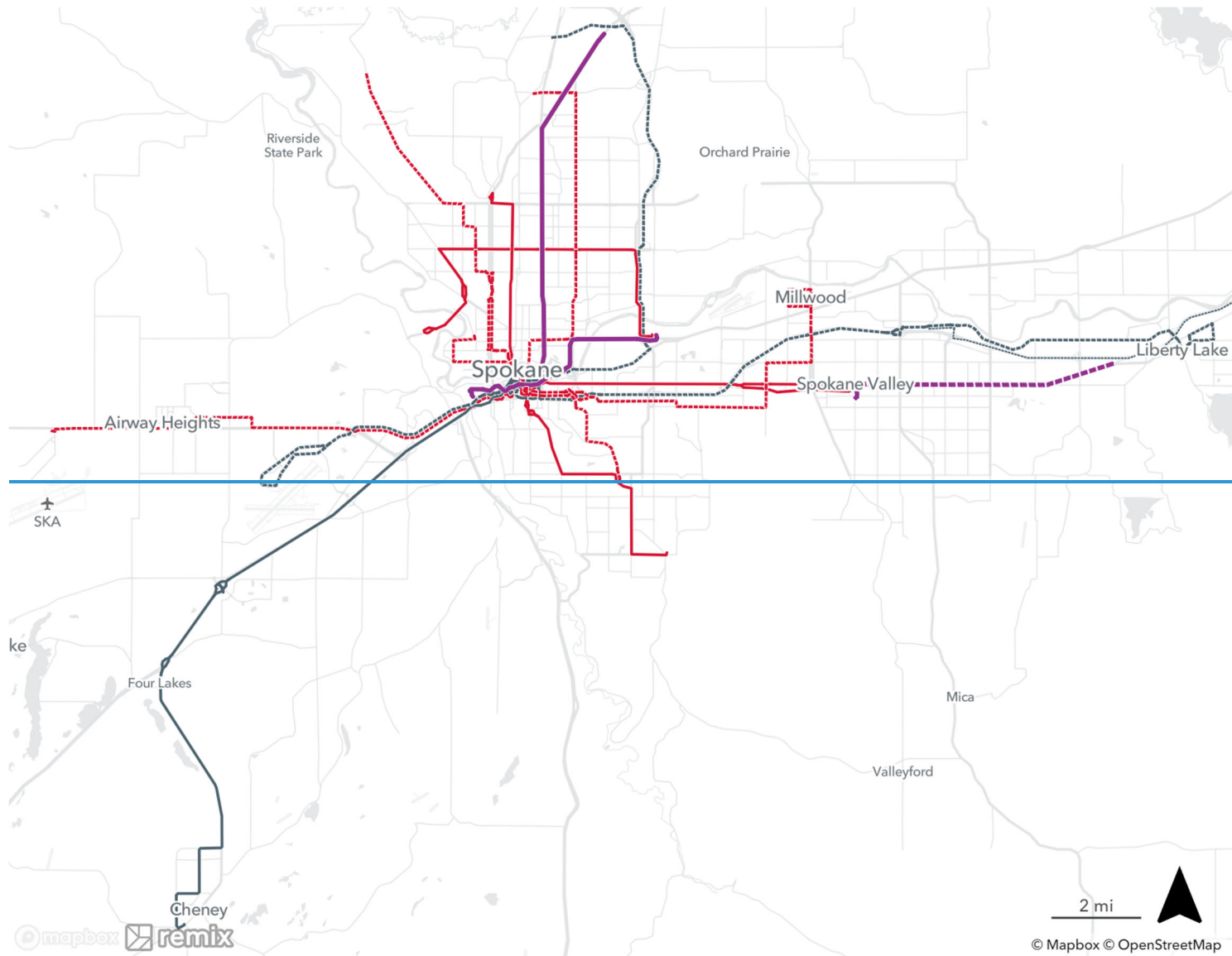
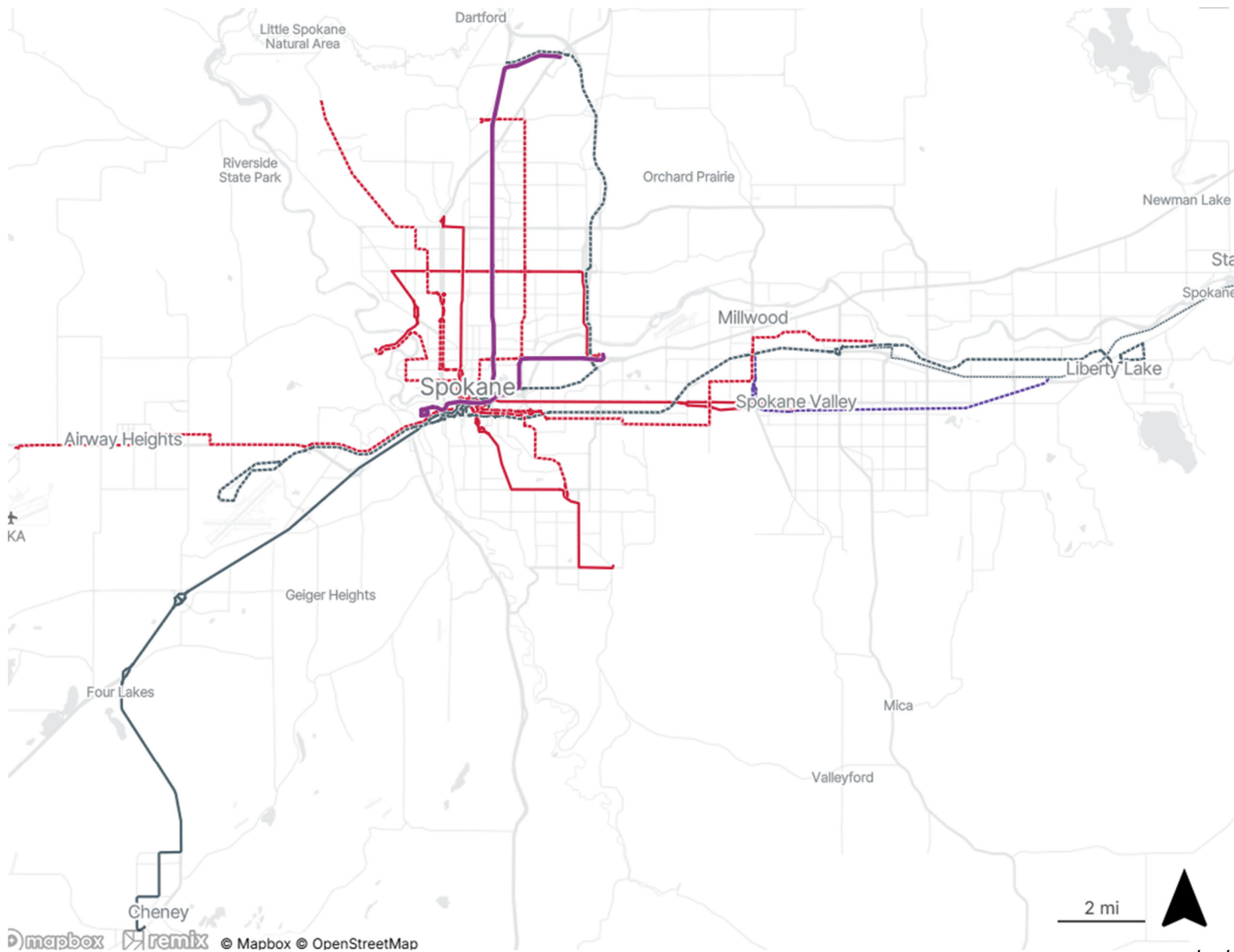


Figure 2 – Future HPT Network





## Fixed-Route Service

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Over a century of urban transportation system planning reveals the challenges and opportunities faced by those involved in the field. Economic efficiency, operating conflicts with the private automobile and other roadway users and serving the [general public](#) versus responding to individual needs have made the logical assessment and improvement of fixed-route transit a difficult endeavor.

To illustrate this point, in 1919 the Federal government appointed an eight-member panel to the Federal Electric Railways Commission to investigate the challenges then facing operators of streetcars in American cities. The creation of the commission was preceded by several very difficult years for private companies whose transit systems carried millions of Americans each day. Inflation in energy prices, labor shortages, deferred maintenance, and fixed fares were among the many symptoms of these difficult years. While these more notable symptoms seem unrelated to good service design, the findings of the Commission are startling in their applicability to today's planning problems. Some of the findings and recommendations for streetcar companies include reduction of stops to improve speeds; elimination of service in low-density areas; consolidation of competing lines; adjustments to fare structures to reflect cost variations that can exist between routes, and so forth.

In 1958 the National Committee on Urban Transportation assembled what was likely the first set of comprehensive standards for transit services and facilities in North America. This document recognized "that [standards, warrants, and objectives] must be directly related to the economical feasibility of providing services." Furthermore, it provided standards for routing which listed desirable routing characteristics such as: offering directness of travel with respect to origins and destinations; being free of duplication, except where routes converge; including a maximum number of turning movements; and so forth.

In 1982 Spokane Transit adopted its first Service Standards for fixed-route service. The standards included minimum frequencies, hours of service (span), loading, stop spacing and access. Service Planning Guidelines adopted by the STA Board in February 2000 made some modifications to these standards while adding additional guidance on service change procedures and service allocation.

This section of Connect Spokane draws from documents highlighted above as well as numerous samples of service guidelines and standards documents from other transit authorities. This document is intended to both express ideals and establish expectations for the design, quality and performance of Spokane Transit's fixed-route system.

The process of creating good transit service is perhaps new to most readers. However, the practice is similar to that of building a good house. For example, first builders must ask, "What makes for a good house?" Most people generally agree that a good house should be energy efficient, comfortable, aesthetically pleasing, and protect its inhabitants from adverse weather. These are the principles of building a good house. Second, they ask, "How do I build a good house?" There are many ways to build a house, but construction of good houses must meet important regulations and standards to ensure safety, utility, consistency, and proper urban form. These are the policies to follow when building a good house. Finally, builders ask, "Did I build a good house?" This can be measured by calculating energy efficiency, looking for leaks in the roof or analyzing the market value. These are the performance standards used to evaluate the need for remediation. If they didn't build a good house, builders must revisit the principles and follow the process again. This "understanding,

implementing, and evaluating” analogy illustrates the similar process used to create and maintain first-rate fixed-route transit service.

There are three questions to ask about fixed-route design:

**1. Principles - What makes for good service?**

This section describes basic principles that affect the design of service, its utility to the public, and ultimately the performance of the route on many different levels. It is not meant to be policy; rather, it is information prepared to communicate to decision makers, customers and other groups interested in transit service the concepts that should be considered to ensure the most benefit is derived from investment in operating fixed- route service.



**2. Policies - What guidelines do we follow to create good service?**

This section articulates draft policy, based on principles, that defines transit network architecture, extent and service levels for fixed-route transit service. Issues of frequency of service, span (hours of operation), public input, and geographic extent are determined in policies to ensure consistency in service modifications, enhancements, and reductions.



**3. Performance Standards - Did we build good service?**

**(Located in Annex 1: Performance Standards)**

This section contains three primary standards that when not met result in evaluating alternatives for remediation. This may include routing changes, service reductions, or adjustments to related routes. The performance standards measure route performance based on ridership productivity, farebox recovery, and vehicle loads as it relates to the energy consumed for transporting passengers.



## Fixed-Route Service Design Principles

The principles listed below provide guidelines for ensuring the most benefit is derived from investment in operating fixed-route service. Adherence to these principles grows in importance as demand and service [de](#) expand. Smaller transit systems can afford, with relatively little risk, to design systems outside of the recommended principles below. Larger systems, such as STA, cannot afford the same luxury.

### 1. Network

***Routes should be designed in the context of other routes and transit facilities.***

No route is an island. Designing routes within the context of other routes and transit facilities provides for sound transit networks.

## 2. Independent Utility

***Routes should be designed to access a mix of uses and have utility independent of transfers.***

While route design should reflect network integration, each route should be developed to have utility independent of transfers. For instance, the notion of trunk and feeder suggests that feeders are dependent upon a trunk for utility and therefore taking people to a transit center or park and ride is adequate. STA's experience with such route has shown that they are suboptimal. While in most cases riders will transfer, a route that "feeds" a major line should access a mix of uses so that there are trips that could be served on the line without a transfer.

## 3. Generalized Service versus Specialized Service

***Route design should focus more on generalized service, rather than specialized service, for greater ridership gains based upon equivalent capital investments.***

Generalized service provides service for most of the day and can be folded into the travel patterns of a multitude of customers for many different purposes. Specialized service seeks to go out of its way to reach the front door of a specific employer or housing facility, is scheduled around specific work shifts, or is limited to peak travel times. In most cases, the more specialized a service, the less capital intensive it should be. In most cases, capital and operating investments in generalized service will result in greater ridership gains over comparable major capital investments in specialized service.

## 4. Multiple Destinations

***Generalized service routes should be designed to serve multiple origins and destinations.***

A generalized service route should serve multiple origins and destinations. While a downtown area will produce higher trip demand than many other destinations, ensuring a route has intermediate destinations allows for greater seat turnover and utility to riders.

## 5. Route Terminals

***Routes should be designed with anchors in or near activity centers with healthy mixes of employment and housing.***

Routes should be anchored in activity centers, ideally with a mix of jobs and housing. As much as possible, routes should not end in low density environments. Without proper anchors a route will chronically be empty at the end of the route and serve fewer people.

## 6. Interlining of Routes

***Routes should be designed to interline with other routes, rather than terminating in a central business district (CBD).***

It is common practice to radiate routes from a CBD. While it may support defining a route's destination, it provides less mobility than continuing through downtown, either after a pause and/or route number change, or as a singular route. Interlines should reflect utility to the rider; routes that are interlined and serve the same general geography or quadrant of the city (so the bus is effectively turning around downtown) are generally not useful to riders.

## 7. Route Length

**Routes should be designed to be as long as practicable without being wasteful, unreliable, or inoperable due to the lack of recovery opportunities.**

The longer a route, the more opportunities there are to match origins with destinations without requiring a transfer. This results in a higher load at any given point on a route. Ideally, no route should be less than two miles in length.

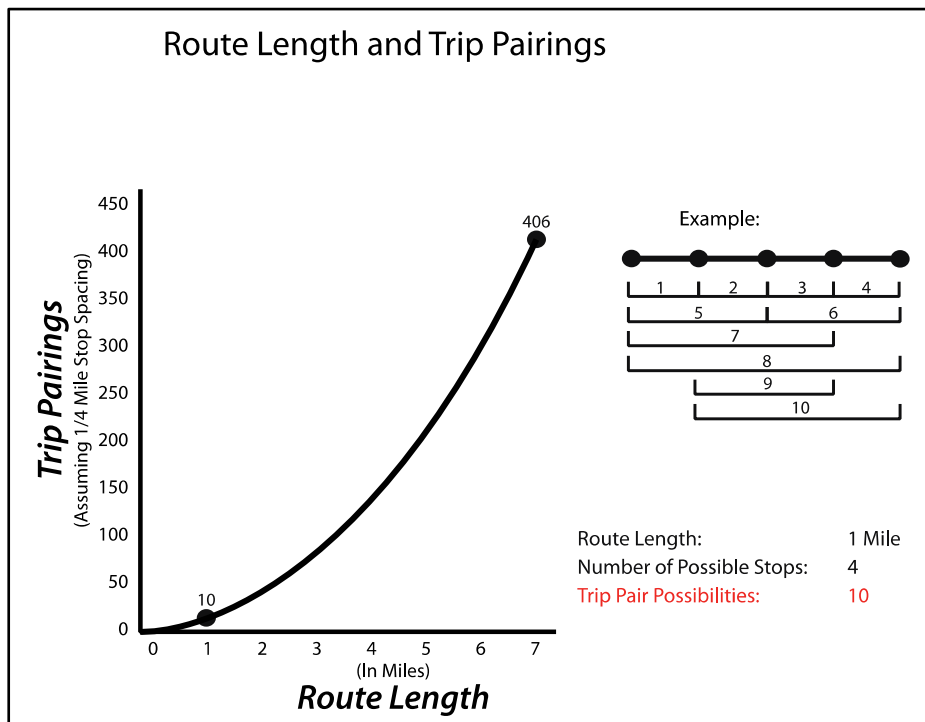


Figure 3 - Route Length and Trip Pairings

## 8. Arterial Travel

**Under most circumstances, routes should be designed to travel on arterials.**

Travel on arterials generally provides a good balance between speed and access. Appropriate exceptions include the following: to accommodate route terminals where off-arterial travel is necessary to turn around; an alternative to a segment of arterial where grades or other inherent conditions prohibit regular transit operations; or, where a non-arterial street has been designated as a special transit corridor with enhanced and/ or exclusive infrastructure that is amenable to transit operations.

## 9. Speed versus Access

**Routes should be designed *specifically* to the speed and access needs of the areas/populations they serve.**

While people may prefer the fastest way between two points, point to point (non-stop) service is not available at a scale that would match the ubiquity of the automobile. Adding more access (i.e. pick-ups and drop-offs) can increase utility but can also reduce the service utility for some riders. Generally, access must decrease in order to increase speed.

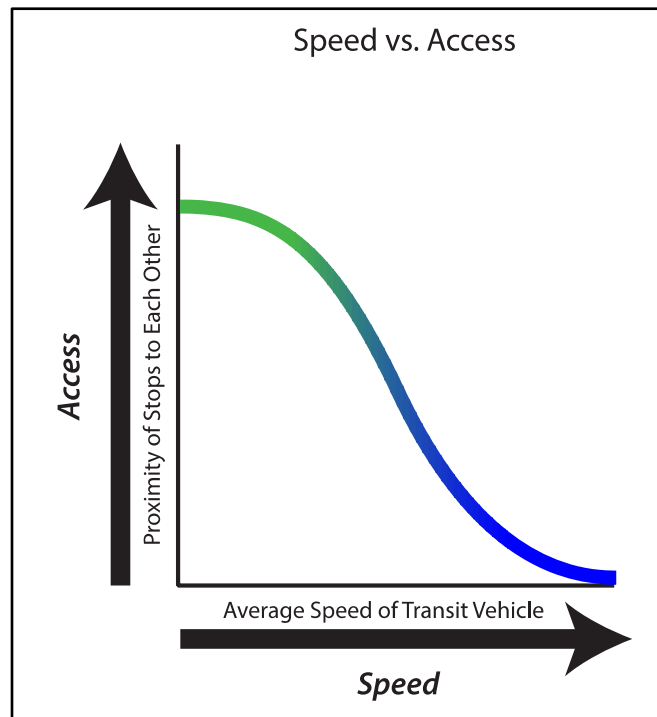


Figure 4 - Speed vs. Access

## 10. Convergence of Routes

**Routes should be designed to converge on higher density centers and corridors to increase frequency and facilitate short, spontaneous trips.**

When approaching on higher density centers and corridors, such as a CBD or university campus, it is appropriate for routes to converge such that the combined frequency increases the capacity and quality of service. Focusing service on a common pathway can allow for very high frequencies that facilitate short, spontaneous trips by people who would otherwise not opt for transit as a preferred mode.

## 11. Route Spacing

**Parallel routes should be spaced far enough apart so that service is not duplicative.**

Numerous transit studies have shown that people will walk up to  $\frac{1}{4}$  to  $\frac{1}{2}$  mile to catch a bus or train. Therefore, spacing of a minimum of  $\frac{1}{2}$  mile in most cases eliminates unnecessary duplication of service and simplifies the decision-making process for riders. It also tends to enable higher frequencies on a single corridor rather than a dilution of service over many streets.

## 12. Loops and Circles

***Under most circumstances, routes should be designed to avoid loops and circles.***

People generally prefer the most direct path between any two points.

Providing a circular path, especially in a one-way fashion, can add cost and reduce the attractiveness of service. Some small loops that operate at route terminals or very large two-way loops where the circumference is sizable so that most riders will travel in a straight line or only a medium-sized arc about the loop may be appropriate.

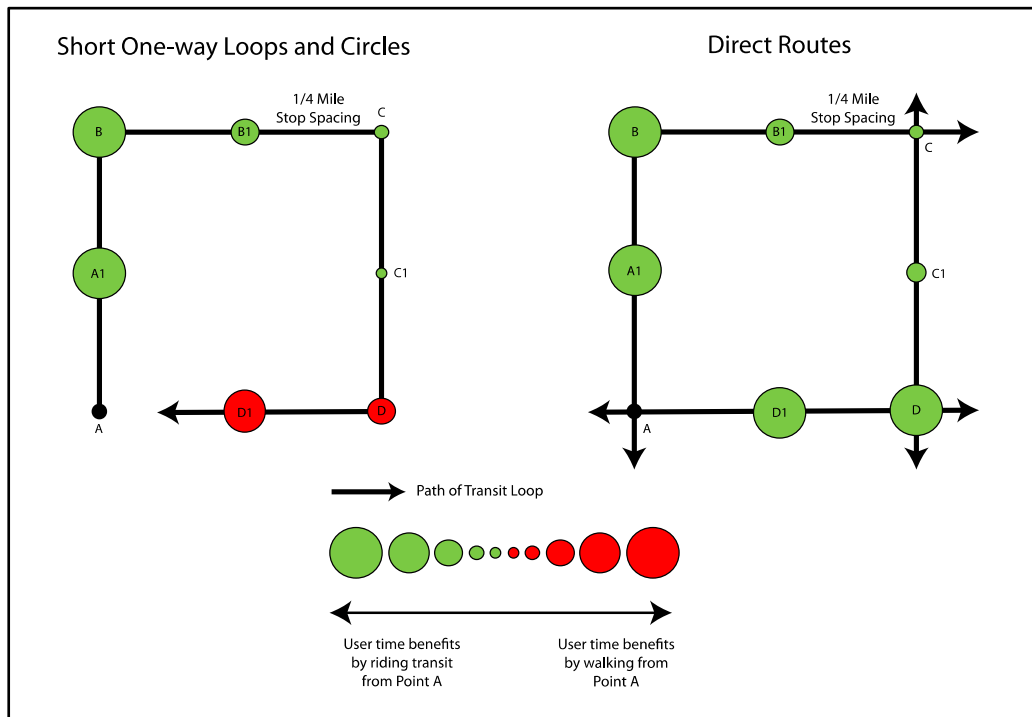


Figure 5 - One-way Loops vs. Direct Routes

## 13. Middle Ground

***Where possible, routes should travel along corridors which have ridership generators on either side in such a way that the route bisects destinations rather than skirting the periphery or along physical barriers such as rivers, ledges or lakes.***

## 14. Opportunity Cost and Change

***Route design should focus more on providing good service and network design, rather than ridership preservation, to increase overall ridership.***

Reallocation or restructuring of service to better fit good service and network design will typically result in increases in ridership. Despite this opportunity, there will always be pressure to maintain current service [in order to](#) preserve current riders' travel habits. Hence, ridership growth will always be pitted against ridership preservation.

## Fixed-Route Service Design Policies

This section articulates policy, based on principles, that defines transit network architecture, extent and service levels for fixed-route transit service. These policies are intended to ensure consistency of existing service and for service modifications, enhancements, and reductions as well. The policies may be used by citizens, staff, and elected officials for the purposes of decision making, maintaining consistency, and network/route building guidelines. The following policies can be classified into two categories. The first set of policies can be applied to the system as a whole. The second set of policies is route-specific. The existing network, routes, and all proposed route changes should ~~be in compliance with~~ be following all of the policies to the greatest extent practicable.

### Policy Summary

#### **System-wide Policies**

FR 1.0 Major Service Classes	These policies define the types of service found in the fixed-route network
1.1 HPT	This is a network of routes selected for higher capital and operating investment STA calls High Performance Transit (HPT).
1.2 Regular	This is the basic service level STA provides.
1.3 Targeted	This service is focused on specific travel markets and destinations, with limited service span commensurate with demand.
FR 2.0 Service Allocation	These policies identify targets for the allocation of service across service types and geography.
2.1 Geographic Extent	This policy defines the necessity of geographically extending service to serve the urbanized areas.
2.2 Service Type Allocation	This policy defines the minimum and maximum percentage of revenue service hours allocated to each service type
2.3 Geographic Allocation	This policy defines the minimum requirements for serving each travel shed within the PTBA.
FR 3.0 Service Span	The Service Span policies identify target hours of operation during each day of the week.
3.1 Regular System Hours	This policy defines the system operating hours requirements for regular basic service.
3.2 HPT System Hours	This policy defines the system operating hours requirements for the HPT.

#### **Route-specific Policies**

FR - 4.0 Headway	This policy defines the maximum headways for service by type.
FR - 5.0 Stop Spacing and Placement	This policy states guidelines for stop placement and defines the maximum and minimum distances for stop spacing by service type.
FR - 6.0 Stop Spacing and Placement	This policy states guidelines for stop placement and defines the maximum and minimum distances for stop spacing by service type
FR - 7.0 Vehicle Load Standards	This policy defines vehicle load standards
FR - 8.0 Route Numbering	This policy defines the standard numbering system for all routes.

## FR 1.0 – Major Service Classes

### ***STA provides three major classes of fixed-route service: High Performance Transit (HPT) Service, Regular Service, and Targeted Services***

HPT and Regular service classes are generalized services that are designed to serve the greatest number of people within the region’s geographic area and STA’s financial capacity. The Targeted service class is a specialized service focused on attracting and accommodating targeted audiences, such as peak demand travelers to employment and education centers, as well as special shuttles that may operate intermittently or bridge service gaps either temporarily or geographically. The following descriptions provide a basic policy framework on which the attributes of each service class are constructed.

#### **1.1 High Performance Transit (HPT) Service**

The HPT service class is intended to be considered full-time service, operating in two directions. Spontaneous travel is supported by the relatively high frequency of service. The HPT routes are in major corridors where there is sufficient ridership to justify significant investments in passenger amenities. HPT routes also support regional growth plans and centers of education and employment. There are two general HPT configurations, Urban and Regional. Urban configurations primarily operate on arterials and are typically a single route providing end-to-end service on most if not all trips. Regional configurations operate principally on freeways and highways, with significant segments with limited or no access. More details can be found in the High Performance Transit element.

Routes serving HPT corridors as identified in this plan may be designated HPT service only after 1) a corridor development plan has been prepared and approved by the STA Board of Directors and 2) service levels along the route adhere to the minimum service levels for the respective mode or corridor configurations. Elevated branding and wayfinding investments for HPT service is commensurate with the implementation of corridor service plans.

#### **1.2 Regular Service**

The Regular service class comprises the majority of STA’s existing service and is general-purpose service. It is intended to be sufficient to meet general demand that exists in an area served while still being robust enough to meet many purposes throughout each day. The service class ~~provides for~~ provides flexibility in service span and frequency to accommodate the range of corridor circumstances, from newly minted service to routes envisioned to become part of the High Performance Transit network. For the purposes of service attributes of frequency and span, the Regular service class is subdivided into four families: Frequent, Standard, Basic, Downtown Shuttle.

Service Family	General Attributes
1.2.1 Frequent	Routes that warrant greater frequency based on demand and network capability. These routes may serve corridors identified for future High Performance Transit investments or may be candidates for future designation.
1.2.2 Standard	Routes that contribute to overall network effectiveness and operate daily, providing half-hourly frequency for most hours on weekdays and operating seven days a week.
1.2.3 Basic	Basic access for a variety of users at different times of day, basic is appropriate for fledgling travel markets and areas with medium density and limited commercial/mixed use activity. Service may gradually increase to reach Standard service definition as performance improves.
1.2.4 Downtown Shuttle	Elements of standard and frequent service with a span appropriate for travel market. May operate daily or weekday only

### 1.3 Targeted Services

The Targeted service class features routes that are tailored to serve a specific commute market or destinations on a limited basis, typically with limited or express stop patterns. Such routes typically, but not exclusively, operate one way in a given peak period. Routes in this class may be anchored by a park and ride facility or have a collection segment through residential areas before traveling limited stop to the employment/education center. Targeted Services also includes shuttles for special events, interim worksite connections, and supplementary connections and is tailored to the specific circumstances.

## FR 2.0 – Service Allocation

Transit agencies generally provide a service allocation policy to guide transit planning and support the agency's mission and goals. Common policies in other communities relate to geographic extent of service, spatial distribution of service among geographic partitions of an agency's service area, and distribution of operating outlays among service types. The Spokane Transit service allocation policy will include a hybrid of these three methods.

### 2.1 Geographic Extent

***Regular or HPT service shall be available within no more than one-half mile of at least 80% of the PTBA population residing within urban areas.***

Urban areas are defined as the Spokane "urbanized area" (UZA) and "urban clusters," as defined by the last available US Census. This policy recognizes the need to be geographically extended in order to be accessible and functional for the traveling public. It also highlights the position that fixed-route is a service made functional because it serves urban areas.

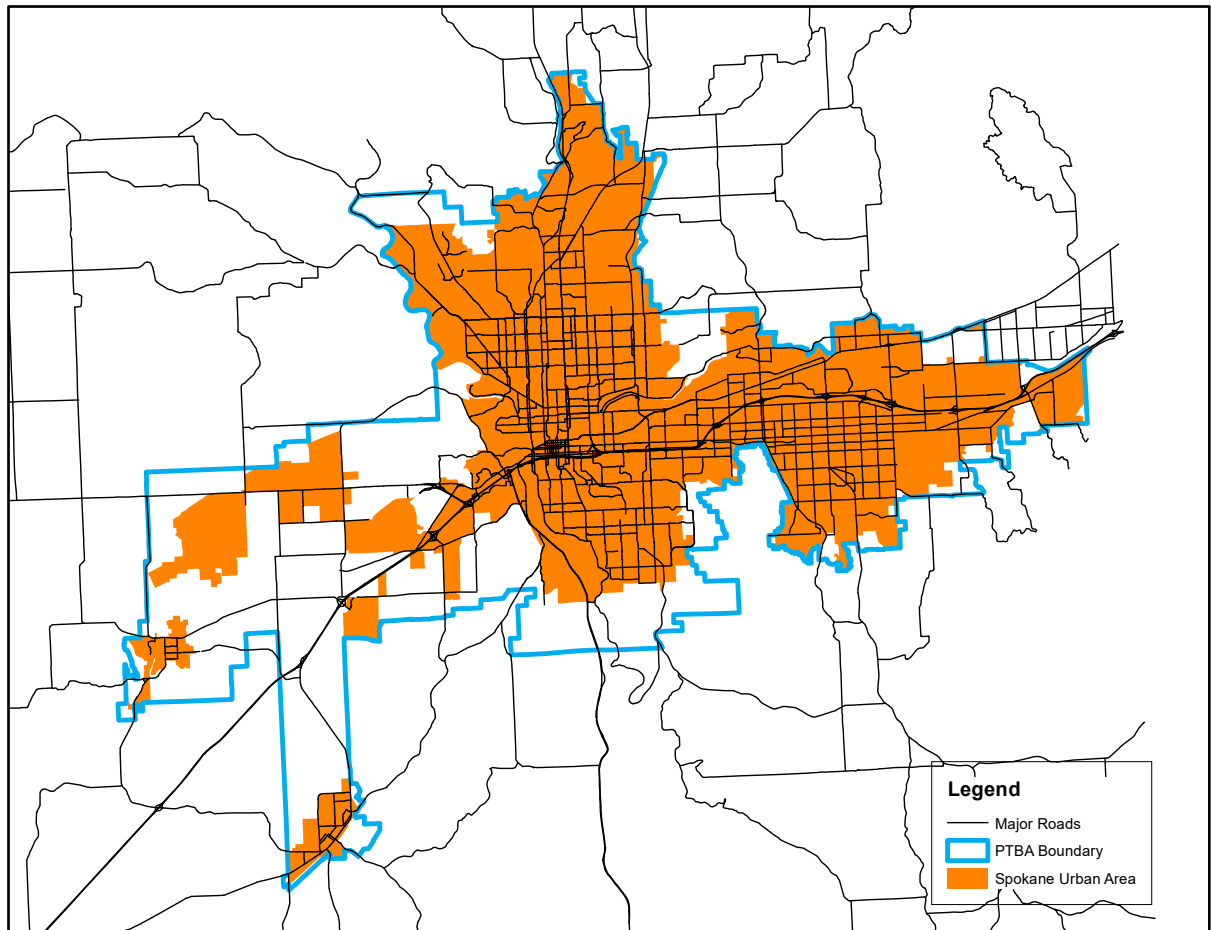


Figure 6 - Urban Areas and Clusters

## 2.2 Service Class Allocation

***STA shall allocate service hours in a way which maximizes overall system efficiency.***

An effective allocation of investment across the three classes of fixed route service will favor HPT on a per-route-mile basis, by virtue of the greater demand served. Regular services may represent the highest proportion of service until many of the HPT corridors are in operation. Because Targeted services have more limited operating profiles (e.g., number of trips, span of service) they should represent fewer than 10% of service hours.

