

1989

# 1989 Summary

Public Transportation Systems  
in Washington State

December 1990



**Washington State  
Department of Transportation**

Planning, Research and Public Transportation Division  
Public Transportation Office, Olympia

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## Introduction

The following report is the second to be produced as required under RCW 35.58.2796. It is produced to comply and satisfy the legal requirements of providing information to assist the Legislative Transportation Committee, transit operating authorities for public transportation services, and the Washington State Department of Transportation for future decision-making opportunities.

This report is similar to last year's report and begins with an updated statewide summary of public transportation entities, how many systems are in operation, and the areas in which new systems are currently being considered. Also contained in this portion of the report is a discussion of major issues which faced the transit industry in 1989, and shows operating statistics and a comparison to statewide averages which satisfy required operating data reporting requirements.

For your convenience, the back fly cover shows each system as quick reference for comparing each to the calculated state averages.

In the first report (1988), there were no trend analyses or presentation of past data for system comparisons. Also there has been a development of common definitions for consistent data reporting. However, in some cases the definitions used in these reports were not the same or consistent with the definitions used in the past. In other cases it was a matter of creating a definition where none has been provided in the past. Therefore, these cases invalidated any formal comparison of data with the previous data and statistical reports. This report will be used as an integral component for building a data base to establish future trend analyses of public transportation within Washington State.

While some comparison between systems may be attempted from this and future publications of this report, a note of caution is necessary. Please keep in mind no two systems are directly comparable in any or all aspects. When operating indicators differ, the reader is to be advised to consult the text of the report to identify any unique factors that may influence or establish such differences. For example: policy direction mandated by a Board of Directors may change an operating indicator significantly between two systems which would otherwise be very similar in comparison of size or service provision being provided on the street.

In regards to financial information provided herewith, please be advised this report is not an official audited report. Balance sheets or year-end financial statements have not been reviewed or requested. Revenue and expenses for each system are not shown because those numbers would not necessarily balance the operating expenses shown in the operating indicators section of this report. This difference exists primarily because the report only reflects the statistics and indicators for fixed-route and paratransit services and not necessarily all services provided by a given system. Vanpool/ridesharing services would be an example of an influencing factor.

## **Statewide Summary**

### **Operational Systems**

1989 was a year of stability for public mass transportation in Washington State. There were no new public transportation system startups, and no major annexations of land by any state transportation authorities. The year ended with 21 operating systems in 19 counties. The most frequently used form of government for these systems was the Public Transportation Benefit Area (PTBA) of which there are 15.

There are four city operated systems, as well as one Metropolitan Municipal Corporation (Metro), and one county transportation authority. Mason County has formed a PTBA, but was unsuccessful in attempts to get voter approval on a 0.3 percent sales tax funding mechanism to fund public transportation services in 1988.

### **System Trends**

Owing to change in terminology or definitions some of the data from 1987 to 1988, negated a strict comparison of data. Generalized changes or trends are, however, reportable: ridership has grown, operating costs have further stabilized, and farebox revenues have increased. This portion of the statewide summary will become more significant and useful as consistent data collection occurs over the next three to five years.

### **Park and Ride**

Please note the Washington State Department of Transportation has played a major role in the development of many of the existing and planned park and ride lots. There is an ongoing effort to participate in these projects whenever possible. Participation is through the following efforts:

1. Allocation of local match and grant monies through FAI, State Motor Vehicle Funds, Power Washington Oil Rebate, and UMTA Section 18 to fund projects.
2. Donation of existing state right of way or land parcels for park and ride lot development.
3. Technical assistance to develop working drawings, bid documents, and conduct bid awards to contractors to construct facilities whenever requested or needed.

Park and ride programs have become a very viable alternative to the ever ongoing problem of traffic congestion through these interagency projects.

### **Public Transportation Issues**

New federal requirements to respond to forthcoming environmental issues include stricter emissions control on bus manufacturers. Currently, the technology to reduce diesel particulate emissions through the use of alternative fuels or engine modification or redesign do not appear feasible. However, once the task has been accomplished, it will be an industry concern of what degree of financial impact this will have on capital programs designed for purchasing or replacing future rolling stock.

### **Next Report**

The 1990 data summary report will be presented in a more concise format owing to development of a forthcoming reporting form so that the parameters are more consistent by definition. This will be useful to the reader because it should eliminate a variety of questions that are often asked or brought up. Revenues, expenses, and ridership data will therefore achieve a more homogenized consistency instead of a heterogeneous group of values. Also, there will be more enhanced graphics presented to display each system's data for easy identification of statistical trends. This

should significantly enhance the interest of the reader. Additionally, each system will evaluate their system's accomplishment of previously identified goals and objectives beginning next year and the ensuing years thereafter. Such presentation may encourage redefinition of goals and objectives to be measured and reported in a more consistent manner.



## State Totals

### Operating Statistics and Indicators

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$227,583,703	\$243,031,468	6.8
Farebox Revenue	\$44,618,677	\$51,723,401	15.9
Passenger Service Hours	3,485,723	3,579,172	2.7
Passenger Service Miles	53,745,632	55,109,260	2.5
Passenger Trips	124,931,440	129,631,808	3.8
Employees	4,422	4,628.90	4.7
Operating Cost/Passenger Trip	\$1.82	\$1.87	2.8
Operating Cost/Service Hour	\$65.32	\$67.90	4.0
Passenger Trips/Service Hour	35.84	36.22	1.1
Passenger Trips/Service Mile	2.32	2.35	1.3
Service Hours/Employee	788.27	773.22	(1.9)
Farebox Recovery Ratio	20%	21.3%	4.0

### *Demand-Response*

Operating Cost	\$10,650,722	\$13,648,510	27.9
Farebox Revenue	\$608,822	\$809,011	32.9
Passenger Service Hours	425,561	449,190	5.6
Passenger Service Miles	6,135,929	5,787,079	(5.69)
Passenger Trips	1,748,671	2,169,367	24.1
Employees	325	377	16.0
Operating Cost/Passenger Trip	\$6.09	\$6.29	3.3
Operating Cost/Service Hour	\$25.03	\$30.38	21.4
Passenger Trips/Service Hour	4.11	4.83	17.5
Passenger Trips/Service Mile	0.28	0.37	32.1
Service Hours/Employee	1,309.42	1,191.49	(9.0)
Farebox Recovery Ratio	6.0%	5.9%	(1.67)

### Revenue

Sales Tax	\$229,601,253	\$186,921,908	(18.59)
Utilities Tax	324,945	345,528	6.3
Business and Occupation Tax	239,000	268,000	12.1
MVET	92,181,446	102,319,414	11.0
Charter	98,725	117,304	18.8
Operating Contracts	5,230,647	1,572,025	(69.95)
Other	<u>15,495,732</u>	<u>27,062,542</u>	74.65
Total	\$343,171,748	\$318,606,721	34.3

### Federal

Capital	\$ 81,635,163	\$ 78,826,699	(3.4)
Operating	10,366,777	9,212,560	(11.1)
Other	<u>0</u>	<u>170,000</u>	
Total	\$ 92,001,940	\$ 88,209,259	(4.1)

# **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 17 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.

## **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."

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 — 7 years
- Vanpool vans — 7 years

Sinking funds have been established for vehicle replacement.

### Objectives for System Improvement

The following system improvements were made in 1989.

1. The two lowest ridership commuter routes were converted to vanpool. Community involvement in this improvement included public hearing for both affected groups.
2. A consulting firm was hired and began work on a new Comprehensive Transportation Plan for Ben Franklin Transit. Community involvement in this improvement was based on recommendations from a previous transit citizens' advisory committee.
3. A new off-street transit center was built in Pasco to serve the Pasco and Franklin County areas. The center has 11 bus bays and 50 parking spaces for park and ride purposes. Public comment was received through the normal UMTA project hearing process as well as the fact that the project was approved by the city of Pasco.
4. A new routing system was developed and put into operation in Pasco and Franklin County to accommodate the new Pasco Transit Center. Public input on this project involved several public hearings held in the Pasco area as well as formal acceptance of the routes by the Pasco City Council and Franklin County Engineer Office.
5. A new transfer center was built in West Richland as a cooperative project with the city of West Richland. This facility provided a permanent off-street location for bus transferring with an adjacent park and ride lot to be built through Power Washington funds within the next year. Public input on the project was based on the approval process of the city of West Richland.
6. The major park and ride lots in the cities of Pasco and Kennewick were consolidated into the transit centers in those respective cities. This consolidation reduced BFT operating and maintenance costs while improving the opportunity for transferring between express and local service routing. Public involvement in this improvement was based on communication with the affected commuter passengers.

### 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.

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### Equipment

#### *Transit Vehicles*

10	1972	53-passenger
2	1973	53-passenger
1	1975	53-passenger
3	1976	53-passenger
1	1986	33-passenger
6	1988	33-passenger
27	1988	39-passenger
50		Total

*Dial-a-Ride Vehicles*

6	1983	11- to 17-passenger
9	1985	12- to 16-passenger
<u>8</u>	1985	12- to 16-passenger
23		Total

*Vanpool Vehicles*

1	1982	Dodge	15-passenger
9	1983	Ford	15-passenger
6	1984	Ford	15-passenger
6	1985	Ford	15-passenger
6	1986	Ford	15-passenger
2	1987	Ford	15-passenger
<u>12</u>	1990	Ford	15-passenger
42		Total	

**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

Sterl Adams, 22nd Ave., Pasco

11 bus bays

50 parking stalls

West Richland Transit Center, West Richland

2 bus bays

*Park & Ride Lots*

Richland "Y" — 75 stalls

Owned by WSDOT

**Passenger Shelters**

35 distributed throughout service area.

**Operating Statistics & Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$4,441,120	\$4,495,203	1.2
Farebox Revenue	\$334,909	\$324,337	(3.2)
Passenger Service Hours	120,416	118,118	(2.0)
Passenger Service Miles	1,803,023	1,825,827	1.3
Passenger Trips	2,075,621	2,204,808	6.2
Employees	114	112	(1.8)
Operating Cost/Passenger Trip	\$2.14	\$2.04	(4.7)
Operating Cost/Service Hour	\$36.92	\$38.06	3.2
Passenger Trips/Service Hour	17.24	18.67	8.3
Passenger Trips/Service Mile	1.15	1.21	5.2
Service Hours/Employee	1,056.28	1,054.63	(0.2)
Farebox Recovery Ratio	7.5%	7.2%	(4.0)

*Demand-Response*

Operating Cost	\$700,961	\$841,535	20.1
Farebox Revenue	\$32,413	\$34,455	6.3
Passenger Service Hours	26,760	27,896	4.3
Passenger Service Miles	459,581	474,953	3.3
Passenger Trips	104,847	107,309	2.4
Employees	21	22	4.8
Operating Cost/Passenger Trip	\$6.69	\$7.84	17.2
Operating Cost/Service Hour	\$26.19	\$30.17	15.2
Passenger Trips/Service Hour	3.92	3.85	(1.8)
Passenger Trips/Service Mile	0.23	0.23	0
Service Hours/Employee	1,274.29	1,268	0.5
Farebox Recovery Ratio	4.6%	4.1%	(10.9)

**Revenue**

Sales Tax	\$ 3,023,222	\$ 3,223,142	6.6
MVET	3,023,222	3,098,562	2.5
Farebox	367,322	358,792	(2.3)
Federal (Capital)	3,714,042	644,469	(82.7)
Other	<u>26,427</u>	<u>65,612</u>	148.3
Total	\$ 10,154,235	\$ 7,390,577	(27.2)

**Expenses**

Capital	\$ 5,107,735	\$ 1,022,021	(80.0)
Operating	5,945,618	6,140,201	3.3
Depreciation	897,504	1,268,408	41.3
Interest	<u>1,591</u>	<u>0</u>	(100.0)
Total	\$ 11,952,448	\$ 8,430,630	(29.5)

**Fund Balances**

Unrestricted Cash & Investment	\$ 2,578,959	\$ 2,231,426	(13.5)
Transit Bus			
Replacement Sinking Fund	380,780	771,698	102.7
Dial-a-Ride Vehicle			
Replacement Sinking Fund	<u>439,827</u>	<u>368,162</u>	(16.3)
Total	\$ 3,399,566	\$ 1,139,868	(66.5)

# **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 countywide 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.

Paratransit service is provided on contract by two private nonprofit agencies. Even so, much of Clallam Transit's scheduled transit service is handicapped accessible.

Transfer connections are made with 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 75 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 may be discontinued.

Performance is monitored with the following indicators:

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

## **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.

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## Equipment

### *Transit Vehicles*

5	1960-66	44 passenger
2	1977	40-passenger
8	1980	23-passenger
2	1984	40-passenger
1	1986	22-passenger trolley replica
<u>6</u>	1986-89	27-passenger
24		Total

### *Dial-a-Ride Vehicles*

1	1983	Van is available to the service contractor.
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Balance of vehicles are furnished by the contractor.

## Facilities

### *Operations, Maintenance, & 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.



**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$2,278,339	\$2,378,555	4.4
Farebox Revenue	\$156,589	\$158,999	1.5
Passenger Service Hours	43,557	40,893	(6.1)
Passenger Service Miles	1,004,358	938,947	(6.5)
Passenger Trips	543,374	556,562	2.4
Employees	53	53	0
Operating Cost/Passenger Trip	\$4.19	\$4.27	2.0
Operating Cost/Service Hour	\$52.31	\$58.17	11.2
Passenger Trips/Service Hour	12.48	13.61	9.0
Passenger Trips/Service Mile	0.54	0.59	9.3
Service Hours/Employee	821.83	771.57	(6.1)
Farebox Recovery Ratio	6.9%	6.7%	(2.9)

*Demand-Response*

Operating Cost	\$204,265	\$213,527	4.5
Farebox Revenue	\$11,262	\$13,208	17.3
Passenger Service Hours	8,498	8,680	2.1
Passenger Service Miles	139,815	127,717	(8.7)
Passenger Trips	40,732	42,092	3.3
Employees	14	14	0
Operating Cost/Passenger Trip	\$5.05	\$5.07	(0.04)
Operating Cost/Service Hour	\$24.04	\$24.60	2.3
Passenger Trips/Service Hour	4.79	4.85	1.3
Passenger Trips/Service Mile	0.29	0.33	13.8
Service Hours/Employee	607	620	2.1
Farebox Recovery Ratio	5.5%	6.2%	12.7

**Revenue**

Sales Tax	\$ 1,145,619	\$ 1,313,948	14.7
MVET	1,092,148	1,304,543	19.5
Operating Contracts	11,262	13,208	17.3
Charters	35,871	44,706	24.6
Other	<u>34,481</u>	<u>50,215</u>	45.6
Total	\$ 2,319,381	\$ 2,843,617	22.6

**Expenses**

Capital	\$ 184,787	\$ 319,700	73.0
Depreciation	249,791	263,483	5.5
Transfer to Capital Reserves	<u>48,610</u>	<u>277,359</u>	470.6
Total	\$ 483,188	\$ 860,542	78.1

**Fund Balances**

Unrestricted Cash & Investment	\$ 413,502	\$ 149,725	(63.8)
Equipment Replacement Fund	<u>300,000</u>	<u>277,359</u>	(7.6)
Total	\$ 713,502	\$ 427,084	(40.1)

## **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, Yacolt, or La Center.

### **Services**

Clark County PTBA provided fixed route, paratransit, and vanpool service during calendar year 1989. Fixed-route service was provided on 17 urban routes, 4 rural routes, and 5 commuter express routes. The hours of service operation are from 5:15 a.m. to 10:15 p.m. on weekdays, and from 6:45 a.m. to 7:15 p.m. on Saturdays. No fixed-route service is operated on Sundays.

