

## 1989 Summary

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### Public Transportation Systems in Washington State

Ben Franklin Transit  
Clallam Transit System  
C-TRAN  
Community Transit  
Community Urban Bus Service  
Everett Transit System  
Grays Harbor Transit  
Intercity Transit  
Island Transit  
Jefferson Transit  
Kitsap Transit  
Municipality of Metropolitan Seattle  
Pacific Transit System  
Pierce Transit  
Prosser Rural Transit  
Pullman Transit  
Spokane Transit Authority  
Twin Transit  
Valley Transit  
Whatcom Transportation Authority  
Yakima Transit

# **1989 Summary**

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**Washington State  
Department of Transportation**

Planning, Research and Public Transportation Division

# Introduction

The following report is the first to be produced as required in Section 2, Chapter 396, Laws of 1989. It is intended not only to fulfill the legal requirements but to provide information which will assist the Legislative Transportation Committee of the Washington State Legislature, local operating authorities for public transportation services, and the Washington State Department of Transportation in future decision-making opportunities.

The report begins with a statewide summary of public transportation the number of systems in operation, areas in which new systems are being discussed, etc. Also contained in the this portion of the report is a discussion of the major issues which faced the public transportation industry in 1988. Statewide totals for operating statistics and statewide averages for the required operating indicators are presented.

Following the statewide report is the system by system status portion of the report. Basic background information is provided in addition to the required information.

In this initial report there are no trend analyses or presentation of past data. With the development of this new report came the use of common definitions for the reporting of data. In some cases the definitions used for the data in this report were not the same as the definitions used in the past. In other cases it was a matter of creating a definition where none had been provided in the past. Both of these cases invalidated any comparison with the previous data and statistics. This report will become the base for the building of future trend analyses within any given public transportation system.

While some comparison between systems may be attempted from this and future versions of this report a note of caution is necessary. No two systems are comparable in all aspects. When the operating indicators of one system do not compare favorably with that of another, the reader would be advised to consult the text of each system's portion of the report to identify the reasons behind the differences. As an example, policy direction provided by the Board of Directors may create a difference in operating indicators for two systems which would otherwise be very similar in size or services provided.

Another note is required related to the financial information provided. This report is not an audited report. It is not a balance sheet or year-end financial statement. Revenue and expense totals for each system have not been provided as those numbers would not necessarily balance against the operating expenses shown in the operating indicators. This difference exists primarily because the report only reflects the statistics and indicators for fixed-route and paratransit services and not necessarily all the services provided by a given system. Vanpool/ Ridesharing services would be one example .

# Statewide Summary

## Operational Systems

1988 was a year of relative stability for public transportation systems in Washington State. No new public transportation systems began service, and no major annexations of land into transportation authorities took place. The year ended with 21 operating systems in 19 counties across the state. The most frequently used form of government for these systems was the Public Transportation Benefit Area (PTBA) of which there were 15.

Four cities operated systems, as well as one metropolitan municipal corporation (Metro), and one county transportation authority. Mason County had formed a PTBA but was unsuccessful in attempts to get voter approval on the 0.3 percent sales tax to fund transportation services.

## System Trends

Due to the change in terminology or definition of some of the data from 1987 to 1988, a strict item for item comparison is not possible. Some generalized changes or trends are, however, reportable: ridership has grown, operating costs have stabilized, and farebox revenues have increased. This portion of the statewide summary will become more significant and useful as consistent data collection occurs.

## Public Transportation Issues

On the federal level, one issue which emerged was that of the new commercial drivers licensing requirements. Congress passed legislation to create a new drivers licensing system to place stricter requirements on drivers. A deadline for implementation was placed on the states for October 1, 1989.

Access to public transportation for persons of disability continued to be an issue. At the federal level, the Urban Mass Transportation Administration (UMTA) imposed rules which would not allow transit systems to take credit for reduced fares to elderly or handicapped persons towards the required 3 percent minimum of operating budget which must go towards elderly or handicapped accessible services. This particular action did not have a significant impact in Washington.

Fixed-route accessibility was the issue receiving discussion, primarily in Spokane and Vancouver. It should be noted that in 1989 both of these systems have decided to purchase wheelchair lift-equipped buses for fixed-route operation.

Privatization, the subcontracting of services, was also an issue in 1988. The primary type of service to be contracted in 1988 was the paratransit service. Approximately 66 percent of all dial-a-ride service—4,000,000 miles—was contracted out to private for-profit and private nonprofit organizations. The most significant (mileage) contracting effort in the state for fixed-route services was that of Community Transit of Snohomish County. Community Transit has contracted extensively for commuter transit service into both

## Operating Statistics and Indicators

Fixed-Route	
Operating Cost	\$227,682,876
Farebox Revenue	\$46,615,765
Passenger Service Hours	3,485,723
Passenger Service Miles	53,745,632
Passenger Trips	124,931,440
Employees	4,422
Operating Cost/Passenger Trip	\$1.82
Operating Cost/Service Hour	\$65.32
Passenger Trips/Service Hour	35.84
Passenger Trips/Service Mile	2.32
Service Hours/Employee	788.32
Farebox Recovery Ratio	20.47%

## Demand-Response

Operating Cost	\$10,672,025
Farebox Revenue	\$608,822
Passenger Service Hours	425,571
Passenger Service Miles	6,038,245
Passenger Trips	1,719,272
Employees	341
Operating Cost/Passenger Trip	\$6.21
Operating Cost/Service Hour	\$25.08
Passenger Trips/Service Hour	4.04
Passenger Trips/Service Mile	0.28
Service Hours/Employee	1,249.07
Farebox Recovery Ratio	5.70%

## Revenue

Sales Tax	\$157,029,337
Utilities Tax	\$324,945
Business and Occupation Tax	\$15,000
MVET	\$93,642,464
Charter	\$103,158
Operating Contracts	\$3,907,647

## Federal

Capital	\$82,508,059
Operating	\$9,807,658
Other	\$298,037,837

Seattle and Bellevue. Other innovative uses of contracting included Ben Franklin Transit's contract with a local taxi cab operator to provide feeder service to the fixed-route and Intercity Transit's (Thurston County) contract for on-demand general public service during evenings and weekends.

# Ben Franklin Transit

John Olson, General Manager  
509 735-4131

## Background

Ben Franklin Transit (BFT) is a single-purpose municipal corporation which provides public transportation services in a 110-square mile area located in Benton and Franklin counties. The area includes all of the cities of Kennewick, Pasco, Richland, West Richland, and certain unincorporated areas of Benton and Franklin counties. The service area contains a population of approximately 114,000 residents.

The BFT Board of Directors is comprised of one representative from each of Benton County Commissioners, Kennewick, Richland, Pasco, and West Richland City Councils, and two representatives from the Franklin County Commissioners.

Voters within the service area approved a levy of 0.3 percent sales tax to support public transit on May 10, 1981. Service began on May 10, 1982.

## Services

Services directly provided by Ben Franklin Transit include fixed-route buses operating on 15 routes with a 13-hour day Monday through Friday and an 11-hour day on Saturday; express bus service for work and school commuters; dial-a-ride (demand response) service for elderly and handicapped persons; and vanpool and ride-matching services for commuters. Ben Franklin Transit also contracted for services including Monday through Friday express service between Richland and Pasco contracted with Bassett Transit; feeder service to routed service from the Panoramic Heights area of Kennewick contracted to Tri-City Cab Company; and supplementary demand response service with three providers.

## Service Standards

Efficiency and effectiveness of service are high priorities of the Board and staff of Ben Franklin Transit. Monthly reports of the effectiveness of routes are generated which track the productivity of each route including boardings, passengers per revenue hour, passengers per revenue mile, and farebox recovery ratio.

Routes are grouped by category, i.e., residential/feeder, intercity/arterial, commuter, school trippers, and special. They are then ranked and matched against the route productivity policy (Policy No. 3-86). Those routes falling below 35 percent of the average boardings per revenue hour for its category are placed on "probation."

## Equipment

### *Transit Vehicles*

13	1972	53-passenger
1	1975	53-passenger
2	1976	53-passenger
7	1988	33-passenger
27	1988	39-passenger

### *Dial-a-Ride Vehicles*

1	1976	15-passenger
5	1983	11- to 17-passenger
10	1985	15-passenger

### *Vanpool Vehicles*

2	1982	15-passenger
10	1983	15-passenger
6	1984	15-passenger
6	1985	15-passenger
6	1986	15-passenger
2	1987	15-passenger

## Facilities

A joint maintenance, operations, and administration facility covering 8.5 acres was occupied in October 1986. Three major structures at the facility include a 21,500 sq. ft. maintenance building, a 8,500 sq. ft. operations/administration building, and a 2,100 sq. ft. bus wash building.

## Transit Centers

### *Knight Street, Richland*

10 bus bays  
33 parking stalls

### *Huntington, Kennewick*

10 bus bays  
66 parking stalls

### *Park & Ride Lots Leased by BFT*

Everett/Canal, Kennewick – 100 stalls  
28th/Sylvester, Pasco – 150 stalls

### *Owned by WSDOT*

Richland "Y" – 75 stalls

## Passenger Shelters

32 distributed throughout service area.

# Ben Franklin Transit

A route which is placed on probation will be subject to efforts to improve the route through target marketing campaigns, route modifications, reduction of service, or termination of service as deemed appropriate by the Board of Directors.

The system as a whole is monitored on a monthly basis by the monthly performance report. Each cost center, i.e., regular bus service, dial-a-ride, and vanpool, is measured by numerous indices to monitor and control income, ridership, and costs compared to the annual budget adopted by the Board of Directors.

## Vehicle Replacement Standards

The standard replacement schedule for system vehicles is as follows:

Buses – 12 years

Dial-a-Ride mini-buses – 6 years

Vanpool vans – 5 years

Sinking funds have been established for vehicle replacement.

## Objectives for System Improvement

For 1988 Ben Franklin Transit had two major objectives outside the normal performance monitoring process. These objectives were 1) the replacement of all the 30- and 35-foot buses which were in excess of 20 years old, and 2) the construction of a transit center in Pasco as reflected in the BFT Comprehensive Plan. Both objectives were achieved.

## Community Participation

Community participation was received through public comment related to the planning and construction of the Pasco transit center, input from private providers on the Transportation Improvement Plan (TIP), and public hearings on proposed annexations to the PTBA boundary.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$4,445,509
Farebox Revenue	\$334,909
Passenger Service Hours	120,416
Passenger Service Miles	1,803,023
Passenger Trips	2,075,621
Employees	114
Operating Cost/Passenger Trip	\$2.14
Operating Cost/Service Hour	\$36.92
Passenger Trips/Service Hour	17.24
Passenger Trips/Service Mile	1.15
Service Hours/Employee	1,056.28
Farebox Recovery Ratio	7.53%

### Demand-Response

Operating Cost	\$700,961
Farebox Revenue	\$32,413
Passenger Service Hours	26,760
Passenger Service Miles	459,581
Passenger Trips	104,847
Employees	21
Operating Cost/Passenger Trip	\$6.69
Operating Cost/Service Hour	\$26.19
Passenger Trips/Service Hour	3.9
Passenger Trips/Service Mile	0.2
Service Hours/Employee	1,274.3
Farebox Recovery Ratio	4.62%

## Revenue

Sales Tax	\$3,023,222
MVET	3,023,222
Farebox	367,322
Federal (Capital)	3,714,042
Other	26,427

## Expenses

Capital	\$5,107,735
Operating	5,953,027
Depreciation	897,504
Interest	1,591

## Fund Balances

Unrestricted Cash and Investment	\$2,882,236
Transit Bus	
Replacement Sinking Fund	\$380,780
Dial-a-Ride Vehicle	
Replacement Sinking Fund	\$507,000

# Clallam Transit System

Timothy J. Fredrickson, General Manager  
206 452-1315

## Background

A Public Transportation Benefit Area (PTBA) was formed in Clallam County in 1979, and the voters approved a 0.3 percent sales tax to finance transportation services in November of that year. Clallam Transit System (CTS) began service in the eastern two-thirds of Clallam County in October 1980. The western portion of the county was annexed into the PTBA by a vote of the residents in November 1983. Clallam Transit has been providing county-wide service since that time.

The Board of Directors of Clallam Transit is made up of two County Commissioners, two Port Angeles City Council members, two Sequim City Council members, and two Forks City Council members. A Citizens Advisory Committee appointed by the Board provides input to the Board and staff on a variety of transportation service issues.

## Services

Predominant among the services provided by Clallam Transit is the fixed-route scheduled service. Fifteen routes cover the County Monday through Friday with a reduction to 12 routes on Saturday. No service is provided on Sunday.

Dial-a-ride service is provided by contract to a private nonprofit agency. Vanpool service is also available.

Transfer connections are made to Jefferson Transit through the shared use of a transfer point in Sequim.

## Service Standards

The only service for which Clallam Transit System has established performance standards is the fixed-route service. The service is divided into rural, intercity, or urban service for evaluation. Routes which do not perform up to 25 percent of the average for that service type receive remedial action such as schedule change, route realignment, or special marketing efforts. If the route performance does not improve, the service is discontinued.

Performance is monitored with the following indicators:

- Boardings per trip
- Boardings per mile
- Boardings per hour
- Farebox recovery ratio
- Cost per boarding

## Equipment

### *Transit Vehicles*

1	1986	22-passenger trolley replica
10	1980	23-passenger
5	1986-89	27-passenger
2	1977	40-passenger
2	1984	40-passenger
10	1960-66	44-passenger

### *Dial-a-Ride Vehicles*

6	1981-83	Vans are available to the service contractor
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## Facilities

### *Operations, Maintenance, and Administration*

System administration is provided at a 4,000 sq. ft. structure owned by Clallam Transit located at 2417 West 19th, Port Angeles.

Operations and maintenance are provided at a site used jointly by Clallam Transit and the Port Angeles School District. The facility is owned by the school district.

A small vehicle storage and light maintenance facility is also provided in Forks and leased from the Quillayute schools.

## Passenger Shelters

Twenty-one passenger shelters have been erected at locations with high-passenger boarding counts or other features which warrant the provision of a shelter.



# Clallam Transit System

## Vehicle Replacement Standards

The desired vehicle replacement schedule is as follows:

Mini-buses (Carpenter Cadets) – 5 years

Buses (Orion, GMC & MCI) – 18 to 20 years

Clallam Transit does not have the financial resources to replace vehicles per the standard. Funds are set aside only as available.

## Objectives for System Improvement

It is the mission of CTS to provide safe, reliable, courteous, comfortable, effective, and efficient transportation service at a reasonable and equitable cost to both taxpayers and transit passengers.

The goals outlined are intended to help CTS in its mission over the following five-year period. Some of the goals will be achieved immediately, others may take longer, and some are ongoing in nature. Each of the goals is accompanied by departmental specific objectives. The goals will be the yardstick CTS uses to measure how far it has come and how far it still has to go. The goals of the system are as follows:

Improve CTS financial base.

Enhance the passenger's ride experience.

Increase system ridership within the current service level.

CTS commits itself to providing high quality, safe, and appropriate paratransit service.

Achieve a team concept at CTS to improve employee moral and organizational effectiveness.

Minimize the total cost per passenger on our fixed-route service.

Assess current transit service and amenities.

Maximize operating revenue within the current fare structure.

Improve the Management Information System (MIS).

Improve community perception of CTS service.

Develop a united transit facility.

Improve and expand organizational safety program.

Provide an annual update to the Comprehensive Transit Plan.

## Community Participation

The goals noted above were the result of a public process involving public hearings, employee meetings and suggestions, customer comments and suggestions, review of public comments and service requests, and input by the Authority Board of Directors.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$2,278,339
Farebox Revenue	\$156,589
Passenger Service Hours	43,557
Passenger Service Miles	1,004,358
Passenger Trips	543,374
Employees	53
Operating Cost/Passenger Trip	\$4.19
Operating Cost/Service Hour	\$52.31
Passenger Trips/Service Hour	12.48
Passenger Trips/Service Mile	0.54
Service Hours/Employee	821.83
Farebox Recovery Ratio	6.87%

### Demand-Response

Operating Cost	\$204,265
Farebox Revenue	\$11,262
Passenger Service Hours	8,508
Passenger Service Miles	139,825
Passenger Trips	39,289
Employees	14
Operating Cost/Passenger Trip	\$5.20
Operating Cost/Service Hour	\$24.01
Passenger Trips/Service Hour	4.62
Passenger Trips/Service Mile	0.28
Service Hours/Employee	607.71
Farebox Recovery Ratio	5.51%

## Revenue

Sales Tax	\$1,145,619
MVET	\$1,092,148
Operating Contracts	\$11,262
Charters	\$35,871
Other	\$34,481

## Expenses

Capital	\$184,787
Depreciation	\$249,791
Transfer to Capital Reserves	\$48,610

## Fund Balances

Unrestricted Cash and Investment	\$413,502
Equipment Replacement Fund	\$300,000

# C-Tran (Clark County Public Transportation Benefit Area)

Leslie R. White, Executive Director  
206 696-4494

## Background

The Clark County Public Transportation Benefit Area (PTBA) assumed the operation of Vancouver Transit System and expanded to a county-wide service in 1981. Financing for the service was provided by a county-wide vote (except for that part of Woodland in Clark County) to authorize up to 0.3 percent sales tax. The PTBA has a Board of Directors made up from the following:

- Three Clark County Commissioners
- Three Vancouver City Council members
- One City Council member from Camas or Washougal
- One City Council member from Ridgefield, Battle Ground, or Yacolt

## Services

Clark County PTBA provided both fixed-route and paratransit service during calendar year 1988. Between January 1 and July 4, 1988, service was provided on 15 urban routes, 4 rural routes, and 5 commuter express routes. The hours of service operation were from 5:15 a.m. to 9:45 p.m. on weekdays and from 6:45 a.m. to 7:15 p.m. on Saturdays. No fixed-route service was operated on Sundays.