## 2.3 Geographic Allocation

***STA shall ensure a geographic distribution among service classes.***

The following allocations of service should be observed in distributing service among Travel Shed Partitions, as detailed below:

1. Each Travel Shed Partition should have at least one Targeted service class route serving the partition so long as it meets service performance standards.
2. Within 15 years of implementation of the first HPT corridor service, HPT service should operate within each Travel Shed Partition.

Travel Shed Partitions will be defined as a service design criterion in meeting this objective. Conceptually these partitions will be defined as North, South, East and West Plains. The intent of the partitions is to ensure a geographic distribution among high quality service classes. Partition boundaries should not be defined by municipal boundaries; neither should tax revenues raised in a partition determine service provision. Rather, the partitions group component travel needs to ensure a reasonable distribution of HPT investments.

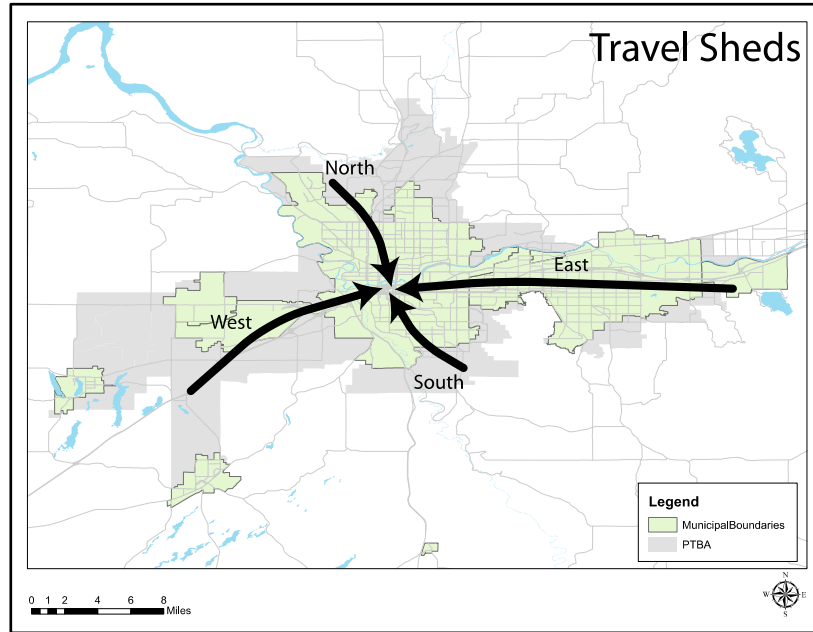


Figure 7 - Geographic Allocation

### FR 3.0 – Service Span Policy

#### 3.1 Regular Hours of Service (Span)

**STA shall provide the maximum possible span of service for the Regular Service class.**

##### 3.1.1 Frequent / Standard System Hours of Service

The extent of each day in which the Frequent and Standard families are in operation is as follows, generalized to the nearest hour of the day:

Day	Span
Weekdays	5 am to 11 pm
Saturdays	6 am to 11 pm
Sundays/Holidays	8 am to 8 pm

##### 3.1.2 Basic / Downtown Shuttle System Hours of Service

The minimum extent of each day in which the Basic and Downtown Shuttle families are in operation is as follows:

Day	Span
Weekdays	6 am to 6 pm
Saturdays	Route dependent
Sundays/Holidays	Route dependent

### 3.2 HPT Hours of Service (Span)

**Whenever operationally feasible, STA shall provide an HPT span of service greater than that of the Regular System.**

Day	Span
Weekdays	5 am to 12 am
Saturdays	6 am to 12 am
Sundays/Holidays	6 am to 10 pm

## FR 4.0 – Headways for HPT Service and Regular Service

**STA shall adhere to maximum headway standards when determining a route's frequency.**

The following headways are maximum intervals considered acceptable for the various Regular service families and HPT modes and corridor configurations. The definition of Peak, Base and Sub-Base periods are relative to the travel demand, but generally Peak is between 6:30 am and 8:30 am and 4:00 pm and 6:30 pm on weekdays; Base is the period between weekday peaks as well the outside shoulders of Peak travel times; and Sub-Base is late-nights and weekends.

Maximum Headways (minutes)		Peak	Base	Sub-Base
Service Class	Variable			
HPT	Mode: Bus Rapid Transit	10	15	30
	Corridor Configuration: Urban	15	15	30
	Corridor Configuration: Regional	30	30	60
Regular	Service Family: Frequent	15	30	60
	Service Family: Standard	30	30	60
	Service Family: Basic	60	60	120
	Service Family: Downtown	30	30	60

## FR 5.0 - Service Reliability and Operability

**STA develops schedules to include sufficient time for recovery to ensure reliability and provide for operator respite.**

The schedule blocking process creates recovery periods and ensures that the bus operator has enough time in the round trip to stay on schedule. If a route's cycle time is not long enough for adequate recovery time, it is commonly interlined with another route that has greater opportunity for recovery time.

## FR 6.0 – Stop Spacing and Placement

**STA balances customer access, service reliability, and system performance when determining the spacing and placement of bus stops.**

The fixed-route service stop defines whether service is provided in a geographic area. The optimal placement of stops plays a critical role in customer access, service reliability, and system performance. Past practice has encouraged the proliferation of stops with the view that the biggest hurdle to increased transit patronage was a lack of access to transit within a convenient walk. The stop spacing policy recognizes the influence access has on speed and ridership. Research and service design changes in other transit markets have taught the following

lessons: 1) people are willing to walk greater distances (1/2 mile or more) for higher quality service and 2) stops closer than one-quarter mile generally don't provide more ridership; in most applications, ridership has grown after stops have been eliminated to meet a greater average distance between stops.

Placement of a stop should consider the following:

1. Relationship to high demand destinations
2. Proximity to intersecting routes and transit facilities
3. The ability for customers to safely access the stop from both sides of the street
4. The ability for the bus to efficiently and safely re-enter general purpose traffic

Where considerations 3 and 4 negatively impact the ability to place a stop considered due to 1 and 2, STA will work with the appropriate jurisdiction to provide a solution.

	Spacing	Process
<b>HPT</b>	Generally greater spacing than regular service it is replacing with a target of ½ mile outside the downtown core. (Minimum spacing of ¼ mile between most stations)	Develop as part of corridor plan. General station locations are subject to formal board approval (not required for other stops)
<b>Regular</b>	<b>Arterials and local streets:</b> 800'-1500' seeking an average quarter-mile stop spacing Highway environments where speed limits exceed 40mph: minimum ½ mile and where activity centers and infrastructure will support <b>Rural/Limited access:</b> subject to suitable location	Implemented as part of normal service development. No formal consultation process except for stop closure or major upgrades as part of integrated improvements
<b>Targeted</b>	Subject to specialized service needs	Same as Regular service

## FR 7.0 - Vehicle Load Standards

### ***STA adjusts bus and trip assignments to meet demand.***

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 most 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 Basic Service and Targeted service with 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 routes utilizing freeways for substantial portions of their trips, STA will attempt to address any load where passenger loads exceed 125% of seating capacity as

measured at the peak load point and occurring on a regular basis. This translates into 10 standees on a 40-foot coach and 16 standing on a 60-foot articulated coach.

## FR 8.0 – Route Numbering

***STA maintains a route numbering practice consistent with industry standards.***

The following policy provides guidelines on a numbering system for all fixed routes. A survey of various transit systems suggests that organizing route numbering series by service types and common geography (destination-based or travel-shed-based) is the most prevalent numbering logic outside of simple sequential numbering. A clear numbering system helps customers to make effective travel choices based on the service characteristics which are most important for their transportation needs.

STA route numbers are used to identify service types (HPT Lines, Regular Service, and Targeted Service) and may be organized further using geography for additional communication. Any reintroduction of a route number on a substantially different route than its prior identity should occur after no less than two years of non-use.

Colors, letters, and symbols may also be used to distinguish HPT or specialized routes as well as route variants. The use of colors, numbers, or symbols should fit within a systems-approach to service communication and branding.

# Paratransit

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Paratransit is a wheelchair-accessible shared-ride transportation service for individuals whose disability prevents them from using the regular fixed- route buses. This means that due to a disability a person must be unable to get to or from a bus stop, get on or off a lift or ramp equipped bus, or successfully travel by bus to or from their destination.

STA has a long history of collaboration and support regarding people with disabilities and people who are older. In 1990, the Americans with Disabilities Act (ADA) was passed, ushering in a number of compliances required of public transit agencies, including upgrading/retrofitting fixed-route buses to better accommodate people with disabilities, as well as establishing paratransit services to compliment fixed-route service. STA has consistently fulfilled these requirements. The paratransit fleet has grown to 67 vehicles and additional service is regularly contracted through another provider to meet demand.

Although paratransit service is an essential piece to the transit network, people are encouraged to use fixed-route whenever possible. The 2016 average cost per paratransit trip was \$22.17, compared to \$3.80 per fixed-route trip. Paratransit service expense represents approximately 20 percent of STA’s total operating budget, yet accounts for approximately 5 percent of STA’s total trips. As a result of a high level of service, as well as a relatively inexpensive fare, STA’s paratransit ridership has grown considerably since the inception of ADA regulations. STA’s paratransit ridership experienced a general decline of ridership from 2009 – 2015, due in part to several initiatives such as in-person eligibility assessments, mobility training, and a van grant program. Once these programs have achieved full impact, ridership is expected to begin gradual growth of 1.5% to 2% as evidenced in 2016. Balancing quality service with fiscal effectiveness remains a key concern of STA’s Paratransit department.

## Paratransit Goal

***Paratransit shall meet ADA standards as a comparable service which compliments fixed-route service.***

## Paratransit Principles

The principles listed below identify the basic concepts of paratransit. These principles are unchanging, define the basic foundation of paratransit, and will continue to serve as guidance for new and existing paratransit policies.

### 1. Purpose

***Paratransit service is an origin to destination, shared-ride service.***

Paratransit is not a personalized taxi service. Rather, paratransit is a service intended to serve multiple people and destinations using a shared trip. Service begins at the door of a rider’s origin and ends at the door of their destination, usually making stops for other paratransit riders along the way.

### 2. Compliance

***Paratransit service complies with the ADA service criteria.***

As a requirement of operation, STA's paratransit service must comply with the ADA service criteria. Compliance is required in categories that include fares, travel time, eligibility, capacity constraints, service area, response time, transport of common people using wheelchairs, visitor service, no trip restrictions or waiting lists, no shows, and so forth. These compliance categories may change over time, but the principle of compliance requires STA to continually monitor changes at the federal level and adjust policies and practices to meet these requirements.

## Paratransit Policies

Based on the paratransit principles, this section articulates policy and defines the intent and extent of the paratransit services provided by STA. These policies are intended to ensure consistency and coordination between existing service and future enhancements or reductions. The policies should be used for the purposes of decision making, maintaining consistency and service modifications.

### PT 1.0 – Service Area

#### 1.1 Geographic Area

***Strictly adhere to a three-quarter mile geographic buffer around fixed-route lines of service and bounded by the Public Transportation Benefit Area (PTBA) boundary.***

STA provides paratransit service which is geographically comparable to fixed-route service. Paratransit service will be limited to origins and destinations located within a three-quarter mile radius of all fixed-routes.

#### 1.2 Simple Boundary

***Adhere to a consistent boundary for paratransit service availability relative to the maximum fixed-route service footprint and span provided.***

Although paratransit boundaries are allowed to change in response to the specific hours a particular fixed-route is running, STA operates paratransit service within a static boundary of geography and span. The paratransit boundary adheres to the footprint created by the boundary associated with all of the fixed-routes at all times. If a geographic area is surrounded by fixed-route service on all sides, yet lies 3/4 -mile from any service, that area will still receive paratransit service, consistent with federal regulation. Additionally, the span of paratransit service will mirror the span of the entire fixed-route system.

### PT 2.0 – Service and Eligibility Standards

#### 2.1 Travel Time

***Travel time for a paratransit ride shall be comparable to a similar fixed-route trip.***

The time of the typical paratransit ride should be comparable to the time it would take to make the same trip using fixed-route service. The comparable time calculation for the fixed-route trip will consider the time that it would take to walk to the transit stop, wait for the transit vehicle and transfer to another vehicle if necessary.

#### 2.2 Customer Service

***Provide paratransit customer service capacity comparable to that of STA's general call center operation.***

Paratransit customer service capacity should not be a limiting factor in accessing Paratransit services

### 2.3 Reservation Window

***Provide a seven-day reservation window for paratransit service.***

A seven-day reservation window allows customers to plan ahead. This is especially helpful for paratransit riders bound for medical appointments or other scheduled events.

### 2.4 Eligibility Determinations

***Eligibility determinations will be based on trip-by-trip eligibility.***

For those customers who are conditionally eligible, eligibility will be determined based on key factors of the nature of each particular trip vis-à-vis the customer's physical and cognitive abilities. For example, weather, terrain, accessibility, etc. may determine whether or not a customer with conditional eligibility is able to complete the trip with fixed-route or if they need paratransit service. This policy ensures that public resources are used responsibly and fairly.

### 2.5 Emergency Conditions

***Emergency conditions may require trip prioritization at limited times.***

STA is determined to refrain from prioritizing paratransit trips. However, severe weather or other emergency conditions may require STA to take the step of using prioritization techniques for paratransit vehicle trip assignments.

### 2.6 Safety

***Securements for wheelchairs and safety/seat belts for all riders shall be required on all vehicles making paratransit trips.***

Safety is the primary concern of STA. Requiring the use of securement devices on paratransit vehicles, as well as education on their proper use, is an important step towards keeping our riders and operators safe.

## PT 3.0 – Service Structure

### 3.1 Balance

***Sustain a service delivery architecture that provides for high productivity and operational flexibility (in-house, contracted) to meet the varying levels of service demand.***

Due to an ever-changing operating environment, STA must balance productivity with flexibility when needed.

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# Flexible Services

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To create a balanced and complete transit network, STA employs a variety of services. Just as fixed-route and paratransit services fill unique travel needs, STA's flexible services program offers an array of opportunities that meet needs not served by the other programs. The Flexible Service program has traditionally focused on the rideshare program serving groups of commuters who travel longer distances to their workplace, but there are numerous opportunities to capitalize on the benefits of flexible services. In addition, through the implementation of other mobility services like transportation network companies (TNC) (i.e. Lyft, Uber), [mobility on demand programs](#), bikeshare, special use vans and rideshare, STA will be able to help efficiently improve the mobility of its customers. STA's [rideshare \(formerly vanpool\)](#) program ridership has experienced considerable growth since its inception. The Flexible Services program holds considerable promise for enhancing the effectiveness and efficiency of STA's other services.

## Flexible Services Goal

***Spokane Transit Authority's Flexible Service program will support the overall transit network as well as local and regional commute trip reduction efforts by offering and facilitating specialized mobility services.***

## Flexible Services Principles

The principles listed below define Flexible Services. They provide guidelines for ensuring that the fundamental ideas behind Flexible Services service are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing policies.

### 1. Purpose

***The Flexible Services program meets specialized needs that cannot be met with other transit modes.***

Services offered under the Flexible Services program is not a fixed-route service. The Flexible Services programs are a suite of various mobility options designed to expand the utility of fixed-route transit by integrating transit stops with other shared modes to meet the specific needs of its customers while often requiring lower capital, operating, and energy resources.

### 2. Partnerships

***Spokane Transit Authority's Flexible Services program service is part of a partnership that extends across agencies.***

Coordination between all national, state, and local agencies working towards the goal of reducing vehicle miles traveled is essential. Agencies that organize, advocate, and support an interconnected system of transportation options need to work together to achieve statewide goals.

### 3. Regional Service

***Some of the mobility options offered under the Flexible Services program are a regional service that can extend beyond the Public Transportation Benefit Area, Spokane County and Washington State boundaries.***

As a part of serving specialized mobility needs, Flexible Services provide for a larger region than fixed-route or paratransit services. Flexible Services is able to extend into areas with limited access or into rural areas which cannot be supported by fixed-route transit.

#### 4. Benefits Must Outweigh Alternatives

***To be successful, collective benefits (cost, time, convenience, peace of mind, etc.) of using the Flexible Services mobility option must be greater than driving alone.***

For emerging mobility services and fixed-route transit service to effectively complement one another, riders must perceive these services as a frictionless extension of the transit network.

Existing and potential riders are continually evaluating options and weighing the collective benefits of each mode of transportation. Riders rarely make decisions based on only one benefit, thus the Flexible Services program continually considers the collective benefits of its services compared to other options.

#### 5. Availability

***Flexible Services is on-demand.***

Flexible Services has the flexibility to be scheduled around specific work shifts or events.

### Flexible Services Policies

The following Flexible Services policies articulate the guidelines for service standards and coordination. Each policy contributes to specificity and provides guidance towards reaching the overall goal of Flexible Services. As a whole, the collection of policies establishes a framework for the future development of Flexible Services programs.

#### FS 1.0 – Service Standards

##### 1.1 Rideshare Service Types

***STA rideshare service types may include rideshare, special use vans, ~~and vanshare, as well as other investments as identified by the STA Board, distinct from the definitions outlined below~~ and community vans.***

Each service is defined as the following:

- **Rideshare:** A van or small SUV provided by STA that is shared by people who live and work in approximately the same areas and can commute together to a place of employment. The driver is not an employee of STA.
- **Special Use Vans:** Special use vans are awarded to select service providers in our area who primarily serve residents who travel to, from and within the PTBA. They are used for providing transportation for people with special needs and their caregivers.
- **Vanshare:** A van used to bridge gaps between public transit and a group's destination. It is particularly useful when a place of employment is not within walking distance of a major transit facility.
- **Community Van:** A van or other passenger vehicle that is made available to an identified partner organization to provide mobility assistance for targeted groups or individuals that align with the partner organization's mission and programs.

## 1.2 Flexible Services Program Types

***STA Flexible Services Shared Mobility) programs provide services and resources that are shared among users, either concurrently or one after another.***

Flexible Services are classified as Mobility Hubs (infrastructure) or Mobility on Demand (Systems).

### 1.2.1 Mobility Hub

Mobility Hubs are a place where people can seamlessly connect with multiple modes of transportation in a safe, comfortable, and accessible environment. They provide physical integration among modes by co-locating carsharing, bike sharing, and other shared mobility services at/near public transit.

### 1.2.2 Mobility on Demand (MoD)

Mobility on-demand is a mode that, if implemented, is intended to extend the reach of STA's services by connecting riders to fixed route service at major stops, stations or transit centers. Mobility on-demand may be instituted in areas not served by Fixed Route within the PTBA. These services may be directly operated by STA (using agency technology, drivers and vehicles) or may be partially or completely contracted to a third party.

Any service should not be used to replace or compete with existing STA fixed route and ADA paratransit services. MoD might be able to meet coverage goals in areas that cannot support regular service, such as low population exurban and rural communities, or to help people in those areas connect to fixed route systems at transit hubs. It could also serve as a tool to evaluate demand for expanded fixed route service hours or coverage.

Before the introduction of any type of MoD service, the following factors must be identified:

- Operational parameters
  - Start/end points
  - Time span
  - Restrictions
  - Geographic area
- Scheduling
  - Methods
  - Timing (day of or pre-scheduled)
- Operational method
  - Who provides the drivers
  - Who provides the vehicles
- Payment method

## 1.3 Geography

***Begin or end all Flexible Services programs within the PTBA.***

Although Flexible Services program trips may be entirely within the PTBA, this policy allows groups of people who live or work outside of the PTBA boundary to reach their destinations inside of the PTBA more efficiently. This policy reflects the reality that the regional employment base, and by extension, the travel shed extends well beyond the PTBA.

## 1.4 Safety

### ***Support customer safety.***

The safety of STA passengers is of great importance. All rideshare vehicles are equipped with seatbelts and safety devices to help ensure the safety of drivers and riders. Safety education programs for rideshare drivers and Flexible Service Program riders will help all customers ride more safely and comfortably.

## FS 2.0 – Service Coordination

### 2.1 Complementary Service

#### ***Flexible Services programs shall support fixed-route and paratransit services.***

For STA's transit network to thrive, all services must connect to and complement each other. In cases where fixed-route service cannot meet the service design guidelines, Flexible Services programs can be an efficient way to serve places of work or residency with public transportation.

### 2.2 Coordination

#### ***Support Flexible Services programs coordination and connections with all modes of transportation, including pedestrians, bicycles, automobiles, and other transit services.***

No transit trip is ever completed without the use of another mode. All trips begin and end with walking, riding a bicycle, or driving to reach the transit network. Improving and enhancing the ability for customers to reach transit can be just as important as the transit trip itself. Promoting coordination and connectivity between modes is essential.

## System Integration

The scope of Spokane Transit Authority's services is broad. Including fixed- route service, paratransit, flexible services, and the High-Performance Transit (HPT) Network, each of these system elements is sufficiently complex to warrant tasking entire departments with their administration. However, the interconnectedness of these elements adds to the system's overall effectiveness to provide public transportation services to the region. For this reason, both internally and in its communications with the public, STA should strive to promote the integration of its various system elements. A few examples of system integration within STA are listed below.

### *HPT Network* ↔ *Flexible Services*

Members accessing a flexible services program are generally without access to a personal vehicle during the day. The HPT Network provides an efficient form of transportation either for commute trip completion or for day-time mobility by making spontaneous transit trips as convenient as those made with a private vehicle.

### *HPT Network* ↔ *Other Fixed-Route Service*

Customers of fixed-route service have varying needs. Some riders require more frequent stops to more easily access their destination, while others are willing to walk longer distances to use a faster, more frequent HPT service. The non-HPT routes also often serve to provide the essential "last mile" connection for a rider transferring from another transit vehicle with a higher speed and higher frequency.

### *HPT Network* ↔ *Paratransit*

Some paratransit customers may only require paratransit services due to the distance or conditions between their home/destination and the nearest transit stop. By linking HPT stops with Paratransit services whenever possible, overall system efficiency increases by reducing the resources required to provide Paratransit services.

### *Flexible Services* ↔ *Fixed-Route Service*

Flexible Services programs provides an essential link for riders between the fixed-route system and their final destination. The fixed-route network also provides flexible service customers with an efficient form of transportation for spontaneous trips throughout the day.

### *Rideshare* ↔ *Paratransit*

Many paratransit customers reside in group care facilities. By encouraging the use of rideshare's special use vans, efficiency develops by eliminating redundant trips. Instead of assigning multiple Paratransit vehicles to serve a group home over the course of a day, one special use van could meet riders' needs.

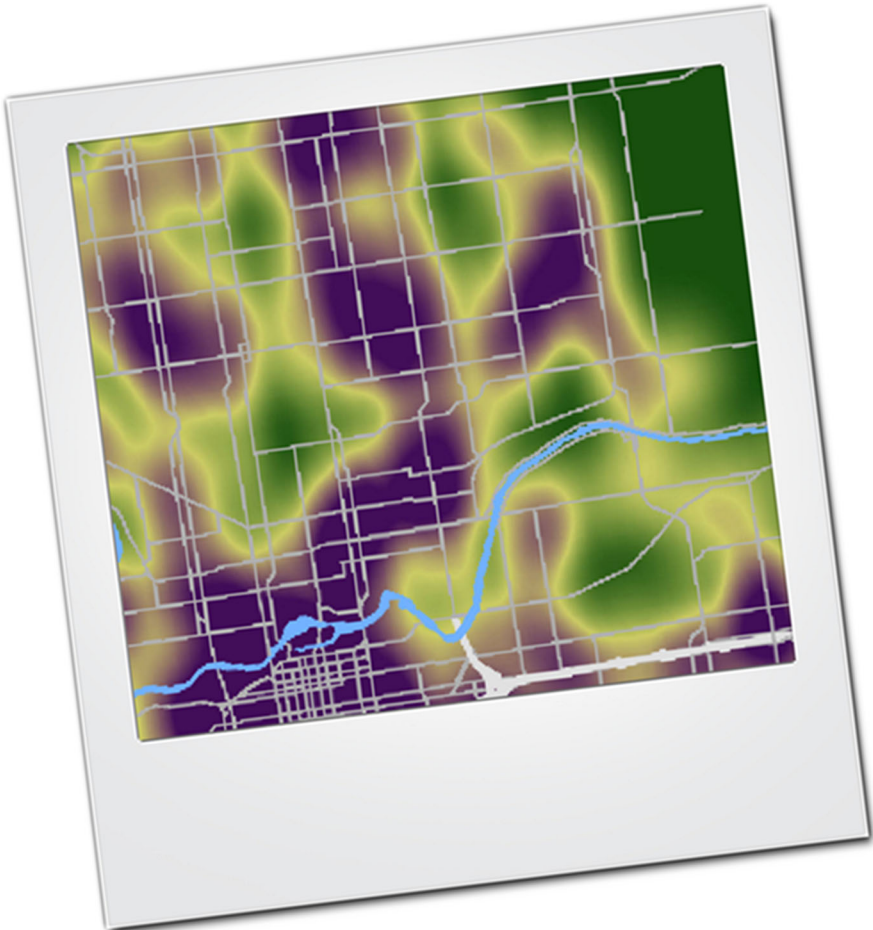
### *Fixed-Route Service* ↔ *Paratransit*

The paratransit service boundary is determined by the scope of the fixed- route service area. Therefore, no paratransit rider's origin or destination is ever more than  $\frac{3}{4}$  of a mile from the nearest transit route. By easing use and accessibility of the fixed-route system, some current customers of paratransit may be able to consider the use of fixed-route service.

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# PART III: Activities and Programs

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# Transit Equity and Inclusion

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According to the Transportation Planning Capacity Building program within US Department of Transportation, “Equity in transportation seeks fairness in mobility and accessibility to meet the needs of all community members.” An inclusive public transportation system seeks to value the input of the whole community, especially those who primarily rely on it for their daily mobility.

Equity and inclusion, when taken together, together comprise a critical element of STA’s commitments, plans and services (both past and present).

## Background

Spokane Transit adheres to Title VI of the Civil Rights Act which states, “No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program receiving Federal financial assistance.” STA prepares and adopts a Title VI Program every three years to advance its obligations under the law. The principles and policies contained in this element both inform that program and enhance it by demonstrating STA’s integration of equity and inclusion into all aspects of service delivery.

Transit equity is a response to decades-long inequities in transportation, where wealthier and less marginalized parts of society receive more transportation benefits while the more marginalized people in our communities – historically including communities of color and lower income populations - receive less transportation or experience more negative effects of transportation activities.

Transportation Secretary Buttigieg notes in his December 18, 2023 *Policy Statement: Equity and Access* “The U.S. Department of Transportation is committed to advancing equity, civil rights, racial justice, environmental justice, and equal opportunity. The simple yet powerful mandate of equity and access in transportation will shape and drive all Departmental programs and activities.” STA’s vision of connecting everyone to opportunity aligns with the federal objective to increase equity and access.

Environmental justice in Washington State, as provided in the Healthy Environment for All Act (HEAL Act) addresses disproportionate environmental and health impacts in all laws, rules, and policies by prioritizing vulnerable populations and overburdened communities, the equitable distribution of resources and benefits, and eliminating harm. (RCW 70A.02.010). The passage of the Healthy Environment for All (HEAL) Act in 2021 is a historic step toward eliminating environmental health disparities and more equitably distributing health and environmental benefits among communities of color and low-income households.

At the national level, the US Department of Transportation has adopted three fundamental environmental justice principles to guide transportation justice efforts:

- Avoid, minimize, or mitigate disproportionately high and adverse health and environmental effects, including social and economic effects, on communities of color and low-income populations.
- Ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- Prevent the denial of, reduction in, or significant delay in the receipt of benefits by communities of color and low-income populations.

Spokane Transit affirms the importance of the principles identified by the National Campaign for Transit Justice, which calls for transit that is equitable, sustainable, economically productive, safe and accessible, and affordable. As a result, Transit Equity and Inclusion is not a program or activity that can stand alone. It integrates with everything the organization does, and principles and policies that relate to equity and inclusion are contained throughout Connect Spokane and not isolated to this chapter alone. Ultimately, equity and inclusion should be evident in both the processes STA undertakes when planning, and the outcomes it delivers, primarily in transportation services.

## Transit Equity and Inclusion Goal

*STA works towards a system that normalizes transit use and embeds equity throughout the system with the goal of creating inclusive, accountable, transparent, and equitable access to our programs, services, and transit system for the people traveling throughout the region.*

## Transit Equity and Inclusion Principles

These principles describe the foundation for the policies found in this element:

### 1. Access and Mobility

***Transit systems that are designed to work for a city or region's most vulnerable populations will work for everyone.***

Access to high-quality public transportation can make cities and regions more inclusive by increasing mobility and opportunity, particularly for people with disabilities, low incomes, minority and limited English proficiency (LEP) populations, and those who otherwise, for whatever reason, cannot drive a personal automobile. Enabling people to meet their day-to-day needs - getting to work, school, the grocery store, the doctor's office, and social and leisure activities - allows people to meet these needs and creates long-term economic opportunities.