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.

One vanpool was operated in 1989.

### **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 "bench mark" 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 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:

- Advanced Design Commuter Vehicles — 17 years
- 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. Four additional 1976 vehicles, two 1973 vehicles, and one 1972 vehicle were rehabilitated in 1989. This action is projected to extend their useful life by six years.

The agency funds depreciation on a pay-as-you-go basis. The philosophy is that these contributions with interest income earned on these funds would provide sufficient capital to replace assets when necessary. In 1984 and 1985, the agency was not able to fund depreciation and thus during 1989, has a goal to restore these deferred contributions. At December 31, 1989, the equipment replacement fund has a balance of \$10,130,000 which is equal to fund requirements.

### **Objectives for System Improvements**

In 1989, Clark County PTBA joined forces with other units of local government to address the question of transportation mobility between Vancouver, Washington and Portland, Oregon. This task addresses the question of whether high capacity transit on the I-5 and/or I-205 corridors can eliminate the need for a third automobile and highway bridge across the Columbia River. Both corridor studies involve coordination with multiple jurisdictions, including Washington State Department of Transportation, Oregon Department of Transportation, Intergovernmental Resource Center, Metropolitan Service District, Clark County, Clackamas County, Washington County, Multnomah County, the city of Portland, and the Tri-County Metropolitan Transportation District of Oregon. The studies, scheduled for completion in 1991, will place a high level of emphasis on integrating land use and transportation planning. In addition, extensive community involvement will be required to address this policy issue of importance to both states.

### **Community Participation**

Community involvement is fostered through use of public hearings, community meetings, and direct mailings. Public hearings are held to discuss proposed service changes, grant applications, and potential construction projects. Community meetings are held as necessary to keep citizens informed regarding progress on construction projects and to address any concerns regarding such projects. An opportunity for public comment is also offered at each monthly meeting of the Board of Directors.

A public hearing was held at 5:00 p.m. on April 17, 1989, in the Clark County PTBA Administration Office to take comments on two proposed grant amendments. A meeting was held with private transportation providers on December 7, 1989, to discuss the Six-Year Transportation Improvement Program (FY 90-95). Beginning in 1990, a public hearing will be held annually to provide an opportunity for public comment on the Six-Year Transit Development and Financial Program.

Public notices regarding public hearings are published in the local news media.

The consideration of high capacity transit (HCT) alternatives led to the development of a Citizen's Advisory Committee for HCT in 1989. Memberships for the Committee were sought in 1989, and meetings commence in early 1990.

Direct mail is utilized as a tool for informing citizens about transit service, proposed changes, and upcoming events. Nearly 20,000 pieces of direct mail were distributed in 1989, and 2,300 school children were taken on tours of the C-TRAN facility.

### **Fund Balances**

On December 31, 1989, Clark County PTBA had \$5,026,353 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. As of December 31, 1989, the agency has 64 percent of this goal achieved, or \$6,425,000. Future funding is to come from interest income on this balance.

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## **Equipment**

### *Transit Vehicles*

1	1972	43-passenger
2	1973	43-passenger
14	1976	43-passenger
34	1982	45-passenger
4	1984	16-passenger
10	1984	30-passenger
65		Total

### *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, & Administration*

A facility with a total of 40,893 square feet of building space was erected on a 8.5 acre site in 1983.

### *Customer Assistance Office*

Seventh Street Transit Center — 785 sq. ft.

### *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-5/179th Street — 25 stalls

Washougal — 30 stalls

## **Passenger Shelters**

Passenger shelters have been installed at 145 sites throughout the service area.

**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$5,633,444	\$6,228,513	10.6
Farebox Revenue	\$984,962	\$1,132,992	15.0
Passenger Service Hours	116,610	140,353	20.4
Passenger Service Miles	2,064,522	2,599,871	25.9
Passenger Trips	2,545,636	2,614,205	2.7
Employees	120.50	126.10	4.7
Operating Cost/Passenger Trip	\$2.21	\$2.38	7.7
Operating Cost/Service Hour	\$48.31	\$44.38	(8.1)
Passenger Trips/Service Hour	21.83	18.63	(14.7)
Passenger Trips/Service Mile	1.23	1.01	(17.9)
Service Hours/Employee	967.72	1,113.03	15.0
Farebox Recovery Ratio	17.5%	18.2%	4.0

*Demand-Response*

Operating Cost	\$415,790	\$600,907	44.5
Farebox Revenue	\$15,381	\$16,903	10.0
Passenger Service Hours	18,300	21,931	19.8
Passenger Service Miles	309,820	378,637	22.2
Passenger Trips	62,456	73,016	17.0
Employees	14.10	16.80	19.2
Operating Cost/Passenger Trip	\$6.66	\$8.23	23.6
Operating Cost/Service Hour	\$22.72	\$27.40	20.6
Passenger Trips/Service Hour	3.41	3.33	(2.4)
Passenger Trips/Service Mile	0.20	0.19	(5.0)
Service Hours/Employee	1,296.95	1,305.42	0.7
Farebox Recovery Ratio	3.7%	2.8%	(24.3)

**Revenue**

Sales Tax	\$ 3,286,933	\$ 5,209,092	58.5
MVET	3,287,881	5,034,092	53.1
Capital	439,314	1,091,853	148.5
Operating	442,231	0	(100.0)
Other	<u>1,336,398</u>	<u>1,982,371</u>	48.3
Total	\$ 8,792,757	\$ 13,317,408	51.5

**Expenses**

Capital	\$ 459,554	\$ 2,191,697	376.9
Depreciation	1,508,270	1,324,978	(12.2)
Transfer to Capital Reserves	<u>3,713,361</u>	<u>2,718,962</u>	(26.8)
Total	\$ 5,681,185	\$ 6,235,637	9.8

**Fund Balances**

Unrestricted Cash & Investment	\$ 3,569,058	\$ 1,152,679	(67.7)
Self Insurance Fund	5,850,000	6,425,000	9.8
Equipment Replacement Fund	7,410,000	10,130,000	36.7
Expansion Equipment and Facilities	<u>0</u>	<u>3,873,674</u>	—
Total	\$ 16,829,058	\$ 21,581,353	28.2

## **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, and in 1990 a request for an additional .3 percent sales tax increase to fund system expansion will be made.

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 passengers 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 "deadhead" 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.

### **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. No vehicles were replaced in 1989.

### **Objectives for System Improvement**

Policy issues are discussed at both the staff and board level and are ultimately acted upon by the board as appropriate. System improvement objectives are established annually, taking into account input from the board,

staff, general public, private sector, and other interested or effected parties, and are published as part of the annual budget process.

### **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 (most recently the development of Comprehensive Plan 2001).

Every reasonable effort is made during the objectives development process to ensure consistency between Community Transit objectives and all adopted local, regional, state, and federal policies.

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### **Equipment**

#### *Transit Vehicles Owned*

6	1959-65	43-passenger
4	1976	43-passenger
12	1976	43-passenger (Energy Contingency Fleet)
24	1979	43-passenger
15	1981	47-passenger
15	1981	51-passenger
5	1986	30-passenger
<u>3</u>	1987	19-passenger
84		Total

#### *Leased*

49	1986	42-passenger commuter buses
9	1988	42-passenger commuter buses
<u>21</u>	1989	41-passenger commuter buses
79		Total

#### *Dial-a-Ride Vehicles*

All vehicles provided by contractor.

#### *Vanpool Vehicles*

14	1986-89	15-passenger vans
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### **Facilities**

#### *Operations, Maintenance, & 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 & 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 at four area churches.

#### **Passenger Shelters**

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



**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$13,004,142	\$14,888,328	14.5
Farebox Revenue	\$2,846,786	\$3,245,745	14.0
Passenger Service Hours	163,955	167,865	2.4
Passenger Service Miles	3,627,072	3,614,072	(0.4)
Passenger Trips	3,679,514	3,963,742	7.7
Employees	268.4	285.6	6.4
Operating Cost/Passenger Trip	\$3.54	\$3.76	6.2
Operating Cost/Service Hour	\$79.32	\$88.69	11.8
Passenger Trips/Service Hour	22.44	23.61	5.2
Passenger Trips/Service Mile	1.01	1.10	8.9
Service Hours/Employee	610.86	587.67	(3.8)
Farebox Recovery Ratio	21.8%	21.8	0

*Demand-Response*

Operating Cost	\$537,297	\$580,823	8.1
Passenger Service Hours	17,659	17,787	0.7
Passenger Service Miles	295,094	296,598	0.5
Passenger Trips	53,184	58,972	10.9
Employees	21	20	(4.8)
Operating Cost/Passenger Trip	\$10.10	\$9.85	(2.5)
Operating Cost/Service Hour	\$30.43	\$32.65	7.3
Passenger Trips/Service Hour	3.01	3.32	10.3
Passenger Trips/Service Mile	0.18	0.20	11.1
Service Hours/Employee	840.91	889.35	5.8

**Revenue**

Sales Tax	\$ 6,625,141	\$ 8,087,674	22.1
MVET	6,625,141	8,087,674	22.1
Operating Contracts	16,809	20,625	22.7
Capital Grants	1,385,246	1,901,558	37.2
Operating Grants	522,000	339,722	(34.9)
Fares	1,907,246	2,241,280	17.5
Interest and Other Revenue	<u>1,155,926</u>	<u>1,752,945</u>	51.7
Total	\$ 18,237,509	\$ 22,431,478	23.0

**Expenses**

Capital	\$ 614,660	\$ 1,268,543	106.4
Depreciation	1,603,849	1,819,439	13.4
Interest	611,996	652,044	6.5
Redemption of Bonds	125,000	125,000	0
Transfer to Capital Reserves	2,000,000	2,001,868	0.1
Capital Lease and Other Rental	<u>1,404,309</u>	<u>1,404,309</u>	0
Total	\$ 6,359,814	\$ 7,271,203	14.3

**Fund Balances**

Operating Fund	\$ 2,345,728	\$ 3,612,899	54.0
Replacement Reserve Fund	6,365,034	8,236,753	29.4
Capital Improvement Fund	625,632	995,136	59.1
1984 G.O. Bond Fund	<u>250,000</u>	<u>250,000</u>	0
Total	\$ 9,586,394	\$ 13,094,788	36.6

## **Community Urban Bus Service (Longview/Kelso)**

Steve Harris, Transit Superintendent  
(206) 577-3399

### **Background**

The cities of Longview and Kelso have 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 Transit 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, 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.

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.

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### **Equipment**

#### *Transit Vehicles*

5	1990	29-passenger (wheelchair lift equipped)
1	1986	31-passenger
1	1977	32-passenger

### **Facilities**

#### *Operations, Maintenance, & 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-eight shelters have been located throughout the service area.

## Operating Statistics and Indicators

	1988	1989	% Change
<i>Fixed-Route</i>			
Operating Cost	\$642,671	\$616,853	(4.0)
Farebox Revenue	\$63,273	\$59,432	(6.1)
Passenger Service Hours	14,201	14,116	(0.6)
Passenger Service Miles	191,462	192,780	0.7
Passenger Trips	277,778	283,234	2.0
Employees	13	13.6	4.6
Operating Cost/Passenger Trip	\$2.31	\$2.18	(5.6)
Operating Cost/Service Hour	\$45.26	\$43.70	(3.5)
Passenger Trips/Service Hour	19.56	20.06	2.6
Passenger Trips/Service Mile	1.45	1.47	1.4
Service Hours/Employee	1,092.4	1,045.6	(4.3)
Farebox Recovery Ratio	9.8%	9.6	(2.0)

## *Demand-Response*

Operating Cost	\$42,000	\$47,145	12.3
Farebox Revenue	\$792	\$799	0.9
Passenger Service Hours	4,345	6,564	51.1
Passenger Service Miles	16,974	12,823	(24.5)
Passenger Trips	5,279	4,132	(21.7)
Employees	3	3	0
Operating Cost/Passenger Trip	\$7.96	\$11.41	43.3
Operating Cost/Service Hour	\$9.67	\$7.18	(25.8)
Passenger Trips/Service Hour	1.21	0.63	(47.9)
Passenger Trips/Service Mile	0.31	0.32	3.2
Service Hours/Employee	1,448.33	2,188	51.1
Farebox Recovery Ratio	1.9%	1.7%	(10.5)

## Revenue

Sales Tax	\$ 384,807	\$ 540,904	40.6
MVET	352,000	395,307	12.3
Interest	<u>7,919</u>	<u>35,919</u>	353.6
Total	\$ 744,726	\$ 972,130	30.5

## Expenses

Capital	\$ 40,024	\$ 5,440	(86.4)
Depreciation	<u>49,649</u>	<u>46,120</u>	(7.1)
Total	\$ 89,673	\$ 51,560	(42.5)

## Fund Balances

### *Unrestricted Cash and Investment*

City of Longview	\$ 962,058	\$ 1,249,748	29.9
Cowlitz Transportation Authority	<u>166,691</u>	<u>550,084</u>	230.0
Total	\$ 1,128,749	\$ 1,799,832	59.5

**Note** — The city of Longview has retained responsibility for all the capital assets of the system. The city depreciation fund is used for vehicle replacement.

## **Everett Transit**

Carlton Gipson, Transit Manager  
(206) 259-8803

### **Background**

Transit service within the city of Everett dates back 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 & mile
- Accidents
- Road calls
- Fuel consumption (mpg)
- Cost/mile, hour & 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.

### **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 or through the city's Office of Neighborhoods.

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### **Equipment**

#### *Transit Vehicles*

12	less than 5 years old	34- to 44-passenger
17	5 to 7 years old	34- to 44-passenger
<u>3</u>	13 to 16 years old	25- to 33-passenger
32	Total	

#### *Dial-a-Ride Vehicles*

2	less than 5 years old	16- to 24-passenger
1	5 to 7 years old	less than 15-passenger
<u>2</u>	5 to 7 years old	16- to 24-passenger
5	Total	

### **Facilities**

#### *Operations, Maintenance & 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 located in downtown Everett. Community Transit (the intercity county system) also has three bus bays adjacent to this facility for people transferring between systems. A similar but less formal transit center operation also occurs in the southern part of town at the Everett Mall.

### **Passenger Shelters**

Sixty shelters have been located around the city.