A 16 percent expansion of service hours was implemented on July 5, 1988. The service change expanded the hours of service operation to 10:15 p.m. on weekdays and increased the frequency on several routes. Two new urban routes were created for a grand total of 26 routes.

Clark County PTBA also contracts for fixed-route services with two area operators. Approximately 6.5 percent of the total fixed-route mileage is contracted.

Paratransit service was provided under a contract with DAVE Systems, Inc. The service is operated within the same operating hours as the fixed-route service.

Vanpool services were also provided in 1988.

## Service Standards

Performance of the system is evaluated on an ongoing basis. A group of ten peer systems has been identified for the purpose of comparing operating statistics, such as passengers per hour. The peer systems selected each have similar operating environments as Clark County PTBA. The "benchmark" systems are consulted to determine operating trends in addition to performance comparisons, for example, to gather information on privatization efforts of peer systems. All such comparisons are made with

## Equipment

### *Transit Vehicles*

1	1972	43-passenger
2	1973	43-passenger
10	1976	43-passenger
34	1982	42-passenger
4	1984	16-passenger
10	1984	30-passenger

### *Dial-a-Ride Vehicles*

10	1986	13-passenger
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### *Vanpool Vehicles*

1	1988	15-passenger
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## Facilities

*Operations, Maintenance, and Administration*  
A facility with a total of 40,893 sq. ft. of building space was erected on a 10-acre site in 1984.

## Transit Centers

*Seventh Street*  
18 bus bays and Customer Assistance Office

*Vancouver Mall*  
6 bus bays

*Cascade Park*  
4 bus bays

*Park & Ride Lots*  
Salmon Creek – 245 stalls  
Battle Ground – 28 stalls  
Fort Vancouver – 240 stalls  
I-5/279th St. – 85 stalls  
I-5/179th St. – 25 stalls  
Washougal – 30 stalls

## Passenger Shelters

Passenger shelters have been installed at 40 sites throughout the service area.

## C-Tran (Clark County Public Transportation Benefit Area)

reference to differences in system characteristics in order to prevent inaccurate performance evaluations. Clark County PTBA has also utilized the WSDOT/WSTA peer review process and the resultant analysis of system performance. This process resulted in the implementation of suggested changes that were determined to be beneficial to system operation.

### Vehicle Replacement Standards

Clark County PTBA replaces vehicles according to the following schedule:

- Heavy-duty transit vehicles – 12 years
- Medium-duty transit vehicles – 10 years
- Light-duty transit vehicles – 5 years

Due to a lowered sales tax rate (0.2 percent) during the mid-1980s, the replacement standards were extended and the depreciation funding was deferred. As a result, thirty-four 40-foot heavy-duty transit vehicles are scheduled for replacement after 17 years. Sales tax is now being collected at the full authorized rate (0.3 percent), and the vehicle replacement fund is being replenished.

Ten 1976 heavy-duty transit vehicles were rehabilitated in 1988. This action is projected to extend their useful life by six years.

The agency funds depreciates on a pay-as-you-go basis. The philosophy is that these contributions with interest income earned on the funds would provide sufficient capital to replace assets when necessary. In 1984 and 1985, the agency was not able to fund depreciation and thus now has a goal to restore these deferred contributions. At December 31, 1988, the equipment replacement fund had a balance of \$7,410,000 or 89 percent of fund requirements.

### Objectives for System Improvement

An environmental assessment was prepared in 1988 to assess the impacts of siting a park and ride lot/transit center in eastern Clark County. The siting was coordinated with Clark County land use planning staff to ensure a coordinated approach to land use in the eastern Clark County area.

In 1989, Clark County PTBA will join forces with other units of local government to address the question of transportation mobility between Vancouver, Washington, and Portland, Oregon. This future task will address the question of whether high capacity transit can eliminate the need for a third automobile and highway bridge across the Columbia River. Substantial coordination among local governments in the Vancouver/Portland metropolitan area and extensive community involvement will be required to address this policy issue of importance to both states.

### Operating Statistics and Indicators

#### Fixed-Route

Operating Cost	\$5,633,444
Farebox Revenue	\$984,962
Passenger Service Hours	116,610
Passenger Service Miles	2,064,522
Passenger Trips	2,545,636
Employees	120.5
Operating Cost/Passenger Trip	\$2.21
Operating Cost/Service Hour	\$48.31
Passenger Trips/Service Hour	21.83
Passenger Trips/Service Mile	1.23
Service Hours/Employee	967.72
Farebox Recovery Ratio	17.68%

#### Demand-Response

Operating Cost	\$415,790
Farebox Revenue	\$15,381
Passenger Service Hours	18,300
Passenger Service Miles	309,820
Passenger Trips	62,456
Employees	14
Operating Cost/Passenger Trip	\$6.66
Operating Cost/Service Hour	\$22.72
Passenger Trips/Service Hour	3.41
Passenger Trips/Service Mile	0.20
Service Hours/Employee	1,296.95
Farebox Recovery Ratio	3.7%

### Revenue

Sales Tax	\$3,286,933
MVET	\$3,287,881
Capital	\$439,314
Operating	\$442,231
Other	\$1,336,398

### Expenses

Capital	\$459,554
Depreciation	\$1,508,270
Transfer to Capital Reserves	\$3,713,361

### Fund Balances

Unrestricted Cash and Investment	\$3,569,058
Self-Insurance Fund	\$5,850,000
Equipment Replacement Fund	\$7,410,000

## **C-Tran (Clark County Public Transportation Benefit Area)**

### **Community Participation**

Community involvement is fostered through use of public hearings, community meetings, and direct mailings. Public hearings are held to discuss all planned service changes, grant applications, and potential construction projects. Community meetings are also held to keep citizens informed regarding progress on construction projects and to address any concerns regarding such projects. Direct mail is utilized as a tool for informing citizens about transit service, proposed changes, and upcoming events.

Three public hearings were held to discuss a planned service change effective on July 5, 1988. The hearings were held at the following locations:

March 29, 1988 – Orchards PUD Facility

March 30, 1988 – Cascade Park Fire Station No. 3

March 31, 1988 – Washington Elementary School

Public hearings were also held to take comments on two proposed grant amendments and a new application for funds from the Urban Mass Transportation Administration (UMTA). An environmental assessment was prepared in connection with the grant amendments; a public hearing was held on June 14, 1988, in the Clark County PTBA Administration Building to address both the environmental assessment and the grant amendments. A hearing was held on November 1, 1988, in the Clark County PTBA Administration Building to take comments on the 1989 application for UMTA funds.

Public notices regarding all of the above hearings were published in the local news media. Nearly 30,000 pieces of direct mail were distributed, and approximately 2,000 school children were taken on tours of the C-Tran facility.

### **Fund Balances**

On December 31, 1988, Clark County PTBA had \$3,569,058 in unrestricted cash and investments net of associated liabilities. These funds are held to provide funding for expansion, revenue vehicles, and the local share on park and ride lots and transit centers. During 1988, the C-Tran Board of Directors determined that, as this agency is self-insured for liability claims, a \$10,000,000 self-insurance fund was appropriate. On December 31, 1988, the agency had 58.5 percent of this goal achieved, or \$5,850,000. Future funding is to come from interest income on this balance.

# Community Transit (Snohomish County)

Kenneth J. Graska, Executive Director  
206 348-7101

## Background

Community Transit operates under the authority of the Snohomish County Public Transportation Benefit Area (SCPTBA). SCPTBA was the first such authority established in Washington State in November 1975. Voters approved a 0.3 percent sales tax to fund implementation of public transportation service in June 1976.

Community Transit began operation on October 4, 1976, within its original service area and has expanded through several annexations to include most of the county with the exception of the city of Everett.

The Board of Directors for Community Transit is comprised of the following:

- Two Snohomish County Council members
- One Edmonds City Council member
- One Lynnwood City Council member
- Three members chosen from the City Councils of Arlington, Brier, Marysville, Mill Creek, Mukilteo, Mountlake Terrace, and Snohomish
- Two members chosen from the City Councils of Darrington, Gold Bar, Granite Falls, Index, Lake Stevens, Stanwood, Sultan, and Woodway

## Services

Community Transit is a full service public transportation provider offering a complete range of services including local fixed-route, commuter fixed-route, demand responsive, vanpool, ridesharing, and customer and employer information. Services are provided both in-house and through contracts with private-for-profit and private-nonprofit agencies. This full range of services is designed to meet existing and future markets and is tailored to best meet the needs of the particular area or population being served.

## Service Standards

Performance standards are examined for each type of service provided in order to maximize the effectiveness and efficiency of the system. The standards used included revenue passengers per hour, revenue passenger per mile, revenue passengers per trip, cost per revenue passenger, cost per revenue hour, and subsidy per revenue passenger.

The combination of Community Transit's service area and the large proportion of Commuter Service requires a higher proportion of "dead-head" hours—that time in which the vehicle is returning to its service base—as a ratio of passenger service hours. This results in an operating cost per passenger service hour which appears higher compared to other operating indicators.

## Equipment

### *Transit Vehicles Owned*

6	1959-65	43-passenger
23	1978	43-passenger
15	1981	47-passenger
15	1981	51-passenger
5	1986	19-passenger
3	1987	19-passenger
2	1986-87	24-passenger trolley replicas

### *Transit Vehicles Leased*

49	1986	42-passenger commuter buses
9	1988	42-passenger commuter buses

### *Dial-a-Ride Vehicles*

All vehicles provided by contractor

### *Vanpool Vehicles*

13	1986-89	15-passenger vans
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## Facilities

### *Operations, Maintenance, and Administration*

A multi-use facility is provided on 11 developed acres which includes a 5,760 sq. ft. operation building, a 4,320 sq. ft. administration building, a 33,540 sq. ft. maintenance building, and 5,850 sq. ft. for fuel island and bus wash.

## Transit Centers

*Smokey Point Mall* – 3 bus bays

*Everett Transit Center* – 7 bus bays

*Lynnwood* – 12 bus bays

*Edmonds* – 3 bus bays

*Frontier Village* – 3 bus bays

*Mountlake Terrace* – 4 bus bays

*Aurora Village* – 3 bus bays

### *Park and Ride Lots*

Service is provided to 13 separate facilities which total 3,034 parking stalls on 40 acres. An additional 89 stalls are provided for park and pool facilities and four area churches.

## Passenger Shelters

Seventy-one shelters have been installed throughout the service area, many of which are served by multiple routes.

# Community Transit (Snohomish County)

## Vehicle Replacement Standards

The decision to replace or rehabilitate a vehicle is determined on the basis of the vehicle's operating performance and on the cost of rehabilitation compared to replacement. No vehicles are replaced prior to the useful life of that vehicle as prescribed by the Urban Mass Transportation Administration.

## Objectives for System Improvement

The Community Transit Board of Directors adopted five goals with the 1988 budget. Each was accompanied by several objectives for successful completion of the goal. The five goals were:

- Increase productivity and performance of the corporation in all areas.
- Improve the corporation's public image.
- Refine and enhance the delivery of all existing services.
- Improve employee relations.
- Maintain an annual budget that does not allow costs to exceed revenues.

## Community Participation

Community participation in the objective development process includes input from the Citizen's Advisory Committee, the newly authorized Business Council, and public outreach programs associated with various planning projects.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$13,004,142
Farebox Revenue	\$2,846,786
Passenger Service Hours	163,955
Passenger Service Miles	3,627,072
Passenger Trips	3,679,514
Employees	268.4
Operating Cost/Passenger Trip	\$3.54
Operating Cost/Service Hour	\$79.32
Passenger Trips/Service Hour	22.44
Passenger Trips/Service Mile	1.01
Service Hours/Employee	610.86
Farebox Recovery Ratio	21.83%

### Demand-Response

Operating Cost	\$537,297
Passenger Service Hours	17,659
Passenger Service Miles	295,094
Passenger Trips	53,184
Employees	21
Operating Cost/Passenger Trip	\$10.10
Operating Cost/Service Hour	\$30.43
Passenger Trips/Service Hour	3.01
Passenger Trips/Service Mile	0.18
Service Hours/Employee	840.91

## Revenue

Sales Tax	\$6,625,141
MVET	\$6,625,141
Operating Contracts	\$16,809
Capital	\$1,385,246
Operating	\$522,000
Other	\$1,907,246
Other	\$1,155,926

## Expenses

Capital	\$614,660
Depreciation	\$1,603,849
Interest	\$611,996
Redemption of Bonds	\$125,000
Transfer to Capital Reserves	\$2,000,000
Capital Lease and Other Rental	\$1,404,309

## Fund Balances

Operating Fund	\$2,345,728
Replacement Reserve Fund	\$6,365,034
Capital Improvement Fund	\$625,632
1984 G.O.Bond Fund	\$250,000

# Community Urban Bus Service (Cowlitz County)

Steve Harris, Transit Superintendent  
206 577-3399

## Background

The cities of Longview and Kelso had been providing transit service since 1975. In 1987 the cities along with Cowlitz County organized the Cowlitz Transportation Authority as a Public Transportation Benefit Area (PTBA). A 0.1 percent sales tax was approved by the voters of the area in September 1987 to fund the system operation. The city of Longview continues to provide and house the Community Urban Bus System (CUBS) under contract to the Cowlitz Transportation Authority Board of Directors. That Board is made up of the following:

- One Cowlitz County Commissioner
- Two Longview City Council members
- Two Kelso City Council members

The only staff are the employees of the city of Longview who provide for the operation of the system and prepare materials as needed by the Board of Directors.

## Services

The CUBS service area is the city limits of Longview and Kelso. Four routes, three in Longview and one in Kelso, provide service to the citizens of the two communities. The routes run Monday through Friday from 7:00 a.m. to 7:00 p.m. and on Saturday from 9:00 a.m. to 6:00 p.m. No bus service is provided on Sunday.

## Service Standards

No specific performance monitoring standards were reported by CUBS. The service is designed to meet the basic transportation needs of the residents of the Longview-Kelso area who must rely on public transit.

## Vehicle Replacement Standards

The city of Longview still retains responsibility for the capital assets of the transit system. Vehicles are replaced no sooner than ten years or 500,000 miles and depending on maintenance costs.

## Objectives for System Improvement

In November 1987, a Transit Development Plan was adopted. The following goals were established:

- To ensure that the residents of the Longview-Kelso urban area who rely on transit are provided a dependable, convenient, and pleasant-to-use transportation service between major commercial centers and densely populated portions of the urban area.
- To ensure that the Longview-Kelso urban area is provided a professionally operated public transportation service that is economical, efficient, and safe.

## Equipment

### *Transit Vehicles*

5	1977	32-passenger
1	1986	31-passenger

## Facilities

### *Operations, Maintenance, and Administration*

All facilities are provided by the city of Longview at the city shop. Two maintenance bays and storage for eight buses are available.

## Passenger Shelters

Twenty-six shelters have been located throughout the service area.

## Community Urban Bus Service (Cowlitz County)

Community awareness of the purpose and operations of the transit system shall be enhanced to ensure that all residents with a need or desire to use the system can do so easily.

To ensure that the "transportation disabled" residents of the community are provided transportation services comparable to the fixed-route services that are responsive to their special needs.

Specific objectives were developed for reaching each of the goals. Included in the 23 objectives were:

CUBS' routes and schedules shall be designed to serve those areas of the community with concentrations of transit dependent people.

Necessary actions will be taken to increase revenues from the farebox to 15 percent of annual operational expenses.

Efforts will be made to maintain CUBS' costs per vehicle mile in the lower 25 percent of all transit systems in the state.

Understandable route maps and schedules will be prepared and made available by the transit operator along with other information as appropriate.

The transit operator will purchase vehicles that have a low step-up when new or replacement buses are needed.

### Community Participation

Community participation is achieved primarily through attendance at monthly meetings of the PTBA Board of Directors and during the process of documents like the 1987 Transit Development Plan and grant applications.

### Operating Statistics and Indicators

#### *Fixed-Route*

Operating Cost	\$642,671
Farebox Revenue	\$63,273
Passenger Service Hours	14,201
Passenger Service Miles	191,462
Passenger Trips	277,778
Employees	13
Operating Cost/Passenger Trip	\$2.31
Operating Cost/Service Hour	\$45.26
Passenger Trips/Service Hour	19.56
Passenger Trips/Service Mile	1.45
Service Hours/Employee	1,092.38
Farebox Recovery Ratio	9.84%

#### *Demand-Response*

Operating Cost	\$42,000
Farebox Revenue	\$792
Passenger Service Hours	4,345
Passenger Service Miles	16,974
Passenger Trips	5,279
Employees	3
Operating Cost/Passenger Trip	\$7.96
Operating Cost/Service Hour	\$9.67
Passenger Trips/Service Hour	1.21
Passenger Trips/Service Mile	0.31
Service Hours/Employee	1,448.33
Farebox Recovery Ratio	1.88%

### Revenue

Sales Tax	\$384,807
MVET	\$352,000
Interest	\$7,919

### Expenses

Capital	\$40,024
Depreciation	\$49,649

### Fund Balances

#### *Unrestricted Cash and Investment*

City of Longview	\$962,058
Cowlitz Transportation Authority	\$166,691

*Note: The city of Longview has retained responsibility for all the capital assets of the system. The city cash reserve is used for vehicle replacement and other capital purchases.*



# Everett Transit

Carlton Gipson, Transit Manager  
206 259-8803

## Background

Transit service within the city of Everett dates back for more than 90 years. The city of Everett took over operation of the service in 1969 when the private operator went out of business. The city used a \$1 per month household tax to subsidize the service.