### 2. Equitable and Effective Decision-Making

***Effective transportation decision-making depends upon understanding and properly addressing the unique needs of different socio-economic groups.***

Public transportation is more effective when decision-making is informed by equity and inclusion considerations. For STA, such considerations should include decisions about:

- transit service to low-income neighborhoods and communities of color
- placement of bus stops and shelters
- service for non-English speaking populations
- service for students

### 3. Accountability through Transparency

***A transparent and public account of decisions made and responses to public input regarding these decisions increases a transit agency's accountability to its customers.***

Thorough recordkeeping helps to ensure a common understanding of decisions, policies, and responses. Sharing records and analysis with the public demonstrates the transparency with which STA conducts its business.

### 4. Strength through Diversity

***A diversity of viewpoints, backgrounds and circumstances contributes to effective policy development, and broadens our understanding of the world. Diversity fosters resilience and broadens the stakeholders engaged in the success of an endeavor.***

## Transit Equity and Inclusion Policies

### TEI 1.0 – Designing Public Engagement and Outreach

***STA will strive to design inclusive and accessible engagement and outreach efforts, including efforts to reach out and seek participation from historically marginalized communities.***

STA staff will develop engagement strategies with the goal of reaching out and seeking participation, especially from those communities that have historically been marginalized and are more vulnerable to changes in access to jobs, goods and services, medical care, and other essentials of daily life.

### TEI 2.0 – Accessible Information

***Providing access and non-technical explanations of relevant reports, records, and documents in a variety of formats demonstrates STA's commitment to transparency.***

STA conducts its business in a fair, honest, and legal manner. For that reason, providing access to relevant documents so that the material may be consumed and understood by people of all abilities broadens the public's perception of STA's high operating standards.

### TEI 3.0 – Designing an Inclusive Transit System

***The design of programs, services, routes, and facilities shall aim, to the extent practicable, for inclusivity of current and future customers and community members.***

Design considerations may address ages, abilities, languages, lived experiences, cultural backgrounds, family background, economic status, gender, and sexual orientation. Wherever possible, maximizing inclusivity should be pursued first through principles of universal design, making a product or service usable by all people.

## TEI 4.0 - Title VI Program Policies

### TEI 4.1 System-Wide Title VI Policies

**STA will not “utilize criteria or methods of administration which have the effect of subjecting persons to discrimination because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program with respect to individuals of a particular race, color, or national origin.” (See CFR 42.104)**

**STA will “take affirmative action to assure that no person is excluded from participation in, or denied the benefits of, the program or activity on the grounds of race, color, or national origin.”**

**STA assures that “no person or group of persons shall be discriminated against with regard to routing, scheduling, or quality of service transportation on the basis of race, color, or national origin. Frequency of service, age and quality of vehicles assigned to routes, quality of stations serving different routes, and location of routes may not be determined on the basis of race, color, or national origin.”**

### TEI 4.2 Major Service Change Policies

**In developing annual plans and service changes, STA will assess whether changes meet the Major Service Change threshold. This threshold is as follows:**

- **Cost Impacts: More than 5% reduction in revenue hours of service in any calendar year**
- **Ridership Impacts: 5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s), or route(s) at any given service change.**

**A Title VI analysis and evaluation of the impacts of major service changes will be published prior to a formal public hearing on the service change or a draft recommendation is published, whichever comes first.**

### TEI 4.3 Service Change Disparate Impact Policy

**When a major service change impacts a census tract with a minority population that exceeds the average minority population of the service area by 10% or more, a disparate impact exists, and the impacts will be assessed and evaluated for mitigation.**

The average minority population for the PTBA is identified in STA’s adopted *Title VI Program*. To determine if a disparate impact exists, each route impacted is analyzed to determine the percentage of minority population along that route. If the percentage exceeds the PTBA minority population by more than 10%, then a disparate impact exists.

### TEI 4.4 Service Change Disproportionate Burden Policy

**When a major service change impacts a census tract with a low-income population that exceeds the average low-income population of the service area by 10% or more, a disproportionate burden exists, and the impacts will be assessed and evaluated for mitigation.**

The average low-income population in the PTBA is identified in STA’s adopted *Title VI Program*. To determine if a disparate impact exists, each route impacted is analyzed to determine the percentage of low-income population along that route. If the percentage exceeds the PTBA low-income population by more than 10%, then a disparate impact exists.

#### TEI 4.5 System-wide Transit Amenities Service Policy

*Installation of transit amenities along bus routes are based on the number of passenger boardings at stops and stations along those routes and the High Performance Transit facility standards with variances from this policy to support connectivity of routes and riders with limited mobility.*

#### TEI 4.6 Vehicle Assignment Service Policy

*STA bus assignments take into account the operating characteristics of buses of various lengths, which are matched to the operating characteristics of the route such as passenger loads and overall ridership of each route. Local routes with lower ridership may be assigned a smaller fixed route vehicle. Some routes requiring tight turns on narrow streets may be operated with smaller fixed route vehicles. The age of the vehicle shall not be a consideration when assigning the vehicle to a particular maintenance garage for daily service.*

#### TEI 4.7 Fare Change Policy

*STA evaluates fare changes to ensure fare increases do not disproportionately negatively impact a class protected under Title VI.*

#### TEI 4.8 Fare Change Minority Disparate Impact Policy

*If a fare change affects fare categories or payment methods used disproportionately by minority populations (10% or greater) than the overall population, a fare change disparate impact exists and the impacts will be assessed and evaluated for mitigation.*

#### TEI 4.9 Fare Change Low-Income Disproportionate Impact Policy

*If a fare change affects fare categories or payment methods used disproportionately by low-income populations (10% or greater) than the overall population, a fare change disproportionate burden exists and the impacts will be assessed and evaluated for mitigation.*

#### TEI 4.10 On-Time Performance Standard

*STA's on-time performance objective will be identified and tracked in STA's annual performance measures, which will be posted to the STA website.*

### TEI 5.0 Economic Development

#### TEI 5.1 Disadvantaged Business Enterprise (DBE) Program

*STA is committed to eliminating barriers, creating opportunities and building capacity for underrepresented and women-owned businesses to ensure businesses building our regional transit system represent the communities we serve.*

STA's DBE program information can be accessed at <https://www.spokanetransit.com/bidding-opportunities/disadvantaged-business-enterprise-program/>, where the agency program and goals are linked.

# System Infrastructure

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Transit agencies, including STA, use investments in built infrastructure to provide safe, reliable public transportation. As a part of its budget process, STA annually identifies needs for improvement to the system infrastructure. To ensure that these funds are spent responsibly and methodically, this element defines how decisions about system infrastructure are made and how projects become prioritized. Without following the policies contained within this element, investments in system infrastructure become piecemeal and often prove to be wasteful, resulting in losses of both time and financial resources.

## System Infrastructure Goal

***Invest responsibly in infrastructure that supports STA’s Mission Statement and stated Comprehensive Plan goals and policies.***

## System Infrastructure Principles

These principles are designed to help guide investment priorities. They are not intended to note specific projects or investments, but rather to help decision makers understand the context of system infrastructure prioritization within the whole of STA.

### 1. Support

***Successful infrastructure investments align with the mission, long-term goals, and long-range plan of a resilient, self-sustaining transit agency.***

To ensure that infrastructure investments are sustainable, cost-effective, useful, equitable, and efficient, capital projects must support long-term agency objectives. Infrastructure built with the support of the transit agency’s coordinated long-range vision is more likely to succeed than infrastructure built independent from system-wide goals.

### 2. Operating Implications

***The development of system infrastructure has long-term implications for operational functionality.***

Transit infrastructure projects can range in price and scope. Whether an investment is a large or small project, well-planned sustainable system infrastructure improvements have long-term implications on operating costs and ensuring equity and efficiency.

### 3. Fiscal Responsibility

***The public expects transit agencies to improve its infrastructure in a fiscally responsible, resilient manner.***

Customers and other non-riding taxpayers provide the funding necessary for all of STA’s infrastructure improvements. Therefore, STA should ensure that infrastructure expenditures are made in a way which reduces waste, maximizes benefit, and ensures climate resiliency.

### 4. Strategic Opportunism

***Transit agencies faced with free or low-cost capital opportunities should consider the long-term operating expenses to prevent those investments from becoming liabilities.***

On the surface, any free or inexpensive land/facility offered to the transit agency may seem too good to pass up. However, if it is not part of a long-range plan or a strategic opportunity to improve service, seemingly excellent development opportunities can become burdensome investments.

Refusing donated/inexpensive capital may seem foolish, but it may prevent those projects from becoming an unnecessary strain on the transit agency's network and finances.

## 5. Capital Investment Yields

***Not every dollar of investment yields the same benefit.***

Capital investments should be designed to provide the greatest benefit. Cost effectiveness will vary and may not be subject to the same metrics.

## System Infrastructure Policies

### SI 1.0 – Capital Investment Considerations

***Use the following list of considerations to help evaluate the benefits of proposed capital projects.***

Capital projects are required as a part of an assortment of services which are provided. STA does not have the resources to complete ~~all of~~ all the capital projects identified. However, the following list of considerations help STA evaluate the benefits of each project. These considerations are in addition to the other policies in this plan.

#### ***Impact ~~to~~ on Operations***

*Consider the impacts on operational cost, STA staff requirements, speed and reliability of service, and how the project supports the transit network and system.*

#### ***Impact to the Customer Experience***

*Consider the impacts on ridership, customer comfort and usability of the system.*

#### ***Resilient/Value Engineering/ Expected Lifetime***

*Consider options that create resilient networks and infrastructure, providing greater elasticity in operations and faster recovery times. Consider options which may increase durability, reduce maintenance needs and add value relative to the cost. Also consider the expected useful life span of the capital investment. Lower initial capital outlays may not be the best value when operations, maintenance, and replacement cycles are also factored as costs of ownership*

#### ***Impact to Safety and the Environment***

*Consider the safety, sustainability, environmental and other impacts related to how the project will impact the surroundings of employees and customers throughout the lifecycle- design, construction, use, and demolition – of the facility.*

### SI 2.0 – Facility Infrastructure

#### **2.1 Property**

***Consider the capital investment considerations defined in Policy 1.0 prior to any property acquisition or sale.***

STA should continually look for property investments likely to enhance the transit system. Additionally, the sale of property should be made under ~~the consideration~~ consideration of the goals and policies contained within this Comprehensive Plan for Public Transportation.

## 2.2 Transit Centers

**Enhance the transit system by investing in transit centers where appropriate.**

A transit center is a designated facility where multiple routes intersect to provide passenger transfers and where significant physical improvements for customers are constructed outside the public right-of-way. Transit centers are geographically distributed to provide customer and operating needs across the region. New transit centers should be located in areas that meet Policy 1.0, Capital Investment Considerations. At minimum, transit centers should include:

- Sheltered, lighted passenger waiting areas
- Real-time and static route, wayfinding and customer information
- Operator relief amenities
- Vehicle layover and staging capacity for planned and future requirements

### 2.2.1 The Plaza

**Invest in capital improvements that work toward making The Plaza safe, comfortable, easily accessible, and operationally and economically efficient.**

The Plaza has been recognized as having a positive effect on bus operations, passenger experience, and ridership, and offers connectivity to future network enhancement. In spring of 2017, STA completed a renovation of The Plaza to improve the customer experience. STA should continue to support The Plaza by pursuing additional improvements to the structure, amenities, and operational design. Capital improvements to the Plaza should also improve integration within the existing urban form and work with surrounding neighbors to create a more pleasant downtown environment.

## 2.3 Transit Station

**Enhance the transit system by investing in transit stations where appropriate to enable connections and improve the customer experience.**

A transit station consists of 2 or more stops or bays at a location where 2 or more routes intersect. Less investment than a Transit Center. Station can be on STA property or in the public right-of-way. The station should have an anchoring stop that has 75 boardings or more or is associated with a larger transit facility, such as a park and ride. These facilities may include a park & ride, off-street layover or operator comfort facility.

## 2.4 Park and Ride Lots

**New park and ride facilities should be considered an accessory to a transit center, transit station, or STA stop, and carefully located to maximize benefit and minimize impacts.**

STA's service area has an abundance of surface parking. Although it may be tempting to build new park and rides in places where land has been reserved or it is inexpensive, STA should first pursue opportunities to develop underutilized or unused parking lots into park and rides to minimize costs, preserve the environment and capitalize on potential pedestrian riders from existing adjacent development. The high per-passenger cost of park and rides generally reduces the system-wide benefit of these facilities. Any new park and ride lot shall meet at least one of the following criteria:

1. Location provides for a logical terminal for High Performance Transit Service.
2. Location is collocated with a transit center.

3. The parking lot for the park and ride is pre-existing or is shared with other businesses or institutions allowing for a greater all-day utilization of the lot.
4. The facility is developed in cooperation with WSDOT adjacent to a major highway facility and operational priority is given to transit vehicles for ingress/egress of said highway.

### 2.5 High Performance Transit (HPT) Station

***Enhance the HPT system by investing in stations along the HPT corridor to improve certainty and experience.***

An HPT station is generally in the public right-of-way but can be located on STA property or other private ROW per agreement. The HPT station location should coincide with neighborhood or other development center designations and/or where placement at the location supports a balanced distribution of station investments along an HPT corridor.

### 2.6 Transit Lanes and Transitways

***STA will coordinate with local and state jurisdictions to identify appropriate locations for, installation of, and enforcement of dedicated rights-of-way for transit vehicles.***

Transit lanes are a portion of the street designated by signs and markings for the preferential or exclusive use of transit vehicles, sometimes permitting limited use by other vehicles. Transitways are running ways dedicated to the exclusive use of transit vehicles, protected from incursion by physical separation. Transitways often involve a higher level of investment than transit lanes, but can provide the highest level of transit reliability, speed, and comfort available for transit operations and customers.

### 2.7 Community Hubs

***Enhance the fixed-route system by investing in HPT equivalent stations at ~~important~~ a select number of community or neighborhood centers along non-HPT routes.***

A community hub communicates an importance and permanence of the transit system at key community locations throughout the STA service area. A community hub is formally identified by the STA Board of Directors before improvements are made. A community hub will meet at least 3 of the following criteria, while ~~be~~ being physically separated from existing community hubs by at least one mile and being associated with a bus stop or pair of bus stops with at least 15 average boardings per day:

- Be located along a fixed-route line that is not identified as a future HPT line
- Be located at important, community-identified locations
- Expand placemaking for the community
- Be reasonably located near several key community destinations
- Have a daily ridership greater than 15 boardings/day

### 2.8~~7~~ Stops

***All STA bus stops shall feature signs mounted in a uniform manner to identify the area as a stop and provide readable and accurate information.***

Transit stops are one of the most important pieces of the transit network and should be treated accordingly. They determine ~~the access~~ access for the customers, so their placement, type, and branding should be carefully considered. May also include transfer opportunities.

### 2.87.1 Design Standards for Bus Stop Areas

**Coordinate with local and regional jurisdictions to establish, maintain and implement uniform design standards for the bus stop environment.**

Standardization of the elements that make up the bus stop area – including (but not limited to) benches, shelters, and lighting - results in less confusion for coach operators, passengers and other users of the street right-of-way. Established, agreed-upon standards can also streamline the design of street improvements and the review of private development proposals.

### 2.78.2 Accessibility

**When making improvements and/or designing bus stops, STA shall partner with local and regional jurisdictions to assure that bus stops promote usability for all passengers, including passengers who use mobility devices.**

Inaccessible bus stops can effectively prevent the use of fixed-route bus service by people with disabilities, thus limiting their mobility and potentially leading to increased paratransit costs. Accessibility improvements for people with disabilities can enhance the usability of the transit system for all riders. The accessibility and utility of public transportation resources will become increasingly important in the future as our population ages.

### 2.98 ADA Transition Plan

**Develop a plan to systematically address obstacles to accessibility at bus stops.**

Many more barriers to accessibility at STA bus stops exist than possibly can be addressed all at once with available resources. STA will coordinate with local and regional jurisdictions to identify barriers, prioritize addressing them and to outline funding and a timeline to do so.

## SI 3.0 - Passenger Interface Components

### 3.1 Benches

~~STA will work with local and regional jurisdictions to ensure recommend that benches are placed properly, designed adequately, and serve the needs of customers sufficiently.~~

~~Benches provide enhance the convenience and comfort of passengers of varying abilities as they wait for transit vehicles for all types of passengers. Benches may be provided by STA, local jurisdictions, or other partner organizations.~~

~~STA installs, or recommends to be installed, benches at bus stops that Stops with benches provided by Generally, STA recommends bench locations which must meet one of the following criteria:~~

1. 10 or more ~~weekday~~ average ~~weekday~~ boardings
2. Transfer point between two or more routes
3. Adjacent to ridership generator with a high proportion of riders with limited mobility

### 3.2 Shelters and Awnings

#### 3.2.1 Placement and Maintenance

**The placement and maintenance of shelters or other weather cover for passenger waiting areas where appropriate shall be encouraged.**

STA shall work with local and regional jurisdictions to position bus shelters, awnings and other weather protection as funding allows and consistent with Title VI requirements. Shelters and awnings can encourage

ridership by protecting waiting patrons from adverse weather elements. Shelters also provide an appropriate location for posting important ridership information. Stops with new shelters will comply with the Americans with Disabilities Act. Stops with shelters funded by STA must meet at least one of the following criteria:

1. 25 or more weekday average boardings
2. Transfer point between two or more routes
3. Adjacent to a ridership generator with a high proportion of riders with limited mobility

### 3.2.2 Removal

***The removal of shelters may occur after a review of ridership data and/or physical condition.***

In the programmed shelter replacement plan, STA reviews stops with less than 10 boardings per day and considers those locations for shelter removal. STA will also review a shelter's physical condition based on a point rating of the frame, roof, panels, bench, and the concrete foundation.

### 3.3 Lighting

***STA works to provide pedestrian-scale lighting at stations, shelters, and general stops whenever possible.***

While any lighting enhances the safety and security of transit stops, benches, and shelters, lighting designed specifically to illuminate the path of a pedestrian can do a better job than general streetlights.

### 3.4 Bicycle Facilities

***Bicycles, including bicycle share, shall be accommodated at STA's facilities and on STA coaches.***

A good bicycle network and appropriate facilities are similar to a good pedestrian network and facilities. They can couple with transit to extend the range of non-motorized modes of transportation. By supporting bike share and bicycle ridership through short- and long-term bicycle parking, greater bicycle capacity racks on coaches, and other supportive efforts, STA is able to increase options for those who choose to travel by more than one mode.

### 3.5 Pedestrian Infrastructure

***As funding allows, Spokane Transit may partner with local jurisdictions to improve pedestrian infrastructure in locations where there is a direct and tangible benefit to customers accessing a transit stop or other transit facility.***

The vast majority of STA's transit customers use public sidewalks to access transit stops. By allowing people to safely and efficiently reach their destination, pedestrian infrastructure plays a significant role in completing the transit network. STA supports efforts to improve and enhance pedestrian connections to its facilities. Financial contributions to such infrastructure should maximize transit benefit and grant opportunities and should be directly determined by Spokane Transit, and not other jurisdictions or agencies

### 3.6 Flexible Services Infrastructure

***When making improvements and/or designing and designating mobility hubs, STA shall partner with local and regional jurisdictions to assure that appropriate locations for drop-off and pick-up are co-located within or adjacent to the mobility hub.***

### 3.7 Information Systems Infrastructure

***Information Systems Infrastructure - including digital wayfinding, smart phone applications, real time information, and fare system components - shall be developed and designed to provide a direct and tangible benefit to customers accessing transit.***

As STA grows the transit network throughout the region, providing additional information to passengers at key stops will increase passenger knowledge and comfort level with the transit system, ultimately increasing confidence in and usage of the transit system.

### 3.8 HPT Station Amenities

***The permanence of the HPT Corridor shall be expressed to customers and those developing the built environment with distinctive amenities at HPT stations and stops.***

Enhancements that distinguish stations in High Performance Transit (HPT) Corridors from other types of transit stops are a critical part of the High Performance Transit principles.

#### 3.8.1 HPT Station Identification Customization

STA strives to maintain a consistent “kit of parts” look, feel and branding of station locations for all HPT corridors while providing for certain limited elements to be customized based on input from recognized neighborhood councils and business associations. Customization improves station identification and integration with the existing surrounding environment.

In reviewing requests for customization, the following shall be the process followed by STA:

- Minor adaptations to sizing and scaling of design elements based on input from property owners, businesses and those directly using the service may be approved by the CEO.
- Major customization requests (such as commissioning independent station design, etc.) shall be approved by the Board and only under the following conditions:
  - The requested customization is submitted by a recognized community organization or institutional partner; and,
  - The customization will not interfere with essential STA branding placement; and,
  - The proponent of said customization agrees to pay for design and construction expenses that are above the expected costs for the typical shelter design, OR the station will be constructed on institutional property, subject to a third-party agreement and other considerations.

## SI 4.0 – Capital Improvement Programming

### 4.1 Capital Improvement Program (CIP)

***STA shall maintain a capital improvement program 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 6-year capital improvement program must be developed. This program will be reviewed annually.

### 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, infrastructure, etc.)

### 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.

### 4.4 Program Categories

**Capital Improvement Program Categories are established to organize and communicate overall capital plans.**

These program categories are as follows:

4. Vehicles
5. Facilities - Maintenance & Administration
6. Facilities - Passenger & Operational
7. Technology
8. High Performance Transit Implementation

## SI 5.0 - Maintenance and Administration Facilities

### 5.1 Facility Master Plan

**STA maintains a Facility Master Plan that is updated routinely every 4-6 years.**

A facility master plan provides the direction for how STA will physically grow and add facilities to provide the necessary infrastructure to support the planned network system growth. The facility master plan will address current needs and future agency growth in several areas, including:

- Garages and maintenance facilities – identifying strategic locations throughout the region.
- Charging infrastructure –supporting additional battery electric bus purchases with appropriate charging infrastructure across the region.
- Facility infrastructure – a collaboration between Facilities and Capital Development, identifying where appropriate facility infrastructure (SI 2.0) should be located within the region, and what are other needs, such as operator comfort stations and maintenance sheds, that can co-located at different passenger facilities.
- Administrative facilities – Identifying strategic path forward for how STA grows and accommodates additional staff (administrative, maintenance, facilities, drivers, etc)

**All other System Infrastructure Connect Strategies will be/are housed in the Capital Improvement Program.**

## Communications and Public Input

As a public agency, Spokane Transit Authority believes that proper communications and public input is of the highest importance. To ensure transparency, accountability, and fairness, STA must use a broad range of communication tools and tactics to reach as many people as possible. As technology improves, the amount of information available and the speed at which it can reach those interested increases daily, creating both opportunities and challenges.

### Communications and Public Input Goal

***STA will promote openness, honesty, and fairness through appropriate public engagement efforts.***

In order to increase meaningful feedback, STA provides engagement opportunities that allow for ample participation. This will vary based on the target audience, but includes:

1. **Frequency:** One opportunity is rarely sufficient, whether due to conflicting obligations or barriers in the effectiveness of that opportunity (such as lack of trust). We will provide multiple opportunities and convey true interest in hearing input and enable more people to participate.
2. **Choice:** Offer multiple ways to engage, as different opportunities are more or less attractive to different people. By offering multiple ways to engage, such as online surveys and in-person open houses, it will encourage everyone to participate, and allow for participation that is convenient and effective for each individual. We will endeavor to offer a remote component to every engagement opportunity.
3. **Accessibility:** Address barriers to access including various disabilities, limited internet or technology capabilities, childcare needs, language differences, lack of availability at various times of the day, and others. The first step to breaking down barriers to access will be identifying them before the engagement. Co-create materials to be culturally relevant, culturally resonant and in-language.
4. **Location:** We will need to engage people in neutral and inclusive locations where they are comfortable. Unfamiliar or formal settings can invoke unease. Additionally, the further the location of engagement is from a community, the less likely it is for robust engagement to occur. Familiar settings will promote comfort, and settings within the community convey that the community is in control of their future. Furthermore, going to the community takes effort, which will convey to our audience a genuine interest in engagement.
5. **Brevity:** We need to seek formats that are approachable and take little time to complete.
6. **Moderation:** To moderate effectively, we will make sure those who are not the loudest voices can be more active in the conversation. Our formats will allow everyone to give equal input and we will use quantitative research to understand how the majority feels.
7. **Input:** We can use both qualitative input methods (for breadth and depth of input) and quantitative input methods (for numbers and representation).
8. **Information:** The information about progress will need to be easily accessible and educate participants on transit in the region. This way, people can jump into engagement at any point with an understanding of public transit and provide meaningful input.
9. **Transparency:** STA promises that it will keep the public informed. We will listen to and acknowledge concerns and aspirations that are shared with us, which will inform the decision-making. We will share how public input influenced our decision-making.

## Communications and Public Input Principles

These principles describe the foundation for the policies found in this element:

### 1. Equitable Communication

***Open, honest, early, and continuous equitable communication with all stakeholders increases public confidence in STA.***

Changes in STA's operations can impact stakeholders, both inside and outside of the agency. As a result, Black, Indigenous, and other people of color (BIPOC) and low-income populations can be disproportionately impacted by transportation decisions in their communities—increasing the risk of harmful outcomes for residents of these neighborhoods. For this reason, care should be taken to ensure all stakeholders are identified and remain well-informed.

### 2. Two-way Communications

***Consideration of the views of regulators, stakeholders, and the public in making decisions demonstrates STA's commitment to fairness and equity.***

Transit agencies exist to serve the community. To that end, community members have the right to share their views regarding transit service.

### 3. Timely

***The provision of sufficient time for full public participation, including advance notice of activities and steps in the public process, demonstrates fairness and respect.***

Scheduling events and the overall public process with an appreciation of today's busy lifestyles allows for the broadest public participation process possible.

### 4. Purposeful

***Questions pertinent to issues under consideration should be answered by knowledgeable staff.***

One can appreciate the frustration stemming from poorly answered questions. Providing complete, accurate information increases the public's confidence in STA.

## Communications and Public Input Policies

### CI 1.0 – Designing Public Engagement and Outreach

Where appropriate, STA staff or consultants will design comprehensive engagement and outreach strategies that follow the principles of this element while utilizing the appropriate tactics. The engagement strategies will be designed to communicate clear expectations regarding the intent of the public participation projects. The Public Participation Spectrum designed by the International Association of Public Participation (IAP2) is a framework designed to understand the key levels that lie along the spectrum, and that must be considered when designing an effective public engagement and outreach strategy.

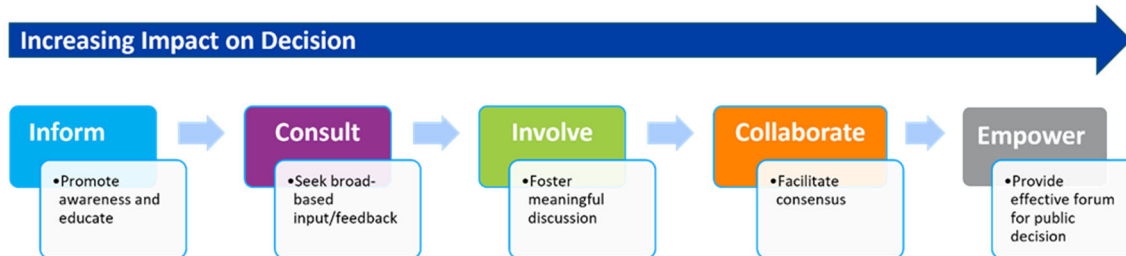


Figure 8 – The Public Participation Spectrum

### CI 1.1 – Public Engagement: Service Activities

#### 1.1.1 Service Changes

In addition to following Federal Transit Administration guidelines for public outreach for service reductions, STA will also comply with the policy found in the following table.

How to read the following table:

1. Determine cost and ridership impacts.
2. Consider exceptions.
3. The more severe cost or ridership impact determines the category (ex. Cost impacts fall into Category II but ridership impacts fall into Category I, follow the decision making and input/outreach process of Category II)

Any fixed-route adjustment or elimination which would change the paratransit boundary enough to eliminate service from at least one active customer\* will trigger a Category II process.

\*Active customer is someone who has used paratransit services within a year of the public hearing date.

		Public Input Categories		
		I – Minor	II – Moderate	III - Major
Determining Threshold	<b>Cost Impacts</b>	Less than 2.0% growth or less than a 1.0% reduction in revenue hours of service at any given service change.	1.0% up to 5.0% reduction or 2.0% - 10.0% growth in revenue hours of service at any given service change.	More than 5.0% reduction or more than 10% growth in revenue hours of service at any given service change.
	<b>OR</b>	OR	OR	OR
	<b>Ridership Impacts*</b>	Less than .5% of annualized system ridership negatively impacted by loss of route, trips, or bus stop <sup>^</sup> , at any given service change	.5% up to 5.0% of annualized system ridership negatively impacted by loss of route, trips, or bus stop <sup>^</sup> , at any given service change	5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s) or route(s) at any given service change
	<b>Exceptions</b>	Construction-related or emergency changes necessary for a period not exceeding 180 days for changes that would otherwise be moderate or major	Changes that would normally be classified as minor changes, but require a higher classification because of significant public interest (as directed by CEO) or board involvement	None
Resulting Actions	<b>Input and Outreach</b>	Employee and customer input, etc. Documented informal outreach for feedback on changes; may include survey or other tools and tactics.	Outreach activities include driver and rider input, surveys, meetings with community groups, or other tools and tactics. Report to Board on activities.	Public Outreach Plan approved by Board in advance of outreach, which may include outreach to affected community groups, employers, etc.
	<b>Decision-Making Process</b>	CEO or designee; staff report summarizing changes submitted to the Board no later than 30 days of changes going into effect.	Public hearing prior to Board action.	At least one public hearing. Board action following with Title VI report.
<b>Examples</b>		Running time adjustments Departure time adjustments Minor bus reroutes Changes to bus stop locations (Per CI 1.4)	Significant route changes Addition or deletion of service to a large area	A large service reduction A restructure of the network

\*Ridership impacts are calculated using best available data and is an approximate tool as it is a dynamic number

<sup>^</sup> Route is proposed to be discontinued and there is no equivalent replacement within ¼-mile. Trip impact is the loss of a trip within a 15-minute window either side there is an actual impact. Bus stop refers to ridership impacts within 600 feet of a stop pair.

### 1.1.2 Fare Increases

***Fare increases of more than 10% in any three-year period shall be considered through the public outreach process as a Category III-Major Change as defined in Policy 1.1.1. For cumulative changes, the Category III-Major Change public process will only be applied to the increase which breaks the 10% threshold, not the previous increases.***

### 1.1.3 Title VI Reporting

***During major service reductions and fare increases, STA will conduct an analysis to verify that no discrimination of protected classes takes place.***

Title VI provides that “no person in the United States shall, on the ground 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.”

