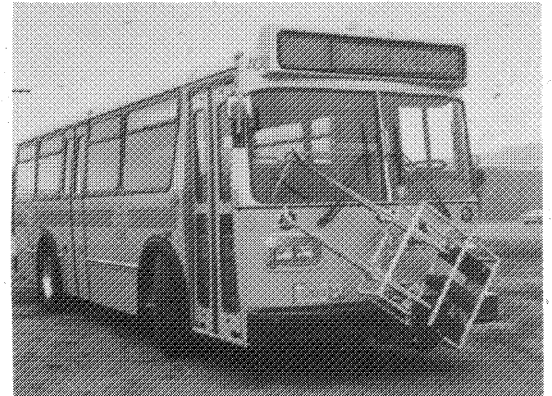
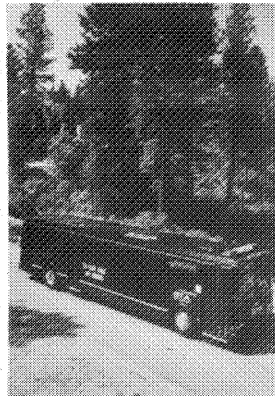
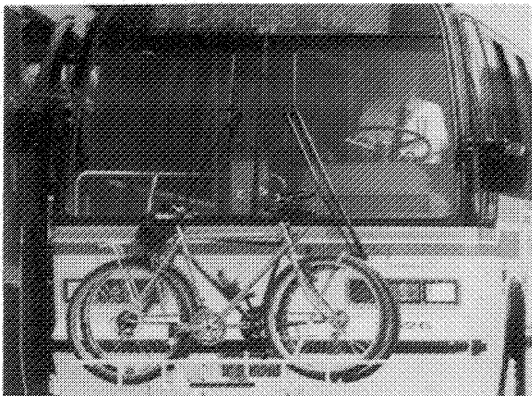


1993

# ***1993 Summary***

## ***Public Transportation Systems in Washington State***

*September 1994*



**Washington State  
Department of Transportation**

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# ***1993 Summary*** *Public Transportation Systems in Washington State*

*September 1994*

*This publication was prepared by the*



**Washington State  
Department of Transportation**  
Public Transportation and Rail Division

*with partial financial assistance through a grant from the  
U.S. Department of Transportation, Federal Transit  
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# Introduction

## **Purpose**

The annual transit statistical report is prepared by the Washington State Department of Transportation (WSDOT), is required by RCW 35.58.2796, and is intended to provide uniform data to transit providers, the Legislative Transportation Committee, and local and regional governments. The narrative in this report describes each transit agency's history, goals and objectives, and highlights the many public transportation efforts that are occurring in the state. The statistical entries in this report were compiled by the WSDOT Public Transportation and Rail Division from data provided by the individual systems. Attempts have been made to establish standard categories and common definitions for statistical data reported in 1989 through 1993.

## **Background**

Public transportation services in Washington State have changed over the past 25 years from a high degree of private sector involvement to public sector management and operation. Public transportation agencies serve both urban and rural communities and are gradually being extended to new areas. There are 24 systems and several other transportation-related services such as intercity rail, high capacity transit, and transportation for people with special needs that are either pending or in operation in Washington State today.

## **New Systems**

In 1993, Skagit Transit became the most recent transit system to begin operating in Washington. Serving the cities of Burlington and Mount Vernon, Skagit Transit received voter approval in November 1992 to collect a sales tax to fund a new transit system. Grant, Kittitas, Stevens, and Yakima Counties established PTBAs in early 1993, but have yet to receive voter approval to begin transit service.

## **Role of Public Transportation**

Policy makers at all levels have increased their involvement in the public transportation policy arena. It has become an increasingly favored means by which to address both environmental and personal mobility concerns. An indication of the renewed emphasis on public transportation is evident in the Washington State Department of Transportation's elevation of the Public Transportation Office to its own division in July 1994. This is in part to address the enactment of several federal and state initiatives. These include the 1991 federal Intermodal Surface Transportation Efficiency Act (ISTEA), the High Capacity Transportation Act, the Growth Management Act, and the Transportation Demand Management Act.

## **ISTEA**

ISTEA has clearly impacted transportation funding decisions; especially the flexible use of federal funding. Public transportation projects are now able to compete as equals with highway-related projects. Highway funds can be transferred to public transportation projects, based upon the merits of the competing projects. Individual projects must compete against each other based upon regional and statewide criteria. In 1992, the Washington State Department of Transportation established procedures for the transfer of such funds. To date, over \$2.5 million in Surface Transportation program funds and over \$22 million in Congestion Mitigation and Air Quality transfers has been obligated to transportation providers as a result of this change.

## **Planning Initiatives**

Local public transportation authorities are in the process of implementing required Americans with Disabilities Act (ADA) plans. This and future statistical reports will reflect impacts of the ADA regulations. Local authorities are now actively participating in the development of regional transportation plans, and a number of local systems have become lead agencies in implementing Transportation Demand Management programs in their communities. These initiatives in concert with locally-developed policies and goals will define the agenda for public transportation authorities over the next several years.



whom the lack of transportation would otherwise be a barrier to services and social interaction.

There should be some form of public transportation in all communities of the state.

Public transportation must conform to the Americans with Disabilities Act (ADA).

The state shall play an integral role in the development and creation of a statewide public transportation system that is multimodal and linked by intercity services and intermodal facilities.

### **Environmental Protection and Energy Conservation**

Public transportation should contribute to improving air and water quality, and to protecting land and other natural resources.

Public transportation should reduce energy consumption and noise by increasing the use of high occupancy travel options.

Public transportation will be sensitive to a community's sense of identity and design.

### **Protecting Our Investments**

Public transportation will continue to invest in its workforce to ensure safe, reliable, and convenient transportation.

Public transportation will be continually evaluated to ensure that appropriate technologies and resources are used effectively.

Public transportation should be operated and maintained to ensure the security and safety of riders, employees, and facilities.

Public transportation will implement programs to preserve the needed system.

### **Working Together**

Clear roles, responsibilities, and authority of the involved federal, state, regional, and local governments

and private sector entities for public transportation programs should be defined.

Public transportation planning and operations should encourage public participation.

Public transportation should be fully integrated into local, regional, and state land use efforts to ensure coordination of resources.

Collaborative processes should be established to determine the appropriate levels of service which are responsive to state, regional, and local needs.

### **Transportation Finance**

Infrastructure investment decisions should consider public transportation alternatives to determine the most appropriate mix of technology, programs, and facilities.

Public transportation should maximize the efficient and effective use of available financial resources.

Current financing mechanisms should be maintained.

Public transportation should be financed by a mix of federal, state, local, user, and private sector resources.

Incentives, including flexible funding approaches, should be provided by the state to regional, local, and private sector entities for improving public transportation.

### **Public Transportation Objectives**

The following thirteen objectives further refine the public transportation policies and have been grouped in major program areas.

#### **Preservation**

Preserve existing public transportation service levels.

Preserve existing public transportation facilities and equipment.

### **Education and Technical Support**

Promote the implementation of state of the art public transportation management to improve service delivery.

Promote the use of public transportation.

### **Building Partnerships and Planning**

Build partnership between federal, state, regional, local, and private sector public transportation entities to improve public transportation planning and coordinate service delivery.

Encourage agencies to adequately address state public transportation policy in regional transportation planning programs and regional transportation plans.

Facilitate the integration of public transportation in the land use development process, including the permitting and environmental impact processes.

### **Improvement**

Promote the development of some form of public transportation service in all areas of Washington State for use by the general public.

Create a network of statewide public transportation services and intermodal facilities.

Improve mobility in small urban and rural areas.

Ensure that public transportation providers meet ADA and state barrier-free design regulations regarding their public transportation programs, services, and facilities.

Improve mobility for the special needs population.

Improve urban transportation by developing public transportation services, facilities, and programs, including as options HCT, HOV, and TDM, to respond to growth, and to meet local and regional economic development, congestion, energy, and clean air objectives.

# In This Report

Each local public transportation authority operating in Washington State during the reporting period of calendar year 1993 is profiled in this report. Each profile consists of two parts. The first contains highlights about the history of the authority; the services it provides; its achievements, goals, and service standards; and its facilities and vehicle fleet. The second part contains operating and financial information and basic performance measures.

In addition to the individual profiles, the report includes the following sections:

- Statewide highlights and cumulative statistics.
- A section on the Washington State Ferry System.
- An update on developments in other public transportation areas:
  - High Occupancy Vehicle (HOV), High Capacity Transit (HCT), Transportation Demand Management (TDM), Intercity Passenger Rail programs, Rural Mobility Grant Program, and services administered through the Department of Social and Health Services.
- A glossary of frequently used transportation terms.
- Tables of 1993 statistics for all 24 transit systems.

## New Information

This year's report includes some new information:

- Mason County Public Transportation Benefit Area and Skagit Transit summary data.
- Data on programs that provide transportation services in areas outside of transit service areas or for persons with special needs.
- Service area populations for each system from 1989 to 1993. Over the past few years several systems have expanded their service areas. This will explain some significant increases in some systems' statistics from one year to another.
- Vanpool data. Several systems have dramatically increased their vanpool programs over the past year which has resulted in a significant change in their systems' statistics from one year to another.

## ***Performance Measures***

Performance measurements reported in each system's profile are developed by using data submitted to the Washington State Department of Transportation (WSDOT). Figures for 1989 to 1992 consist of audited data. Because of the April 1 deadline for submitting the information, unaudited data are used for most 1993 figures. Urbanized transportation systems are required by the federal government to prepare annual reports under Section 15 of the Federal Transit Act. Rural transit systems do not have this requirement and often use financial procedures established by a county or city using Washington State BARS (Budget, Accounting, and Reporting System). Section 15 categories do not correspond to BARS financial codes and the methodology of collecting passenger trip statistics vary from urban to rural systems as well.

## ***Definitions***

In an attempt to report generic categories, WSDOT established standard definitions for the annual report, and requested transit systems to submit their data under the prescribed format. The standardization process has simplified some areas of data compilation, yet there remain system-specific differences that are explained in footnotes as they pertain to this report. A BARS committee

has been formed that includes WSDOT, the State Auditor's Office, and transit agencies in order to develop a new Transit BARS system that will provide greater consistency with Section 15 reporting and in the information presented in this report. Currently, many accounting issues have been addressed and the committee is intent upon finishing its assignment by early 1995.

## ***Interpreting this Report***

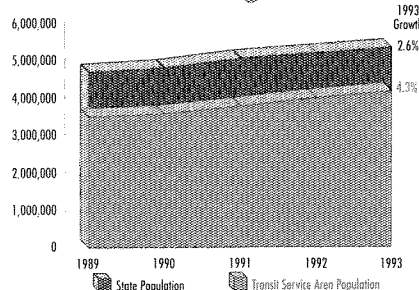
The financial and performance measures shown in this report are useful in tracking a specific system from year to year. However, many of these measures cannot be used to make reliable comparisons between systems. Although WSDOT has established performance measures which systems should report, methodologies for calculating these statistics have not yet been standardized to the degree that would make comparisons between systems meaningful. For example, agencies may use different methods of assigning administrative and overhead costs. Those systems that contract services or lease equipment may have operating expenses that systems with "in-house" operations would list as capital costs. There are also many operational factors which might influence the performance of a particular system. One may provide service only to urbanized areas while another serves an entire county. One system may emphasize

transportation for commuters while another may concentrate on providing service for elderly and persons with disabilities. Geographic and economic characteristics also play a role in explaining differences in performance measurements. Some types of service may be unique to a particular agency and may be difficult to report within the currently established categories. The completion of the new Transit BARS system is expected to allow for more accurate comparisons between systems in future years.

Each statistical table provides figures for the period 1989 through 1993 and a column indicating the average annual percentage change over the five-year period. The five-year average is targeted in order to develop a long term trend and even out one time aberrations. However, because such a number can be of limited utility in some situations, it is not used for all items. No percentage change is provided for the Capital and Fund Balances sections because these categories fluctuate each year such that indicating percentage changes would provide little meaningful information. With the exception of Link, line items which have a zero or no information for one year or more, no percentage change is given.

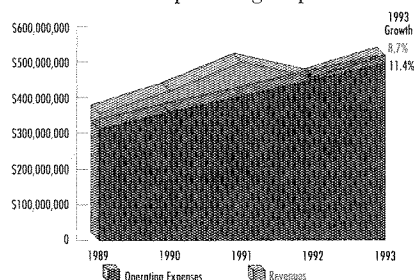
# Statewide Highlights

## State of Washington



## All Modes

### Revenues vs. Operating Expenses

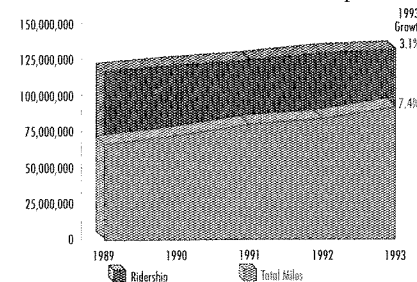


## Services: Changes from 1992-1993

- Passenger service hours increased by 2.8 percent on fixed-route service and by 16.2 percent on demand-response service.
- Passenger service miles increased by 3.0 percent on fixed-route, 20.1 percent on demand-response, and 25.9 percent on vanpools.

## Ridership vs. Miles

### Fixed-Route and Demand-Response



Annual statewide public transportation statistics are provided by WSDOT for the purpose of presenting an overall picture of public transportation in Washington State.

In 1988 transit systems within Washington State decided on a set of common definitions for fixed-route and demand-response service characteristics. Unlinked passenger trips

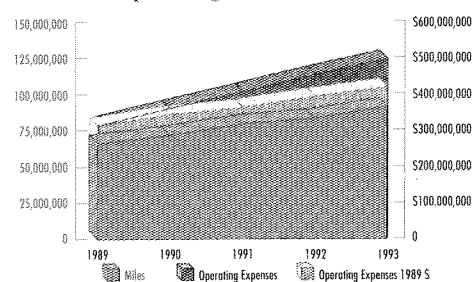
were to form the basis of the operating statistics. This allowed transit systems to report each trip taken on a transit bus. The Section 15 report for the federal government requires passengers to be determined by a random sample with a statistical calculation establishing the annual ridership. For some transit systems, the Section 15 passenger counts are significantly different than an unlinked passenger trip calculation. Attempts to compare operational information contained in this report to data from any report prior to 1988 will provide faulty analysis and conclusions.

## Ridership

- Passengers on fixed-route service increased by 1.6 percent.
- Passengers on demand-response service decreased by 17.4 percent.
- Passengers on vanpools increased 20.6 percent.

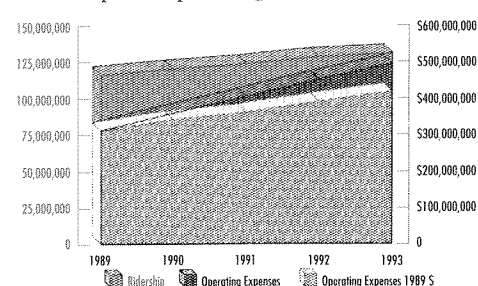
## All Modes\*

### Miles vs. Operating Costs



## All Modes

### Ridership vs. Operating Costs



## System Expansion Efforts

- Skagit Transit began operations in November 1993.
- In May 1993, Kitsap Transit had voter support for an increase of 0.2 sales tax, for a total of 0.5 percent.
- Whatcom Transit completed an Annexation Implementation Plan for the Blaine, Birch Bay, Custer, and Cherry Point Area. The Board of Directors called for an election in March 1994 and won voter approval for the annexation.

## Funding

- A new sales tax equilization law was passed which will impact transit systems beginning in 1996.
- Sales tax collections increased 8.8 percent, and motor vehicle excise tax increased 5.5 percent.
- Operating expenses increased by 8.7 percent which was the result of increased service hours in both fixed-route and demand-response.

\*All modes are defined as fixed-route, demand-response, and vanpool services.

- Farebox revenue increased 8.8 percent. Note: many systems offer reduced fares or provide fare-free service to a segment of their passengers (elderly and persons with disabilities), a segment of their service area (downtown), or a certain time of year (summer). In addition, Link and Island Transit provide pre-paid fare service and thus are not captured in this indicator.

### **Noteworthy Developments**

- Kitsap Transit received a national safety award from the American Public Transit Association.
- Intercity Transit implemented Phase II of Dial-a-Lift expansion to improve service to persons with disabilities. Dial-a-Lift service expanded by over 70 percent.
- Metro Transit improved its safety performance by 14 percent over its 1991 and 1992 American Public Transit Association award winning record.
- Link implemented an innovative "SkiLink" ski rack pilot program on intercommunity fixed-routes to augment service to the Mission Ridge ski lodge area as well as to promote a new intermodal transit connection.
- The Whatcom Transportation Authority completed major improvements to the Downtown Bellingham Transit Center, the Nevada Street Operations Center, and the Bakerview Spur maintenance area that will significantly improve accessibility to persons with disabilities.
- Jefferson Transit, Clallam Transit System, and Grays Harbor Transit have formed a partnership to provide 60 miles of connecting service between Amanda Park and Forks. The partnership was awarded a \$75,000 Federal

Section 18(i) grant in July 1994, to initiate the service, which is expected to begin under contract in January 1995.

### **Five-Year Trends (1989-93)**

- The percentage of the state's population living in areas served by transit increased from 74.1 percent to 79.5 percent.
- Vanpooling has become an increasingly important part of transit services — 278 vanpools operated by transit agencies were in operation in 1989, and 856 in 1993. Vanpool ridership has more than doubled, from approximately 1.5 million trips in 1989 to 3.3 million in 1993.
- Demand-response service has assumed greater importance as transit agencies increase specialized transportation services to meet the Americans with Disabilities Act requirements.

### **System Totals**

Statistics for fixed-route and demand-response service in the System Totals section are broken down into "urban" and "rural" systems in accordance with Federal Transit Administration designations. Urban systems are located in "urbanized areas" as defined by the U.S. Census Bureau. They are required by Section 15 of the Federal Transit Act to file an annual report on their financial and operating performance data which also forms the basis of this report. (Rural systems do not have this requirement.) Urban and rural systems are also eligible for different sources of federal capital and operating assistance. In the state of Washington, transit systems are classified as follows:

#### **Urban**

Ben Franklin Transit  
C-TRAN  
Community Transit  
Cowlitz Transit Authority  
Everett Transit  
Intercity Transit  
Kitsap Transit  
Metro Transit  
Pierce Transit  
Spokane Transit Authority  
Whatcom Transportation Authority  
Yakima Transit

#### **Rural**

Clallam Transit System  
Grays Harbor Transportation Authority  
Island Transit  
Jefferson Transit  
Link  
Mason Transit  
Pacific Transit  
Prosser Rural Transit  
Pullman Transit  
Skagit Transit  
Twin Transit  
Valley Transit

### **Note on Graphs**

Some graphs include both actual dollar amounts as reported by transit systems, and "constant" dollars expressed in terms of their estimated 1989 value. The latter were determined by discounting actual dollars according to changes in the Consumer Price Index between 1989 and 1993.

For the years 1990 to 1993, "constant dollar" values can be determined by multiplying figures from each year by the following:

1990:	0.949
1991:	0.911
1992:	0.884
1993:	0.835



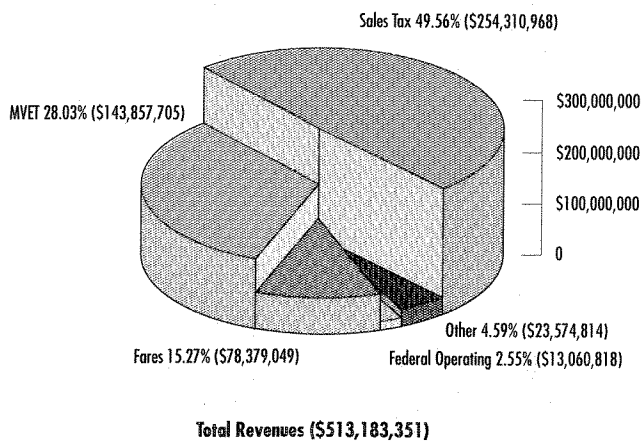
# System Totals

	1989	1990	1991	1992	1993	Average Annual % Change
<b>Operating Statistics</b>						
Transit Service Area Population	3,504,942	3,649,482	3,763,706	3,997,438	4,167,552	4.3%
State Population	4,728,077	4,866,692	5,004,000	5,116,700	5,240,900	2.6%
Percentage Served by Transit	74.13%	74.98%	75.21%	78.12%	79.51%	1.8%
<b>Fixed-Route - URBAN</b>						
Passenger Service Hours	3,354,608	3,482,296	3,579,941	3,684,446	3,745,269	2.8%
Passenger Service Miles	50,747,777	52,752,081	55,832,883	57,242,440	57,997,854	3.3%
Passenger Trips	109,867,610	115,945,984	117,266,813	121,110,721	122,081,130	2.6%
Employees (FTEs)	4,358.3	4,540.1	4,688.2	4,905.6	5,038.1	3.6%
Operating Cost	\$229,474,328	\$257,235,490	\$284,129,860	\$311,762,511	\$332,919,143	9.3%
Farebox Revenues	\$48,094,358	\$53,255,266	\$62,695,586	\$66,484,237	\$70,340,641	9.5%
<b>Fixed-Route - RURAL</b>						
Passenger Service Hours	226,249	225,395	238,444	248,395	297,478	6.8%
Passenger Service Miles	4,332,442	4,459,174	4,715,333	4,826,367	5,931,687	7.9%
Passenger Trips	3,851,932	4,233,984	4,853,957	5,181,727	6,280,534	12.2%
Employees (FTEs)	230.5	238.2	282.2	278.8	316.55	7.9%
Operating Cost	\$9,248,228	\$10,328,527	\$11,456,605	\$14,360,116	\$16,971,481	15.2%
Farebox Revenues	\$797,618	\$916,749	\$1,043,332	\$1,069,236	\$1,135,089	8.8%
<b>Demand-Response - URBAN</b>						
Passenger Service Hours	301,511	388,626	459,535	519,630	584,703	16.6%
Passenger Service Miles	6,311,510	7,049,535	8,754,815	9,435,509	11,075,064	14.1%
Passenger Trips	1,611,589	1,714,025	1,848,298	1,988,399	2,215,501	8.0%
Employees (FTEs)	294.8	323.7	333.3	371.4	425.5	9.2%
Operating Cost	\$13,179,307	\$17,049,107	\$19,900,463	\$24,556,109	\$30,245,236	20.8%
Farebox Revenues	\$466,183	\$593,206	\$602,812	\$727,481	\$870,595	15.6%
<b>Demand-Response - RURAL</b>						
Passenger Service Hours	34,729	39,836	49,899	61,458	90,778	24.0%
Passenger Service Miles	354,495	486,446	648,658	845,423	1,273,413	32.0%
Passenger Trips	126,644	137,314	189,650	219,147	376,043	27.2%
Employees (FTEs)	22.5	33.3	41.7	47	90.65	34.83%
Operating Cost	\$764,000	\$955,021	\$1,354,199	\$1,848,086	\$2,973,422	34.0%
Farebox Revenues	\$41,756	\$110,782	\$148,634	\$112,024	\$220,554	41.6%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	3,822,224	5,099,334	7,238,002	9,466,191	11,914,427	28.4%
Unlinked Passenger Trips	1,521,847	1,561,130	2,074,753	2,727,605	3,289,361	19.3%
Vanpool Fleet Size	330	455	680	1029	1242	33.1%
Vans in Operation	278	349	527	667	856	28.1%
Customer Matches	7,690	11,521	13,875	14,726	16,329	18.8%
Employees (FTE)	32.7	34.5	44.45	55.45	63.1	16.4%
Passenger Trips/ Service Mile	0.40	0.31	0.29	0.29	0.28	-9.2%
Operating Cost	\$1,385,072	\$1,907,769	\$2,531,228	\$3,414,359	\$3,963,091	26.3%
Farebox Revenue	\$1,673,469	\$2,009,203	\$2,583,729	\$3,503,141	\$5,197,541	28.3%

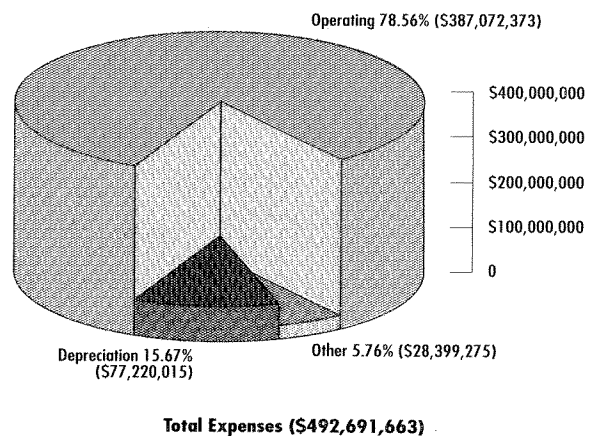
## System Totals

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$182,963,331	\$209,977,254	\$221,549,852	\$233,813,369	\$254,310,968	8.2%
MVET	102,842,892	118,715,067	128,223,659	136,357,070	143,857,705	8.4%
Fares	51,073,384	56,885,206	67,415,181	72,032,649	78,379,049	10.7%
Federal Operating	10,094,574	10,497,115	9,631,288	8,778,748	13,060,818	6.4%
Other	14,672,287	19,410,260	74,092,833	6,459,525	23,574,811	11.9%
Total	\$361,646,468	\$415,484,902	\$500,912,813	\$457,441,361	\$513,183,351	8.7%
<b>Expenses</b>						
Operating	\$254,050,935	\$287,475,914	\$319,372,355	\$355,941,181	\$387,072,373	10.5%
Depreciation	38,934,752	45,110,970	63,404,847	70,136,760	77,220,015	17.1%
Other	19,436,425	26,458,775	20,912,186	22,780,787	28,399,275	9.5%
Total	\$312,422,112	\$359,045,659	\$403,689,388	\$448,858,728	\$492,691,663	11.4%
<b>Capital</b>						
Acquisition	\$162,630,580	\$214,068,571	\$152,883,387	\$101,444,838	\$84,278,663	
LESS:						
Federal Capital	63,115,497	67,932,981	38,806,901	22,061,294	18,078,545	
Other Contributions	703,899	630,985	2,042,872	455,386	948,853	
Net Local Investment	\$98,811,184	\$145,504,605	\$112,033,614	\$78,928,158	\$65,251,265	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$37,113,662	\$67,238,928	\$68,697,664	\$60,887,394	\$81,304,154	
Capital Replacement/Purchase Funds	171,199,633	139,212,528	154,345,534	176,108,420	193,105,170	
Other Capital Funds	0	0	0	10,192,007	13,980,200	
Self Insurance Fund	22,887,963	25,546,380	26,463,639	34,447,562	34,682,517	
Other	19,557,015	15,735,665	24,230,971	28,638,689	18,115,656	
Total	\$250,758,273	\$247,733,501	\$273,737,808	\$310,274,072	\$341,187,697	

### Revenues



### Expenses



# Ben Franklin Transit

**John G. Olson**  
**General Manager**

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## Background

Ben Franklin Transit (BFT) was established as a Public Transportation Benefit Area (PTBA) under RCW 36.57A, and in May 1981, the voters of Benton and Franklin Counties approved a 0.3 percent sales tax. Service began on May 10, 1982.

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



## Services

Ben Franklin Transit provides service in a 110-square mile area and includes the cities of Kennewick, Pasco, Richland, West Richland, and some unincorporated areas of the two counties.

A mix of service is provided which includes fixed-route, express, demand-response, vanpool, ride-matching service for commuters, and charter service. A "taxi-feeder" service is provided for designated areas which cannot support fixed-route service.

## Service Standards

Performance is reported and evaluated on a monthly basis. Each cost center — i.e., fixed-route, demand-response, and vanpool — is measured by key indices to track and control income, ridership, and costs compared to the annual budget adopted by the Board of Directors.

Routes are grouped by category: residential/feeder, intercity/arterial, commuter, school trippers, and special. Those routes falling below 35 percent of the average boardings per revenue hour for their category are placed on "probation." Corrective actions are then implemented.



### ***1993 Achievements***

- Set all time system-wide ridership record of 3,257,599 boardings.
- Completed route restructuring and enhancement plan for Pasco local service area.
- Continued full compliance paratransit service in accordance with the Americans with Disabilities Act (ADA).
- Purchased and placed in service four lift-equipped MCI over-the-road coaches. These are the first lift-equipped buses to be placed in the commuter express fleet.
- Purchased and put into service nine new lift-equipped paratransit vehicles.
- Purchased and put into service 23 new 15-passenger vanpool vans. Added two lift-equipped paratransit vehicles to the vanpool fleet.
- Initiated service to all home games of the Tri-City Chinook professional basketball team.
- Purchased 3.4 acres of land adjacent to base of operations for future expansion.

### ***1994 Objectives***

- Add service from 7:00 p.m. to 11:00 p.m., Monday through Saturday, through a contract with a private carrier to provide demand-response, shared ride, and curb-to-curb service.
- Implement Pasco fixed-route restructuring and service enhancement program.
- Develop route restructuring and service enhancement plan for Richland and West Richland local service areas.
- Implement the public/private partnership with Shelter Ad Systems of Washington for placement of advertising bus shelters and kiosks.
- Continue paratransit service at ADA full compliance standards.
- Replace four 22-year old commuter buses with four 40-foot, 102-inch, lift-equipped, over-the-road commuter coaches.
- Add 20 vans to the vanpool fleet.
- Purchase and place on-line a new mainframe network computer system.

### ***Community Participation***

Community involvement occurred during the public hearings for the Six-Year Transit Development and Financial Program, the private provider review of the Transportation Improvement Program (TIP), and regional public hearings on the TIP, which included transit projects. Hearings were also conducted for night service and for an update on the Americans with Disabilities Act Complementary Paratransit Plan.