In 1979 voters in the city approved changing the subsidy to a 0.3 percent sales tax.

Policy is set by the mayor and the city council and, budgetarily, within the division of Public Works.

## Services

Fifteen routes provide very comprehensive fixed-route service throughout the city. Paratransit services are available to the elderly and handicapped persons of the area who are unable to use the fixed-route service.

Everett Transit does not experience traditional commuter peak periods but, rather, has its highest ridership during the mid-day. Three main destinations within Everett include the Everett Mall, the downtown area (home of the main transit transfer facility), and the highly commercial Evergreen Way.

## Service Standards

Various operating indicators are monitored on a regular basis. Included are:

- Passengers/hour and mile
- Accidents
- Roadcalls
- Fuel consumption (MPG)
- Cost/mile, hour, and trip
- Vehicle Replacement Standards

Vehicles are replaced based on evaluation of performance but no sooner than allowed by UMTA regulations (12 years or 500,000 miles). Vehicle replacement is funded out of the city fund for all vehicle replacement, not a specific fund for buses.

## Equipment

### *Transit Vehicles*

15	less than 5 years old	34 to 44-passenger
17	5 to 7 years old	34 to 44-passenger
3	13 to 16 years old	25 to 33-passenger

### *Dial-a-Ride Vehicles*

2	less than 5 years old	16 to 24-passenger
1	5 to 7 years old	less than 15-passenger
2	5 to 7 years old	16 to 24-passenger

## Facilities

### *Operations, Maintenance, and Administration*

All facilities are shared with the Everett City Public Works Department.

## Transit Centers

The major transfer point is a 12-bus bay on-street facility provided in conjunction with a city-owned parking facility. Community Transit also has three bus bays adjacent to this facility for people transferring between systems.

## Passenger Shelters

Fifty-four shelters have been located around the city.

# Everett Transit

## Objectives for System Improvement

Under a broad policy statement, Everett Transit established six goals for 1988. Included were:

- Provide fully responsive transit service to all sectors of the city.
- Put in place the elements which encourage total utilization of transit personnel and equipment.
- Develop a comprehensive process for identifying Everett Transit as a system which will meet all of the community's transit needs.
- Develop methodologies which permit and promote free and harmonious exchange of ideas and opinions between transit employees and city/transit administration.
- Provide a transit system to accommodate the needs of future growth.
- Implement financial cost control measures that will allow Everett Transit to remain financially sound.

Each of the goals listed above had an accompanying set of objectives and a list of 40 work elements designed to carry out the goals.

## Community Participation

During Everett Transit's annual grant application process a public hearing is held to obtain community input. The public also may address any concerns at city council meetings. Since there have been few major service changes or capital projects in the past several years, there has been no need for public hearings. Although notices of such meetings are posted in buses and newspapers, little community input is received.

## Operating Statistics and Indicators

### *Fixed-Route*

Operating Cost	\$3,814,909
Farebox Revenue	\$274,038
Passenger Service Hours	86,574
Passenger Service Miles	1,071,845
Passenger Trips	1,307,196
Employees	59
Operating Cost/Passenger Trip	\$2.92
Operating Cost/Service Hour	\$44.07
Passenger Trips/Service Hour	15.1
Passenger Trips/Service Mile	1.22
Service Hours/Employee	1,474.86
Farebox Recovery Ratio	7.18%

### *Demand-Response*

Operating Cost	\$211,761
Farebox Revenue	\$6,971
Passenger Service Hours	8,320
Passenger Service Miles	99,393
Passenger Trips	37,475
Employees	6
Operating Cost/Passenger Trip	\$5.65
Operating Cost/Service Hour	\$25.45
Passenger Trips/Service Hour	4.5
Passenger Trips/Service Mile	0.38
Service Hours/Employee	1,368.67
Farebox Recovery Ratio	3.29%

## Revenue

Sales Tax	\$3,323,048
Charter	\$6,508
Other	\$642,840

## Expenses

Capital	\$223,198
Depreciation	\$148,905

## Fund Balances

Unrestricted Cash and Investment	\$5,355,043
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# Grays Harbor Transportation Authority

Dave Rostedt, General Manager  
206 532-2770

## Background

Grays Harbor Transportation Authority was established under RCW 35.57 by the County Commissioners in 1974. In November of that year, the voters of the county approved an authorization of up to 0.3 percent sales tax to finance public transportation services.

The Board of Directors is made up of the following:

Three Grays Harbor County Commissioners

One Aberdeen City Council member

One Hoquiam City Council member

One City Council member chosen from Westport, Montesano, Cosmopolis, Elma, Ocean Shores, or McCleary

## Services

The Grays Harbor system is comprehensive and covers every corner of the county. The route system consists of a combination of fixed-route, and dial-a-ride service. Scheduled bus routes provide service along the major highways throughout the county and in each urban area. The system currently operates 14 routes throughout Grays Harbor County. Services are provided every day of the year, and standard operation time is 5:00 a.m. to 10:00 p.m. Intercity service is also provided between Grays Harbor and Olympia, and Grays Harbor and Centralia.

## Service Standards

Review of route usage is a constant, ongoing process, and the service changes implemented in 1988 focused on the creation of a timed-transfer system at the Aberdeen station.

## Vehicle Replacement Standards

Heavy-duty vehicles – 10 years

Light- and medium-duty vehicles – 5 years

## Objectives for System Improvement

Providing convenient, reliable, and efficient transportation are the goals of the Grays Harbor Transportation Authority. The development of the new centralized Aberdeen station and the timed-transfer system was a great help as the Authority strives to attain those goals. Operating in a rural environment, the Authority must be flexible and responsive to the needs of its users.

## Equipment

### *Transit Vehicles*

10	1977	39-passenger
5	1980	31-passenger
3	1981	39-passenger
5	1982	49-passenger
5	1984	47-passenger
5	1986	23-passenger trolley replicas

### *Dial-a-Ride Vehicles*

13	1976-88	10- to 21-passenger minibuses
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## Facilities

### *Operations, Maintenance, and Administration*

A 2.09-acre site includes covered bus parking, a bus washer, a four bay shop, and administration office space. The facility was opened in 1978.

## Transit Centers

A timed-transfer site with covered passenger waiting area and eight bus bays is located in downtown Aberdeen.

### *Park and Ride Lots*

A 22-stall lot is located in Westport.

## Passenger Shelters

Ninety-five shelters have been installed throughout the county.

# Grays Harbor Transportation Authority

## Community Participation

The predominance of community participation is generated at Board meetings and during public hearings on the budget and federal grant applications.

## Operating Statistics and Indicators

*Fixed-Route and Dial-a-Ride are not kept separately.*

Operating Cost	\$2,678,403
Farebox Revenue	\$220,382
Passenger Service Hours	81,450
Passenger Service Miles	1,395,955
Passenger Trips	1,053,507
Employees	68
Operating Cost/Passenger Trip	\$2.54
Operating Cost/Service Hour	\$32.88
Passenger Trips/Service Hour	12.93
Passenger Trips/Service Mile	0.75
Service Hours/Employee	1,197.79
Farebox Recovery Ratio	8.23%

## Revenue

Sales Tax	\$1,433,869
MVET	\$1,370,897
Operating Contracts	\$23,033
Charters	\$11,512
Other	\$402,416

## Expenses

Capital	\$170,776
Operating	\$2,678,403
Depreciation	\$360,757
County Ambulance Funding	\$128,672

## Fund Balances

Unrestricted Cash and Investment	\$1,291,713
Capital Replacement Fund	\$3,979,500
Self-Insurance Fund	\$75,000

# Intercity Transit (Thurston County)

Hugh Mose, General Manager  
206 786-8585

## Background

In 1980, the area's elected officials established a Public Transportation Benefit Area (PTBA) to replace the interagency agreement which had been in place between the cities of Olympia, Tumwater, and Lacey since 1969. Financing was provided by a voter approved 0.3 sales tax, a continuation of the tax level under the interagency agreement. Thurston County PTBA assumed operation of the program on January 1, 1981.

The Board of Directors is made up of the following:

- One Thurston County Commissioner
- One Olympia City Council member
- One Lacey City Council member
- One Tumwater City Council member
- Three General population representative appointed by the other Board members

The use of general public representatives is unique to the Intercity Board. This practice is also a carryover from the interagency agreement and was incorporated into statute to allow it to continue.

## Services

Intercity Transit is the public transportation operator in Thurston County serving the three cities of Lacey, Olympia, and Tumwater and the surrounding urbanized area. A range of services are operated, including fixed-route, demand-response, and ridesharing.

Intercity Transit operates a timed-transfer fixed-route system. Routes converge on four transfer points to allow convenient passenger movement between buses serving different routes. The transfer points are located in downtown Olympia, Capital Mall, Tumwater Square, and South Sound Center.

During 1988, fixed-route service was expanded to weekday evenings and Sundays. Previously, only one route operated during the evenings, and no service was provided on Sundays. Additionally, individual routes were restructured to offer improved east-west connections, expand service coverage, and to ensure operating efficiency.

Fixed-route service includes one route operated under contract. The route serves a low-density area and is operated using a smaller paratransit vehicle.

## Equipment

### *Transit Vehicles*

3	1978	41-passenger
3	1980	31-passenger
8	1981	30-passenger
15	1982	47-passenger
10	1986	41-passenger

### *Dial-a-Ride Vehicles*

1	1986	20-passenger
1	1988	16-passenger

Provided by Intercity Transit. The other vehicles needed for this service are provided by the contractor.

### *Vanpool Vehicles*

9	1984-88	15-passenger
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## Facilities

### *Operations, Maintenance, and Administration*

A 65,000 sq. ft. facility was constructed in 1984 to house all system operations, administration, and maintenance. The facility is sited on a 7-acre site.

## Transit Centers

### *Columbia Street Center*

8 bus bays and a customer service office

### *South Sound Mall*

6 bus bays

### *Tumwater Square*

4 bus bays

### *Capital Mall*

3 bus bays

### *Park and Ride Lots*

One 140-stall lot receives service

## Passenger Shelters

In addition to shelters at the transit centers, 50 shelters are installed on routes.

## Intercity Transit (Thurston County)

Intercity Transit also operates a number of paratransit programs. Dial-a-Lift is a service which is provided to help meet the needs of the handicapped community who are unable to use accessible fixed-route transit. This service is operated by a private firm and coordinated with the local Area Agency on Aging transportation program. This coordination allows improved efficiency by better groupings of rides. Service is provided on an advance reservation basis with riders requesting service a day prior to their desired travel. During 1988, service hours were expanded during weekdays and on Saturdays.

Custom Bus is a service which was initiated in 1988. An immediate response program, Custom Bus is open to the general public and operates weekday evenings and on Sundays. This service is an adjunct to conventional fixed-route service, operating in those areas where ridership does not support cost-effective fixed routes. This service is operated under contract.

Intercity Transit also offers ridesharing services. Carpool matching is available free of charge to anyone having one end of their work trip in Thurston County. Vans for vanpools are also available with riders paying the cost of vehicle operation.

### Service Standards

Any route which is performing at less than 75 percent of the system average for passenger per vehicle service hour becomes subject to remedial action. Examples of remedial action are schedule adjustment, route realignment, or deletion of the least productive trips from the schedule.

### Objectives for System Improvement

Specific objectives for 1988 focused on expanding service to better meet the needs of those dependent on public transportation: youth, seniors, and those having low incomes. By expanding service to evenings, improved access to education is provided, retail and service workers employed evenings have better travel options, and recreational opportunities are expanded. Sunday service also offers employment, social, and recreational travel that was previously unavailable.

Also emphasized in 1988 was cost effectiveness. Demand-response service (Custom Bus) was identified as a method to economically offer expanded service since service is provided where and when someone wishes to travel. Also, by using lift-equipped vehicles, Custom Bus can meet the needs of residents with mobility impairments. Also, Intercity Transit continued and expanded its service monitoring program to identify where service changes or deletions were appropriate. This program targets routes performing below the system average in passenger boardings per vehicle service hour or generates limited ridership during certain time periods.

### Operating Statistics and Indicators

#### *Fixed-Route*

Operating Cost	\$5,132,967
Farebox Revenue	\$338,727
Passenger Service Hours	88,278
Passenger Service Miles	1,425,497
Passenger Trips	1,944,116
Employees	104
Operating Cost/Passenger Trip	\$2.64
Operating Cost/Service Hour	\$58.15
Passenger Trips/Service Hour	22.02
Passenger Trips/Service Mile	1.36
Service Hours/Employee	848.83
Farebox Recovery Ratio	6.6%

#### *Demand-Response*

Operating Cost	\$193,111
Farebox Revenue	\$6,222
Passenger Service Hours	9,112
Passenger Service Miles	76,745
Passenger Trips	26,198
Operating Cost/Passenger Trip	\$7.37
Operating Cost/Service Hour	\$21.19
Passenger Trips/Service Hour	2.88
Passenger Trips/Service Mile	0.34
Service Hours/Employee	607.47
Farebox Recovery Ratio	3.22%

### Revenue

Sales Tax	\$3,020,142
MVET	\$2,558,448
Other	\$495,882

### Expenses

Capital	\$278,380
Depreciation	\$1,079,725
Transfer to Capital Reserve	\$394,587

### Fund Balances

Unrestricted Cash and Investment	\$1,874,541
Capital Replacement Reserve Fund	\$1,886,493
Operating Contingency Reserve Fund	\$2,597,055

## **Intercity Transit (Thurston County)**

Finally, work was begun to expand intercounty service. During 1988, Intercity Transit and Pierce Transit developed a program of services to meet three needs. These identified needs are:

Pierce County residents traveling to the Olympia area for employment, especially to the Capital Campus.

Thurston County residents wishing to travel to Pierce County during mid-day, particularly to the military facilities.

Thurston County residents wishing to travel to Pierce County military facilities for employment.

In 1988, Pierce Transit initiated service to meet the first need. At the same time, work continued on developing a schedule to implement services to satisfy the other needs and on developing suitable programs. A central goal of this project has been to ensure that rider needs are well met with the different services able to complement each other regardless of operator. Additionally, by coordinating service delivery between organizations, service duplication can be avoided; for example, we are assured that Intercity Transit will not operate a trip northbound five minutes behind a Pierce Transit bus.

### **Community Participation**

During 1988, Intercity Transit undertook a significant expansion of services. This expansion was part of the program of projects included in Intercity Transit's Transit Development Plan 1987-1991 (TDP).

The TDP was prepared with extensive community review. Community leaders were invited to several focus group sessions to suggest community needs and issues as well as mechanisms for improving public transportation. Also, local and regional plans were reviewed to ensure compatibility of public transit goals with other community, regional, and state goals. After a draft plan was prepared, goals and objectives and recommended projects were presented at community meetings, to municipalities, and to the regional planning agency for review and comment. The program of projects for 1988 was also detailed in the 1988 Intercity Transit budget which was adopted after public hearing.

# Island Transit (Island County)

Dan Snow, Executive Director  
206 678-7771

## Background

The Island County Public Transportation Benefit Area (PTBA) was formed in September 1980. A measure to provide county-wide service was defeated by the voters in 1982. A similar vote was taken in November 1983 which was successful. That vote provided 0.3 sales tax to fund the system. The tax levy was finally initiated in August 1986, and the system began operating service in December 1987.

The Board of Directors of Island Transit is comprised of:

- Three Island County Commissioners
- One Oak Harbor City Council member
- One Coupeville City Council member
- One Langley City Council member

## Services

Island Transit operates a fixed-route system with four buses on three routes; two circular routes in Oak Harbor and one main north-south route which serves Oak Harbor, Coupeville, Keystone ferry terminal, Greenbank, Freeland, Langley, and Clinton ferry terminal.

The entire system is on a one-hour headway from 4:50 a.m. to 8:00 p.m., Monday through Friday, and from 7:50 a.m. to 8:00 p.m. on Saturdays. There is no Sunday service.

In addition to the fixed-route service, Island Transit currently contracts with Island County Parks and Recreation Department to provide dial-a-ride senior service within the PTBA boundaries.

Island Transit has three operating vanpools going to the Boeing plant in Everett.

## Services Standards

At the present, time Island Transit is operating without guidelines for service standards, system mission and objectives, or performance standards. A Comprehensive Plan providing all of these items is currently being prepared.

## Equipment

### *Transit Vehicles*

5	1987	29-passenger
3	1962	45-passenger

### *Dial-a-Ride Vehicles*

Supplied by contractor

### *Vanpool Vehicles*

2	1987	15-passenger
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## Facilities

Operations, Maintenance, and Administration  
A 6,000 sq. ft. building on a 2.5 acre site houses all of the system. Fueling is done off-site at a local supplier.

## Passenger Shelters

No shelters were available for passengers during 1988.



# Island Transit (Island County)

## Vehicle Replacement Standards

See Service Standards.

## Objectives for System Improvement

See Service Standards.

## Community Participation

See Service Standards.