**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$3,814,909	\$3,730,065	(2.2)
Farebox Revenue	\$274,038	\$281,235	2.6
Passenger Service Hours	86,574	81,705	(5.6)
Passenger Service Miles	1,071,845	1,054,928	(1.6)
Passenger Trips	1,307,196	1,254,780	(4.0)
Employees	59	64	8.5
Operating Cost/Passenger Trip	\$2.92	\$2.97	1.7
Operating Cost/Service Hour	\$44.07	\$45.65	3.6
Passenger Trips/Service Hour	15.10	15.36	1.7
Passenger Trips/Service Mile	1.22	1.19	(2.5)
Service Hours/Employee	1,474.9	1,276.6	(13.4)
Farebox Recovery Ratio	7.2%	7.5%	5.0
<i>Demand-Response</i>			
Operating Cost	\$211,761	\$245,861	16.1
Farebox Revenue	\$6,971	\$5,368	(23.0)
Passenger Service Hours	8,320	8,320	0
Passenger Service Miles	99,393	93,389	(6.0)
Passenger Trips	37,475	36,141	(3.6)
Employees	6	9	50.0
Operating Cost/Passenger Trip	\$5.65	\$6.80	20.4
Operating Cost/Service Hour	\$25.45	\$29.55	16.1
Passenger Trips/Service Hour	4.50	4.34	(3.6)
Passenger Trips/Service Mile	0.38	0.39	2.6
Service Hours/Employee	1,368.67	924.44	(32.5)
Farebox Recovery Ratio	3.3%	2.2	(33.7)
<b>Revenue</b>			
Sales Tax	\$ 3,323,048	\$ 4,347,532	30.8
Charter	6,508	3,195	(50.9)
Federal Grants	<u>642,840</u>	<u>1,380,023</u>	114.7
Total	\$ 3,972,396	\$ 5,730,750	44.3
<b>Expenses</b>			
Capital	\$ 223,198	\$ 55,740	(75.0)
Depreciation	<u>148,905</u>	<u>151,162</u>	1.5
Total	\$ 372,103	\$ 206,902	(44.4)
<b>Fund Balances</b>			
Unrestricted Cash and Investment	\$5,355,043	\$6,398,388	19.5

## **Grays Harbor Transportation Authority**

Dave Rostedt, General Manager  
(206) 532-2770

### **Background**

Grays Harbor Transportation Authority was established as a county transportation authority under RCW 36.57 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

Aberdeen Mayor

Hoquiam Mayor

One Mayor chosen from Westport, Montesano, Cosmopolis, Elma, Ocean Shores, McCleary, or Oakville

### **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.

A fleet of coaches, reproduction trolleys, and vans provide regularly scheduled transit service. Six lift-equipped vans provide demand response (door-to-door) service for physically challenged people who are unable to use the regular schedules.

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 County and Olympia, and Grays Harbor County and Centralia.

### **Service Standards**

Review of route usage is a constant, ongoing process, and the service changes implemented in 1988 and 1989 focused on the creation of a timed-transfer system at the Aberdeen station. The Aberdeen station has facilitated a more efficient movement of passengers and has increased route productivity.

### **Vehicle Replacement Standards**

Heavy duty vehicles — 10 years

Light & medium duty vehicles — 5 years

### **Objectives for System Improvement**

Dial-a-Ride for the disabled is becoming an even more demanding part of the Authority's service. As many as 500 passengers have been carried per day on this door-to-door service. Its continued growth will require assessment of future needs and necessitate more equipment and personnel.

With the success of the Aberdeen timed-transfer station (as both a provider of transit needs and a valuable addition to Aberdeen), construction is underway for a similar facility in Hoquiam.



## Community Participation

The predominance of community participation is generated at Board meetings and during public hearings on the budget and federal grant applications. Community participation is a significant part of the formulation of the six year comprehensive plan.

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## Equipment

### *Transit Vehicles*

10	1977	39-passenger
5	1980	31-passenger
3	1981	39-passenger
5	1982	49-passenger
5	1984	47-passenger
<u>5</u>	1986	23-passenger trolley replicas
33		Total

### *Dial-a-Ride Vehicles*

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

### *Operations, Maintenance, & 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 are located in downtown Aberdeen.

### *Park & Ride Lots*

A 22-stall lot is located in Westport.

## Passenger Shelters

Ninety-five shelters have been installed throughout the county.

## Operating Statistics and Indicators

Note: Fixed-route and dial-a-ride are not kept separately.

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$2,678,403	\$2,849,863	6.4
Farebox Revenue	\$220,382	\$247,151	12.2
Passenger Service Hours	81,450	83,483	2.5
Passenger Service Miles	1,395,955	1,493,288	7.0
Passenger Trips	1,053,507	1,142,156	8.4
Employees	68	68	0
Operating Cost/Passenger Trip	\$2.54	\$2.50	(1.6)
Operating Cost/Service Hour	\$32.88	\$34.14	3.8
Passenger Trips/Service Hour	12.93	13.68	5.8
Passenger Trips/Service Mile	0.75	0.76	1.3
Service Hours/Employee	1,197.79	1,227.69	2.5
Farebox Recovery Ratio	8.2%	8.7%	6.1

### Revenue

Sales Tax	\$ 1,433,869	\$ 1,484,966	3.6
MVET	1,370,897	1,520,897	10.9
Operating Contracts	23,033	21,466	(6.8)
Charters	11,512	2,935	(74.5)
Other	<u>402,416</u>	<u>468,905</u>	16.5
Total	\$ 3,241,727	\$ 3,499,169	7.9

### Expenses

Capital	\$ 170,776	\$ 233,436	36.7
Operating	2,678,403	2,849,863	6.4
Depreciation	360,757	342,129	(5.2)
County Ambulance Funding	<u>128,672</u>	<u>171,080</u>	33.0
Total	\$ 3,338,608	\$ 3,596,508	7.7

### Fund Balances

Unrestricted Cash and Investment	\$ 1,291,713	\$ 1,551,713	20.1
Capital Replacement Fund	3,979,500	3,479,500	(12.6)
Self-Insurance Fund	<u>75,000</u>	<u>77,991</u>	4.0
Total	\$ 5,346,213	\$ 5,109,204	(4.4)

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

Hugh Mose, General Manager  
(206) 786-8585

### **Background**

Since 1969, a joint powers authority operated public transit in the three cities of Lacey, Olympia, and Tumwater. In 1980, local elected officials established a Public Transportation Benefit Area (PTBA) to oversee public transportation and expand service to the entire urban area of Thurston County. Voters approved a 0.3 percent sales tax later that year, and the PTBA assumed operation of local transit services on January 1, 1981.

The Intercity Transit Authority sets policy and service levels and adopts the agency budget. The Authority is made up of the following members:

- One Thurston County Commissioner
- One Olympia City Council member
- One Lacey City Council member
- One Tumwater City Council member
- Three citizen representatives appointed by the Authority

The use of citizen representatives is unique to Intercity Transit in Washington State. This practice is a carryover from the original interagency agreement for public transportation, and was incorporated into state statute to allow the practice to continue.

### **Services**

Intercity Transit offers a wide variety of services to the residents of Olympia, Lacey, Tumwater, and Thurston County. In 1989, these services included:

- Fixed route services, operating Monday through Friday, 6:00 a.m. until 11:30 p.m.; Saturday from 7:30 a.m. until 7:30 p.m., with one route continuing until 11:00 p.m.; and Sunday from 9:00 a.m. until 6:00 p.m. Thirty-three of thirty-nine full-size buses are accessible to disabled individuals.
- Demand response general public service ("Custom Bus") operates evenings Monday through Friday and all day Sunday (9:00 a.m. to 5:45 p.m.). Designed to serve areas and times which do not have high ridership demand, Custom Bus provides door-to-door service within a zone and door-to-transit station service for travel in multiple zones. All Custom Bus vehicles are lift-equipped.
- Four morning/evening express commuter routes travel to the Washington State Capitol Campus, Monday through Friday.
- Dial-A-Lift service is provided for elderly and handicapped residents unable to use conventional fixed-route service. Service is available Monday through Friday from 7:00 a.m. to 5:30 p.m. and Saturday from 10:00 a.m. to 5:00 p.m. Dial-A-Lift service provides door-to-door service on an advance reservation basis and is coordinated with the local Area Agency on Aging.
- Vanpool vans are available for commuters, and on an average work day in 1989, Intercity Transit vanpools traveled 500 miles and carried over 100 passengers. The vanpools are self-supporting, with monthly rider fares covering operating and depreciation costs.

### **Service Standards**

Twice a year, revisions to services are made. This process includes a review of customer and employee comments, as well as various indicators of service quality and efficiency. Intercity Transit's Transit Development Plan 1987-1991 includes several objectives for service, focusing on route-level productivity. In addition to such overall factors as passengers per vehicle service hour and cost per passenger, individual trip and stop activity are examined. Based on performance reviews, routes are modified, added, or deleted. In 1989, Sunday fixed-route service was expanded due to extremely high productivity, while evening service on some routes was reduced and replaced with Custom Bus.

### **Vehicle Replacement Standards**

Full-size transit coaches are scheduled for replacement after a 12-year service life. Paratransit vans and vanpool vans are replaced after five years.

### **Objectives for System Improvement**

Intercity Transit adopted a new mission statement in 1988 which states, "The mission of Intercity Transit is to provide quality transportation. We will accomplish this by addressing the needs and demand of those affected by the organization: our riders, our employees, our community." The mission statement goes on to identify six emphasis areas, including: maintaining a customer orientation in all services, operating a range of services to meet riders' needs, providing a positive environment for employees, recognizing the value of each employee, providing services that are a source of community pride, and maintaining an advocacy for transit.

Specific program goals and objectives are found in the Transit Development Plan 1987-1991. Goals are:

- To provide a comprehensive system of rider transportation.
- To be responsive to local needs.
- To operate effective public transportation services which best use local funding resources.
- To increase ridership and improve community awareness of transit.
- To effectively plan for the future.

These two documents were the basis for both budgeting and service delivery in 1989. These goals were the basis for expanded fixed-route Sunday service, planning for service between Pierce and Thurston counties, and continued work on locating a central transit center in downtown Olympia.

### **Community Participation**

Public involvement was fostered during the adoption process of both the 1989 Budget and preparation of the Transit Development Plan 1987-1991. Public hearings were held in developing the 1990 Budget. Preparation of the TDP included public meetings, work sessions with local elected and appointed officials, presentations to city councils and the county commissioners to review and comment on the proposed plan, and internal interviews and meetings with Intercity Transit staff. The draft goals and objectives were presented to and discussed with the Thurston Regional Planning Council to ensure consistency with the regional transportation plan which had recently been adopted.

Public meetings were held in 1989 to formulate draft goals and objectives for a new TDP. Additionally, presentations were made to a number of service and citizen groups as part of this process. Input from these sessions helped define goals for the 1990 Budget as well as initial emphasis areas for a new TDP. Additional meetings will be held with citizens, public officials, and Intercity Transit employees throughout the updating process of the TDP.

As part of the process to revise, add, or delete services, Intercity Transit reviews public comments and holds a minimum of one public hearing. Additionally, Intercity Transit has an Accessible Service Advisory Committee to help resolve policy issues related to serving disabled residents and to provide assistance in such areas as vehicle specifications.

Also in 1989, Intercity Transit entered into a partnership with the state of Washington. In response to concerns related to parking and access to the Capitol Campus, Intercity Transit's Planning Director was "loaned" to the Washington State Department of General Administration. This program led to broader consideration of transit and transportation issues in state office location and building design and creation of the "Capitol Shuttle," a service implemented in January 1990 to reduce traffic congestion and parking problems around the Capitol Campus and downtown Olympia. While several major planning projects were delayed as a result of this effort, the overall benefits in new programs, increased awareness of public transit, and better cooperation indicate this was a very good investment for Intercity Transit, clearly supporting agency objectives for improving public transportation.

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## Equipment

### *Transit Vehicles*

3	1978	41-passenger
3	1980	31-passenger
8	1981	30-passenger
15	1982	47-passenger
10	1986	39-passenger
<u>1</u>	1986	16-passenger
40		Total

### *Custom Bus and Dial-a-Ride Vehicles*

1	1988	14-passenger
<u>9</u>	1989	13-passenger
10		Total

### *Vanpool Vehicles — Provided by Intercity Transit*

9	1984-88	15-passenger
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## Facilities

### *Operations, Maintenance, & 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 in Olympia near exit 107 of Interstate 5.

### *Transit Centers*

Columbia Street Center (Downtown Olympia)  
8 bus bays and a customer service office

South Sound Mall (Lacey)  
6 bus bays

Tumwater Square (Tumwater)  
4 bus bays

Capital Mall (Olympia's Westside)  
3 bus bays

### *Park & Ride Lot*

I-5/Martin Way  
140-stall lot receives service

## Passenger Shelters

In addition to shelters at the transit centers, 50 shelters are located along routes.

## Operating Statistics and Indicators

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$5,132,967	\$5,844,788	13.9
Farebox Revenue	\$338,727	\$401,435	18.5
Passenger Service Hours	88,278	102,526	16.1
Passenger Service Miles	1,425,497	1,583,783	11.1
Passenger Trips	1,944,116	2,184,345	12.4
Employees	104	134	28.9
Operating Cost/Passenger Trip	\$2.64	\$2.68	1.5
Operating Cost/Service Hour	\$58.15	\$57.01	(2.0)
Passenger Trips/Service Hour	22.02	21.31	(3.2)
Passenger Trips/Service Mile	1.36	1.38	1.5
Service Hours/Employee	848.83	765.12	(9.9)
Farebox Recovery Ratio	6.6%	6.9%	4.6
<i>Demand-Response</i>			
Operating Cost	\$193,111	\$141,310*	(26.8)
Farebox Revenue**	\$6,222	N/A	—
Passenger Service Hours	9,112	6,930	(24.0)
Passenger Service Miles***	76,745	N/A	—
Passenger Trips	26,198	32,171	22.8
Operating Cost/Passenger Trip	\$7.37	\$4.39*	(40.4)
Operating Cost/Service Hour	\$21.19	\$20.39*	(3.8)
Passenger Trips/Service Hour	2.88	4.64	61.1
Passenger Trips/Service Mile	0.34	N/A	—
Service Hours/Employee	607.47	N/A	—
Farebox Recovery Ratio	3.2%	N/A	—
<b>Revenue</b>			
Sales Tax	\$ 3,020,142	\$ 3,467,074	14.8
MVET	2,558,448	2,766,031	8.1
Other	<u>495,882</u>	<u>1,326,779</u>	167.6
Total	\$ 6,074,472	\$ 9,312,576	53.3
<b>Expense</b>			
Capital	\$ 278,380	\$ 575,511	106.7
Depreciation	1,079,725	1,153,551	6.8
Transfer to Capital Reserve***	<u>394,587</u>	<u>N/A</u>	—
Total	\$ 1,752,692	\$ 1,729,062	(1.4)
<b>Fund Balance</b>			
Unrestricted Cash & Investment***	\$ 1,874,541	\$ N/A	—
Capital Replacement Reserve Fund	1,886,493	2,343,678	24.2
Operating Contingency Reserve Fund	<u>2,597,055</u>	<u>3,087,711</u>	18.9
Total	\$ 6,358,089	\$ 5,431,389	(14.6)

\* Based on contract costs only.

\*\* Part of fixed-route farebox count.

\*\*\* Data not available.

## **Island Transit (Island County)**

Dan Snow, Executive Director  
(206) 678-7771

### **Background**

Island Transit has been providing public transportation services to most of Whidbey Island (Oak Harbor and South) since December 1987. The voters approved a .03 percent sales tax in 1983 to fund the system.

The Board of Directors of Island Transit is comprised of:

- Two Island County Commissioners
- One Elected Official from Island County
- Two Oak Harbor City Council members
- 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.

### **Service Standards**

Island Transit is currently in the final stage of developing an updated ten-year comprehensive plan. This document will include a policy element with mission and objectives, service standards, performance standards, vehicle replacement schedule, and objectives for system improvement.

### **Community Participation**

A board-appointed eight-member Citizens Advisory Committee meets regularly to review policies, take input from the public, and advise the Board on pertinent matters.