### ***Passenger Service Vehicles***

Fixed-route — 54 total, age ranging from 1972 to 1993

Demand-response — 31 total, age ranging from 1983 to 1993

Vanpool — 71 total, age ranging from 1983 to 1994

### ***Vehicle Replacement Standards***

Fixed-route — 15 years

Demand-response — 10 years

Vanpool — 7 years

### ***Facilities***

Located on nine acres and occupied in October 1986, the BFT facility includes an 8,500-square foot administration/operations building, a 21,500-square foot maintenance building, and a 2,100-square foot bus washing building. Four transit centers which include park and ride lots for 237 vehicles are operated by Ben Franklin Transit. Fifty passenger shelters are distributed throughout the service area.

### ***Intermodal Coordination***

- Ben Franklin Transit serves the Tri-Cities Airport with 1/2-hour service on Route 120.
- Almost all schools in the Tri-Cities area are near a BFT fixed-route. Because of load factors exacerbated by school trip generation, overload or tripper buses have been added to selected routes.
- Greyhound interlines passengers at the Knight Street Transit Center on its inbound and outbound Seattle-Walla Walla service.

## Ben Franklin Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	109,630	114,630	121,730	123,790	128,874	4.0%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	118,118	128,798	119,214	118,222	117,718	-0.0%
Passenger Service Miles	1,825,827	1,784,493	1,879,132	1,874,353	1,869,699	0.6%
Passenger Trips	2,204,808	2,439,729	2,610,443	2,750,147	2,799,823	6.0%
Employees (FTEs)	112.0	104.6	108.0	115.0	136.7	5.0%
Passenger Trips/Service Hour	18.67	18.94	21.90	23.26	23.78	6.1%
Passenger Trips/Service Mile	1.21	1.37	1.39	1.47	1.50	5.4%
Service Hours/Employee	1,054.6	1,231.3	1,103.8	1,028.0	861.1	-5.1%
<b>Demand-Response</b>						
Passenger Service Hours	27,896	30,976	35,003	37,982	42,865	10.7%
Passenger Service Miles	474,953	507,924	548,525	586,661	665,791	8.4%
Passenger Trips	107,309	115,298	120,381	128,875	141,779	7.0%
Employees (FTEs)	22.0	24.2	27.0	31.0	38.7	14.1%
Passenger Trips/Service Hour	3.85	3.72	3.44	3.39	3.31	-3.8%
Passenger Trips/Service Mile	0.23	0.23	0.22	0.22	0.21	-1.5%
Service Hours/Employee	1,268.0	1,280.0	1,296.4	1,225.2	1,107.6	-3.4%
<b>Vanpool</b>						
Passenger Service Miles	666,475	806,472	821,300	934,528	1,082,971	12.1%
Passenger Trips	183,583	229,728	236,507	273,878	315,997	13.6%
Vanpool Fleet Size	33	42	46	55	70	18.8%
Vans in Operation	31	39	44	53	60	16.5%
Customer Matches	N/A	N/A	N/A	N/A	N/A	—
Employees (FTE)	1.3	1.3	2.0	2.0	3	20.9%
Passenger Trips/Service Miles	0.28	0.28	0.29	0.29	0.29	1.4%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$4,495,203	\$4,841,556	\$5,062,117	\$5,481,785	\$5,826,855	6.5%
Operating Cost/Vehicle Service Hour	\$38.06	\$37.59	\$42.46	\$46.37	\$49.50	6.6%
Operating Cost/Passenger Trip	\$2.04	\$1.98	\$1.94	\$1.99	\$2.08	0.5%
Farebox Revenues	\$324,337	\$357,661	\$473,366	\$488,611	\$525,012	12.0%
Farebox Recovery Ratio (%)	7.2%	7.4%	9.4%	8.9%	9.0%	5.6%
<b>Demand-Response</b>						
Operating Cost	\$841,535	\$942,979	\$1,093,011	\$1,313,337	\$1,582,626	15.8%
Operating Cost/Vehicle Service Hour	\$30.17	\$30.44	\$31.23	\$34.58	\$36.92	5.1%
Operating Cost/Passenger Trip	\$7.84	\$8.18	\$9.08	\$10.19	\$11.16	8.8%
Farebox Revenues	\$34,455	\$36,453	\$40,635	\$60,346	\$77,731	20.3%
Farebox Recovery Ratio (%)	4.1%	3.9%	3.7%	4.6%	4.9%	4.5%
<b>Vanpool/Ridematching</b>						
Operating Cost	\$183,848	\$232,667	\$246,788	\$302,783	\$329,435	14.6%
Operating Cost/Passenger Trip	\$1.00	\$1.01	\$1.04	\$1.11	\$1.04	1.0%
Farebox Revenue	\$220,137	\$279,367	\$283,851	\$336,928	\$390,040	14.3%
Farebox Recovery Ratio	119.7%	120.1%	115.0%	111.3%	118.4%	-0.3%

# Ben Franklin Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$3,223,142	\$3,726,148	\$4,027,990	\$4,600,308	\$5,276,550	12.3%
MVET	3,098,562	4,186,876	4,027,990	4,600,308	5,294,856	13.4%
Fares (Fixed and Demand-Response)	578,929	673,481	797,852	885,885	992,783	13.5%
Federal Operating	0	0	0	0	0	—
Other	416,717	428,086	505,540	369,834	350,257	-4.3%
Total	\$7,317,350	\$9,014,591	\$9,359,372	\$10,456,335	\$11,914,446	12.2%
<b>Expenses</b>						
Operating	\$5,547,990	\$6,056,838	\$6,433,440	\$7,097,905	\$7,738,916	8.3%
Depreciation	1,335,718	1,209,189	1,148,837	1,201,156	1,370,075	0.6%
Other	843,369	820,667	865,081	977,315	1,106,931	6.8%
Total	\$7,727,077	\$8,086,694	\$8,447,358	\$9,276,376	\$10,215,922	7.0%
<b>Capital</b>						
Acquisition	\$1,022,021	\$502,186	\$805,005	\$1,950,524	\$2,923,680	
LESS:						
Federal Capital	644,469	13,519	0	1,171,875	\$438,010	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$377,552	\$488,667	\$805,005	\$778,649	\$2,485,670	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$2,231,426	\$2,681,231	\$3,523,115	\$4,329,766	\$3,968,617	
Capital Replacement/Purchase Funds	1,139,860	1,764,868	2,655,828	3,393,540	\$3,180,705	
Self Insurance Fund	0	0	0	0	\$1,000,000	
Other	0	0	138,000	136,800	\$113,383	
Total	\$3,371,286	\$4,446,099	\$6,316,943	\$7,860,106	\$8,262,505	

# Clallam Transit System

**Timothy J. Fredrickson**  
**General Manager**

Airport Industrial Way  
2417 West 19th  
Port Angeles, Washington 98362  
(206) 452-1315

## Background

Clallam Transit System (CTS) was established as a Public Transportation Benefit Area under RCW 36.57A and in November 1979 the voters in the eastern two-thirds of Clallam County approved a 0.3 percent sales tax. In November 1983 the voters residing in the western portion of the county approved a 0.3 percent sales tax making Clallam Transit System a county-wide operation. Service is provided as far east as Diamond Point on Discovery Bay and as far west as Neah Bay at the entrance of the Strait of Juan de Fuca and LaPush on the Pacific Ocean.

The governing authority of CTS is an eight-member Board of Directors comprising two City Council representatives each from Forks, Port Angeles, and Sequim, and two Clallam County Commissioners. A Citizens Advisory Committee made up of a broad spectrum of citizens and appointed by the Board of Directors provides valuable input to the board and staff on a variety of transportation service issues.

## Services

The fixed-route service consists of 14 scheduled routes — two intercity routes (Sequim to/from Port Angeles and Forks to/from Port Angeles), six urban routes (five in Port Angeles and one in Sequim), and six rural routes (three serving eastern Clallam County and three serving western Clallam County).

The demand-response service is provided by two private, nonprofit operators under contract to CTS.

CTS also provides replica trolley tour service in the summer and Hurricane Ridge excursion service in the winter.

## Service Standards

The Clallam Transit System has adopted a formal set of performance standards for the evaluation of existing transit service. Evaluation is divided into three service categories; intercity, urban, and rural.

A performance standard is set for each type of service at 50 percent of the average for five separate performance indicators. A route receives remedial attention when three or more performance indicators fall below 50 percent of the average within its service category.

For demand-response service, qualitative standards and provisions for quality control are included as part of the conditions agreed to by the private service providers.

### ***1993 Achievements***

- Increased total ridership by 3 percent to 767,253 without significant service additions.
- Increased total paratransit ridership to 53,930 boardings, an increase of 9 percent over 1992.
- Met its goal of fully funding its vehicle replacement fund, building fund, insurance reserves, and general reserve.
- Awarded a capital assistance grant for \$4 million to build a united transit facility.
- Maintained excellent Safety Program.

### ***1994 Objectives***

- Improve CTS financial base.
- Enhance the passengers' ride experience.
- Increase system ridership within the current service level.
- Continue commitment to providing high quality, safe, and appropriate paratransit service.
- Achieve a team concept at CTS to improve employee morale and organizational effectiveness.
- Minimize the total cost per passenger on the fixed-route service.
- Assess current transit service and amenities.
- Maximize operating revenue within the current fare structure.

- Improve the Management Information System.
- Improve community perception of CTS services.
- Develop a united transit facility.
- Improve and expand organizational safety program.
- Provide an annual update to the Comprehensive Transportation Plan.

### ***Community Participation***

A Citizens Advisory Committee appointed by the board of directors provides input to the board and staff on a variety of transportation service issues.

### ***Passenger Service Vehicles***

Fixed-route — 32 total, age ranging from 1965 to 1992.

### ***Vehicle Replacement Standards***

Fixed-route — 12 to 20 years

Demand-response — 10 years

Vanpool — 5 years

The Clallam Transit System currently lacks the financial resources to replace vehicles per standard. CTS relies upon federal assistance for vehicle replacement financing. Current CTS vehicle replacement fund schedules are included with the six-year improvement plan.

### ***Facilities***

System administration is provided at a 4,000-square foot structure owned by the Clallam Transit System located at 2417 West 19th Street, Port Angeles.

Clallam Transit's operations and maintenance functions are located at a site used jointly by CTS and the Port Angeles School District. The facility is owned by the school district and is seven miles from the Administrative Office.

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

Twenty-seven passenger shelters are at locations with high passenger boarding counts or other features which warrant the provision of a shelter.

There are two ferry operators providing service from Port Angeles to Victoria B.C. Several CTS bus routes provide service to these terminals. Schedules are designed to facilitate transfers to and from the ferry service. The CTS central transfer center is conveniently located within three blocks of the ferry terminals.

Private tour and charter operators also base their service within or near this area. CTS provides service to and from an air terminal. CTS is currently working with city, county, port, and private officials to develop an intermodal/multimodal transportation center. Such a facility would accommodate and provide access to several different types of transportation activities and services.



## Clallam Transit System

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	55,200	57,000	58,500	60,000	61,400	2.7%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	40,893	36,100	36,767	36,260	36,464	-2.9%
Passenger Service Miles	938,947	945,590	1,025,782	1,081,117	1,046,434	2.7%
Passenger Trips	556,626	633,312	688,400	692,408	697,017	5.6%
Employees (FTEs)	50.0	53.5	54.4	46.8	46.8	-1.7%
Passenger Trips/Service Hour	13.61	17.54	18.72	19.10	19.12	8.5%
Passenger Trips/Service Mile	0.59	0.67	0.67	0.64	0.67	2.9%
Service Hours/Employee	817.9	674.8	675.9	774.8	779.1	-1.2%
<b>Demand-Response</b>						
Passenger Service Hours	8,680	11,162	12,613	13,068	17,284	17.2%
Passenger Service Miles	127,717	168,503	187,447	206,512	211,902	12.7%
Passenger Trips	42,092	43,744	47,992	49,604	52,162	5.4%
Employees (FTEs)	7.0	14.0	14.0	14.0	14	17.3%
Passenger Trips/Service Hour	4.85	3.92	3.80	3.80	3.02	-11.9%
Passenger Trips/Service Mile	0.33	0.26	0.26	0.24	0.25	-7.3%
Service Hours/Employee	1,240.0	797.3	900.9	933.4	1,234.6	-0.1%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$2,209,734	\$2,352,197	\$2,715,947	\$2,850,283	\$3,215,940	9.4%
Operating Cost/Vehicle Service Hour	\$54.04	\$65.16	\$73.87	\$78.61	\$88.19	12.2%
Operating Cost/Passenger Trip	\$3.97	\$3.71	\$3.95	\$4.12	\$4.61	3.8%
Farebox Revenues	\$167,845	\$223,865	\$243,318	\$183,986	\$184,141	2.3%
Farebox Recovery Ratio (%)	7.6%	9.5%	9.0%	6.5%	5.7%	-7.1%
<b>Demand-Response</b>						
Operating Cost	\$213,527	\$281,591	\$313,623	\$405,796	\$556,790	24.0%
Operating Cost/Vehicle Service Hour	\$24.60	\$25.23	\$24.87	\$31.05	\$32.21	6.7%
Operating Cost/Passenger Trip	\$5.07	\$6.44	\$6.53	\$8.18	\$10.67	18.6%
Farebox Revenues	\$13,208	\$78,815	\$95,366	\$91,028	\$193,364	67.1%
Farebox Recovery Ratio (%)	6.2%	28.0%	30.4%	22.4%	34.7%	43.1%

## Clallam Transit System

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$1,354,435	\$1,476,949	\$1,573,047	\$1,683,984	\$1,678,878	5.4%
MVET	1,396,195	1,476,949	1,573,047	1,683,984	1,678,878	4.6%
Fares	181,053	302,680	338,684	321,929	401,488	19.9%
Federal Operating	0	0	0	0	0	—
Other	280,128	137,226	208,190	121,751	86,646	-29.3%
Total	\$3,211,811	\$3,393,804	\$3,692,968	\$3,811,648	\$3,845,890	4.5%
<b>Expenses</b>						
Operating	\$2,423,261	\$2,633,788	\$3,029,570	\$3,256,079	\$3,775,724	11.1%
Depreciation	263,483	201,230	207,083	210,000	252,113	-1.1%
Other	277,359	0	0	0	0	0.0%
Total	\$2,964,103	\$2,835,018	\$3,236,653	\$3,466,079	\$4,027,837	7.7%
<b>Capital</b>						
Acquisition	\$319,700	\$458,381	\$217,462	\$754,694	\$1,060,463	
LESS:						
Federal Capital	185,473	324,616	140,000	385,298	876,538	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$134,227	\$133,765	\$77,462	\$369,396	\$183,925	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$28,719	\$571,098	\$910,747	\$643,084	\$472,420	
Capital Replacement/Purchase Funds	277,359	532,126	775,510	1,277,239	1,351,762	
Self Insurance Fund	0	28,207	90,560	155,623	109,198	
Other	0	0	0	0	0	
Total	\$306,078	\$1,131,431	\$1,776,817	\$2,075,946	\$1,933,380	

\*Clallam Transit System includes charter and special service fares.



# C-TRAN (Clark County)

**Leslie R. White**  
**Executive Director**

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(206) 696-4494



## Background

C-TRAN was established as the Clark County Public Transportation Benefit Area (Clark County PTBA) under RCW 36.57A in 1981, and assumed the operation of the city of Vancouver Transit System. Voters have approved a 0.3 percent sales tax. The service area is county-wide except for that part of Woodland in Clark County.

The C-TRAN Board of Directors is comprised of three Clark County Commissioners, three Vancouver City Council members, one City Council member from Camas or Washougal, and one City Council member from Ridgefield, Battle Ground, Yacolt, or La Center.

## Services

A variety of services are provided including fixed-route, express, and vanpool. A major emphasis is placed on the express service for commuters. Demand-response service is provided under contract with a private operator.

## Service Standards

A Transit Development Plan (TDP) for the period 1994 to 1999, was completed in early 1994. The TDP includes financial, utilization, and service objectives that are intended to serve as guidelines for the ongoing monitoring of C-TRAN's implementation of the TDP. System performance will be evaluated each year as part of the annual TDP update.

## 1993 Achievements

- Increased commuter services.
- Improved off-peak headways.
- Developed a Community Outreach Program.
- Completed Preliminary Alternatives Analysis; Began Tier One Alternatives Analysis Study (High Capacity Transit).
- Secured Alternative Analysis funding for 1993-1994.

## 1994 Objectives

- Provide a full range of transportation services to meet mobility needs.
- Work with other agencies to coordinate and implement policies and actions that result in effective mobility management.
- Provide necessary transit services that will comply with ADA requirements.
- Continue to play an active role in regional transportation planning efforts.
- Continue to secure funds for capital investments and programs while searching for innovative financing mechanisms for new services.

## Community Participation

Community involvement is fostered through public hearings, community

meetings, customer comments, and direct mailings. Public hearings are held to discuss proposed service changes, grant applications, ADA Paratransit Plan updates, and potential construction projects.

Community meetings to maintain a two-way information exchange are held as necessary. Two citizen committees are currently participating in the High Capacity Transit planning process. Public comment is also invited at monthly meetings of the Special Services Advisory Committee and the Board of Directors.

## Passenger Service Vehicles

Fixed-route — 81 total, age ranging from 1972 to 1990. Twenty are equipped with wheelchair lifts; none are equipped with bicycle racks.

Demand-response — 13 total, age ranging from 1986 and 1993. All are equipped with wheelchair lifts.

Vanpool — 7 total, age ranging from 1982 to 1989. None are equipped with wheelchair lifts. Three vanpools were in operation during 1993.

## Vehicle Replacement Standards

Fixed-route — 10 to 17 years

Demand-response — 5 years

Vanpool — 8 years

## Facilities

- Three transfer centers.
- 153 bus shelters.
- Seven park and ride lots with 924 parking spaces. Four park and ride lots are equipped with shelters; none are equipped with bike racks.

C-TRAN does not provide airport shuttle service or school transportation.

## C-TRAN

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	220,300	228,600	250,200	257,500	269,500	5.0%
<b>Operating Statistics</b>						
<i>Fixed-Route</i>						
Passenger Vehicle Service Hours	125,364	146,333	143,016	143,478	137,443	2.3%
Passenger Vehicle Service Miles	2,148,143	2,669,568	2,554,150	2,561,140	2,589,971	4.7%
Unlinked Passenger Trips	2,614,205	3,040,925	3,348,586	3,637,600	4,255,417	12.2%
Employees (FTEs)	126.1	146.4	149.9	159.3	171.7	7.7%
Passenger Trips/Vehicle Service Hours	20.85	20.78	23.41	25.35	30.96	9.9%
Passenger Trips/Vehicle Service Miles	1.22	1.14	1.31	1.42	1.64	7.5%
Service Hours/Employee	994.2	999.5	954.1	900.7	800.5	-5.4%
<b>Demand Response</b>						
Passenger Vehicle Service Hours	21,810	21,357	24,803	24,249	28,987	7.1%
Passenger Vehicle Service Miles	378,638	387,316	448,889	427,791	449,428	4.3%
Unlinked Passenger Trips	73,016	70,894	78,641	75,910	84,850	3.8%
Employees (FTEs)	16.8	18.5	21.2	22.4	22.6	7.4%
Passenger Trips/Vehicle Service Hours	3.35	3.32	3.17	3.13	2.93	-3.4%
Passenger Trips/Vehicle Service Miles	0.19	0.18	0.18	0.18	0.19	-0.5%
Service Hours/Employee	1,298.2	1,154.4	1,170.0	1,082.5	1,282.6	-0.3%
<b>Vanpool</b>						
Passenger Vehicle Service Miles	7,872.0	21,047.0	55,106.0	42,721.0	89,516.0	60.8%
Unlinked Passenger Trips	3,682.0	8,822.0	21,281.0	12,471.0	20,503.0	42.9%
Fleet Size	8	8	8	7	7	-3.3%
Vans in Operation	1	2	3	3	6	44.8%
Employees (FTEs)	0.1	0.1	0.1	0.4	0.3	27.5%
Passenger Trips/Vehicle Services Miles	0.5	0.4	0.4	0.3	0.2	-17.8%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$6,228,513	\$7,797,141	\$8,873,182	\$9,928,198	\$9,868,433	11.5%
Operating Cost/Vehicle Service Hours	\$49.68	\$53.28	\$62.04	\$69.20	\$71.80	9.2%
Operating Cost/Passenger Trip	\$2.38	\$2.56	\$2.65	\$2.73	\$2.32	-0.7%
Farebox Revenue	\$1,132,992	\$1,296,405	\$1,417,979	\$1,468,390	\$1,480,616	6.7%
Farebox Recovery Ratio	18.2%	16.6%	16.0%	14.8%	15.0%	-4.8%
<b>Demand Response</b>						
Operating Cost	\$600,907	\$605,496	\$727,524	\$858,484	\$1,160,962	16.5%
Operating Cost/Vehicle Service Hours	\$27.55	\$28.35	\$29.33	\$35.40	\$40.05	9.4%
Operating Cost/Passenger Trip	\$8.23	\$8.54	\$9.25	\$11.31	\$13.68	12.7%
Farebox Revenue	\$16,903	\$15,963	\$17,782	\$15,900	\$17,442	0.8%
Farebox Recovery Ratio	2.8%	2.6%	2.4%	1.9%	1.5%	-15.7%
<b>Vanpool/Ridesharing</b>						
Operating Cost	\$25,728	\$22,199	\$23,946	\$33,253	\$35,645	8.2%
Operating Cost/Passenger Trip	\$6.99	\$2.52	\$1.13	\$2.67	\$1.74	-34.8%
Farebox Revenue	\$7,872	\$14,074	\$26,580	\$18,331	\$42,957	42.4%
Farebox Recovery Ratio	30.6%	63.4%	111.0%	55.1%	120.5%	34.3%

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$5,209,092	\$5,967,650	\$6,237,253	\$7,076,717	\$7,998,244	10.7%
MVET	5,034,092	5,928,257	6,246,647	6,862,717	7,782,244	10.9%
Fares	1,157,767	1,326,442	1,462,341	1,502,621	1,541,015	7.1%
Federal Operating	0	0	0	0	0	—
Other	1,982,576	2,303,385	2,181,848	2,439,079	3,797,315	16.2%
Total	\$13,383,527	\$15,525,734	\$16,128,089	\$17,881,134	\$21,118,818	11.4%
<b>Expenses</b>						
Operating	\$6,855,148	\$8,424,836	\$9,624,652	\$10,819,935	\$11,065,040	12.0%
Depreciation	1,324,978	1,203,838	1,577,051	1,610,811	1,700,995	6.2%
Other	20,712	201,378	342,935	652,221	2,105,359	115.5%
Total	\$8,200,838	\$9,830,052	\$11,544,638	\$13,082,967	\$14,871,394	14.9%
<b>Capital</b>						
Acquisition	\$2,191,697	\$4,898,064	\$1,750,540	\$620,978	\$1,042,359	
LESS:						
Federal Capital	1,175,542	1,364,345	630,939	105,351	368,128	
Other Contributions	11,421	440	8,210	(570)	24,300	
Net Local Investment	\$1,004,734	\$3,533,279	\$1,111,391	\$516,197	\$649,931	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$3,053,251	\$4,948,349	\$8,899,438	\$11,772,025	\$17,034,666	
Capital Replacement/Purchase Funds	12,103,102	12,288,000	14,191,000	15,833,300	17,411,400	
Self Insurance Fund	6,425,000	6,994,000	7,496,000	7,880,000	8,233,000	
Other	0	0	0	0	0	
Total	\$21,581,353	\$24,230,349	\$30,586,438	\$35,485,325	\$42,679,066	

# ***Community Transit (Snohomish County)***

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***Joyce Olson  
Executive Director***

*1113 164th St. SW, Suite 200  
Lynnwood, Washington 98037  
(206) 348-7100*

## ***Background***

Community Transit (CT) operates under the authority of the Snohomish County Public Transportation Benefit Area (Snohomish County PTBA) as authorized by RCW 36.57A. Established in November 1975, this was the first such authority in Washington State. Voters initially approved a 0.3 percent sales tax. In 1990, an additional 0.3 percent was approved to fund service expansion, bringing the total sales tax to the legal maximum of 0.6 percent.

The Board of Directors is comprised of two Snohomish County Council members, one City Council member each from Edmonds and Lynnwood, three members representing the City Councils of Arlington, Brier, Marysville, Mill Creek, Mukilteo, Mountlake Terrace, and Snohomish, and two members representing the City Councils of Darrington, Gold Bar, Granite Falls, Index, Lake Stevens, Stanwood, Sultan, and Woodway.

## ***Services***

Community Transit directly operates local and commuter fixed-route services, vanpool, and ridematching. Paratransit service and fixed-route commuter services are provided through competitively procured contracts.

### ***Service Standards***

Community Transit uses the following measures to evaluate the effectiveness and efficiency of transit services:

- Passengers per revenue hour
- Passengers per trip
- Operating cost per revenue hour
- Operating cost per trip
- Operating cost per passenger
- Passengers per revenue mile
- Operating cost per revenue mile
- Vehicle hours per employee
- Farebox recovery ratio
- Peak load (commuter routes)

### ***1993 Achievements***

- Increased ridership in all performance centers (local, university, commuter, vanpool, and paratransit).
- Increased service productivity (passengers per revenue hour) by five percent on local fixed-route service.
- Completed the Arterial System HOV Study (SHOVS) and first steps toward implementing the recommendations of the study.
- Completed the Smokey Point Transit Center.

### ***1994 Objectives***

- Improve service productivity for both fixed-route and paratransit.
- Expand vanpool and paratransit services.
- Complete the System Market Research Study and update the Corporation's Comprehensive Plan.
- Construct the Canyon Park Park and Ride Lot.

### ***Community Participation***

Formal community participation in the development of policies and objectives includes the Citizens Advisory Committee which provides input on transit service from local community members. Public hearings are held to gain input prior to service policy changes.

### ***Passenger Service Vehicles***

Fixed-route — 185 (owned), age ranging from 1959 to 1991. An additional seven vehicles owned by the Boeing Company are operated by Community Transit in support of service to the Everett Boeing plant.

Paratransit — service is operated with a fleet of 25 vehicles owned by the service contractor. An additional 18 paratransit vehicles will be acquired this year and will be owned by Community Transit.

### ***Vehicle Replacement Standards***

Decisions on replacement are made based on vehicle performance and the cost of rehabilitation compared to replacement. No vehicles are replaced prior to the useful life prescribed by the Federal Transit Administration.

### ***Facilities***

The Community Transit Central Operating Base (COB), including the operations and maintenance buildings, is built on a 20-acre site. Plans are underway to expand the COB to accommodate fleet growth. Community Transit's Administrative offices are located in Lynnwood. Transit centers served by CT are located in Everett, Lynnwood, Aurora Village, Smokey Point, and at both the Mukilteo and Edmonds Ferry terminals.

Community Transit operates a system of park and ride lots with a total of 3,832 parking spaces. A new 350-stall facility under construction at Canyon Park will open in 1994.



## Community Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	288,700	302,010	318,280	324,820	335,000	3.7%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	167,865	187,215	209,415	213,659	218,569	6.6%
Passenger Service Miles	3,614,072	4,066,105	4,730,405	4,677,591	4,686,038	6.5%
Passenger Trips	3,963,742	4,004,748	4,713,148	4,776,039	5,007,723	5.8%
Employees (FTEs)	285.6	300.3	404.1	368.9	339.5	4.3%
Passenger Trips/Service Hour	23.61	21.39	22.51	22.35	22.91	-0.8%
Passenger Trips/Service Mile	1.10	0.98	1.00	1.02	1.07	-0.6%
Service Hours/Employee	587.8	623.4	518.2	579.2	643.8	2.3%
<b>Demand-Response</b>						
Passenger Service Hours	17,787	22,895	25,491	38,475	52,249	26.9%
Passenger Service Miles	296,598	368,186	377,955	514,407	913,175	28.1%
Passenger Trips	58,972	72,628	79,305	103,439	120,079	17.8%
Employees (FTEs)	20.0	21.0	21.0	30.0	31.0	11.0%
Passenger Trips/Service Hour	3.32	3.17	3.11	2.69	2.30	-9.2%
Passenger Trips/Service Mile	0.20	0.20	0.21	0.20	0.13	-10.3%
Service Hours/Employee	889.4	1,090.2	1,213.9	1,282.5	1,685.5	16.0%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles		212,337	428,206	631,003	762,725	—
Unlinked Passenger Trips		61,317	123,674	178,409	229,323	—
Vanpool Fleet Size		25	48	72	95	—
Vans in Operation		23	45	63	70	—
Customer Matches		1,159	1,301	2,316	2,977	—
Employees (FTE)		1.5	1.5	1.6	5.5	—
Passenger Trips/Service Mile		0.29	0.29	0.28	0.30	—
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$14,900,596	\$17,522,172	\$16,263,659	\$17,594,319	\$17,293,204	3.7%
Operating Cost/Vehicle Service Hour	\$88.77	\$93.59	\$77.66	\$82.35	\$79.12	-2.9%
Operating Cost/Passenger Trip	\$3.76	\$4.38	\$3.45	\$3.68	\$3.45	-2.1%
Farebox Revenues	\$3,266,371	\$3,534,858	\$4,322,093	\$4,560,858	\$4,833,322	9.8%
Farebox Recovery Ratio (%)	21.9%	20.2%	26.6%	25.9%	27.9%	6.1%
<b>Demand-Response*</b>						
Operating Cost	\$580,823	\$677,919	\$1,059,760	\$1,784,930	\$2,142,808	32.6%
Operating Cost/Vehicle Service Hour	\$32.65	\$29.61	\$41.57	\$46.39	\$41.01	5.7%
Operating Cost/Passenger Trip	\$9.85	\$9.33	\$13.36	\$17.26	\$17.84	14.9%
Farebox Revenues	\$0	\$0	8,478	\$10,294	\$46,931	—
Farebox Recovery Ratio (%)	0.0%	0.0%	0.8%	0.6%	2.2%	—
<b>Vanpool/Ridematching</b>						
Operating Cost		\$134,452	\$310,371	\$411,380	\$305,269	—
Operating Cost/Passenger Trip		\$2.19	\$2.51	\$2.31	\$1.33	—
Farebox Revenue		89,247	153,933	246,152	326,631	—
Farebox Recovery Ratio		66.4%	49.6%	59.8%	107.0%	—

## Community Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$8,087,674	\$15,068,182	\$18,340,683	\$19,363,544	\$21,062,683	23.9%
MVET	8,087,674	9,742,931	10,954,680	11,724,929	11,359,149	8.5%
Fares	3,266,371	3,624,105	4,484,504	4,817,304	5,206,884	11.7%
Federal Operating	375,468	340,000	340,000	1,306,000	1,292,878	30.9%
Other	1,655,621	2,032,020	2,488,537	2,740,985	2,367,441	8.9%
Total	\$21,472,808	\$30,807,238	\$36,608,404	\$39,952,762	\$41,289,035	16.3%
<b>Expenses</b>						
Operating	\$15,481,419	\$18,334,543	\$17,633,790	\$19,790,629	\$19,741,281	6.1%
Depreciation	1,819,439	1,853,712	2,651,763	3,181,198	2,796,486	10.7%
Other	737,915	750,939	577,041	777,260	662,832	-2.7%
Total	\$18,038,773	\$20,939,194	\$20,862,594	\$23,749,087	\$23,200,599	6.3%
<b>Capital</b>						
Acquisition	\$3,018,790	\$6,184,099	\$8,412,767	\$3,332,743	\$1,140,090	
LESS:						
Federal Capital	1,901,558	2,018,763	6,378,105	456,118	613,015	
Other Contributions	692,478	630,545	2,034,662	455,956	0	
Net Local Investment	\$424,754	\$3,534,791	\$0	\$2,420,669	\$527,075	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$0	\$0	\$0	\$124,613	\$12,397,955	
Capital Replacement/Purchase Funds	9,231,889	14,067,113	8,983,490	32,449,335	27,151,080	
Other Capital Funds	0	0	0	10,192,007	13,980,200	
Self Insurance Fund	0	1,000,000	0	0	0	
Other	3,862,999	5,346,412	3,433,648	9,677,483	2,847,069	
Total	\$13,094,888	\$20,413,525	\$12,417,138	\$52,443,438	\$56,376,304	

# ***Cowlitz Transit Authority (Longview/Kelso)***

**Steve Harris  
Transit Superintendent**

*City of Longview  
P.O. Box 128  
Longview, Washington 98632  
(206) 577-3399*

## ***Background***

Prior to 1975, public transportation in the Longview-Kelso area was provided by private operators. In 1975, the city of Longview took over the operation of the Community Urban Bus System (CUBS). In 1987, the cities of Longview and Kelso, in conjunction with Cowlitz County, organized the Cowlitz Transit Authority Public Transportation Benefit Area (PTBA), authorized under RCW 36.57A, and funded by a voter approved 0.1 percent sales tax.