## Operating Statistics and Indicators

### *Fixed-Route*

Operating Cost	\$816,808
Passenger Service Hours	16,414
Passenger Service Miles	467,048
Passenger Trips	247,422
Employees	18
Operating Cost/Passenger Trip	\$3.30
Operating Cost/Service Hour	\$49.76
Passenger Trips/Service Hour	15.07
Passenger Trips/Service Mile	0.53
Service Hours/Employee	911.89

### *Demand-Response*

Operating Cost	\$82,924
Farebox Revenue	*\$4,500
Passenger Service Hours	5,200
Passenger Service Miles	53,644
Passenger Trips	18,571
Employees	4
Operating Cost/Passenger Trip	\$4.47
Operating Cost/Service Hour	\$15.95
Passenger Trips/Service Hour	3.57
Passenger Trips/Service Mile	0.35
Service Hours/Employee	1,223.53
Farebox Recovery Ratio	5.43%

\*Donations collected by contractor and credited to service.

## Revenue

Sales Tax	\$595,800
M.V.E.T.	\$595,800
Charter	\$10,383
Other	\$7,388

## Expenses

Capital	\$221,405
Redemption of Bonds	\$118,330

## Fund Balances

Unrestricted Cash and Investment	\$290,571
Capital Purchase/Replacement Fund	\$138,800

# Jefferson Transit Authority

Peter Badame, General Manager  
206 385-4777

## Background

Jefferson Transit has been providing service to residents of the east portion of the county since March 1981. Voters approved a 0.3 percent sales tax to assist in the funding of services.

The Board of Directors of Jefferson Transit is made up of:

Three Jefferson County Commissioners

Two Port Townsend City Council members

## Services

Six routes, including interline connections with Clallam Transit in Sequim and Greyhound Lines, serve the eastern portion of the county.

Paratransit services are also available. Daily service is available in the Port Townsend area, and once per week service is available in other portions of eastern Jefferson County.

Vanpool and ridematching services are provided.

Jefferson Transit is a full-service Greyhound agent including the handling of package express.

## Service Standards

Jefferson Transit closely monitors all services and changes, such as new housing development, within the service area. Only services which are serving a transportation need are continued.

It had been intended that a route evaluation and service criteria policy be adopted during 1988. Work on that policy was continued into 1989.

## Vehicle Replacement Standards

Jefferson Transit has no formally adopted criteria for vehicle replacement but has established a Capital Replacement Fund which captures the capital cost of vehicles (plus inflation) for replacement based on a fixed life depreciation basis.

Heavy-duty buses are depreciated on a 15-year scale while lighter-duty vehicles are on a 5-year scale.

## Equipment

### *Transit Vehicles*

1	1976	26-passenger
1	1981	21-passenger
1	1981	23-passenger
1	1982	26-passenger
1	1982	31-passenger
1	1984	39-passenger
1	1984	40-passenger
2	1987	22-passenger

### *Dial-a-Ride Vehicles*

1	1981	17-passenger
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Two vehicles provided by contractor.

### *Vanpool Vehicles*

1	1979	15-passenger
1	1983	15-passenger
1	1984	15-passenger
2	1985	15-passenger

## Facilities

### *Operations, Maintenance, and Administration*

A 6,000 sq. ft. building on a 46,000 sq. ft. lot houses operations, administration, Greyhound bus depot, minor vehicle maintenance, and other support functions. The building was an existing structure remodeled for use by Jefferson Transit.

## Passenger Shelters

Ten shelters have been sited along the routed service.

# Jefferson Transit Authority

## Objectives for System Improvement

Transit system objectives are developed at the annual transit system retreat. The retreat is a public meeting which involves the Jefferson Transit Board of Directors and the Board-appointed Citizens Advisory Committee. The objectives for 1988 were as follows:

Operate with a balanced budget.

Achieve ridership levels of:

Transit – 143,000 (10 percent increase)

Dial-a-Ride – 7,000 (11 percent increase)

Vanpool – 27,000

Specials – 5,850 (2 percent increase)

Brinnon Dial-a-Ride – 900

Complete the renovation of the Sims Way facility.

Initiate and operate computerized Fleet Maintenance Inventory Control System.

Compose procedures manual.

Update Comprehensive Transit Plan.

Adopt route evaluation and service criteria policy.

Revise accident procedures.

Perform timely staff evaluations.

Evaluate, update, and perform staff training by position.

Organize and develop distribution of transit information.

Develop and clarify interline service arrangements.

Prepare a comprehensive five-year budget.

Purchase one replacement van.

Evaluate Brinnon dial-a-ride.

Identify transit pull-out needs.

Compose financial procedures manual.

Increase road supervision.

Prepare bus stop sign inventory.

Adopt a policy on returned checks.

Reorganize personnel files.

Computerize accounting system.

Update rideshare files.

## Community Participation

As noted above, a Board-appointed Citizens Advisory Committee meets with the Board of Directors to establish yearly objectives. The Committee meets with the Board quarterly to discuss progress on the objectives and newly emerging issues.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$581,426
Farebox Revenue	\$77,408
Passenger Service Hours	11,145
Passenger Service Miles	309,395
Passenger Trips	142,503
Employees	16
Operating Cost/Passenger Trip	\$4.08
Operating Cost/Service Hour	\$52.17
Passenger Trips/Service Hour	12.79
Passenger Trips/Service Mile	0.46
Service Hours/Employee	719.03
Farebox Recovery Ratio	13.31%

### Demand-Response

Operating Cost	\$74,826
Farebox Revenue	\$6,394
Passenger Service Hours	3,375
Passenger Service Miles	31,068
Passenger Trips	10,003
Employees	2
Operating Cost/Passenger Trip	\$7.48
Operating Cost/Service Hour	\$22.17
Passenger Trips/Service Hour	2.96
Passenger Trips/Service Mile	0.32
Service Hours/Employee	1,928.6
Farebox Recovery Ratio	8.55%

## Revenue

Sales Tax	\$353,535
MVET	\$343,439
Operating Contracts	\$7,686
Charters	\$7,721
Capital	\$182,739
Operating	\$755
Department of Energy	\$8,715
Other	\$50,299

## Expenses

Capital	\$280,998
Transfer to Capital Reserve	\$67,163
Interfund Loans	\$49,576

## Fund Balances

Unrestricted Cash and Investment	\$35,180
Self-Insurance Fund	\$77,278
Capital Replacement/Purchase	\$386,733
Operating Reserve	\$56,524

# Kitsap Transit

Richard M. Hayes, Executive Director  
206 478-6230

## Background

Kitsap Transit is a Public Transportation Benefit Area Authority established by the voters in the late fall of 1982 initially to provide public transportation services in the greater Bremerton and greater Port Orchard portions of Kitsap County. Since its formation, Kitsap Transit has also expanded through two separate annexations such that the authority now covers most of Central and North Kitsap as well. The Transit Authority boundaries include approximately 125,000 of Kitsap County's 181,000 residents, but the Transit Authority also provides both paratransit service for the frail, elderly, and disabled as well as commuter services for the general public outside the Authority's boundaries, but within the county.

The Kitsap Transit Board of Directors is made up of the following:

- Three Kitsap County Commissioners
- Three Bremerton City Council members
- One Port Orchard City Council member
- One Poulsbo City Council member
- One Winslow City Council member

## Services

The Authority is now an established, multiprogram system, operating: (1) routed service, both regular full-day and custom rush-hour; (2) paratransit services for the frail, elderly, and handicapped as well as in some parts of the district for the general public; and (3) a very large rideshare program composed of worker/driver buses (subscription or buspool service), vanpools, and ridematching service.

The Authority directly operates both the routed service which carried 1,571,518 of the 1988 passengers and the rideshare services, including the subscription bus program, which carried 471,184 passengers in 1988, and the vanpool program which carried 42,240.

The Authority contracts for its specialized transportation services for the elderly and handicapped as well as some adjunctive general public dial-a-ride services and subscription-style routed service in North Kitsap. This package of related services was contracted in its entirety as part of a multiyear contract service program with Paratransit Services, Inc. These services combined, in 1988, carried 348,486 passengers with approximately 190,779 in the specialized transportation service for the elderly and handicapped.

## Equipment

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### *Transit Vehicles*

Six 16- to 24-passenger, less than twelve years old.  
Thirty-one 25- to 33-passenger, less than 12 years old.  
Twenty-nine 34- to 44-passenger, all at least five years old (10 exceed 21 years).  
Forty-one 45- to 60-passenger vehicles, all at least 8 years old (37 exceed 17 years).

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### *Dial-a-Ride Vehicles*

32 vehicles

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### *Vanpool Vehicles*

20 vans

## Facilities

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### *Operations, Maintenance, and Administration*

West-central Bremerton site is the main facility for the system. It is currently undergoing extensive rehabilitation.

Paratransit vehicles are housed by the contractor.

Worker/driver and vanpools are housed at a variety of sites including some use of school district vehicle storage areas.

## Transit Centers

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Three Bremerton locations (one integrated into ferry terminal)  
One Port Orchard foot ferry  
One Kitsap Mall (Silverdale)  
One Poulsbo (integrated with park and ride lot)  
One Winslow (ferry terminal)

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### *Park and Ride Lots*

Cooperative agreements, primarily with public agencies and area churches, provide a total of 300 stalls throughout the service area.

## Passenger Shelters

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Forty-four shelters have been installed throughout the system.

# Kitsap Transit

## Service Standards

Kitsap Transit has formal service design and performance standards. The design standards are as follows:

Specific services should be designed and developed to address specific needs or service areas.

Accessibility for the handicapped should be integrated into the overall system via a balance of paratransit and routed services with paratransit serving as both feeder system and direct connector for those who cannot transfer, and routed service providing an accessible, trunked, and preferably express system to expedite longer trips for the frail, elderly, and handicapped connecting the various parts of the community.

Kitsap Transit should operate a balance of direct and contracted operations as cost-effectiveness and efficiency dictate, including in 1988, working on better integration of existing private operators, particularly the private ferry services, into the overall system.

The quality of service should be high and should be aimed directly at customers' needs, including cloth, fully padded seats, making change for passengers, and providing higher quality express-type services in rush hour whenever possible.

Lower cost alternatives, particularly rideshare (either vanpools or custom bus), should be explored as the first option, especially for commuter services, in any service expansion.

The trunk-and-feeder concept should be furthered by the upgrading of the north/south trunk services, especially between Poulsbo and Silverdale to Bremerton, to an express service.

There are also standards that govern the operation of services and/or the adjustment, cancellation, or expansion of same. The performance standards are:

Routed service generally must perform at 10 passengers per hour throughout the day and 20 passenger per hour at rush hour with the exception of the first six months of any new service.

Paratransit passenger service should operate at 3.5 passengers an hour system-wide.

Vanpools should operate at a minimum of 6 passengers per trip while worker/driver buses can be started and continue operating with a minimum of 20 passengers per trip.

## Vehicle Replacement Standards

Kitsap Transit inherited a very aged fleet from the previous operator. The vehicle replacement program has been forced to compete with the fleet expansion program needed to meet the rising ridership. Fleet expansion has been predominantly accomplished by the purchase of used equipment surplus by other transit agencies. Only 34 new vehicles have been purchased since the agency's inception, and 13 of those were vans. Because

## Operating Statistics and Indicators

### *Fixed-Route*

Operating Cost	\$3,771,289
Farebox Revenue	\$761,045
Passenger Service Hours	73,907
Passenger Service Miles	1,263,313
Passenger Trips	2,084,922
Employees	76
Operating Cost/Passenger Trip	\$1.81
Operating Cost/Service Hour	\$51.03
Passenger Trips/Service Hour	28.21
Passenger Trips/Service Mile	1.65
Service Hours/Employee	972.46
Farebox Recovery Ratio	20.18%

### *Demand-Response*

Operating Cost	\$1,920,454
Farebox Revenue	\$36,011
Passenger Service Hours	69,522
Passenger Service Miles	1,106,660
Passenger Trips	348,486
Employees	35
Operating Cost/Passenger Trip	\$5.51
Operating Cost/Service Hour	\$27.62
Passenger Trips/Service Hour	5.01
Passenger Trips/Service Mile	0.31
Service Hours/Employee	1,986.34
Farebox Recovery Ratio	1.88%

## Revenue

MVET	\$3,043,408
Capital	\$1,215,317
Other	\$394,924

## Expenses

Capital	\$1,215,317
Depreciation	\$418,793
Transfer to Capital Reserve	

## Fund Balances

Unrestricted Cash and Investment	\$34,056
Self-Insurance	\$102,571

# Kitsap Transit

the agency has limited access to federal capital funds, approximately \$350,000 per year, replacement is seen as a major problem and is a focus of the long-range plan currently being prepared. Because of these historical circumstances, Kitsap Transit has no adopted fleet replacement standards. The agency makes an annual assessment of the vehicles condition and continually monitors reliability, availability, and cost per mile records. In the case of the worker/driver bus fleet the agency has adopted formally a strategy of purchasing relatively low-mileage, used buses concentrating on suburban-style coaches with high-backed seats and air-conditioning.

## Objectives for System Improvement

The agency's long-range plan contains the several primary goals. These goals include:

- Reduce long-term parking needs particularly at terminals and employment centers.
- Relieve rush hour congestion particularly at terminals and employment centers.
- Provide basic transportation for the transportation disadvantaged especially for those of limited mobility.
- Reinforce plans for land use and social development within the Kitsap community.
- Help improve environmental quality especially air and water quality.
- Help maximize investment in existing transportation facilities.

In addition to the general goals described above, the agency also had an adopted set of performance objectives for 1988. These objectives are as follows:

- Ridership – 2,418,722 passengers
- Passengers/Revenue Hour – 21.5
- Farebox Recovery Ratio – 20 percent
- Cost/Hour – \$41.89
- Budget/Cash Management
- Cash Flow – No Warrants
- Budget – Minus 1 percent
- Construction – 0 percent over
- Service Interruptions – Not to exceed 1,400

# Kitsap Transit

## **Community Participation**

The agency has an active Citizens Advisory Committee and also utilizes workshops and public meetings in the various areas in the county to discuss and get public opinion on the various agency-wide as well as community specific issues. Staff and Board participate actively in the regional planning processes particularly those of the Puget Sound Council of Governments.

Service changes and expansions are discussed very extensively through a public meetings process and sessions with existing riders that far exceed mandated public hearing requirements. Agency staff also work closely with appropriate state government staff members and local government officials and staff members and, in particular, with the staff of the Washington State Ferries (WSF) in addressing regional issues.

Almost all of the agency's terminal and transfer facilities have been developed jointly with either other local governments or local businesses. Of particular note are the cooperative efforts with the port cities and WSF that have produced three excellent bus-ferry terminals in Port Orchard, Bremerton, and Winslow.

# Municipality of Metropolitan Seattle (Metro)

Paul A. Toliver, Director of Transit  
206 684-1441

## Background

While transit services have been available in Seattle and King County for many years, the current operating authority (Metro) did not begin operating service until January 1, 1973. Metro had received legislative authority to operate service, and with voter approval of a 0.3 percent sales tax in September 1972, it began the process of buying Seattle Transit System and other area private bus operators to establish one system. The current taxing authority is a 0.6 percent sales tax.

The policy making body for Metro is the Metro Council. It is made up of 38 elected representatives from the various governments of King County. The structure of the Metro Council, as it relates to decision concerning the provision of transportation services, is as follows: The Transit Committee (a standing committee of the full Council) has reporting to it the Service Evaluation Subcommittee, the Elderly/Handicapped Subcommittee, and the Capital Facilities Subcommittee, each comprised of Transit Committee members. The Transit Committee itself reports to the full Council with the latter ultimately responsible for service-related decisions.

## Services

Metro provides a wide variety of transportation services throughout King County either directly or through contracts with other area operators. Predominant services provided are the fixed-route services directly operated by Metro. One hundred seventy-six routes provided over 27 million passenger service miles in 1988. Demand responsive services, vanpool, ridematch, and parking services are all elements of the complete Metro transportation program.

Metro also provides for the operation of the Monorail and the Waterfront Streetcar.

Metro is prohibited by state law from operating charter services.

## Service Standards

By state law, service must be distributed in a manner which links the proportion of the deficit incurred within the central city to the proportion of the taxes collected for service within the central city.

In 1984 the Metro Council adopted as a comprehensive guide to the establishment and management of its services the *Transportation Service Guidelines*. This document provides information about the legal framework under which Metro functions. Within its 100 pages are descriptions of service and program categories and sets out service performance criteria. Every detail of service assessment, public involvement, and methods for service productivity improvement are included.

## Equipment

### *Transit Vehicles*

Standard Diesel Coaches	582
Articulated Diesel Coaches	353
Standard Trolley Coaches	104
Articulated Trolley Coaches	46
Standard Methanol Coaches	10
Waterfront Streetcars	3

### *Dial-a-Ride Vehicles*

Provided by contractors.

### *Vanpool Vehicles*

232 vehicles available with 210 in service.

## Facilities

### *Operations, Maintenance, and Administration*

Bellevue, Central, East, Ryerson, South, Facilities Maintenance (North and South). Together these facilities occupy nearly 77 acres providing maintenance, fueling, washing, vehicle storage, and operations facilities.

### *Transit Centers*

Eight centers are in operation at sites in Auburn, Aurora Village, Bellevue, Eastgate, Federal Way, Issaquah, Kirkland, and Overlake.

### *Park and Ride Lots*

35 permanent lots provide a total of 12,092 stalls.  
11 WSDOT lots provide a total of 418 stalls.  
35 leased lots provide a total of 1,381 stalls.

## Passenger Shelters

1,150 shelters are currently installed.



# Municipality of Metropolitan Seattle (Metro)

An example of the criteria established in the *Transportation Service Guidelines* follows.

## **Vehicle Overloads**

### *Definition*

Load factors (ratio of passengers on board to seats available) greater than 1.0 constitute an overload and are to be determined by a minimum of three ridership counts.