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**Equipment***Transit Vehicles*

3	1962	45-passenger
5	1987	29-passenger
8		Total

*Dial-a-Ride Vehicles*

Supplied by contractor

*Vanpool Vehicles*

2	1987	15-passenger
1	1989	15-passenger
3		Total

**Facilities***Operations, Maintenance & 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 1989.

**Operating Statistics and Indicators**

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
<i>Fixed-Route</i>			
Operating Cost	\$816,808	\$879,684	7.7
Passenger Service Hours	16,414	16,414	0
Passenger Service Miles	467,048	460,570	(1.4)
Passenger Trips	247,422	311,245	25.8
Employees	18	26	44.4
Operating Cost/Passenger Trip	\$3.30	\$2.83	(14.2)
Operating Cost/Service Hour	\$49.76	\$53.59	9.9
Passenger Trips/Service Hour	15.07	18.96	25.8
Passenger Trips/Service Mile	0.53	0.68	28.3
Service Hours/Employee	911.89	631.31	(30.8)

*Demand-Response*

Operating Cost	\$82,924	\$93,382	12.6
Farebox Revenue*	\$4,500	\$5,037	11.9
Passenger Service Hours	5,200	5,200	0
Passenger Service Miles	53,644	57,337	6.9
Passenger Trips	18,571	20,472	10.2
Employees	4	4	0
Operating Cost/Passenger Trip	\$4.47	\$4.56	2.0
Operating Cost/Service Hour	\$15.95	\$17.95	12.5
Passenger Trips/Service Hour	3.57	3.94	10.4
Passenger Trips/Service Mile	0.35	0.36	2.9
Service Hours/Employee	1,300.00	1,300.00	0
Farebox Recovery Ratio	5.4%	5.4%	0

\* Donations collected by contractor and credited to service (system charges no fare to riders).

**Revenue**

Sales Tax	\$ 595,800	\$ 628,000	5.4
MVET	595,800	632,000	6.1
Charter	10,383	15,956	53.7
Other	<u>7,388</u>	<u>2,918</u>	(60.5)
Total	\$ 1,209,371	\$ 1,278,874	5.8

**Expenses**

Capital	\$ 221,405	\$ 221,405	0
Redemption of Bonds	<u>118,330</u>	<u>109,000</u>	(7.9)
Total	\$ 339,735	\$ 330,405	(2.8)

**Fund Balances**

Unrestricted Cash & Investment	\$ 290,571	\$ 715,100	146.1
Capital Purchase/Replacement Fund	<u>138,800</u>	<u>218,800</u>	57.6
Total	\$ 429,371	\$ 933,900	117.5

## **Jefferson Transit Authority**

Jeff Hamm, 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, Kitsap Transit in Poulsbo, and Greyhound Lines in Port Ludlow, serve the eastern portion of the county.

Paratransit services are provided in the Port Townsend area, and 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.

Local freight services are provided.

### **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.

All routes and transportation services are monitored and reviewed monthly. Remedial action is taken if services fail to maintain or improve on performance criteria (such as riders per service hour).

### **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.

All vehicles are assessed annually and monitored throughout the year in conjunction with the preventative maintenance program.

### **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 1989 were as follows:

Operate with a balanced budget.

Achieve ridership increases in all seven categories.

**Marketing:**

- Redesign Bus Schedule
- Expand Schedule Distribution
- Label Passenger Shelters
- Site Boat Haven Bulletin Boards
- Update Bus Signs at all stops
- Develop & Staff a County Fair Booth
- Develop & distribute a "New Rider/Visitor" Brochure

Establish Interline Arrangements with Kitsap Transit.

Computerize Accounting System/Financial Procedures.

Revise Accident Response Procedures.

Overhaul Driver Physical.

Secure necessary Pullouts & Shelter locations.

Compose & Distribute Procedures Manual.

**Complete Automation of:**

- Maintenance Records
- Inventory
- P. M. Systems
- Fuel Controls

Develop Route Evaluation Criteria Policy.

Develop Draft Comprehensive 5-Year Budget.

Additionally, Jefferson Transit has adopted the following as its Mission Statement and Goals:

It is the duty of the Transit Authority, its Advisory bodies, and its employees to continually strive toward the accomplishment of the following mission:

To provide reliable, comfortable transit service in Jefferson County which is cost effective and reduces energy consumption in order to:

1. Serve transportation dependent individuals.
2. Provide viable transportation alternatives.
3. Thoroughly investigate the application of Public Transit Services in a rural county.

The following goals have been adopted as those most appropriate to realize this mission statement:

1. To continually demonstrate an increase in system ridership.
2. To rigorously promote the use of transit services.

3. To provide public transportation services which will realize the cultural and economic betterment for the residents of Jefferson County.
4. To coordinate with existing and future planning efforts for physical and social development within Jefferson County.
5. To correlate operations of private, public, and school system transportation services whenever practical.
6. To implement a management system which will continually re-evaluate goals and provide measurable objectives to achieve these goals in the daily operation of the transit system.
7. To ensure an efficient fiscal policy for the acquisition and utilization of public transportation funds.
8. To continuously promote public interaction regarding transit operations and policy.

### **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.

Additionally, community participation is encouraged by publicizing the notices of all monthly Transit Board and quarterly Citizens Advisory Committee meetings with agendas. All are open to the public and have designated portions of the agenda dedicated to public comment.

Customer Comment and Service Request forms are provided on each bus.

Questionnaires and surveys are utilized whenever major service changes are considered.

### **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
9		Total

#### *Dial-a-Ride Vehicles*

1	1981	17-passenger
2	vehicles provided by contractor	
3		Total

*Vanpool Vehicles*

1	1979	15-passenger
1	1983	15-passenger
1	1984	15-passenger
2	1985	15-passenger
<u>1</u>	<u>1988</u>	<u>15-passenger</u>
6		Total

**Facilities**

*Operations, Maintenance, & Administration*

A 6,000 square foot building on a 46,000 square foot lot houses operations, administration, Greyhound Bus Depot, minor vehicle maintenance and other support functions. The building was an existing structure remodelled for use by Jefferson Transit.

**Passenger Shelters**

Eleven shelters have been sited along the routed service.

**Operating Statistics and Indicators***Fixed-Route*

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$581,426	\$605,079	4.1
Farebox Revenue	\$77,408	\$ 68,924	(11.0)
Passenger Service Hours	11,145	12,137	8.9
Passenger Service Miles	309,395	329,962	6.7
Passenger Trips	142,503	166,734	17.0
Employees	16	15	(6.3)
Operating Cost/Passenger Trip	\$4.08	\$3.63	(11.0)
Operating Cost/Service Hour	\$52.17	\$49.85	(4.5)
Passenger Trips/Service Hour	12.79	13.74	7.4
Passenger Trips/Service Mile	0.49	0.51	4.1
Service Hours/Employee	719.03	809.13	12.5
Farebox Recovery Ratio	13.3%	11.4%	(14.3)

*Demand-Response*

Operating Cost	\$74,826	\$84,706	13.2
Farebox Revenue	\$6,394	\$6,555	2.5
Passenger Service Hours	3,375	3,206	(5.0)
Passenger Service Miles	31,068	30,892	(0.6)
Passenger Trips	10,003	10,119	1.2
Employees	2	2	0
Operating Cost/Passenger Trip	\$7.48	\$8.37	11.9
Operating Cost/Service Hour	\$22.17	\$26.42	19.2
Passenger Trips/Service Hour	2.96	3.16	6.8
Passenger Trips/Service Mile	0.32	0.33	3.1
Service Hours/Employee	1,687.50	1,603.00	(5.0)
Farebox Recovery Ratio	8.6%	7.7%	(10.5)

**Revenue**

Sales Tax	\$ 353,535	\$ 411,099	16.3
MVET	343,439	393,535	14.6
Operating Contracts	7,686	7,009	(8.8)
Charters	7,721	10,296	33.4
Capital	182,739	23,674	(87.0)
Operating	755	2,766	266.4
Dept. of Energy	8,715	7,223	(17.1)
Other	<u>50,299</u>	<u>18,967</u>	(62.3)
Total	\$ 954,889	\$ 874,569	(8.4)

**Expenses**

Capital	\$ 280,998	\$ 64,168	(77.2)
Transfer to Capital Reserve	67,163	82,000	22.1
Interfund Loans	<u>49,576</u>	<u>10,379</u>	(79.1)
Total	\$ 397,737	\$ 156,547	(60.6)

**Fund Balances**

Unrestricted Cash & Investment	\$ 35,180	\$ 307,071	772.9
Self-insurance Fund	77,278	97,112	25.7
Capital Replacement/Purchase	386,733	434,504	12.4
Operating Reserve	<u>56,524</u>	<u>62,000</u>	9.7
Total	\$ 555,715	\$ 1,298,424	133.7

# **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 three separate annexations, such that the authority now covers most of Central and North Kitsap as well. The Transit Authority boundaries include approximately 150,000 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
- The Mayor of Bremerton
- Two Bremerton City Council members
- The Mayor of Port Orchard
- The Mayor of Poulsbo
- The Mayor of Winslow

## **Services**

The Authority is now an established, multi-program 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 ride-matching service.

The Authority directly operates both the routed service which carried 1,615,687 of the 1989 passengers, and the rideshare services, including the subscription bus program, which carried 473,614 passengers in 1989, and the vanpool program, which carried 63,758.

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 multi-year contract service program with Paratransit Services, Inc. These services combined, in 1989, carried 300,000+ passengers.

## **Service Standards**

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

1. Specific services should be designed and developed to address specific needs or service areas.
2. 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.



3. Kitsap Transit should operate a balance of direct and contracted operations as cost effectiveness and efficiency dictate, including, in 1989, working on better integration of existing private operators, particularly the private ferry services, into the overall system.
4. The quality of service should be high and should be aimed directly at customers' needs, including cloth, fully padded seats, making change for passenger, and providing higher quality express-type services in rush hour whenever possible.
5. 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.
6. 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 passengers 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 systemwide.

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 only seven buses 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 through 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 the Agency has limited access to federal capital funds, approximately \$320,000 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 formally adopted 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 following primary goals:

- 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 1989. These objectives are as follows:

- Ridership — 2,038,337 (not including paratransit)
- Cost Per Passenger — \$1.87
- Service Interruptions — 99.974% on time
- Cash Flow — No Warrants
- Budget — Minus 1%
- Construction — 0% over

### **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 agencywide, 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 Ferry System (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.

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### **Equipment**

#### *Transit Vehicles*

- Five 25- to 33-passenger less than 12 years old.
- Twenty-four 34- to 44-passenger, all at least five years old (10 exceed 21 years).
- Forty-one 45- to 60-passenger vehicles, all at least eight years old (37 exceed 17 years).
- Forty-five vehicles total

#### *Dial-a-Ride Vehicles*

- 31 vehicles in the 24 to 30-passenger range, 19 of which are lift equipped.

#### *Rideshare Vehicles*

- 31 vans
- 34 suburban-style buses
- 65 Total

### **Facilities**

#### *Operations, Maintenance, & Administration*

The historical West-central Bremerton base is the main operating and maintenance facility for the system. It is currently undergoing extensive rehabilitation.

Worker/driver and vanpools are housed at a variety of sites at or near their service-start points. Paratransit vehicles are housed at the contractor's facility, approximately 1-1/2 miles from the transit based in West Bremerton.

*Transit Centers*

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)

*Park & Ride Lots*

Cooperative agreements, primarily with public agencies and area churches, provide a total of 910 stalls throughout the service area.

**Passenger Shelters**

Sixty-nine shelters have been installed throughout the system.

## Operating Statistics & Indicators

	1988	1989	% Change
<i>Fixed-Route</i>			
Operating Cost	\$3,771,289	\$3,643,996	(3.4)
Farebox Revenue	\$761,045	\$722,947	(5.0)
Passenger Service Hours	73,907	77,348	4.7
Passenger Service Miles	1,263,313	1,298,752	2.8
Passenger Trips	2,084,922	2,068,789	(0.8)
Employees	76	86	13.2
Operating Cost/Passenger Trip	\$1.81	\$1.76	(2.8)
Operating Cost/Service Hour	\$51.03	\$47.11	(7.7)
Passenger Trips/Service Hour	28.21	26.75	(5.2)
Passenger Trips/Service Mile	1.65	1.59	(3.6)
Service Hours/Employee	972.46	901.5	(7.3)
Farebox Recovery Ratio	20.2%	19.8%	(2.0)

### *Demand-Response*

Operating Cost	\$1,920,454	\$2,444,775	27.3
Farebox Revenue	\$36,011	\$69,562	93.2
Passenger Service Hours	69,522	47,940	(31.0)
Passenger Service Miles	1,106,660	846,027	(23.6)
Passenger Trips	348,486	329,190	(5.5)
Employees	35	49	40.0
Operating Cost/Passenger Trip	\$5.51	\$7.43	34.9
Operating Cost/Service Hour	\$27.62	\$51.00	84.7
Passenger Trips/Service Hour	5.01	6.87	37.1
Passenger Trips/Service Mile	0.31	0.39	25.8
Service Hours/Employee	1,986.34	978.37	(50.8)
Farebox Recovery Ratio	1.9%	2.9%	52.6

### Revenue

MVET	\$ 3,043,408	\$ 3,151,022	3.5
Capital	1,215,317	549,692	(54.8)
Other	<u>394,924</u>	<u>273,676</u>	(30.7)
Total	\$ 4,653,649	\$ 3,974,390	(14.6)

### Expenses

Capital	\$ 1,215,317	\$ 1,352,693	11.3
Depreciation	<u>418,793</u>	<u>512,191</u>	22.3
Total	\$ 1,634,110	\$ 1,864,884	14.1

### Fund Balances

Unrestricted Cash & Investment	\$ 34,056	\$ 46,636	36.9
Self-insurance	<u>102,571</u>	<u>100,000</u>	(2.5)
Total	\$ 136,627	\$ 146,636	7.3

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

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 39 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 of the services provided is 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, methods for service productivity improvement are included.

An example of the criteria established in the *Transportation Service Guidelines* is as follows:

### ***Vehicle Overloads***

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* is found the following:

“Routes and/or trips within a route group whose individual productivities fall below the value which identifies the bottom 10 percent (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, as a minimum. The life standards varies throughout this diverse fleet of electric to articulated to dual mode coaches. A Capital Replacement/Purchase Fund has been established and funded for such fleet replacement.

### **Objectives for System Improvement**

The Metro Transit Department established its 1989 objectives and work priorities under the Department's Results Oriented Management System (ROMS). Performance in meeting the objectives presented in that document were to be used in the annual performance reviews for the transit management staff. The works 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.

The 1988 ROMS document provided the following as the Transit Department Mission Statement and Goals:

### *Mission Statement*

To provide a higher quality of life in the community by providing the best possible transportation system, which meets the needs of our constituency and is recognized as outstanding by our peers.

### *Goals*

Priority areas for which specific objectives and work priorities were established included ridership, customer satisfaction, employee satisfaction, system development, system management, and 1990 Implementation. 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.

In addition to the Transit Department's objectives for 1989, the Metro Council's Transit Performance Standards Task Force developed the framework for future program direction. This structure recognized three major goals of the transit program:

- Providing commuter mobility and an integrated system of public transportation services.
- Serving the transit dependent population.
- Maintaining the financial integrity of the public transportation system.

Consideration of these goals, the need to keep up the basic function of good facility and vehicle maintenance, and the need to pay greater attention to staff development and affirmative action at Metro led to the set priorities adopted by the Council. The budget responds to Council guidance in the priority areas listed below:

*Maintain the basics*

- Fleet (existing and new dual power).
- Tunnel, six operating bases.
- Customer services such as telephone information.
- Continue to keep service functioning smoothly.

*Staff Development*

- Emphasize management and staff training.
- Develop a strong affirmative action program.

*Measurable Performance Standards*

- Develop a comprehensive process to measure progress.
- Establish measurable performance indicators.
- Track performance using state-of-the-art research and measurement techniques.