The Cowlitz Transit administration, operations, and maintenance staff are provided by the city of Longview under contract to the PTBA Board of Directors.

The PTBA board is made up of one Cowlitz County Commissioner, two Longview City Council members, and two Kelso City Council members.

## ***Services***

The Cowlitz Transit service area is the city limits of Longview and Kelso. Five routes, three in Longview and two in Kelso, provide service to the citizens of these two communities. The routes run Monday through Saturday. Service is now provided on Sundays and has three routes, two in Longview and one in Kelso.

Cowlitz Transit Authority provides only fixed-route service and contracts with a private nonprofit company for demand-response service.

## ***Service Standards***

Services are monitored for performance by the staff, and each change or service addition is based upon a percentage of average ridership of all routes per month. If a route falls below 50 percent of average ridership of all routes per month, the board must decide whether to continue service or delete the service based upon available resources.

### ***1993 Achievements***

- Experienced greatest annual ridership response of 351,841 on the fixed-route service and 21,434 demand-response trips for paratransit services.
- Purchased two lift-equipped vans using an 80 percent federal grant.
- Conducted an environmental assessment report and began preliminary design for a transit transfer facility.
- Acquired property for a transfer facility.
- Prepared a new color-coded system map which features all routes on one map.
- Submitted ADA Paratransit Plan.
- Implemented Sunday service on a six-month trial basis.
- Provided free fare service for July, August, and September.
- Provided a park shuttle to area parks during the month of July.

### ***1994 Objectives***

- Continue to contract with Cowlitz Transit Authority.
- Continue to provide disabled transportation door-to-door and curb-to-curb.

- Implement Sunday service on a permanent basis, if service standards warrant.
- Finalize the Route Extension Study.
- Continue with the final design and complete construction of the Transit Transfer Facility.
- Restructure all routes to accommodate Transit Transfer Facility.
- Install bus stop signs on Route 21, and add additional signs to other routes.
- Place lift-equipped vans into service.
- Conduct preliminary construction design of transfer facility.
- Analyze workshop results regarding PTBA expansion.
- Continue driver training with emphasis on sensitivity, safety, and public relations.
- Update Transportation Development Plan.

### ***Community Participation***

Community participation is achieved primarily through attendance at monthly meetings of the PTBA. Public hearings are held as the comprehensive plan and the transportation improvement program

are developed. A task force representing the disabled community provides continual input.

### ***Passenger Service Vehicles***

Fixed-route — 7 total, age ranging from 1987 to 1992

Demand-response — Cowlitz Transit Authority contracts with a private nonprofit company to provide three lift-equipped vans, none of which have bicycle racks. The vans range in age from 1987 to 1991.

### ***Vehicle Replacement Standards***

Fixed-route — 10 years/500,000 miles

### ***Facilities***

Cowlitz Transit's administration, operations, and maintenance functions, including two maintenance bays and eight bus storage bays, are located at the Longview City Shop. Cowlitz Transit's current transfer center is located at the Triangle Shopping Mall.

Cowlitz Transit Authority does not provide door-to-door service to the airport or rail station. However, two routes are within one block of rail service. Routes are also designed to include local elementary and secondary schools.

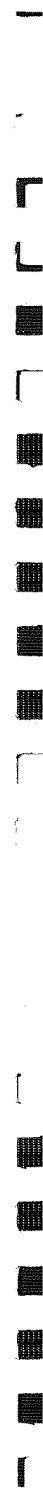
## Cowlitz Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	41,590	41,840	43,530	43,920	43,920	1.4%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	14,116	15,922	17,692	17,766	18,006	6.1%
Passenger Service Miles	192,780	218,967	241,681	247,973	246,057	6.1%
Passenger Trips	283,234	304,132	342,565	342,602	351,841	5.4%
Employees (FTEs)	13.6	13.0	13.0	13.0	13.0	-1.1%
Passenger Trips/Service Hour	20.06	19.10	19.36	19.28	19.54	-0.7%
Passenger Trips/Service Mile	1.47	1.39	1.42	1.38	1.43	-0.7%
Service Hours/Employee	1,037.9	1,224.8	1,360.9	1,366.6	1,385.1	7.2%
<b>Demand-Response</b>						
Passenger Service Hours	6,564	6,420	6,588	8,820	9,634	9.6%
Passenger Service Miles	12,823	12,311	11,508	37,291	56,069	36.9%
Passenger Trips	4,132	4,275	11,095	13,899	21,434	41.2%
Employees (FTEs)*	3.0	3.0	4.0	4.00	9.00	27.5%
Passenger Trips/Service Hour	0.63	0.67	1.68	1.58	2.22	31.6%
Passenger Trips/Service Mile	0.32	0.35	0.96	0.37	0.38	4.3%
Service Hours/Employee	2,188.0	2,140.0	1,647.0	2,205.0	1,070.4	-17.9%
* Does not include volunteers						
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$616,853	\$860,928	\$850,556	\$892,701	\$966,881	11.2%
Operating Cost/Vehicle Service Hour	\$43.70	\$54.07	\$48.08	\$50.25	\$53.70	5.2%
Operating Cost/Passenger Trip	\$2.18	\$2.83	\$2.48	\$2.61	\$2.75	5.8%
Farebox Revenues*	\$59,432	\$48,243	\$55,391	\$53,706	\$57,045	-1.0%
Farebox Recovery Ratio (%)	9.6%	5.6%	6.5%	6.0%	5.9%	-12.3%
<b>Demand-Response</b>						
Operating Cost	\$47,145	\$51,000	\$63,900	\$166,753	\$173,366	32.6%
Operating Cost/Vehicle Service Hour	\$7.18	\$7.94	\$9.70	\$18.91	\$18.00	23.0%
Operating Cost/Passenger Trip	\$11.41	\$11.93	\$5.76	\$12.00	\$8.09	-8.6%
Farebox Revenues	\$799	\$646	\$1,480	\$2,148	\$2,491	28.4%
Farebox Recovery Ratio (%)	1.7%	1.3%	2.3%	1.3%	1.4%	-4.1%

# Cowlitz Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$540,904	\$573,778	\$583,853	\$593,865	\$647,995	4.5%
MVET	395,307	578,404	698,778	647,853	647,995	12.4%
Fares**	60,231	48,889	56,871	55,854	59,536	-0.3%
Federal Operating	0	0	0	0	0	—
Other	35,919	73,724	106,275	92,356	49,225	7.9%
Total	\$1,032,361	\$1,274,795	\$1,445,777	\$1,389,928	\$1,404,751	7.7%
<b>Expenses</b>						
Operating	\$663,998	\$911,928	\$914,456	\$1,059,454	\$1,140,247	13.5%
Depreciation	46,120	31,108	30,326	25,660	25,660	-14.7%
Other	0	0	663	0	0	—
Total	\$710,118	\$943,036	\$945,445	\$1,085,114	\$1,165,907	12.4%
<b>Capital</b>						
Acquisition	\$5,440	\$578,871	\$14,705	\$50,399	\$213,121	
LESS:						
Federal Capital	0	560,000	11,764	40,319	170,497	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$5,440	\$18,871	\$2,941	\$10,080	\$42,624	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$1,799,832	\$1,011,679	\$1,509,070	\$1,664,456	\$1,334,999	
Capital Replacement/Purchase Funds	0	0	0	0	0	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$1,799,832	\$1,011,679	\$1,509,070	\$1,664,456	\$1,334,999	

\*\* Cowlitz Transit offered fare-free service in July 1989, and July-September 1990-93.



# Everett Transit

## **Bill Link** **Transit Manager**

3225 Cedar Street  
Everett, Washington 98201  
(206) 259-8803

## **Background**

Everett Transit is a city-owned and operated system providing service under the authority of RCW 35.92. In 1979, the voters of the city approved a 0.3 percent sales tax. Administrative policy is set by the Mayor and the City Council and transit staff develops the budget.

## **Services**

Everett Transit provides both fixed-route and demand-response services. The service boundary is the city of Everett Urban Service Area which includes the city of Everett and portions of Mukilteo and unincorporated Snohomish County. Everett Transit's fixed-route peak service is during the mid-afternoon hours.

## **Service Standards**

The operating indicators monitored on a regular basis are passengers per service hour and service mile, accidents and road calls per 100,000 vehicle miles, fuel consumption (miles per gallon), and operating cost per service mile, hour, and passenger trip.

## **1993 Achievements**

- Continued fleet replacement and expansion to meet the city's transportation needs.
- Updated the Americans with Disabilities Act Service Plan.

- Moved to new transit operations center.
- Worked cooperatively with Everett's business community, in their efforts to satisfy Commute Trip Reduction (CTR) requirements.
- Expanded demand-response service hours to match the fixed-route service hours.
- Completed Draft Comprehensive Plan to comply with the Growth Management Act.

## **1994 Objectives**

- Increase involvement in community outreach programs to promote awareness of Everett Transit's services and transit usage.
- Perform an operational analysis study to identify service and facilities needs.
- Continue our efforts to assist Everett area employers in meeting their CTR goals.
- Implement the Bicycle on Buses Program.
- Update the manual paratransit scheduling system with an automated system.
- Implement a fixed-route "How to Ride" training program for seniors and customers with disabilities.
- Continue Transit's fleet expansion.
- Introduce service to the Eastmont Park and Ride Lot to be opened in 1994.

## **Community Participation**

Everett Transit provides public participation opportunities throughout the year. The development of

the Six-Year Transportation Improvement Program (TIP) includes community participation through the Traffic Advisory Committee (TAC) and the city of Everett Planning Commission. A Paratransit Advisory Committee has formed in order to better address the Americans with Disabilities Act (ADA) requirements. The committee focuses on mobility options for residents of the city. During the annual grant application process, Everett Transit holds public hearings to obtain community input on proposed projects. Everett Transit also works with established neighborhood groups to evaluate existing service. Community members are also welcome to address public transportation concerns at city council meetings.

## **Passenger Service Vehicles**

Fixed-route — 39 total, age ranging from 1973 to 1992

Demand-response — 13 total, age ranging from 1980 to 1992

## **Vehicle Replacement Standards**

Fixed-route — 12 years/500,000 miles  
Demand-response — 5 years

## **Facilities**

All Everett Transit administration and operations facilities are located at the Everett Transit Operations Center. The maintenance facility is shared with the city of Everett Public Works Department. A customer information center is located in downtown Everett.



## Everett Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>Service Area Population</b>	64,170	69,961	72,480	75,853	76,980	4.6%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	81,788	81,624	83,070	86,364	90,025	2.4%
Passenger Service Miles	1,055,571	1,056,390	1,119,655	1,109,652	1,127,204	1.6%
Passenger Trips	1,254,780	1,480,351	1,775,577	1,839,419	1,910,627	10.5%
Employees (FTEs)	64.0	64.0	62.0	67.0	75.0	4.0%
Passenger Trips/Service Hour	15.34	18.14	21.37	21.30	21.20	8.1%
Passenger Trips/Service Mile	1.19	1.40	1.59	1.66	1.70	8.9%
Service Hours/Employee	1,277.9	1,275.4	1,339.8	1,289.0	1,200.3	-1.6%
<b>Demand-Response</b>						
Passenger Service Hours	8,586	10,377	11,861	13,428	14,736	13.5%
Passenger Service Miles	105,220	97,514	134,658	135,828	143,726	7.8%
Passenger Trips	38,669	34,622	40,291	40,969	40,948	1.4%
Employees (FTEs)	9.0	9.0	9.0	11.0	12.0	7.2%
Passenger Trips/Service Hour	4.50	3.34	3.40	3.05	2.78	-12.1%
Passenger Trips/Service Mile	0.37	0.36	0.30	0.30	0.28	-6.4%
Service Hours/Employee	954.0	1,153.0	1,317.9	1,220.7	1,228.0	6.3%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$3,696,682	\$3,985,347	\$4,420,662	\$5,142,012	\$6,390,931	13.7%
Operating Cost/Vehicle Service Hour	\$45.20	\$48.83	\$53.22	\$59.54	\$70.99	11.3%
Operating Cost/Passenger Trip	\$2.95	\$2.69	\$2.49	\$2.80	\$3.34	3.2%
Farebox Revenues	\$272,479	\$297,976	\$328,268	\$347,819	\$428,876	11.3%
Farebox Recovery Ratio (%)	7.4%	7.5%	7.4%	6.8%	6.7%	-2.3%
<b>Demand-Response</b>						
Operating Cost	\$259,495	\$309,871	\$502,387	\$733,304	\$921,224	31.7%
Operating Cost/Vehicle Service Hour	\$30.22	\$29.86	\$42.36	\$54.61	\$62.52	18.2%
Operating Cost/Passenger Trip	\$6.71	\$8.95	\$12.47	\$17.90	\$22.50	30.2%
Farebox Revenues	\$5,561	\$5,678	\$7,728	\$9,175	\$9,175	12.5%
Farebox Recovery Ratio (%)	2.1%	1.8%	1.5%	1.3%	1.0%	-19.2%

Everett Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$4,176,549	\$4,513,169	\$4,581,455	\$5,881,869	\$6,240,357	10.0%
MVET	—	—	—	—	—	—
Fares	278,040	303,654	335,996	356,994	438,051	11.4%
Federal Operating	273,688	380,647	323,575	245,489	229,864	-4.4%
Other	831,490	578,208	695,355	302,990	269,512	-28.2%
Total	\$5,559,767	\$5,775,678	\$5,936,381	\$6,787,342	\$7,177,784	6.4%
<b>Expenses</b>						
Operating	\$3,956,177	\$4,295,218	\$4,923,049	\$5,875,216	\$7,312,155	15.4%
Depreciation	152,162	426,939	484,912	510,807	717,598	38.8%
Other	2,274	0	65,060	4,691	32,579	—
Total	\$4,110,613	\$4,722,157	\$5,473,021	\$6,390,714	\$8,062,332	16.8%
<b>Capital</b>						
Acquisition	\$55,740	\$221,898	\$2,435,902	\$1,639,540	\$1,737,593	
LESS:						
Federal Capital	44,748	195,716	70,247	568,127	310,330	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$10,992	\$26,182	\$2,365,655	\$1,071,413	\$1,427,263	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$6,331,096	\$7,563,045	\$6,376,145	\$5,901,915	\$4,729,111	
Capital Replacement/Purchase Funds	0	0	0	0	0	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$6,331,096	\$7,563,045	\$6,376,145	\$5,901,915	\$4,729,111	

# Grays Harbor Transportation Authority

## **Dave Rostedt Manager**

3000 Bay Avenue  
Hoquiam, Washington 98550  
(206) 532-2770

## **Background**

In 1974 Grays Harbor Transportation Authority was established by the County Commissioners as a County Transportation Authority (CTA) under RCW 36.57. In November of that year, the voters of the county approved a sales tax of up to 0.3 percent. Currently this system is the only operational CTA in the state.

The Board of Directors includes three Grays Harbor County Commissioners, the Mayors of Aberdeen and Hoquiam, and one Mayor chosen to represent the communities of Westport, Montesano, Cosmopolis, Elma, Ocean Shores, McCleary, and Oakville.

## **Services**

Fixed-route and demand-response services are available county-wide. Intercity service is provided to Olympia and Centralia.

## **Service Standards**

Review of route usage is a constant, ongoing process.

Routes showing increased usage are targeted for future service increase; routes losing riders are subject to adjustment.

## **1993 Achievements**

- Updated ADA plan and is in compliance.
- Updated Transit Development Plan.
- Obtained ISTEA funding for Montesano Station.
- Increased paratransit service.
- Signed three-year labor agreement.

## **1994 Objectives**

- Purchase four paratransit vans.
- Continue driver training with emphasis on paratransit sensitivity.
- Establish vanpool.
- Improve services to persons with disabilities.
- Establish separate paratransit radio frequency.
- Certify paratransit riders according to ADA eligibility.
- Construct Montesano Station.

## **Community Participation**

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 update and the ADA Paratransit Plan.

A Transit Rider Advisory Committee was created in 1991, and meets quarterly.

## **Passenger Service Vehicles**

Fixed-route — 33 total, age ranging from 1978 to 1991

- Number with wheelchair lifts — 10
- Number with bicycle racks — 20
- Demand-response — 16 total, age ranging from 1977 to 1992
- Number with wheelchair lifts — 9
- Vanpool — 0

## **Vehicle Replacement Standards**

Grays Harbor Transit has no adopted fleet replacement standards. A vehicle is constantly maintained and monitored for reliability and safety.

## **Facilities**

- Transfer Centers — 2
- Number of locations with covered bus shelters — 90
- Park and Ride lots — 1
- Location — Westport
- Capacity — 20 spaces

## **Intermodal Coordination**

Bus connections are provided on both sides of a small, private, passenger-only ferry, which operates during the summer months between Westport and Ocean Shores.

School transportation — fixed-route services are designed to meet travel needs of many urban and rural school districts in this 2,000-square mile county.

## Grays Harbor Transportation Authority

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	63,922	64,175	65,100	65,400	66,500	1.0%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	83,483	85,589	88,289	90,749	92,872	2.7%
Passenger Service Miles	1,493,288	1,532,564	1,594,118	1,566,369	1,662,554	2.7%
Passenger Trips	1,142,156	1,256,534	1,305,736	1,343,708	1,380,825	4.7%
Employees (FTEs)	68.0	73.0	73.0	73.0	74	2.1%
Passenger Trips/Service Hour	13.68	14.68	14.79	14.81	14.87	2.1%
Passenger Trips/Service Mile	0.76	0.82	0.82	0.86	0.83	2.1%
Service Hours/Employee	1,227.7	1,172.5	1,209.4	1,243.1	1,255.0	0.6%
<b>Demand-Response</b>						
<i>Data included in Fixed-Route</i>						
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$2,849,863	\$3,192,393	\$3,356,328	\$3,507,269	\$3,782,644	7.1%
Operating Cost/Vehicle Service Hour	\$34.14	\$37.30	\$38.02	\$38.65	\$40.73	4.4%
Operating Cost/Passenger Trip	\$2.50	\$2.54	\$2.57	\$2.61	\$2.74	2.3%
Farebox Revenues	\$247,151	\$243,903	\$272,878	\$278,339	\$295,027	4.4%
Farebox Recovery Ratio (%)	8.7%	7.6%	8.1%	7.9%	7.8%	-2.7%
<b>Demand-Response</b>						
<i>Data included in Fixed-Route</i>						
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$1,484,966	\$1,511,687	\$1,586,400	\$1,594,835	\$1,667,750	2.9%
MVET	1,520,897	1,484,967	1,551,687	1,664,588	1,667,750	2.3%
Fares	247,151	243,903	272,878	278,339	295,027	4.4%
Federal Operating	0	0	0	0	0	—
Other	493,306	558,182	383,005	216,307	273,296	-14.8%
Total	\$3,746,320	\$3,798,739	\$3,793,970	\$3,754,069	\$3,903,823	1.0%
<b>Expenses</b>						
Operating	\$2,849,863	\$3,192,393	\$3,356,328	\$3,507,269	\$3,782,644	7.1%
Depreciation	342,129	330,477	330,477	459,558	436,085	4.9%
Other	171,080	174,840	174,863	187,496	200,000	3.2%
Total	\$3,363,072	\$3,697,710	\$3,861,668	\$4,154,323	\$4,418,729	6.8%
<b>Capital</b>						
Acquisition	\$233,436	\$481,454	\$2,233,202	\$229,420	\$77,367	
LESS:						
Federal Capital	0	0	1,170,000	0	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$233,436	\$481,454	\$1,063,202	\$229,420	\$77,367	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$1,551,713	\$2,103,822	\$1,670,000	\$1,670,000	\$1,326,000	
Capital Replacement/Purchase Funds	3,479,500	3,952,436	3,169,000	2,869,000	3,069,000	
Self Insurance Fund	77,991	86,885	93,340	98,268	101,334	
Other	0	0	0	0	0	
Total	\$5,109,204	\$6,143,143	\$4,932,340	\$4,637,268	\$4,496,334	

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

## ***Rand Riness Acting Manager***

*P.O. Box 659  
Olympia, Washington 98507-0659  
(206) 786-8585*

## ***Background***

Since 1969, a joint powers authority, under RCW 39.34, had operated public transit in the three cities of Lacey, Olympia, and Tumwater. In 1980, local elected officials established a Public Transportation Benefit Area (PTBA), under RCW 36.57A, 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 Intercity Transit (IT) assumed operation of local services on January 1, 1981. In May 1992, rural Thurston County voters approved a ballot measure that expanded public transportation to the entire county. Intercity Transit began service to the rural areas of Thurston County in August of 1993.

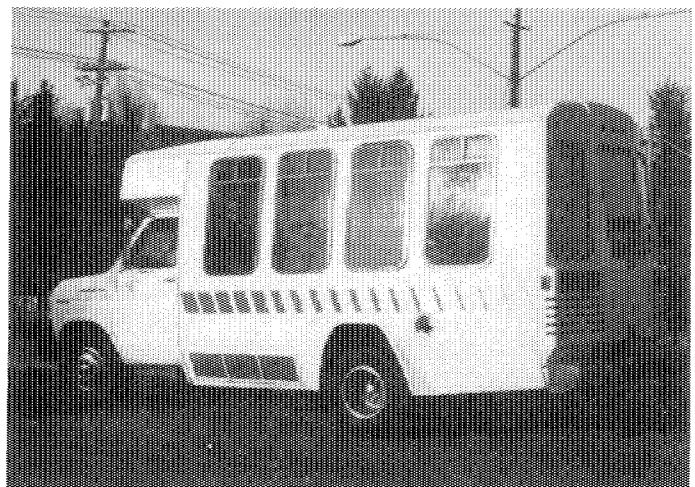
The Authority is made up of the following members; one Thurston County Commissioner; one Council member each from Olympia, Lacey, Tumwater, and Yelm; one member

chosen from the councils of Tenino, Rainier, and Bucoda; and three citizen representatives appointed by the Authority.

The use of citizen representatives is unique in Washington State. This practice is a carry-over from the original interagency agreement for public transportation, and was incorporated into state statute under 36.57A.050.

## ***Services***

Intercity Transit operates a range of services which includes fixed-route buses, shuttles connecting state facilities, dial-a-ride vans for seniors and individuals with disabilities as well as the general public, vanpools, and intercounty service between Thurston and Pierce Counties. In addition, Intercity Transit facilitates alternatives to the Single Occupant Vehicle by offering ridematching services, coordinating Transportation Demand Management activities, and encouraging local jurisdictions and developers to include transit-supportive elements in land-use planning and facility layout/design.



### ***Service Standards***

Twice a year, revisions to services are made based on customer and employee comments, service quality and efficiency indicators, and route-level productivity objectives. Based on performance review, routes are modified, added, or deleted.

### ***1993 Achievements***

- Began construction of the Olympia Transit Center, which is scheduled to open in August, 1994.
- Implemented Phase II of Dial-a-Lift expansion to improve service to persons with disabilities. Dial-a-Lift service expanded by over 70 percent.
- Received and reviewed CTR programs from Thurston County affected employees.
- Completed evaluation of urban area services and implemented changes. Expanded service to south Thurston County.
- Updated Transit Development Plan.
- Regional Policy Committee began scoping exercise for high capacity transit planning.

### ***1994 Objectives***

- Complete construction of the Olympia Transit Center and re-route service.
- Begin construction of the Lacey Transit Center.
- Prepare new Transit Development Plan that reflects 1993 expansion.
- Coordinate with Pierce Transit for expansion of service between Thurston, Pierce, and King Counties.
- Begin high capacity transit pre-system study.
- Begin development of new commuter services and programs.
- Complete Alternative Fuels Study and make policy decision.
- Increase ridership to 3,000,000 boardings.

### ***Community Participation***

The public was involved during the adoption process of the 1993 budget. A community involvement campaign was integral to the adoption of the county-wide service expansion plan. Local residents were also involved in the development of the Commuter Service Plan. A community art project took place, in which area residents produced ceramic tiles to be incorporated into the Olympia Transit Center. A public involvement process for the 1995-2000 Transit Development Plan began in 1993 and continues into 1994. As part of the regular process to revise, add, or delete services, IT solicits and reviews public comments and holds at least one public hearing.

### ***Passenger Service Vehicles***

Fixed-route — 86 total, age ranging from 1981 to 1993. All vehicles are lift-equipped and 17 coaches have bicycle racks.

Demand-response — 17 total, age ranging from 1988 to 1993. All vehicles are lift- or ramp-equipped, but none have bike racks.

Vanpool — 27 total, age ranging from 1990 to 1992. One vehicle is lift-equipped.

### ***Vehicle Replacement Standards***

Fixed-route — 12 years

Demand-response — 5 years

Vanpool — 5 years

### ***Facilities***

Intercity Transit administration, operations, and maintenance functions are housed in a 65,000-square foot facility. Also located on the 7-acre site is vehicle parking. Four transit centers are located within the service area.

Seventy-three of Intercity Transit's bus stop locations have covered bus shelters.

There are currently seven park and ride lots in Thurston County with 523 vehicle spaces. Four of the lots have shelters, but none have bicycle racks.

The Olympia Airport saw commuter air service for the first time in many years in 1993. Intercity Transit adjusted the State Office Shuttle to provide half-hourly service to the airport Monday through Friday. Ultimately, however, air service was discontinued. On one fixed-route, IT operates a pass program with a local high school and also gears mid-afternoon service to provide transportation for a middle school.