### *Regular Bus Services*

The average load factor of all identified overload trips shall reflect a progressive downward trend in accord with annually established objectives for specified service periods.

Trips with load factors in excess of those values indicated below shall receive priority treatment as indicated for remedial review and action with emphasis on cases of more severe overloads and/or standing time duration within priority groups.

### *First Priority*

Trips with load factors greater than/equal to 1.30 during weekday peak periods of operation, etc.

In the productivity portion of the *Transportation Service Guidelines*, the following is found:

“Routes and/or trips within a route group whose individual productivities fall below the value which identifies the bottom 10% (or higher if so directed) of each group will be subject to analysis for possible causes of low productivity and recommendations developed for courses of remedial action. Courses of remedial action include, but are not limited to, route marketing, route restructuring, service reductions or route elimination.”

## **Vehicle Replacement Standards**

Metro's fleet replacement standards are consistent with those mandated by the Urban Mass Transportation Administration, i.e., 12 years or 500,000 miles. A Capital Replacement/Purchase Fund has been established and funded for such fleet replacement.

## **Objectives for System Improvement**

The Metro Transit Department established its 1988 objectives and work priorities under the Department's Results Oriented Management System (ROMS). Performance in meeting the objectives presented in that document was to be used in the annual performance reviews for the transit management staff. The work priorities provided in the 100 plus pages of the document were described as essential to the accomplishment of the Metro mission and long-range goals.

## **Operating Statistics and Indicators**

### *Fixed-Route*

Operating Cost	\$144,537,000
Farebox Revenue	\$32,224,000
Passenger Service Hours	1,791,464
Passenger Service Miles	27,130,077
Passenger Trips	87,906,000
Employees	2,710
Operating Cost/Passenger Trip	\$1.64
Operating Cost/Service Hour	\$80.68
Passenger Trips/Service Hour	49.07
Passenger Trips/Service Mile	3.24
Service Hours/Employee	661.1
Farebox Recovery Ratio	23.68%

### *Demand-Response*

Operating Cost	\$1,325,410
Farebox Revenue	\$89,474
Passenger Service Hours	55,960
Passenger Service Miles	1,206,888
Passenger Trips	339,256
Employees	31
Operating Cost/Passenger Trip	\$3.91
Operating Cost/Service Hour	\$23.68
Passenger Trips/Service Hour	6.06
Passenger Trips/Service Mile	0.28
Service Hours/Employee	1,805.16
Farebox Recovery Ratio	6.75%

# Municipality of Metropolitan Seattle (Metro)

The 1988 ROMS document provided the following as the Transit Department mission statement and goals.

## **Mission Statement**

To satisfy the needs and desires of the community for mobility and enhance the quality of life by providing high quality, efficient transportation services.

## **Goals**

To provide the finest public transportation services anywhere.

To enhance the quality of the region's environment.

To build employee satisfaction and excellence.

Priority areas for which specific objectives and work priorities were established included ridership, customer satisfaction, employee satisfaction, financial management, planning for the future, labor negotiations, and external relations.

From the Transit Director through all the management staff of the Transit Department, specific objectives, accompanied by a percentage related to performance evaluation, were documented. As examples, following are the two ridership objectives for the Transit Director:

Achieve a transit ridership of at least 61.5 million and a vanpool ridership of at least 1.0 million.

Improve customer perceptions about and satisfaction with security on the transit system and at transit stops in the night/evening hours by 15 percent.

Twenty-five percent of the Director's evaluation was to be based on the first item and 10 percent on the second.

In addition to the Transit Department's internally developed objectives, the 1988 Metro budget document addressed policy issues and system improvement objectives. Included were:

Increased emphasis on improving all public transportation services in suburban areas.

Increase the market share in traditional transit markets by:

Protection of the quality of service.

Improvements to customer services.

Cooperative efforts with employers and merchants.

New and better products based upon research.

Completion of Downtown Seattle Transit Project (Tunnel),

University District and HOV network projects.

Capture a greater share of new, developing markets by:

## **Revenue Sources**

Farebox	\$28,845,000
Other Operating	\$4,189,000
<i>(Includes Postal Contract, Kingdome Shuttle, Auburn Circulator, Bus Advertising, etc.)</i>	
Sales Tax	\$107,235,000
MVET	\$48,175,000
Interest	\$6,190,000
Monorail and Streetcar Maintenance	\$910,000
Revenue Vehicle Leases	\$67,000
Other Leases	\$3,000
Seattle Center	\$114,000
Miscellaneous Subsidies	\$342,000
State B&O Tax Exemption	\$239,000
WSDOT Commuter Pool	\$40,000
Other Operating Grants	\$226,000
Vanpool Rider Fees	\$1,190,000
Sale of Vans	\$390,000
Miscellaneous	\$6,959,000

## **Capital Grants**

UMTA Section 3	\$70,728,000
UMTA Section 5	\$3,000
UMTA Section 6	\$4,000
UMTA Section 9	\$2,521
WSDOT	\$1,173,000
Power Washington	\$400,000

## **Operating Grants**

UMTA Section 9	\$5,752,000
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## **Expenses**

Capital	\$154,902,000
Operating	\$145,862,000
Depreciation	\$26,052,000
Interest	\$6,341,000

## **Fund Balances**

Unrestricted Cash and Investment	\$6,813,000
Capital Replacement/ Purchase Funds	\$40,549,000
Self-Insurance for Catastrophic Accidents Fund	\$7,240,000
Other Restricted Fund Balances	\$89,000

## **Municipality of Metropolitan Seattle (Metro)**

Restructuring transit services.

Adding services tailored to specific markets.

Cooperating efforts with local jurisdictions, developers and employers.

Targeting and personalizing sales and promotional efforts.

Completing transit center and HOV networks.

### **Community Participation**

Metro has an extensive public participation program that includes the following elements:

Proposed transit service changes involving the public by fliers on the buses announcing the proposal, mailback, prepared response forms, surveys of affected riders, and neighborhood public meetings.

Two standing citizen advisory committees: Citizens' Transit Advisory Committee (CTAC) and Elderly and Handicapped Transit Advisory Committee (EHTAC). CTAC advises Metro management and the Council on systemwide service related and transit policy issues. EHTAC concentrates on Metro's accessible service and issues related to senior citizens.

Special ad hoc citizen advisory committees, such as the Northgate Transit Center design review committee which assist Metro with specific design and neighborhood issues.

Twenty-four hour construction hotline which allows citizens to reach Metro supervisory personnel in the case of construction related complaints.

An active speakers bureau, reaching out to community and business groups and organizations.

Public information meetings, public open houses at Metro facilities, and public testimony at each Metro Council meeting.

# Pacific Transit System

Daniel A. DiGuilio, Director  
206 875-9418

## Background

The Pacific Public Transportation Benefit Area was created by the County Commissioners and elected representatives of each of the county's four cities in August 1979. Voters approved a 0.3 percent sales tax in November that year to fund the system. County-wide service began the following January.

The Board of Directors is comprised of:

- Three Pacific County Commissioners
- One Ilwaco City Council member
- One Long Beach City Council member
- One Raymond City Council member
- One South Bend City Council member

## Services

Pacific Transit System (PTS) provides service along five fixed routes throughout the county. The fixed routes range in length from 10 miles to 60 miles one way. In the north end of Pacific County, service is provided between Raymond and South Bend and between Raymond and Aberdeen in Grays Harbor County.

In the South County area, fixed-route service is provided between Ilwaco and the northern tip of the Long Beach Peninsula and between Ilwaco and South Bend.

PTS's service area consists of 908 square miles and serves a permanent population of 17,800. In those areas where residents do not have easy access to fixed-route service, a demand response (dial-a-ride) is offered. That service is offered from 8:00 a.m. to 5:00 p.m. Monday through Friday.

## Service Standards

All routes and services are reviewed monthly for performance levels. If services are identified which do not meet expectations, special emphasis is given in the form of marketing and promotions to increase usage. If the route or service does not improve within a six-month period, staff recommends to the governing Board discontinuing the service.

## Vehicle Replacement Standards

A depreciation schedule has been established, but as a practical matter, Pacific Transit evaluates the cost of maintaining each vehicle versus the cost of replacement or rehabilitation and the amount of funds available before making equipment inventory changes.

## Equipment

### *Transit Vehicles*

2	1969	50-passenger
8	1982	30-passenger
1	1986	30-passenger

### *Dial-a-Ride Vehicles*

1	1976	14-passenger
1	1981	14-passenger
1	1984	17-passenger
1	1989	18-passenger

## Facilities

*Operations, Maintenance, and Administration*  
PTS owns two facilities.

*Raymond Administration and Operations*  
A 3,700 sq. ft. building with covered parking for three buses and two demand response vehicles.

*Seaview Maintenance and Operations*  
A 2 1/2 acre site with an 8,000 sq. ft. building and covered parking for 16 buses.

## Passenger Shelters

Twelve shelters have been placed throughout the county.

# Pacific Transit System

## Objectives for System Improvement

PTS had a number of objectives during 1988. Included among them were to complete Phase I of the Seaview Maintenance Facility and to continue to identify unmet transportation needs and develop ways of addressing those needs.

Phase I of the facility replaced a metal building built in 1947 which had no insulation or heat and until 1983 only a gravel floor. The new facility had three bays and is adequately equipped to maintain a good quality maintenance program.

Identifying unmet transportation needs is an ongoing objective of the system. Areas where additional service are required included the North Cove/Tokeland area in the northern coastal area of the county. Dial-a-ride services were provided in the area allowing bus connections between the north beach area and Raymond/South Bend area where medical and social service facilities are located.

A public hearing and two meetings with the Tokeland/North Cove Chamber of Commerce were held to develop the type of service which would best meet the local residents' needs.

## Community Participation

Community participation is encouraged through a number of methods. All meetings of the governing board are open to the public and are well publicized. All local papers, radio stations, and Indian Tribal Centers are notified of transit meetings and sent agendas.

The Director makes presentations before many local civic groups describing transit services and soliciting comments regarding ways to improve services.

As indicated above, public meetings are utilized whenever new services are being considered.

## Operating Statistics and Indicators

### *Fixed-Route*

Operating Cost	\$455,208
Farebox Revenue	\$34,972
Passenger Service Hours	10,836
Passenger Service Miles	294,670
Passenger Trips	109,621
Employees	15
Operating Cost/Passenger Trip	\$4.15
Operating Cost/Service Hour	\$42.01
Passenger Trips/Service Hour	10.12
Passenger Trips/Service Mile	0.37
Service Hours/Employee	722.4
Farebox Recovery Ratio	7.68%

### *Demand-Response*

Operating Cost	\$151,735
Farebox Revenue	\$7,255
Passenger Service Hours	3,276
Passenger Service Miles	106,660
Passenger Trips	22,670
Employees	2
Operating Cost/Passenger Trip	\$6.69
Operating Cost/Service Hour	\$46.32
Passenger Trips/Service Hour	6.92
Passenger Trips/Service Mile	0.21
Service Hours/Employee	1,638.0
Farebox Recovery Ratio	4.78%

## Revenue

Sales Tax	\$280,338
MVET	\$299,203
Charter	\$11,056
Capital	\$71,257
Operating	\$89,560
Other	\$22,067

## Expenses

Capital	\$201,357
Depreciation	\$22,786
Transfer to Capital Reserve	\$56,474

## Fund Balances

Unrestricted Cash and Investment	\$416,279
Capital Replacement Fund	\$214,638

# Pierce Transit

Don S. Monroe, Executive Director  
206 581-8080

## Background

In November 1979, the voters in the urbanized area of Tacoma approved a 0.3 percent sales tax to fund public transportation. In January 1980, the Pierce County Public Transportation Benefit Area, under the operating name of Pierce Transit, assumed operating of the Tacoma Transit System from the city of Tacoma. Annexation of additional areas, including Gig Harbor and Dupont, has expanded the service area to its present 275 square miles.

The Pierce Transit Board of Directors is comprised of the following:

- Pierce County Executive
- One Pierce County Council member
- Three Tacoma City Council members
- One Puyallup City Council member
- One City Council member chosen by all the other cities

## Services

Pierce Transit provides fixed-route service, paratransit service for the disabled, vanpool service, and rideshare matching. Service is restricted to the official service district. Service outside the district is provided only for regional connections with other transportation providers, for adjacent military bases, and for major regional destinations for vanpool and rideshare services.

Pierce Transit's fixed-route system includes 45 routes which operates over 345 miles of city streets, county roads, state highways, and I-5. On weekdays, all 45 routes are operated. Saturday service is provided on 38 routes, and Sunday service is provided on 35 routes.

In terms of frequency, 19 routes provide at least half-hour frequency or better between 7:00 a.m. and 6:00 p.m. On Saturdays, 17 routes operate every half-hour between 9:00 a.m. and 6:00 p.m. On Sundays, two routes operate every half-hour between 11:00 a.m. and 6:00 p.m.

In 1988, 69 percent of the fixed-route system was accessible to wheelchair users on weekdays and 100 percent on weekends. Pierce Transit has established a goal of full accessibility on its fixed-route vehicles by 1992.

Pierce Transit provides specialized door-to-door transportation for persons whose disabilities prevent them from using regular fixed-route service. Twenty accessible minibuses are directly operated by Pierce Transit employees on weekdays, and a contract with a local taxi company is used to provide service at night, on weekends and holidays, and as a supplement to directly operated service on weekdays. The contract service is also accessible.

## Equipment

### *Transit Vehicles*

#### *Directly Operated*

26	1985	53-passenger
20	1973	41-passenger
11	1974	41-passenger
32	1980	37-passenger
39	1985	47-passenger
19	1987	46-passenger

#### *Purchased Service*

2	1984	45-passenger
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### *Dial-a-Ride Vehicles*

3	1981	11-passenger
6	1984	11-passenger
7	1985	11-passenger
7	1987	11-passenger

### *Vanpool Vehicles*

7	1986	12-passenger
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## Facilities

### *Operations, Maintenance, and Administration*

A new facility to serve all operations, maintenance, and administration functions was built on a 20-acre site and occupied in 1987.

### *Transit Centers*

Tacoma Mall, Parkland, and Tacoma Community College each have an off-street transfer point.

Pierce Transit has also leased space in a downtown Tacoma storefront which is used as a customer service office.

### *Park and Ride Lots*

16 lots with a total of 1,561 parking stalls.

## Passenger Shelters

152 shelters installed throughout the service area.

# Pierce Transit

Hours of operation are comparable to the fixed-route system. Subscription service is provided for riders with regularly scheduled trips in addition to service for other trips. Requests for individual trips can be made up to 24 hours in advance. Service is provided to and from points within the service district and extends beyond district boundaries only where fixed-route service is provided.

Pierce Transit provides six vans for vanpools plus one spare. Rideshare matching is conducted with the assistance of a computerized data base.

## Service Standards

Pierce Transit's service planning process involves an examination of a range of service design issues when new or modified service is under consideration. Items typically examined include:

- Service coverage, route spacing, and bus stop spacing.
- Directness of service.
- Unnecessary duplication of service.
- Connections with other routes.
- Socioeconomic characteristics of nearby residents.
- Activity centers and residential concentrations which enhance transit usage.
- Employment and population density of areas served.
- Origin-destination journey-to-work data.

For specialized transportation, good dispatch and scheduling practices work to group trips productively while meeting customer needs for quality service. With directly operated service, subscription trips can be added as trip requests are taken. This approach optimizes use of operator time. Making service as comparable as possible to fixed-route service is a fundamental standard that forms decisions about specialized transportation.

Pierce Transit's Board of Directors has adopted a policy outlining geographic limitations for services provided by Pierce Transit. Pierce Transit will only provide services beyond its legal boundaries for:

- Rideshare service (carpool, vanpool, ridematch, etc.).
- Regional corridor service with high ridership and/or high farebox return ratio potential. This service is subject to execution of interagency agreements with public transportation authorities in adjacent counties. Service is typically, but not limited to, express service.
- Military or other federal facilities within Pierce County which are not eligible to join the tax district (with such services being local fixed-route and specialized transportation services).

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$19,057,676
Farebox Revenue	\$2,919,801
Passenger Service Hours	395,730
Passenger Service Miles	5,454,289
Passenger Trips	10,790,162
Employees	384
Operating Cost/Passenger Trip	\$1.77
Operating Cost/Service Hour	\$48.16
Passenger Trips/Service Hour	27.27
Passenger Trips/Service Mile	1.98
Service Hours/Employee	1,030.55
Farebox Recovery Ratio	15.32%

### Demand-Response

Operating Cost	\$2,388,292
Farebox Revenue	\$108,980
Passenger Service Hours	58,737
Passenger Service Miles	1,024,625
Passenger Trips	200,874
Employees	67
Operating Cost/Passenger Trip	\$11.89
Operating Cost/Service Hour	\$40.66
Passenger Trips/Service Hour	3.42
Passenger Trips/Service Mile	0.20
Service Hours/Employee	876.67
Farebox Recovery Ratio	4.56%

## Revenue

Sales Tax	\$12,264,763
MVET	\$10,273,528
Operating Contracts	\$782,178
Capital	\$1,341,360
Operating	\$1,590,845
Other	\$1,772,151

## Expenses

Capital	\$1,696,060
Depreciation	\$2,717,835

## Fund Balances

Unrestricted Cash and Investment	\$3,807,138
Self-Insurance Fund	\$1,847,815
Capital Purchase/Replacement	\$13,339,340*

\*Capitol projects planned through 1994 total \$54 million, of which \$37 million is locally funded.

## Pierce Transit

Board-adopted policy states that new or experimental low-density area transit service shall only be provided to unserved areas within the Pierce Transit boundaries if they meet the following conditions:

- The area ranks high in meeting minimum demographic standards in relation to other unserved areas.