### 1.1.4 Stop Changes

***If the cumulative stop changes that take place within a calendar year affect the boardings of 10% of a route’s annual ridership, STA will use the tactics described in the beginning of this element to gather public input before a final decision is made.***

A stop serves as the point at which a rider can access the transit service. The placement of this access is important for the rider, driver, and riders already on board. STA is continually evaluating stop locations along all transit routes by considering safety, stop spacing, and proximity to destinations.

## CI 1.2 – Public Engagement: Planning Activities

### 1.2.1 Comprehensive Plan

***STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.***

Any change which affects the substance of the Comprehensive Plan will require a public hearing and supporting public outreach.

### 1.2.2 Strategic Plan

***STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.***

Any change which affects the substance of the Strategic Plan will require a public hearing and supporting public outreach.

### 1.2.3 Transit Development Plan

***STA will hold at least one public hearing while developing its program for each annual update.***

As a public transportation benefit area authority in Washington State, STA is required to prepare a six-year transit development plan (TDP) and annual report. This document provides updated information to the Washington State Department of Transportation on the various activities of STA. The TDP can be found here: <https://www.spokanetransit.com/projects-plans/transit-development-plan>.

#### 1.2.4 HPT Corridor Planning

***During any Alternatives Analysis for a High Performance Transit corridor, STA or its consultant will develop a public outreach plan to both gather input and provide information about the project being evaluated.***

#### 1.2.5 Grants

Public engagement in the grant application process provides the public with additional information on why the agency is seeking state or federal dollars for the project. Public engagement also provides the granting agency with additional information, including overall support of the proposed project. Public engagement for grants may occur at many different stages of the project. Also, many grant programs require the applicant to demonstrate public input into a project's development. Additional public input will be sought in connection with such applications.

Grant Condition	Public Process
Grants in Capital Improvement Program (CIP)	Adoption of CIP is considered component of public input
Grants applications less than \$1 million	Notice on STA's website
Grants applications at least \$1 million* (and not in CIP)	Adoption by Board of Directors
Grant is for project that originates in Corridor Development Plan (CDP)	CDP's have an associated public engagement framework. The grant opportunity might trigger additional public engagement

### CI 1.3 – Public Engagement: Capital Development Activities

#### 1.3.1 Major Capital Projects

***During the annual Capital Improvement Program (See System Infrastructure Policy 4.0) update process, which identifies all major capital projects, appropriate public outreach and a public hearing shall take place prior to adoption. Amendments to the Capital Improvement Program will follow a similar process.***

Any capital project requiring board approval and outside of the normal budgeting process shall be subject to a public hearing to receive public input and testimony.

#### 1.3.2 NEPA/SEPA/Environmental outreach

***Where appropriate or required, STA shall incorporate public outreach and SEPA and NEPA evaluations, with the intent to exceed minimum requirements.***

#### 1.3.3 Major Construction Projects

***During any Major Construction Project over \$5 million, STA or its consultant will develop a public outreach plan to provide information about the project.***

#### 1.3.4 Budget

***STA shall hold at least one public hearing prior to the adoption of the annual budget.***

Each year the Board of Directors adopts an annual budget that outlines how the agency intends to spend tax, fare, grant and ~~advertising~~ other monies.

## CI 2.0 – Service Communication

### 2.1 Branding

***All branding shall be part of a coordinated system-wide branding plan developed to better the customer experience.***

Effective branding can help the customer by conveying simple messages about frequency, span, destinations, and connectivity. By creating a larger branding plan, STA will be consistent with branding styles and purposes.

### 2.2 Technology

***Use improving technology to increase the amount of ridership information available to customers.***

By using new and existing technologies, STA can increase ridership by creating a more pleasant experience for transit riders. Technology can decrease wait time, improve decisions about mode choice, increase safety, etc.

### 2.3 Public Education

***Invest resources in educating existing and potential customers about travel options.***

STA offers a variety of transportation services (i.e. fixed-route, paratransit, rideshare) that assist in providing solutions to many different customer needs. By investing in education, STA can help customers ensure that they are best utilizing the transportation services which STA provides.

# Revenues and Fares

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STA maintains a convenient, reasonably priced fare structure aimed at increasing access to public transit within its service area. This fare structure is governed by a Board approved fare policy which is reviewed periodically

A variety of methods exist for fare payment, designed to create the best value for STA's customers by ensuring they pay the right fare for the way they ride transit. These changes help address fare inequities and reduce financial barriers.

Passenger fares are an important revenue source for Spokane Transit. STA has sought to cover about 20% of the cost to provide transit service in the Spokane region with customer fares. Without them, simply put, the region would have less transit to serve those who need and want it. Other revenue sources exist for funding STA's operating costs. Tax revenues, both from Federal and State allocations and from taxes assessed within the Public Transportation Benefit Area, provide a significant proportion of STA's financial resources.

Government grants and revenues from [advertising and](#) other sources further mitigate operating costs. These revenues should be used in a manner which upholds STA's role as a responsible steward of community funds.

## Revenues and Fares Goal

***STA's revenue structure should appropriately balance farebox, tax, grant, and other revenue to provide high-quality service.***

## Revenues and Fares Principles

The principles listed below define STA's fare structure. They provide guidelines to ensure that the fundamental ideas behind the fare structure are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing fare policies.

### 1. Fares Matter

***Ridership increases are achieved by making public transportation cost effective and simple to use.***

Depending on the operating environment, type of transit service, and current market demand, fare changes can play a role in the increase or decrease of ridership. The imposition of fares for most transit agencies means there is opportunity to provide more service to more people with the additional revenues.

### 2. Perceived Value

***Fares and "local match" help avoid the pitfalls known to free commodities.***

Thomas Paine said, "What we obtain too cheap, we esteem too lightly." Fares provide the opportunity for riders to better appreciate the cost of service. This can facilitate better travel choices.

### 3. Revenues and Services

***The amount of revenue collected correlates with the potential amount of services able to be provided.***

The amount of service that STA is able to provide is tied to the amount of revenue from fares, taxes, grants, etc. that is available. When these revenue sources rise or drop, STA must make decisions about the services to provide to maintain a sustainable budget.

#### 4. Diverse Ridership

***A range of fare options recognizes the diversity of trips measured in customer attributes, distance, travel times, and purpose.***

Many youth, college students, riders with disabilities, and low-income riders rely upon STA to serve their transportation needs. A fare structure which recognizes the diversity of customers' needs increases the use of STA services.

#### 5. Other Revenues – Supplement Fares

***The collection of tax, funding from grants, and other non-fare-based revenues supplement revenue generated by customer-paid fares.***

Although transit agencies often desire to be more dependent upon fares, non-fare-based revenue sources help to keep service levels higher than would be supported by fares alone.

#### 6. Fiscal Responsibility

***The fiscally responsible use of revenues increases the public's confidence in transit agencies.***

A large proportion of STA's revenues come from tax-based funding sources. To earn taxpayers' confidence, STA should be viewed as operating in a fiscally responsible way. STA should always strive to achieve its objectives with the greatest efficiency and minimal waste.

#### 7. Alignment with Agency Priorities

***Revenue sources should support the priorities of an agency. A funding source (i.e. grant requirements) should not define the priorities of an agency.***

Some revenue sources, such as grants, often have specific stipulations which may not align with STA's stated priorities and goals. Ensuring that revenue sources support the agency's priorities reduces wasteful spending and improves STA's overall public image.

### Revenues and Fares Policies

#### RF 1.0 – Revenues

##### 1.1 State and Federal Funding

***STA will work to maximize funding from state and federal sources as well as support efforts to increase such financial resources.***

State and federal funds are important for STA to be able to maintain a desirable level of service. By supporting efforts to increase the available financial resources, STA may find itself in a position to be better able to provide improved services to the customers throughout the region.

##### 1.2 Pursuit of Grants

***STA shall pursue grants which align with the agency's priorities and the public good.***

Occasionally, grants are pursued simply for the attached dollars. Such grants have the potential to direct the agency's attention away from its stated goals and priorities. By pursuing grants which directly support STA's priorities, the agency helps to ensure the responsible use of revenues.

### 1.3 Debt

**STA will not incur debt.**

STA operates on a pay-as-you-go basis. STA shall not incur debt or agree to other financial commitments beyond the balance of current or projected revenue.

### 1.4 Non-Traditional Revenue Sources

**STA shall review the appropriateness and purpose of potential non-traditional revenue sources.**

Numerous non-traditional funding sources, ranging from corporate sponsorship to donations-in-kind to partnerships, could potentially support the achievement of STA's goals and policies. Prior to acceptance of such revenues, STA should ensure the legality and implications surrounding such revenue sources.

## RF 2.0 – Fares

The following fare policies articulate the guidelines for determining STA's fare structure and collection. Each policy contributes to specificity and provides guidance towards reaching the overall goal of fare collection. These policies together establish a framework for the determination and collection of fares.

### 2.1 Philosophy

**STA's philosophy is to encourage increased ridership by providing a convenient and reasonably priced method for citizens to enjoy the advantages of public transportation.**

Fares are only one of many factors which influence ridership numbers. However, STA will encourage increased ridership by following the principles described earlier in this element and providing a sensible fare structure and payment method.

### 2.2 Rider Contribution to Cost of Service

**In establishing fare rates, Spokane Transit pursues a pro-ridership philosophy rooted in the recognition that more revenue allows for more and better transit service, which, when available for a reasonable rate to the passenger, attracts more ridership and therefore more revenue.**

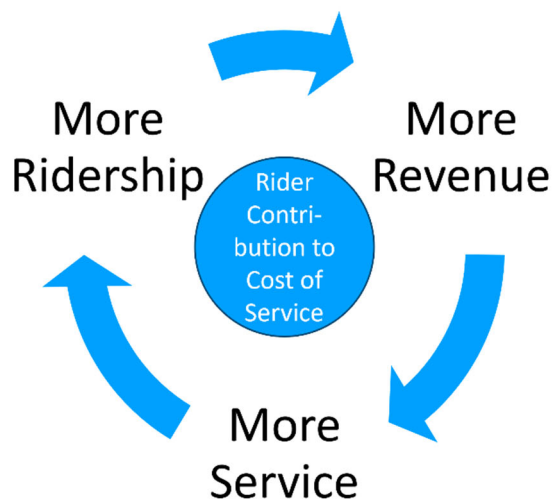


Figure 9 – The Virtuous Cycle of a Pro-Ridership Philosophy

A farebox recovery of at least 20% for the standard fare at the average Fixed Route cost per passenger is the benchmark objective when setting the standard fare rate, providing for meaningful rider contribution and more service than otherwise possible.

$\frac{\text{Total Cost Fixed Route Operations}}{\text{Total Number of Passengers}} = \text{Operating Cost per Passenger}$
$\frac{\text{Current Standard Fare Rate}}{\text{Operating Cost per Passenger}} = \text{Standard Farebox Recovery} (\geq 20\% \text{ Benchmark Objective})$

Figure 10. Calculating Farebox Recovery Rate

### 2.3 Complexity of Fare Structure

**Minimize complexity—emphasize a simple and easily understood system.**

1. Sustain a flat rate fare structure throughout the Public Transportation Benefit Area.
2. Customers use time-limited passes (two-hour, day, monthly, etc.) to accomplish multi-route/directional trips.
3. Utilize fare capping, providing customers with the best options for daily and weekly travel

### 2.4 Pre-Payment of Fares

#### 2.4.1 Increase Pre-Payment of Fares

**Pre-payment of fares eliminates delays caused by on-board fare payment, increases the reliability of revenues, and encourages the use of transit for spontaneous trips.**

Increasing access to methods of pre-payment supports this policy. Examples of pre-payment media include mobile ticketing, smart cards, institutional bus pass programs, and day passes.

#### 2.4.2 All Door Boarding

**All door boarding will be introduced on select lines to support the use of smart cards and the pre-payment of fares.**

All door boarding, in conjunction with the use of smart cards and the pre-payment of fares, helps reduce delay at stops and stations, increasing speed and reliability of the service. All door boarding may require fare enforcement to be successful for the agency.

### 2.5 Business and Institutional Fare Programs

**STA supports and pursues opportunities to partner with employers, universities, developers, and other interested parties to provide access to public transportation.**

Opportunities for individuals to take advantage of simplified fare programs provided through a partnership with their employer, university, or landlord/developer increase access and mobility for regular and part-time transit users.

## 2.6 Eligibility-based Fare Programs

***STA supports opportunities for individuals to use public transportation at a discounted cost based on targeted eligibility criteria and rigorous due diligence.***

Opportunities for individuals to use public transportation should be made available through eligibility-based fare programs that offer customer-facing discounts. Eligibility determination and classifications will be made by the STA Board of Directors and identified in STA's existing fare structure. Prior to the creation and implementation of any eligibility-based fare program, the Board shall conduct an evaluation to determine if the proposed program can meet the following criteria:

- The program and the basis for eligibility is relatively simple to describe and understand, particularly for those who are prospective participants.
- The discount offered by the program considers proportionate costs and benefits relative to other eligibility-based fare programs, as well as other fare partnerships and rates
- Insofar as possible, the program adheres to eligibility requirements that can be determined with verifiable public information without the creation of storage by STA of sensitive health or income information.
- The program can be deployed without undue burden on STA operations or community partners.
- The program provides safeguards against abuse.
- The program has a method for reporting performance.
- The estimated ridership and financial impacts of the proposed program have been estimated and reasonably understood as far as STA's commitment to community benefit and fiscal accountability.

## 2.7 Community Access Programs

***STA supports opportunities to partner with community-based organizations to provide access to public transportation at a discounted cost.***

Opportunities for vulnerable individuals to use public transportation may be made available through community access programs that subsidize the purchase of standard fare instruments. This partnership strategy helps manage eligibility challenges, especially in addressing acute or transitory needs, and maximizes the benefit of community partners in delivering transportation access.

# Monitoring and Improvement

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

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

## Monitoring and Improvement Goal

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

## Monitoring and Improvement Principles

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

### 1. Change and Uncertainty

***Change is inevitable and uncertainty a reality in any endeavor.***

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

### 2. Aim High

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

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

### 3. Continuous Feedback

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

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

#### 4. Course Corrections

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

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

#### 5. Ownership

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

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

#### 6. Respect Diversity

***The overall function of a product or process is important to keep in mind when developing appropriate monitoring tools.***

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

#### 7. Checks and Balances

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

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

### Monitoring and Improvement Policies

#### MI 1.0 – Fixed-Route Performance Standards

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

**Fixed-route performance standards are found in Annex 1.**

#### MI 2.0 - Agency Performance Measures

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

To evaluate the success of the broad services provided, STA shall develop performance measures and update the Board of Directors on a regular basis to help inform agency success, direction, and progress.

### MI 3.0 – Resiliency Planning

***STA shall develop resiliency planning efforts for when circumstances dictate a change in operations outside of normal periods.***

To plan for unforeseen circumstances to the best of the agency’s ability, STA shall develop resiliency planning efforts and update the Board of Directors on a regular basis.

### MI 4.0 – Revisions and Adaptation

#### 4.1 Comprehensive Plan Update

***STA shall update Connect Spokane routinely.***

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

#### 4.2 Comprehensive Plan Amendments

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

#### 4.3 STA Planning Documents

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

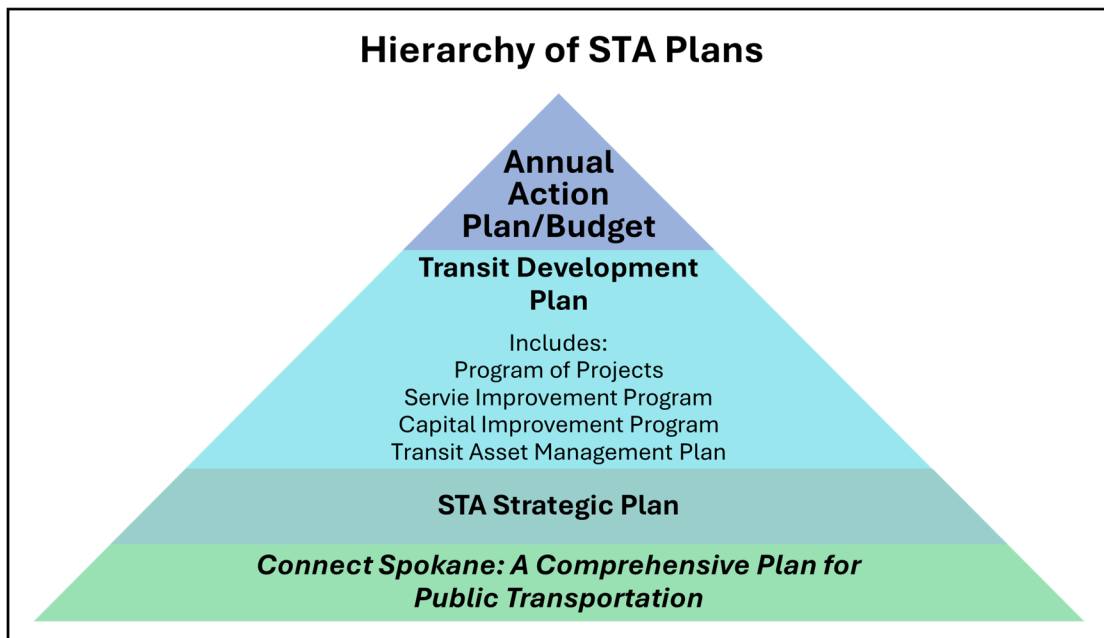


Figure 10 - Hierarchy of STA Plans

#### 4.3.1 STA Strategic Plan

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*, and the projects are identified in the Transit Development Plan for implementation.

#### 4.3.2 Transit Development Plan

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

##### 4.3.2.1 *Program of Projects*

Details of the proposed Program of Projects for Sections 5307 (Urbanized Area Formula Funding program), 5310 (Enhanced Mobility for Seniors and Individuals with Disabilities), and 5339 (Bus and Bus Facilities Discretionary program) are included in the TDP annually and are included in the TDP public hearing.

##### 4.3.2.2 *Capital Improvement Program*

The Capital Improvement Program (CIP) enables STA to make educated, coordinated, and financially sound capital investments. The 6-year CIP includes capital projects, programs, and program categories. The CIP is updated annually.

##### 4.3.2.3 *Service Improvement Program*

Developed with and included in the Transit Development Plan, this document guides the delivery of Fixed-Route service. The SIP describes service revisions proposed for the three calendar years following adoption, plus additional concepts to consider for years 4-6 of the program.

##### 4.3.2.4 *Transit Asset Management Plan (TAM)*

The Transit Asset Management Plan is included as an Appendix to the Transit Development Plan. The TAM is updated in its entirety no less than once every 4 years, and covers a horizon period of at least 4 years, and includes:

- Projected targets for the next fiscal year
- Condition assessments and performance results; and
- A narrative report on changes in transit system conditions and the progress toward achieving previous performance targets

In addition, the TAM is submitted to the state and MPO on a regular schedule, generally within 30 days of Board approval.

### 4.3.3 Annual Action Plan

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

### 3.4 Update Schedule

Document	Horizon	Revision Schedule
Connect Spokane	20-30 Years	Begin update no later than three years from last major update
Strategic Plan	10-15 years	Development of next plan starts no later than three years prior to sunset of current plan
Transit Development Plan	Current calendar year plus six years	Adopt before September 1 of each year
Program of Projects	Current calendar year plus six years	Included in annual update of Transit Development Plan
Capital Improvement Program	Six Years	Included in annual update of Transit Development Plan
Service Improvement Program	Three Years	Included in annual update of Transit Development Plan
Transit Asset Management Plan	Current calendar year plus six years	No less than once every four years
Annual Action Plan	One year	Publish draft by October of each year and adopt before January 1

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# Regional Transportation, Land Use, and Economic Development

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This Comprehensive Plan for Public Transportation outlines long-term ~~transit-related~~ **transit-related** goals and policies for the region. However, long-range transit planning requires the consideration of other jurisdictional plans that overlap the Public Transportation Benefit Area (PTBA). Despite autonomy, coordination between agencies must occur to ensure seamless planning for local and regional improvements.

This section is devoted to the recognition that transit planning cannot be done independent of land use or general transportation planning; and land use or general transportation planning cannot be done independent of transit planning. The following text describes the relationship of the Comprehensive Plan for Public Transportation with other regionally influential planning and policy documents.

## Regional Transportation, Land Use, and Economic Development Goal

***STA will be an active partner in the development and coordination of regional transportation, land use, and economic development strategies while leading the implementation of Transit Oriented Development (TOD) in the region.***

## Regional Transportation, Land Use, and Economic Development Principles

The principles listed below identify the basic concepts of regional transportation and land use coordination. These unchanging principles serve as a guide to STA as it attempts to serve as a leader in shaping regional transportation and land use goals and policies.

### 1. Transit Disoriented Development

***There is no effective transit panacea for poor land planning and development.***

Too often transit is imagined as a singular solution to make up for poorly- positioned development decisions made over time. While transit helps connect people and places, a myriad host of location-based and design-based variables directly affect the ability of transit to be a meaningful transportation service, irrespective of transit mode or service design. As a result, there are locations that should never expect to be provided a basic level of transit service.

### 2. Paradox of New and Used

***Despite our inclinations for casting off the old for the latest and greatest, transit has the greatest opportunity for improvement and initial success in existing places rather than upstart developments.***

For over a century, transit has often been developed concurrently with new development as a marketing tool. Success of the transit investment is not always guaranteed, especially given the heavy ongoing operational costs transit demands. Transit will generally have greater success in and around existing strengths before it can be a powerful influence in travel patterns for new developments. Street grids and land uses established before

the automobile heavily influenced land use decisions hold the greatest opportunity for near term transit success.

### 3. Be on the Way

***Development should be focused along or near existing public transportation corridors or in ways that transit can support due to providing for or achieving adherence within the Fixed-Route Design Principles.***

Transit service is most successful when it directly serves many places conveniently throughout the day. Land use and road patterns that require out-of-direction travel increase operating costs and inconvenience riders. Prospective property owners or developers who wish to have good transit service will most likely succeed if they locate along an existing transit route.

### 4. Density

***Land use density and the intensity allows for a mix of land uses. Coordination among stakeholders promotes a mix of uses that can support a greater share of trips made by the pedestrian, bicyclist, and transit customer.***

Transit is effective at serving trips with common origins and destinations or, at minimum, shared travel paths. This is only made possible if there is a level of density at which there is the possibility for a regular and sustained commonality in travel pattern. Density also means there are more destinations that will be within walking distance and facilitates more pedestrian activity. Pedestrian activity both supports and is supported by transit. Some studies have found four dwelling units per acre to be the minimum density to support local bus service. However, in most cases densities need to be two to three times that amount to support viable transit.

### 5. Design

***Infrastructure constructed by developers and municipalities should support the needs of pedestrians and transit facilities.***

Development patterns should support pedestrians and other non-motorized modes to gain easy access to transit. "Complete Streets" principles and design standards that promote a network of local streets and sidewalks, ADA-accessible improvements, and the placement of useful and inviting public spaces near transit support transit use and can reduce dependency on private auto ownership.

### 6. Partnerships

***Fostering partnerships with both public and private entities should be encouraged to cultivate coordinated land use and transportation throughout the region.***

No agency or person alone can ensure that land uses and transportation investments are made in such a way to be supportive of transit investments. Partnerships are critical to success of any endeavor, particularly those involving private property, public rights of way, and public transportation.

# Regional Transportation, Land Use, and Economic Development Policies

## TL 1.0 – Leadership

### 1.1 Proactively Educate and Communicate

***STA will educate decision-makers and other members of the community regarding the importance and value of transit to successful development in the region.***

### 1.2 Adherence to Service Design Guidelines

***STA shall promote the best practices of land use development, including supporting increased densities and reduced parking requirements on key transportation corridors, by strictly adhering to its adopted Service Design Guidelines.***

## TL 2.0 – Collaboration & Partnership

### 2.1 Agency Collaboration

***STA shall collaborate with jurisdictions and other agencies to move forward with planning and development that strengthens the transit network and regional mobility.***

Numerous regional jurisdictions and agencies are stakeholders in the broader development and planning of the region. To encourage a positive partnership with these other groups, STA shall collaborate with these stakeholders, providing early and frequent information and opportunities to provide input. In return, STA should expect a similar courtesy to be extended.

### 2.2 Transit Oriented Development Support

***STA may make resources available to jurisdictions to do planning and development work in advancing Transit Oriented Development in the region.***

Transit Oriented Development (TOD) is the creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around and supported by high quality transit. This makes it possible to increase the use of transit for mobility for a variety of trip purposes. This is possible not only because of quality transit access, but by the collocation of other community and commercial services in walking distance to housing **and jobs**. ~~STA shall find appropriate local and regional partners to actively develop TOD in appropriate locations within the region.~~

### 2.3 Joint Development Program and Policies ~~Form Development Partnerships~~

***STA shall develop a Joint Development Program with policies and guidelines to encourage Transit-Oriented development around its facilities where possible. ~~partner with private firms on transit-oriented development.~~***

Joint development can further STA’s mission while growing ridership, increasing revenues, and facilitating economic development. STA shall develop a site planning and solicitation process that reduces risk and increases marketability of joint development opportunities at STA-owned properties, or in locations where strategic acquisitions may be beneficial to the region. ~~STA shall find appropriate local and regional partners to actively develop TOD in appropriate locations within the region.~~

### 2.4 Collaboration with Other Planning Documents and Regulations

***STA shall collaborate with partner jurisdictions in developing planning documents and guidance that ensures STA’s service goals, principles, and policies are considered and enabled by adopted plans and policies.***

Numerous documents created by municipalities and agencies, including this Comprehensive Plan for Public Transportation, guide land use and transportation decisions throughout the region. To reduce the likelihood of competing plans or policies, interagency communication should be encouraged. Examples of documents impacting STA's operations are included below.

### **Comprehensive Plans of Municipalities**

Cities within the PTBA who follow adopted comprehensive plans include Airway Heights, Cheney, Spokane, Millwood, Spokane Valley, and Liberty Lake. As a regional service provider, Spokane County also has an adopted comprehensive plan that works to coordinate land uses with cities and unincorporated areas among other purposes. STA holds some interest in most elements of every comprehensive plan adopted by jurisdictions within the PTBA. From housing and utilities to transportation and land use, the policies of each city have an impact on the level of service STA is able to provide now and in the future. Specific policies that are favorable to transit are always encouraged; however, just as each jurisdiction's plan was considered during the creation of this plan, STA expects that Connect Spokane be consulted during subsequent updates of each jurisdiction's comprehensive plan.

### **Metropolitan Transportation Plan**

Spokane Regional Transportation Council (SRTC) is the federally- designated Metropolitan Planning Organization for Spokane County. This local intergovernmental agency encourages coordination and collaboration between planning and transportation departments across the region. SRTC updates the Metropolitan Transportation Plan (MTP) (also known as Horizon 2045) every four years, documenting the blueprint for an inter-modal solution to transportation needs brought about by continued growth and development. The 2013 MTP update calls for system enhancements aimed at increasing transit ridership. Future plan updates or visioning sessions should refer to this plan for guidance.

### **Spokane County Coordinated Public Transit-Human Services Transportation Plan**

Prepared jointly by SRTC and STA, the Spokane County Coordinated Public Transit-Human Services Transportation Plan attempts to create a "unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services" per the requirements of Federal Transit Administration. STA will continue to work with SRTC on future updates of this document.

### **WSDOT Washington Transportation Plan**

At the state level, the Washington State Department of Transportation (WSDOT) adopted the Washington Transportation Plan (WTP) in 2007. The plan is designed to offer policy guidance for all jurisdictions statewide on matters related to the state's transportation system over the next 20 years. STA operates transit services on state highways and referenced the WTP during the creation of the Comprehensive Plan.

### **Growth Management Act**

The Growth Management Act (GMA) was adopted because uncoordinated and unplanned growth posed a threat to the environment, sustainable economic development, and the quality of life in Washington State.

All of the preceding plans fall under laws found in the Revised Code of Washington. The GMA requires state and local governments to identify and protect critical and natural areas by guiding urban growth through comprehensive plans, capital investments, and development regulations. STA's Comprehensive Plan for Public Transportation supports this notion and works to enact the vision of the state while continually working with local jurisdictions. To jointly oversee this planning effort within the urban growth areas, Spokane County established a Steering Committee of Elected Officials charged with defining standards for urban growth area delineation, minimum levels of service, distribution of future growth, and negotiating designations for urban growth areas in the form of a recommendation to the Board of County Commissioners.

# Sustainability

Spokane Transit’s definition of Sustainability is:

*Sustainability at Spokane Transit is about providing services in ways that optimize our ability to meet the needs of present and future generations through actions that balance the region’s economic, environmental, and social well-being.*

STA does its part to safeguard the community’s current and future quality of life by being socially responsible, preserving the natural environment, and contributing to a thriving economy. On a day-to-day basis, these guiding principles are a way for STA to become more resource efficient, engage more with employees and customers while improving access, market share and funding support.

More than any other element of this comprehensive plan, Sustainability is not a program or activity that can stand alone. It involves everything the organization does, and principles and policies that relate to sustainability are contained throughout Connect Spokane and not isolated to this chapter alone. Sustainability is included in STA’s programs, policies, and business practices; it is also a foundation for STA’s role in our region.

## Sustainability Principles

### Framework

Research reveals several different frameworks that can be applied to the concept of sustainability. Some frameworks encompass broad concepts such as global warming or enabling national energy independence. Others are more narrowly focused on environmental management systems that address specific issues such as reducing an agency’s carbon footprint or energy consumption.

Through the work of its Citizen Advisory Committee, STA chose a conceptual framework for sustainability that could relate general concepts to specific applications within an organization or community. STA adopted the “Triple Bottom Line” framework.

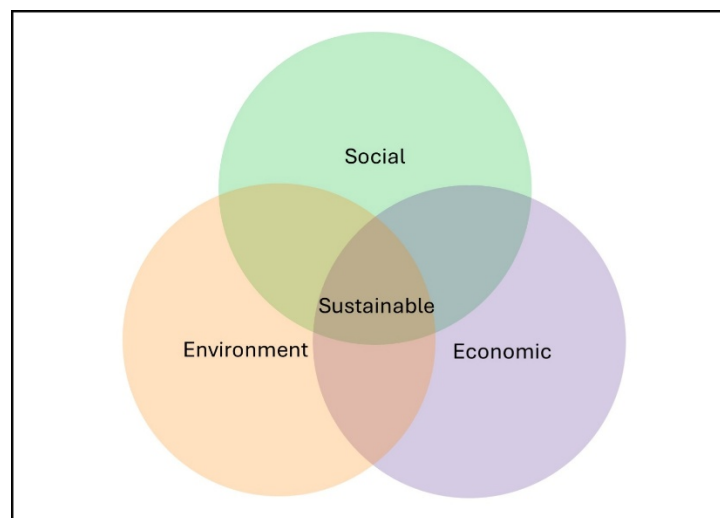


Figure 11 - “Triple Bottom Line” framework

The phrase was coined by John Elkington in 1994. It was later expanded and articulated in his 1998 book *Cannibals with Forks: the Triple Bottom Line of 21st Century Business*. Sustainability, itself, was first defined by the Brundtland Commission of the United Nations in 1987. The Triple Bottom Line is often abbreviated as “TBL” and referred to as the “3 E’s” (economic, environmental, and social equity) or the “3 P’s” (people, planet, and profit). More than some other sustainability frameworks, it captures the full spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social.