## Intercity Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	102,500	106,960	106,320	174,300	180,500	14.1%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	102,526	126,925	148,565	146,730	183,531	14.6%
Passenger Service Miles	1,583,783	1,705,070	1,950,016	1,999,915	2,483,354	11.2%
Passenger Trips	2,184,345	2,526,107	2,830,879	2,655,597	2,752,775	5.8%
Employees (FTEs)	134.0	152.0	156.0	167.0	227	13.2%
Passenger Trips/Service Hour	21.3	19.9	19.1	18.1	15.0	-8.8%
Passenger Trips/Service Mile	1.4	1.5	1.5	1.3	1.1	-5.5%
Service Hours/Employee	765.1	835.0	952.3	878.6	808.5	1.4%
<b>Demand-Response</b>						
Passenger Service Hours	13,242	15,318	24,637	25,937	33,059	22.9%
Passenger Service Miles	171,441	192,789	307,716	324,169	437,238	23.4%
Passenger Trips	46,902	53,094	77,999	82,875	107,266	20.7%
Employees (FTEs)	17.0	18.0	24.0	25.0	37.5	19.8%
Passenger Trips/Service Hour	3.5	3.5	3.2	3.2	3.2	-2.2%
Passenger Trips/Service Mile	0.3	0.3	0.3	0.3	0.2	-2.7%
Service Hours/Employee	778.9	851.0	1,026.5	1,037.5	881.6	3.1%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	N/A	155,544	283,395	362,070	396,215	—
Unlinked Passenger Trips	N/A	40,424	71,856	93,930	93,592	—
Vanpool Fleet Size	9	16	21	35	27	—
Vans in Operation	7	9	17	16	21	—
Customer Matches	N/A	N/A	N/A	N/A	N/A	—
Employees (FTE)	0	0	1	1	1.5	—
Passenger Trips/Service Mile	N/A	0.3	0.3	0.3	0.2	—
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$5,844,788	\$6,472,180	\$7,276,340	\$8,087,239	\$10,081,159	13.6%
Operating Cost/Vehicle Service Hour	\$57.01	\$50.99	\$48.98	\$55.12	\$54.93	-0.9%
Operating Cost/Passenger Trip	\$2.68	\$2.56	\$2.57	\$3.05	\$3.66	7.8%
Farebox Revenues	\$401,435	\$464,623	\$647,000	\$796,309	\$811,528	17.6%
Farebox Recovery Ratio (%)	6.9%	7.2%	8.9%	9.8%	8.0%	4.0%
<b>Demand-Response</b>						
Operating Cost	\$269,243	\$309,019	\$698,460	\$948,001	\$1,244,539	38.3%
Operating Cost/Vehicle Service Hour	\$20.33	\$20.17	\$28.35	\$36.55	\$37.65	15.4%
Operating Cost/Passenger Trip	\$5.74	\$5.82	\$8.95	\$11.44	\$11.60	17.6%
Farebox Revenues *	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	—
Farebox Recovery Ratio (%)	N/A	N/A	N/A	N/A	N/A	—
<b>Vanpool/Ridematching</b>						
Operating Cost **	\$43,196	\$36,362	\$77,003	\$100,094	\$121,820	25.9%
Operating Cost/Passenger Trip	N/A	\$0.90	\$1.07	\$1.07	\$1.30	12.3%
Farebox Revenue	\$47,587	\$49,938	\$94,292	\$124,025	\$120,774	23.3%
Farebox Recovery Ratio	110.2%	137.3%	122.5%	123.9%	99.1%	-2.6%

# Intercity Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$3,574,136	\$3,900,458	\$4,341,912	\$5,069,275	\$5,850,923	12.3%
MVET	2,894,262	3,292,585	3,421,545	3,997,787	5,996,468	18.2%
Fares	449,022	514,561	741,292	920,334	932,302	18.3%
Federal Operating	0	0	0	1,973	31,108	—
Other	877,757	732,306	1,157,301	1,235,464	1,218,891	8.2%
Total	\$7,795,177	\$8,439,910	\$9,662,050	\$11,224,833	\$14,029,692	14.7%
<b>Expenses</b>						
Operating	\$6,157,227	\$6,817,561	\$8,051,803	\$9,135,334	\$11,447,518	15.5%
Depreciation	1,153,551	1,340,877	1,406,188	1,440,179	1,591,769	8.1%
Other	18,195	94,757	54,716	27,658	96,560	41.7%
Total	\$7,328,973	\$8,253,195	\$9,512,707	\$10,603,171	\$13,135,847	14.6%
<b>Capital</b>						
Acquisition	\$575,511	\$2,033,884	\$845,190	\$1,180,559	\$6,222,846	
LESS:						
Federal Capital	0	954,211	141,408	311,252	2,608,955	
Other Contributions	0	0	0	0	150,767	
Net Local Investment	\$575,511	\$1,079,673	\$703,782	\$869,307	\$3,463,124	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$1,927,443	\$2,674,313	\$2,499,605	\$2,395,644	(\$109,476)	
Capital Replacement/Purchase Funds	2,343,678	2,847,955	3,319,054	2,769,317	2,968,289	
Self Insurance Fund	0	0	0	0	0	
Other	3,087,711	2,288,609	2,702,172	4,047,730	4,957,958	
Total	\$7,358,832	\$7,810,877	\$8,520,831	\$9,212,691	\$7,816,771	

\* Fares collected for demand response are included in fixed-route due to vehicle utilization practices

\*\*Vanpool/Ridematching Operating Cost does not include capital costs or depreciation



# Island Transit

## **Martha Rose** **Executive Director**

480 West State Highway 20  
Coupeville, Washington 98239  
(206) 678-7771

## **Background**

Island Transit was established as a Public Transportation Benefit Area under RCW 36.57A, and the voters of Oak Harbor and south Whidbey Island approved a 0.3 percent sales tax in 1983. Transit service to the island residents began in 1987.

The northernmost precincts on Whidbey Island, originally not included in the PTBA, voted in September 1992, to annex into the PTBA. Paratransit service to North Whidbey began on December 1, 1992, and fixed-route began on March 22, 1993.

The Board of Directors is comprised of two Island County Commissioners and one City Council member each from Oak Harbor, Coupeville, and Langley.

## **Services**

Island Transit offers fixed-route service, demand-response, vanpool, and ridematching.

## **Service Standards**

Efficiency, rider comfort, and fare-free service are high priorities of the board and staff of Island Transit. The performance of the system is evaluated on an ongoing basis. Several performance standard indicators are used to measure the system through a monthly Operations Report, and include ridership, cost per rider, and cost per service mile.

Connections with the Clinton and Keystone ferries are also used as indicators to measure system demands. Ridership during peak and nonpeak hours is used as an indicator for increasing or decreasing service to meet ferry passengers.

### ***1993 Achievements***

- Became 100 percent accessible for fixed-route vehicle fleet.
- Purchased four new buses.
- Expanded commuter service.
- Completed construction of a vehicle servicing building.
- Began fixed-route service for the north end of the island.
- Increased ridership on all fixed-routes.
- Increased paratransit ridership.
- Improved passenger comfort at bus stops.
- Brought accounting services in-house.
- Expanded facility vehicle parking.

### ***1994 Objectives***

- Expand opportunities for fixed-route and paratransit services.
- Improve passenger comfort at bus stops in conjunction with complying to ADA requirements.
- Purchase closed loop water recycling unit for vehicle cleaning.
- Purchase two paratransit vehicles.
- Investigate alternative fuel options for support vehicles.
- Upgrade engine rebuilds to meet Clean Air requirements.
- Review route feeder options to enhance service for Whidbey Island.

- Expand School, Transit and Environmental Awareness programs.
- Identify park and ride locations for North Whidbey.
- Assist and coordinate efforts with Island County, Camano Island, Washington State DOT, and Community Transit to ensure the best option for providing transportation services for the residents of Camano Island.
- Continue to work towards the building of the Main Transfer Center in Oak Harbor.

### ***Community Participation***

A board-appointed 12-member Citizens' Advisory Committee meets regularly to review policies, accept input from the public, and advise the Board of Directors on pertinent matters.

### ***Passenger Service Vehicles***

Fixed-route — 9 total, age ranging from 1988 to 1993; all are wheelchair accessible; no bike racks on vehicles at this time.

Demand-response — 7 total, age ranging from 1985 to 1992; all are wheelchair accessible.

Vanpool — 9 total, age ranging from 1987 to 1992.

### ***Vehicle Replacement Standards***

Island Transit has no adopted fleet replacement standards but depreciates fixed-route vehicles over 650,000 miles and then replaces them as needed. Paratransit vehicles are replaced as mileage and condition of vehicles warrant. Vanpool vehicles are replaced after five years of service.

### ***Facilities***

The administration, operations, and maintenance functions are housed in a 6,000-square foot building located on a 2.5-acre site. Fueling is done off-site at a local supplier.

Covered Bus Stops — 15

Park and Ride Lots — 6 lots with 395 vehicle spaces; 5 have bus shelters.

### ***Intermodal Coordination***

Island Transit and the Washington State Ferries System for transit/ferry connections for the Mukilteo/Clinnton boats, and the Keystone/Port Townsend boats.

## Island Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	34,330	36,750	39,640	41,304	66,500	16.5%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	16,414	17,858	17,858	17,858	20,639	5.7%
Passenger Service Miles	460,570	484,000	484,726	484,837	571,667	5.4%
Passenger Trips	311,245	353,094	418,270	503,127	516,324	12.7%
Employees (FTEs)	26.0	24.0	24.0	24.0	26.0	0.0%
Passenger Trips/Service Hour	18.96	19.77	23.42	28.17	25.02	6.9%
Passenger Trips/Service Mile	0.68	0.73	0.86	1.04	0.90	7.3%
Service Hours/Employee	631.3	744.1	744.1	744.1	793.8	5.7%
<b>Demand-Response</b>						
Passenger Service Hours	5,200	5,200	5,720	5,039	5,617	1.9%
Passenger Service Miles	57,333	60,547	48,881	60,155	92,087	11.8%
Passenger Trips	20,472	17,327	14,744	14,091	18,995	-1.9%
Employees (FTEs)	4.0	3.5	3.5	4.2	4.5	2.9%
Passenger Trips/Service Hour	3.94	3.33	2.58	2.80	3.38	-3.8%
Passenger Trips/Service Mile	0.36	0.29	0.30	0.23	0.21	-13.7%
Service Hours/Employee	1,300.0	1,485.7	1,634.3	1,199.8	1,248.2	-1.0%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	60,000	79,200	133,600	170,000	199,316	30.0%
Unlinked Passenger Trips	17,390	25,270	43,270	46,070	45,696	24.2%
Vanpool Fleet Size	3	5	7	9	9	27.5%
Vans in Operation	3	5	7	7	8	24.5%
Customer Matches	0	25	70	70	0	—
Employees (FTE)	N/A	N/A	N/A	N/A	0.5	—
Passenger Trips/Service Mile	0.29	0.32	0.32	0.27	0.23	-5.9%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$879,684	\$923,462	\$1,160,255	\$1,290,814	\$1,281,904	9.4%
Operating Cost/Vehicle Service Hour	\$53.59	\$51.71	\$64.97	\$72.28	\$62.11	3.7%
Operating Cost/Passenger Trip	\$2.83	\$2.62	\$2.77	\$2.57	\$2.48	-3.2%
Farebox Revenues	\$0	\$0	\$0	\$0	\$0	—
Farebox Recovery Ratio (%)	N/A	N/A	N/A	N/A	N/A	—
<b>Demand-Response</b>						
Operating Cost	\$93,382	\$110,000	\$110,000	\$104,744	\$182,279	16.7%
Operating Cost/Vehicle Service Hour	\$17.96	\$21.15	\$19.23	\$20.79	\$32.45	14.8%
Operating Cost/Passenger Trip	\$4.56	\$6.35	\$7.46	\$7.43	\$9.60	18.6%
Farebox Revenues*	\$5,037	\$6,204	\$5,829	\$1,214	\$0	—
Farebox Recovery Ratio (%)	5.4%	5.6%	5.3%	1.2%	0.0%	-38.4%
<b>Vanpool/Ridematching</b>						
Operating Cost	N/A	\$34,803	\$52,569	\$58,003	\$44,455	8.2%
Operating Cost/Passenger Trip	N/A	\$1.38	\$1.21	\$1.26	\$0.97	-11.6%
Farebox Revenue	\$15,956	\$24,811	\$46,424	\$52,378	\$62,235	34.0%
Farebox Recovery Ratio	N/A	71.29%	88.31%	90.30%	140.00%	22.5%

## Island Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$628,000	\$786,068	\$823,837	\$868,545	\$934,346	9.9%
MVET	632,000	693,795	891,774	705,009	1,127,709	14.5%
Fares	20,993	31,015	52,253	53,592	0	—
Federal Operating	0	0	0	0	0	—
Other	17,771	98,023	93,632	310,576	131,201	50.0%
Total	\$1,298,764	\$1,608,901	\$1,861,496	\$1,957,722	\$2,193,256	13.1%
<b>Expenses</b>						
Operating	\$973,066	\$1,068,265	\$1,322,824	\$1,453,561	\$1,454,183	10.0%
Depreciation	0	0	241,500	180,000	275,442	—
Other	109,000	109,303	109,000	0	0	—
Total	\$1,082,066	\$1,177,568	\$1,673,324	\$1,633,561	\$1,729,625	11.7%
<b>Capital</b>						
Acquisition	\$221,405	\$48,000	\$48,242	\$421,042	\$774,601	
LESS:						
Federal Capital	0	0	0	0	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$221,405	\$48,000	\$48,242	\$421,042	\$774,601	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$715,100	\$1,217,158	\$1,759,572	\$1,265,895	\$1,044,103	
Capital Replacement/Purchase Funds	218,800	258,000	539,500	640,300	820,300	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$933,900	\$1,475,158	\$2,299,072	\$1,906,195	\$1,864,403	

\*Island Transit operates under a prepaid fare system.

# Jefferson Transit Authority

## **Jeff Hamm** **General Manager**

1615 West Sims Way  
Port Townsend, Washington 98368  
(206) 385-4779

## **Background**

Jefferson Transit Authority was established as a Public Transportation Benefit Area under RCW 36.57A and in November 1980, the voters approved a 0.3 percent sales tax. In May 1981, revenue service was initiated in the eastern portion of Jefferson County. Jefferson Transit provides county-wide service except within the Olympic National Park and along the Pacific Ocean Coast. The Board of Directors is comprised of three Jefferson County Commissioners and two Port Townsend City Council members.

## **Services**

Jefferson Transit provides a variety of services which includes fixed-route, route deviation, vanpool, ride-matching service, community van, regional and intercity bus interline connections, local freight, and connections with the Washington State ferries.

Demand-response service is provided under contract with a private non-profit operator.

## **Service Standards**

All routes and transportation services are monitored and reviewed monthly. Action to replace vehicles is determined on a case by case basis with Board approval.

New service requests and changes within the community, such as new housing developments, are assessed regularly. Service additions are planned and initiated for a trial period. The productivity of new service must be commensurate with system averages.

### **1993 Achievements**

- Converted a rural transit route from fixed to deviated service for ADA compliance.
- Initiated regional ADA paratransit trip service with Kitsap Transit.
- Completed planned fleet upgrade, including bus wheelchair retrofit and vanpool replacements.
- Secured funding for paratransit vehicle acquisition and development of Port Townsend park and ride and transit center.
- Completed development of revenue forecast model.
- Implemented student summer pass discount program.
- Acquired additional property necessary for future expansion of base facility.

### **1994 Objectives**

- Promote expanded paratransit service.
- Update ADA Paratransit Plan.
- Complete draft update of comprehensive plan.
- Conduct paratransit fixed-route travel training program.
- Conclude and implement collective bargaining agreement.
- Carry out mid-year budget revision with cost containment strategies.
- Improve staff work environment.
- Plan route system changes for Port Townsend transit center.
- Expand community van program to Port Townsend.
- Implement expansion of paratransit service on weekends.
- Manage development of Port Townsend transit center.
- Place new intercity bus in service.

### **Community Participation**

Jefferson Transit has an active Citizens' Advisory Committee (CAC) that meets regularly to discuss policy and make recommendations. The CAC also meets with the Board of Directors each year to develop objectives for the system for the coming year.

Board of Directors and CAC meetings are publicized and community participation is encouraged. Presentations on new project or policy proposals are regularly made to community groups. Questionnaires and notices posted on buses and at transit shelters are also used to solicit information on service performance and/or proposed actions.

### **Passenger Service Vehicles**

Fixed-route — 13 total, age ranging from 1977 to 1993; 11 with bike racks.

Vanpool — 8 total, age ranging from 1984 to 1993.

### **Vehicle Replacement Standards**

Jefferson Transit has no formally adopted criteria, but has established a Capital Replacement Fund which captures the replacement cost for vehicles on the following schedule:

Fixed-route — 15 years

Vanpool — 7 years

### **Facilities**

Jefferson Transit is located in a 6,000-square foot building which houses administration, operations, and maintenance.

Transfer Centers — 1

Covered Bus Shelters — 12

Park and Ride Lots — 2 with 55 vehicle spaces

Connections with Kitsap Transit and Clallam Transit in Poulsbo and Sequim respectively are available six days a week. Connecting service with Mason Transit in Brinnon was established in 1993 on Tuesdays and Thursdays.

Regular fixed-route service is coordinated to provide service to Port Townsend High School, intermediate, and elementary; Chimacum High School and elementary; and Quilcene High School. Jefferson Transit also contracts with the Brinnon School District to transport secondary students to nearby Quilcene High School.

Jefferson Transit is 100 percent bicycle accessible on a year-round basis.

## Jefferson Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	19,200	20,000	21,600	22,500	23,500	5.1%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	12,137	13,119	14,088	13,472	13,506	2.7%
Passenger Service Miles	329,962	349,743	375,019	370,553	367,531	2.7%
Passenger Trips	149,365	174,932	177,696	177,062	174,645	3.9%
Employees (FTEs)	15.0	18.0	19.5	20.1	19.4	6.4%
Passenger Trips/Service Hour	12.31	13.33	12.61	13.14	12.93	1.2%
Passenger Trips/Service Mile	0.45	0.50	0.47	0.48	0.48	1.2%
Service Hours/Employee	809.1	728.8	722.5	670.2	696.2	-3.8%
<b>Demand-Response</b>						
Passenger Service Hours	3,206	4,061	5,068	4,988	5,022	11.2%
Passenger Service Miles	30,892	47,901	67,807	72,823	67,893	19.7%
Passenger Trips	10,119	11,246	13,362	12,429	13,344	6.9%
Employees (FTEs)	2.0	5.0	5.0	5.0	5.0	22.9%
Passenger Trips/Service Hour	3.16	2.77	2.64	2.49	2.66	-4.3%
Passenger Trips/Service Mile	0.33	0.23	0.20	0.17	0.20	-12.8%
Service Hours/Employee	1,603.0	812.2	1,013.6	997.6	1,004.4	-11.7%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	65,441	81,804	88,691	92,108	81,509	5.5%
Unlinked Passenger Trips	20,166	21,269	23,553	26,092	23,498	3.8%
Vanpool Fleet Size	6	6	7	7	7	3.9%
Vans in Operation	4	5	5	6	7	14.0%
Customer Matches	47	57	62	68	53	3.0%
Employees (FTE)	0.7	0.7	0.9	0.9	0.9	6.3%
Passenger Trips/Service Mile	0.31	0.26	0.27	0.28	0.29	-1.7%
<b>Financial Indicators</b>						
<b>Fixed Route</b>						
Operating Cost	\$605,079	\$762,649	\$828,287	\$892,474	\$874,664	9.2%
Operating Cost/Vehicle Service Hour	\$49.85	\$58.13	\$58.79	\$66.25	\$64.76	6.5%
Operating Cost/Passenger Trip	\$4.05	\$4.36	\$4.66	\$5.04	\$5.01	5.3%
Farebox Revenues	\$60,437	\$60,322	\$57,848	\$69,336	\$70,315	3.8%
Farebox Recovery Ratio (%)	10.0%	7.9%	7.0%	7.8%	8.0%	-5.4%
<b>Demand-Response</b>						
Operating Cost	\$78,151	\$82,937	\$125,583	\$156,412	\$168,177	19.2%
Operating Cost/Vehicle Service Hour	\$24.38	\$20.42	\$24.78	\$31.36	\$33.49	7.9%
Operating Cost/Passenger Trip	\$7.72	\$7.37	\$9.40	\$12.58	\$12.60	12.2%
Farebox Revenues	\$0	\$0	\$0	\$0	\$5,698	—
Farebox Recovery Ratio (%)	0.0%	0.0%	0.0%	0.0%	3.4%	—
<b>Vanpool/Ridematching</b>						
Operating Cost	\$33,478	\$40,569	\$49,641	\$48,115	\$77,804	21.1%
Operating Cost/Passenger Trip	\$1.66	\$1.91	\$2.11	\$1.84	\$3.31	17.3%
Farebox Revenue	\$19,634	\$21,024	\$22,774	\$31,900	\$34,018	13.7%
Farebox Recovery Ratio	58.6%	51.8%	45.9%	66.3%	43.7%	-7.3%

# Jefferson Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$411,099	\$542,192	\$621,344	\$581,076	\$627,014	10.6%
MVET	393,535	473,209	558,857	636,948	569,813	9.3%
Fares	80,071	81,346	80,622	101,236	110,031	7.9%
Federal Operating	2,767	0	28,221	8,408	16,769	45.0%
Other	106,829	88,110	110,724	70,296	73,213	-9.4%
Total	\$994,301	\$1,184,857	\$1,399,768	\$1,397,964	\$1,396,840	8.5%
<b>Expenses</b>						
Operating	\$716,708	\$886,155	\$1,003,511	\$1,097,001	\$1,120,645	11.2%
Depreciation	72,273	89,981	111,496	138,071	162,774	20.3%
Other	35,252	25,686	97,409	32,329	46,131	6.7%
Total	\$824,233	\$1,001,822	\$1,212,416	\$1,267,401	\$1,329,550	12.0%
<b>Capital</b>						
Acquisition	\$63,733	\$242,120	\$281,673	\$136,289	\$210,606	
LESS:						
Federal Capital	23,674	114,825	7,456	43,230	126,609	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$40,059	\$127,295	\$274,217	\$93,059	\$83,997	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$255,490	\$240,262	\$247,733	\$239,720	\$214,177	
Capital Replacement/Purchase Funds	434,504	524,485	617,985	807,749	986,402	
Self Insurance Fund	97,122	118,403	28,468	31,908	29,345	
Other	61,382	75,189	91,059	92,929	95,785	
Total	\$848,498	\$958,339	\$985,245	\$1,172,306	\$1,325,709	



# King County Department of Metropolitan Services (Metro Transit)

**Paul A. Toliver**  
**Director of Transit**  
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Seattle, Washington 98104-1598  
(206) 684-1441

## Background

In the fall of 1972, King County voters authorized a Metro operated county-wide public transit system under RCW 35.58, approved a 0.3 percent sales tax, and began operation in January 1973. An additional 0.3 percent sales tax for transportation purposes was approved by the voters in 1980.

The policy making body for Metro is the Metro Council. Currently, this body is made up of 44 elected and appointed officials representing the various government agencies of King County.

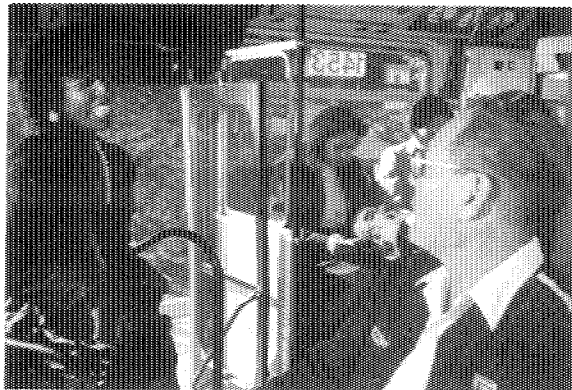
In November 1992, voters approved a plan to merge King County and Metro into a new county government. On January 1, 1994, Metro (water and transit) became one new department, the Metropolitan Service Department, under the King County government. During the next two years, Metro and King County will determine a new regional government shape effective January 1, 1996.

## Services

Either directly or through contracts with neighboring transit systems and private and nonprofit transportation providers, Metro's complete transportation program includes fixed-route, demand-response, vanpool, ride-matching, and parking services. Metro also provides for the operation of the Seattle Monorail and the Waterfront Streetcar.

## Service Standards

The Transportation Service Guidelines serve as a statement for the management and improvement of the full range of system services presently offered by Metro. It explains those processes and procedures followed in the course of maintaining existing and implementing new services.



## 1993 Achievements

- Developed Metro Long Range plan in conjunction with the Regional Transportation Program.
- Coordinated implementation of Commute Trip Reduction law with 16 King County jurisdictions and over 500 employees.
- Completed the steps required to implement a new ADA Paratransit system.
- Improved transit safety performance by 14 percent over the 1991 and 1992 American Public Transit Association award winning record.
- Collected information and suggestions from over 2,400 customers throughout King County regarding security, better passenger information, and more convenience for customers and operators in order to establish 1993 and 1994 public transportation goals and objectives.
- Developed a new model for transit public involvement based on a study conducted for Metro by the League of Women Voters.
- Expanded the vanpool program to over 500 vehicles.
- Installed new electronic registering fareboxes on all Metro buses providing enhanced revenue.
- Implemented access to automated bus service information for riders at their bus stop.
- Implemented the automatic vehicle locator (AVL) system component of the new radio system.
- Completed cultural change events for employees.
- Reduced cost of maintaining the dual power (tunnel) bus fleet; improved miles between trouble calls and cost of parts per mile.
- Installed ergonomically redesigned driver compartments on two bus fleets.

- Implemented an automated preventative maintenance work order system and a computerized control system for all bases, tunnel, and trolley overhead.
- Enhanced recycling/waste reduction efforts by de-watering hazardous wastes and recycling waste oil.
- Produced a comprehensive package of new transit public information materials including a general brochure and a complete history of transit.
- Completed business analysis and recommendation for an improved transit service change process and scheduling environment.
- Developed Transit Technology and Information Systems Long Range Plan.

### **1994 Objectives**

Metro builds on goals, objectives and values previously adopted by the Metro Council's Transit Committee and reaffirmed by the new County Council. Metro's mission statement is to: *provide the best possible public transportation services that improve the quality of life for our total community.* The following are Metro's long term objectives in achieving their mission statement:

- Be responsive to community and customer needs.
- Ensure financial integrity of the public transportation programs.
- Be recognized by Metro employees and the community as an outstanding place to work for all people.
- Complete cultural change training, develop a strategy to implement division plans and continue building a collaborative relationship with unions.
- Develop a long-range service and capital comprehensive plan that is integrated with the Regional Transit Project.

- Be actively involved in transition planning; develop relationships and communicate with the new legislative and administrative structure.
- Preserve environmental quality through actions supporting clean air, clean water, noise reduction, and regional mobility.

### **Community Participation**

The public is notified of all proposed service changes through the use of fliers on the buses, mail back prepared response forms, surveys of affected riders, and neighborhood public meetings. Information meetings, open houses at Metro facilities, and testimony at each council meeting are other means used to keep the public involved.

The public is also involved by participating on two advisory committees, the Citizens Transit Advisory Committee and the Elderly/Handicapped Transit Advisory Committee.

### **Passenger Service Vehicles**

Fixed-route — 1,210 total; average age 9.9 years; 1,028 ADA accessible; 30 with bicycle racks

Demand-response — 365 total; average age 3.1 years; all wheelchair accessible; 42 ADA accessible

Vanpool — 906 total, average age 1.4 years; 7 ADA accessible

### **Vehicle Replacement Standards**

40-foot motor bus — 14 years/800,000 miles

60-foot motor bus — 16 years/800,000 miles

40-foot/60-foot trolley — 18 years

Dual Power Bus — 18 years

Vanpools — 5 years

### **Facilities**

Metro's administration, ridematching, and vanpool offices are located in downtown Seattle. There are currently seven operations, eight vehicle maintenance, and four facilities maintenance bases located throughout the service area.

Transit Centers — Ten regional and community transit centers are in operation.

Number of Locations with Covered Bus Shelters — 1,200

Park and Ride Lots — 42 with 13,500 vehicle spaces

Fares, schedules, and terminals are coordinated to maximize ridership. Two Metro bus routes stop directly in front of the Colman Dock Ferry Terminal in downtown Seattle, and all downtown bus routes are within a ten-minute walk of the terminal.

### **Provision/Frequency of Service to Airports**

Metro provides frequent service to Seattle-Tacoma International Airport from downtown Seattle and the Eastside. Downtown Seattle service operates at least every 30 minutes seven days a week, and Eastside service operates every 30 minutes during the daytime on weekdays and hourly at other times. Buses load and unload at the baggage pickup level at the airport.

### **School Transportation**

Contracted school service — The contract with the Seattle School District to provide service for approximately 10,000 students per day on limited-stop tripper service ended in December 1993.

Fixed-route service — An unknown number of additional student commutes are served by various fixed-route services.

## King County Department of Metropolitan Services (Metro Transit)

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	1,446,000	1,507,319	1,542,300	1,564,500	1,587,700	2.3%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	1,824,110	1,846,597	1,866,434	1,962,262	1,967,890	1.9%
Passenger Service Miles	27,536,276	27,838,982	28,894,739	30,453,221	30,416,138	2.5%
Passenger Trips	75,863,882	78,952,324	78,435,837	81,586,260	81,069,778	1.7%
Employees (FTEs)	2,731.0	2,807.7	2,779.2	2,973.0	3,045.0	2.7%
Passenger Trips/Service Hour	41.59	42.76	42.02	41.58	41.20	-0.2%
Passenger Trips/Service Mile	2.76	2.84	2.71	2.68	2.67	-0.8%
Service Hours/Employee	667.9	657.7	671.6	660.0	646.3	-0.8%
<b>Demand-Response</b>						
Passenger Service Hours	N/A	N/A	N/A	N/A	N/A	—
Passenger Service Miles	1,282,936	1,266,566	1,683,877	1,904,547	2,058,392	11.8%
Passenger Trips	319,778	244,778	299,418	352,467	480,779	10.2%
Employees (FTEs)	9.9	11.5	4.2	3.8	5.8	-13.4%
Passenger Trips/Service Hour	N/A	N/A	N/A	N/A	N/A	—
Passenger Trips/Service Mile	0.25	0.19	0.18	0.19	0.23	-1.6%
Service Hours/Employee	N/A	N/A	N/A	N/A	N/A	—
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	2,901,683	3,583,936	4,715,555	6,046,050	7,877,502	25.0%
Unlinked Passenger Trips	1,250,976	1,120,618	1,354,019	1,753,986	2,161,532	13.7%
Vanpool Fleet Size	254	330	436	709	843	30.0%
Vans in Operation	222	248	316	409	521	21.3%
Customer Matches	7,643	10,280	11,775	10,804	12,493	12.3%
Employees (FTE)	29.4	29.0	35.0	44.4	44.4	10.3%
Passenger Trips/Service Mile	0.43	0.31	0.29	0.29	0.27	-11.3%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$148,230,369	\$162,350,026	\$182,847,271	\$202,177,054	\$217,098,291	9.5%
Operating Cost/Vehicle Service Hour	\$81.26	\$87.92	\$97.97	\$103.03	\$110.32	7.6%
Operating Cost/Passenger Trip	\$1.95	\$2.06	\$2.33	\$2.48	\$2.68	7.9%
Farebox Revenues	\$35,228,136	\$39,237,749	\$46,051,628	\$48,464,103	\$51,657,832	9.6%
Farebox Recovery Ratio	23.8%	24.2%	25.2%	24.0%	23.8%	0.0%
<b>Demand-Response</b>						
Operating Cost	\$2,088,074	\$2,754,076	\$2,911,154	\$3,278,731	\$5,531,613	24.4%
Operating Cost/Vehicle Service Hour	N/A	N/A	N/A	N/A	N/A	—
Operating Cost/Passenger Trip	\$6.53	\$11.25	\$9.72	\$9.30	\$11.51	14.2%
Farebox Revenues	\$171,865	\$303,252	\$351,372	\$379,196	\$379,196	19.8%
Farebox Recovery Ratio (%)	8.2%	11.0%	12.1%	11.6%	6.9%	-4.6%
<b>Vanpool/Ridematching</b>						
Operating Cost	\$1,037,091	\$1,332,000	\$1,497,000	\$1,868,000	\$2,391,000	20.9%
Operating Cost/Passenger Trip	\$0.83	\$1.19	\$1.11	\$1.07	\$1.11	7.2%
Farebox Revenue	\$1,336,000	\$1,495,000	\$1,849,000	\$2,324,000	\$3,682,000	25.3%
Farebox Recovery Ratio	128.8%	112.2%	123.5%	124.4%	154.0%	4.5%

# King County Department of Metropolitan Services (Metro Transit)

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$120,856,000	\$135,133,000	\$136,522,021	\$140,247,211	\$149,685,468	5.3%
MVET	52,057,000	59,018,000	62,199,000	66,528,480	64,957,646	5.5%
Fares	36,736,001	41,036,001	48,252,000	51,167,299	55,719,028	10.4%
Federal Operating	5,701,000	5,334,000	5,276,000	5,179,000	6,055,730	1.5%
Other	516,000	4,111,000	57,893,000	(6,758,000)	9,729,362	73.4%
Total	\$215,866,001	\$244,632,001	\$310,142,021	\$256,363,990	\$286,147,234	7.0%
<b>Expenses</b>						
Operating	\$151,356,434	\$165,104,102	\$187,255,425	\$207,323,785	\$225,020,904	9.9%
Depreciation	26,241,000	28,860,000	46,308,000	51,907,000	54,994,871	18.5%
Other	12,290,566	16,474,143	12,393,161	15,198,629	18,813,199	10.6%
Total	\$189,888,000	\$210,438,245	\$245,956,586	\$274,429,414	\$298,828,974	11.3%
<b>Capital</b>						
Acquisition	\$144,972,000	\$172,447,000	\$107,259,507	\$57,937,865	\$49,882,746	
LESS:						
Federal Capital	55,662,000	53,104,000	20,402,000	8,587,000	10,588,514	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$89,310,000	\$119,343,000	\$86,857,507	\$49,350,865	\$39,294,232	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$3,654,000	\$32,753,000	\$33,160,000	\$17,440,000	\$20,730,297	
Capital Replacement/Purchase Funds	102,821,000	53,103,000	72,041,000	76,396,000	85,559,842	
Self Insurance Fund	7,826,000	8,432,000	8,972,000	5,505,000	0	
Other	306,000	72,000	1,917,000	128,000	28,810	
Total	\$114,607,000	\$94,360,000	\$116,090,000	\$99,469,000	\$106,318,949	

\*Metro's demand-response service is provided by private contractors, and is based on trips made, not on an hourly rate.