- Service experiments, not to exceed a three-year demonstration, must meet minimum annual performance standards.

- Aggregate costs for such new or experimental services shall not exceed 1 percent of Pierce Transit's estimated total annual operating costs.

Low-density areas are defined as those areas with population density below 3,000 people per square mile or about two dwellings per acre.

Pierce Transit, as evidenced through adopted policy, seeks improved and more efficient mass transportation services through development of a more competitive environment. To promote this policy, Pierce Transit:

- Maintains an ongoing process to involve the private sector in the planning process.

- Analyzes new or restructured services for possible contracting opportunities.

- Evaluates all services on a three-year cycle to determine the potential for and cost effectiveness of contracting portions of existing services.

- Maintains a method of comparing the true public costs of providing service with agency personnel and equipment versus the costs of contracting.

Pierce Transit assesses route performance on a systematic basis. Service recommendations are developed as a direct result of productivity issues observed in performance reports. Between 1986 and 1989, 6 new routes were added, 3 routes were eliminated, 12 routes underwent frequency improvements, 9 routes had frequency reductions, and 5 routes underwent major realignment changes.

To ensure that productivity is reasonably assessed, an attempt is made to place routes in "peer" groups and make comparisons by group. Routes are classified by frequency (15-minute service, 30-minute service, 60-minute service, and 120-minute service) and by time period (weekday peak, weekday midday, weekday night, Saturday, and Sunday).

Pierce Transit's basic measure for productivity is boardings per vehicle hour (BPVH). This measure is determined at the route level. Minimal performance standards applied in 1988 are as follows:

- 15-minute service – 125 percent of system BPVH

- 30-minute service – 100 percent of system BPVH

- 60-minute service – 75 percent of system BPVH

- 120-minute service – 50 percent of system BPVH



# Pierce Transit

A minimum threshold of 15 boardings per vehicle hour was substituted if any of these standards fell below that mark. A relationship between BPVH and farebox recovery is also determined so that productivity can be expressed in term of farebox recovery to provide a more intuitive interpretation of route productivity.

In developing its program to improve service productivity, Pierce Transit has recognized the following caveats:

Productivity goals should be tempered by the fact that public transportation is not only a product, but also a public service. The ability to meet the needs of those without transportation alternatives is critical. Public concern for keeping fares low limits the degree to which this source of revenue can meet costs. Additionally, a basic level of service must be maintained to meet off-peak travel needs and sustain system integrity.

Service performance measures provide a framework for identifying problems and setting guidelines for potential improvements. They serve as a valuable tool which assists Pierce Transit in making service-related decisions. Performance measures supplement informed judgment; they do not substitute for informed judgment.

No single performance measure or goal can be universally applied to all routes and time periods. New service cannot be expected to perform as well as established service. As operating conditions or revenue levels change over time, performance goals must be modified.

## Vehicle Replacement Standards

The standards for replacement of system vehicles are as follows:

- Buses (30-ft. or longer) – 500,000 miles or 12 years
- Vans (diesel powered) – 200,000 miles
- Light-duty vehicles under 15,000 lbs., GVWR,  
(gas powered) – 150,000 or 15 years.

## Objectives for System Improvement

On an annual basis, Pierce Transit establishes operating and maintenance objectives and measures. The most recent set of fixed-route objectives includes the following:

- Minimize customer complaints so as not to exceed 5.5 per 100,000 boardings.
- One hundred percent of customer reported operator driving problems are to result in coach operator observation and evaluation.
- One hundred percent of comfort-related defects found on inspected buses are to be reported to the Maintenance Division.
- Ninety-four percent on-time performance (0 minutes early and no more than 4 minutes late).
- Missed trips are not to exceed an average of 15 per month. Current service is approximately 54,000 trips per month.

## **Pierce Transit**

Service interruptions are not to exceed 35 percent of total road calls.

Two thousand seven hundred miles between road calls.

Two thousand miles between road calls related to wheelchair lift reliability.

Specialized transportation objectives include:

Achieve a 5 percent reduction in complaints.

Achieve 92 percent on-time performance (defined as 0 minutes late arriving at destination and up to 45-minute wait for return trip).

Achieve an average of 3.25 trips per vehicle hour transported by directly operated service.

Achieve an average cost of \$8.91 per trip.

For vanpool service, the goal is to recover 100 percent of all costs for vehicles in service. The minimum number of riders to start a vanpool is nine. Costs are distributed evenly over all riders. A nine-month trial service period is allowed to build ridership.

Specific objectives for the Pierce Transit ten-year plan are to:

Allow Pierce Transit to anticipate changes in its internal and external environment and respond effectively.

Establish a clear direction for future actions.

Develop a sound financial strategy to enable the plan to be implemented.

Satisfy state, federal, and local requirements.

Specific issues include, but are not limited to, regional and multimodal connections, financial sources, amounts and options, fare structure and policies, performance standards, capital project priorities, etc.

### **Community Participation**

Community participation will be encouraged at key points in the plan development through the use of formal public hearings by the Board. In addition, it is proposed that informal meetings be held by staff to involve business and community leaders and to solicit comment from special interest groups. Public awareness about the plan will be sought through such methods as the use of media contacts, on-board bus information material, and questionnaires.

# Prosser Rural Transit (Benton County)

Suzy Cyphers, Transportation Director  
509 786-2332

## Background

Planning for development of public transportation in Prosser began in early 1974 when community leaders realized the urgent need for transportation services for the city's elderly and handicapped residents. The Prosser Rural Transportation Program began operations in April 1977 as a demonstration program funded through Section 147 of the Federal Highway Act of 1973.

The Prosser City Council is the decision-making and budget-setting authority for Prosser Rural Transit.

## Services

Prosser Rural Transit services include three scheduled routes, dial-a-ride, and charter services. Scheduled route service is provided Monday through Friday from 8:00 a.m. to 5:00 p.m. The dial-a-ride service operates throughout the city and into the surrounding area. It operates on a demand-response basis and on a special scheduling basis for community activities.

## Service Standards

Services are monitored for performance by the staff and each change or service addition is individually assessed.

## Vehicle Replacement Standards

Vehicles are evaluated for replacement at 100,000 miles or five years based upon monthly maintenance and a yearly assessment of overall performance and efficiency.

## Objectives for System Improvement

The planning and development of Prosser Rural Transit began in early 1975 with goals established to provide a transit service that would address the lack of transportation services in the Prosser area as well as the adjoining rural areas. Other issues of policy were to increase the mobility of the disadvantaged and to encourage a coordinated approach to public transportation with the use of a volunteer program that utilizes the area's local service organizations.

## Community Participation

The primary source of community participation comes from the city council's review of transportation issues and budget adoption.

## Equipment

### Transit Vehicles

2	1980	15-passenger vans
1	1989	9-passenger van
1	1989	15-passenger van

## Facilities

### Operations, Maintenance, and Administration

The Prosser Rural Transit operates from the Prosser Senior Center. The vans are parked at the Prosser Police Department when not in use.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$53,412
Farebox Revenue	\$9,421
Passenger Service Hours	3,183
Passenger Service Miles	33,343
Passenger Trips	15,851
Employees	3
Operating Cost/Passenger Trip	\$3.37
Operating Cost/Service Hour	\$16.78
Passenger Trips/Service Hour	4.98
Passenger Trips/Service Mile	0.48
Service Hours/Employee	1,061.0
Farebox Recovery Ratio	17.64%

## Revenue

Sales Tax	\$15,000
MVET	\$15,000
Charter	\$1,522
Capital	\$44,720
Operating	\$13,249
Other	\$5,503

## Expenses

Capital	\$66,877
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## Fund Balances

Unrestricted Cash and Investment	\$6,294
Reserve Fund	\$11,252

# Pullman Transit (Whitman County)

Rod Thorton, Operations Supervisor  
509 331-6535

## Background

The Pullman Transit System was created in November 1978 when the city's voters approved a utility tax to help operate the system.

Policy direction for the system is provided by the Pullman City Council with assistance from a Council-appointed Transit Commission. Operationally, the system is a part of the city's Public Works Department.

## Services

Pullman Transit provides three types of transportation services to the people of Pullman: fixed-route service, dial-a-ride service for the elderly and handicapped, and a contracted taxi service.

The fixed-route service offers five routes that serve the entire community on half-hour schedules. Express service from the off-campus housing to the university is on a 15-minute schedule. Tripper service before and after school is provided for the school district. All service is Monday through Friday only. Service hours are basically 6:50 a.m. to 5:50 p.m. with some extended hours during the fall semester.

The dial-a-ride service is offered to the elderly and handicapped population of Pullman with wheelchair lift-equipped vans. The service is offered from 7:00 a.m. to 6:00 p.m., Monday through Friday.

Pullman Transit also contracts to the local taxi service to transport anyone in Pullman 24 hours a day all year long.

## Service Standards

Due to the limited scope of services provided by Pullman Transit, service standards have not had much applicability. Any service change or new service is monitored closely, and each such service is assigned performance standards based on the individual characteristics of that particular service or service area.

## Vehicle Replacement Standards

Transit buses are programmed for replacement after 20 years of service life. Dial-a-ride vans are scheduled for replacement after seven years of service life.

## Equipment

### *Transit Vehicles*

2	1984	40-passenger
3	1985	40-passenger
1	1986	40-passenger
2	1987	40-passenger

### *Dial-a-Ride Vehicles*

2	1987	Lift-equipped vans
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## Facilities

### *Operations, Maintenance, and Administration*

A 6,400 sq. ft. building located on city property is shared with other public works functions. It houses vehicle maintenance and system administration.

### *Transit Centers*

A transfer point has been constructed on leased property. Included at the site is parking for four buses, passenger shelters, and restrooms for bus drivers.

## Passenger Shelters

Six shelters are located around the city at major passenger boarding sites.

# Pullman Transit (Whitman County)

## Objectives for System Improvement

The Pullman Transit System had four objectives for 1988. Included in those objectives were:

- Schedule the construction of a new enclosed bus storage facility.
- Continue to monitor the system for needed changes or improvements.
- Increase ridership by 10 percent through marketing efforts.
- Develop stable long-range revenue levels.

## Community Participation

Community participation in the development of the transit service levels is generated through the bimonthly scheduled meetings of the Citizens Advisory Transit Commission and City Council meetings on these issues.

## Operating Statistics and Indicators

### *Fixed-Route*

Operating Cost	\$600,712
Farebox Revenue	\$141,583
Passenger Service Hours	9,152
Passenger Service Miles	129,432
Passenger Trips	527,421
Employees	13
Operating Cost/Passenger Trip	\$1.14
Operating Cost/Service Hour	\$65.64
Passenger Trips/Service Hour	57.63
Passenger Trips/Service Mile	4.07
Service Hours/Employee	704.0
Farebox Recovery Ratio	23.57%

### *Demand-Response*

Operating Cost	\$98,712
Farebox Revenue	\$4,126
Passenger Service Hours	2,926
Passenger Service Miles	19,016
Passenger Trips	5,050
Employees	3
Operating Cost/Passenger Trip	\$19.55
Operating Cost/Service Hour	\$33.74
Passenger Trips/Service Hour	1.73
Passenger Trips/Service Mile	0.27
Service Hours/Employee	975.33
Farebox Recovery Ratio	4.18%

## Revenue

Utility Tax	\$324,945
MVET	\$322,228
Other	\$17,873

## Expenses

Capital	\$77,062
Depreciation	\$52,990
Transfer to Capital Reserve	\$75,865

## Fund Balances

Unrestricted Cash and Investment	\$224,379
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*Designated as operating reserve of 15 percent of operating budget and remainder as Capital Replacement Reserve.*

# Spokane Transit Authority

Robert Allen Schweim, Executive Director  
509 325-6000

## Background

City ownership of Spokane Transit began in 1972. Four years prior to that time the voters of Spokane had approved the implementation of a household tax to support the system under contract to a private operator.

In 1981, the voters approved a 0.3 sales tax to support the creation of a system which would not only serve Spokane but a number of the surrounding communities. That 360 square mile area is the Spokane County Public Transportation Benefit Area. The operating name of the system is Spokane Transit Authority (STA).

The Board of Directors of STA is comprised of the following:

- Two Spokane County Commissioners
- Two Spokane City Council members
- One Cheney City Council member
- One Airway Heights City Council member
- One Millwood City Council member
- One Medical Lake City Council member
- One alternating position between Spokane County Commissioner and the Spokane City Council

## Services

During calendar year 1988, STA provided fixed-route, demand-response, and vanpool services within an area encompassing approximately 360 square miles and including approximately 325,000 residents.

Fixed-route service was provided weekdays and Saturdays from approximately 5:00 a.m. to 1:00 a.m. and on Sundays from 8:00 a.m. to 7:30 p.m. Directional route miles for fixed-route service in 1988 totaled 558.9 miles.

Demand response service was operated by both Spokane Transit Authority and by supplemental private contractors. In 1988, three contractors provided service for ambulatory and semiambulatory passengers. Weekday service was provided from 6:45 a.m. to 10:30 p.m., Saturdays from 8:00 a.m. to 10:30 p.m., and from 8:00 a.m. to 6:30 p.m. on Sundays.

To augment both fixed-route and demand-response services, STA also provided vanpool and carpooling services.

## Service Standards

In October 1982, the Spokane Transit Authority Governing Board adopted a series of fixed-route service standards. The following standards represent a comprehensive set of objective performance indicators designed to measure the effectiveness of services provided by STA.

## Equipment

### *Transit Vehicles*

29	1973	43-passenger
18	1974	43-passenger
21	1978	45-passenger
20	1983	48-passenger
20	1983	45-passenger
10	1986	72-passenger

### *Dial-a-Ride Vehicles*

2	1978	6-passenger
7	1984	10-passenger
11	1986	15-passenger
7	1987	15-passenger
9	1988	15-passenger

Contractors provide two vehicles used at least 75 percent for STA work as well.

### *Vanpool Vehicles*

5	1983	15-passenger
5	1984	15-passenger

## Facilities

### *Operations, Maintenance, and Administration*

A single facility to completely house all aspects of the system was built on a 9.7 acre site at West 1230 Boone Avenue. The building is 258,233 sq. ft. and includes indoor parking for all revenue vehicles due to the severity of winter in the area. The facility was finished in 1987.

### *Transit Centers*

Spokane Community College – 4 bus bays  
Pence-Cole Valley Transit Center (under construction) – 12 bus bays

### *Park and Ride Lots*

Eleven lots with a total of 1,771 parking stalls are available. One is owned by STA. Remainder are leased or have cooperative use agreement.

## Passenger Shelters

Twenty-three shelters are placed throughout the system at major passenger boarding stops.

# Spokane Transit Authority

## ***Access to Transit Service***

Within the city of Spokane (urban): Provide transit service within one-quarter mile distance of 90 percent of all households giving consideration to existing geographic and circulation barriers.

Outside the city of Spokane (rural): Provide transit service within approximately one-half walking mile distance of the majority of households to be determined by routing, service, and demographic considerations.

In areas not served by fixed-route transit, the use of other ridesharing services, such as carpooling or vanpooling, will be encouraged and technical assistance or coordination provided when possible.

## ***Hours of Transit Service***

Provide weekday service between 5:00 a.m. and 11 p.m.

Provide Saturday service between 6:00 a.m. and 11 p.m.

Provide Sunday/holiday service between 8:00 a.m. and 6:30 p.m.

## ***Frequency of Service***

Provide 30-minute service frequencies during weekday peak periods and 15-minute service frequencies on selected routes.

Provide weekday base level of service (30-minute frequencies) until 7:00 p.m. and hourly service thereafter.

Provide 60-minute frequencies on Sundays and holidays.

## ***Maximum Passenger Loading Standards***

### ***Local Service:***

One hundred percent of seating capacity during off-peak periods.

Approximately 125 to 133 percent of seating capacity during weekday peak periods.

### ***Express Service:***

One hundred twenty-five percent of seating capacity at all times, peak or off-peak.

## ***Maximum Transit Travel Time***

Forty-five minutes from any location in STA service area to Spokane CBD.

Ninety minutes between any two locations in STA service area.

Transit travel time shall not exceed twice the auto travel time between any two locations in STA service area.

## ***Transferring***

Establish timed transfer connections between routes at selected major activity centers outside the Spokane CBD while retaining transfers in the CBD as well.

Not more than one transfer shall be required to travel between any location in the STA service area and the Spokane CBD.

Not more than two transfers shall be required to travel between any two locations in the STA service area.

At least 90 percent of all transferring passengers will have a transfer wait time not exceeding 15 minutes.

## **Operating Statistics and Indicators**

### ***Fixed-Route***

Operating Cost	\$14,217,662
Farebox Revenue	\$2,637,105
Passenger Service Hours	303,164
Passenger Service Miles	4,218,095
Passenger Trips	6,288,521
Employees	259.6
Operating Cost/Passenger Trip	\$2.26
Operating Cost/Service Hour	\$46.90
Passenger Trips/Service Hour	20.74
Passenger Trips/Service Mile	1.49
Service Hours/Employee	1,167.8
Farebox Recovery Ratio	18.55%

### ***Demand-Response***

Operating Cost	\$1,607,318
Farebox Revenue	\$262,444
Passenger Service Hours	47,640
Passenger Service Miles	612,361
Passenger Trips	202,498
Employees	38.2
Operating Cost/Passenger Trip	\$7.94
Operating Cost/Service Hour	\$33.74
Passenger Trips/Service Hour	4.25
Passenger Trips/Service Mile	0.33
Service Hours/Employee	1,247.12
Farebox Recovery Ratio	16.33%

## **Revenue**

Sales Tax	\$8,184,340
MVET	\$8,182,066
Operating Contracts	\$151,811
Capital	\$791,686
Operating	\$1,152,378
Other	\$2,197,602

## **Expenses**

Capital	\$1,996,353
Depreciation	\$1,664,475

## **Fund Balances**

Unrestricted Cash and Investment	\$352,565
Liabilities	\$2,625,324
Local match for awarded federal grants	\$1,564,250
Accumulated Depreciation	\$9,306,576
Self-Insurance Reserves	\$3,320,381
Downtown Transit Project	\$13,650,000

# Spokane Transit Authority

## ***Schedule Adherence***

On time defined as 0 minutes early to 5 minutes late.