*Long-Range Plan*

- Plan for public transportation for the decade 1991 to 2000.
- Consider service enhancements, new bus service and incentives, expand facilities, special lanes reserved for high speed express buses, light rail alternatives that would serve one or more corridors, and expansion of shared ride services.

*Commuter Mobility/Integrated System*

- Priority markets
- Higher frequency service
- Market share goals for service investments
- Community partnerships
- Regional service connections
- Service quality
- HOV/High capacity transit

*Transit Dependent Population*

- Continue the senior and disabled fare discount.
- Continue the Special Transportation Services Program.
- Develop plan for implementation of the Americans with Disability Act.

### ***Financial Integrity***

Focus on operating ratio, operating efficiency, and capital financing.

### **Community Participation**

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

Proposed transit service changes involve the public by fliers on the buses announcing the proposal, mail back 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.

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.

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### **Equipment**

#### *Transit Vehicles*

Standard Diesel Coaches	579
Articulated Diesel Coaches	352
Standard Trolley Coaches	109
Articulated Trolley Coaches	46
Standard Methanol Coaches	10
Waterfront Streetcars	<u>3</u>
	1,099 Total

#### *Dial-a-Ride Vehicles*

Provided by contractors

#### *Vanpool Vehicles*

245 vehicles available with 222 in service

### **Facilities**

#### *Operations, Maintenance & Administration*

Bellevue, Power Distribution Headquarters, Central, East, Ryerson, South, Waterfront Streetcar Barn, Facilities Maintenance (North and South). Together these facilities provide maintenance, fueling, washing, vehicle storage and operations facilities.

#### *Transit Centers*

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



*Park & Ride Lots*

45 permanent lots provide a total of 13,182 stalls

4 WSDOT lots provide a total of 204 stalls

35 leased lots provide a total of 1,378 stalls

**Passenger Shelters**

1,150 shelters are currently installed.

**HOV Lanes**

I-5	15.6 miles
I-405	12.4 miles
I-90	5.1 miles
SR 522	3.5 miles
SR 520	2.8 miles
SR 99	1.5 miles
Arterials	<u>2.7 miles</u>
Total	43.6 miles

## Operating Statistics and Indicators

	1988	1989	% Change
<i>Fixed-Route</i>			
Operating Cost	\$144,537,000	\$151,703,480	5.0
Farebox Revenue	\$32,224,000	\$38,072,000	18.2
Passenger Service Hours	1,791,464	1,795,537	0.2
Passenger Service Miles	27,130,077	26,938,850	(0.7)
Passenger Trips	87,906,000	91,579,317	4.2
Employees	2,710	2,731	0.8
Operating Cost/Passenger Trip	\$1.64	\$1.66	1.2
Operating Cost/Service Hour	\$80.68	\$84.49	4.7
Passenger Trips/Service Hour	49.07	51.00	3.9
Passenger Trips/Service Mile	3.24	3.40	4.9
Service Hours/Employee	661.10	657.47	(0.6)
Farebox Recovery Ratio	23.7%	25.1%	5.9
<i>Demand-Response</i>			
Operating Cost	\$1,325,410	\$2,053,520	54.9
Farebox Revenue	\$89,474	\$185,371	107.2
Passenger Service Hours	55,960	88,385	57.9
Passenger Service Miles	1,206,888	587,279	(51.3)
Passenger Trips	339,256	768,171	126.4
Employees	31	46	48.4
Operating Cost/Passenger Trip	\$3.91	\$2.67	(31.7)
Operating Cost/Service Hour	\$23.68	\$23.23	(1.9)
Passenger Trips/Service Hour	6.06	8.69	43.4
Passenger Trips/Service Mile	0.28	1.31	367.9
Service Hours/Employee	1,805.16	1,921.41	6.4
Farebox Recovery Ratio	6.8%	9.0%	32.4
<b>Revenue</b>			
Farebox	\$28,845,000	\$32,583,000	13.0
Other Operating (Includes Postal Contract, Kingdome Shuttle, Auburn Circulator, Bus Advertising, etc.)	\$4,189,000	\$4,153,000	(0.9)
Sales Tax	\$107,235,000	\$128,560,000	19.9
MVET	48,175,000	52,027,000	8.0
Interest	6,190,000	7,751,000	25.2
Monorail & Streetcar Maintenance	910,000	551,000	(39.5)
Revenue Vehicle Leases	67,000	49,000	(26.9)
Other Leases	3,000	2,000	(33.3)
Seattle Center	114,000	145,000	27.2
Miscellaneous Subsidies	342,000	310,000	(9.4)
State B&O tax Exemption	239,000	268,000	12.1
WSDOT Commuter Pool	40,000	40,000	—
Other Operating Grants	226,000	436,000	92.9
Vanpool Rider Fees	1,190,000	1,190,000	—
Sale of Vans	390,000	0	(100.0)
Miscellaneous	6,959,000	(10,372)	(100.2)
<b>Total</b>	<b>\$172,080,000</b>	<b>\$191,318,628</b>	<b>11.2</b>

<i>Capital Grants</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
UMTA Section 3	\$ 70,728,000	\$ 70,000,000	(1.0)
UMTA Section 5	3,000	0	(100.0)
UMTA Section 6	4,000	30,000	650.0
UMTA Section 9	2,521	20,105	697.5
WSDOT	1,173,000	961,000	(18.1)
Power Washington	400,000	0	(100.0)
National Endowment of Art	0	20,000	—
Other	0	170,000	—
<i>Operating Grants</i>			
UMTA Section 9	<u>5,752,000</u>	<u>5,701,000</u>	(0.9)
Total	\$ 78,062,521	\$154,259,626	97.6
<b>Expenses</b>			
Capital	\$154,902,000	\$144,972,000	(6.4)
Operating	145,862,000	153,763,000	5.4
Depreciation	26,052,000	26,241,000	0.7
Interest	<u>6,341,000</u>	<u>8,060,000</u>	27.1
Total	\$333,157,000	\$333,036,000	(.04)
<b>Fund Balances</b>			
Unrestricted Cash & Investment	\$ 6,813,000	\$ 3,654,000	(46.4)
Capital Replacement/Purchase Funds	40,549,000	102,821,000	153.6
Self Insurance for Catastrophic Accidents Fund	7,240,000	7,826,000	8.1
Other Restricted Fund Balances	<u>89,000</u>	<u>306,000</u>	243.8
Total	\$ 54,691,000	\$114,607,000	109.6

# **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 of 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, between Ilwaco and South Bend and between Ilwaco and Astoria, Oregon.

PTS's service area consists of 908 square miles and serves a permanent population of 18,800. 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 6-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.

## **Objectives for System Improvement**

Pacific Transit System has a number of objectives during 1989. Included among them were completion of our Seaview Maintenance Facility and to continue to identify unmet transportation needs and ways of addressing those needs.

Completion of our Seaview Maintenance Facility culminated years of work to replace an old tin building as our vehicle maintenance facility. The new facility serves as our primary base of operation in the Long Beach Peninsula area. The new facility includes bus operator reporting areas and classroom training facilities. The facility, costing

nearly \$1,000,000, was funded through a combination of sources including UMTA Section 3 funds, UMTA Section 18 funds, and local funds.

It was determined that additional dial-a-ride services were required during 1989. As a result, two full-time operators provide dial-a-ride service in the south county area. Additional dial-a-ride hours were provided in the Raymond/South Bend/Willapa Valley area of North Pacific County.

### **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.

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### **Equipment**

#### *Transit Vehicles*

2	1969	50-passenger
8	1982	30-passenger
<u>1</u>	1985	30-passenger
11		Total

#### *Dial-a-Ride Vehicles*

1	1976	14-passenger
1	1981	14-passenger
1	1984	17-passenger
1	1989	18-passenger
<u>1</u>	1990	15-passenger
5		Total

### **Facilities**

#### *Operations, Maintenance, & Administration*

PTS owns two facilities.

#### *Raymond Administration and Operations*

A 3,700 sq. ft. of 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.

## Operating Statistics and Indicators

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
<i>Fixed-Route</i>			
Operating Cost	\$459,136	\$591,551	28.8
Farebox Revenue	\$37,884	\$41,281	9.0
Passenger Service Hours	10,836	14,168	30.8
Passenger Service Miles	294,670	313,564	6.4
Passenger Trips	109,621	143,700	31.1
Employees	15	15	0
Operating Cost/Passenger Trip	\$4.15	\$3.99	(3.9)
Operating Cost/Service Hour	\$42.01	\$40.42	(3.8)
Passenger Trips/Service Hour	10.12	10.14	0.2
Passenger Trips/Service Mile	0.37	0.46	24.3
Service Hours/Employee	722.40	944.33	30.72
Farebox Recovery Ratio	7.7%	8.5%	10.4

## *Demand-Response*

Operating Cost	\$151,735	\$80,000	(47.3)
Farebox Revenue	\$7,255	\$5,777	(20.4)
Passenger Service Hours	3,276	4,116	66.2
Passenger Service Miles	106,660	58,502	(45.2)
Passenger Trips	22,670	16,992	(25.1)
Employees	2	2	0
Operating Cost/Passenger Trip	\$6.69	\$4.71	(29.6)
Operating Cost/Service Hour	\$46.32	\$19.44	(58.0)
Passenger Trips/Service Hour	6.92	4.13	(40.3)
Passenger Trips/Service Mile	0.21	0.29	38.1
Service Hours/Employee	1,638.00	2,058.00	25.6
Farebox Recovery Ratio	4.8%	7.2%	50.0

## Revenue

Sales Tax	\$ 280,338	\$ 308,891	10.2
MVET	299,203	285,338	(4.6)
Charter	8,145	7,615	(31.1)
Capital	139,840	342,797	145.1
Operating	89,560	55,000	(38.6)
Other	<u>22,067</u>	<u>655,841</u>	2,872.0
Total	\$ 839,153	\$ 1,655,482	97.3

## Expenses

Capital	\$ 201,858	\$ 503,984	149.7
Depreciation	22,786	25,460	11.7
Transfer to Capital Reserve	<u>56,474</u>	<u>25,972</u>	(54.0)
Total	\$ 281,118	\$ 555,416	97.6

## Fund Balances

Unrestricted Cash & Investment	\$ 416,279	\$ 126,539	(70.0)
Capital Replacement Fund	<u>214,638</u>	<u>104,440</u>	(51.3)
Total	\$ 861,896	\$ 230,979	(73.2)

## **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 operation of the Tacoma Transit System from the city of Tacoma. Annexation of additional areas, including Gig Harbor and Dupont, have expanded the service area to its present 275 square miles.

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

- Pierce County Executive or his designee
- One Pierce County Council member
- Three Tacoma City Council members
- One Puyallup City Council member
- One City Council member chosen by the ten other cities in the service area

### **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 operate over 345 miles of city streets, county roads, state highways, and Interstate 5. On weekdays all 45 routes are operated. Saturday service is provided on 39 routes and Sunday service is provided on 34 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, 16 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 1989, 64 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 the end of 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.

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. The service by vanpools has been fully utilized and is being expanded.

### **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.

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 are combined into standard sequences of stops that provide frameworks to which individual 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).

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 3-year cycle to determine the potential for and cost effectiveness of contracting portions of existing services.

Maintains a method of comparing the true public cost of providing service with agency personnel and equipment versus the cost 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, six new routes were added, three routes were eliminated, 12 routes underwent frequency improvements, nine routes had frequency reductions, and five 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

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 terms of farebox recovery to provide another financial perspective.

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 is as follows:

- Buses (30-foot 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 miles or 15 years.

### **Policy Issues and System Improvement Objectives**

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.

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

Two thousand seven hundred miles between road calls.

Twenty-seven thousand miles between road calls related to wheelchair lift reliability.

In 1990, the focus of the specialized transportation program's efforts will be to provide a record level of service, up to 304,000 trips. Service quality efforts will aim to provide 90 percent of these trips on-time and improve (decrease) the waiting time on telephone request lines. Productivity efforts will seek to maintain an average of 3.25 trips per directly operated vehicle hour and an average direct cost of \$9.46 per trip for all (direct and contractor provided) trips.

#### **Vanpool Service and Rideshare Matching**

All six vans provided by Pierce Transit are in operation. Pierce Transit's fare recovery goal per van, excepting the spare, is 100 percent of capital, operating, and administrative costs. Each vanpool is required to charge a rider fare based on the number of riders in the vanpool and the daily round trip mileage of that vanpool. That total is then divided by nine, ten, or eleven riders to determine each rider's fare.

Each vanpool placed in service is expected to serve a minimum of nine riders. The costs of operating the van are spread evenly among the nine or more riders. A vanpool may choose to serve fewer riders if higher fares are paid by the riders. Several allowances are made in order to achieve full usage of each of these vans. These include:

**Low Ridership Allowance.** A full vanpool (i.e., at least nine riders) is allowed to operate below that minimum for up to two months while attempting to build ridership back up to nine. Fares are charged as if nine riders were still using the service.

**Vacation Allowance.** To accommodate vacations, riders may deduct a daily rate from their monthly fare when they take a block of five days or more off for vacation purposes.

**Access Allowance.** In order to pick-up or drop-off riders at the home end of the trip, up to 10 "free" miles are permitted each day for each van. Technically, this is a "cost" Pierce Transit assumes rather than a deduction from the normal monthly fare.

**Trial Period.** Up to a nine-month period is permitted for new vanpools to build viable ridership, i.e., nine passengers. A minimum of three passengers is required to begin a trial period. Passengers are charged according to the fees assessed to a van serving nine passengers.

To provide ridematch services more efficiently, Pierce Transit is participating in a project to "regionalize" ridematch services. As part of that effort some specific objectives, such as customer response time, have been established. In addition, a task force involving six agencies in the Puget Sound region was initiated and has begun efforts toward "regionalize" vanpooling.

When Pierce Transit was formed in 1980, its primary goal was to expand transit service to the 60 percent of Pierce County's population residing outside the city of Tacoma. The existing route system, acquired from the city of Tacoma, was expanded and realigned to serve new destinations, facilitate cross-town travel, and generally improve transit service throughout the entire service area. Ten years later, these goals have been accomplished through service and capital facility improvements which have been completed or are in the process of being completed.

As Pierce Transit looks forward to the next ten years in updating the Agency's long range plan, its day-to-day focus will not change. Its primary mission will continue to be providing basic transportation to those who have no other options and providing an alternative (for access to work, school, shopping, and recreation) to those who depend on private vehicles. At the same time, Pierce Transit will work with local, regional, and state jurisdictions to define the roles of each in meeting the region's transportation needs.

Pierce Transit's 10-year plan (1991-2000) was initiated in October 1989, and will be completed in January 1991. Specific objectives of the project are to: 1) allow Pierce Transit to anticipate changes in its internal and external environment and respond effectively; 2) establish a clear direction for future actions; 3) develop a sound financial strategy to enable the plan to be implemented; and 4) satisfy state, federal, and local requirements. In order to develop a plan which meets these objectives, work will include: an analysis of issues and decisions regarding the appropriate policies and an assessment of probable system response, coupled with a review and possible redefinition of the agency's overall mission statement.