This framework identifies sustainability as being about practices that make good environmental sense as well as good business sense. Sustainability is essentially responsible resource management: it draws on natural, human and financial resources to find strong, enduring solutions. It recognizes that environmental considerations are not an end in themselves. True sustainability is the intersection of not only what is good for the environment, but also what is economically feasible and results in benefits to our citizens/taxpayers.

## Sustainability Policies

Based on the principle of a Triple Bottom Line Framework, this section articulates policy that guides decision-making.

### SU 1.0 – Connecting People and Communities

#### 1.1 Sustainability in STA Services

***Manage STA services (Fixed Route, Paratransit, Flexible Services) to promote sustainability.***

Public transportation can play a significant role in achieving sustainability objectives for the region and each of the jurisdictions within the Public Transportation Benefit Area. However, the financial, natural and human resources dedicated to public transportation must be effectively employed and well used in order to achieve this objective.

- Maintain a high quality of service in order to attract maximum use by the public.
- Ensure basic bus service availability is balanced with emerging Paratransit eligibility requirements. The agency should not spread resources so thin so as to be overextended and unable to maintain quality service to neighborhoods and activity centers that have the highest potential for public transit use.
- Evaluate effectiveness of bus routes based on the social, environmental and financial impacts of STA’s services. Existing standards are: Total ridership; energy use compared to passenger miles; and farebox return (see Annex 1: Fixed Route Performance Standards to this Comprehensive Plan)
- Encourage growth of the Flexible Services program. This adds flexibility and complements the fixed route system.
- Utilize long-range financial forecasts to continuously measure the level of service that can be maintained given anticipated revenue. The agency’s goal is to provide stability and reliability of service.

#### 1.2 Transportation Alternatives

***Provide services that are an attractive transportation alternative compared to single occupant vehicles (SOVs).***

Reliable and predictable service is perhaps the most important characteristic that defines a viable transportation alternative.

- Conduct route planning and scheduling to get people to destinations in a timely manner.
- Maximize convenience by enhancing route frequency as articulated in the Service Design Principles in this Comprehensive Plan (Part II: Services; Fixed -Route Service, Fixed-Route Service Design Principles).
- Pursue system enhancement technology that makes STA services easier for the public to understand and use.
- Provide transit services to community events to maximize access and use of its services (e.g., additional hours, special fee structure, special routing). This special event service effectively moves large numbers of participants with minimum use of energy resources.
- Take advantage of Washington State and Spokane County Commute Trip Reduction programs that incentivize use of STA services.

### 1.3 Connectivity

***Serve as regional connection to neighborhoods/jurisdictions, places of employment, community events, and public services in a way that meets the needs of the service area.***

STA is a major regional asset. Staff should be actively engaged in supporting and informing the land use planning and growth-management activities of the jurisdictions it supports. Educate the region’s planners, developers, and decision makers on the characteristics of urban design that can best be supported by public transportation. STA should work with jurisdictions to help identify and integrate TOD Emphasis Areas that will be locations to concentrate the growth of employment and housing over the jurisdictions’ planning horizon.

Examples include:

- Use the HPT concept to communicate a vision of corridors where public transportation services will be consistent and prioritized for further investments (e.g. East Sprague Avenue and Division Street).
- The role of the “built environment” such as streetcars, electrified trolleys, or high-quality passenger shelters in helping shape development.
- Transit-Oriented Development (TOD) and the impact of residential and employment density on transit effectiveness.

STA should maintain a close relationship with the Metropolitan Planning Organization (SRTC) to ensure transit plans are integrated into overall long-range transportation plans and coordinate with Washington State Department of Transportation to facilitate the integration of public transportation into project planning and design.

### 1.4 Multi-modal Connectivity

***Increase ~~interest in~~ the quantity and quality of multi-modal connections.***

The ability to seamlessly transition between various modes of transportation helps expand the public’s use of alternative transportation.

- Maintain strong connections to the airport and the intermodal center.
- Create accommodation for bicycle and pedestrian interfaces to STA services. This accommodation should be incorporated in bus stop design and locations as well as the design and capabilities of its vehicles.
- Prioritize investment in multi-modal improvements within one-half mile walksheds of frequent transit service within TOD Emphasis Areas.

- Strategically locate and serve park and ride facilities.

### 1.5 Public Input

#### **Maximize public input and stakeholder engagement in STA's sustainability initiatives.**

The success of STA's sustainability initiatives depends on authentic and transparent efforts to engage all stakeholders. This element reinforces the public process policies as outlined in Part III: Activities and Programs; Communications and Public Input of this Comprehensive Plan.

- Define a stakeholder as anyone with an interest in STA; e.g., employees, riders, regulators, tax payers, neighborhood residents, activity center tenants and local governments, as well as those who provide services to STA such as suppliers, contractors, and professional services like banking and insurance.
- Strive at all times to balance the long-term perspective of sustainability-related issues against the more short-term needs that arise within our community.

## SU 2.0 –Connecting People and Communities

### 2.1 Stewardship

#### **Build stewardship and service in STA operations.**

As a significant user of resources, stewardship must be an essential component of an organization that embraces sustainability. STA should strive to be a leader in conservation programs. The leadership of the organization should actively reinforce a culture that puts a high value on conservation of resources and service to the public. Stewardship also involves a respect for the people who serve and are served by STA.

#### **2.1.1 Fiscal Responsibility**

*STA will use financial forecasts to make good use of tax dollars.*

#### **2.1.2 Zero Point Emission**

*Guided by the Zero Emission Vehicle Transition Plan, STA will manage STA fleet procurement with an emphasis on zero-point emission vehicles and a reduction in greenhouse gas (GHG) emissions.*

#### **2.1.3 Resource Management**

*STA will review and/or reduce consumption of natural resources against current levels with a goal of continuous improvement. This includes siting recycling capabilities as affordable and practical in all facilities.*

### 2.2 Purchasing

#### **Establish a sustainable purchasing policy.**

The agency should have a holistic decision-making process for purchasing equipment and services.

- Conduct cost/benefit that considers lifespan costs and replacement strategy. Lower initial capital outlays may not be the best value when operations, maintenance, and replacement cycles are also factored as costs of ownership.
- Establish procurement decision process that considers costs involved at each stage of the entire lifecycle of goods purchased; e.g., resource extraction, material processing, product design and

manufacturing, transportation and distribution, purchase and use, and end of life disposal or recycling.

- Evaluate the impact of staff resources required to support equipment or new capabilities.
- The agency's fleet replacement plan will anticipate emerging alternate fuel options for its vehicles.

### 2.3 Capital Projects

***Integrate sustainability into facility design, construction, and demolition.***

The physical plant that supports the agency has a long-term effect on the agency's ability to operate efficiently and represents an opportunity to conserve natural and financial resources.

- Anticipate emerging requirements e.g., ADA.
- Integrate sustainable design criteria into facility design and construction decisions.
- Strive to achieve the Leadership in Energy and Environmental Design (LEED) Silver standard for facilities.
- Construct facilities to the highest defined energy conservation standard justified by net present value analysis of capital and forecast energy costs of at least 30 years.
- Maximize use of recycled building materials.
- Incorporate recycling (deconstruction practices) into the demolition of obsolete STA facilities.

## SU 3.0 – Community Resilience and Socio-economic Health

### 3.1 Affordability

***Position transit to mitigate the effect of rising fuel costs on the increasingly large segment of population that is unable to afford other travel options.***

- Keep fares affordable in accordance with the fare policies as outlined in Part III: Activities and Programs, Revenues and Fares of this Comprehensive Plan.
- Regularly review opportunities presented by the development of alternate fuel sources.
- Improve the cost competitiveness of STA services compared with the use of Single Occupant Vehicles (both in terms of an individual's time and energy expended).

### 3.2 Supporting the Community

***Attend to the social and transportation challenges faced by groups within the community.***

- Include investments in plans and projects for passenger amenities and reduction of barriers that inhibit access to transit stops. The accessibility and utility of public transportation resources will become increasingly important in the future as our population ages.
- Support community efforts to develop a comprehensive set of alternatives to traditional Paratransit service delivery. Paratransit service will face increasing demands in the future as it competes for resources required by other modes.
- Participate in jurisdictions' land use planning, in particular housing planning, and inform supporting transportation infrastructure plans to adapt to meet the changing demographics of our community.
- Make Vanpools available to a variety of groups to meet multiple needs.

## Safety & Security

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The safety and security of STA's system, its users, and our employees is of the utmost importance. Creating a safer transportation experience for everyone means a secure and comfortable system for users of all transportation modes and STA programs, as well as safe facilities, vehicles, and areas in which to work. Safety and security are closely interrelated concepts – safety is protection against unintended hazards, while security is a state of feeling protected against threats that are deliberate and intentional.<sup>1</sup>

STA is voluntarily adopting the FTA's Safety Management System (SMS) Framework which is anchored by four main components:

- Safety Management Policy
  - The Safety Management Policy Statement
  - Safety Accountabilities and Responsibilities
  - Integration with Public Safety and Emergency Management
  - SMS Documentation and Records
- Safety Risk Management
  - Hazard Identification and Analysis
  - Safety Risk Evaluation
- Safety Assurance
  - Safety Performance Monitoring and Measurement
  - Management of Change
  - Continuous Improvement
- Safety Promotion
  - Safety Communications
  - Competencies and Training

FTA will publish and codify agency Safety Program Plan requirements shortly and it is expected to most transits 3-5 years to fully implement.

### Safety & Security Goal

***STA will promote safety & security in all operations and facilities.***

### Safety & Security Principles

STA protects the safety and security of customers, employees and facilities in a variety of ways, including planning, policing, facility design, operational practices, safety training, and collaboration with local jurisdictions and other agencies on safety-related matters

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<sup>1</sup> <http://www.differencebetween.com/difference-between-safety-and-vs-security/>

## Safety & Security Policies

### SS - 1.0 Safety & Security

***In partnership with local organizations and jurisdictions, STA will promote and provide safe and secure operations.***

STA, working with employees, contractors, and local partners; will work to provide stop and station security along all transit lines. Efforts will be prioritized along lines/stations with high ridership, existing issues, and a large number of transfer points.

Safety and Security plans establish formal mechanisms through which employees, contractors, passengers and community members can:

- Appropriately identify and report threats, vulnerabilities, and hazards within STA's operation to the correct personnel or external parties (e.g. emergency response agencies, police, etc.) so that preservative actions may be implemented to eliminate, control or minimize their impact.
- Establish clear lines of accountability and responsibility at all levels to ensure tasks are documented and tracked in a useful manner.
- Heighten security and safety awareness.
- Develop relations and coordination with local community partners to ensure prevention measures and emergency response activities are effective.

### SS - 2.0 Employee Training

***STA will educate and train its employees to improve the safety and security of the public transportation system and STA's offices and facilities.***

STA will continue to train drivers in conflict avoidance and self-defense and continue to invest in infrastructure to provide appropriate training resources, programs and procedures.

### SS - 3.0 User Assisted Technology

***STA will actively monitor advancements in safety and collision avoidance technology and other user assist technology and adopt as the fleet turns over.***

Automated technologies have the potential to transform the provision of public transit. Pilot testing of driverless shuttles is already underway on private and public roads worldwide. AV technology development is commonly led by private businesses, or in partnership with transit agencies.

### SS - 4.0 CPTED Implementation

***STA will utilize the principles of CPTED on all major capital projects.***

Crime prevention through environmental design (CPTED) is a multi-disciplinary approach to deterring criminal behavior through environmental design. Fundamentally, CPTED suggests that you can change how people act in a place by altering its design. The goal is to reduce crime and fear, and improve quality of life.

### SS - 5.0 Planning

***STA will continue to implement and develop internal plans related to safety and security, such as the snow emergency plan and natural disaster response plan.***

## SS - 6.0 Customer Privacy

***As technology needs and services change, STA will strive to maintain and protect the privacy of all customers.***

All other polices related to Safety & Security will be/are housed in the Capital Improvement Program.

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# Annex 1

## Fixed-Route Performance Standards

Standards imply accountability, comparison, and remediation in the event of non-compliance. Standards should be straight-forward and derived from a rational, transparent basis. The performance standards set forth herein are directly related to the effectiveness and sustainability of STA's fixed-route system. These performance standards reflect a triple bottom line (TBL) approach that seeks to improve the system's performance as it relates to its riders, the environment, and taxpayers. Literature on the subject of triple bottom line refers to People (social), Planet (environmental), and Profit (economic) as the primary metrics for evaluating agency performance. Routes are compared against annual benchmark scores set for routes similar in-service type and/or vehicle types. The service types and performance standards used are explained below.

### Performance Standard 1: Ridership (Social)

Ridership is a basic indication of a transit route's effectiveness in serving people. There may be a great community dialogue about serving a particular facility, geography, or community, but if the result is a route that has little or no ridership, clearly this goal is not met. It may be that the service is designed poorly or that densities do not justify fixed-route bus service. Only by having a minimum performance standard can these routes be fairly evaluated and remediated.

Productivity is a measure of riders per revenue hour and is used as the framework for the ridership standard.

#### Basic Routes Ridership Standard

One of the best indicators of potential performance ~~For Basic Fixed-Route Service in Spokane the best indicator of potential performance~~ is a route's relation to the Central Business District (CBD). A route that ties into downtown has more connectivity than other routes. Furthermore, it must meet a higher expectation due to ~~the fact that~~ the downtown Plaza's ~~has a~~ finite number of bus bays and overall capacity. Accordingly, ~~it should~~ use of the Plaza's capacity should be focused on routes with a higher level of effectiveness in terms of ridership. The metric used for ridership is Boardings per Revenue Hour. Revenue hours represent the hours the bus is in service. Boardings per Revenue Hour are calculated by dividing the annual boardings of a route by the annual revenue hours of that same route. As of 2022, STA's service classes are High Performance Transit (HPT), Regular, and Targeted. Regular service is the basic level of service STA provides. HPT and Regular service classes are generalized services that are designed to serve the greatest number of people within the region's geographic area and STA's financial capacity. The Targeted service class is a specialized service focused on attracting and accommodating targeted audiences, such as peak demand travelers to employment and education centers, as well as special shuttles that may operate intermittently or bridge service gaps either temporarily or geographically. Ridership benchmarks for each follows. The annual performance standard is produced based on the most up-to-date actual annual riders per annual revenue hours figure. For routes traveling into the CBD, the performance standard is one-half the standard deviation below the average of the basic routes traveling into the CBD. For all other routes, the standard is precisely one-half this number. By necessity this standard will need to change after substantial changes to the system have been such that one-half the standard deviation is less than 10% of the average ridership productivity. At this time, routes traveling into the CBD that are one standard below the standard deviation will be considered inconsistent with this performance measure.



### HPT Ridership Standard

Due to higher expectations of performance of the High Performance Transit network over the performance of the Regular route network, it is thought that the HPT class of routes in their aggregated totality are to be greater than the average performance of regular service. For this reason, and since the benchmark of Regular service is based on the routes relationship with the CBD, the benchmark of HPT service is equal to the average Boardings per Revenue Hour for all regular routes which intersect the CBD. The value the benchmark is compared against is the average of Boardings per Revenue Hour weighted by hours of service. The High Performance Transit Network has only a slightly higher standard level since the increased frequency should result in greater ridership but may not necessarily rise to a productivity level significantly greater than the entire system. As a starting point, the high performance transit network routes should be one-half standard deviation above the average basic route productivity of similarly situated routes (i.e. that travel to the CBD). For routes that do not travel in the CBD, the standard is one-half the productivity rate for HPT routes that travel in the CBD.

### Commuter Peak Ridership Regular Service Standard

The Regular service class comprises the majority of STA's service and is general-purpose service. It is intended to be sufficient to meet general demand that exists in an area served while still being robust enough to meet many purposes throughout each day. It is further expected that demand on CBD-intersecting routes will be higher due to the greater amount of routes intersecting. For routes traveling into the CBD, the performance standard is one-half the standard deviation below the average Boardings per Revenue Hour of the regular routes traveling into the CBD. For all other routes not serving the CBD, the standard is one-half the CBD-intersecting number. From a performance evaluation perspective, Commuter Peak Routes have the benefit of not being in operation in off-peak times when travel demand is lighter. However, peak routes are very capital consumptive in terms of rolling stock and facilities because they only operate six to seven hours per day, increasing the capital cost per passenger. A bus that carries passengers for 12 hours in a day amortizes the capital costs of that bus over more hours of service and spread to many customers over 12 years of such use. For this reason, the productivity expectation for Commuter Peak routes should be equal to an HPT route. For routes that operate as a function of what would otherwise be out-of-service time on a route ("Commuter Peak Route—Subordinate") the standard is equal to one-third the productivity of the dominant Commuter Peak routes benchmark. This reflects the reality that a bus serving passengers in the opposite direction of peak demand will have lower ridership and yet is typically better than operating out of service and providing no transportation benefit. The performance standards for 2007 and 2008 are illustrated below.

Service Type	Grouping	2007	2008
Basic	Intersects CBD	22.08	25.45
Basic	No CBD intersection	11.04	12.73
HPT	Intersects CBD	29.84	33.95
HPT	No CBD intersection	14.92	16.97
Commuter Peak	Dominant	29.84	33.95
Commuter Peak	Subordinate	9.95	11.32

**Targeted Service Standard**

These routes are tailored to serve a specific commute market or destination on a limited basis, typically with limited or express stop patterns. Due to different behaviors of the Targeted routes, three different sub-groupings of benchmarks are calculated.

- Primary Peak: Such routes typically operate one way in a given peak period. The performance standard is equal to the average Boardings per Revenue Hour of the Regular routes intersecting the CBD.
- Secondary Peak: Routes which operate as a function of what would otherwise be out-of-service time on a route (previously considered “Commuter Peak – Subordinate”). The standard is one-third the Primary Peak benchmark.
- Two-Way Peak: Routes which provide trips in both directions during operation, offering trips both with high-demand peak travel, and out-of-direction peak travel. The performance standard is two-thirds of the Primary Peak benchmark.

The Boardings Per Revenue Hour for each service type and group are reported annually in the Annual Performance Report, published on STA’s website.

**Performance Standard 2: Comparable Energy Consumption (Environmental)**

Since the 1970s, there has been recognition of the value of mass transit as it pertains to environmental sustainability and energy conservation. Often missing from this recognition are any measurable outcomes other than car trips avoided. Because they are larger and heavier, transit vehicles ~~actually consume~~ consume more energy per vehicle mile traveled than private automobiles.

The Equivalent Energy Consumption standard relates to the duration of a passenger’s ride time on a vehicle. As stated in Connect Spokane, a bus route should at minimum perform equally to the private automobile in terms of energy consumed per mile traveled for each passenger. The private automobile is improving in efficiency each year. For example, in 2000 the average automobile fuel economy for all passenger light vehicles (car, light truck, van, SUV, etc.) was 20 mpg and has since increased to 23.7 mpg in 2021 (the most recent data available).

The energy consumption for each passenger mile of a route will vary by the typical vehicle size and vehicle type used for each route. Below is a table that shows typical vehicle types assigned to Basic and Commuter Routes and their required minimum average load factor. Basic Routes must meet an average load factor that results in the route being as energy efficient as a typical single occupancy vehicle (SOV). The benchmark for Commuter Routes is higher than that for Basic Routes and must be as energy efficient as the average-loaded private automobile.

STA has modified the above approach for the battery electric bus (BEB) benchmark. Annual kilowatt hours of service energy are converted into a comparable gallons-of-diesel-burned equivalent. Calculations were made to determine the miles driven per kilowatt hour of energy used and the equivalent BTUs per mile were calculated from that.

<b><u>2024 Average Load Factor Benchmarks</u></b>		
<u>Prior Classes</u>	<u>Basic Routes</u>	<u>Commuter Peak Routes</u>
<u>New Classes</u>	<u>Regular Routes</u>	<u>HPT and Targeted Routes</u>
<u>30’ Bus</u>	<u>5.53</u>	<u>9.24</u>
<u>35’ Bus</u>	<u>4.63</u>	<u>7.73</u>

<u>40' Bus</u>	<u>4.55</u>	<u>7.6</u>
<u>60' Bus</u>	<u>6.71</u>	<u>11.21</u>
<u>60' City Line BEB</u>	<u>2.15</u>	<u>N/A</u>

The average passenger load (load factor) of a route is calculated by dividing the annual passenger miles of a route by the annual platform miles of a route. Passenger miles are the cumulative sum of the distances ridden by each passenger, while platform miles represent all miles the vehicle travels, both in-and out-of-service. STA may consider modifying the approach to this standard to better reflect transit's environmental benefits and impacts.

In order to reap any benefit as it pertains to energy consumption, looking at energy consumed per passenger mile is the easiest to obtain and likely the most effective in measuring outcomes. British Thermal Units (BTUs) are commonly used for similar metrics and will be used here.

A minimum standard for BTUs per passenger mile is useful in evaluating the performance of routes in a different way than the previous standard. While productivity measures gross riders, the "BTUs per passenger miles" metric speaks to the duration of passengers' time on the vehicle. BTUs per passenger miles speaks to energy consumed for a particular vehicle type given a particular trip pattern.

At the very minimum, a bus route should perform equally to the private automobile in terms of energy consumed per mile traveled for each passenger. Assuming a load factor of one person in an automobile and current fuel economy (<http://cta.ornl.gov/data/download28.shtml>), there are 5,500 BTUs consumed for every single passenger mile traveled in a car. While routes will have trips that can exceed this consumption rate, no route should be worse than an automobile when judged from the

cumulative service provided. Translating these consumption rates to buses by size of bus requires looking at average fuel consumption of each major vehicle type in STA's fixed-route fleet as opposed to actual consumption on a route-by-route basis.

The performance standard for energy expressed in passenger miles over platform miles is found below. The numbers are for diesel vehicles. The numbers below are established given fuel economy of the existing fleet and its comparison to private automobiles. Average load factor, or passenger miles divided by platform (vehicle) miles, provides information on how many people are served for every mile of travel. As new propulsion sources come online this table should be amended to reflect those sources. Carbon-based fuel sources have different concentrations of energy. Electrified systems use generally less energy and therefore may have a different ratio which would be a minimum standard in the event such vehicles are added to the STA fleet.

Vehicle Size	Basic	Commuter Peak (Dominant Only)	HPT Network
Cutaways	2.84	4.45	4.45
30'	5.35	8.39	8.39
35'	5.16	8.10	8.10
40'	5.48	8.60	8.60
60'	6.65	10.45	10.45

## Performance Standard 3: Fares (Economic)

An important performance indicator for medium- to large-sized transit systems is fare revenues. While small agencies often find that the cost of collecting fares is equal to or exceeds the fares potentially collected, STA collects millions of dollars annually from its riders for services rendered. STA collects fares in the form of cash, passes and institutional pass programs which STA administers. Farebox recovery represents the revenue collected along a route as a percentage of the total cost of operating the route. Fares per passenger are not the same for every route. Two routes with the same ridership could have very different farebox recovery ratios based on fare media and operating costs.

The Fares performance standard uses a route's farebox recovery ratio to show the relationship between fares collected versus the operating cost of a route. Farebox recovery ratio is calculated by dividing the annual fare revenue by the annual unallocated cost (the cost of the route and associated support). The benchmark which must be met or exceeded is equal to one-half the system-wide average (for revenue allocated to routes) farebox recovery ratio. The average system-wide fare calculated for this measure does not incorporate fare revenue which cannot be confidently allocated to any route. *As a minimum standard of performance, routes shall have a farebox recovery no less than one-half the system average.*

~~An important performance indicator for medium- to large-sized transit systems is fare revenues. While small agencies often find that the cost of collecting fares is equal to or exceeds the fares potentially collected, STA collects millions of dollars annually from its riders for services rendered. Farebox recovery for this performance standard is the total fixed route revenue collected as a percentage of the total fixed route operating cost. It is valuable as a metric since both fares per passenger and cost per hour are not equal for every route. Two routes may have the same ridership but have different farebox recoveries. Routes using larger vehicles traveling longer distances in an hour will cost more to operate. Without a corresponding increase in fares per passenger, farebox recovery is likely to be lower than the comparable route.~~

## Performance Reporting

By April of each year, the Planning Department will report on both the performance of each route for the previous two years and the standards that applied for those years. New service will be evaluated following its development period, typically 18 to 24 months. Any route that falls below the minimum standard for all three performance standards for two consecutive years will be considered out of compliance with the standards. A partial year of operation (e.g. if a route begins operation in September) will not be counted against a route's compliance with these standards. This provides for at least two and not more than three years for a route to mature before any corrective action is required. The annual report will offer reasons why the route may be below standard and offer preliminary concepts for remediation.

## Remediation

Remediation is not simply about eliminating poor performing routes, but instead considering both the route's relationship to the network and other possible network changes that could ultimately improve the entire network. Remedial actions should take place no more than 18 months following a performance report indicating non-compliance.

Non-compliance of routes with respect to performance standards is typically an indication of a route being designed inconsistent with the design principles or adopted service design policies. There may also be changes

in land use (e.g. a major mall closes indefinitely) or changes in the network which unintentionally deteriorated service or demand.

Remedial efforts should identify how proposed improvements will better align with design principles and adopted policy and provide a rough projection of the relationship to performance standards.



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Board Action-Consent Agenda

Meeting Date: March 19, 2026

Agenda Item: **7H**

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**Presented To:** Board of Directors  
**Referral Committee:** Board Operations Committee  
**Title:** PUBLIC RECORDS INDEX UNDUE BURDEN DETERMINATION: RESOLUTION 853-26  
**Submitted by:** Robert Hamud, Chief Financial Officer

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**Purpose:** For decision.  
**Recommendation:** By Resolution 853-26, determine the creation and maintenance of a public records index to be unduly burdensome.

**Attachments and/or  
Online Links:** RESOLUTION 853-26

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**SUMMARY:** The Revised Code of Washington (RCW 42.56.070(3)) requires local agencies to maintain and make available for public inspection a current index that provides identifying information for certain public records. However, RCW 42.56.070(4) allows an agency to forego maintaining such an index if the Board determines that creating and continuously updating it would be unduly burdensome due to staffing, retention, or administrative resource demands, and that doing so would interfere with STA operations.

STA remains committed to full compliance with the Public Records Act and to providing timely access to public records upon request. Staff request that the Board adopt the proposed resolution determining that maintaining a public records index is unduly burdensome.

RESOLUTION NO. 853-26

A RESOLUTION FOR ADOPTING A DETERMINATION OF UNDUE BURDEN  
CONCERNING A PUBLIC RECORDS INDEX

SPOKANE TRANSIT AUTHORITY  
Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and the laws of the state of Washington, pursuant to RCW Title 36, Chapter 57.A, Public Transportation Benefit Area;

WHEREAS, the STA Board is the governing body of STA and is responsible for agency policy decisions; and

WHEREAS, RCW 42.56.070(3) requires: “[e]ach local agency shall maintain and make available for public inspection and copying a current index providing identifying information” for certain public records; and

WHEREAS, RCW 42.56.070(4) provides that an agency is not required to maintain a public records index if doing so would be unduly burdensome; and

WHEREAS, the STA Board finds that, due to the Agency’s staffing for public records and retention and administrative resources dedicated to the same, the creation and continuous maintenance of a public records index would be costly and would interfere with STA operations and is unduly burdensome; and

WHEREAS, STA remains committed to compliance with the Public Records Act and providing prompt access to public records upon request.

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of STA hereby determines the creation and maintenance of a public records index to be unduly burdensome.

Adopted by STA at a regular meeting thereof held on the 19th day of March 2026.

Attest:

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Dana Infalt  
Clerk of the Authority

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Lance Speirs  
STA Board Chair

Approved as to form:

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Megan Clark  
Legal Counsel



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Board Discussion
Meeting Date: March 19, 2026
Agenda Item: <b>8A</b>

**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** PARATRANSIT OPERATING STRATEGY  
**Submitted by:** Brandon Rapez-Betty, Chief Operations Officer

**Purpose:** For decision.  
**Recommendation:** Performance Monitoring & External Relations Committee recommended forwarding to Board Discussion Agenda with no recommendation.  
**Attachments and/or Online Links:** n/a

**SUMMARY:** This project proposes transitioning Spokane Transit Authority’s Paratransit service from a hybrid model with contracted nights, weekends, holidays, and overflow to a fully in-house operation beginning January 2027, to gather and consider its efficiency and effectiveness during an evaluation period.

The recommendation to PMER reflected the staff’s two-year analysis of financial performance, service reliability, operational control, and long-term risk.

**Financial Impacts**  
 Projected operating savings through 2030 range from \$2.5 million to \$6.8 million, depending on contractor escalation assumptions. Capital savings of approximately \$2.86 million through 2031 are achieved through rightsizing fleet replacement. Contractor cost per revenue hour has increased roughly 40% since January 2020, driven by pandemic era structural cost changes.

**Performance & Service Quality**  
 Historical contractor performance challenges (2017–2019) were linked to staffing and dispatch limitations. Although dispatch centralization within STA in 2020 improved oversight, it reinforced the need for direct operational control to ensure consistent, ADA compliant service. An in-house model enables uniform training, supervision, accountability, and stronger frontline support.

**Risk & Readiness**  
 The transition maintains full contractual compliance through December 31, 2026, and follows a phased approach supporting workforce, fleet, and facility readiness. Financial performance will be monitored against the contract baseline, with executive scorecards and regular Board updates.

It is important to note this strategy shift does not include other demand response transit services STA may operate in the future, such as Mobility on Demand Pilot Program commencing later this year.

**CONCLUSION:**  
 The proposed transition demonstrates fiscal stewardship, reduces exposure to contractor market volatility, and strengthens STA’s ability to manage service quality and customer experience.

**Recommendation to PMER Committee:** Recommend the Board approve, by motion, the Paratransit Operating Strategy.



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Chair Report
Meeting Date: March 19, 2026
Agenda Item: <b>9A</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** BOARD OPERATIONS COMMITTEE – CHAIR REPORT  
**Submitted by:** Lance Speirs, Committee & Board Chair

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or  
Online Links:** n/a

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**SUMMARY:** A verbal report will be given at the Board meeting.



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Chair Report
Meeting Date: March 19, 2026
Agenda Item: <b>10A</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** PLANNING & DEVELOPMENT COMMITTEE – CHAIR REPORT  
**Submitted by:** Kitty Klitzke, Committee Chair

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

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**SUMMARY:** A verbal report will be given at the Board meeting.