# Kitsap Transit

**Richard M. Hayes**  
**Executive Director**

234 South Wycoff  
Bremerton, Washington 98312  
(206) 479-6962



## **Background**

Kitsap Transit is a Public Transportation Benefit Area initially established in 1982, under RCW 36.57A, to provide public transportation services in the greater Bremerton and Port Orchard areas. Kitsap Transit has since expanded through three annexations, and now covers most of central and north Kitsap County. Between 1982 and August 1993, Kitsap Transit imposed a 0.3 percent sales tax. In May 1993, an additional 0.2 percent sales tax was requested with voter approval, for a total of 0.5 percent, which took effect in August 1993.

The Kitsap Transit Board of Directors is made up of the following: three Kitsap County Commissioners, two Bremerton City Council members, and the Mayors of Bremerton, Port Orchard, Poulsbo, and Bainbridge Island.

## **Services**

Kitsap Transit offers a variety of services including full-day fixed-route, passenger ferry service, paratransit, worker/driver, vanpool, and commuter ridematching services.

Demand-response services and the passenger ferry link between Bremerton and Port Orchard are provided under contract with a private operator.

## **Service Standards**

Trunk route service must perform at 20 passengers per hour with one-hour headways. Regular routes including small city routes must perform at 15 passengers per hour, with the exception of the first six months of any new service. Route deviation should perform at ten passengers per hour, with paratransit passenger feeder service operating at eight passengers per hour. Demand-responsive paratransit service in urban areas must perform at six passengers per hour, while demand-responsive paratransit service in semi-urban and rural areas must perform at three to four passengers per hour. Rideshare and all rush hour service must operate at 75 percent of capacity. Service can be initiated for an estimated 50 percent of capacity, but should reach 75 percent capacity within six months.

### **1993 Achievements**

- Increased ridership 2.1 percent over 1992.
- Decreased service interruptions — 99.985 percent delivered on time.
- Applied emission reducing ceramic coating for pistons and received a national award for "Excellence in Application of a New Technology" as a result.
- Received National Safety Award from APTA.
- Implemented a "Smart Commuter" program by Kitsap Transit Commute Trip Reduction to give incentives for employees in the community to use alternatives to the single occupant vehicle.

### **1994 Objectives**

- Combine in a joint effort with Washington State Ferries and the city of Bainbridge Island to reconstruct the Bainbridge Island ferry terminal to meet increasing needs and ADA standards.
- Integrate transit-routed and paratransit services where effective.
- Continue to manage Transportation Demand Management (TDM) activities for Kitsap County as mandated by HB 1671.

### **Community Participation**

Kitsap Transit has an active Citizens' Advisory Committee and utilizes workshops and public meetings throughout the county.

Kitsap Transit also formed transportation issues for the Elderly and Disabled Work Group to assess needs and requirements and to help plan for implementation of service improvements.

### **Passenger Service Vehicles**

**Fixed-route** — 51 total, age ranging from 1971 to 1991

- Bicycle Rack Equipped — 7\*
- Wheelchair Lift-Equipped — 28

**Demand-response** — 36 total, age ranging from 1976 to 1991

- Bicycle Rack Equipped — 0
- Wheelchair Lift-Equipped — 30

**Vanpool\*\*** — 77 total, age ranging from 1986 to 1993

- Wheelchair Lift-Equipped — 1

**Worker/Driver\*\*** — 54 total, age ranging from 1971 to 1974

- Bicycle Rack Equipped — 2
- Wheelchair Lift-Equipped — 0

\*An ISTEA grant has been received to equip the remainder of this fleet by spring of 1994.

\*\*Vanpool and W/D vehicles will be bicycle rack equipped upon riders request, using ISTEA funds.

### **Vehicle Replacement Standards**

Kitsap Transit has no adopted fleet replacement standards. The agency makes an annual assessment of each vehicle's condition and continually monitors reliability, availability, and cost-per-mile records to update this replacement plan. Please note that the system uses a larger number (54) of used (1971-1974) suburban coaches in good condition for its Worker/Driver program, a service which requires only one round-trip per day and is an ideal use for this used, but good quality equipment.

### **Facilities**

The West-Central Bremerton base is the main administration, operations, and maintenance facility. An extensive rehabilitation was completed in April 1991.

Three transit centers are located in Bremerton and one each in Port Orchard, Poulsbo, Bainbridge Island, and Silverdale.

Nineteen park and ride lots have capacity for 1,398 vehicles, 203 bike racks, and 5 bus shelters.

Kitsap Transit has received an additional ISTEA (enhancement) grant for bike racks and lockers at transfer centers and park and ride lots and expects to be able to place several hundred spaces worth of racks and lockers into service throughout Kitsap County by late 1994.

### **Intermodal Coordination**

Kitsap Transit coordinates extensively with Washington State Ferries and with Horluck Transportation Company, a small, private passenger-ferry program operating between Bremerton and two points in the Port Orchard area.

Kitsap Transit provides service, particularly at rush hour, to all WSF terminals in Kitsap County. One of the major focuses of Kitsap Transit's 6-year plan, which can now be implemented with the additional 0.2 percent sales tax, is a quantum increase in service to the ferry terminals, with a goal of (within three to four years) meeting every ferry within normal working hours.

Kitsap Transit provides three special routes, developed with the Bremerton School District, open to school children and the general public.

## Kitsap Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	134,300	150,560	158,760	166,110	174,160	6.5%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	77,348	76,501	93,148	102,293	115,027	9.9%
Passenger Service Miles	1,298,752	1,117,782	1,477,938	1,735,223	1,883,323	9.3%
Passenger Trips	2,068,789	2,376,390	2,781,381	2,865,755	2,880,859	8.3%
Employees (FTEs)	86.0	96.0	131.0	142.0	124.0	9.1%
Passenger Trips/Service Hour	26.75	31.06	29.86	28.02	25.05	-1.6%
Passenger Trips/Service Mile	1.59	2.13	1.88	1.65	1.53	-1.0%
Service Hours/Employee	899.4	796.9	711.1	720.4	927.6	0.8%
<b>Demand-Response</b>						
Passenger Service Hours	47,970	46,310	53,052	66,684	55,962	3.9%
Passenger Service Miles	846,027	778,542	906,806	916,868	872,308	0.8%
Passenger Trips	329,190	323,103	323,835	316,094	239,110	-8.0%
Employees (FTEs)	49.0	65.0	57.0	57.2	64.0	6.7%
Passenger Trips/Service Hour	6.86	6.98	6.10	4.74	4.27	-11.8%
Passenger Trips/Service Mile	0.39	0.42	0.36	0.34	0.27	-8.8%
Service Hours/Employee	979.0	712.5	930.7	1,165.8	874.4	-2.8%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	N/A	N/A	336,849	427,726	458,546	—
Unlinked Passenger Trips	N/A	N/A	92,424	117,716	119,258	—
Vanpool Fleet Size	N/A	N/A	42	45	85	—
Vans in Operation	N/A	N/A	37	39	76	—
Customer Matches	N/A	N/A	204	193	181	—
Employees (FTE)	N/A	N/A	1.0	1.0	3.0	—
Passenger Trips/Service Mile	N/A	N/A	0.27	0.28	0.26	—
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$3,643,996	\$3,994,038	\$4,917,075	\$5,823,443	\$7,041,102	16.5%
Operating Cost/Vehicle Service Hour	\$47.11	\$52.21	\$52.79	\$56.93	\$61.21	6.5%
Operating Cost/Passenger Trip	\$1.76	\$1.68	\$1.77	\$2.03	\$2.44	8.2%
Farebox Revenues	\$722,947	\$768,913	\$839,822	\$1,213,336	\$1,040,579	9.1%
Farebox Recovery Ratio (%)	19.8%	19.3%	17.1%	20.8%	14.8%	-7.4%
<b>Demand-Response</b>						
Operating Cost	\$2,444,775	\$2,784,013	\$3,342,520	\$3,657,656	\$3,378,527	8.1%
Operating Cost/Vehicle Service Hour	\$50.96	\$60.12	\$63.00	\$54.85	\$60.37	4.2%
Operating Cost/Passenger Trip	\$7.43	\$8.62	\$10.32	\$11.57	\$14.13	16.1%
Farebox Revenues	\$17,978	\$12,051	\$8,665	\$11,453	\$63,124	31.4%
Farebox Recovery Ratio (%)	0.7%	0.4%	0.3%	0.3%	1.9%	23.3%
<b>Vanpool/Ridematching</b>						
Operating Cost	N/A	N/A	\$186,634	\$266,014	\$210,235	—
Operating Cost/Passenger Trip	N/A	N/A	\$2.02	\$2.26	\$1.76	—
Farebox Revenue	N/A	N/A	\$53,630	\$82,782	\$73,735	—
Farebox Recovery Ratio	N/A	N/A	28.7%	31.1%	35.1%	—

# Kitsap Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$3,189,769	\$4,093,210	\$4,274,293	\$4,670,606	\$6,475,153	17.7%
MVET	3,151,022	3,832,042	4,080,366	4,699,063	4,694,409	10.0%
Fares	740,925	780,964	1,253,020	1,396,524	1,177,438	11.6%
Federal Operating	0	0	0	0	0	—
Other	273,676	722,519	268,576	391,675	311,779	3.3%
Total	\$7,355,392	\$9,428,735	\$9,876,255	\$11,157,868	\$12,658,779	13.6%
<b>Expenses</b>						
Operating	\$6,088,771	\$6,778,051	\$8,710,453	\$9,951,156	\$10,629,865	13.9%
Depreciation	512,191	894,165	842,655	1,153,237	1,680,865	29.7%
Other	0	0	111,927	65,157	28,752	—
Total	\$6,600,962	\$7,672,216	\$9,665,035	\$11,169,550	\$12,339,482	15.6%
<b>Capital</b>						
Acquisition	\$1,352,693	\$3,076,760	\$3,359,947	\$538,746	\$1,317,248	
LESS:						
Federal Capital	549,692	1,874,173	1,940,632	65,441	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$803,001	\$1,202,587	\$1,419,315	\$473,305	\$1,317,248	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$109,231	\$104,588	\$498,012	\$588,611	\$145,671	
Capital Replacement/Purchase Funds	0	0	0	0	0	
Self Insurance Fund	12,920	24,912	55,126	129,000	71,500	
Other	0	0	0	0	0	
Total	\$122,151	\$129,500	\$553,138	\$717,611	\$217,171	



# Link (Chelan — Douglas Counties)

## **Ken Hamm** **General Manager**

2700 Euclid Avenue  
P.O. Box 3244  
Wenatchee, Washington 98807  
(509) 662-1155

## **Background**

Link operates under the authority of the Chelan-Douglas County Public Transportation Benefit Area as established under RCW 36.57A. The PTBA was established in November 1989. In September 1990, voters in the PTBA approved a 0.4 percent sales tax that included the provision that the fixed-route system would not charge a passenger fare for service.

During 1991, the PTBA funded a local paratransit provider for senior and disabled persons transportation services. Link's fixed-route service began December 16, 1991.

Link's board of directors consists of two Chelan and two Douglas County Commissioners, and one City Commissioner or Council representative each from Wenatchee, East Wenatchee, Waterville, Rock Island, Cashmere, Leavenworth, Entiat, and Chelan.



## **Services**

Link offers fixed-route, paratransit, and point deviation services in the bi-county area of Chelan and Douglas Counties, including the towns of Cashmere, Chelan, Dryden, East Wenatchee, Entiat, Lake Wenatchee, Leavenworth, Malaga, Manson, Monitor, Peshastin, Plain, Rock Island, Waterville, and Wenatchee. Both the paratransit and point deviation services are provided under contract by a private nonprofit operator. A ridesharing and commuter vanpool program was introduced in 1992.

Given the rural nature of the bi-county area, Link provides services to the more populated areas of Chelan and Douglas Counties.

## **Service Standards**

All routes and services are reviewed monthly for performance levels of boardings, service miles, and hours. Currently, service evaluation is divided into the categories of urban and rural routes. Service recommendations and improvements are analyzed for productivity and incorporate land use and level of service standards.

For paratransit and point deviation service, qualitative standards and provisions for quality control are included as contractual conditions agreed to by the service provider.

The commuter vanpool services are reviewed monthly for boardings and miles.

## **1993 Achievements**

- Updated Comprehensive Transit Plan and began long range capital plan that establishes facility and service development throughout the bi-county area.
- Recorded two millionth fixed-route transit boarding that reflects over a 12 percent increase in ridership from the previous year. Paratransit boardings increased over 9 percent from the prior year.
- Submitted and approved Americans with Disabilities Act Plan Update.
- Established a six-month "BikeLink" bicycle rack program on all intercommunity fixed-routes with over 4,900 bicycles carried.
- Implemented an innovative winter "SkiLink" ski rack pilot program on intercommunity fixed-routes to augment service to the Mission Ridge ski lodge area as well as to promote a new intermodal transit connection.
- Operated a joint public/private special service route to the Mission Ridge ski area with expanded hours.
- Began environmental analysis for preferred multimodal project site. Additional state funds were earmarked for development of a rail depot that will connect to a bus transfer center via pedestrian access bridge.
- Purchased two additional buses and trained and certified six coach operators.

## **1994 Objectives**

- Complete environmental assessment of multimodal sites and federal approval process, establish a citizen's advisory committee to

select and oversee an architectural and engineering team, complete negotiations with property owners for land acquisition, and continue to develop agreements of understanding with private sector partners.

- Complete levels of transit service and performance standards for multi-jurisdictional transportation study.
- Continue to coordinate with local jurisdictions on growth management and concurrency planning issues.
- Install ten bus shelters in the bi-county area.
- Transit service enhancements to include one hour earlier commuter service, increase service levels on most popular inter-community route, and establish new demand-responsive service to regional airport.
- Conduct a review and analysis of existing paratransit service.

## **Community Participation**

Link's Citizens' Advisory Committee (CAC) and board of directors meets on a monthly basis. The meeting notices are publicized and the public is invited to attend. The advisory committee meetings are rotated from town-to-town and members represent geographic regions or towns and special interest groups from the service areas.

## **Passenger Service Vehicles**

Fixed-route — 17 total, 12 at two years, 5 at one year. All are equipped with bicycle or ski racks; all equipped with wheelchair lifts.

Demand-response — 4 total, all two years old.

Vanpool — 9 total, 5 at two years, 2 at four years, 2 leased from the Washington State Department of Transportation, 2 equipped with wheelchair lifts.

## **Vehicle Replacement Standards**

Fixed-route\* — full sized buses, 12 years

Demand-response — 5 years

Vanpool — 15-passenger and 8-passenger vans, 5 years

\*Link expects to accumulate adequate reserves over a 12-year depreciation period for replacement vehicles.

## **Facilities**

Link operations and administrative offices are housed in temporary facilities located on six acres. This property was purchased in 1993. A maintenance facility is located in a leased warehouse space that is adjacent to the property. Occupancy of both sites began in 1991.

Service to the regional airport is expected next year. There is service, however, near two municipal town airports and there is intermodal connections with a private ferry service provider in the city of Chelan.

During 1993, bike racks were expanded from three to six intercommunity fixed-routes and have become a permanent service from April through October. During winter months (depending upon snow conditions), ski rack service is available on two fixed-routes and on all special services to the Mission Ridge ski area.

	1991	1992	1993	1992-93 % Change
Service Area Population	75,080	76,800	78,500	2.2%
<b>Operating Statistics</b>				
<b>Fixed-Route</b>				
Passenger Service Hours	1,737	42,201	48,866	14.7%
Passenger Service Miles	27,040	912,532	1,056,712	14.7%
Passenger Trips	48,683	1,133,148	1,361,090	18.3%
Employees (FTEs)	36.0	57.3	70.0	20.0%
Passenger Trips/Service Hour	28.03	26.85	27.85	3.7%
Passenger Trips/Service Mile	1.80	1.24	1.29	3.7%
Service Hours/Employee	48.3	736.5	698.1	-5.4%
<b>Demand-Response</b>				
Passenger Service Hours	7,108	18,782	22,189	16.7%
Passenger Service Miles	122,990	258,454	260,806	0.9%
Passenger Trips	43,062	64,706	77,848	18.5%
Employees (FTEs)	7.0	11.5	22.2	65.8%
Passenger Trips/Service Hour	6.06	3.45	3.51	1.8%
Passenger Trips/Service Mile	0.35	0.25	0.30	17.6%
Service Hours/Employee	1,015.4	1,633.2	999.5	-49.1%
<b>Vanpool/Ridematching</b>				
Passenger Vehicle Service Miles		24,085	83,703	
Unlinked Passenger Trips		—	10,974	
Vanpool Fleet Size		7	7	
Vans in Operation		4	6	
Customer Matches		—	250	
Employees (FTE)		0.25	0.25	
Passenger Trips/Service Mile			0.13	
<b>Financial Indicators</b>				
<b>Fixed-Route</b>				
Operating Cost	\$69,480	\$2,251,769	\$3,689,300	49.4%
Operating Cost/Vehicle Service Hour	\$40.00	\$53.36	\$75.50	34.7%
Operating Cost/Passenger Trip	\$1.43	\$1.99	\$2.71	31.0%
Farebox Revenues	\$0	\$0	\$0	
Farebox Recovery Ratio (%)	0.0%	0.0%	0.0%	
<b>Demand-Response</b>				
Operating Cost	\$251,717	\$573,508	\$625,065	8.6%
Operating Cost/Vehicle Service Hour	\$35.41	\$30.53	\$28.17	-8.1%
Operating Cost/Passenger Trip	\$5.85	\$8.86	\$8.03	-9.9%
Farebox Revenues	\$13,750	\$0	\$0	
Farebox Recovery Ratio	5.5%	0.0%	0.0%	
<b>Vanpool/Ridematching</b>				
Operating Cost		\$8,055	\$18,478	
Operating Cost/Passenger Trip		—	\$1.68	
Farebox Revenue		7,660	30,478	
Farebox Recovery Ratio		95.1%	164.9%	

**System-Wide****Revenues**

	1991	1992	1993	1992-93 % Change
Sales Tax	\$3,233,098	\$3,645,515	\$4,023,135	9.9%
MVET	2,140,627	2,716,736	2,686,726	-1.1%
Fares	13,750	7,660	66,139	215.6%
Federal Operating	0	0	295,496	—
Other	95,391	70,418	162,120	83.4%
Total	\$5,482,866	\$6,440,329	\$7,233,616	11.6%

**Expenses**

Operating	\$321,197	\$2,833,332	\$4,341,398	42.7%
Depreciation	0	220,355	407,830	61.6%
Other	0	545,528	32,543	-281.9%
Total	\$321,197	\$3,599,215	\$4,781,771	28.4%

**Capital**

Acquisition	\$2,695,324	\$1,385,750	\$521,408	
LESS:				
Federal Capital	0	0	295,496	
Other Contributions	0	0	0	
Net Local Investment	\$2,695,324	\$1,385,750	\$225,912	

**Fund Balances**

Unrestricted Cash and Investments	\$1,912,204	\$610,111	\$1,089,422	
Capital Replacement/Purchase Funds	0	220,355	3,196,752	
Self Insurance Fund	0	0	0	
Other	0	1,423,750	360,000	
Total	\$1,912,204	\$2,254,216	\$4,646,174	

# Mason County Transportation Authority (MTA)

**Dave O'Connell**  
**General Manager**

City of Shelton  
P.O. Box 1880  
Shelton, Washington 98584  
(206) 426-9434

## **Background**

The Mason County Transportation Authority was created in 1992, when voters approved a 0.2 percent sales tax to operate a county-wide system. A general manager was hired in June 1992, and the first service started in December of the same year.

The Board of Directors is comprised of the three Mason County Commissioners, the Mayor of Shelton, and the two city of Shelton Commissioners. The Board of Directors has appointed a 17-member transit advisory board to represent views on numerous issues.



## **Services**

The Mason County Transportation Authority (MTA) offers general public Dial-A-Ride and flexible fixed-route services. Fixed-route service includes the ability to travel off-route for customer convenience. Connections to Jefferson Transit, Kitsap Transit, and Intercity Transit are also provided. The MTA is in the process of developing vanpool and ride-matching services. Currently, all system operations are contracted to a private transportation company.

## **Service Standards**

The Comprehensive Plan for Mason Transit identified the need for six fixed-routes and three demand-response zones to serve the general public. General public demand-response service was initiated first and included a process to evaluate demand and need for route service.

Utilization data from demand-response service is analyzed on a monthly basis to evaluate patterns and determine travel demand, locations for stops, and passenger sensitivity.

Route service, once established, is also monitored monthly to determine if modifications need to be made. All changes in scheduled service will be made following public review and comment.

### **1993 Achievements**

- Awarded bid for two 30-foot coaches and five 22-foot coaches.
- Developed plan to integrate demand-response service into proposed route service.
- Started connecting service to Intercity Transit in Thurston County.
- Implemented route service between North Mason and South Mason.
- Started connecting service to Kitsap Transit in Bremerton.
- Coordinated accessible sidewalk project with the city of Shelton.
- Negotiated variable rate service contract.
- Implemented Shelton local service routes.
- Evaluated benefits of fare-free service during early development of system.

### **1994 Objectives**

- Install route signage at designated locations.
- Develop a regional transportation directory listing all area public and private transportation services.
- Seek funding to increase connecting service to Kitsap and Jefferson Counties.
- Install passenger waiting shelters in three county locations.
- Develop service marketing plan.
- Compare benefits of contracting operations with "in-house" operations.
- Award bid for a 30-foot coach.
- Implement Belfair local service route.
- Develop two vanpool programs.
- Update Comprehensive Transit Plan.

- Continue to improve service schedules.
- Seek funding for three new, small accessible buses.
- Conduct a county-wide needs assessment survey of persons with disabilities.

### **Community Participation**

Community participation is achieved primarily through the Mason County Transit Advisory Board. This Board of seventeen members representing various regions and interests has monthly public meetings to discuss a full range of transit matters. The Advisory Board also develops the MTA Newsletter that provides a community perspective on transit and is distributed county wide. The MTA also makes public presentations, upon request, for input to specific projects and to explain service changes. Regular surveys are circulated regarding passenger satisfaction and to identify potential service needs.

### **Passenger Service Vehicles**

Fixed-route\* — 2 total, 1993; all lift-equipped.

Demand-response\* — 7 total, age ranging from 1992 to 1993; all are lift-equipped.

Number of vehicles with bicycle racks — 7

\*All vehicles are used to provide some level of demand-response service to the general public.

### **Vehicle Replacement Standards**

A vehicle replacement schedule is currently being considered. The MTA does depreciate coaches at ten years and cut-away buses at seven years.

### **Facilities**

The MTA currently does not own any transit facilities. The administration office in Shelton is in a 600-square foot rented space. The operations facility operated by a contractor is also in a rented facility located in Shelton.

### **Intermodal Coordination**

Mason Transit is developing coordinated service connections with all adjacent transit systems which include: Kitsap Transit, Intercity Transit, Jefferson Transit, Grays Harbor Transit, and Pierce Transit.

A pedestrian access plan has also been established which includes a partnership with the city of Shelton to install curb cuts and bus stops. A North Mason Transit/Pedestrian Center that links transit to residential and commercial areas between two busy state highways has also been planned.

Public school coordination includes limited scheduled service to schools in Shelton and North Mason, school special event transportation, and out of district service. Service for a Headstart program is provided within the demand-response schedule.

Other intermodal coordination includes the installation of bike racks on all vehicles and cooperation with area bike plans to illustrate suggested bike routes and transit access locations. The MTA has also coordinated activities with Port Authorities to provide community access to recreational boaters in a number of locations within Mason County's 300 miles of saltwater frontage.

## Mason County Transportation Authority

	1993
Service Area Population	47,600
<b>Operating Statistics</b>	
<b>Demand-Response</b>	
Passenger Service Hours	15,888
Passenger Service Miles	332,364
Passenger Trips	62,998
Employees (FTEs)	16.5
Passenger Trips/Service Hour	3.97
Passenger Trips/Service Mile	0.19
Service Hours/Employee	962.9
<b>Financial Indicators</b>	
<b>Demand-Response</b>	
Operating Cost	\$595,985
Operating Cost/Vehicle Service Hour	\$37.51
Operating Cost/Passenger Trip	\$9.46
Farebox Revenues	\$0
Farebox Recovery Ratio	0.0%
<b>System-Wide</b>	
<b>Revenues</b>	
Sales Tax	\$511,073
MVET	510561
Fares	0
Federal Operating	0
Other	581180
Total	\$1,602,814
<b>Expenses</b>	
Operating	\$595,985
Depreciation	70,833
Other	114,674
Total	\$781,492
<b>Capital</b>	
Acquisition	\$693,659
LESS:	
Federal Capital	554,927
Other Contributions	0
Net Local Investment	\$138,732
<b>Fund Balances</b>	
Unrestricted Cash and Investments	\$157,723
Capital Replacement/Purchase Funds	127,099
Self Insurance Fund	192,000
Other	0
Total	\$476,822







# Pacific Transit System

## **Dan DiGuilio** **Director**

216 North Second Street  
Raymond, Washington 98577  
(206) 875-9418

## **Background**

Pacific County's Public Transportation Benefit Area under RCW 36.57A 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 in January 1980.

The Board of Directors consists of three Pacific County Commissioners and one City Council member each from Ilwaco, Long Beach, Raymond, and South Bend.

## **Services**

Pacific Transit System provides service along five fixed-routes throughout the county. Service is also provided to Astoria, Oregon, and to Aberdeen in Grays Harbor County. Demand-response service is provided to disabled persons and to residents not having easy access to fixed-route services.

## **Service Standards**

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

## **1993 Achievements**

- Completed Six-Year Comprehensive Transportation Plan Update.
- Continued to implement Americans with Disabilities Act Accessibility Plan.
- Purchased one new lift-equipped 35-passenger paratransit vehicle.
- Conducted a levy to increase local support for transit on March 9, 1993.

## **1994 Objectives**

- Update Six-Year Transit Development Financial Plan.
- Purchase one new lift-equipped 35-foot standard transit coach.
- Increase ridership on both the fixed-route and demand-response service.
- Seek alternative funding which will assure adequate funding for transit operating and capital needs in Pacific County.

## **Community Participation**

Community participation is encouraged. All meetings of the Governing Board are open to the public and well advertised. All local papers, radio stations, and Indian Tribal Centers are notified of transit meetings and sent meeting agendas.

The Director makes presentations before local civic groups describing transit services and soliciting comments regarding possible service improvements.

## **Passenger Service Vehicles**

Fixed-route — 11 total, age ranging from 1969 to 1992; 6 lift-equipped  
Demand-response — 6 total, age ranging from 1981 to 1993; all lift-equipped

## **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.

## **Facilities**

Pacific Transit System owns two facilities. The first is a 3,700-square foot building in Raymond housing administration and operations functions with covered parking for three buses and two demand-response vehicles. The second facility, housing maintenance and operations functions, is in Seaview and is a 2.5-acre site with covered parking for 16 buses.

Pacific Transit System also has 14 passenger shelters and one park and ride lot with 12 stalls.

Fixed-route services are available to all area schools. Two routes are specifically designed to facilitate school commutes. Schedule #10 provides fixed-route services between Raymond, South Bend, and Willapa Valley high schools. Pacific Transit System also contracts with Grays Harbor Transit to provide pupil transportation to the North River School District. Direct service is also offered from the Raymond/South Bend area and Grays Harbor College.