Specific items that may be addressed as part of these tasks are:

**Issue Topics**

- Regional and multi-modal connections
- Financial sources, amounts, and options
- Fare structure and policies
- Performance standards
- Land use/transit relationships
- Service expansion criteria and service levels
- Private sector involvement in providing financing, service, and facilities
- Transportation demand strategies
- Relationship to future high capacity transit
- Existing and potential markets
- Revenue sources
- Provision of HOV facilities
- Capital project priorities
- Demand for specialized transportation services by the frail elderly, the physically disabled and the developmentally disabled

**System Assessment**

- Status — level and type of service
- Ridership characteristics
- Non-ridership characteristics
- Demand — existing and forecast
- Cost and productivity
- Revenue forecast

**Community Participation**

Community participation will be encouraged at key points in the policy 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, onboard bus information material, and questionnaires as issues are developed in the policy plan. Coordination with other jurisdictions will occur informally, and, more formally, through presentations to the Puget Sound Council of Government's Pierce Subregional Council of elected officials and the Pierce Subregional Council Technical Advisory Committee.

This effort will embrace the policies and priorities set forth on a countywide, regional, and statewide basis. Plans and policy statements of other jurisdictions and agencies are being updated and are in various stages of completion. As Pierce Transit's plan is developed, it will incorporate the direction of other planning efforts to the extent such direction is known.

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## Equipment

### *Transit Vehicles Directly Operated*

1	1947	40-passenger (Fageol twin coach kept for historic interest)
26	1965	53-passenger
20	1973	41-passenger
11	1974	41-passenger
32	1980	37-passenger
39	1985	47-passenger
19	1987	46-passenger
<u>3</u>	1987	11-passenger
150		Total

### *Purchased Service*

2	1964	45-passenger
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### *Dial-a-Ride Vehicles*

3	1981	11-passenger
6	1984	11-passenger
7	1985	11-passenger
<u>4</u>	1987	11-passenger
20		Total

### *Vanpool Vehicles*

7	1986	12-passenger
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## Facilities

### *Operations, Maintenance, & 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 a permanent off-street transfer point. Puyallup and southeast Tacoma have interim transit centers which are planned to be permanent in the next few years. Pierce Transit has also leased space in a downtown Tacoma storefront which is used as a customer service office.

### *Park & Ride Lots*

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

**Passenger Shelters**

131 shelters installed throughout the service area.

## Operating Statistics and Indicators

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
<i>Fixed-Route</i>			
Operating Cost	\$19,057,676	\$20,759,419	8.9
Farebox Revenue	\$2,919,801	\$3,415,077	17.0
Passenger Service Hours	395,730	411,311	3.9
Passenger Service Miles	5,454,289	5,547,429	1.7
Passenger Trips	10,790,162	10,283,935	(4.7)
Employees	384	452	17.7
Operating Cost/Passenger Trip	\$1.77	\$2.02	14.1
Operating Cost/Service Hour	\$48.16	\$50.47	4.8
Passenger Trips/Service Hour	27.27	25.00	(8.3)
Passenger Trips/Service Mile	1.98	1.85	(6.6)
Service Hours/Employee	1,030.55	909.98	(11.7)
Farebox Recovery Ratio	15.3%	16.5%	7.4
<i>Demand-Response</i>			
Operating Cost	\$2,388,292	\$2,785,884	16.7
Farebox Revenue	\$108,980	\$126,302	15.9
Passenger Service Hours	58,737	67,502	14.9
Passenger Service Miles	1,024,625	1,324,102	29.2
Passenger Trips	200,874	221,723	5.4
Employees	67	76	13.4
Operating Cost/Passenger Trip	\$11.89	\$12.56	5.6
Operating Cost/Service Hour	\$40.66	\$41.27	1.5
Passenger Trips/Service Hour	3.42	3.28	(30.4)
Passenger Trips/Service Mile	0.20	0.17	(15.0)
Service Hours/Employee	876.67	888.18	1.3
Farebox Recovery Ratio	4.6%	4.5%	(2.2)
<b>Revenue</b>			
Sales Tax	\$ 12,264,763	\$ 13,513,963	10.2
MVET	10,273,528	11,385,811	10.8
Operating Contracts	782,178	770,165	(1.5)
Capital	1,341,360	412,530	(69.3)
Operating	1,590,845	1,580,958	(0.6)
Other	<u>1,772,151</u>	<u>2,412,295</u>	36.1
Total	\$ 28,024,825	\$ 30,075,722	7.3
<b>Expenses</b>			
Capital	\$ 1,696,060	\$ 2,362,336	39.3
Depreciation	<u>2,717,835</u>	<u>2,681,694</u>	(1.3)
Total	\$ 4,413,895	\$ 5,044,030	14.3
<b>Fund Balances</b>			
Unrestricted Cash and Investment	\$ 3,807,138	\$ 4,737,123	24.4
Self Insurance Fund	1,847,815	2,308,549	24.9
Capital Purchase/Replacement*	<u>13,339,340</u>	<u>17,513,842</u>	31.3
Total	\$ 18,994,293	\$ 24,559,514	29.3

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

## 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 city council's review of transportation issues and budget adoption.

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### Equipment

#### *Transit Vehicles*

2	1980	15-passenger vans
1	1989	9-passenger mini bus
<u>1</u>	1989	15-passenger mini bus
4		Total

**Facilities***Operations, Maintenance, & Administration*

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



**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$53,412	\$44,281	(17.1)
Farebox Revenue	\$9,421	\$12,973	37.7
Passenger Service Hours	3,183	3,380	6.2
Passenger Service Miles	33,343	37,722	13.1
Passenger Trips	15,851	17,374	9.6
Employees	3	3	0
Operating Cost/Passenger Trip	\$3.37	\$2.55	(24.3)
Operating Cost/Service Hour	\$16.78	\$13.10	(21.9)
Passenger Trips/Service Hour	4.98	5.14	3.2
Passenger Trips/Service Mile	0.48	0.46	(4.2)
Service Hours/Employee	1,061.0	1,126.67	6.2
Farebox Recovery Ratio	17.6%	29.3%	66.1

**Revenue**

Sales Tax	\$ 15,000	\$ 15,000	0
MVET	15,000	15,000	0
Charter	1,522	7,307	380.1
Capital	44,720	0	(100.0)
Operating	13,249	13,659	3.1
Other	<u>5,503</u>	<u>3,671</u>	(33.3)
Total	\$ 94,994	\$ 54,637	(42.3)

**Expenses**

Capital	\$66,877	\$44,280	(33.8)
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**Fund Balances**

Unrestricted Cash & Investment	\$ 6,294	\$ 37,584	497.1
Reserve Fund	<u>11,252</u>	<u>11,371</u>	1.1
Total	\$ 17,546	\$ 48,955	179.0

## **Pullman Transit (Whitman County)**

Rod Thornton, Operations Supervisor  
(509) 332-6535

### **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 service 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 fifteen-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 6:50 p.m. with some extended hours when Washington State University is in session.

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

### **Objectives for System Improvement**

The Pullman Transit System had three objectives for 1989. These objectives were:

- Add two to three bus passenger shelters.

- Add one bus for new express service from university student housing to campus (10-minute headways).

- Monitor system.

### **Community Participation**

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

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**Equipment***Transit Vehicles*

2	1964	45-passenger
3	1985	40-passenger
1	1986	40-passenger (lift-equipped)
<u>2</u>	1987	40-passenger (lift-equipped)
8		Total

*Dial-a-Ride Vehicles*

2	1987	Lift-equipped vans
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**Facilities***Operations, Maintenance, & 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**

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

**Operating Statistics and Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$502,000	\$584,154	(16.4)
Farebox Revenue	\$141,583	\$176,066	24.4
Passenger Service Hours	9,152	10,025	9.5
Passenger Service Miles	129,432	141,607	9.4
Passenger Trips	527,421	654,761	24.1
Employees	13	13.50	3.9
Operating Cost/Passenger Trip	\$0.95	\$0.90	(5.3)
Operating Cost/Service Hour	\$54.85	\$58.27	(6.2)
Passenger Trips/Service Hour	57.63	64.51	11.9
Passenger Trips/Service Mile	4.07	4.57	12.3
Service Hours/Employee	704.00	742.59	5.5
Farebox Recovery Ratio	28.2%	30.1%	6.7

*Demand-Response*

Operating Cost	\$98,712	\$82,425	(16.5)
Farebox Revenue	\$4,126	\$3,657	(11.4)
Passenger Service Hours	2,926	2,910	(0.6)
Passenger Service Miles	19,016	19,520	2.7
Passenger Trips	5,050	4,973	(1.5)
Employees	3	3	0
Operating Cost/Passenger Trip	\$19.55	\$16.98	(13.2)
Operating Cost/Service Hour	\$33.74	\$29.01	(14.0)
Passenger Trips/Service Hour	1.73	1.71	(1.2)
Passenger Trips/Service Mile	0.27	.25	(7.4)
Service Hours/Employee	975.33	970.00	(0.6)
Farebox Recovery Ratio	4.2%	4.3%	2.4

**Revenue**

Utility Tax	\$ 324,945	\$ 345,528	6.3
MVET	322,228	311,945	(3.2)
Other	<u>17,873</u>	<u>61,157</u>	242.2
Total	\$ 665,046	\$ 718,630	8.1

**Expenses**

Capital	\$ 77,062	\$ 197,880	156.8
Depreciation	52,990	52,990	0
Transfer to Capital Reserve	<u>75,865</u>	<u>212,666</u>	180.3
Total	\$ 205,917	\$ 463,536	125.1

**Fund Balances**

Unrestricted Cash & Investment*	\$224,379	\$31,900	(85.8)
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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 1968. Four years prior to that, the voters of Spokane approved the implementation of a household tax to support the system.

In 1981, the voters approved a 0.3 percent 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 (PTBA). 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 Spokane City Council

### **Services**

During calendar year 1989, 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 1989 totaled 571.53 miles.

Demand response service was operated by both Spokane Transit Authority and by supplemental private contractors. In 1989, four contractors provided service for ambulatory and semi-ambulatory passengers. Weekday and Saturday service was provided from 6:00 a.m. to midnight, and from 8:00 a.m. to 7:00 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. These standards are as follows:

#### *Access to Transit Service*

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

Outside the City of Spokane (rural): Provide transit service within approximately one-half 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 service, except in cases necessitated by the ridership and availability of equipment.

Provide 60-minute frequencies on Saturdays, 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 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 30 minutes.

#### *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 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 PTBA boundary.

### *Service Performance Standards*

#### *Fixed Route*

Weekday	Urban	Rural
Passengers/Mile	2.0	1.0
Passengers/Hour	25.0	17.0

#### *Saturday & Sunday*

Passengers/Mile	1.5	0.5
Passengers/Hour	15.0	12.0

Trend: Measured from TMP Section 15 performance indicators.

### **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.

### **Objectives for System Improvement**

#### *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 more specific objectives have been established. The objectives are organized by division. Where there is more than one department, in a division, some objectives may relate to a departments assigned responsibilities.

### **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.

### **Fixed Route**

During 1989, STA enhanced fixed route service into the rural West Plains area, increased Sunday service, and provided other service improvements into "fringe" areas. These service enhancements created the expected changes in STA's 1989 operating statistics and indicators for fixed route service.

### **Demand Response**

Data for demand response service for 1989 is provided for both directly operated and purchased transportation (PT) for all data items except employees. Employees listed are full-time equivalents for STA only.

1. An increase in passenger service miles corresponds to an increase in vehicles operated, resulting in more passengers carried and, in some cases, longer trip lengths. Change in service miles also has been impacted by a change in driver scheduling and availability, thereby increasing service miles. STA has experienced increased demands and has responded with more service provided.
2. PT service for 1989 provided more of the system's rural or fringe trips which resulted in longer trips with fewer passengers. Fringe trips generally result in more passenger miles and fewer passenger hours due to increased vehicle speeds.

### **Unrestricted Cash and Investment**

Unrestricted cash increased due to change in scope of the Downtown Transit Center Project. This reserve is committed to ongoing capital projects beyond 1990 and is included in STA's six-year capital and financial program.



Targeted projects include replacement buses and vans, system accessibility requirements, alternative fuels, north and south side transit centers, etc.

### **Financial Status**

We expect financial difficulties in 1992 or 1993 as the special transportation service continues to increase and the fixed route service increases with the opening of a downtown transit center. Other financial impacts to STA will include future unfunded federal mandates for compliance with accessibility and alternative fuel uses. Innovative and efficient plans are being studied now to minimize the operating costs of both modes, and we expect to seek additional funding commitments in 1993 to maintain the committed service levels.

### **Significant Operating Changes**

Planned operating changes in the next six years include construction and operation of a downtown transit center in conjunction with the private sector. The operational requirements of the center will provide the system with 20-minute "pass through" frequencies on most routes, while continuing the multicentered system concept. Implementation of additional routes will be keyed to area growth, demand, and equipment availability. Eight routes have been identified in the TDP for future implementation.

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### **Equipment**

#### *Transit Vehicles*

29	1973	43-passenger
18	1974	43-passenger
21	1978	45-passenger
20	1983	48-passenger
20	1983	45-passenger
<u>10</u>	1986	72-passenger
118		Total

#### *Dial-a-Ride Vehicles*

7	1984	10-passenger
11	1986	15-passenger
7	1987	15-passenger
<u>9</u>	1988	15-passenger
34		Total

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

#### *Vanpool Vehicles*

5	1983	15-passenger
<u>5</u>	1984	15-passenger
10		Total

**Facilities***Operations, Maintenance, & 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. 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 — 12 bus bays

Other Transfer Center — 2 bus bays

*Park & Ride Lots*

Eleven lots with a total of 1,957 parking stalls are available. One is owned by STA. Remainder are leased or have cooperative use agreement.

**Passenger Shelters**

Forty shelters are placed throughout the system at major passenger boarding stops.

## Operating Statistics & Indicators

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$14,217,662	\$16,174,248	13.8
Farebox Revenue	\$2,637,105	\$2,690,118	2.0
Passenger Service Hours	303,164	321,581	6.1
Passenger Service Miles	4,218,095	4,593,978	8.9
Passenger Trips	6,288,521	6,426,602*	2.2
Employees (F.T.E.)	259.60	286.20	10.3
Operating Cost/Passenger Trip	\$2.26	\$2.52	11.5
Operating Cost/Service Hour	\$46.90	\$50.30	7.3
Passenger Trips/Service Hour	20.74	19.98	(3.7)
Passenger Trips/Service Mile	1.49	1.40	(6.0)
Service Hours/Employee	1,167.80	1,123.62	(3.8)
Farebox Recovery Ratio	18.6%	16.6%	(10.8)
<i>Demand-Response</i>			
Operating Cost	\$1,607,318	\$2,514,220	56.4
Farebox Revenue**	\$262,444	\$323,452	23.2
Passenger Service Hours	47,640	48,268	1.3
Passenger Service Miles***	612,361	1,029,497	68.1
Passenger Trips	202,498	243,037	20.0
Employees (F.T.E. – STA only)	38.20	48.20	26.2
Operating Cost/Passenger trip	\$7.94	\$10.35	30.4
Operating Cost/Service Hour	\$33.74	\$52.09	54.4
Passenger Trips/Service Hour	4.25	5.04	18.6
Passenger Trips/Service Mile	0.33	0.24	(27.3)
Service Hours/Employee	1,247.12	1,001.41	(19.7)
Farebox Recovery Ratio*	16.3%	12.9%	(20.9)

\* Farebox generated ridership for 1989 including totalled special events.

\*\* Farebox revenues decreased owing to deletion of a cost-reimbursement contract.

\*\*\* Increase owing to program change, increased service demands, and definitional change in data reporting.