## ***Bus Stop Spacing***

Establish fixed bus stop locations with spacing determined in light of land use activities, operational concerns, and rider characteristics.

Local service stops at regular intervals along each route.

Limited service routes with designated areas or zones within which stops are made only at designated points.

Express service is direct service between two points with boarding and alighting at the beginning and end of each trip only.

## ***Vanpool Standards***

Vanpool fares are structured to recover the operating costs of each van and are based on actual monthly mileages for each route. Fares are designed to cover oil, gasoline, and other station charges, maintenance, tire replacement, insurance, and recovery of capital investment. The capital recovery rate is based on an operating life of 100,000 miles multiplied by 110 percent. Administrative costs are not covered by the vanpool fare structure.

Vanpool routes will be evaluated and established based on maximum efficiency and stability.

The origin or destination for each vanpool route must lie within the STA boundary.

## ***System Performance Standards (Goals)***

### ***Fixed Route***

<b>Weekday</b>	<b>Urban</b>	<b>Rural</b>
Passengers/Mile	2.0	1.0
Passengers/Hour	25.0	17.0
<b>Saturday and Sunday</b>		
Passengers/Mile	1.5	0.5
Passengers/Hour	15.0	12.0

## ***Vehicle Replacement Standards***

Revenue vehicles are replaced according to the Urban Mass Transportation Administration rolling stock requirements as stated in UMTA Circular 9030.1A, dated September 18, 1987. Replacement standards are:

Standard-size, heavy-duty (approximately 35- to 40-foot) transit buses. At least 12 years of service or an accumulation of at least 500,000 miles.

Medium-size heavy-duty (approximately 30-foot) transit buses. At least ten years of service or an accumulation of at least 350,000 miles.

Small, medium-duty (under 30 feet) transit buses. At least seven years of service or an accumulation of at least 200,000 miles.

Other vehicles such as regular and specialized vans. At least four years of service or an accumulation of at least 100,000 miles.



# **Spokane Transit Authority**

## **Objectives for System Improvement**

STA's adopted systemwide policy guidelines, including the mission statement and goals and objectives, were included as a part of the 1988-1993 Transit Development Plan.

## ***Mission Statement***

The mission of Spokane Transit Authority is to provide the highest quality public transportation service within the Spokane County Public Transportation Benefit Area.

To achieve its mission, STA has adopted several goals. These goals are broad, supportive statements of purpose which are intended to focus the efforts of the employees, departments, and divisions.

To provide public transportation in the STA service area which is safe, convenient, comfortable, accessible, and reliable.

To ensure fiscal policies which are both effective and efficient in the acquisition and utilization of public transportation funds.

To ensure operational policies which are both effective and efficient in providing quality public transportation service to all segments of the community.

To promote the continued development of public transportation services and facilities which are responsive to the needs of the public and the community.

To assure a properly hired, trained, and deployed work force and supporting work environment which promotes confidence, the achievement of individual goals, and the delivery of service which is sensitive to the needs of the passenger.

To promote and participate in the community to achieve community mobility, energy conservation, air quality improvement, and promotion of additional development in the greater Spokane area.

In support of the adopted goals, a series of 43 specific objectives have been established. The objectives are designed to be measurable in most cases and are organized by the STA division (Finance and Administration, Operations, Special Transportation, and Ridesharing).

## **Community Participation**

The Transit Development Plan (TDP) is developed annually and is a result of public input from the preceding year and throughout the public review process. A formal public hearing on the TDP is held following a 30-day public review. Review of the document is also performed by local public agencies.

To address local, regional, and statewide transportation policies, the STA Transit Development Plan is included as part of Spokane's overall transportation plan. This transportation plan is prepared by the Spokane Regional Council.

## Twin Transit (Lewis County)

James W. Carroll, Manager  
206 330-2072

### Background

The Lewis Public Transportation Benefit Area (LPTBA) was formed in June 1976. Its boundaries include Centralia, Chehalis, and a small portion of Lewis County immediately adjacent to the cities. A \$1 per month per household tax was the original funding for the system. In November 1985, the voters substituted the household tax with a 0.1 percent sales tax.

The Board of Directors is made up of the following:

- One Lewis County Commissioner
- One Centralia City Council member
- One Chehalis City Council member

### Services

Scheduled, fixed-route service on two routes is provided from 6:25 a.m. to 6:45 p.m. weekdays and from 9:45 a.m. to 5:45 p.m. on weekends. Wheel-chair service is provided on all routes. Service is not provided on six holidays per year. Regular schedules are extended to 11:00 p.m. for six days in August during the Southwest Washington Fair and for ten days until 9:00 p.m. prior to Christmas for shopping convenience.

Twin Transit does not operate a dial-a-ride service, paratransit, or contract for any transportation services.

### Service Standards

See Objectives below.

### Vehicle Replacement Standards

Vehicles are entered on a 20-year depreciation schedule and would be replaced at the time they become fully depreciated. Exceptions to the above would be those rendered nonrepairable due to vehicular accident or those with major mechanical defects that would make them uneconomically repairable.

### Objectives for System Improvement

An objective for 1988 was extending schedule hours to meet requests from the work force for earlier morning start. The effectiveness of the system was increased by rescheduling to permit a 6:25 a.m. start. In response to request for service, routes have been extended to include the new factory outlet store complex in Centralia.

### Equipment

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#### *Transit Vehicles*

All vehicles are 30-passenger. One was purchased each of the following years: 1981, 1984, 1985, 1987, 1988.

### Facilities

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#### *Operations, Maintenance, and Administration*

Twin Transit has a single facility which includes a parking lot, 900 sq. ft. of administration space, and 6,800 sq. ft. of shop space.

#### *Transit Centers*

An on-street site in downtown Centralia serves as a transfer point between routes.

### Passenger Shelters

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32 shelters have been installed in the service area.

## Twin Transit (Lewis County)

### Community Participation

System user comments and service requests from the public are the major sources of community participation at Twin Transit. It is intended that any update of the system comprehensive plan will include system rider and community surveys.

### Operating Statistics and Indicators

#### *Fixed-Route*

Operating Cost	\$384,716
Farebox Revenue	\$30,860
Passenger Service Hours	12,379
Passenger Service Miles	174,124
Passenger Trips	180,757
Employees	11
Operating Cost/Passenger Trip	\$2.13
Operating Cost/Service Hour	\$31.08
Passenger Trips/Service Hour	14.6
Passenger Trips/Service Mile	1.04
Service Hours/Employee	1,125.36
Farebox Recovery Ratio	8.02%

### Revenue

Sales Tax	\$321,026
MVET	\$348,041
Other	\$5,528

### Expenses

Capital	\$214,378
Depreciation	\$37,308

### Fund Balances

Unrestricted Cash and Investment	\$163,250
Capital Replacement Fund	\$455,153
Self-Insurance Fund	\$100,000

# Valley Transit (Walla Walla County)

Dick Fondahn, General Manager  
509 525-9140

## Background

In March 1980, voters in Walla Walla, College Place, and adjacent areas approved transit system funding of 0.3 percent sales tax. The system was able to begin service on January 5, 1981, as Valley Transit.

The Valley Transit Board of Directors is comprised of:

- Three Walla Walla City Council members
- Two College Place City Council members
- Two Walla Walla County Commissioners

## Services

Fixed-route service is provided throughout the Walla Walla and College Place area. Seven routes meet at a central transfer point in downtown Walla Walla.

Paratransit service is also available. Valley Transit has contracted with a local private nonprofit agency to supply service for those persons unable to access the fixed-route service.

## Service Standards

The Valley Transit Board of Directors and staff have spent a considerable amount of energy and time in the development of system design and performance standards. The stated goal of the standards is to allow Valley Transit to provide the best public transportation service possible within the limits of its financial resources. A summary of each of the 11 points of the standards follows.

### Loading Standards

- A seat for each passenger except during the maximum peak.
- No unsafe overloads.
- Maximum 125 percent of seated load during the maximum peak.

### Policy Headways

- The maximum headway (time between buses on a route) for regular base service is to be 60 minutes.
- Clock headways are to be utilized wherever possible.

### On-Time Performance

- No operating ahead of schedule.
- Ninety-five percent of service on time except during the maximum peak.

## Equipment

### Transit Vehicles

1	1969	33-passenger
4	1969	45-passenger
4	1972	33-passenger
8	1981	31-passenger

### Dial-a-Ride Vehicles

1	1987	15-passenger
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### Vanpool Vehicles

None

## Facilities

### Operations, Maintenance, and Administration

A former farm equipment dealership facility which was vacant was purchased and remodeled by Valley Transit. The 4.5 acre site contained a 14,760 square foot building part of which is rented out to provide revenue to the system. A higher clearance addition of 8,100 sq. ft. provides sheltered bus parking.

### Transit Centers

A downtown transfer point with 9 bus bays used an on-street location in which the auto parking had been removed.

## Passenger Shelters

Five shelters have been installed.

# Valley Transit (Walla Walla County)

## ***Bus Stop Spacing***

Spacing must balance the speed of service against passenger convenience.  
Stops will be at least one city block apart.  
Safety will be a primary consideration.  
Stops will be in accordance with Institute of Traffic Engineers Standards.

## ***Routing Policies***

Utilize cost-saving devices where possible.  
Utilize through routing.  
Provide direct service on the trunk of the route. Coefficient of directness not to exceed 1.33.

## ***Route Performance***

Establish four levels of monitoring based on passengers per mile for winter and summer seasons.  
Above 80 percent of system average. Continue monitoring.  
Seventy to 80 percent of system average. Staff review for possible changes.  
Fifty to 70 percent of system average. Recommendation by the staff to the Board for major revision or deletion of service.  
Below 50 percent of system average. The Board must decide whether to continue service or delete based primarily on resources available.

## ***Vehicle Replacement Standards***

Vehicles are replaced as funding is available.

## ***Objectives for System Improvement***

Valley Transit did not have written goals for 1988. Valley Transit had received a Peer Review Report through the Washington State Department of Transportation and the Washington State Transit Association in 1987, and this report had been adopted as a set of system goals to accomplish in 1988.

## ***Community Participation***

Public participation is solicited at each Board of Directors meeting. Meeting dates and agenda are published in the local newspaper to inform the public about the meeting. Results of each Board of Directors meeting is reported in the following day's newspaper. The Board of Directors feel their membership on local governments provides a broad base of community input and support.

Valley Transit supports local transportation decision-making by being involved in the Chamber of Commerce and the Chamber Subcommittee on Transportation. For statewide transportation issues, Valley Transit is active in the Walla Walla, Benton, and Franklin Counties Good Roads Association. Valley Transit is also active in the Washington State Transit Association as a method of keeping informed and active in state transportation issues and planning.

## **Operating Statistics and Indicators**

### *Fixed-Route*

Operating Cost	\$1,339,388
Farebox Revenue	\$50,764
Passenger Service Hours	35,778
Passenger Service Miles	474,641
Passenger Trips	684,287
Employees	36
Operating Cost/Passenger Trip	\$1.96
Operating Cost/Service Hour	\$37.44
Passenger Trips/Service Hour	19.13
Passenger Trips/Service Mile	1.44
Service Hours/Employee	993.83
Farebox Recovery Ratio	3.79%

### *Demand-Response*

Operating Cost	\$106,540
Passenger Service Hours	9,180
Passenger Service Miles	60,333
Passenger Trips	33,682
Employees	5
Operating Cost/Passenger Trip	\$3.16
Operating Cost/Service Hour	\$11.61
Passenger Trips/Service Hour	3.67
Passenger Trips/Service Mile	0.56
Service Hours/Employee	1,700

## **Revenue**

Sales Tax	\$714,327
MVET	\$764,094
Other	\$168,753

## **Expenses**

Capital	\$213,015
Depreciation	\$158,299

## **Fund Balances**

Unrestricted Cash and Investment	\$180,000
Bus Replacement Investment Fund	\$1,015,830

# Whatcom Transportation Authority (Whatcom County)

Victoria Zukowski, Administrative Coordinator  
206 676-6696

## Background

In late 1971, the private operator of the transit service in Bellingham faced going out of business. The city of Bellingham elected to maintain public transit service and purchased the rolling stock and ancillary equipment. It subsidized these operations with a household tax. In September 1975, the city's voters approved a 0.3 percent sales tax to replace the household tax.

In 1983, Whatcom County elected officials established a Public Transportation Benefit Area (PTBA) which included Bellingham. Voters in the expanded area of the PTBA approved a 0.3 percent sales tax to subsidize services. Whatcom Transportation Authority (WTA) became the operating name of the system. WTA continued to contract with the city of Bellingham for transit service operation and started contracting with the Whatcom Council on Aging for paratransit services.

The Board of Directors is comprised of the following:

- Whatcom County Executive
- Two County Council members
- Mayor of the City of Bellingham
- Two City Council members

Whatcom Transit Authority won the 1988 American Public Transit Association Silver Award for first place in system safety of all transit agencies in North America serving populations under 100,000.

## Services

The Whatcom Transportation Authority offers a fixed-route transportation service through contract with the city of Bellingham. This service includes 21 routes covering approximately 115 miles.

Service on all routes operates between 6:00 a.m. and 7:00 p.m. weekdays and 9:00 a.m. to 6:00 p.m. on Saturdays. There is no Sunday service on any route. All WTA routes operate with a maximum 60-minute headway. Route segment headways operate within a range of 15 to 50 minutes.

The WTA system of specialized transportation services is currently provided through the Whatcom County Council on Aging. This paratransit service is provided by a combination of WTA-owned and contractor-owned vehicles. Hours of operation are Monday through Friday, 7:00 a.m. to 7:00 p.m., and Saturday, 9:00 a.m. to 6:00 p.m. The service is curb-to-curb with a 24-hour advance request required.

## Equipment

### *Transit Vehicles*

8	1973	33-passenger
3	1974	42-passenger
2	1975	42-passenger
5	1979	42-passenger
6	1980	42-passenger

### *Dial-a-Ride Vehicles*

6	1988	13-passenger vehicles provided by WTA
5	1988	13-passenger vehicles provided by contractor

## Facilities

*Operations, Maintenance, and Administration*  
Offices for dispatch, operations, and administration plus covered bus storage totaling 10,000 sq. ft. are provided at a site shared with the city of Bellingham.

### *Transit Centers*

Ten vehicle bays with a covered passenger waiting area are accompanied by a 1,680 sq. ft. building which provides customer assistance, drivers' lunch room, and passenger waiting.

## Passenger Shelters

Sixty-seven shelters placed throughout the system.

# Whatcom Transportation Authority (Whatcom County)

## Service Standards

The application of service standards provides a basis of evaluating the system of operations and amenities available to the transit public.

Service standards for WTA were developed around four major aspects of service—service coverage, patron convenience, fiscal condition, and passenger comfort. These service standards were developed as part of the 1988 Transportation Development Plan by the Whatcom Council of Governments.

A generalized and incomplete listing of those standards follows.

### Service Coverage

Five minute walk or one-quarter mile to nearest bus stop.

No more than 20 percent of passenger trips to consist of more than one bus from origin to destination.

Transfer wait times the average less than 15 minutes.

### Patron Convenience

Peak hour load factor as high as 1.75, with overloading allowed up to 15 minutes.

Ninety-nine and one-half percent of scheduled trips to be made.

Ten percent improvement in miles between roadcalls per year.

### Fiscal Condition

Farebox recovery ratio to be 12 percent.

Routes to carry 24 passengers per hour.

New routes or route extensions allowed to perform at 75 percent of standard during maturation.

### Passenger Comfort

Placement of shelters and benches to be based on number of boarding and/or transferring passengers.

## Vehicle Replacement Standards

More than half the buses in the 1988 fleet exceed the generally recognized standard of 12-year useful life. About one-third of the fleet is 16 years old, and the average of all buses is 12.7 years.

It is anticipated that the entire existing fleet will need to be replaced by 1994. It is also anticipated that the fleet size will increase by 30 buses to accommodate current service needs and new service plans.