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Chair Report
Meeting Date: March 19, 2026
Agenda Item: <b>11A</b>

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE – CHAIR REPORT  
**Submitted by:** Tim Hattenburg, Committee Chair

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

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**SUMMARY:** A verbal report will be given at the Board meeting.



1230 W. Boone Avenue, Spokane, WA 99201  
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Chair Report

Meeting Date: March 19, 2026

Agenda Item: **11Ai**

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** 2025 PRELIMINARY YEAR-END FINANCIAL REPORT  
**Submitted by:** Robert Hamud, Chief Financial Officer

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**Purpose:** Receive report.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

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**SUMMARY:** The 2025 Preliminary Year-End Financial Report was be provided at the meeting. As a related future action, the 2025 State Audit Report is anticipated to be completed and brought before the Committee and Board later this year.



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Board Information

Meeting Date: March 19, 2026

Agenda Item: **13A**

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**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** COMMITTEE MINUTES  
- Board Operations Committee  
- Planning & Development Committee  
- Performance Monitoring & External Relations Committee  
**Submitted by:** Dana Infalt, Clerk of the Board

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** APPROVED MINUTES OF COMMITTEE MEETINGS AS OUTLINED BELOW

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**SUMMARY:** The February 4, 2026, minutes of the Planning & Development (P&D) and the Performance Monitoring & External Relations (PMER) committees were approved at the March 4, 2026, meetings and are attached.

Additionally, the February 11, 2026, minutes of the Board Operations Committee were approved at the March 11, 2026, meeting and are attached.

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

**BOARD OPERATIONS COMMITTEE MEETING**

Approved Minutes of the February 11, 2026, Meeting

**Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA**  
*w/ Virtual Public Viewing Option*

**MEMBERS PRESENT**

Lance Speirs, Small Cities Representative,  
(Medical Lake), *Chair*  
Kitty Klitzke, City of Spokane  
Al French, Spokane County  
Tim Hattenburg, City of Spokane Valley  
Karl Otterstrom, STA CEO, *Ex Officio*

**STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications &  
Customer Service Officer  
Emily Poole, Interim Chief Planning &  
Development Officer  
Kade Peterson, Chief Information Officer  
Nancy Williams, Chief Human Resources Officer  
Robert Hamud, Chief Financial Officer  
Dana Infalt, Clerk of the Authority  
Amie Blain, Executive Assistant to the Chief Financial  
Officer and Chief Information Officer

**PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahon, Lamberson,  
Van Wert & Oreskovich, P.C.

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1. **CALL TO ORDER AND ROLL CALL**

Chair Speirs called the meeting to order at 1:30 p.m. Ms. Infalt conducted roll call.

2. **APPROVE COMMITTEE AGENDA**

**Mr. Hattenburg moved to approve the agenda as presented. Mr. French seconded, and the motion passed unanimously.**

3. **CHAIR'S COMMENTS**

There were no questions or comments.

4. **COMMITTEE ACTION/DISCUSSION**

A. **Minutes of the January 14, 2026, Committee Meeting**

**Mr. Hattenburg moved to approve the January 14, 2026, Committee meeting minutes as submitted. Ms. French seconded, and the motion passed unanimously.**

B. 2026 Board Operations Committee Work Program

Mr. Otterstrom presented the 2026 Board Operations Committee Work Program to the Committee. Mr. Otterstrom provided background for the development of the program. Although not required, Committee members have expressed interest in continuing an annual work program. The work program is broken down into four buckets with each of the monthly agenda items falling into one of the four buckets. The Committee discussed a potential review of the Bylaws that is currently anticipated to occur later this year.

**Mr. Hattenburg moved to approve the Board Operations Committee Work Program as presented. Mr. French seconded, and the motion passed unanimously.**

5. COMMITTEE ACTION/DISCUSSION

A. Consent Agenda

i. Facilities Department Print Shop Relocation Lease

Mr. Rapez-Betty presented the Facilities Department Print Shop Relocation Lease to the Committee. He provided background regarding current print shop responsibilities and the facilities they currently work in. The proposed location of the Print Shop is 230 W Boone Ave, Spokane, WA. Mr. Rapez-Betty reviewed proposed lease terms and benefits. This location is temporary until a permanent location is identified which will be part of STA's Facilities Master Plan. The Committee discussed the usage of the space at the temporary location, and Mr. Rapez-Betty confirmed the space will be adequately filled with staff and equipment. The cost of the new equipment is estimated around \$10,000 and will be funded from the Capital Improvement Program. This cost does not include new printers that will need to be purchased.

**Mr. Hattenburg moved to recommend the Board of Directors authorize the CEO negotiate and execute a lease agreement for the Facilities Print Shop Expansion for a five-year term, plus two, three-year extension options, with an initial rate of \$8,000 per month with 3% escalation. Mr. French seconded, and the motion passed unanimously.**

ii. BOARD MEMBER TRAVEL – 2026 AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA) CONFERENCES

Mr. Otterstrom presented the Board Member Travel to the 2026 APTA Conferences to the Committee. STA has budgeted \$3,000 per Board Member for 2026 conferences. Conferences include the Legislative Conference in Washington DC, from April 12-14, the Mobility Conference in Salt Lake City, UT, from May 17-20, the Transit Board Member/Transit Board Administrator Seminar in Detroit, MI, from Jul 18-22, and the APTA TRANSform Conference & Expo in Chicago, IL, from October 4-7. Mr. French suggested either traveling a day early or staying a day later for the conference in Salt Lake City, UT, to tour their TOD-related systems. Since the approval for the Board Member Travel doesn't specify dates, it is feasible to add extra days for other STA business.

**Mr. French moved to recommend the Board approve, by motion, travel for Board Members to attend APTA conferences in 2026. Mr. Hattenburg seconded, and the motion passed unanimously.**

6. COMMITTEE CHAIR REPORTS

A. Kitty Klitzke, Chair, Planning & Development (P&D)

Ms. Klitzke shared the items presented at the Planning & Development Committee meeting on February 4, 2026.

B. Tim Hattenburg, Chair, Performance Monitoring & External Relations (PMER)

Mr. Hattenburg shared the items presented at the Performance Monitoring & External Relations Committee meeting on February 4, 2026. The Committee noted Mr. Otterstrom received a phone call from Senator Patty Murray congratulating STA for being approved to receive funds for Division BRT during the PMER Committee meeting.

7. BOARD OF DIRECTORS DRAFT AGENDA FEBRUARY 19, 2026

The Committee reviewed the Board Draft Agenda for February 19, 2026. Mr. Otterstrom noted that although this is a light agenda, there is a Board Workshop prior to the meeting. He also brought attention to item 6A. Connect Spokane Minor Update: Draft Review and advised the draft is available on STA's website.

**Mr. Hattenburg moved to approve the Board of Directors agenda as presented. Mr. French seconded, and the motion passed unanimously.**

8. BOARD OPERATIONS COMMITTEE DRAFT AGENDA MARCH 11, 2026

The Committee reviewed the Board Operations Draft Agenda for March 11, 2026, and noted the light agenda.

9. CEO REPORT

Mr. Otterstrom presented the CEO report, noting that sales tax revenue was 2.3% above budget YTD at \$0.2M, 5.4% above the January 2025 actuals at \$0.5M, and 5.4% above 2025 actuals at \$0.5M. Mr. Otterstrom shared information regarding the Pilot Service to Kootenai County, and explained a letter has been sent to the Kootenai County Board of County Commissioners regarding the pilot program. Kootenai County's response will determine whether the pilot project can move forward. Mr. Otterstrom noted Kootenai County's Board Meeting on Tuesday, February 10, did not address this letter or pilot program. He explained the cross-state service concept including the potential route, service days, and span. Mr. Otterstrom presented an update on the federal funding allocated for Division Street BRT. The enacted federal 2026 transportation budget bill allocates \$82M to the project. A Special Board Workshop will be held prior to the Board Meeting next Thursday, February 19, from 11:45 a.m. to 1:15 pm, after which the Board Meeting will be held from 1:30 p.m. to 3:00 p.m.

10. NEW BUSINESS

There was no new business.

11. EXECUTIVE SESSION

Ms. Clark advised the purpose of the executive session was in accordance with RCW 42.30.110(1)(b);  
“To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.”

The Committee entered Executive Session at 2:05 p.m., with a 10-minute projected timeframe. At 2:15 p.m., 5 additional minutes were requested. At 2:20 p.m., 4 additional minutes were requested. At 2:24 p.m., the Executive Session ended, and the meeting reconvened in open session.

12. ADJOURN

With no further business to come before the Committee, Chair Speirs adjourned the meeting at 2:24 p.m.

Respectfully submitted,

*Amie Blain*

Amie Blain  
Executive Assistant to the Chief Financial Officer and Chief Information Officer

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

## **PLANNING & DEVELOPMENT COMMITTEE MEETING**

Minutes of the February 4, 2026, Meeting

**Northside Conference Room**  
**Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA**  
*w/Virtual Public Viewing Option*

### **MEMBERS PRESENT**

Kitty Klitzke, City of Spokane - *Chair*  
Pam Haley, City of Spokane Valley  
Elsa Martin, Small Cities Representative (Cheney)  
*Ex-Officio*  
Rhonda Bowers, Labor Representative  
(*Non-voting*)  
Karl Otterstrom, Chief Executive Officer

### **MEMBERS ABSENT**

Dan Dunne, Small Cities Representative (Liberty Lake)  
Al French, Spokane County  
Sarah Dixit, City of Spokane

### **STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Emily Poole, Interim Chief Planning &  
Development Officer  
Nancy Williams, Chief Human Resources Officer  
Robert Hamud, Chief Financial Officer  
Carly Cortright, Chief Communications &  
Customer Service Officer  
Kade Peterson, Chief Information Officer  
Vicki Clancy, Executive Assistant to the Chief  
Planning & Development Officer

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahan, Lamberson, Van  
Wert & Oreskovich, P.C.

### **GUESTS PRESENT**

Tara Limon, Principal Planner

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#### 1. CALL TO ORDER AND ROLL CALL

Chair Kitty Klitzke called the meeting to order at 10:00 a.m. and Ms. Vicki Clancy conducted roll call.

#### 2. COMMITTEE CHAIR REPORT

Chair Klitzke had no updates for the Planning & Development Committee.

#### 3. COMMITTEE ACTION

##### A. MINUTES OF THE DECEMBER 3, 2025, COMMITTEE MEETING

**Ms. Pam Haley moved to approve the December 3, 2025, Planning & Development Committee meeting minutes. Chair Klitzke seconded, and the motion passed unanimously.**

#### 4. COMMITTEE ACTION - RECOMMENDATION

A. BOARD ACTION - CONSENT AGENDA – *nothing presented*

B. BOARD ACTION – OTHER/COMMITTEE RECOMMENDATION – *nothing presented*

5. REPORTS TO COMMITTEE

A. 2026 PLANNING & DEVELOPMENT COMMITTEE WORK PROGRAM: REVIEW

Ms. Emily Poole presented an overview of the 2026 Planning & Development Committee Work Program to aid members' understanding of the activities the committee will undertake throughout the year. The 2026 work program includes the Annual Planning Calendar which identifies the four planning documents founded on the principles and policies of *Connect Spokane* that require annual updates: the 2027-2032 Transit Development Plan with associated Service Improvement Program, Capital Improvement Program, and Annual Action Plan/Budget.

Ms. Poole highlighted the other major 2026 planning efforts from the approved work program that would be a part of the committee's work plan this year.

B. 2027-2032 TRANSIT DEVELOPMENT PLAN: OVERVIEW

Prior to her presentation, Ms. Poole introduced Ms. Tara Limon, Principal Transit Planner, for additional technical questions as needed. The agency's primary mid-range planning document is the Transit Development Plan (TDP); it translates the vision of *Connect Spokane* into actionable, six-year windows and is required by State Law (RCW 35.58.2795). The current 2026-2031 TDP was adopted by the Board on July 24, 2025, and is located on STA's website at:

<https://www.spokanetransit.com/projects/transit-development-plan/>

Ms. Poole provided an overview of the TDP Project Timeline with a goal of adoption in July of 2026. The TDP includes the six-year Capital Improvement Program (CIP), three-year Service Improvement Program (SIP), and operating and financial projections which outline how STA will meet state and local long-range priorities for public transportation, capital improvements, significant operating changes, and program funding. In March, staff will seek committee input on a mid-range tactical framework and the approach to stakeholder outreach.

C. WELLESLEY CORRIDOR DEVELOPMENT PLAN: REPORT ON EXISTING CONDITIONS AND UPCOMING ENGAGEMENT

Ms. Poole provided a report on the Route 33 Wellesley Corridor Development Plan (CDP). To begin formal recognition of the route as an HPT corridor, staff will prepare a Corridor Development Plan (CDP) for future consideration by the Board. As part of this effort, Ms. Poole provided an overview of the corridor's background and current conditions, as well as a preview of the first phase of community engagement planned for February and March 2026.

Chair Klitzke requested the confirmed outreach dates to be shared with her office for additional advertisement. Ms. Poole agreed to provide them.

D. CONNECT SPOKANE MINOR UPDATE: DRAFT REVIEW

Ms. Emily Poole presented. *Connect Spokane* is STA's Comprehensive Plan, outlining a long-term vision and policy framework to guide the region's transit system over the next 30 years. This informs decision-making by the Board of Directors, staff, and partnering agencies. Ms. Poole presented several proposed updates intended to improve overall consistency, clarity, and alignment of policies and

related text. The initial redline updates were introduced at the November 5, 2025; since that meeting, staff met with colleagues from partner jurisdictions, representatives of community groups, and non-profits to gather feedback on the proposed minor updates. Ms. Poole provided clarification related to Community Hubs concept and presented the proposed timeline including the public hearing of the February 3, 2026 draft at the February 19, 2026 Board meeting.

E. TRANSIT ORIENTED DEVELOPMENT PILOT UPDATE

Ms. Poole introduced Mr. Brian Jennings, Director of Community Development, who provided an update on the Transit Oriented Development (TOD) Pilot Project, which aims to support development near key transit corridors within the Public Transportation Benefit Area (PTBA). After incorporating previous guidance from the Committee, Mr. Jennings provided an overview of the refined implementation approach to focus on site identification, feasibility analysis, development program alternatives, defining development terms, and advancing a joint development process. The draft timeline, which includes major activities through 2026 and into 2027 including consultant selection, market and economic analysis, development program refinement, and finally preparation of a Board recommendation ahead of a Joint Development RFP.

The first step of site selection is complete. Mr. Jennings summarized the 2025 TOD performance analysis, which evaluated STA facilities based on transit connectivity, job access, travel time comparison, population activity density, car ownership levels, walk score, and land-use diversity. Focusing on STA-owned properties for efficiency, the South Hill Park & Ride emerged as the preferred site due to its strong performance and ongoing residential growth in the area. This site will move forward for the TOD Pilot Planning Study.

F. REDISTRIBUTION OF FEDERAL TRANSIT ADMINISTRATION SECTION 5310 FUNDS FOR 2021-2024

Ms. Poole reintroduced Ms. Tara Limon, Principal Transit Planner and Planning and Grants Manager, to present an update on the redistribution of Federal Transit Administration (FTA) Section 5310 funds for fiscal years 2021 through 2024. As the designated recipient for the Spokane Urbanized Area, STA is responsible for distributing funds to eligible subrecipients. Staff are re-allocating funds within the Board approved authority to make minor adjustments. Remaining federal operating and capital funds (\$186,024) from FY2021 and FY 2024 need to be reassigned along with one available ADA-accessible vehicle based on removal from a prior recipient. Operating funds from FY24 include \$47,003 in Board authorized STA local dollars. SNAP was the singular subrecipient in both fiscal years confirmed interest in additional operating funds; The Arc of Spokane will receive FY 2024 operating funds.

Regarding capital funds, STA will increase the federal share for Riverview Retirement Community's vehicle project and allocate the remaining FY 2024 capital funds to STA's Contracted Human Services program. Only FY 2024 awards require a local match. The Arc of Spokane was selected to receive the available ADA-accessible vehicle due to being able to place the vehicle into service quickly and support its operating costs.

G. FEBRUARY BOARD WORKSHOP PREVIEW

The Board workshop is scheduled for Thursday, February 19, 2026, beginning at 11:45 a.m. to review *Connect 2035* core investments and implementation. Lunch will be provided at 11:30 a.m., followed by the STA Board Meeting at 1:30 p.m. Mr. Otterstrom reviewed the agenda which included Connect 2035 Outreach update, Facilities Master Plan-Phase 2 update and scope refinements, FTA Capital

Investment Grand Program and Division Bus Rapid Transit (BRT) with a presentation from Sherry Little (Cardinal Infrastructure), and Board guidance regarding reauthorization ballot measure.

6. CEO REPORT

Pilot Service to Kootenai County – Mr. Otterstrom drafted a letter to Kootenai county Board of County Commissioners to begin dialog of possible extension of STA bus service on a pilot basis which is planned for submission on Thursday, February 5, 2026. Kootenai County’s response will determine whether the pilot project can move forward. This cross-state service concept refers to the route operating between Mirabeau Transit Center in Spokane Valley and City of Post Falls as far as Idaho Road. Timed connections to service in Coeur d’Alene (CityLine Route B) and Spokane and Spokane International Airport (STA Route 7 Valley/Airport) would be discussed. Other considerations would include operating for an extended AM/PM peak periods on weekdays, and providing paratransit service to areas in Kootenai County serviced by the route (per federal regulations).

Federal Funding Allocated for Division Street Bus Rapid Transit (BRT) – The Senate passed the FY 2026 appropriations bill on January 30, 2026, followed by House concurrence and presidential signature on February 3, 2026. The legislation allocates \$82 million in FTA Capital Investment Grant funding to the Division Street BRT project and reiterates the requirement to follow all established Capital Investment Grant (CIG) processes. Sherry Little of Cardinal Infrastructure provided an overview of the CIG requirements and outlined the key steps necessary for securing the newly allocated federal funding for STA’s project.

7. COMMITTEE INFORMATION – *nothing presented*

8. REVIEW MARCH 4, 2026, COMMITTEE MEETING AGENDA

The Committee reviewed the draft agenda for the upcoming March 4, 2026, Planning & Development Committee meeting. No changes were suggested at this time.

9. NEW BUSINESS – *nothing presented*

10. COMMITTEE MEMBER EXPRESSIONS – *nothing expressed*

11. ADJOURN

With no further business to come before the Committee, Chair Hattenburg adjourned the meeting at 11:00 a.m.

Respectfully submitted,



Vicki Clancy  
Executive Assistant to the Chief Planning & Development Officer  
Planning & Development Department

## PERFORMANCE MONITORING & EXTERNAL RELATIONS COMMITTEE MEETING

Approved Minutes of February 4, 2026, Meeting  
**Northside Conference Room**  
**1230 W Boone Avenue, Spokane, WA**

*In person meeting with optional virtual link*

### **COMMITTEE MEMBERS' PRESENT**

Tim Hattenburg, City of Spokane Valley\*  
Dan Sander, City of Millwood (*Ex-Officio*)  
Bill Campbell, City of Airway Heights (*Ex-Officio*)  
Josh Kerns, Spokane County  
Michael Cathcart, City of Spokane  
Karl Otterstrom, Chief Executive Officer

*\*Committee Chairman*

### **COMMITTEE MEMBERS' ABSENT**

Zack Zappone, City of Spokane

### **STAFF PRESENT**

Brandon Rapez-Betty, Chief Operations Officer  
Carly Cortright, Chief Communications and Customer Service Officer  
Emily Poole, Chief Planning & Development Officer  
Kade Peterson, Chief Information Officer  
Nancy Williams, Chief Human Resources Officer  
Robert Hamud, Chief Financial Officer  
Molly Fricano, Executive Assistant to the COO

### **PROVIDING LEGAL COUNSEL**

Megan Clark, Etter, McMahan, Lamberson, Van Wert & Oreskovich, P.C.

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1. **CALL TO ORDER AND ROLL CALL**  
Chair Hattenburg called the meeting to order at 1:30 p.m. and roll call was conducted.
  2. **COMMITTEE CHAIR REPORT**  
Chair Hattenburg had no report at this time.
  3. **COMMITTEE APPROVAL**
    - A. **Minutes of December 3, 2025, Committee Meeting**  
**Mr. Kerns moved to approve the December 3, 2025, committee meeting minutes. Mr. Campbell seconded, and the motion passed unanimously.**
  4. **COMMITTEE ACTION**
    - A. Board Consent Agenda
      1. **High Performance Transit Markers & Light Poles: Award of Contract**  
Ms. Poole provided background on the High Performance Transit (HPT) program which includes enhanced customer amenities. She noted that the previous contract had expired, prompting staff to begin a new competitive vendor selection process. The committee selected Future Systems, Inc. as the top-scoring, most qualified, and cost-effective firm. The agreement runs March 2026–February 2029 with two optional renewals, costing up to \$4,132,695 over five years for fabrication and delivery of HPT markers and light poles.

**Mr. Kerns moved to approve, by motion, the award of contract for HPT Markers and Light Poles and authorize the CEO to execute a five-year contract with Future Systems, Inc. for a total estimated cost of up to \$4,132,695. Mr. Campbell seconded, and the motion passed unanimously.**

2. Technology Master Plan Development Services: Award of Contract

Mr. Peterson provided an overview of the need for a Technology Master Plan, which will offer a comprehensive assessment and forward-looking roadmap for STA's technology environment, as well as the need for third-party services to develop it. After the RFP in September 2025, the committee selected Eagle Hill Consulting, LLC as the top-scoring, most qualified and cost-effective firm. The one-year, \$343,669.92 contract provides a current state assessment, SWOT analysis, benchmarking, modernization options, and implementation roadmap.

**Mr. Cathcart moved to approve, by motion, the award of a contract for Technology Master Plan Development Services and authorize the CEO to execute a one-year contract with Eagle Hill Consulting, LLC. for a total estimated cost of \$343,669.92. Mr. Kerns seconded, and the motion passed unanimously.**

5. REPORTS TO COMMITTEE

A. Legislative Update

Ms. Poole provided a 2026 legislative update which included a broad overview of state-level activity affecting public transportation. The Governor's supplemental transportation budget maintains support for current transit projects and reflects continued commitment to regional mobility investments. The legislative session is underway, and STA is monitoring proposals that may influence funding, operations, workforce considerations, and long-term service planning.

Overall, several bills under consideration could impact transit agencies statewide. These proposals touch on topics such as transportation planning, safety policies, fare programs, and administrative requirements for organizations receiving public funding. STA continues to evaluate how emerging legislation may affect agency resources, service delivery, and employee responsibilities.

Mr. Otterstrom and Mr. Rapez-Betty engaged in discussions with policymakers during a recent visit to Olympia, helping ensure that transit needs and priorities remain part of the broader legislative conversation.

B. Fixed Route Rider Survey Results

Dr. Cortright presented the 2025 Fixed Route Rider Survey results conducted in October 2025 by ETC Institute which gathered feedback from residents living within the Public Transportation Benefit Area (PTBA) regarding their perceptions about services provided by STA. Participants were interviewed on the bus, but a virtual option was also available through a QR code. There were four hundred twenty-six participants who completed surveys, which is an increase of nineteen from last year. Dr. Cortright shared the survey demographics and highlighted the results.

Mr. Rapez-Betty added that the Connect program has been increasing in use, with \$3.6M added to the system and a 15.7% increase in use from 2024 to 2025. While many riders still buy passes at the Plaza, 55% of riders now use Connect, showing digital fare options continue to grow alongside in-person purchases.

C. Service Revisions Outreach Update

Ms. Poole provided an update on outreach for the 2026 service revisions which took place from November 4, 2025, to January 14, 2026. She reported that the draft plan reflects previously approved projects and incorporates rider and community input gathered in late 2025 through surveys, online feedback, and meetings with neighborhood and stakeholder groups. Ms. Poole shared the public survey highlights and noted feedback varied by route, with some proposals generating more interest or concern than others. The timeline was reviewed with implementation planned for May and September 2026.

Ms. Poole shared an update on the committee's request to perform further analysis of alternate routing options for the Route 36 extension in Hillyard, specifically along Florida Street and Rebecca Street. STA tested these options and compared them to the current proposal using Freya Street. Testing showed that using Florida Street would nearly double travel time through that segment of the route, reducing operator recovery time at Spokane Falls Community College. In conclusion, Freya Street remains the best choice because it is an arterial with controlled intersections, faster and more reliable travel time, and aligns with city plans and grant efforts.

D. Connect 2035 Funding Requirements Public Outreach Plan Update

Dr. Cortright presented STA's ongoing outreach related to Connect 2035 funding needs, focusing on educating the community about sales tax renewal, reviewing achievements of STA Moving Forward, and gathering input on future priorities. She highlighted three possible ballot timing scenarios and their impacts, and shared next steps including further updates planned for the March PMER Committee meeting.

6. CEO REPORT

- Mr. Otterstrom provided an update on the pilot service proposal to Kootenai County. STA is preparing a letter to the Kootenai County Board of Commissioners outlining the benefits of a cross-county transit connection, the historical context, and a cost-sharing proposal in which the county would reimburse STA for federal funding lost by operating service miles outside Spokane County. STA is also offering to install Connect card fare readers to help Kootenai County collect revenue and reduce its general-fund subsidy. The pilot would connect the Mirabeau Transit Center to Post Falls, with timed transfers to Spokane and Coeur d'Alene, and would include required paratransit service. While the operational impacts are manageable, the partnership remains uncertain due to Kootenai County's longstanding resistance to cross-border transit. If the partnership does not proceed, STA will note that this final *STA Moving Forward* project cannot be completed without a willing partner.
- Mr. Otterstrom shared an update on the Federal funding allocated for Division Street BRT and replayed a voicemail he received from Senator Patty Murry which states Washington's congressional delegation secured \$82M for the Division Street Bus Rapid

Transit project in the recently passed federal appropriations bill. He explained that the bill maintains the expectation of following the established Capital Investment Grant (CIG) requirements and process, and stated Sherry Little of Cardinal Infrastructure will attend a board workshop to speak to CIG requirements and the steps needed to secure the newly allocated federal funds.

7. MARCH 4, 2026 – COMMITTEE MEETING DRAFT AGENDA REVIEW

8. NEW BUSINESS

9. COMMITTEE MEMBERS' EXPRESSIONS

10. ADJOURN

With no further business to come before the committee, Chair Hattenburg adjourned the meeting at 3:02 p.m.

The next committee meeting will be held on Wednesday, March 4, 2026, at 1:30 p.m. in person with a virtual Teams joining option.

Respectfully submitted,

Molly Fricano  
Executive Assistant to the Chief Operations Officer



1230 W. Boone Avenue, Spokane, WA 99201  
(509) 328-RIDE | [www.spokanetransit.com](http://www.spokanetransit.com)

Committee Information
Meeting Date: March 19, 2026
Agenda Item: <b>13B</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** FEBRUARY 2026 SALES TAX REVENUE  
**Submitted by:** Robert Hamud, Chief Financial Officer

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** FEBRUARY 2026 SALES TAX REVENUE DETAIL AND GRAPHS

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**SUMMARY:** Attached is the February 2026 voter-approved sales tax revenue information.

February sales tax revenue, which represents sales for December 2025, was:

- 2.5% above 2026 budget
- 2.4% above YTD 2026 budget
- 5.6% above 2025 actual
- 5.5% above YTD 2025 actual

Total taxable sales for December were up 5.3% from December 2024. 2025 YTD sales are up 2.3% compared with December 2024 YTD.