## Pacific Transit System

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	17,700	18,100	19,200	19,400	19,800	2.8%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	14,168	12,489	13,722	15,834	13,778	-0.7%
Passenger Service Miles	313,564	311,857	345,113	374,083	362,713	3.6%
Passenger Trips	143,700	160,874	183,278	184,193	183,967	6.2%
Employees (FTEs)	8.0	8.0	8.0	8.0	8.0	0.0%
Passenger Trips/Service Hour	10.14	12.88	13.36	11.63	13.35	6.9%
Passenger Trips/Service Mile	0.46	0.52	0.53	0.49	0.51	2.5%
Service Hours/Employee	1,771.0	1,561.1	1,715.3	1,979.3	1,722.3	-0.7%
<b>Demand-Response</b>						
Passenger Service Hours	4,116	6,512	8,168	8,646	8,960	19.4%
Passenger Service Miles	58,502	114,595	127,200	144,520	148,385	23.3%
Passenger Trips	16,992	20,260	26,096	29,512	28,716	13.1%
Employees (FTEs)	2.0	4.0	4.0	4.0	4.0	17.3%
Passenger Trips/Service Hour	4.13	3.11	3.19	3.41	3.20	-6.3%
Passenger Trips/Service Mile	0.29	0.18	0.21	0.20	0.19	-10.2%
Service Hours/Employee	2,058.0	1,628.0	2,042.0	2,161.5	2,240.0	2.1%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$384,508	\$536,149	\$585,995	\$599,444	\$638,169	12.7%
Operating Cost/Vehicle Service Hour	\$27.14	\$42.93	\$42.70	\$37.86	\$46.32	13.4%
Operating Cost/Passenger Trip	\$2.68	\$3.33	\$3.20	\$3.25	\$3.47	6.5%
Farebox Revenues	\$41,281	\$45,793	\$39,547	\$55,920	\$65,000	11.3%
Farebox Recovery Ratio (%)	10.7%	8.5%	6.7%	9.3%	10.2%	-1.3%
<b>Demand-Response</b>						
Operating Cost	\$207,043	\$288,695	\$315,535	\$322,778	\$343,628	12.7%
Operating Cost/Vehicle Service Hour	\$50.30	\$44.33	\$38.63	\$37.33	\$38.35	-6.8%
Operating Cost/Passenger Trip	\$12.18	\$14.25	\$12.09	\$10.94	\$11.97	-0.5%
Farebox Revenues	\$5,777	\$5,660	\$21,296	\$5,530	\$9,740	13.1%
Farebox Recovery Ratio (%)	2.8%	2.0%	6.7%	1.7%	2.8%	0.4%

# Pacific Transit System

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$308,891	\$340,453	\$368,659	\$400,506	\$402,663	6.6%
MVET	285,338	329,894	394,452	408,660	420,506	9.7%
Fares	47,058	51,453	60,843	73,743	74,740	11.6%
Federal Operating	55,000	0	0	0	0	—
Other	655,841	150,668	44,023	32,557	13,381	-97.3%
Total	\$1,352,128	\$872,468	\$867,977	\$915,466	\$911,290	-9.9%
<b>Expenses</b>						
Operating	\$591,551	\$824,844	\$901,530	\$922,222	\$981,797	12.7%
Depreciation	25,460	34,835	17,614	35,272	37,000	9.3%
Other	25,972	0	22,231	0	0	—
Total	\$642,983	\$859,679	\$941,375	\$957,494	\$1,018,797	11.5%
<b>Capital</b>						
Acquisition	\$503,984	\$136,946	\$49,240	\$200,549	\$45,982	
LESS:						
Federal Capital	342,797	48,462	33,553	156,148	36,786	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$161,187	\$88,484	\$15,687	\$44,401	\$9,196	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$126,539	\$218,953	\$241,947	\$238,354	\$92,122	
Capital Replacement/Purchase Funds	104,440	47,227	0	32,733	37,637	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$230,979	\$266,180	\$241,947	\$271,087	\$129,759	

# Pierce Transit

## **Don Monroe** **Executive Director**

3701 96th Street, SW  
Tacoma, Washington 98499-0070  
(206) 581-8080

## **Background**

In November 1979, the voters in the urbanized areas of Pierce County approved a 0.3 percent sales tax to fund public transportation. In January 1980, the Pierce County Public Transportation Benefit Area, under RCW 36.57A and operating under the name of Pierce Transit, assumed operation of the Tacoma Transit System from the city of Tacoma. In November 1980, annexation of additional areas, including parts of Gig Harbor and Dupont, expanded the service area to 275 square miles. In November 1992, the remainder of the Gig Harbor peninsula, Orting, and the mid-Pierce County area were annexed, increasing the service area to 425 square miles.

The Pierce Transit Board of Directors is comprised of two Pierce County Council members, three Tacoma City Council members, one Puyallup City Council member, and one City Council member chosen to represent the ten other cities in the service area.

## **Services**

Pierce Transit provides fixed-route, demand-response, vanpool, ride-matching, and intercounty express service to Olympia and Seattle.

## **Service Standards**

Pierce Transit assesses route performance on a systematic basis. Service recommendations are developed as a direct result of productivity issues observed in performance reports. To ensure productivity is reasonably assessed, an attempt is made to place routes in "peer" groups and make comparisons by group.



### ***1993 Achievements***

- Completed Commerce turnaround facility in Tacoma's CBD.
- Relocated THE BUS SHOP to Commerce Street.
- Completed environmental assessment for Tacoma Dome Station project.
- Completed neighborhood streetscape improvements in Tacoma's Proctor District.
- Completed final design of South 72nd Street Transit Center.
- Implemented automated scheduling system for SHUTTLE (demand-response service).

### ***1994 Objectives***

- Complete final design, land acquisition, and demolition and begin construction for Tacoma Dome Station project.
- Construct South 72nd Street Transit Center.
- Expand Gig Harbor/Kimball Drive Park and Ride Lot.
- Expand fixed-route service to Gig Harbor peninsula and Orting.
- Expand frequency for fixed-route Seattle and Olympia express service.
- Increase fixed-route ridership by 5 percent.
- Implement mobile data terminals for SHUTTLE (demand-response service).

### ***Community Participation***

The public is notified of proposed service improvements through printed customer materials, community meetings, public hearings, advertising, media relations, and a telephone hotline number. Ad hoc advisory committees are often formed to invite input on particularly sensitive issues. Extensive community outreach was

conducted in 1993, and will continue in 1994, to inform the public about the regional transit project, commuter rail, and service expansion options.

### ***Passenger Service Vehicles***

Fixed-route — 160 total, age ranging from 1974 to 1992; all lift-equipped

Demand-response — 35 total, age ranging from 1984 to 1992; all lift-equipped

Vanpool — 62, age ranging 1986 to 1992; 3 lift-equipped

### ***Vehicle Replacement Standards***

Fixed-route, 30 feet and less — 7 years/250,000 miles

Fixed-route, 30 feet and above — 12 years/500,000 miles

Vans, diesel-powered — 200,000 miles

Light duty, gas-powered — 15 years/150,000 miles

Light duty, diesel-powered — 15 years/200,000 miles

### ***Facilities***

Pierce Transit operates through seven transit centers: Lakewood Mall, Puyallup, Southeast Tacoma, Tacoma Community College, Tacoma Mall, Parkland, and Commerce Street. In addition, there are 176 covered bus shelters along fixed-routes. Twenty-one park and ride lots are located: Purdy, Kimball Drive, Olympic Village, Fox Island, Key Center, Longbranch, Narrows, South Hill-Puyallup (2), Roy "Y", Center Street, So. 56th St (2), So. Tacoma West, Bonney Lake, SR 512/Lakewood, Parkland, and Tacoma Dome Lots G/I-705 (4).

### ***Intermodal Coordination***

Pierce Transit supports intermodal coordination through adopted policies which emphasize access between modes to encourage the use of alternatives to single occupancy vehicles. These policies include coordination of service and schedules with operators of other modes including ferries and trains. Aggressive promotion of improved bicycle and pedestrian access to transit facilities improves passenger access from nonmotorized modes.

In recent years, the best examples of these policies at work is found in schedule coordination with the Washington State Ferries at Point Defiance (north Tacoma), construction of a joint use passenger terminal at Point Defiance, installation of bicycle storage facilities at major transit facilities, and the "Bikes on Buses" program. Pierce Transit is in the final design phase for a multimodal facility near the Tacoma Dome which may include rail access, private providers of long distance bus service, and 1,800 parking stalls. Pierce Transit continues to work closely with local jurisdictions to ensure that proper pedestrian access to new developments becomes a condition for issuing zoning variances and building permits.

## Pierce Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	461,700	472,870	486,320	575,730	575,730	5.5%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	411,311	430,413	444,074	423,724	415,573	0.3%
Passenger Service Miles	5,547,429	6,069,086	6,603,169	6,035,042	5,991,134	1.9%
Passenger Trips	10,283,935	10,383,804	9,619,935	9,930,749	10,005,060	-0.7%
Employees (FTEs)*	400.0	424.0	426.0	438.0	431	1.9%
Passenger Trips/Service Hour	25.00	24.13	21.66	23.44	24.08	-0.9%
Passenger Trips/Service Mile	1.85	1.71	1.46	1.65	1.67	-2.6%
Service Hours/Employee	1,028.3	1,015.1	1,042.4	967.4	964.21	-1.6%
<b>Demand-Response</b>						
Passenger Service Hours	67,502	88,887	116,523	125,131	156,379	21.0%
Passenger Service Miles	1,324,102	1,658,539	2,363,929	2,377,948	3,032,761	20.7%
Passenger Trips	221,723	310,854	365,328	371,014	428,381	16.5%
Employees (FTEs)*	34.0	40.0	42.0	54.0	60	14.2%
Passenger Trips/Service Hour	3.28	3.50	3.14	2.97	2.74	-4.5%
Passenger Trips/Service Mile	0.17	0.19	0.15	0.16	0.14	-4.3%
Service Hours/Employee	1,985.4	2,222.2	2,774.4	2,317.2	2,606.32	6.8%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	61,468	81,000	250,250	526,012	820,000	64.8%
Unlinked Passenger Trips	25,908	31,750	79,250	158,176	219,750	53.4%
Vanpool Fleet Size	7	13	42	62	70	57.6%
Vans in Operation	6	11	35	45	61	58.0%
Customer Matches	N/A	N/A	438	1,000	606	16.2%
Employees (FTE)	0.2	0.9	1.7	3.0	3.0	67.7%
Passenger Trips/Service Mile	0.42	0.39	0.32	0.30	0.27	-11.3%
* Does not include purchased transportation FTEs.						
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$20,733,579	\$25,323,070	\$28,640,550	\$28,615,271	\$28,833,004	8.2%
Operating Cost/Vehicle Service Hour	\$50.41	\$58.83	\$64.49	\$67.53	\$69.38	8.0%
Operating Cost/Passenger Trip	\$2.02	\$2.44	\$2.98	\$2.88	\$2.88	8.9%
Farebox Revenues	\$3,456,060	\$3,679,443	\$4,588,680	\$4,757,959	\$4,994,530	9.2%
Farebox Recovery Ratio (%)	16.7%	14.5%	16.0%	16.6%	17.3%	1.0%
<b>Demand-Response</b>						
Operating Cost	\$2,785,884	\$4,554,323	\$5,080,651	\$6,556,352	\$8,018,365	26.4%
Operating Cost/Vehicle Service Hour	\$41.27	\$51.24	\$43.60	\$52.40	\$51.28	5.4%
Operating Cost/Passenger Trip	\$12.56	\$14.65	\$13.91	\$17.67	\$18.72	10.0%
Farebox Revenues	\$66,517	\$93,256	\$109,598	\$111,304	\$128,514	16.5%
Farebox Recovery Ratio (%)	2.4%	2.0%	2.2%	1.7%	1.6%	-10.0%
<b>Vanpool/Ridematching</b>						
Operating Cost	N/A	N/A	N/A	\$205,086	\$286,868	—
Operating Cost/Passenger Trip	N/A	N/A	N/A	0.39	\$1.31	—
Farebox Revenue	N/A	N/A	N/A	\$197,867	\$347,679	—
Farebox Recovery Ratio	N/A	N/A	N/A	96.5%	121.20%	—

Pierce Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$13,513,963	\$14,250,315	\$15,084,023	\$16,074,309	\$17,839,302	6.9%
MVET	11,385,811	13,370,440	13,952,963	14,236,916	\$17,264,576	10.4%
Fares	3,522,577	3,772,699	4,698,278	5,067,130	\$5,470,723	11.0%
Federal Operating	1,580,958	1,566,293	1,549,320	0	\$3,080,823	16.7%
Other	2,437,352	2,806,238	2,835,756	1,992,063	\$1,478,666	-12.5%
Total	\$32,440,661	\$35,765,985	\$38,120,340	\$37,370,418	\$45,134,090	8.3%
<b>Expenses</b>						
Operating	\$23,519,463	\$29,877,393	\$33,721,201	\$35,376,709	\$37,138,237	11.4%
Depreciation	2,681,694	2,738,732	3,466,293	3,238,565	\$6,093,421	20.5%
Other	25,840	69,099	232,672	219,472	\$619,532	79.4%
Total	\$26,226,997	\$32,685,224	\$37,420,166	\$38,834,746	\$43,851,190	12.9%
<b>Capital</b>						
Acquisition	\$2,362,336	\$6,534,582	\$14,642,297	\$24,758,179	\$6,921,863	
LESS:						
Federal Capital	412,530	2,151,619	5,573,352	7,839,329	\$475,828	
Other Contributions	0	0	0	0	\$0	
Net Local Investment	\$1,949,806	\$4,382,963	\$9,068,945	\$16,918,850	\$6,446,035	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$4,737,123	\$0	\$1,601,363	\$254,452	\$3,484,169	
Capital Replacement/Purchase Funds	17,513,842	22,825,126	15,032,679	5,281,748	\$8,183,265	
Self Insurance Fund	2,308,549	3,084,973	3,812,528	4,641,978	\$5,152,293	
Other	0	0	0	113,653	(\$953,733)	
Total	\$24,559,514	\$25,910,099	\$20,446,570	\$10,291,831	\$15,865,994	





# Prosser Rural Transit (Benton County)

## **Suzy Cyphers** **Transportation Director**

1109 Meade Avenue  
Prosser, Washington 99350  
(509) 786-1707

## **Background**

Prosser Rural Transit is a city-owned and operated system authorized by RCW 35.92. 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 disabled 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.

Local funding is provided by a business and occupation tax which is matched with motor vehicle excise tax, and by a transit household tax introduced in 1991.

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

## **Services**

Services include three scheduled routes within the Prosser city limits and demand-response in the community. The demand-response service runs on a special scheduling basis for community activities, operates throughout the city, and into the surrounding area. Charter service was provided through June 1993.

## **Service Standards**

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

## **1993 Achievements**

- Incorporated a complete preventive maintenance program.
- Revised the billing system.
- Extended hours and days to include Saturdays.
- Joined Teamsters Union, Local 839.
- Discontinued charter services.
- Drivers attended the passenger assistance training class.

## **1994 Objectives**

- Update training program.
- Purchase new radio and communication system.
- Purchase one commuter van.

## **Community Participation**

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

## **Passenger Service Vehicles**

Fixed-route — 5 total, age ranging from 1980 to 1990

## **Vehicle Replacement Standards**

Vehicles are evaluated for replacement at 100,000 miles or 5 years based upon monthly maintenance and a yearly assessment of overall performance and efficiency.

## **Facilities**

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

## Prosser Rural Transit

	1989	1990	1991	1992	*1993	Average Annual % Change
Service Area Population	4,010	4,476	4,470	4,485	4,485	2.8%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	3,380	3,400	4,160	6,345	6,648	16.9%
Passenger Service Miles	37,722	63,517	43,825	41,993	84,387	20.1%
Passenger Trips	17,374	24,197	25,880	26,374	26,624	10.7%
Employees (FTEs)	3.0	3.0	4.0	4.0	5.0	12.8%
Passenger Trips/Service Hour	5.14	7.12	6.22	4.16	4.00	-6.2%
Passenger Trips/Service Mile	0.46	0.38	0.59	0.63	0.32	-9.5%
Service Hours/Employee	1,126.7	1,133.3	1,040.0	1,586.3	1,329.6	4.1%
<b>Demand-Response</b>						
Data are included in Fixed-Route						
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	N/A	N/A	18,200	18,200	20,000	—
Unlinked Passenger Trips	N/A	N/A	6,188	6,240	7,600	—
Vanpool Fleet Size	N/A	N/A	2	2	2	—
Vans in Operation	N/A	N/A	2	2	2	—
Customer Matches						
Employees (FTE)	N/A	N/A	N/A	N/A	N/A	—
Passenger Trips/Service Mile	N/A	N/A	0.34	0.34	0.38	—
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$44,281	\$62,564	\$68,678	\$86,490	\$127,688	26.5%
Operating Cost/Vehicle Service Hour	\$13.10	\$18.40	\$16.51	\$13.63	\$19.21	9.6%
Operating Cost/Passenger Trip	\$2.55	\$2.59	\$2.65	\$3.28	\$4.80	15.8%
Farebox Revenues	\$12,973	\$11,000	\$26,514	\$27,452	\$61,695	39.0%
Farebox Recovery Ratio (%)	29.3%	17.6%	38.6%	31.7%	48.3%	12.5%
<b>Demand-Response</b>						
Data are included in Fixed-Route						
<b>Vanpool/Ridematching</b>						
Operating Cost	N/A	N/A	\$7,544	\$11,305	\$13,342	—
Operating Cost/Passenger Trip	N/A	N/A	\$1.22	\$1.81	\$1.76	—
Farebox Revenue	N/A	N/A	\$9,815	\$11,631	\$14,319	—
Farebox Recovery Ratio	N/A	N/A	130.1%	102.9%	107.3%	—

## Prosser Rural Transit

	1989	1990	1991	1992	*1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Local Tax**	\$15,000	\$15,000	\$24,137	\$33,937	\$39,937	24.5%
MVET	15,000	15,000	15,000	42,137	39,937	24.5%
Fares	12,973	11,000	26,514	27,452	61,695	39.0%
Federal Operating	13,659	16,439	0	0	0	—
Other	10,978	20,803	2,464	1,346	643	-70.9%
Total	\$67,610	\$78,242	\$68,115	\$104,872	\$142,212	18.6%
<b>Expenses</b>						
Operating	\$44,281	\$62,564	\$68,678	\$86,490	\$127,688	26.5%
Depreciation	0	0	0	0	0	—
Other	0	0	0	0	0	—
Total	\$44,281	\$62,564	\$68,678	\$86,490	\$127,688	26.5%
<b>Capital</b>						
Acquisition	\$44,280	\$0	\$0	\$0	\$0	
LESS:						
Federal Capital	0	0	0	0	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$44,280	\$0	\$0	\$0	\$0	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$37,584	\$37,295	\$15,410	\$33,709	\$54,755	
Capital Replacement/Purchase Funds	11,371	33,199	55,774	55,982	62,900	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$48,955	\$70,494	\$71,184	\$89,691	\$117,655	

\*1993 Data is unaudited

\*\*Local tax is provided by a business and occupation tax and a transit household tax introduced in 1991.



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

***Jim Hudak***  
***Director of Public Works***

*Southeast 325 Paradise  
Pullman, Washington 99163  
(509) 334-4555*

## ***Background***

Pullman Transit was established in November 1978, under RCW 35.92 through a voter-approved utility tax to operate a city transit system.

Policy direction is through 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 fixed-route, demand-response, and contracted taxi service.

## ***Service Standards***

Fixed-route standards are based on 65 passengers per bus hour, 25 percent farebox recovery ratio, and 30 passengers per capita rate.

The standard for demand-response service is a 95 percent on-time rate for passenger pickups.

The system-wide standard is that operating cost increases should not exceed the overall annual cost of living increases for the Pullman area.

## ***1993 Achievements***

- Increased demand-response service by 1,750 rides (a 22 percent increase).
- Adopted updated Transit Development Plan (1994-1999).
- Continued prepaid fare agreement with WSU for the 1993-94 school year.
- Maintained fixed-route farebox recovery ratio at over 30 percent.

## ***1994 Objectives***

- Maintain existing service levels.
- Program expansion of administrative/bus storage facility.

## ***Community Participation***

Community participation is generated through the bimonthly scheduled meetings of the Citizens Advisory Transit Commission and City Council meetings.

## ***Passenger Service Standards***

Fixed-route — 13 total, age ranging from 1962 to 1993; 6 lift-equipped

Demand-response — 2 total, age 1987

## ***Vehicle Replacement Standards***

Fixed-route — 20 years

Demand-response — 7 years

## ***Facilities***

A 7,040-square foot building houses the administration and dispatch functions, employee area, and vehicle parking. Vehicle maintenance is done in a 6,400-square foot facility utilized for all city vehicles.

Pullman Transit has one transfer center located on leased property in town. Included at the site is parking for four buses, passenger shelters, and driver rest rooms.

## ***Intermodal Coordination***

Pullman Transit has an agreement to provide supplemental transit services for the local school district.

## Pullman Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	22,270	23,478	23,090	23,190	23,480	1.3%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	10,025	10,684	11,842	12,758	12,523	5.6%
Passenger Service Miles	141,607	142,525	150,682	151,345	149,160	1.3%
Passenger Trips	654,761	692,145	912,165	1,066,871	991,166	10.4%
Employees (FTEs)	13.5	9.7	11.3	14.9	12.3	-2.3%
Passenger Trips/Service Hour	65.31	64.78	77.03	83.62	79.15	4.8%
Passenger Trips/Service Mile	4.62	4.86	6.05	7.05	6.64	9.1%
Service Hours/Employee	742.6	1,101.4	1,048.0	856.2	1,018.1	7.9%
<b>Demand-Response</b>						
Passenger Service Hours	2,910	2,904	3,287	3,326	3,747	6.3%
Passenger Service Miles	19,520	22,579	25,163	26,042	29,355	10.2%
Passenger Trips	4,973	6,039	7,032	8,104	9,854	17.1%
Employees (FTEs)	3.0	1.8	3.3	3.3	3.7	5.2%
Passenger Trips/Service Hour	1.71	2.08	2.14	2.44	2.63	10.8%
Passenger Trips/Service Mile	0.25	0.27	0.28	0.31	0.34	6.9%
Service Hours/Employee	970.0	1,613.3	996.1	1,007.9	1,012.7	1.1%
<b>Fixed-Route</b>						
Operating Cost	\$584,154	\$653,654	\$738,977	\$819,178	\$872,716	10.0%
Operating Cost/Vehicle Service Hour	\$58.27	\$61.18	\$62.40	\$64.21	\$69.69	4.5%
Operating Cost/Passenger Trip	\$0.89	\$0.94	\$0.81	\$0.77	\$0.88	-0.3%
Farebox Revenues	\$176,066	\$187,302	\$229,733	\$256,501	\$263,224	10.1%
Farebox Recovery Ratio (%)	30.1%	28.7%	31.1%	31.3%	30.2%	0.0%
<b>Demand-Response</b>						
Operating Cost	\$82,425	\$75,138	\$112,041	\$133,816	\$175,199	18.9%
Operating Cost/Vehicle Service Hour	\$28.32	\$25.87	\$34.09	\$40.23	\$46.76	12.5%
Operating Cost/Passenger Trip	\$16.57	\$12.44	\$15.93	\$16.51	\$17.78	1.8%
Farebox Revenues	\$3,657	\$6,199	\$9,543	\$10,251	\$7,747	18.8%
Farebox Recovery Ratio (%)	4.4%	8.3%	8.5%	7.7%	4.4%	-0.0%

# **Pullman Transit**

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Utility Tax*	\$345,528	\$355,842	\$367,861	\$365,880	\$403,252	3.9%
MVET	311,945	346,455	369,176	377,861	375,880	4.7%
Fares	179,723	193,501	239,276	266,752	270,971	10.3%
Federal Operating	61,157	95,285	0	37,500	23,440	-24.0%
Other	0	44,139	45,016	32,464	27,996	-15.2%
Total	\$898,353	\$1,035,222	\$1,021,329	\$1,080,457	\$1,101,539	5.1%
<b>Expenses</b>						
Operating	\$666,579	\$728,792	\$851,018	\$952,994	\$1,047,915	11.3%
Depreciation	52,990	52,990	69,861	61,313	81,365	10.7%
Other	212,666	0	0	0	0	—
Total	\$932,235	\$781,782	\$920,879	\$1,014,307	\$1,129,280	4.8%
<b>Capital</b>						
Acquisition	\$197,880	\$60,684	\$340,101	\$252,286	\$202,878	
LESS:						
Federal Capital	0	0	272,081	184,092	155,000	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$197,880	\$60,684	\$68,020	\$68,194	\$47,878	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$31,900	\$411,654	\$487,113	\$423,800	\$215,286	
Capital Replacement/Purchase Funds	0	216,000	276,187	337,500	398,813	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$31,900	\$627,654	\$763,300	\$761,300	\$614,099	

\* As a city system, Pullman Transit levies a 2% utility tax in lieu of a sales tax



# **Skagit Transit Authority (SKAT)**

## **Jim Lair Executive Director**

*700 South Second, Room 203  
Mount Vernon, Washington 98273  
(206) 336-9333*

## **Background**

The Skagit Transit Authority (SKAT) was established as a public transportation benefit area under RCW 36.57A. After several unsuccessful attempts as a county-wide agency, the voters of the cities of Mount Vernon and Burlington approved a 0.2 percent sales tax in November of 1992. A general manager was hired in March of 1993 and revenue service was initiated on November 1, 1993, throughout the cities of Burlington and Mount Vernon.

The Skagit Transit Board of Directors is comprised of the Mayors of the two cities of Burlington and Mount Vernon, a City Council person from each city, and the three Skagit County Commissioners.

## **Services**

SKAT provides services which include fixed-route and paratransit services. The fixed-route service includes five fixed-route buses on four service routes. The paratransit service is provided under contract with the Skagit Council on Aging (SCOA), a private nonprofit operator who has been performing the paratransit service since 1976.

## **Service Standards**

All routes are monitored and reviewed monthly for ridership and productivity. Action to delete service or significantly alter routes and schedules is taken on a case by case basis with board approval after input from the community and the citizen advisory committee. New service requests and changes within the community such as new housing developments and/or citizen petitions are regularly assessed.

### ***1993 Achievements***

- Began fixed-route operation on November 1, 1993.
- Contracted paratransit service with Skagit Council on Aging effective July 1, 1993.
- Approved the 1993 and 1994 budget.
- Formed a Citizens Advisory Committee and developed advisory committee by-laws.
- Selected an Executive Assistant.
- Elected to go with a "prepaid" or a "fare" free transit system.
- Held the first annual retreat involving board members, citizen advisory committee members, and technical advisory committee members.
- Selected an employee benefit package.
- Developed a procedure manual for all employees.
- Entered in to an inter-local agreement with the city of Everett to provide a park and ride lot.
- Assisted in identifying a multimodal site that will incorporate passenger train service in October 1994.
- Awarded maintenance and tire service contracts to private providers.
- Completed initial transit comprehensive plan.
- Awarded contract for five 30-foot coaches.
- Identified a logo, name, and color scheme for the transit authority through a community contest.
- Purchased twelve bus shelters.
- Selected an operations service coordinator.

- Identified the initial route structure and schedules.
- Purchased two 35-foot used transit buses.
- Recruited and selected ten full-time transit operators, five part-time transit operators.
- Conducted a four week training program for transit operators, including classroom and bus driving practice.

### ***1994 Objectives***

- Add new service to Mount Vernon.
- Plan for possible service expansion to Anacortes, Sedro Woolley, and LaConner.
- With citizen input, analyze ways to reduce headways from one hour and ten minutes to hourly.
- Hold a SKAT appreciation day.
- Analyze possibilities of operating paratransit service in-house.
- Continue with final design on multimodal station.
- Develop operators' safety program.
- Recruit new transit operators.
- Seek grant funding for service expansion.
- Acquire used vehicle to begin new service.
- Purchase bicycle racks for all buses.
- Coordinate service to provide Tulip Festival transit.
- Participate in special event parades in Skagit County.

### ***Community Participation***

SKAT has an active Citizens Advisory Committee (CAC) that meets monthly to discuss policy, make recommendations, and review staff recommendations. The CAC also meets with the Board of Directors each year in a retreat to develop objectives for the system for the coming year. The Board of Directors and CAC meetings are publicized and community participation is encouraged. Presentations on new projects or policy proposals are regularly made to community groups. Public meetings are held in each community. Staff addresses on a regular basis the service clubs and chamber groups of both cities to update them on SKAT service.

### ***Passenger Service Standards***

Fixed-route — 7 total, age ranging from 1975 to 1993; all lift-equipped  
Demand-response\* — 4 total, all are from 1993; all are lift-equipped.

Number of vehicles with bike racks — 0

\*Demand-response is provided on contract with the Skagit Council on Aging.

### ***Vehicle Replacement Standards***

SKAT has no formally adopted criteria for vehicle replacement. However, SKAT has established a capital replacement fund which captures the capital cost of vehicles (plus inflation) for replacement based on a fixed-life appreciation basis. Heavy duty buses are depreciated on a 12-year scale. All vehicles will be assessed annually and monitored throughout the year in conjunction with the preventative maintenance program.