## Operating Statistics and Indicators

### Fixed-Route

Operating Cost	\$2,450,734
Farebox Revenue	\$263,026
Passenger Service Hours	56,073
Passenger Service Miles	715,254
Passenger Trips	1,374,330
Employees	50
Operating Cost/Passenger Trip	\$1.78
Operating Cost/Service Hour	\$43.71
Passenger Trips/Service Hour	24.51
Passenger Trips/Service Mile	1.92
Service Hours/Employee	1,121.46
Farebox Recovery Ratio	10.73%

### Demand-Response

Operating Cost	\$327,060
Passenger Service Hours	17,827
Passenger Service Miles	345,949
Passenger Trips	169,806
Employees	39
Operating Cost/Passenger Trip	\$1.93
Operating Cost/Service Hour	\$18.35
Passenger Trips/Service Hour	9.53
Passenger Trips/Service Mile	0.49
Service Hours/Employee	457.1

## Revenue

Sales Tax	\$2,140,605
MVET	\$1,509,902
Capital	\$70,378
Operating	\$245,000
Other	\$276,109

## Expenses

Capital	\$118,696
Depreciation	\$211,464
Transfer to Capital Reserve	\$1,657,383
Transfer to Insurance Reserve	\$500,000

## Fund Balances

Unrestricted Cash and Investment	\$787,852
Insurance Fund	\$1,995,016
Capital Reserve Fund	\$1,657,383

# **Whatcom Transportation Authority (Whatcom County)**

## **Objectives for System Improvement**

During 1988 the Whatcom Transportation Authority Board of Directors took action on the following items related to system improvement:

- Adoption of policy guidelines for boundary review of the PTBA
- Creation of a Capital Reserve Fund
- Adoption of a policy supporting the return of rail service (Rail Development Committee recommendations)
- Adoption of service extension policies and procedures
- Adoption of service standards (as noted above)
- Adoption of the 1988 Transit Development Plan

## **Community Participation**

Community representation in system decision making consists, primarily, of the WTA Citizens' Advisory Committee (CAC). The CAC expanded recently to include representation of service interests of annexed areas. By combining several service representation areas, the 16 community member advisory committee opened seats for representation of one member each for Lynden, Ferndale, and the Guide Meridian.

The CAC meets quarterly and is staffed by WTA. A primary task for the committee during 1989 will be an assessment of transportation needs for the Bellingham/Whatcom County work force through interviews with employers and employees and a circulated survey.

Additionally, the WTA has in place an Urban Mass Transportation Administration Section 504 (Handicapped Accessibility) Compliance Committee of 30 members. Representatives from every aspect of the handicapped community and related service agencies have been included.

WTA Board meeting agendas and public hearing announcements are provided extensively to the community, media, and any organization or person who has asked to be included on the mailing list. Any citizen wishing to address the Board of Directors may do so at the portion of the agenda listed as "Public Comments and Correspondence." Specifically designated time on the agenda may be obtained by contacting the WTA Administrative Coordinator ten days prior to the meeting.



# Yakima Transit

William W. Schultz, Manager  
509 575-6005

## Background

The city of Yakima first subsidized the operation of transit service on October 3, 1966. The city levied a household tax to provide funding and contracted with a private company to provide service. The city took over direct operation of the system in 1978. In 1980, the voters approved a 0.3 percent sales tax to replace the household tax previously collected.

All policy direction is provided by the Yakima City Council.

## Services

The service area of Yakima Transit encompasses the city limits, an area slightly over 14 square miles. Yakima Transit provides fixed-route service by means of a timed-transfer radial system which consists of ten routes. The focal point and primary transfer location is the East Central Business District along Yakima Avenue between Second and Third Streets. Approximately 95 percent of the city's population is located within one-quarter mile of at least one of the system's ten routes.

Service is provided Monday through Saturday. The regular hours of operation are 5:45 a.m. to 6:45 p.m., Monday through Friday. Saturday service is available from 7:45 a.m. to 6:45 p.m.

In addition to the regularly scheduled fixed-route service, Yakima Transit also provides special runs along a few designated routes because of large student ridership. Buses are also made available for special operations to transport large groups to special community events or functions such as the Yakima Air Fair and the Central Washington State Fair.

## Service Standards

The following performance standards have been adopted for Yakima Transit:

### Cost

Fixed-route revenues from cash fare percent of fixed-route system operating cost.

The fare for elderly and handicapped passengers using fixed-route transit should not be more than one-half the full adult fare.

If a separate fare is to be charged for youth, it should not exceed the full adult fare.

Routes shall be subject to review and possible modification if the passengers per revenue mile are not at least 75 percent of that maintained by the entire system.

## Equipment

### Transit Vehicles

4	1974	45-passenger
3	1982	31-passenger
3	1984	31-passenger
11	1986	41-passenger

### Dial-a-Ride Vehicles

12 Vehicles supplied by contractors

## Facilities

### Operations, Maintenance, and Administration

As a division of the Public Works Department, the system is housed at the Public Works Shop.

## Passenger Shelters

Eight shelters were in place at key passenger boarding locations.

# Yakima Transit

## **Convenience**

All transit routes shall have a service frequency that does not exceed 60 minutes.

Times for operation for transit service shall at least be from 6:30 a.m. to 6:30 p.m. on weekdays, and 8:30 a.m. to 6:00 p.m. on Saturdays.

At least 90 percent of all buses should be on time at all published time points. No less than 98 percent of all scheduled trips should be completed.

No bus should operate ahead of schedule.

## **Routing**

The total of all system routes should be within one-quarter mile of at least 95 percent of the service area population.

Bus routes should be provided within one-third mile of all major employment centers inside the city.

Bus routes should be provided within one-eighth mile of all elderly and handicapped residential facilities serving 100 or more persons. Bus stop spacing should be approximately four to eight stops per mile in residential and commercial areas. In no case should they be within 500 feet of one another. Spacing in excess of 1,300 feet shall be permitted in undeveloped areas.

Bus routes should be free of duplication except where they converge.

## **Elderly and Handicapped Transportation**

Expenditures for elderly and handicapped specialized transportation shall be set each year by the City Council.

Cost reducing measures, if necessary, shall be enacted each year by the City Council.

Eligibility for use of specialized transportation services will require certification.

## **Special Services**

Special bus services may be provided to employment or institutional centers on a fee for service basis as long as these do not compete with private operators and are within five miles of the service area.

Special bus services and routings may be provided during major community events which generate heavy traffic.

## **Marketing and Public Relations**

Carry out an ongoing advertising campaign to reach the nonriding public.

Transit routes with passengers per revenue mile less than 80 percent of the system-wide figure should be targeted for specific marketing and promotion.

## **Operating Statistics and Indicators**

### *Fixed-Route*

Operating Cost	\$1,786,461
Farebox Revenue	\$246,114
Passenger Service Hours	51,457
Passenger Service Miles	498,217
Passenger Trips	1,152,901
Employees	31
Operating Cost/Passenger Trip	\$1.55
Operating Cost/Service Hour	\$34.72
Passenger Trips/Service Hour	22.41
Passenger Trips/Service Mile	2.31
Service Hours/Employee	1,659.9
Farebox Recovery Ratio	13.78%

### *Demand-Response*

Operating Cost	\$283,569
Farebox Revenue	\$16,597
Passenger Service Hours	58,924
Passenger Service Miles	73,609
Passenger Trips	39,648
Employees	20
Operating Cost/Passenger Trip	\$7.15
Operating Cost/Service Hour	\$4.81
Passenger Trips/Service Hour	0.67
Passenger Trips/Service Mile	0.54
Service Hours/Employee	2,946.2
Farebox Recovery Ratio	5.85%

## **Revenue**

Sales Tax	\$1,953,738
Operating Contracts	\$48,868
Charters	\$18,585
Other	\$40,162

## **Expenses**

Capital	\$75,566
Interfund Loan	\$23,963
Transfer to Capital Reserve	\$780,250

## **Fund Balances**

Capital Reserve	\$2,929,810
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*At year end, all remaining cash is transferred to Capital Reserve by City Council policy.*

# **Yakima Transit**

## ***Fleet and Maintenance***

The number of buses available as spares should be no less than 25 percent of the peak bus requirement.

An ongoing preventive maintenance program should be carried out involving all of the system's buses.

The number of road calls for bus breakdowns should be no more than one call for every 6,000 to 9,000 miles of travel for the entire system.

All transit vehicles should be neat and clean.

## ***School and Youth Transportation***

Bus routes should be provided within a reasonable distance of all middle schools, high schools, and college/technical schools.

Bus routes should be provided within a reasonable distance of all major parks and recreational areas.

Special tripper services may be considered when and where needed or desirable.

Youth fares and passes should be monitored and changes considered in accordance with the general fare policy.

## ***Vehicle Replacement Standards***

Vehicle replacement should be considered when the average annual operating cost begins to increase. Average annual operating cost is calculated by adding all lifetime maintenance costs to all lifetime depreciation costs and dividing by the age of the vehicle in years.

## ***Objectives for System Improvement***

The projects reviewed and approved for 1988 for system improvement included: purchase and installation of additional passenger shelters, bus stop improvements, purchase of maintenance equipment, and Yakima CBD transfer facility design and construction.

## ***Community Participation***

Yakima Transit is solely owned and operated by the city of Yakima. All Yakima Transit issues are addressed and policy direction is set by the Yakima City Council. The city participates in joint regional transportation planning through the Yakima Valley Conference of Governments.

# Appendix

## Chapter 396, Laws of 1989

AN ACT Relating to public transportation reporting requirements; and adding new sections to chapter 35.58.RCW.

BE IT ENACTED BY THE LEGISLATURE OF THE  
STATE OF WASHINGTON:

### **NEW SECTION. Sec. 1.**

A new section is added to chapter 35.58 RCW to read as follows:

By April 1st of each year, the legislative authority of each municipality, as defined in RCW 35.58.272, shall prepare a six-year transit development and financial program for that calendar year and the ensuing five years. The program shall contain information as to how the municipality intends to meet state and local long-range priorities for public transportation, capital improvements, significant operating changes planned for the system, and how the municipality intends to fund program needs. Each municipality shall file the six-year program with the state department of transportation, the transportation improvement board, and cities, counties, and regional planning councils within which the municipality is located.

In developing its program, the municipality shall consider those policy recommendations affecting public transportation contained in the state transportation policy plan approved by the state transportation commission and, where appropriate, adopted by the legislature. The municipality shall conduct one or more public hearings while developing its program and for each annual update.

### **NEW SECTION Sec. 2.**

A new section is added to chapter 35.58 RCW to read as follows:

The department of transportation shall develop an annual report summarizing the status of public transportation systems in the state. By September 1st of each year, copies of the report shall be submitted to the legislative transportation committee and to each municipality, as defined in RCW 35.58.272 and to individual members of the municipality's legislative authority. The department shall prepare and submit a preliminary report by December 1, 1989.

To assist the department with preparation of the report, each municipality shall file a system report by April 1st of each year with the state department of transportation identifying its public transportation services for the previous calendar year and its objectives for improving the efficiency and effectiveness of those services. The system report shall address those items required for each public transportation system in the department's report.

The department report shall describe individual public transportation systems, including contracted transportation services and dial-a-ride services, and include a state-wide summary of public transportation issues and data. The

continued

descriptions shall include the following elements and such other elements as the department deems appropriate after consultation with the municipalities and the legislative transportation committee:

- (1) Equipment and facilities, including vehicle replacement standards;
- (2) Services and service standards;
- (3) Revenues, expenses, and ending balances, by fund source;
- (4) Policy issues and system improvement objectives, including community participation in development of those objectives and how those objectives address state-wide transportation priorities;
- (5) Operating indicators applied to public transportation services, revenues, and expenses. Operating indicators shall include operating cost per passenger trip, operating cost per revenue vehicle service hour, passenger trips per revenue service hour, passenger trips per vehicle service mile, vehicle service hours per employee, and farebox revenue as a percent of operating costs.

Statewide Operating Statistics

Fixed Route Services

		Transit System	Operating Costs	1988 Farebox Revenue	Unlinked Trips	Passenger Miles	Passenger Hours	Employee Positions	Operating Cost per Trip	Operating Cost per Hour	Passenger Trip per Hour	Passenger Trip per Mile	Hour per Employee	Farebox Ratio
Page	5	Ben Franklin	\$ 4,445,509	\$334,909	2,075,621	1,803,023	120,416	114	\$2.14	\$36.92	17.24	1.15	1,056.28	7.53
	7	Clallam	2,278,339	156,589	543,374	1,004,358	43,557	53	4.19	52.31	12.48	0.54	821.83	6.87
	9	Clark County C-TRAN	5,633,444	984,962	2,545,636	2,064,522	11,610	121	2.21	48.31	21.83	1.23	967.72	17.48
	12	Community Transit	13,004,142	2,846,786	3,679,514	3,627,072	163,955	268	3.53	79.32	22.44	1.01	610.86	21.89
	14	CUBS	642,671	63,273	277,778	191,462	14,201	13	2.31	45.26	19.56	1.45	1,092.38	9.85
	16	Everett	3,814,909	274,038	1,307,196	1,071,845	86,574	59	2.92	44.07	15.10	1.22	1,474.86	7.18
	18	Grays Harbor	2,678,403	220,382	1,053,507	1,395,955	81,450	68	2.54	32.88	12.93	0.75	1,197.79	8.23
	20	Intercity	5,132,967	338,727	1,944,116	1,425,497	88,278	104	2.64	58.15	22.02	1.36	848.83	6.60
	23	Island	816,808	0	247,422	467,048	16,414	18	3.30	49.76	15.07	0.53	911.89	0.00
	25	Jefferson	581,426	77,408	142,503	308,395	11,145	16	4.08	52.17	12.79	0.48	719.03	13.31
	27	Kitsap	3,771,289	761,045	2,084,922	1,263,313	73,907	76	1.81	51.03	28.21	1.65	972.46	20.18
	49	Lewis County Twin Transit	384,716	30,860	180,757	174,124	12,379	11	2.13	31.08	14.60	1.04	1,125.36	8.02
	31	Metro	144,537,000	34,224,000	87,906,000	27,130,077	1,791,464	2,710	1.64	80.68	49.07	3.24	661.06	23.58
	35	Pacific	455,208	34,972	109,621	294,670	10,836	15	4.15	42.01	10.12	0.37	722.40	7.68
	37	Pierce	19,057,676	2,919,801	10,790,162	5,454,289	395,730	384	1.77	48.16	27.27	1.98	1,030.55	15.32
	42	Prosser	53,412	9,421	15,851	33,343	3,183	3	3.37	16.78	4.98	0.48	1,061.00	17.64
	43	Pullman	600,712	141,583	527,421	129,432	9,152	13	1.14	65.64	57.63	4.07	704.00	23.57
	45	Spokane	14,217,662	2,637,105	6,288,521	4,218,095	303,164	260	2.26	46.90	20.74	1.49	1,167.81	18.55
	51	Valley	1,339,388	50,764	684,287	474,641	35,778	36	1.96	37.44	19.13	1.44	993.83	3.79
	53	Whatcom	2,450,734	263,026	1,374,330	715,254	56,073	50	1.78	43.71	24.51	1.92	1,121.46	10.73
	56	Yakima	1,786,461	246,114	1,152,901	498,217	51,457	31	1.55	34.72	22.41	2.31	1,659.90	13.78
		Total	\$227,682,876	\$46,615,765	124,931,440	53,745,632	3,485,723	4,422	\$1.82*	\$65.32	35.84*	2.32*	788.32*	20.47*

Paratransit Services

														*Average
Page	5	Ben Franklin	\$700,961	\$32,413	\$104,847	\$459,581	26,760	21	\$6.69	\$26.19	3.92	0.23	1,274.29	4.62
	7	Clallam	204,265	11,262	39,289	139,825	6,508	14	5.20	24.01	4.62	0.28	607.71	5.51
	9	Clark County C-TRAN	415,790	15,381	62,456	369,820	18,300	14	6.66	22.72	3.41	0.20	1296.95	3.70
	12	Community Transit	537,297	0	53,184	295,094	17,859	21	10.10	30.43	3.01	0.18	840.90	0.00
	14	CUBS	42,000	792	5,279	16,974	4,345	3	7.96	9.67	1.21	0.31	1,448.33	1.89
	16	Everett	211,761	6,971	37,475	99,393	8,320	6	5.65	25.45	4.50	0.38	1,386.67	3.29
	18	Grays Harbor	All costs and ridership included in transit report											
	20	Intercity	193,111	6,222	26,198	76,745	9,112	15	7.37	21.19	2.88	0.34	607.47	3.22
	23	Island	82,924	4,500	18,571	53,644	5,200	4	4.47	15.95	3.57	0.35	1,223.53	5.43
	25	Jefferson	74,826	6,394	10,093	31,068	3,375	2	7.48	22.17	2.96	0.32	1,928.57	8.55
	27	Kitsap	1,920,454	36,011	348,486	1,106,660	69,522	35	5.51	27.62	5.01	0.31	1,986.34	1.88
	49	Lewis County Twin Transit	All costs and ridership included in transit report											
	31	Metro	1,325,410	89,474	339,256	1,206,888	55,960	31	3.91	23.68	6.06	0.28	1,805.16	6.75
	35	Pacific	151,735	7,255	22,670	106,660	3,276	2	6.69	46.32	6.92	0.21	1,638.00	4.78
	37	Pierce	2,388,292	108,980	200,874	1,024,625	58,737	67	11.89	40.66	3.42	.20	876.67	4.56
	42	Prosser	All costs and ridership included in transit report											
	43	Pullman	98,712	4,126	5,050	19,016	2,926	3	19.55	33.74	1.73	0.27	975.33	4.18
	45	Spokane	1,607,318	262,444	202,498	612,361	47,640	38	7.94	33.74	4.25	0.33	1,247.12	16.33
	51	Valley	106,540	0	33,682	60,333	9,180	5	3.16	11.61	3.67	0.56	1,700.00	0.00
	53	Whatcom	327,060	0	169,806	345,949	17,827	39	1.93	18.35	9.53	0.49	457.10	0.00
	56	Yakima	283,569	16,597	39,648	73,609	N/A	20	7.15	4.81	N/A	0.54	N/A	5.85
		Total	\$10,672,025	\$608,822	1,719,272	6,038,245	425,571	341	\$6.21*	\$25.08*	4.04*	0.28*	1,249.07*	5.70*

\*Average