## SPOKANE TRANSIT AUTHORITY

**Staff Report:** Agenda Item 13B

**Presented to:** Board of Directors

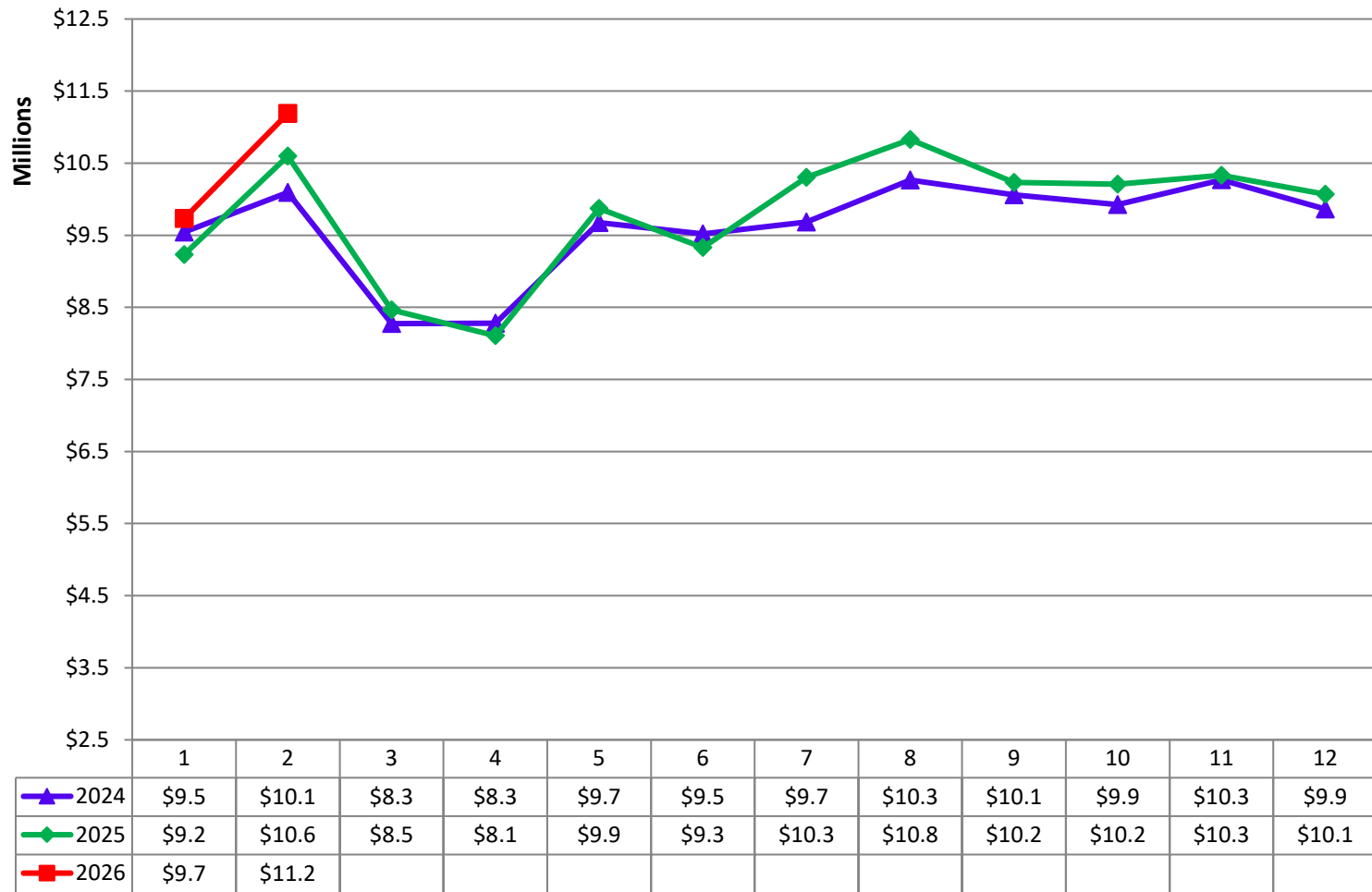
**SUBJECT:** STAFF REPORT: SALES TAX DETAIL

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Retail, Construction and Accommodation and Food Services continue to be the top 3 rankings:

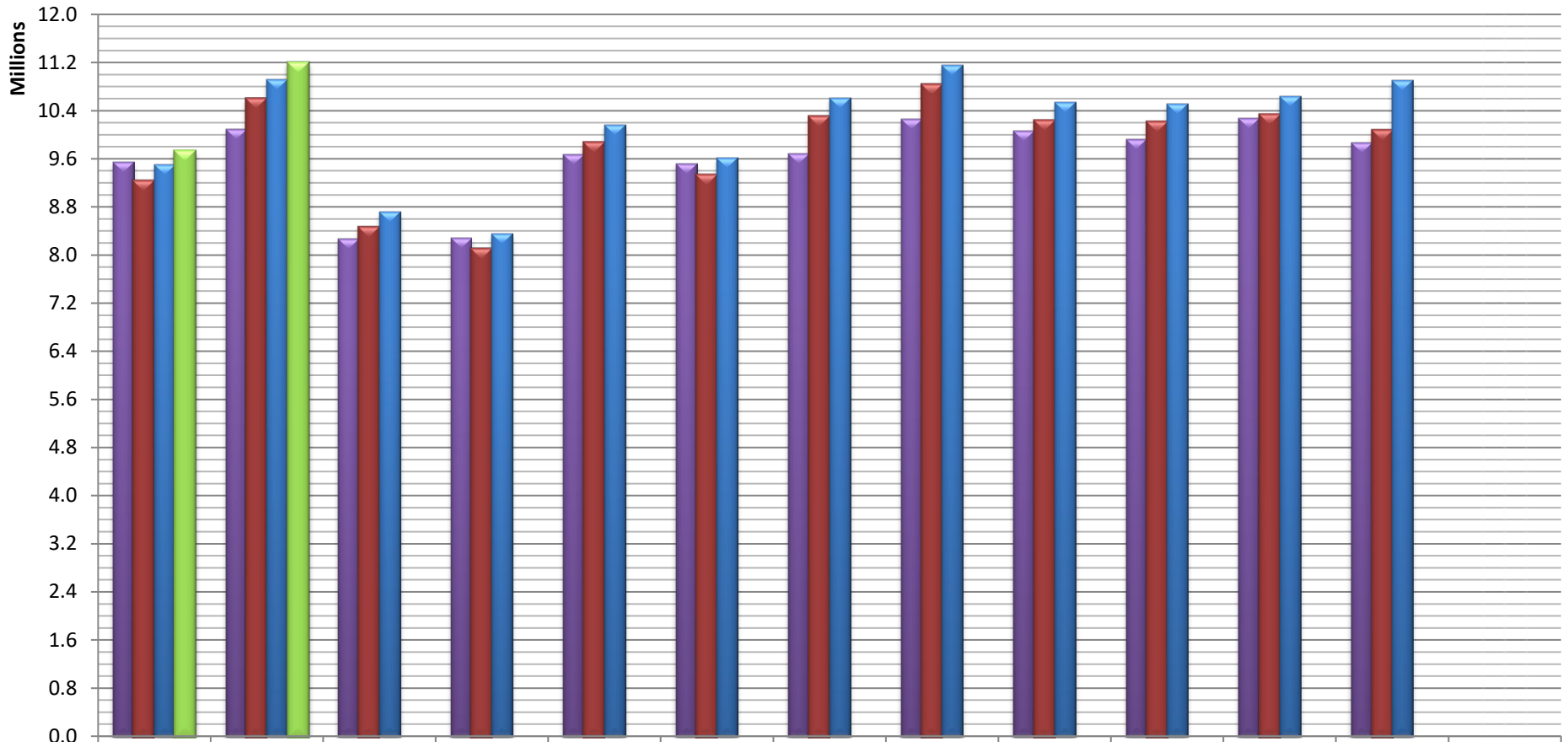
- Retail Trade increased by 4.2% or \$27.0M in December 2025 vs December 2024 and is up 2.9% \$193.5M 2025 YTD vs 2024 YTD. Retail categories with the largest variances are as follows:
  - Other Misc. Retailers increased 9.3% or \$105.0M December 2025 YTD over 2024 YTD
  - Automobile Dealers increased 3.8% or \$44.0M December 2025 YTD over 2024 YTD
  - Automotive Parts, Accessories, and Tire Retailers increased 10.7% or \$29.4M December 2025 YTD over 2024 YTD
  - Electronics and Appliance Retailers increased 3.8% or \$15.7M December 2025 YTD over 2024 YTD
  - Grocery and Convenience Retailers increased 3.2% or \$12.6M December 2025 YTD over 2024 YTD
  - Clothing and Clothing Accessories Retailers increased 3.9% or \$10.8M December 2025 YTD over 2024 YTD
  - Other Motor Vehicle Dealers increased 5.3% or \$9.0M December 2025 YTD over 2024 YTD
  - Jewelry, Luggage, and Leather Goods Retailers increased 9.2% or \$4.4M December 2025 YTD over 2024 YTD
  - Gasoline Stations increased 1.7% or \$3.0M December 2025 YTD over 2024 YTD
  - Sporting Goods, Hobby, and Musical Instrument Retailers increased 1.2% or \$2.9M December 2025 YTD over 2024 YTD
  - Furniture and Home Furnishings Retailers decreased 1.4% or (\$-2.4M) December 2025 YTD over 2024 YTD
  - Shoe Retailers decreased 8.6% or (\$-2.7M) December 2025 YTD over 2024 YTD
  - Department Stores Retailers decreased 8.7% or (\$-5.3M) December 2025 YTD over 2024 YTD
  - Health and Personal Care Retailers decreased 5.6% or (\$-14.3M) December 2025 YTD over 2024 YTD
  - Building Material and Supplies Dealers decreased 4.5% or (\$-27.9M) December 2025 YTD over 2024 YTD
- Construction decreased by 1.5% or (\$-2.8M) in December 2025 vs December 2024 and is down 4.9% or (\$-108.9M) 2025 YTD vs 2024 YTD.
- Accommodation and Food Services increased by 1.8% or \$2.1M in December 2025 vs December 2024 and is up by 1.9% or \$27.8M 2025 YTD vs 2024 YTD.

## Sales Tax Revenue History-February 2026<sup>(1)</sup>



(1) Voter-approved sales tax distributions lag two months after collection by the state. For example, collection of January's sales tax revenue is distributed in March.

## 2024 - 2026 SALES TAX RECEIPTS <sup>(1)</sup>



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2024 Actual	9,541,665	10,094,347	8,274,027	8,280,274	9,674,060	9,518,036	9,681,216	10,265,657	10,060,167	9,926,563	10,268,086	9,865,311	115,449,409
2025 Actual	9,232,330	10,597,034	8,464,344	8,105,275	9,870,270	9,328,991	10,301,219	10,828,301	10,232,387	10,208,330	10,329,837	10,070,143	117,568,461
2026 Budget	9,509,300	10,914,945	8,718,274	8,348,433	10,166,378	9,608,861	10,613,190	11,153,150	10,539,359	10,514,580	10,639,732	10,896,436	121,622,638
2026 Actual	9,731,538	11,189,775	-	-	-	-	-	-	-	-	-	-	-
\$ Mo. Var.	499,208	592,741	-	-	-	-	-	-	-	-	-	-	-
% Mo. Var.	5.4%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$ YTD Var.	499,208	1,091,949	-	-	-	-	-	-	-	-	-	-	-
% YTD Var.	5.4%	5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% YTD Bud. Var.	2.3%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

<sup>(1)</sup> Voter-approved sales tax distributions lag two months after collection. For example, collection of January's sales tax revenue is distributed in March.



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Board Information
Meeting Date: March 19, 2026
Agenda Item: <b>13C</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** JANUARY 2026 FINANCIAL RESULTS SUMMARY  
**Submitted by:** Robert Hamud, Chief Financial Officer

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** JANUARY 2026 REVENUE & EXPENSE CHARTS

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**SUMMARY:** Attached are the January 2026 financial results. The charts are being shown with a comparison to the YTD budgetary and prior year actual values.

Revenue

Overall, January year-to-date revenue is 7.5% (\$1.0M) higher than budget impacted by the following:

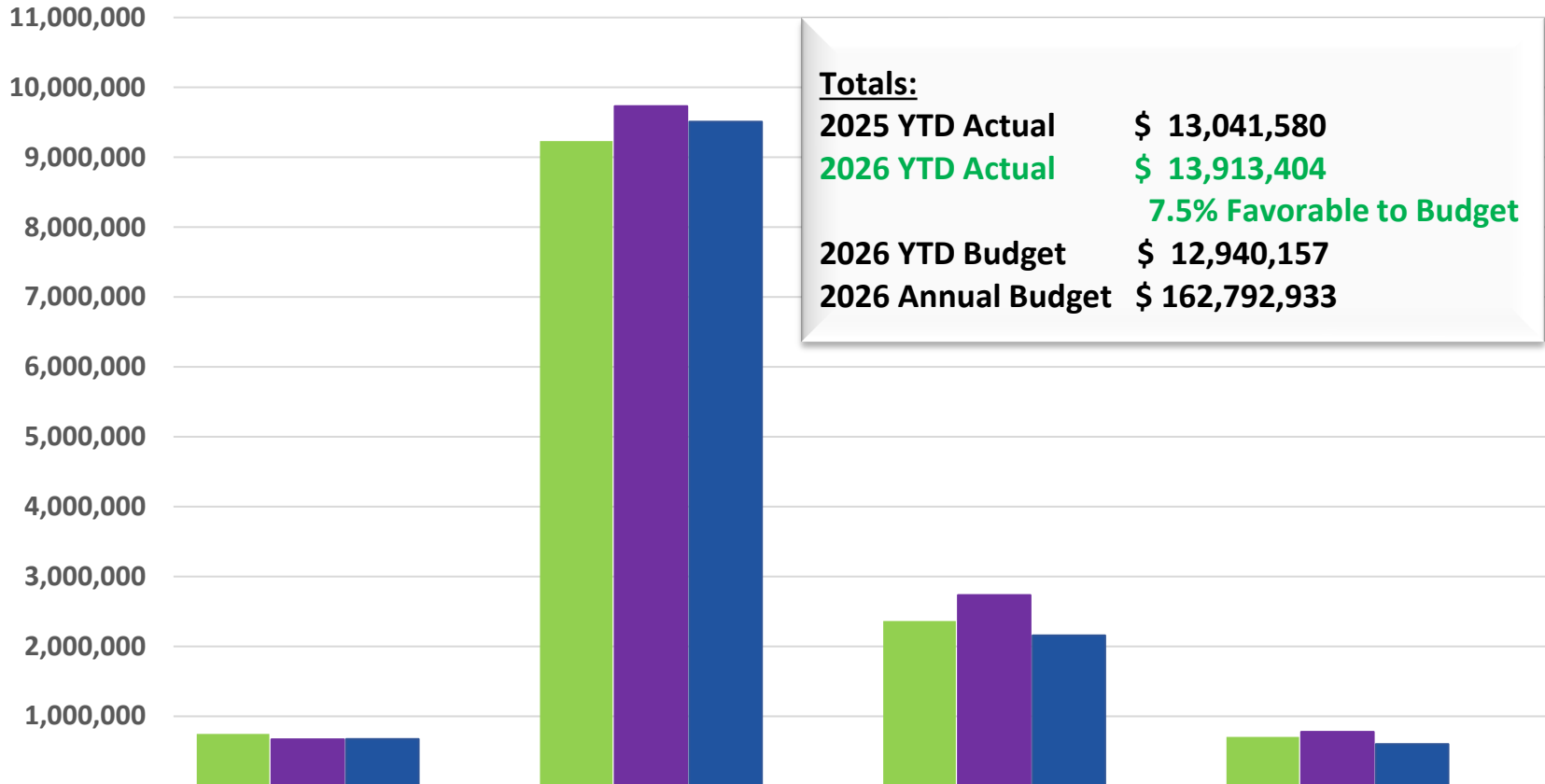
- Fares & Other Transit Revenue is 0.7% lower than budget
- Sales Tax Revenue is 2.3% higher than budget
- Federal & State Grant Revenue is 26.8% higher than budget
- Miscellaneous Revenue is 29.6% higher than budget

Operating Expenses

Overall, January year-to-date operating expenses are 4.9% (\$0.6M) lower than budget influenced by the timing of payments as follows:

- Fixed Route is 1.7% lower than budget
- Paratransit is 9.5% lower than budget
- Rideshare is 29.0% lower than budget
- Plaza is 24.6% lower than budget
- Administration is 8.6% lower than budget

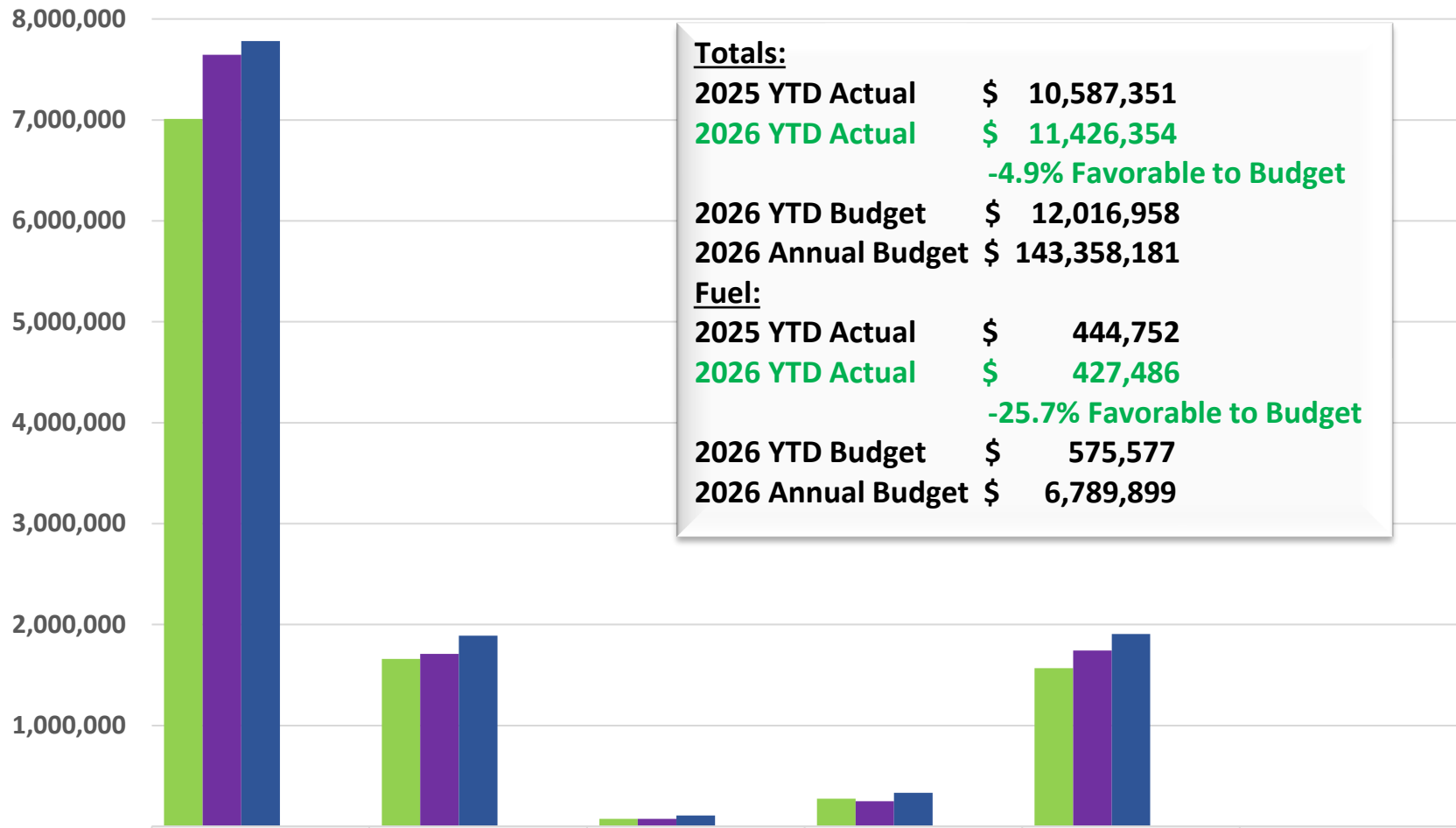
## Spokane Transit Revenues <sup>(1)</sup> - January YTD 2026



	Fares & Other Transit Revenue	Sales Tax	Federal & State Grants (2)	Miscellaneous
■ 2025 YTD Actual	745,707	9,232,330	2,360,681	702,862
■ 2026 YTD Actual	669,877	9,731,538	2,734,092	777,896
■ 2026 YTD Budget	674,747	9,509,300	2,155,985	600,125
2026 YTD Budget Variance	-0.7%	2.3%	26.8%	29.6%
2026 Annual Budget	8,096,969	121,622,638	25,871,822	7,201,504

(1) Above amounts exclude grants used for capital projects. Year-to-date January state capital grant reimbursements total \$0 and federal capital grant reimbursements total \$0.

## Spokane Transit Operating Expenses<sup>(1)</sup> - January YTD 2026



**Totals:**

2025 YTD Actual      \$ 10,587,351

2026 YTD Actual      \$ 11,426,354

-4.9% Favorable to Budget

2026 YTD Budget      \$ 12,016,958

2026 Annual Budget \$ 143,358,181

**Fuel:**

2025 YTD Actual      \$ 444,752

2026 YTD Actual      \$ 427,486

-25.7% Favorable to Budget

2026 YTD Budget      \$ 575,577

2026 Annual Budget \$ 6,789,899

	Fixed Route	Paratransit	Rideshare	Plaza	Administration	Mobility on Demand
■ 2025 YTD Actual	7,009,444	1,659,523	74,641	275,562	1,568,181	-
■ 2026 YTD Actual	7,645,996	1,709,346	76,377	250,824	1,743,811	-
■ 2026 YTD Budget	7,779,915	1,889,106	107,598	332,844	1,907,495	-
■ 2026 YTD Budget Variance	-1.7%	-9.5%	-29.0%	-24.6%	-8.6%	
2026 Annual Budget	93,206,005	22,735,842	974,531	3,994,005	21,292,850	954,948

(1) Operating expenses exclude capital expenditures of \$0 and Cooperative/TOD projects of \$0 for year-to-date January 2026.



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Board Information
Meeting Date: March 19, 2026
Agenda Item: <b>13D</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** JANUARY 2026 OPERATING INDICATORS  
**Submitted by:** Brandon Rapez-Betty, Chief Operations Officer

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** STAFF REPORT: JANUARY 2026 OPERATING INDICATORS

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**SUMMARY:** The attached Staff Report includes the summary of Operational Indicators for the month of January 2026.

**SPOKANE TRANSIT AUTHORITY**

**Staff Report:** Agenda Item **13D**

**Presented to:** Board of Directors

**SUBJECT:** JANUARY 2026 OPERATING INDICATORS

There was one less number of weekdays in January 2026 compared to January 2025 (20 vs 21). On-time performance for Fixed Route was 91.7% and Paratransit 93.4%.

**FIXED ROUTE**

Ridership	January 2026	January 2025	Month/Month % Change	Year/Year % Change
Total Monthly Ridership	869,904	883,230	-1.5%	-1.5%
Average Daily Ridership	35,068	34,787	0.8%	0.8%
Adult Ridership	320,489	366,561	-12.6%	-12.6%
CCS Pass Ridership	34,160	40,414	-15.5%	-15.5%
Eagle Pass Ridership	26,402	31,525	-16.3%	-16.3%
Youth Ridership	193,918	173,785	11.6%	11.6%
% of Ridership by Youth	23.4%	21.8%	1.6%	1.6%
Reduced Fare / Paratransit Ridership	104,833	106,148	-1.2%	-1.2%

**PARATRANSIT**

Ridership	January 2026	January 2025	Month/Month % Change	Year/Year % Change
Combined	34,060	34,033	0.1%	0.1%
Directly Operated	18,867	18,490	2.0%	2.0%
Purchased Transportation	15,193	15,543	-2.2%	-2.2%
SUV	1,285	1,346	-4.5%	-4.5%

**RIDESHARE**

Ridership	January 2026	January 2025	Month to Month %Change	Year to Year %Change
Monthly Customer Trips	9,166	8,511	7.7%	
Year to Date Customer Trips	9,166	8,511		7.7%
Monthly Active Groups	90	88	2.3%	2.3%
Unique Riders	427	411	3.9%	3.9%
Riders per Vehicle	4.74	4.67	1.5%	1.5%

### Rideshare Group Formations and Folds

Four (4) Groups added:

Goodwill, McKinstry Manufacturing, Collins Aerospace, and Lakeland Village

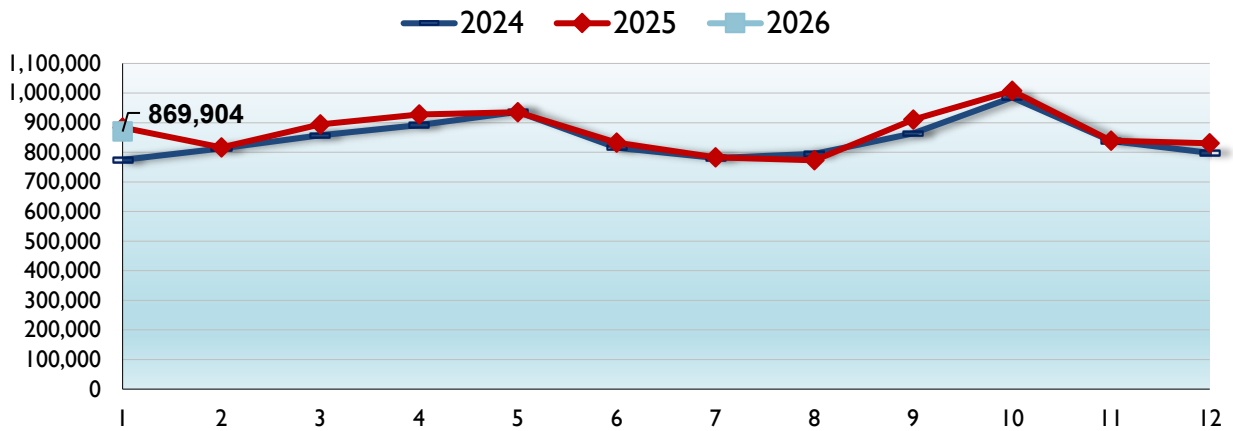
One (1) Group folded:

Fairchild Air Force Base

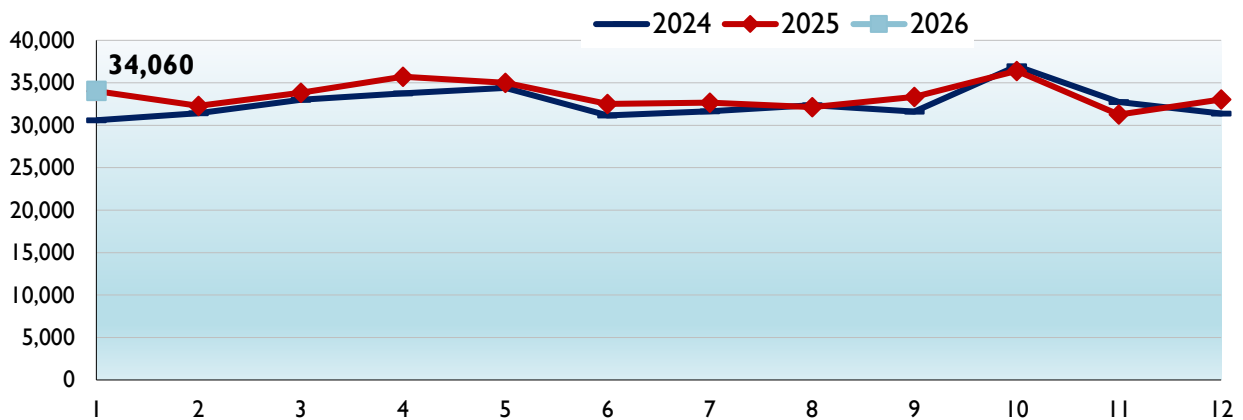
### Key Takeaways

Goodwill and McKinstry are new worksites to the Rideshare service

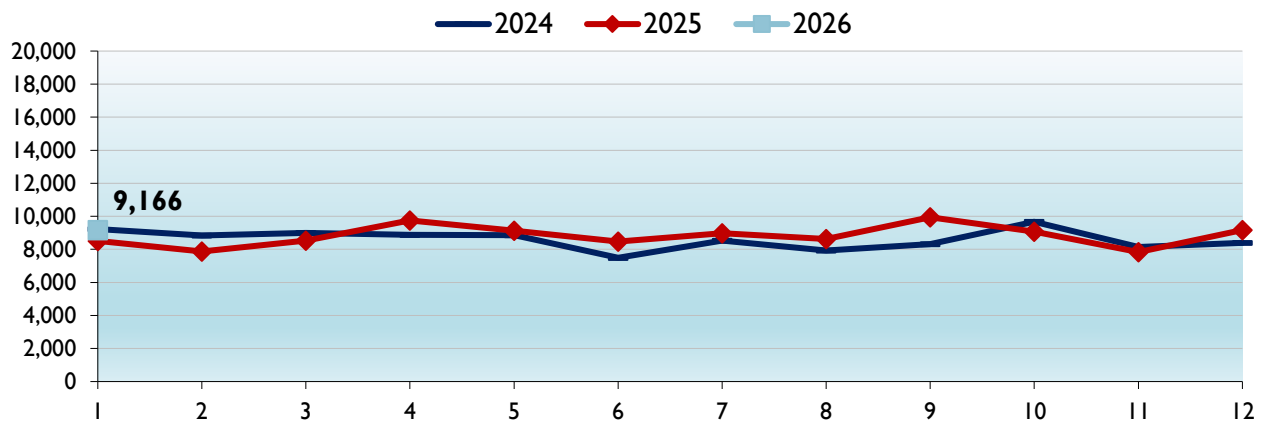
### FIXED ROUTE RIDERSHIP



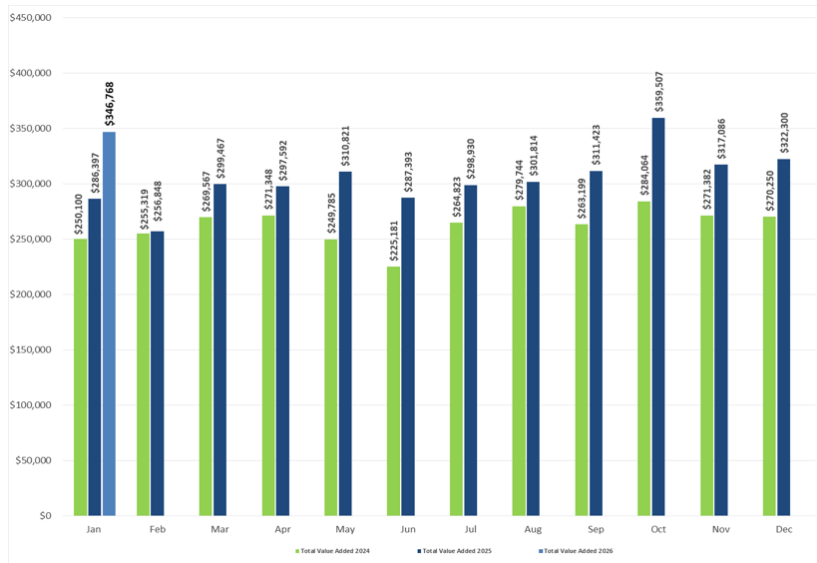
### PARATRANSIT RIDERSHIP



### RIDESHARE RIDERSHIP

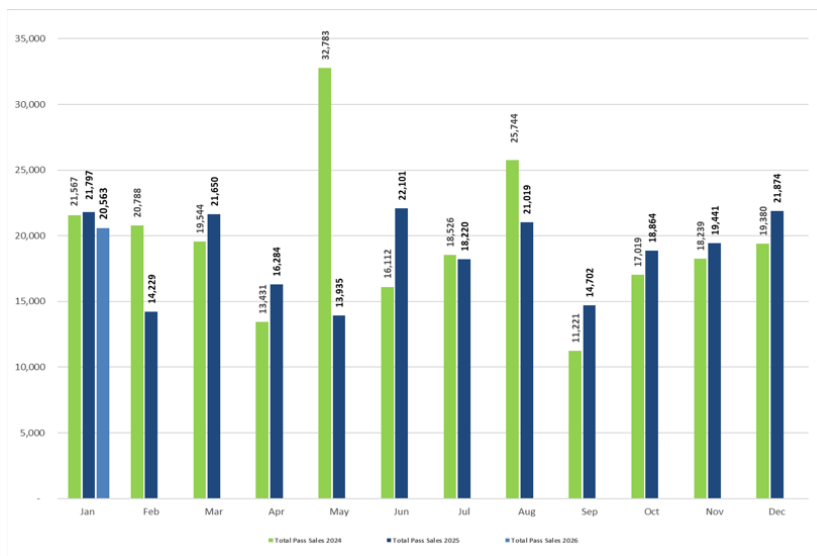


## MONTHLY VALUE ADDED TO CONNECT CARDS



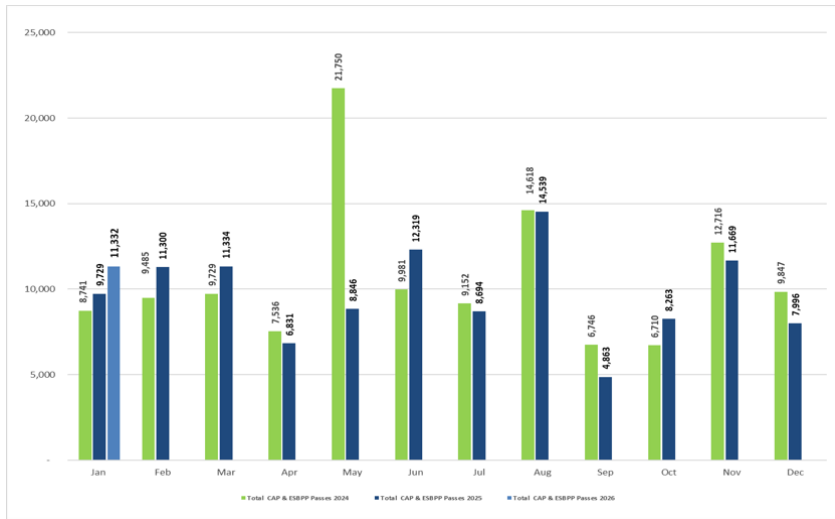
	2024 YTD	2025 YTD	2026 YTD	YTD % Change
Autoload	\$ 13,603	\$ 16,950	\$ 14,852	-12.4%
Call Center	\$ 7,638	\$ 8,457	\$ 9,462	11.9%
Customer Service Terminal	\$ 60,471	\$ 62,608	\$ 54,621	-12.8%
Customer Website	\$ 22,223	\$ 21,380	\$ 21,056	-1.5%
Mobile Ticketing	\$ 111,298	\$ 115,314	\$ 116,132	0.7%
Institutional Website	\$ 19,089	\$ 26,735	\$ 78,673	194.3%
Open Payments	\$ 12,348	\$ 31,224	\$ 47,520	52.2%
Retail	\$ 3,430	\$ 3,729	\$ 4,452	19.4%
<b>Total</b>	<b>\$ 250,100</b>	<b>\$ 286,397</b>	<b>\$ 346,768</b>	<b>21.1%</b>