## Skagit Transit Authority

Service Area Population	*1993 25,140
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### Operating Statistics

#### Fixed-Route

Passenger Service Hours	4,000
Passenger Service Miles	52,444
Passenger Trips	71,390
Employees (FTEs)	14.75
Passenger Trips/Service Hour	17.85
Passenger Trips/Service Mile	1.36
Service Hours/Employee	271.2

#### Demand-Response

Passenger Service Hours	4,906
Passenger Service Miles	73,680
Passenger Trips	17,049
Employees (FTEs)	12
Passenger Trips/Service Hour	3.48
Passenger Trips/Service Mile	0.23
Service Hours/Employee	408.8

### Financial Indicators

#### Fixed-Route

Operating Cost	\$224,345
Operating Cost/Vehicle Service Hour	\$56.09
Operating Cost/Passenger Trip	\$3.14
Farebox Revenues	N/A
Farebox Recovery Ratio (%)	N/A

#### Demand-Response

Operating Cost	\$166,944
Operating Cost/Vehicle Service Hour	\$34.03
Operating Cost/Passenger Trip	\$9.79
Farebox Revenues	N/A
Farebox Recovery Ratio (%)	N/A

## Skagit Transit Authority

\*1993

### System-Wide

#### Revenues

Sales Tax	\$975,212
MVET	473,424
Grants	631,044
Federal Operating	0
Other	47,044
Total	\$2,126,724

#### Expenses

Operating	\$391,289
Depreciation	16,393
Other	195,175
Total	\$602,857

#### Capital

Acquisition	\$980,232
LESS:	0
Federal Capital	631,044
Grants	0
Net Local Investment	\$349,188

#### Fund Balances

Unrestricted Cash and Investments	\$62,226
Capital Replacement/Purchase Funds	500,000
Self Insurance Fund	0
Other	0
Total	\$562,226

\*Service was initiated on November 1, 1993.

# Spokane Transit Authority

**Allen Schweim**  
**Executive Director**

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

## Background

In 1981 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 372.5-square mile area is the Spokane County Public Transportation Benefit Area (PTBA) chartered under RCW 36.57A. The operating name of the system is Spokane Transit Authority (STA).

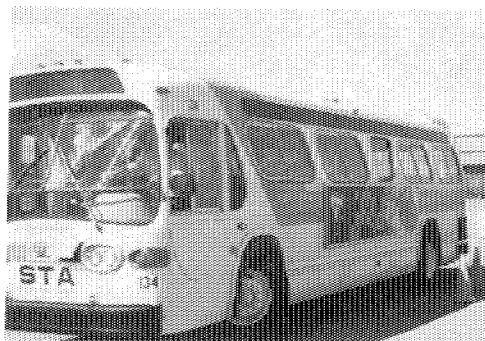
The Board of Directors of STA is comprised of two Spokane County Commissioners, two Spokane City Council members, one City Council member each from Cheney, Airway Heights, Millwood, Medical Lake, and one alternating position between the Spokane County Commission and the Spokane City Council.

## Services

Spokane Transit Authority provides a combination of services including fixed-route, demand-response, van-pool, and ridematching services.

## Service Standards

In October 1982, the STA Governing Board adopted a series of service standards. These standards represent a comprehensive set of objective performance indicators designed to measure the effectiveness and efficiency of services provided by STA.



## 1993 Achievements

- Achieved ridership increases on fixed-route service of 8.7 percent; demand-response service of 12.5 percent; and vanpool service of 17.7 percent.
- Placed 18 passenger shelters in service.
- Placed 38 bicycle lockers at selected locations.
- Ordered 24, 40-foot replacement buses with lifts.
- Continued Long-Range Comprehensive Plan Update with extensive community participation process.
- Continued construction of "The Plaza," STA's downtown transit center, to be completed in March, 1995.
- Purchased 13 paratransit and eight rideshare vans.
- Approved one-year pilot program for testing bicycle racks on buses, to begin in the spring of 1994.
- Began Biodiesel test program for improved regional air quality through reduced emissions.
- Provided increased on-board and park and ride lot security for passenger safety and convenience.
- Continued paratransit eligibility recertification program in accordance with Americans with Disabilities Act (ADA) Paratransit Plan.
- Planned accessible fixed-route service on four additional routes (current total, 22 routes), making over 80 percent of STA's routes accessible.
- Selected under a nationally competitive program to participate in a pilot study implementation of "Total Quality Management."

### ***1994 Objectives***

- Improve and expand passenger amenities through increased development of shelters, kiosks, bicycle facilities, and end-of-the line (EOL) stations.
- Continue increased local coordination efforts to make transit a project partner on issues addressing intermodal priorities and the Growth Management Act.
- Seek capital funding sources to maximize opportunities under ISTEA.
- Integrate the Long-Range Comprehensive Plan with community and regional plans to balance community-wide growth with transit capacity.
- Provide local coordination and assistance for area programs addressing Commute Trip Reduction (CTR) regulations.
- Continue phased construction of The Plaza, STA's downtown transit center for passenger convenience, to address local priorities.
- Replace temporary facilities by securing sites and beginning construction of three park and ride lots.

### ***Community Participation***

STA maintains four standing committees and two advisory committees to the Board of Directors. On each committee, citizen representatives are selected at large from the Public Transportation Benefit Area (PTBA). Currently STA has 27 citizen members on its committees. All committees are responsible for reviewing and recommending Board policy.

Community participation is encouraged through the use of surveys, public hearings, community meetings, and direct mailings. Public hearings are held on all required projects or actions, and in particular, those having a direct impact on passenger facilities and services. STA maintains participation opportunities at public meetings and provides regular passenger information dissemination.

### ***Passenger Service Vehicles***

Fixed-route — 134 total, age ranging from 1973 to 1992; 53 lift-equipped

Demand-response — 54 total, age ranging from 1988 to 1994; all lift-equipped

Vanpool — 27 total, age ranging from 1983 to 1994; 1 lift-equipped

### ***Vehicle Replacement Standards***

Fixed-route (35'-40') — 12 years/  
500,000 miles

Fixed-route (30') — 10 years/  
350,000 miles

Fixed-route (under 30') — 7 years/  
200,000 miles

Demand-response/vanpool — 4 years/  
100,000 miles

### ***Facilities***

Since 1987 all aspects of Spokane Transit Authority, including covered parking for all agency vehicles, have been housed in a single facility on a 9.7-acre site.

A second service and garaging facility opened in 1991, and is located in the Spokane Valley with space for 18 buses and ten paratransit vans.

Three customer information locations, 74 pass sales, and 135 schedule outlets are located throughout the service area.

Spokane Transit Authority has three transit centers with a total of 18 bus bays, 80 shelters, and 12 park and ride lots with 2,048 vehicle spaces. Eight locations have passenger shelters, bicycle racks at two, lockers at three.

### ***Intermodal Coordination***

- STA provides service to the AMTRAK Station during STA service hours.
- No ferry or airport service is provided by STA. Current airport service is provided by the private sector. STA is currently pursuing service options for the Spokane International Airport.
- STA does not provide contracted school service. Scheduled service is provided to numerous educational facilities along STA routes.
- An intermodal facility project is underway in Spokane to coordinate rail, intercity bus, taxi, and public transportation. All modes will connect at one centrally located facility.

## Spokane Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	323,300	331,630	323,030	334,170	332,703	0.7%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	321,581	332,020	339,595	345,550	352,549	2.3%
Passenger Service Miles	4,593,978	4,711,781	4,818,123	4,890,104	4,979,171	2.0%
Passenger Trips	6,426,602	6,962,742	7,272,314	7,040,072	7,510,779	3.9%
Employees (FTEs)	319.0	338.8	352.8	356.2	363.9	3.3%
Passenger Trips/Service Hour	19.98	20.97	21.41	20.37	21.30	1.6%
Passenger Trips/Service Mile	1.40	1.48	1.51	1.44	1.51	1.9%
Service Hours/Employee	1,008.1	980.0	962.6	970.1	968.8	-1.0%
<b>Demand-Response</b>						
Passenger Service Hours	48,268	93,069	104,452	117,235	128,965	24.6%
Passenger Service Miles	1,029,497	1,258,987	1,405,891	1,574,482	1,720,693	12.8%
Passenger Trips	243,037	287,319	285,372	326,212	366,988	10.3%
Employees (FTEs)	56.1	66.5	69.9	77.5	82.4	9.6%
Passenger Trips/Service Hour	5.04	3.09	2.73	2.78	2.85	-14.3%
Passenger Trips/Service Mile	0.24	0.23	0.20	0.21	0.21	-2.5%
Service Hours/Employee	860.4	1,399.5	1,494.3	1,512.7	1,565.1	15.0%
<b>Vanpool/Ridematching</b>						
Passenger Vehicle Service Miles	63,475	90,219	116,590	162,320	195,140	28.1%
Unlinked Passenger Trips	23,816	30,746	44,004	62,127	73,108	28.0%
Vanpool Fleet Size	10	10	14	19	27	24.8%
Vans in Operation	4	7	12	18	24	44.8%
Customer Matches			25	25	19	
Employees (FTE)	1.1	1.1	1.1	1.3	1.3	4.2%
Passenger Trips/Service Mile	0.38	0.34	0.38	0.38	0.37	-0.0%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$16,173,533	\$18,192,545	\$18,238,888	\$20,040,879	\$21,065,140	6.6%
Operating Cost/Vehicle Service Hour	\$50.29	\$54.79	\$53.71	\$58.00	\$59.75	4.3%
Operating Cost/Passenger Trip	\$2.52	\$2.61	\$2.51	\$2.85	\$2.80	2.7%
Farebox Revenues*	\$2,690,118	\$2,976,555	\$3,358,250	\$3,655,423	\$3,887,242	9.2%
Farebox Recovery Ratio (%)	16.6%	16.4%	18.4%	18.2%	18.5%	2.6%
<b>Demand-Response</b>						
Operating Cost	\$2,514,408	\$3,085,269	\$3,293,680	\$3,927,350	\$4,352,719	13.7%
Operating Cost/Vehicle Service Hour	\$52.09	\$33.15	\$31.53	\$33.50	\$33.75	-10.9%
Operating Cost/Passenger Trip	\$10.35	\$10.74	\$11.54	\$12.04	\$11.86	3.4%
Farebox Revenues*	\$139,540	\$112,261	\$43,293	\$111,220	\$130,130	-1.7%
Farebox Recovery Ratio (%)	5.5%	3.6%	1.3%	2.8%	3.0%	-15.5%
<b>Vanpool/Ridematching</b>						
Operating Cost	\$61,731	\$74,717	\$79,732	\$102,271	\$128,740	18.4%
Operating Cost/Passenger Trip	\$2.59	\$2.43	\$1.81	\$1.65	\$1.76	-9.7%
Farebox Revenue	\$26,283	\$35,742	\$43,430	\$69,487	\$72,675	25.4%
Farebox Recovery Ratio	42.6%	47.8%	54.5%	67.9%	56.5%	7.1%

# Spokane Transit Authority

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$9,421,182	\$10,302,487	\$10,958,409	\$12,284,642	\$12,747,230	7.6%
MVET	8,916,595	9,919,746	10,663,956	10,282,451	11,422,005	6.2%
Fares	2,855,941	3,124,558	3,444,973	3,836,130	4,090,047	9.0%
Federal Operating	1,148,855	1,132,251	1,112,811	1,107,307	1,105,517	-1.0%
Other	3,292,287	2,867,023	2,622,234	2,176,004	1,589,084	-18.2%
Total	\$25,634,860	\$27,346,065	\$28,802,383	\$29,686,534	\$30,953,883	4.7%
<b>Expenses</b>						
Operating	\$18,749,672	\$21,352,531	\$21,612,300	\$24,070,500	\$25,546,599	7.7%
Depreciation	2,104,179	3,309,857	3,050,058	3,428,394	3,539,618	13.0%
Other	0	0	0	0	0	—
Total	\$20,853,851	\$24,662,388	\$24,662,358	\$27,498,894	\$29,086,217	8.3%
<b>Capital</b>						
Acquisition	\$4,423,935	\$14,582,087	\$4,907,597	\$3,630,895	\$3,883,351	
LESS:						
Federal Capital	1,865,593	4,952,941	2,035,364	2,147,714	179,547	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$2,558,342	\$9,629,146	\$2,872,233	\$1,483,181	\$3,703,804	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$8,990,321	\$9,083,761	(\$181,759)	\$4,371,072	\$5,145,128	
Capital Replacement/Purchase Funds	11,411,123	12,918,305	15,828,868	18,812,257	21,721,744	
Self Insurance Fund**	3,320,381	3,357,000	5,357,000	5,357,000	5,357,000	
Other*** (accounts/projects restructured by board policy)	12,238,923	7,953,455	15,942,592	13,018,344	10,664,584	
Total	\$35,960,748	\$33,312,521	\$36,946,701	\$41,558,673	\$42,888,456	

\* A fare increase was enacted in July 1991 for both fixed-route and demand-response service. A significant decrease in demand-response revenue resulted from a one-time change in accounting procedure, deferring token revenue from point of sale to point of service consumption.

\*\* The self-insurance fund was increased to fund pending underground storage tank insurance regulations.

\*\*\* Includes cash restrictions for liabilities, local match for federal capital grants, downtown transit project, and alternative fuels land/equipment/facilities.





# ***Twin Transit (Lewis County)***

## ***Jim Carroll Manager***

212 East Locust Street  
Centralia, Washington 98531  
(206) 330-2072

## ***Background***

The Lewis Public Transportation Benefit Area (LPTBA) under RCW 36.57A, operating under the name Twin Transit, has been in operation since November 1977. In 1985, the voters passed a 0.1 percent sales tax to replace a household tax which had been in use since the inception of the LPTBA.

The Board of Directors is comprised of three elected officials representing Chehalis, Centralia, and Lewis County.

## ***Services***

Twin Transit provides accessible fixed-route service and paratransit service seven days per week.

## ***Service Standards***

Scheduled routes must maintain 10 passengers per vehicle hour of operation and 20 passengers per hour during peak hours. Hourly headways are maintained as a standard on the local Centralia route, half-hour headways on intercity routes.

## ***1993 Achievements***

- Began link-up services with Intercity Transit at Grand Mound, providing transit service to and from Olympia to the Twin Cities.
- Expanded paratransit service by active recruiting of eligible persons.
- Continued trolley service to local factory outlet stores for AMTRAK visitors.
- Secured FTA grant to purchase a new 30-foot coach.

## ***1994 Objectives***

- Continue expansion of paratransit services through route-deviation system on established routes augmented by demand-response vehicles.
- Secure two new 30-foot accessible coaches.
- Improve accessible service by site improvements for coach lift operations.
- Sustain timely and quality public transit service.
- Improve community awareness of public transit services.

## ***Community Participation***

System user comments and service requests from the public are the major sources of community participation. Regular LPTBA Authority meetings and passenger and community surveys are also used as tools for community participation.

## ***Passenger Service Vehicles***

Fixed-route — 9 total, age ranging from 1981 to 1991

Paratransit — 2 total, purchased in 1992

## ***Vehicle Replacement Standards***

Fixed-route — 20 years

## ***Facilities***

Twin Transit has a single facility which includes 900 square feet of administration space, 6,800 square feet of shop space, and 5,600 square feet of bus storage space. Adjoining property of 1.5 acres has been acquired. An on-street site in downtown Centralia serves as a transfer point between routes.

Twin Transit will relocate the downtown transfer station to the Burlington-Northern railway station, which has been recently purchased by the city of Centralia, and is to be renovated as an intermodal station.

## Twin Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	18,160	18,100	18,770	19,000	18,700	0.7%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	11,982	12,962	16,372	18,562	19,349	12.0%
Passenger Service Miles	174,782	188,668	206,754	245,019	247,127	8.7%
Passenger Trips	187,526	191,170	215,551	231,758	236,119	5.8%
Employees (FTEs)	11.0	13.0	14.0	15.0	15	7.8%
Passenger Trips/Service Hour	15.65	14.75	13.17	12.49	12.2	-6.2%
Passenger Trips/Service Mile	1.07	1.01	1.04	0.95	0.96	-2.8%
Service Hours/Employee	1,089.3	997.1	1,169.4	1,237.5	1290	4.2%
<b>Demand-Response</b>						
Passenger Service Hours					1,125	—
Passenger Service Miles					9,850	—
Passenger Trips					2,597	—
Employees (FTEs)					1	—
Passenger Trips/Service Hour					2.3	—
Passenger Trips/Service Mile					0.26	—
Service Hours/Employee					1,125	—
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$426,580	\$506,534	\$538,104	\$605,760	\$639,898	10.1%
Operating Cost/Vehicle Service Hour	\$35.60	\$39.08	\$32.87	\$32.63	\$33.07	-1.8%
Operating Cost/Passenger Trip	\$2.27	\$2.65	\$2.50	\$2.61	\$2.71	4.4%
Farebox Revenues	\$33,308	\$34,844	\$39,030	\$45,691	\$44,112	7.0%
Farebox Recovery Ratio (%)	7.8%	6.9%	7.3%	7.5%	6.9%	-3.1%
<b>Demand-Response</b>						
Operating Cost					\$33,000	
Operating Cost/Vehicle Service Hour					\$29.33	
Operating Cost/Passenger Trip					\$12.71	
Farebox Revenues					\$495.00	
Farebox Recovery Ratio (%)					1.5%	

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$341,592	\$384,890	\$362,985	\$392,137	\$431,984	5.9%
MVET	346,026	341,597	485,959	312,985	392,137	3.1%
Fares (Fixed and Demand Response)	33,308	34,844	39,030	45,691	44,607	7.3%
Federal Operating	0	0	0	0	0	—
Other	66,745	91,690	109,112	73,261	50,908	-6.8%
Total	\$787,671	\$853,021	\$997,086	\$824,074	\$919,636	3.9%
<b>Expenses</b>						
Operating (Fixed and Demand Response)	\$426,580	\$506,534	\$538,104	\$605,760	\$672,898	11.4%
Depreciation	52,321	61,873	71,038	93,853	95,652	15.1%
Other	0	0	0	0	0	—
Total	\$478,901	\$568,407	\$609,142	\$699,613	\$699,613	9.5%
<b>Capital</b>						
Acquisition	\$269,000	\$44,000	\$445,412	\$149,584	\$2,771	
LESS:						
Federal Capital	0	0	0	0	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$269,000	\$44,000	\$445,412	\$149,584	\$2,771	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$637,874	\$837,608	\$864,843	\$962,533	\$1,265,503	
Capital Replacement/Purchase Funds	0	0	0	0	0	
Self Insurance Fund	150,000	250,000	250,000	250,000	250,000	
Other	0	0	0	0	0	
Total	\$787,874	\$1,087,608	\$1,114,843	\$1,212,533	\$1,515,503	



# Valley Transit (Walla Walla County)

## **Dick Fondahn** **General Manager**

1401 West Rose Street  
Walla Walla, Washington 99362  
(509) 525-9140

## **Background**

Valley Transit was established as a Public Transportation Benefit Area (PTBA) under RCW 36.57A and in March 1980, voters in Walla Walla, College Place, and adjacent areas approved a 0.3 percent sales tax.

The Valley Transit Board of Directors is comprised of three Walla Walla City Council members, two College Place City Council members, and two Walla Walla County Commissioners.

## **Services**

Fixed-route service is provided throughout the Walla Walla and College Place area. Valley Transit provides a door-to-door van service (Dial-A-Ride) for those unable to ride a fixed-route bus through a contract with The Walla Walla Senior Citizen Center.

Service between Walla Walla and Milton-Freewater is provided through an inter-governmental contract between Valley Transit and the city of Milton-Freewater, Oregon.

## **Service Standards**

For route performance, four levels of monitoring were established 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.

## **1993 Achievements**

- Completed work on a compressed natural gas refueling station. The station became operational in September, serving Valley Transit and vehicles belonging to the cities of Walla Walla and College Place.
- Contracted for the purchase of two fully accessible compressed natural gas powered trolley buses for the fixed-route system. When these vehicles are placed in service, Valley Transit's routes linking College Place and Walla Walla will be accessible.
- Provided transportation to 13 community special events in the Walla Walla Valley.
- Improved passenger information aids by adding route maps and schedules at many bus stop signs and shelters.
- Converted one trolley bus to compressed natural gas, reducing emissions and lowering fuel costs.

## **1994 Objectives**

- Increase ridership while maintaining the same level of service.
- Reduce operating expenses wherever possible.
- Seek federal financial assistance for vehicle replacement.
- Improve passenger information aids.

## **Community Participation**

Public participation is solicited at each Board of Directors Meeting. Valley Transit supports local transportation decision-making by being

involved in the Chamber of Commerce, the Downtown Foundation Circulation and Parking Committee, the Benton, Franklin, and Walla Walla Counties Good Roads and Transportation Association, the Regional Transportation Planning Organization, the Walla Walla County ISTEIA Steering Committee, and the public hearing process used to establish system goals and objectives.

## **Passenger Service Vehicles**

Fixed-route — 17 total, age ranging from 1972 to 1990. Average age: 13.9 years. Lift-equipped — 6.

Demand-response — 4 total, age ranging from 1984 to 1990. Average age: 6.7 years. Lift-equipped — 4.

## **Vehicle Replacement Standards**

Vehicle replacement is on an "as needed" basis and is dependent upon funding availability and/or priorities.

## **Facilities**

Valley Transit operates and maintains its fleet from a remodeled farm equipment dealership facility. A central transit center is located in downtown Walla Walla.

## **Intermodal Coordination**

Valley Transit provides half-hourly service to the regional airport. School Districts 140 and 250 purchase passes for the fixed-route system for students living between one and two miles from school. During 1993, the district purchased 515 annual passes. Valley Transit provides hourly service to the local Greyhound intercity bus service terminal.

## Valley Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	41,770	42,030	43,550	43,600	44,500	1.6%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	33,767	33,194	33,609	34,820	35,498	1.2%
Passenger Service Miles	442,000	440,710	462,274	484,011	475,138	1.8%
Passenger Trips	689,179	747,726	878,298	907,543	869,309	5.8%
Employees (FTEs)	36.0	36.0	38.0	37.0	38.0	1.4%
Passenger Trips/Service Hour	20.41	22.53	26.13	26.06	24.49	4.6%
Passenger Trips/Service Mile	1.56	1.70	1.90	1.88	1.83	4.0%
Service Hours/Employee	938.0	922.1	884.4	941.1	934.2	-0.1%
<b>Demand-Response</b>						
Passenger Service Hours	10,617	9,997	7,935	7,609	8,071	-6.9%
Passenger Service Miles	60,531	72,321	69,170	76,917	78,177	6.4%
Passenger Trips	31,996	38,698	37,362	40,701	40,736	6.0%
Employees (FTEs)	4.5	5.0	4.9	5.0	6.0	7.2%
Passenger Trips/Service Hour	3.01	3.87	4.71	5.35	5.05	12.9%
Passenger Trips/Service Mile	0.53	0.54	0.54	0.53	0.52	-0.4%
Service Hours/Employee	2,359.3	1,999.4	1,619.4	1,521.8	1,345.2	-14.0%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$1,264,345	\$1,338,925	\$1,394,554	\$1,456,635	\$1,624,213	6.3%
Operating Cost/Vehicle Service Hour	\$37.44	\$40.34	\$41.49	\$41.83	\$45.76	5.0%
Operating Cost/Passenger Trip	\$1.83	\$1.79	\$1.59	\$1.61	\$1.87	0.5%
Farebox Revenues	\$58,557	\$109,720	\$134,464	\$152,011	\$151,575	23.8%
Farebox Recovery Ratio (%)	4.6%	8.2%	9.6%	10.4%	9.3%	17.5%
<b>Demand-Response</b>						
Operating Cost	\$89,472	\$116,660	\$125,700	\$151,032	\$159,355	14.4%
Operating Cost/Vehicle Service Hour	\$8.43	\$11.67	\$15.84	\$19.85	\$19.74	21.3%
Operating Cost/Passenger Trip	\$2.80	\$3.01	\$3.36	\$3.71	\$3.91	8.4%
Farebox Revenues	\$14,077	\$13,904	\$2,850	\$4,001	\$4,005	-31.4%
Farebox Recovery Ratio (%)	15.7%	11.9%	2.3%	2.6%	2.5%	-45.9%

# Valley Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues*</b>						
Sales Tax	\$786,492	\$906,536	\$903,567	\$949,145	\$1,143,560	9.4%
MVET	739,327	901,492	891,567	904,578	1,143,560	10.9%
Fares	72,634	123,624	137,314	156,012	155,580	19.0%
Federal Operating	0	0	1,361	3,071	2,791	—
Other	93,930	123,532	138,963	92,108	95,984	0.5%
Total	\$1,692,383	\$2,055,184	\$2,072,772	\$2,104,914	\$2,541,475	10.2%
<b>Expenses</b>						
Operating	\$1,353,817	\$1,455,585	\$1,520,254	\$1,607,667	\$1,783,568	6.9%
Depreciation	166,228	202,334	191,771	158,216	104,283	-11.7%
Other	0	0	0	0	0	—
Total	\$1,520,045	\$1,657,919	\$1,712,025	\$1,765,883	\$1,887,851	5.4%
<b>Capital</b>						
Acquisition	\$106,594	\$913,366	\$42,215	\$75,331	\$387,735	
LESS:						
Federal Capital	0	0	0	0	0	
Other Contributions	0	0	0	0	142,742	
Net Local Investment	\$106,594	\$913,366	\$42,215	\$75,331	\$244,993	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$333,605	\$550,573	\$530,449	\$459,794	\$829,945	
Capital Replacement/Purchase Funds	1,108,661	605,644	1,084,154	1,458,744	1,492,067	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	6,500	0	0	
Total	\$1,442,266	\$1,156,217	\$1,621,103	\$1,918,538	\$2,322,012	

\*Includes 1993 adjustment for change in accounting method. Sales Tax and MVET receivables were adjusted to reflect the actual amount due, resulting in an increase in Sales Tax and MVET revenues in the amount of \$248,304.



# Whatcom Transportation Authority

## **Martin Minkoff** **General Manager**

2200 Nevada Street  
Bellingham, Washington 98226  
(206) 676-6843

## **Background**

The Whatcom Public Transportation Benefit Area (PTBA) includes the cities of Bellingham, Lynden, and Ferndale, as well as the unincorporated region surrounding these communities. In 1993 the Lummi/Marietta Area was annexed and incorporated into the WTA PTBA. Approximately 105,000 persons live within the PTBA, 73 percent of Whatcom County's population. WTA services are funded in part by a 0.3 percent sales tax levied within the PTBA.

The Board of Directors is comprised of the Whatcom County Executive, one Whatcom County Council member, the Mayor of Bellingham, two Bellingham City Council members, one Ferndale City Council member, and the Mayor of Lynden.

## **Services**

The WTA provides the region with high quality fixed-route and demand-responsive transportation. Fixed-route services, on 23 routes, are directly operated by the WTA. Specialized transportation services were provided by the WTA through a contract with the Whatcom County Council on Aging. Effective January 1, 1994, the WTA will begin providing in-house paratransit services.

## **Service Standards**

Service standards for WTA address both fixed-route and specialized transportation for the elderly and persons with disabilities. Standards for specialized transportation services were further refined in 1993.

WTA service standards were developed around the following aspects: service coverage, service duration, service type, service frequency, specialized transportation, service effectiveness, and passenger convenience.

## **1993 Achievements**

- Delivered safe, reliable, high quality fixed-route and contract paratransit services (through Whatcom County Council on Aging).
- Implemented service expansion: evening "Nightline" service; streamlining of Lynden and Ferndale routes; Meridian Shuttle.
- Completed awards of contracts for 30 new accessible, cleaner-burning, advanced-design full-sized coaches, and six small accessible buses.
- Completed Paratransit Policies and Services, thus introducing and codifying service standards for the use and delivery of paratransit services. Defined eligibility under both ADA and for WTA discretionary service.
- Completed a competitive process to evaluate private sector and in-house proposals for paratransit bus operator services, resulting in the signing of a three-year labor agreement for in-house operation.
- Made commitment on an interim basis, for a one-year period in 1994, to provide paratransit services throughout Whatcom County in areas outside the WTA Public Transportation Benefit Area, after the Whatcom County Council on Aging terminated its paratransit services to persons with disabilities and the elderly. Continuation of service is contingent upon successful annexation.
- Completed major improvements to the Downtown Bellingham Transit Center, the Nevada Street Operations Center, and the Bakerview Spur maintenance area that will significantly improve accessibility to persons with disabilities. The improvements at the downtown Transit Center were also aimed at enhanced passenger safety and security, as well as beautification of the corner.
- Completed the Bus Stop Inventory in preparation for Mainline Accessibility Program.
- Completed Annexation Implementation Plan for the Blaine, Birch Bay, Custer, Cherry Point Area. Board adopted an annexation resolution calling for an election in March 1994.
- Participated in the Western Washington University Planning Process, with cooperative success in incorporating physical improvements and policies that are very "transit-friendly" and supportive of alternatives to the Single Occupant Vehicle.

- Implemented 1993 Marketing and Public Information Program, including campaign promoting fall service expansion; also completed Comprehensive Service Promotion and Public Information Plan to guide the programs in implementing the Six-Year Public Transportation Plan.
- Developed Ferndale Transit Center and Park and Ride Concept Plan and secured grant funding to construct the facility.
- Initiated implementation of Federal Drug Free Work Place regulations.
- Continued progress toward completion of the Master Facilities Plan, including completion of an evaluation of the WTA/City of Bellingham Maintenance Program and future options.
- Initiated the vehicle procurement process for the four rubber-tired trolleys.

### **1994 Objectives**

- Maintain system service quality and increase ridership.
- Annexation election for Blaine, Semiahmoo, Birch Bay, Custer, Cherry Point Area. If successful, plan and implement new service.
- Implement 1993-1998 Comprehensive Public Transportation Plan including: modifications and development of new service for Lummi/Marietta; implement new in-house paratransit services; implement facilities plan for administration/operations, transfer facilities, let contract for construction of park and ride facility in Ferndale, joint planning with Western Washington University to develop a Transportation Management Plan for the university; initiate rideshare programs.

- Continue implementation of accessible services and efforts to meet the spirit and requirements of the Americans with Disabilities Act. Begin program to screen persons for eligibility for paratransit services.
- Implement Fleet Replacement and prepare for Implementation of Mainline accessible fleet.
- Refine and improve public involvement process.
- Undertake Annexation Study in compliance with state requirements and to address public transportation needs of areas outside the PTBA.
- Fare policy evaluation and implementation of general public bus pass.
- Implement Master Facilities Plan.
- Assess computer systems needs.

### **Community Participation**

Community participation in system decision-making consists of: the Citizens' Advisory Committee, Americans with Disabilities Act Technical Advisory Committee, public forums and hearings, and citizen communication at WTA Board of Directors' meetings.