**Revenue**

Sales Tax	\$ 8,184,340	\$ 9,187,622	12.3
MVET	8,182,066	8,643,000	5.6
Operating Contracts	151,811	184,014	21.2
Capital	791,686	1,865,593	135.7
Operating (federal assistance)	1,152,378	1,148,855	(0.3)
Other (investment income, advertising, and misc.)	<u>2,197,602</u>	<u>2,940,497</u>	33.8
Total	\$ 20,659,883	\$ 23,969,581	16.0

**Expenses**

Capital	\$ 1,996,353	\$ 4,423,935*	121.6
Depreciation	<u>1,664,475</u>	<u>2,104,179</u>	26.4
Total	\$ 3,660,828	\$ 6,528,114	78.3

**Fund Balances**

Unrestricted Cash & Investment	\$ 352,565	\$ 8,990,321	2,450.0
Liabilities	<u>2,625,324</u>	<u>2,894,681</u>	10.3
	\$ 2,977,889	\$ 11,885,002	299.1
Local match for awarded federal grants	1,564,250	1,844,242	17.9
Accumulated Depreciation	9,306,576	11,411,123	22.6
Self-insurance Reserves	3,320,381	3,320,381	0
Downtown Transit Project	<u>13,650,000</u>	<u>7,500,000</u>	(45.1)
Total	\$ 27,841,207	\$ 24,075,746	(13.5)

## **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 7:45 p.m. weekdays and from 8:25 a.m. to 5:45 p.m. on weekends. Wheelchair 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 became 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**

Objectives for 1989 were completion of the Shelter program, procurement of a trolley type vehicle for special usage in support of community events, and updating the comprehensive plan.

### **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.

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**Equipment***Transit Vehicles*

1	1981	30-passenger
1	1984	30-passenger
1	1985	30-passenger
1	1987	30-passenger
1	1988	30-passenger
1	1989	30-passenger
6		Total

**Facilities***Operations, Maintenance, & 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**

Thirty-two shelters have been installed in the service area.

**Operating Statistics & Indicators**

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$384,716	\$428,863	11.5
Farebox Revenue	\$30,860	\$33,308	7.9
Passenger Service Hours	12,379	11,982	(3.2)
Passenger Service Miles	174,124	174,782	0.38
Passenger Trips	180,757	187,526	6.7
Employees	11	11	0
Operating Cost/Passenger Trip	\$2.13	\$2.29	7.5
Operating Cost/Service Hour	\$31.08	\$35.79	15.2
Passenger Trips/Service Hour	14.60	15.65	7.2
Passenger Trips/Service Mile	1.04	1.07	2.9
Service Hours/Employee	1,125.36	1,089.27	(3.2)
Farebox Recovery Ratio	8.0%	7.8%	(2.5)

**Revenue**

Sales Tax	\$ 321,026	\$ 341,592	6.4
MVET	348,041	346,026	(0.6)
Other	<u>5,528</u>	<u>5,158</u>	(6.6)
Total	\$ 674,595	\$ 692,776	2.7

**Expenses**

Capital	\$ 214,378	\$ 50,820	(76.3)
Depreciation	<u>37,308</u>	<u>52,321</u>	40.2
Total	\$ 251,686	\$ 103,141	(59.0)

**Fund Balances**

Unrestricted Cash & Investment	\$ 163,250	\$ 114,624	(29.8)
Capital Replacement Fund	455,153	523,410	15.0
Self-insurance Fund	<u>100,000</u>	<u>150,000</u>	50.0
Total	\$ 718,403	\$ 789,034	9.8

## **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.

#### *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.

#### *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. 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's objectives were designed to achieve three broad goals:

Decrease system operating expenses.

Maintain or increase 1988 passenger ridership.

Implement route adjustments to improve performance figures: increase passenger trips per hour, and decrease cost per passenger trip.

#### **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 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

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**Equipment***Transit Vehicles*

3	1969	45-passenger
4	1972	33-passenger
8	1981	31-passenger
15		Total

*Dial-a-Ride Vehicles*

1	1987	19-passenger
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*Vanpool Vehicles*

None

**Facilities***Operations, Maintenance, & 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 sq. ft. 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 nine bus bays used an on-street location in which the auto parking had been removed.

**Passenger Shelters**

Five shelters have been installed.

**Operating Statistics and Indicators***Fixed-Route*

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$1,339,388	\$1,264,345	(5.6)
Farebox Revenue	\$50,764	\$58,557	15.4
Passenger Service Hours	35,778	33,767	(5.6)
Passenger Service Miles	474,641	442,600	(6.8)
Passenger Trips	684,287	689,179	.7
Employees	36	36	0
Operating Cost/Passenger Trip	\$1.96	\$1.83	(6.6)
Operating Cost/Service Hour	\$37.44	\$37.44	0
Passenger Trips/Service Hour	19.13	20.41	6.7
Passenger Trips/Service Mile	1.44	1.65	14.6
Service Hours/Employee	993.83	937.97	(5.6)
Farebox Recovery Ratio	3.8%	4.6%	21.1

*Demand-Response*

Operating Cost	\$106,540	\$89,472	(16.0)
Passenger Service Hours	9,180	10,617	15.7
Passenger Service Miles	60,333	60,531	.33
Passenger Trips	33,682	31,996	(5.0)
Employees	5	4.5	(20.0)
Operating Cost/Passenger Trip	\$3.16	\$2.80	(11.4)
Operating Cost/Service Hour	\$11.61	\$8.43	(27.4)
Passenger Trips/Service Hour	3.67	3.01	(18.0)
Passenger Trips/Service Mile	0.56	0.53	(5.4)
Service Hours/Employee	1,836.00	2,359.33	28.5

**Revenue**

Sales Tax	\$ 714,327	\$ 786,492	10.1
MVET	764,094	739,327	(3.2)
Other	<u>168,753</u>	<u>98,930</u>	(41.4)
Total	\$ 1,647,174	\$ 1,624,749	(1.4)

**Expenses**

Capital	\$ 213,015	\$ 106,594	(50.0)
Depreciation	<u>158,299</u>	<u>166,228</u>	5.0
Total	\$ 371,314	\$ 272,822	(26.5)

**Fund Balances**

Unrestricted Cash & Investment	\$ 180,000	\$ 333,605	85.3
Bus Replacement Investment Fund	<u>1,015,830</u>	<u>1,108,661</u>	9.1
Total	\$ 1,195,830	\$ 1,442,266	20.6

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

Martin Minkoff  
(206) 676-6843

### **Background**

In late 1971, the private operator of 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.

In 1989, the incorporated municipalities of Lynden and Ferndale, as well as the unincorporated region surrounding these communities were annexed into the WTA. This annexation increased the population of the WTA services area by 44 percent. Both fixed route and demand response services were expanded into this annexed area in the fall of 1989.

The Board of Directors is comprised of the following:

- Whatcom County Executive
- One County Council member
- Two Bellingham City Council members
- One Ferndale City Council member
- One Lynden City Council member

Whatcom Transit Authority won the 1987 American Public Transit Association Silver Award for first place in system safety of all transit agencies in North America serving populations under 100,000, and was a finalist for this award again in 1988 and 1989.

### **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. and 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., Saturday 9:00 a.m. to 6:00 p.m. The service is curb-to-curb with a 24-hour advance request recommended.

### **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 is as 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 to 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 Comforts*

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 17 years old and the average of all buses is 15 years.

It is anticipated that the entire existing fleet will need to be replaced by 1994.

### **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.

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 office ten days prior to the meeting.

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## **Equipment**

### *Transit Vehicles*

3	1971	33-passenger
8	1973	33-passenger
3	1974	42-passenger
2	1975	42-passenger
5	1979	42-passenger
<u>6</u>	1980	42-passenger
27		Total

### *Dial-a-Ride Vehicles*

6	1988	13-passenger vehicles provided by WTA
<u>5</u>	1988	13-passenger vehicles provided by contractor
11		Total

## **Facilities**

### *Operations, Maintenance, & Administration*

Offices for dispatch, operations, and administration plus covered bus storage totalling 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 1,580 sq. ft. building which provides customer assistance, drivers lunch room, and passenger waiting.

## **Passenger Shelters**

Seventy-nine shelters placed throughout the system.

## Operating Statistics and Indicators

### *Fixed-Route*

	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$2,450,734	\$2,989,670	22.0
Farebox Revenue	\$263,026	\$300,793	14.4
Passenger Service Hours	56,073	63,734	13.7
Passenger Service Miles	715,254	834,315	16.7
Passenger Trips	1,374,330	1,552,824	12.9
Employees	50	55	10.0
Operating Cost/Passenger Trip	\$1.78	\$1.93	8.4
Operating Cost/Service Hour	\$43.71	\$46.91	7.3
Passenger Trips/Service Hour	24.51	24.36	(0.6)
Passenger Trips/Service Mile	1.92	1.86	(3.1)
Service Hours/Employee	1,121.46	1,158.80	3.3
Farebox Recovery Ratio	10.7%	10.1%	(5.6)

### *Demand-Response*

Operating Cost	\$327,060	\$472,917	44.6
Passenger Service Hours	17,827	21,562	21.0
Passenger Service Miles	345,949	232,204	(32.9)
Passenger Trips	169,806	106,524	(37.3)
Employees	39	41	5.1
Operating Cost/Passenger Trip	\$1.93	\$4.44	130.1
Operating Cost/Service Hour	\$18.35	\$21.93	19.5
Passenger Trips/Service Hour	9.53	4.93	(48.3)
Passenger Trips/Service Mile	0.49	0.46	6.1
Service Hours/Employee	457.1	525.90	15.1

### **Revenue**

Sales Tax	\$ 2,140,605	\$ 3,340,945	56.1
MVET	1,509,902	2,182,304	44.5
Capital	70,378	287,225	308.1
Operating	245,000	370,600	51.3
Other	<u>276,109</u>	<u>465,654</u>	68.7
Total	\$ 4,241,994	\$ 6,646,728	56.7

### **Expenses**

Capital	\$ 118,696	\$ 582,077	390.4
Depreciation	211,464	259,712	22.8
Transfer to Capital Reserve	1,657,383	1,642,454	(0.9)
Transfer to Insurance Reserve	<u>500,000</u>	<u>500,000</u>	0
Total	\$ 2,487,543	\$ 2,984,243	20.0

### **Fund Balances**

Unrestricted Cash & Investment	\$ 787,852	\$ 546,376	(30.7)
Insurance Fund	1,995,016	2,586,530	29.7
Capital Reserve Fund	<u>1,657,383</u>	<u>3,395,386</u>	104.9
Total	\$ 4,440,251	\$ 6,528,292	47.0

# **Yakima Transit**

John Haddix, Interim 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.

## ***Mission Statement***

We (Yakima Transit) accept the responsibility of providing prompt, safe, and courteous public transportation to the city of Yakima in a cost effective manner.

## **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 fares, tickets, and passes should cover from 12 percent to 15 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 is not at least 75 percent of that maintained by the entire system.



### *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. weekdays, and 8:30 a.m. to 6:00 p.m. 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 so 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.

### *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 1989 for system improvement included: 1) Maintenance garage expansion (two bays), 2) Transit operations relocation and facilities remodel, 3) Bus parking shelter, 4) Maintenance equipment, and 5) Passenger shelters.

### **Community Participation**

Yakima Transit is solely owned and operated by the city of Yakima. All Yakima Transit policy and budgetary issues are addressed by the City Council in open public meetings and hearings during review and adoption of the city's annual budget.

To address local, regional, statewide, and federal transportation policies, the city participates in joint planning efforts (Federal 3C process) through the designated MPO (Yakima Valley Conference of Governments).

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### **Equipment**

#### *Transit Vehicles*

4	1974	45-passenger
3	1982	31-passenger
3	1984	31-passenger
<u>11</u>	1986	41-passenger
21		Total

### **Facilities**

#### *Operations, Maintenance, & Administration*

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

### **Passenger Shelters**

Ten shelters were in place at key passenger boarding locations.

## Operating Statistics and Indicators

<i>Fixed-Route</i>	<b>1988</b>	<b>1989</b>	<b>% Change</b>
Operating Cost	\$1,786,461	\$1,920,546	7.5
Farebox Revenue	\$246,114	\$239,258	(2.8)
Passenger Service Hours	51,457	46,747	(9.2)
Passenger Service Miles	498,217	516,851	3.7
Passenger Trips	1,152,901	1,166,464	1.2
Employees	31	32	3.2
Operating Cost/Passenger Trip	\$1.55	\$1.65	6.5
Operating Cost/Service Hour	\$34.72	\$41.08	18.3
Passenger Trips/Service Hour	22.41	24.95	11.3
Passenger Trips/Service Mile	2.31	2.26	2.2
Service Hours/Employee	1,659.90	1,460.84	(12.0)
Farebox Recovery Ratio	13.8%	12.5%	(9.4)
<i>Demand-Response</i>			
Operating Cost	\$262,266	\$274,101	(4.5)
Farebox Revenue	\$16,597	\$12,565	(24.3)
Passenger Service Hours	58,924	51,376	(12.8)
Passenger Service Miles	171,303	157,071	(8.3)
Passenger Trips	67,604	62,337	(7.8)
Employees	20	17	(15.0)
Operating Cost/Passenger Trip	\$3.88	\$4.40	13.4
Operating Cost/Service Hour	\$4.45	\$5.34	20.0
Passenger Trips/Service Hour	1.15	1.21	5.2
Passenger Trips/Service Mile	0.39	0.40	2.6
Service Hours/Employee	2,946.20	3,022.12	2.6
Farebox Recovery Ratio	6.3%	4.6%	(27.0)
<b>Revenue</b>			
Sales Tax	\$ 1,953,738	\$ 2,153,972	10.3
Operating Contracts	48,868	55,538	13.7
Charters	18,585	25,294	36.1
Other	<u>40,162</u>	<u>80,878</u>	101.4
Total	\$ 2,061,353	\$ 2,315,682	12.3
<b>Expenses</b>			
Capital	\$ 75,566	\$ 108,328	43.4
Interfund Loan	23,963	43,966	83.5
Transfer to Capital Reserve	<u>780,250</u>	<u>285,158</u>	(63.5)
Total	\$ 879,779	\$ 437,452	(50.3)
<b>Fund Balances</b>			
Capital Reserve	\$2,929,810	\$3,570,156	21.9

At year end, all remaining cash is transferred to Capital Reserve by City Council policy.

Note: 1988 tracked with manual system, 1989 data up.

## **Glossary of Terms**

### **A**

Accessible	Transportation facilities and equipment which are barrier free for all individuals, i.e., can be used by persons in wheelchairs.
Accessibility	The adaptation of buses and facilities for passengers in wheelchairs and passengers with other special needs.
Vehicle Accidents	Total number of collisions causing personal injury and/or property damage.
Administrative Costs	Those operating costs not directly associated with the Transportation Operations or Maintenance functions.
Allocation	A method of separating expenses and revenues attributable to different programs. Also, a method of determining the cost of share facilities and services.
Annual Vehicle Service Hours	Sum of the number of hours transit vehicles were operated in passenger service for the year, exclusive of deadhead hours. Also referred to as Annual Vehicle Revenue Hours.
Annual Vehicle Service Miles	Sum of the number of miles transit vehicles were driven in passenger service for the year, exclusive of deadhead miles. Also referred to as Annual Vehicle Revenue Miles.
Articulated Bus	High-capacity motorbus with two rigid sections connected by a flexible, bending middle section.

### **B**

Bus	A self-propelled rubber tire vehicle that is designed to transport at least 15 persons. Also referred to as a coach.
Bus Stops	A designated, signed location for people to board or disembark the bus.