## MONTHLY PASSES SOLD ON THE CONNECT SYSTEM



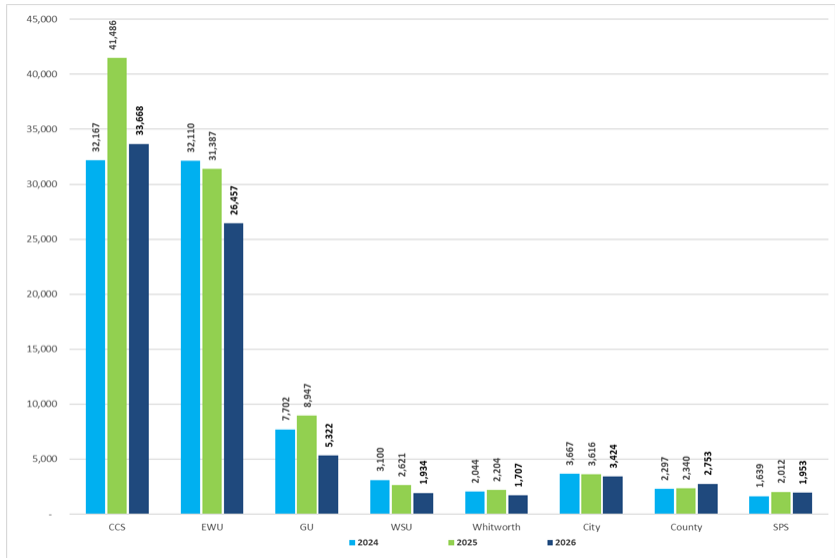
	2024 YTD	2025 YTD	2026 YTD	YTD % Change
1-Ride	9,695	6,693	8,980	34.2%
7-Day	292	375	260	-30.7%
Day Pass	10,158	13,201	10,150	-23.1%
Stars & Stripes/ Honored Rider	52	55	34	-38.2%
Paratransit Monthly	39	47	28	-40.4%
Shuttle Park	136	69	66	-4.3%
31-Day Rolling	1,195	1,357	1,045	-23.0%
<b>Total</b>	<b>21,567</b>	<b>21,797</b>	<b>20,563</b>	<b>-5.7%</b>

## COMMUNITY ACCESS AND EMPLOYER SPONSORED PASS SALES (Included in Total Passes Sold)



	2024 YTD	2025 YTD	2026 YTD	YTD % Change
1-Ride CAP	3,453	2,468	6,070	145.9%
Day Pass CAP	4,828	6,771	4,815	-28.9%
Employer Sponsored Bus Pass	460	490	447	-8.8%
<b>Total</b>	<b>8,741</b>	<b>9,729</b>	<b>11,332</b>	<b>16.5%</b>

## JANUARY YTD UTAP RIDES



	2024 YTD	2025 YTD	2026 YTD	YTD % Change
CCS	32,167	41,486	33,668	-18.8%
EWU	32,110	31,387	26,457	-15.7%
GU	7,702	8,947	5,322	-40.5%
WSU	3,100	2,621	1,934	-26.2%
Whitworth	2,044	2,204	1,707	-22.5%
City	3,667	3,616	3,424	-5.3%
County	2,297	2,340	2,753	17.6%
Spokane Public Schools	1,639	2,012	1,953	-2.9%
<b>Total</b>	<b>84,726</b>	<b>94,613</b>	<b>77,218</b>	<b>-18.4%</b>



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Board Information
Meeting Date: March 19, 2026
Agenda Item: <b>13E</b>

**Presented To:** Board of Directors  
**Referral Committee:** Planning & Development Committee  
**Title:** 2027-2032 TRANSIT DEVELOPMENT PLAN: TACTICAL FRAMEWORK AND STAKEHOLDER OUTREACH  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
 Madeline Arredondo, Associate Transit Planner

**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** <https://www.spokanetransit.com/projects/transit-development-plan>  
 DRAFT 2027-2032 MID-RANGE TACTICAL FRAMEWORK  
 DRAFT OUTREACH AND ENGAGEMENT MILESTONES

**SUMMARY:** According to STA Board Resolution 767-19, the Planning & Development Committee is accountable for designing and coordinating the Board’s participation in STA’s strategic and operation planning. STA’s primary mid-range planning document is the Transit Development Plan (TDP). The 2027-2032 TDP is expected to be adopted in July 2026. The current adopted 2026-2031 TDP can be viewed on STA’s website.

**BACKGROUND:** One of the first steps in the annual preparation of STA’s Transit Development Plan is the Committee’s review and recommendation to the Board of Directors guidance statements for the mid-range tactical framework that identify the priorities to be included in the plan. In April 2023, the Board of Directors chose a framework that responds directly to the goals in *Connect 2035* to advance the vision of “Connecting everyone to opportunity.” The attached staff report represents a proposed narrative to tie the *Connect 2035* goals to planned milestones during the upcoming six-year period. These goals are as follows:

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**

Staff have also developed an approach to stakeholder outreach for Committee review and input that goes beyond the required public hearing held in June. The intention is to involve more stakeholders in the development of the plan. The attached document provides an outline of the proposed milestone and outreach schedule.

Next steps for the development of the TDP include proposing revisions to the framework informed by the latest financial information and assumptions for future service levels at the April meeting.

## SPOKANE TRANSIT AUTHORITY

**Staff Report:** Agenda Item 13E

**Presented to:** Board of Directors

**SUBJECT:** 2027-2032 TRANSIT DEVELOPMENT PLAN: TACTICAL FRAMEWORK ATTACHMENT 1

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### **Tactical Framework for the 2027-2032 Transit Development Plan (TDP)**

At the March 4, 2026, Planning & Development Committee meeting, staff sought committee review and input of the major milestones identified.

The Planning & Development Committee reviewed and provided input on the following six-year planning tactical framework that reflects the goals established in *Connect 2035* as a first step in developing the TDP.

#### **Goal 1: Elevate the customer experience.**

- Finish delivery of *STA Moving Forward* to expand ridership and deliver on commitments including key High Performance Transit investments
- 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 pilots across the Public Transportation Benefit Area (PTBA)
- Continue to implement and evaluate the safety ambassador program with trained personnel on buses and at facilities
- Implement fixed route network optimization
- Implement shelter and lighting program

#### **Goal 2: 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, to collaborate with STA on key efforts such as the design and implementation of initiatives in *Connect 2035*
- 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
- Partner in developing and implementing plans to connect to and address multimodal transportation needs and opportunities in the region
- Continue to implement and evaluate the eligibility-based reduced fare program for riders experiencing low incomes

**Goal 3: 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 access and use publicly available data
- Develop and implement a customer relationship management system to streamline customer interactions and improve service delivery
- Continue implementing organizational development program

**SPOKANE TRANSIT AUTHORITY**

**Staff Report:** Agenda Item 13E

**Presented to:** Board of Directors

**SUBJECT:** 2027-2032 TRANSIT DEVELOPMENT PLAN: STAKEHOLDER OUTREACH-ATTACHMENT 2

**Transit Development Plan (TDP) Outreach and Engagement Milestones**

At the March 4, 2026, Planning & Development Committee meeting, staff sought committee review and input of the outreach and engagement milestones identified. Below is an outline of the proposed milestone and outreach schedule:

<b>TDP Engagement Milestones</b>			
<b>Date</b>	<b>Engagement Milestone</b>	<b>STA Audiences / Resources</b>	<b>External Audiences / Resources</b>
4/8/2026	<ul style="list-style-type: none"> <li>TDP overview</li> </ul>	<ul style="list-style-type: none"> <li>Citizen Advisory Committee (CAC)</li> </ul>	
4/16/2026	<ul style="list-style-type: none"> <li>TDP overview</li> <li>Mid-range Tactical Framework</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> </ul>	
5/20/2026	<ul style="list-style-type: none"> <li>TDP overview</li> </ul>		<ul style="list-style-type: none"> <li>City of Spokane Transportation Commission</li> </ul>
5/21/2026	<ul style="list-style-type: none"> <li>Public notice</li> </ul>	<ul style="list-style-type: none"> <li>STA Website</li> </ul>	<ul style="list-style-type: none"> <li>Spokesman Review</li> </ul>
5/26/2026	<ul style="list-style-type: none"> <li>TDP overview</li> </ul>		<ul style="list-style-type: none"> <li>City of Spokane Pedestrian Transportation and Traffic Committee (PeTT)</li> </ul>
5/27/2026	<ul style="list-style-type: none"> <li>TDP overview</li> <li>Promotion of open houses in June</li> </ul>		<ul style="list-style-type: none"> <li>Spokane Regional Transportation Council (SRTC):</li> <li>Transportation Technical Committee (TTC)</li> <li>Transportation Advisory Committee (TAC)</li> </ul>
Late May	<ul style="list-style-type: none"> <li>TDP overview</li> <li>Promotion of open houses in June</li> </ul>	<ul style="list-style-type: none"> <li>STA Moving Forward Newsletter</li> <li>STA Website</li> </ul>	
6/9/2026	<ul style="list-style-type: none"> <li>Hybrid Open House</li> </ul>		<ul style="list-style-type: none"> <li>Spokane public audience</li> </ul>
6/10/2025	<ul style="list-style-type: none"> <li>Draft TDP</li> <li>Public comment period</li> </ul>	<ul style="list-style-type: none"> <li>Citizen Advisory Committee (CAC)</li> </ul>	
6/11/2026	<ul style="list-style-type: none"> <li>Draft TDP</li> <li>Public comment period</li> <li>In-person open house</li> </ul>		<ul style="list-style-type: none"> <li>Spokane Regional Transportation Council (SRTC) Board of Directors</li> <li>Spokane Valley Public Audience</li> </ul>
Mid-June	<ul style="list-style-type: none"> <li>Draft TDP</li> <li>Public comment period</li> </ul>		<ul style="list-style-type: none"> <li>Washington State Department of Transportation (WSDOT)</li> </ul>
6/18/2026	<ul style="list-style-type: none"> <li>Public hearing</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> </ul>	
7/8/2026	<ul style="list-style-type: none"> <li>Recommend TDP adoption</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Development Committee</li> </ul>	
7/16/2026	<ul style="list-style-type: none"> <li>TDP adoption by resolution</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> </ul>	



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Board Information
Meeting Date: March 19, 2026
Agenda Item: <b>13F</b>

**Presented To:** Board of Directors  
**Referral Committee:** Planning & Development Committee  
**Title:** FIVE MILE MOBILITY HUB UPDATE  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
 Dylan Jouliot, Associate Transit Planner

**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

**SUMMARY:** Spokane Transit’s Comprehensive Plan, *Connect Spokane*, calls to assess existing transit centers for implementation of mobility hubs. These hubs will support travel modes such as carshare, bikeshare, dockless vehicles, shared autonomous vehicles, and ride-sharing companies (i.e. Uber, Lyft, etc.). Five-Mile Park and Ride has been identified as a potential mobility hub and STA have contracted with Toole Design Group to complete a study to evaluate and determine alternatives for implementation. The purpose of the study is twofold:

- Identify elements that could be successfully applied to create a mobility hub at Five-Mile Park and Ride
- Research and document elements that could be used to design a successful network of mobility hub sites within the Public Transportation Benefit Area (PTBA)

Through this study, the consultant will:

- Define mobility hub best practices and siting criteria
- Identify mobility hub elements and typology
- Analyze the PTBA for optimal mobility hub locations
- Provide mobility hub design concepts and implementation recommendations for Five-Mile Park and Ride
- Provide a final project summary report and slide deck for presentation to the STA Board

The anticipated timeline for the project is as follows:

Timeframe	Action
February 2026	Project kick off with Toole Design Group
May 2026	STA Mobility Hubs Guide available for review
October 2026	Draft Five Mile Mobility Hub Report available for review
December 2026	Final report and plan presented to STA Board



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Board Information
Meeting Date: March 19, 2026
AGENDA ITEM: <b>13G</b>

**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** MEADOWGLEN LAYOVER PROJECT ORDER UPDATE  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
 Nick Hanson, Capital Projects Manager

**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

**SUMMARY:** Spokane Transit partnered with City of Spokane Parks Department for the Meadowglen Park Transit Stop and Comfort Station Project which will replace the existing layover facilities and improve the passenger bus stop and end of line location for Route 23 Maple/Ash. This is a cooperative project with the City’s Meadowglen Park Project, which was advertised for bid on February 11, 2026. Construction is scheduled to begin in July 2026.

**BACKGROUND:** Spokane Transit leases the use of property on North Indian Trail Road for the end of line and STA provided comfort station for Route 23 Maple/Ash from the City of Spokane. STA staff and the City of Spokane Parks Department identified the opportunity to replace and improve the existing bus stop and operator comfort station as a cooperative project with the new Meadowglen Park on North Indian Trail Road, a project identified in Together Spokane which was successfully funded by voters in November 2025. STA and Parks Department staff have been collaborating on the design of the improvements and comfort station since November 2024.

Improvements include:

- Transit only access lane to the bus stop from North Indian Trail Road
- A newly constructed bathroom facility for STA operators
- ADA accessible bus stop and end of line location

The Meadowglen Park Transit Stop and Comfort Station Project order was finalized on February 12, 2026, and is funded by CIP 896 with a not to exceed value of \$630,270. The existing Development Agreement between STA and the City of Spokane, approved by the Board in 2018, will be utilized to reimburse the Parks Department for project expenditures.



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Board Information
Meeting Date: March 19, 2026
Agenda Item: <b>13H</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** OPPORTUNITY FARE PROGRAM UPDATE  
**Submitted by:** Carly Cortright, Chief Communications & Customer Service Officer

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**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** STAFF REPORT: OPPORTUNITY FARE PROGRAM UPDATE

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**SUMMARY:** At the July 24, 2025, STA Board meeting, the Board approved a two-year pilot not to exceed \$1.14 million to implement an eligibility based low-income fare. This fare, branded as “Opportunity,” joins STA’s other 50% reduced fare options “Honored Rider” and “Stars & Stripes.”

The Board approved a two-pronged approach in this pilot: a closed option with eligibility based on AMI and enrollment in housing through Spokane Housing Authority and an open enrollment based on 200% of the federal poverty level as verified through enrollment in DSHS’s Basic Foods program. Opportunity Fare launched for open enrollment on December 1, 2025, with the closed option through Spokane Housing Authority launching two weeks prior in mid-November 2025.

A status report regarding implementation of the Opportunity Fare is detailed in the attached staff report.

## SPOKANE TRANSIT AUTHORITY

**Staff Report:** Agenda Item 13H  
**Presented to:** Board of Directors  
**SUBJECT:** OPPORTUNITY FARE PROGRAM UPDATE

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Staff launched the Opportunity Fare closed pilot option the week before Thanksgiving with Spokane Housing Authority (SHA) through an outreach event at the Cornerstone Courtyard and The Pearl on Adams Apartments. There were 7 individuals who signed up for Opportunity Fare. Since that event, STA has partnered with SHA two more times at two different facilities for an additional 3 enrollments for a total of 10 individuals enrolled through SHA. Staff is working with SHA to explore a different method to engage their clientele.

Open enrollment launched December 1, 2025, with a marketing campaign through STA's digital platforms and social media in addition to print media. Through February 12, 2026, 200 individuals have enrolled in Opportunity (including the 10 through SHA).

Between the closed and open enrollment, 10,389 rides (including transfers) have been taken under the Opportunity Fare Program, for a total of \$4,176 dollars in fare (against the \$1.14M program cap).

Of Opportunity Fare Connect Card holders, 69 previously had Connect Cards. It is too early to ascertain how much their riding habits might have changed under the new reduced fare program. Customer service staff have also been tracking the number of individuals inquiring about eligibility for Opportunity Fare and if they ultimately signed up or enrolled in a different reduced fare program. One hundred and eighty-one customers inquired either directly about Opportunity Fare or about fare options in general. Just over 45% of those did not qualify for any reduced fare programs and 16% were already enrolled in reduced fare. Another 24% were ultimately enrolled in another reduced fare program (Honored Rider or Stars and Stripes). Only about 14% were enrolled in Opportunity Fare.



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Board Information
Meeting Date: March 19, 2026
AGENDA ITEM: <b>131</b>

**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** LEGISLATIVE UPDATE  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
Carly Cortright, Chief Communications & Customer Service Officer

**Purpose:** Receive report.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** STAFF REPORT: LEGISLATION & FUNDING PRIORITIES SUMMARY TABLES

**SUMMARY:** On December 18, 2025, the STA Board of Directors adopted specific priorities ahead of the January 2026 Washington State legislative session as follows:

- Preserve public transit investments
- Maintain local authority for public transportation
- Safety and Security for Transit Employees and Customers
- Transit Oriented Development

The Washington State Legislature convened on January 12, 2026, and is scheduled to adjourn on March 12, 2026. Staff will provide an update on relevant and timely legislative activities during the committee meeting, in addition to providing the attached Legislation Summary Table.

**SPOKANE TRANSIT AUTHORITY**

**Staff Report:** Agenda Item 131

**Presented to:** Board of Directors

**SUBJECT:** LEGISLATION & FUNDING PRIORITIES SUMMARY TABLES

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Since the beginning of the supplemental legislative session, the following deadlines have occurred:

- Policy cutoff deadline complete on February 4
- Fiscal committee deadline complete on February 9
- Chamber of origin deadline complete on February 17
- Opposite chamber policy committee deadline scheduled for February 27

Pending legislative bills identified below are summarized with potential impacts to STA interests based on the current drafts. The status of the legislation as of February 25, 2026, is also provided.

<b>Bill</b>	<b>Summary/STA Impact Analysis</b>	<b>Status</b>
<a href="#"><u>ESB 5581</u></a> <b>Active Transportation Infrastructure</b>	<ul style="list-style-type: none"><li>• Allows WSDOT to invest in bike/ped facilities parallel to state highways in support of Complete Streets requirements.</li><li>• Addresses WSDOT planning and consultation requirements for complete streets implementation.</li><li>• Language adjustments from WSTA will increase WSDOT coordination requirements with transit agencies for planning and consultation when implementing complete streets including STA’s Division BRT project.</li><li>• New language ensures transit is considered along with motorists, bicycles and pedestrians.</li></ul>	Public Hearing House Transportation Committee February 18, 2026

Bill	Summary/STA Impact Analysis	Status
<p><a href="#"><u>ESHB 2095</u></a> Public way vulnerable users</p>	<ul style="list-style-type: none"> <li>Assumes negligence by an operator of a vehicle for injury or death of a “vulnerable user” caused by the vehicle in areas of the right of way designated for bike/pedestrian use.</li> <li>Engrossed substitution language adds conditions to the vulnerable user circumstances in the ROW such as intoxication, failure to follow stop signs, etc.</li> <li>This presumption of negligence could unintentionally expose operators to liability and blame before all facts are known about complex traffic situations.</li> <li>Assuming negligence before the investigation is completed may also pre-emptively prohibit open reporting and collaborative safety reviews which are used to improve training and roadway design.</li> <li>Exposing operators to formalized negligence before an investigation of a serious incident can affect morale, recruitment, and retention of transit operators.</li> </ul>	<p>Public Hearing Senate Law &amp; Justice Committee February 23, 2026</p> <p>Executive Session February 24, 2026 No action taken</p>
<p><a href="#"><u>HB 2727</u></a> Free transit/CTC students</p>	<ul style="list-style-type: none"> <li>Replaces HB 2550 (SB 6252)</li> <li>Creates a Dept. of Transportation Grant program to fund Public Transit Agencies for pilot programs with community and technical colleges.</li> <li>Did not meet house of origin deadline</li> </ul>	<p>Dead Bill</p>
<p><a href="#"><u>SSB 6253</u></a> PTBA governing bodies</p>	<ul style="list-style-type: none"> <li>Substitute bill, language makes the non-voting labor member of PTBAs a fully participating member of all authority meetings including discussion and debate participation in all Board action items.</li> <li>Did not meet house of origin deadline</li> </ul>	<p>Dead Bill</p>
<p><a href="#"><u>HB 2058</u></a> Third party audits of private entities</p>	<ul style="list-style-type: none"> <li>Requires a third-party audit for subrecipients of public funds, impacting 5310 grant subrecipients</li> <li>5310 grant recipients may see an increased administrative burden to secure and pay for third party audits annually.</li> <li>Did not meet committee deadline</li> </ul>	<p>Dead Bill</p>

**Funding Priorities for 2025-2027 biennium**

<b>Category</b>	<b>Project/Grant</b>	<b>Governor's Proposed Supplemental Budget (Including Enacted Funds)</b>	<b>Legislature's Proposed Supplemental Budget</b>
<b>Existing Project</b>	<i>Division Street BRT/Move Ahead Washington</i>	\$17,060,913	\$17,049,000*
<b>Existing Project</b>	I-90/Valley High Performance Transit (HPT) Corridor Infrastructure: Mirabeau / Regional Mobility Grant Program	\$4,279,348	\$4,279,000
<b>Existing Project</b>	I-90/Valley High Performance Transit (HPT) Corridor Infrastructure: Argonne Station Park and Ride/Regional Mobility Program	\$9,916,372	\$10,400,000
<b>Existing Project</b>	Sprague Line High Performance Transit (HPT)/Regional Mobility Grant	\$1,231,171	\$1,231,000
<b>Existing Project</b>	On-Route Battery Electric Bus (BEB) Charging Infrastructure/Green Transportation Grant	\$3,208,000	\$3,208,000
<b>Existing Project</b>	Electric Operations Support Vehicles/Green Transportation Grant	\$210,000	\$210,000
<b>Recurring</b>	Special Needs (Paratransit) Formula Grant	\$8,043,612	No Anticipated Change
<b>Recurring</b>	Transit Support Grant (Formula)	\$16,240,722	No Anticipated Change
<b>Existing Project</b>	Vanpool Replacement Vehicles	\$301,534	\$302,000
<b>Existing Project</b>	Vanpool Replacement Vehicles (already encumbered)	\$137,500	\$138,000
<b>New</b>	World Cup (Formula)	\$529,569	No Anticipated Change
	<b>Total</b>	<b>\$61,158,741</b>	<b>\$61,629,937</b>

\*For Division Street Bus Rapid Transit (BRT), the full project award is accounted for across the biennia. The total WSDOT award of \$50,000,000 is maintained. None of the funding was removed but was moved to different biennia to account for actual spending.

As a note, due to the State of Washington publishing budget documents in thousands, a few of the projects have rounding differences as compared to this table.

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** 2026 SERVICE REVISION FINAL REPORT REVIEW  
**Submitted by:** Emily S. Poole, Chief Planning & Development Officer  
Chad Johnson, Interim Service Development Manager

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**Purpose:** For information.

**Recommendation:** n/a

**Attachments and/or**

**Online Links:** <https://www.spokanetransit.com/projects/2026-service-revisions/>

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**SUMMARY:** Staff presented the 2026 Service Revisions Final Report which identifies the planned adjustments to the fixed route network for service changes occurring in May and September 2026. The planned 2026 revisions to STA's Fixed Route network will provide 544,554 annualized revenue hours of service, a 0.83% increase compared to existing conditions. Planned adjustments have been refined and informed by public outreach and stakeholder engagement efforts.

Staff conducted public outreach from November 4, 2025, to January 14, 2026, receiving input from riders and the community, and holding meetings with jurisdictional and key stakeholders that may have a particular interest in affected routes and stops. During this period, a public survey was conducted from November 13, 2025, to December 15, 2025. In total, 647 respondents completed the survey.

Highlights of 2026 Service Revisions Final Report include the following:

- Alter Route 12 to travel on Wall Street inbound between 5th and 6th Avenues
- Extend Route 36 to Hillyard east of US-395 to terminate near Freya Street and Lyons Avenue and disconnect the interline with Route 35

Revisions included in the *2026 Service Revisions Draft for Public Input* deferred to a future date:

- Routing and frequency changes of Route 20 and its interline with Route 33
- Routing changes on Routes 23 and 223

The North Idaho Pilot route will not move forward based on the proposal rejection from the Kootenai County Board of County Commissioners

In line with the original timeline published on November 5, 2025, interim public outreach updates were issued to the PMER Committee on February 4, 2026. Final analysis of route adjustments was presented to the STA Executive Team on February 20, 2026.

The final report can be found at the link above.

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** 2025 YEAR-END PERFORMANCE MEASURES  
**Submitted by:** Brandon Rapez-Betty, Chief Operations Officer

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**Purpose:** Receive report.

**Recommendation:** n/a

**Attachments and/or**

**Online Links:** [2025 Year- End Performance Measures](#)

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**SUMMARY:** Each year, the Spokane Transit Authority Board approves a set of performance measures used to track agency performance across safety, service, ridership, customer experience, and financial stewardship.

Below are the key performance measures providing a high-level- snapshot of system performance organized by thematic priority. The full 2025 Year-End Performance Measures presentation, including all 47 metrics and historical details, is available on the STA website at the above link.

**Ensure Safety**

- Preventable accidents: Fixed Route 0.13 (goal  $\leq$  0.11)
- Preventable accidents: Paratransit 0.19 (goal  $\leq$  0.10)

**Earn and Retain the Community's Trust**

- Fixed Route ridership +2.8% (10.43M trips; goal 10.39M)
- Paratransit ridership +6.3% (402,176 trips; goal 404,960)
- Fixed Route passengers per revenue hour 19.39 (goal  $\geq$  19.18)
- Paratransit passengers per revenue hour 2.31 (goal  $\geq$  2.4)

**Provide Excellent Customer Service**

- Fixed Route on-time performance 91.5% (goal 93%)
- Paratransit on-time performance 94.3% (goal 93%)

**Exemplify Financial Stewardship**

- Cost per Revenue Hour – Fixed Route: \$195.65 (88% of state average \$222.69; goal  $\leq$  95%)
- Cost per Revenue Hour – Paratransit: \$138.34 (89% of state average \$156.26; goal  $\leq$  95%)
- Farebox Recovery – Fixed Route: 23.6% (goal 20%; 7.8% using prior methodology)
- Farebox Recovery – Paratransit: 4.0% (goal 5%; 2.8% using prior methodology)
- Maintenance Cost per Mile – Fixed Route: \$1.94 (goal \$1.81)
- Maintenance Cost per Mile – Paratransit/Rideshare: \$1.40 (goal \$1.26)



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Chair Report
Meeting Date: March 19, 2026
Agenda Item: <b>13L</b>

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**Presented To:** Board of Directors  
**Referral Committee:** Performance Monitoring & External Relations Committee  
**Title:** CONNECT 2035 FUNDING REQUIREMENTS PUBLIC OUTREACH PLAN UPDATE  
**Submitted by:** Carly Cortright, Chief Communications & Customer Service Officer

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**Purpose:** Receive report.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** STAFF REPORT: CONNECT 2035 FUNDING REQUIREMENTS PUBLIC OUTREACH PLAN UPDATE

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**SUMMARY:** In preparation for a future ballot measure to renew the 0.2% sales tax, Spokane Transit staff has been conducting outreach throughout the PTBA with the following key objectives:

- Review the delivery outcomes of the STA Moving Forward plan delivered in connection with the 2016 ballot proposition.
- Review the initiatives that are incorporated within Connect 2035 and receive impact on plan priorities.
- Inform the public on the sales tax reauthorization requirement and review the implications associated with the timing of the successful ballot measure.

Please see the attached staff report for more information on the outreach and feedback received.

## SPOKANE TRANSIT AUTHORITY

**Staff Report:** Agenda Item 13L

**Presented to:** Board of Directors

**SUBJECT:** CONNECT 2035 FUNDING REQUIREMENTS PUBLIC OUTREACH PLAN UPDATE

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Staff have made presentations for the following groups in February:

- Central Valley School Board
- Cheney School District staff
- City of Airway Heights Council
- City of Millwood Council
- City of Spokane Valley Council
- East Valley School Board
- Greater Spokane Progress Transit Equity Workgroup
- Spokane Alliance
- Spokane Valley Chamber of Commerce Government Affairs Committee
- West Plains Chamber of Commerce

Feedback was consistent with what stakeholders shared in prior months with central themes centered around appreciation for the accomplishments made under the *STA Moving Forward* plan, especially around service frequency and expansion (particularly in areas such as the West Plains). Many expressed interest in the zero-fare for youth program and the partnership with Spokane Public Schools. In sharing some of the *Connect 2035* initiatives, there was high engagement with the Mobility on Demand (MOD) pilots, and stakeholders were inquisitive on how that would impact their communities. In terms of the last objective of the outreach, stakeholders did share concern about impacts to service if the sales tax was not renewed and when a future ballot measure might occur. Appreciation was also expressed for STA making the time to present.

An online community survey to seek feedback on elements of the STA Moving Forward plan by geographical region was launched at the end of February and will stay open through mid-March. Additional outreach in March will occur with community-based organizations such as local community centers and advocacy groups to encourage distribution of the survey as well as offer listening session opportunities to any interested stakeholders.



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Executive Session
Meeting Date: March 19, 2026
Agenda Item: <b>14</b>

**Presented To:** Board of Directors  
**Referral Committee:** n/a  
**Title:** EXECUTIVE SESSION  
**Submitted by:** Karl Otterstrom, Chief Executive Officer

**Purpose:** For information.  
**Recommendation:** n/a  
**Attachments and/or Online Links:** n/a

**SUMMARY:** At this time, the Board will adjourn to Executive Session, for the following:

- 1) *Pursuant to RCW 42.30.110(1)(b) to consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price, and*
- 2) *For the purpose of discussing, planning, or adopting the strategy or position to be taken during the course of ongoing collective bargaining.*

The STA Board of Directors will reconvene in open session at approximately session at approximately \_\_\_\_ p.m. If it becomes necessary to extend the executive session, a member of the staff will return to announce the time at which the STA Board will reconvene.

If any action is to be taken as a result of discussions in the executive session, that action will occur at the open public meeting.