### **C**

Capital Costs	The cost of equipment and facilities required to support transportation systems (vehicles, radios, shelters, etc.)
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Central Business District (CBD)	The downtown area of a city with a concentration of commercial use.
Charter Service	Transportation using buses or vans or facilities funded under the acts of a group of persons who pursuant to a common purpose, under a single contract, at a fixed charge (in accordance with the carrier's tariff) for the vehicle or service have acquired the exclusive use of the vehicle or service to travel together under an itinerary either specified in advance or modified after having left the place of origin. This definition includes the incidental use of UMTA funded equipment for the exclusive transportation of school students, personnel, and equipment.
Commercial Drivers License (CDL)	A driver's license required by state and federal law for operators of vehicles with a gross vehicle weight of more than 26,000 pounds, vehicles designed to carry 16 or more persons to include the driver, school buses, and vehicles transporting hazardous materials.
Conventional Transit	A fixed route, regularly-scheduled service, available to the general public.
<b>D</b>	
Deadhead Miles	The distance a bus travels while in fixed route operation but not available for passenger boardings. (For example, going from and returning to the garage or transfer points.)
Deadhead Time	The time a bus is in fixed route operation but not available for passenger boardings. (For example, going from and returning to the garage or transfer points.)
Demand Response or Dial-A-Ride Service	Transportation operations designed to carry passengers based on prearranged service requests from their origins to specific destinations (generally door-to-door or curb-to-curb).
Demand Response Feeder	Demand response service that feeds a terminal or transfer center where connections can be made to the main system.
Designated Recipient	A designated public body in each urban area which must have the legal authority to receive and dispense federal funds.
Disabled Transit Rider	Persons using local transit service who by reason of illness, age, congenital malfunction, injury, or other permanent or temporary incapacity or disability are unable without special facilities or special planning utilize local transit facilities and services as effectively as persons who are not so affected.

## **E**

Employee Actual Pay Hours	All hours, including paid sick, vacation, and other personal leave in a year.
Number of Employees	Total employees hours divided by 2,080 hours. (Full Time Equivalent, FTE)
Express Service	Regularly scheduled fixed route transportation service with passenger stops at infrequent intervals along a significant portion of each route.

## **F**

Vehicle Mechanical/ Electrical Failures	Mechanical and electrical problems arising during service in a passenger vehicle and resulting in the inability of the vehicle to complete the trip.
Fare	A fee charged for a ride.
Farebox Revenue	Any payment for transportation service excluding charter.
Fare Policy	Policies developed by the transit agency to establish and/or regulate fares.
Fare Structure	The rate charged for each category of passenger, distance of a trip or type of quality of service, time of day, or any combination of the above.
Ferryboat	A vessel for carrying passengers and/or vehicles over a body of water.
Fixed Route	Transit service operated over a set route or network of routes.
Fleet	All vehicles belonging to a transit system. There are many subsets of a fleet; revenue or passenger service fleet, maintenance fleet, nonrevenue fleet.

## **H**

Headway	<ul style="list-style-type: none"><li>a. The scheduled time gap between transit vehicles on a particular route.</li><li>b. The time-lapse between buses running on the same route.</li></ul>
Hours of Regular Service	The time of day when transit service is available to the public on weekdays, Saturdays, or Sundays.

## **I**

Intermodal Facility	A facility that serves the needs of more than one transportation mode or type of service.
Inventory – Book Value	Accounting record value of inventory.

## **L**

Leased Vehicles	Vehicles leased from any private or public agency.
Linked Trip	A single trip by a passenger to get from their origin to their destination regardless of the number of different modes or vehicle changes involved.
Local Bus Service	Local regularly scheduled fixed route bus service with passenger stops at frequent intervals along all routes with consequent low speeds.
Local Share	The portion of a transit's operating or capital costs contributed by local government.

## **M**

Maintenance Costs	Expenses associated with passenger and service vehicles and equipment, buildings and grounds, parts and supplies, and maintenance labor expenses.
Maintenance Employees	Total number of full-time equivalent (FTE) employees, including support personnel, performing services for the maintenance department.
Metropolitan Planning Organization (MPO)	Designated by the state and given the authority to carry out comprehensive, coordinated transportation planning in a specified metropolitan area.
Monorail	

## **O**

Open-Door Service	Bus service available to the general public.
Operating Costs	Total cost of running a transit operation, exclusive of capital and depreciation expenditures.
Transportation Operation Employees	Total number of full-time equivalent (FTE) employees associated with operating and/or dispatching passenger service vehicles.

## **P**

Paratransit	Family of public transportation services tailored to individual needs, including demand-response and advance-reservation. Also refers to vanpool and carpool services in some agencies.
Park-And-Ride Lot	A parking facility in which people traveling from home to work may park their vehicles and continue their trip either by bus, rail, carpool, vanpool, or other forms of public transportation.
Passengers	Total number of unlinked trips. All passenger boardings regardless of fare paid.
Peak Period	The time of day when a system has the largest number of revenue vehicles in service.
Peak Number of Vehicles	Total number of revenue vehicles needed to meet peak period service requirements on an average weekday.
Pre-Trip Inspection	A daily inspection of buses performed by drivers.
Public Transportation	Transportation service that is available to any person and which cannot be reserved for the private or exclusive use of one individual or group. "Public" in this sense refers to the access to the service, not to the ownership of the system that provides the service (includes public agency, private for-project, and private non-profit).

## **R**

Total Revenue	Money generated or received by a transit system, including federal subsidies, fares, local taxes, and advertising income. This does not include charter receipts.
Revenue Recovery Ratio	A percentage of total operating costs which the system plans to recover from farebox revenues.
Ridesharing	Paratransit services which entail prearranged group trips for people traveling at similar times to approximately the same destinations by carpools, vanpools, and buspools.
Rural Area	Not part of a designated urban area.



## **S**

Shared Ride Taxi	A demand responsive service in which taxis carry several unrelated passengers with different origins and destinations.
Small Urban	A geographic area with a central city that has a population between 50,000 and 200,000 people.
Spare Buses	Buses used for replacement during routine maintenance or in case of a breakdown.
Specialized Transportation/ Advance Reservation	Transportation service where riders are carried point to point, making requests for service typically one day in advance of their planned trip. Used primarily for transport of elderly and/or disabled riders unable to use fixed-route service.
Subscription	Passengers have a standing order for rides, usually to work, school, or daily programs.
Surveys	A means of gathering information from transit users and the general public concerning use and perceptions of public transportation.
System Identity	The image people in the community have of the transit system when they think, hear, or read about it.

## **T**

Taxicab	A vehicle with similar passenger carrying capacity as an automobile but serves primarily as an “on-call” demand responsive public passenger vehicle for a fee.
Third-Party Contract	A contract between the local transit agency and a third-party for products or services.
Token	A stamped piece, usually metal, equal in value to the regular fare or standard one-zone fare on a transit system. An instrument used in lieu of a pass or cash to pay a fare.
Transfer	An instrument (paper, ticket, or token) issued to a passenger that allows changing from one transit vehicle to another, according to certain rules. Moving between vehicles to complete a trip.
Transfer Center	A fixed transfer point fed by routes where passengers can transfer from one transit vehicle to another.

Transit Dependent	A person who because of circumstances (for example age, income, or health) cannot drive a private automobile and must rely on public transportation to travel.
Transportation Broker	Organization which identifies and matches potential users' needs with available transportation services. Brokers may or may not operate service directly and may provide advice, information, and assistance.
Linked Passenger Trip	A single trip by a passenger to get from their origin to their destination regardless of the number of different modes or vehicle changes involved.
Unlinked Passenger Trip	Any segment of a linked passenger trip that is distinctive in the use of a different mode, transit vehicle, or route.
Trip Generator	A location or facility which is a destination to a large number of people.

## U

Urbanized Area (UZA)	As defined by the Bureau of the Census, a core urban area of at least 50,000 population and its surrounding area of high residential density.
User-Side Subsidy	Sum or discount paid or applied to the rider's fare. Individuals can purchase tokens at designated sale sites and present the token to a service provider in exchange for a ride, which is worth more than the actual cost of the token.

## Z

Zone	A portion of the service area specified for a particular fare charge, elimination of a fare or service level.
Zone Charge	A fare that is determined by the length of the trip measured in terms of defined zones.

# Statewide Operating Statistics

## Fixed Route Services

		Transit System	Operating Costs	1989 Farebox Revenue	Unlinked Trips	Passenger M
Page	5	<b>Ben Franklin</b>	\$ 4,495,203	\$ 324,337	2,204,808	1,825,8
	9	<b>Clallam</b>	2,378,555	158,999	556,562	938,9
	12	<b>C-TRAN</b>	6,228,513	1,132,992	2,614,205	2,599,8
	16	<b>Community Transit</b>	14,888,328	3,245,745	3,963,742	3,614,0
	19	<b>CUBS</b>	616,853	59,432	283,234	192,7
	22	<b>Everett</b>	3,373,065	281,235	1,254,780	1,054,9
	25	<b>Grays Harbor</b>	2,849,863	247,151	1,142,156	1,493,2
	28	<b>Intercity</b>	5,844,788	401,435	2,184,345	1,583,7
	33	<b>Island</b>	879,684	0	311,245	460,5
	35	<b>Jefferson</b>	605,079	68,924	166,734	329,9
	40	<b>Kitsap</b>	3,643,996	722,947	2,068,789	1,298,7
	45	<b>Metro</b>	151,703,480	38,072,000	91,579,317	26,938,8
	52	<b>Pacific</b>	591,551	41,281	143,700	313,5
	55	<b>Pierce</b>	20,759,419	3,415,077	10,283,935	5,547,4
	62	<b>Prosser</b>	44,281	12,973	17,374	37,7
	64	<b>Pullman</b>	584,154	176,066	646,761	141,6
	67	<b>Spokane</b>	16,174,248	2,690,118	6,426,602	4,593,9
	73	<b>Twin Transit</b>	428,863	33,308	187,526	174,7
	75	<b>Valley</b>	1,264,345	58,557	689,179	442,6
	79	<b>Whatcom</b>	2,989,670	300,793	1,552,824	834,3
	83	<b>Yakima</b>	1,920,546	239,258	1,166,464	516,8
		<b>Total</b>	<b>\$242,264,480</b>	<b>\$51,682,628</b>	<b>129,444,282</b>	<b>54,934,4</b>

## Paratransit Services

Page	5	<b>Ben Franklin</b>	\$ 841,535	\$ 34,455	107,309	474,9
	9	<b>Clallam</b>	213,527	13,208	42,092	127,7
	12	<b>C-TRAN</b>	600,907	16,903	73,016	378,6
	16	<b>Community Transit</b>	580,823	0	58,972	296,5
	19	<b>CUBS</b>	47,145	799	4,132	12,8
	22	<b>Everett</b>	245,861	5,368	36,141	93,3
	25	<b>Intercity</b>	141,310	N/A	32,171	N
	28	<b>Island</b>	93,382	5,037	20,472	57,3
	33	<b>Jefferson</b>	84,706	6,555	10,119	30,8
	35	<b>Kitsap</b>	2,444,775	69,562	329,190	846,0
	40	<b>Metro</b>	2,053,520	185,371	768,171	587,2
	52	<b>Pacific</b>	80,000	5,777	16,992	58,5
	55	<b>Pierce</b>	2,785,884	126,302	221,723	1,324,1
	64	<b>Pullman</b>	84,425	3,657	4,973	19,5
	67	<b>Spokane</b>	2,514,220	323,452	243,037	1,029,4
	75	<b>Valley</b>	89,472	0	31,996	60,5
	79	<b>Whatcom</b>	472,917	0	106,524	232,2
	83	<b>Yakima</b>	274,101	12,565	62,337	157,0
		<b>Total</b>	<b>\$ 13,648,510</b>	<b>\$ 809,011</b>	<b>2,169,367</b>	<b>5,787,0</b>

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
118,118	112.00	\$2.04	\$38.06	18.67	1.21	1,054.63	7.2%
40,893	53.00	4.27	58.17	13.61	0.59	771.57	6.7
140,353	126.10	2.38	44.38	18.63	1.01	1,113.03	18.2
167,865	285.60	3.76	88.69	23.61	1.10	587.76	21.8
14,116	13.50	2.18	43.70	20.06	1.47	1,045.63	9.6
81,705	64.00	2.97	45.65	15.36	1.19	1,276.64	7.5
83,483	68.00	2.50	34.14	13.68	0.76	1,227.69	8.7
102,526	134.00	2.68	57.01	21.31	1.38	765.12	6.9
16,414	26.00	2.83	53.59	18.96	0.68	631.31	0.00
12,137	15.00	3.63	49.85	13.74	0.51	809.13	11.4
77,348	86.00	1.76	47.11	26.75	1.59	899.40	19.8
1,795,537	2,731.00	1.66	84.49	51.00	3.40	657.47	25.1
14,168	15.00	3.99	40.42	10.14	0.46	944.53	8.5
411,311	452.00	2.02	50.47	25.00	1.85	909.98	16.5
3,380	3.00	2.55	13.10	5.14	0.46	1,126.67	29.3
10,025	13.50	0.90	58.27	64.51	4.57	742.59	30.1
321,581	286.20	2.52	50.30	19.98	1.40	1,123.62	16.6
11,982	11.00	2.29	35.79	15.65	1.07	1,089.27	7.8
33,767	36.00	1.83	37.44	20.41	1.56	937.97	4.6
63,734	55.00	1.93	46.91	24.36	1.86	1,158.80	10.1
46,747	32.00	1.65	41.08	24.95	2.26	1,460.84	12.5
<b>1,567,190</b>	<b>4,617.90</b>	<b>\$1.87</b>	<b>\$67.91</b>	<b>36.29</b>	<b>2.36</b>	<b>772.47</b>	<b>21.3%</b>

27,896	22.00	\$7.84	\$30.17	3.85	0.23	1,268.00	4.1%
8,680	14.00	5.07	24.60	4.85	0.33	620.00	6.2
21,931	16.80	8.23	27.40	3.33	0.19	1,305.42	2.8
17,787	20.00	9.85	32.65	3.32	0.20	889.35	0.00
6,564	3.00	11.41	7.18	0.63	0.32	2,188.00	1.7
8,320	9.00	6.80	29.55	4.34	0.39	924.44	2.2
6,930	N/A	4.39	20.39	4.64	0.00	0.00	0.00
5,200	4.00	4.56	17.96	3.94	0.36	1,300.00	5.4
3,206	2.00	8.37	26.42	3.16	0.33	1,603.00	7.7
47,940	49.00	7.43	51.00	6.87	0.39	978.37	2.9
88,385	46.00	2.67	23.23	8.69	1.31	1,921.41	9.0
4,116	2.00	4.71	19.44	4.13	0.29	2,058.00	7.2
67,502	76.00	12.56	41.27	3.28	0.17	888.18	4.5
2,910	3.00	16.98	29.01	1.71	0.25	970.00	4.3
48,268	48.20	10.35	52.09	5.04	0.24	1,001.41	12.9
10,617	4.00	2.80	8.43	3.01	0.53	2,040.00	0.00
21,562	41.00	4.44	21.93	4.94	0.46	525.90	0.00
51,376	17.00	4.40	5.34	1.21	0.40	3,022.00	4.6
<b>449,190</b>	<b>377.00</b>	<b>\$6.29</b>	<b>\$30.38</b>	<b>4.83</b>	<b>0.37</b>	<b>1,191.49</b>	<b>5.9%</b>