### **Passenger Service Vehicles**

Fixed-route — 27 total, age ranging from 1971 to 1980; all have bicycle racks

Demand-response — 20 total, age ranging from 1989 to 1992; all lift-equipped

### **Vehicle Replacement Standards**

The WTA currently does not have vehicle replacement standards. An objective identified in the Public Transportation Plan was to develop a Vehicle Replacement Plan which would include as a preliminary step the development of vehicle replacement standards. The WTA will undergo a complete fleet replacement of fixed-route buses in the summer of 1994.

### **Facilities**

Administration, operations, and vehicle storage is housed in the WTA's Nevada Street facility, adjacent to the city of Bellingham's contract maintenance operations. A downtown transit center provides an enclosed lobby with restrooms, a covered passenger waiting area with customer assistance, drivers' lunch room, and ten vehicle bays. Currently, there are 72 transit stops with covered bus shelters.

Reintroduction of AMTRAK service is scheduled for the Spring of 1995.

Ferry Service — WTA currently provides hourly service to the Bellingham Cruise Terminal which serves the Alaska Ferry. In addition, WTA provides express service between the Bellingham Cruise Terminal, Bellingham Transit Terminal, and the Bellingham Airport during the peak ferry travel season.

Airport — WTA provides hourly service to Bellingham International Airport.

School Transportation — WTA has increased interaction, promotion of services to students and staff, planning, and opportunities for service for middle and high schools, community and technical colleges, and Western Washington University.

## Whatcom Transportation Authority

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	88,080	91,110	95,480	98,380	105,000	4.4%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	63,734	65,934	65,800	66,036	68,307	1.7%
Passenger Service Miles	834,315	1,001,928	1,000,978	1,019,582	1,039,930	5.5%
Passenger Trips	1,552,824	2,227,766	2,151,821	2,135,032	1,987,360	6.2%
Employees (FTEs)	55.0	55.0	65.0	65.0	70.0	6.0%
Passenger Trips/Service Hour	24.36	33.79	32.70	32.33	29.09	4.4%
Passenger Trips/Service Mile	1.86	2.22	2.15	2.09	1.91	0.7%
Service Hours/Employee	1,158.8	1,198.8	1,012.3	1,015.9	975.8	-4.3%
<b>Demand-Response</b>						
Passenger Service Hours	21,562	32,560	36,464	40,793	42,715	17.1%
Passenger Service Miles	232,204	358,427	399,678	457,483	486,968	18.5%
Passenger Trips	106,524	135,424	105,127	108,814	109,994	0.8%
Employees (FTEs)	41.0	30.0	37.0	39.5	41.5	0.3%
Passenger Trips/Service Hour	4.94	4.16	2.88	2.67	2.58	-16.3%
Passenger Trips/Service Mile	0.46	0.38	0.26	0.24	0.23	-17.7%
Service Hours/Employee	525.9	1,085.3	985.5	1,032.7	1,029.3	16.8%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$2,989,670	\$3,608,885	\$3,989,536	\$4,762,428	\$5,041,584	13.1%
Operating Cost/Vehicle Service Hour	\$46.91	\$54.73	\$60.63	\$72.12	\$73.81	11.3%
Operating Cost/Passenger Trip	\$1.93	\$1.62	\$1.85	\$2.23	\$2.54	6.9%
Farebox Revenues	\$300,793	\$335,030	\$352,037	\$387,935	\$361,934	4.6%
Farebox Recovery Ratio (%)	10.1%	9.3%	8.8%	8.1%	7.2%	-8.4%
<b>Demand-Response</b>						
Operating Cost	\$472,917	\$687,000	\$794,354	\$955,362	\$1,206,038	23.4%
Operating Cost/Vehicle Service Hour	\$21.93	\$21.10	\$21.78	\$23.42	\$28.23	6.3%
Operating Cost/Passenger Trip	\$4.44	\$5.07	\$7.56	\$8.78	\$10.96	22.6%
Farebox Revenues	\$0	\$0	\$0	\$0	\$0	—
Farebox Recovery Ratio (%)	0.0%	0.0%	0.0%	0.0%	0.0%	—

# Whatcom Transportation Authority

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$3,340,945	\$3,835,571	\$4,290,990	\$4,646,825	\$4,705,265	8.6%
MVET	2,182,304	2,782,428	3,105,588	3,323,080	3,351,476	10.7%
Fares	300,793	335,030	352,037	387,935	361,934	4.6%
Federal Operating	370,000	600,000	0	0	0	—
Other	465,654	768,439	862,423	186,800	744,723	11.7%
Total	\$6,659,696	\$8,321,468	\$8,611,038	\$8,544,640	\$9,163,398	8.0%
<b>Expenses</b>						
Operating	\$3,462,587	\$4,295,885	\$4,783,890	\$5,717,790	\$6,247,622	14.8%
Depreciation	259,712	318,114	347,924	383,115	368,887	8.8%
Other	2,142,454	3,211,500	1,932,341	0	0	—
Total	\$5,864,753	\$7,825,499	\$7,064,155	\$6,100,905	\$6,616,509	3.0%
Capital Acquisition	\$582,077	\$500,461	\$591,629	\$722,932	\$969,700	
LESS:						
Federal Capital	287,225	217,015	0	0	280,365	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$294,852	\$283,446	\$591,629	\$722,932	\$689,335	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$561,415	\$230,539	\$2,172,657	\$5,497,840	\$5,619,335	
Capital Replacement/Purchase Funds	3,699,837	6,411,337	10,226,784	9,503,852	12,699,609	
Self Insurance Fund	2,670,000	3,170,000	308,617	206,778	206,647	
Other	0	0	0	0	1,800	
Total	\$6,931,252	\$9,811,876	\$12,708,058	\$15,208,470	\$18,527,391	



# Yakima Transit

## **Bill Schultz** **Transit Manager**

2301 Fruitvale Blvd.  
Yakima, Washington 98902  
(509) 575-6005

### **Background**

The city of Yakima first subsidized the operation of transit service on October 3, 1966, under RCW 35.92. The city levied a household tax to provide funding and contracted with a private company to provide service. The city assumed direct operation of the system in 1970. In 1980, the voters approved a 0.3 percent sales tax to replace the household tax previously collected.

All policy direction is provided by the Yakima City Council.

### **Services**

Yakima Transit provides fixed-route services within the city limits, an area of approximately 17 square miles.

Yakima Transit contracts with several private entities including private nonprofit agencies and a local taxi to provide demand-response service.

### **Service Standards**

Fixed-route revenues shall cover from 12 percent to 15 percent of operating cost. Routes will be subject to review and possible modification if ridership falls below 75 percent of that maintained by the entire system.

### **1993 Achievements**

- Exceeded 291,000 boardings on free downtown trolley ridership.
- Placed demand-response contract under a brokerage system.
- Completed downtown transit transfer center.
- Began substantial transit improvements to the Public Works complex.
- Participated in the formation of a county-wide PTBA.
- Completed a transit six-year financial development plan and model.
- Completed transit element of Metropolitan Yakima Comprehensive Plan.

### **1994 Objectives**

- Participate in the formation of a county-wide PTBA.
- Complete Public Works complex transit improvements.
- Construct three bus turnouts with shelters.
- Construct a park and ride facility.
- Install bicycle racks on some coaches.
- Install public rest rooms at the new transit transfer center.
- Install and use security video cameras on selected coaches.

### **Community Participation**

Significant policy and budgetary issues are addressed in open meetings or during public hearings held by the Council. The public may address their concerns directly to the council during any regularly scheduled city business meeting. Council business meetings are broadcasted live on

community access television, and later rebroadcasted. Public comment on specific transit issues is solicited during review and adoption of the city's annual budget. An at-large advisory committee participates in the annual update of the ADA Plan. Further opportunities for participation are provided by the Conference of Governments in adopting regional plans and capital improvement programs.

### **Passenger Service Vehicles**

Fixed-route — 29 total, age ranging from 1974 to 1991; 8 lift-equipped Demand Response Contracted Service; 11 taxis, 8 lift-equipped vans, age ranging from 1981 to 1990.

### **Vehicle Replacement Standards**

Vehicle replacement is 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.

### **Facilities**

As a division of the city Public Works Department, Yakima Transit is housed at the Public Works Shop. Yakima Transit has nine bus shelters and two park and ride lots that contain a total of 56 stalls.

Several fixed-routes also accommodate elementary and secondary school commuters.

## Yakima Transit

	1989	1990	1991	1992	1993	Average Annual % Change
Service Area Population	50,610	54,843	57,676	58,706	59,580	4.1%
<b>Operating Statistics</b>						
<b>Fixed-Route</b>						
Passenger Service Hours	46,747	44,014	49,918	58,362	60,631	6.5%
Passenger Service Miles	516,851	511,929	562,897	638,644	685,835	7.1%
Passenger Trips	1,166,464	1,246,966	1,384,327	1,551,449	1,549,088	7.1%
Employees (FTEs)	32.0	38.3	41.3	41.3	41.3	6.3%
Passenger Trips/Service Hour	24.95	28.33	27.73	26.58	25.55	0.6%
Passenger Trips/Service Mile	2.26	2.44	2.46	2.43	2.26	0.0%
Service Hours/Employee	1,460.8	1,149.2	1,210.1	1,414.8	1,469.8	0.2%
<b>Demand-Response</b>						
Passenger Service Hours	20,324	20,457	20,661	20,896	19,152	-1.5%
Passenger Service Miles*	157,071	162,434	165,383	178,034	238,515	10.4%
Passenger Trips	62,337	61,736	61,506	67,831	73,893	4.3%
Employees (FTEs)	17.0	17.0	17.0	16.0	21.0	5.3%
Passenger Trips/Service Hour	3.07	3.02	2.98	3.25	3.86	5.7%
Passenger Trips/Service Mile	0.40	0.38	0.37	0.38	0.31	-6.2%
Service Hours/Employee	1,195.5	1,203.4	1,215.4	1,306.0	912.0	-6.8%
<b>Financial Indicators</b>						
<b>Fixed-Route</b>						
Operating Cost	\$1,920,546	\$2,287,602	\$2,750,024	\$3,217,182	\$3,412,559	14.4%
Operating Cost/Vehicle Service Hour	\$41.08	\$51.97	\$55.09	\$55.12	\$56.28	7.9%
Operating Cost/Passenger Trip	\$1.65	\$1.83	\$1.99	\$2.07	\$2.20	7.3%
Farebox Revenues	\$239,258	\$257,810	\$261,072	\$289,788	\$262,125	2.3%
Farebox Recovery Ratio (%)	12.5%	11.3%	9.5%	9.0%	7.7%	-12.1%
<b>Demand-Response</b>						
Operating Cost	\$274,101	\$288,142	\$333,062	\$375,849	\$532,449	16.6%
Operating Cost/Vehicle Service Hour*	\$13.49	\$14.09	\$16.12	\$17.99	\$27.80	18.1%
Operating Cost/Passenger Trip	\$4.40	\$4.67	\$5.42	\$5.54	\$7.21	12.3%
Farebox Revenues	\$12,565	\$13,646	\$13,781	\$16,445	\$15,861	5.8%
Farebox Recovery Ratio (%)	4.6%	4.7%	4.1%	4.4%	3.0%	-10.8%

# Yakima Transit

	1989	1990	1991	1992	1993	Average Annual % Change
<b>System-Wide</b>						
<b>Revenues</b>						
Sales Tax	\$2,153,972	\$2,293,669	\$2,442,035	\$2,768,638	\$2,942,994	7.8%
MVET	0	0	0	0	0	—
Fares	251,823	271,456	274,853	306,233	277,986	2.5%
Federal Operating	512,022	1,032,200	1,000,000	890,000	926,402	14.8%
Other	161,710	674,939	1,245,468	269,191	124,944	-6.4%
Total	\$3,079,527	\$4,272,264	\$4,962,356	\$4,234,062	\$4,272,326	8.2%
<b>Expenses</b>						
Operating	\$2,194,647	\$2,575,744	\$3,083,086	\$3,593,031	\$3,945,008	14.7%
Depreciation	0	0	0	0	0	—
Other	329,124	1,950,719	850,000	500,000	400,000	4.9%
Total	\$2,523,771	\$4,526,463	\$3,933,086	\$4,093,031	\$4,345,008	13.6%
<b>Capital</b>						
Acquisition	\$108,328	\$123,728	\$1,505,430	\$1,476,533	\$3,066,364	
LESS:						
Federal Capital	20,196	38,776	0	0	0	
Other Contributions	0	0	0	0	0	
Net Local Investment	\$88,132	\$84,952	\$1,505,430	\$1,476,533	\$3,066,364	
<b>Fund Balances</b>						
Unrestricted Cash and Investments	\$0	\$0	\$0	\$0	\$0	
Capital Replacement/Purchase Funds	5,300,667	6,817,707	5,548,721	3,969,469	2,186,504	
Self Insurance Fund	0	0	0	0	0	
Other	0	0	0	0	0	
Total	\$5,300,667	\$6,817,707	\$5,548,721	\$3,969,469	\$2,186,504	

\*Note: Change in Operating Cost/Vehicle Service Hour is due to a change in accounting procedures, a change in vendors, and one-time start-up costs.



# High Occupancy Vehicle/High Capacity Transit Programs

## **HOV Facility Status**

As of summer 1994, approximately 100 lane-miles of freeway High Occupancy Vehicle (HOV) lanes are open to carpools, vanpools, buses and motorcycles in the Puget Sound region. These lanes have cost approximately \$465 million to construct. WSDOT's goal is to complete a core HOV system of 290 lane-miles. Of the remaining 190 miles, 55 lane-miles are currently under construction and represent approximately \$200 million of work in progress. Another 90 HOV lane-miles are currently in design and an additional 45 lane-miles are at the planning stage. No funding has been identified for many of the projects at

the planning and design stages; consequently, funding remains a significant issue regarding completion of the HOV core lane program.

In addition to the WSDOT 290-mile Freeway Core HOV system, another 180 freeway HOV lane-miles are identified in VISION 2020, the comprehensive land use and transportation plan for the Puget Sound Region. A complete HOV system will also require new park and ride lots, arterial HOV improvements and access improvements onto and off of HOV lanes. Costs associated with these improvements are all in addition to the unfunded portion of the WSDOT Freeway Core HOV lane system.

HOV lanes that have been built or are currently under construction have been financed predominately with federal funds from the Interstate Highway completion program. With the completion of the interstate highways, this funding source is being phased out and the Intermodal Surface Transportation Efficiency Act is now the primary federal funding source for transportation projects. ISTEA's new direction of funding a broader range of transportation projects (highway, public transportation, non-motorized, etc.) and requiring regional consensus on project selection will impact the funding and completion of the state HOV system.

In spite of the loss of federal funding, the 1990 Legislature has provided various local option transportation revenue measures to finance HOV transportation programs. King, Pierce, and Snohomish Counties were given local option taxing authority. The two local option taxes, made available under RCW 81.100 to the three Central Puget Sound counties for accelerated development of HOV facilities, are also authorized for High Capacity Transit (HCT) purposes. They consist of an Employee Tax of up to \$2/employee per month and a surcharge of up to 15 percent on the state Motor Vehicle Excise Tax. To date, none of the three counties have imposed these taxes.

## **High Capacity Transit**

Planning for High Capacity Transit as authorized in RCW 81.104 and RCW 81.112, is proceeding in four areas of Washington State: Central Puget Sound, Vancouver/Clark County, Spokane Region, and Thurston County. Planning funds are supported by grants from the High Capacity Transit (HCT) Account which also funds Expert Review Panels, where required. A brief description of the HCT activities follows:

### **Regional Transit Authority**

The new Regional Transit Authority (RTA) is planning a system that will enable the funding and implementation of public transportation improvements for King, Pierce, and Snohomish Counties. The RTA plans to present this Phase I system and funding package to voters in 1995. The proposed features of a Phase I system include: starting a commuter rail line using existing tracks; beginning work on a new regional rail system; and more frequent and improved bus services and facilities throughout the region. The RTA board is considering three options and funding levels which will form the basis for their recommendations to the three County Councils in October; and will be submitted for voter approval in spring 1995.

### **Vancouver/Clark County**

Two states and 14 jurisdictions are participating in the South/North Transit Corridor Alternatives Analysis study of possible high capacity transit solutions to respond to the population growth and increasing traffic congestion in the Vancouver-Portland metropolitan area. Funded in part by grants to C-TRAN from

the High Capacity Transit Account, the study covers a 45-mile transit corridor and will operate from Oregon City, Oregon, to five miles north of downtown Vancouver in Clark County, Washington. A possible spur to Vancouver Mall in central Clark County is also under consideration. Four modes have been evaluated. The most likely choice is light rail connecting to Portland's already existing MAX line. The Federal Transit Administration's Preliminary Alternatives Analyses process has been completed. Currently a variety of transit alternatives are under review in order to select a Locally Preferred Alternative (LPA).

### **Spokane Region**

Working with a multi-agency Technical Advisory Committee, the Spokane Regional Transportation Council (SRTC) has completed development of a strategy to begin implementing High Capacity Transportation (HCT) System elements in the region. The Spokane HCT Phase II System Plan, completed in July 1994, evaluated and identified potential HCT facilities and services for inclusion in the metropolitan region multimodal transportation plan. The HCT System Plan recommends consideration of a combination of high capacity modal elements, such as high occupancy vehicle (HOV) lanes, busways, fixed guideway systems, commuter rail and development of HCT corridors and activity centers. Future HCT corridors were recommended for Division Street, Interstate 90, the proposed South Valley Arterial and the proposed North Spokane Freeway. Potential future HCT activity center locations identified in the study

include the Spokane Central Business District, University Center Shopping District and Liberty Lake.

### **Thurston County**

Intercity Transit (IT) in Olympia is leading the HCT planning efforts for Thurston County. Although the region lacks the levels of traffic congestion experienced in other Western Washington communities, regional planners, and officials recognize careful planning now may help to avoid future transportation problems. Through multi-agency task force involvement, IT has completed: a Commuter Service Plan that is intended to capture a higher commuter share in the region; the Lacey Transit Center Site Selection Study; a Transit Priority System Study; and HCT System Plan Scoping. The Transit Priority System Study identified the locations and types of HOV treatments that may provide the most effective travel time advantage to HOVs on Thurston County's roadways. HCT scoping was done to identify facilities and services needed for a HCT System Plan, its associated costs, and the degree of regional consensus necessary to implement the program. The next step, beginning in fall 1994, will be to initiate a Feasibility Study which will culminate in the development of the region's HCT System Plan. This plan could then serve as a blueprint for implementing the transit component of the Regional Transportation Plan. Feasibility study results will provide necessary data and analysis which will assist the Thurston County Regional Policy Committee in making decisions regarding timing and conditions which warrant further development and implementation of HCT services in Thurston County.

# New and Continuing Transportation Programs

## The Department of Social and Health Services

### The Medical Assistance Administration Brokered Transportation Program

The Medical Assistance Administration (MAA) assures access to nonemergency medical services for all clients who receive medical assistance through the Washington State Department of Social and Health Services. With eligibility to access medical assistance established, authorization for transportation is communicated by the MAA to a regional broker (see map). The broker verifies authorization for

transportation and screens the client to determine special needs (such as a wheelchair lift). The broker is then responsible for arranging the most appropriate, least costly method of transportation for the client, including (from least to most costly): public transit, gas vouchers, client and volunteer mileage reimbursement, nonprofit providers, taxi, cabulance, and commercial bus and air.

Prior to 1989, the MAA operated its transportation program through central headquarters located in Olympia. This centralization was considered to be inefficient and the brokering system was introduced. Since the introduction of the

brokered system, MAA has provided more rides at a lower cost than under the previous centralized system. As transit agencies continue to expand service and implement ADA programs, public transit will account for an increased portion of brokered trips and will consequently play a key role in keeping average trip costs at a modest rate.

Funding for the program is based upon Title 19 of the Social Security Act, which is a 50 percent match between the state and the federal Medicaid program. In fiscal year 1993, transportation expenditures were \$14.6 million, which accounted for 1.2 percent of the total Medicaid expenses in Washington State.

### The MAA Brokered Transportation Program: 1988-1993

	1988	1989	*1990	1991	1992	1993	Average Annual % Change
Number of Trips Statewide	259,670	385,959	485,408	636,702	842,441	1,027,770	27.5%
Average Trip Cost	\$11.72	N/A+	8.40	9.83	10.47	12.60	1.4%
Percent Public Transit**	0.00%	5.00	10.00	17.00	20.00	22.00	37.0%

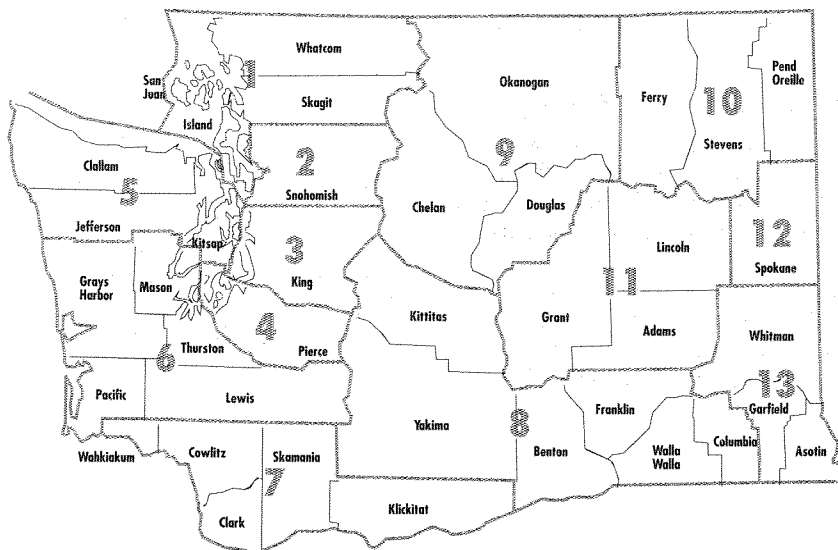
\*In 1990, King county was not brokered. There were 404,338 brokered trips in the state and 810, 70 nonbrokered trips in King county. Trip costs were \$8.00 and \$13.83, respectively.

+1989 had several pilot projects; therefore average trip cost is unattainable.

\*\*Estimate

### MAA Regional Brokers

- 1 NW Planning Council
- 2 Snohomish County AAA
- 3 Multi-Service Center of North and East King County
- 4 Paratransit Services
- 5 Paratransit Services
- 6 Paratransit Services
- 7 Human Services Council
- 8 People for People
- 9 Trancare
- 10 NE Rural Resources
- 11 People for People
- 12 Quait Wheelchair
- 13 Whitman Asotin Council on Aging



### 1993 Summary Information

Level of Service	Trips	Total Cost	Cost Per Trip
Bus (Public Transit)	223,106	\$286,804	\$1.29
Voucher	16,792	71,327	4.25
Volunteer	29,209	552,145	18.90
Privately Operated Vehicle	44,498	455,775	10.24
Nonprofit	414,048	5,941,981	14.35
Taxi	228,053	3,423,035	15.01
Cabulance	71,071	2,163,944	30.45
Commercial	993	52,717	53.09
<b>Total:</b>	<b>1,027,770</b>	<b>\$12,947,728</b>	<b>\$12.60</b>
Administrative Cost		1,597,049	
<b>Total Cost</b>		<b>\$14,544,777</b>	

Listed below are definitions of the transportation service categories that brokers use:

<b>Bus (Public Transit)</b>	the client receives a transit pass or trip tokens.
<b>Voucher</b>	a contract with gas stations that enables a client to present a voucher to fuel his or her vehicle
<b>Volunteer</b>	either a broker recruited volunteer (such as a service organization) who is reimbursed for mileage and volunteer time or a citizen volunteer who is reimbursed for mileage.
<b>Privately Operated Vehicle (POV)</b>	the client is reimbursed for mileage from his or her house to the eligible medical site.
<b>Nonprofit</b>	community based organization that provides paratransit services.
<b>Taxi</b>	standard commercial taxi, does not have wheelchair accessibility.
<b>Cabulance</b>	similar to a commercial taxi, but has wheelchair accessibility.
<b>Commercial</b>	refers to intercity bus or air transportation in order to receive medical attention.

## Aging and Adult Service Administration

Under the federal Older Americans Act of 1965 and the state Senior Services Act of 1975 (RCW 74.38), The Department of Social and Health Services' Aging and Adult Service Administration has established a program for providing services to seniors aged 60 or over in Washington State. The program consists of 13 Planning and Service Areas (PSAs) that are responsible for developing continuous four-year comprehensive plans that identify services ranging from health care and nutrition to multipurpose senior centers. The Aging and Adult Service Administration reviews the

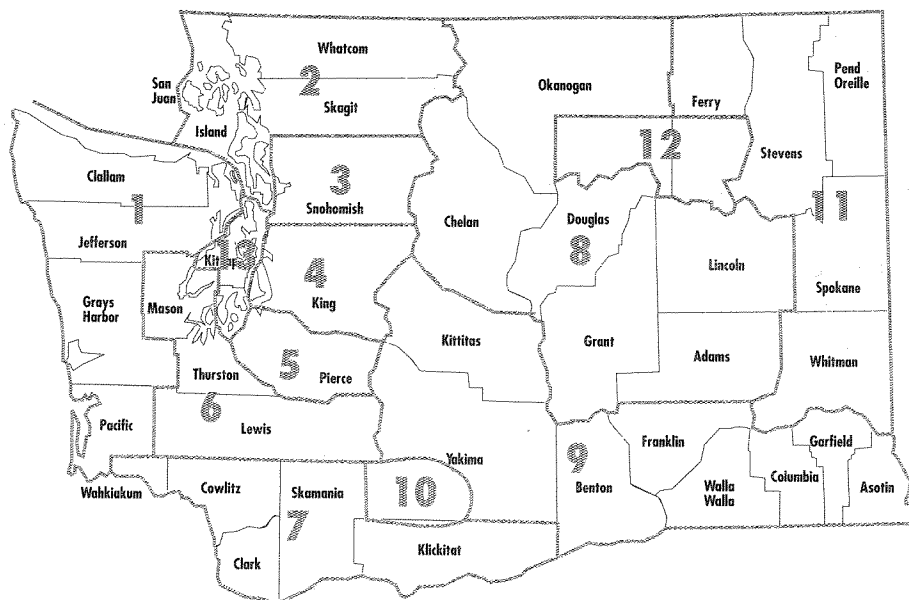
PSAs plan and provides pass through funding for the PSAs. One requirement of the PSAs is to make provisions for "access services," which includes transportation services; case management; and senior information and assistance. This provision for access services can be in the form of funding the service or ensuring the delivery of the service occurs.

Below are highlights of the transportation program and a five-year review of PSA transportation services.

- In 1993, transportation accounted for 2.7 percent of the Aging and Adult Service Administration Budget.
- Eleven of the 13 PSAs provide transportation services.

### Planning Service Areas

- 1 Olympia Area Agency on Aging
- 2 NW Washington Area on Aging
- 3 Snohomish County Division on Aging
- 4 Seattle-King County Division on Aging
- 5 Pierce County Aging and Long Term Care Office
- 6 Lewis/Mason/Thurston Area Agency on Aging
- 7 SW Washington Agency on Aging
- 8 Columbia River Area Agency on Aging
- 9 SE Washington Aging and Long Term Care Agency
- 10 Yakama Nation Area Agency on Aging
- 11 Eastern Washington Area Agency on Aging
- 12 Colville Indian Area Agency on Aging
- 13 Kitsap County Division of Aging and Long Term Care



	1989	1990	1991	1992	1993	Average Annual % Change
Total Transportation Expenditures:	\$1,711,427	\$1,811,292	\$1,931,626	\$1,843,634	\$1,878,499	0.9%
<b>Total Persons Served</b>						
NW. Washington Area on Aging	2,988	3,657	3,709	4,187	2,310	-6.4%
Snohomish County Division on Aging	192	219	214	204	188	-0.5%
Seattle-King County Division on Aging	4,126	4,046	4,324	4,599	4,538	2.4%
Pierce County Aging and Long Term Care Office	746	507		670	597	-5.6%
Lewis/Mason/Thurston Area Agency on Aging	985	1,012	1,088	897	935	-1.3%
SW Washington Agency on Aging	781	824	702	561	607	-6.3%
Columbia River Area Agency on Aging	2,946	2,911	2,593	1,271	1,125	-24.1%
SE Washington Aging and Long Term Care Agency	1,313	1,222	1,134	1,102	998	-6.9%
Yakama Nation Area Agency on Aging	118	115	83	335	178	10.3%
Eastern Washington Area Agency on Aging	1,406	1,503	1,433	1,343	1,345	-1.1%
Colville Indian Area Agency on Aging	90	106	154	166	182	17.6%
Total:	15,691	16,122	15,434	15,335	13,003	-4.7%
<b>One Way Trips</b>						
NW. Washington Area on Aging	159,977	137,656	118,501	110,036	46,919	-26.9%
Snohomish County Division on Aging	1,950	1,899	1,147	1,867	2,280	4.6%
Seattle-King County Division on Aging	170,211	178,127	160,496	173,469	171,561	-0.9%
Pierce County Aging and Long Term Care Office	77,910	31,940	41,654	42,485	54,267	13.3%
Lewis/Mason/Thurston Area Agency on Aging	27,220	40,152	27,762	2,253	23,266	-13.6%
SW Washington Agency on Aging	43,494	40,053	37,698	29,062	28,932	-8.1%
Columbia River Area Agency on Aging	117,017	112,108	115,815	65,514	66,127	-13.2%
SE Washington Aging and Long Term Care Agency	84,901	78,910	78,650	75,918	64,995	-4.8%
Yakama Nation Area Agency on Aging	5,491	1,062	4,674	6,003	8,123	50.9%
Eastern Washington Area Agency on Aging	63,911	66,998	65,788	57,911	52,254	-6.2%
Colville Indian Area Agency on Aging	18,533	18,409	17,587	23,564	20,086	2.2%
Total:	770,615	707,314	669,772	588,082	538,810	-6.8%
<b>Number of Vehicle Miles</b>						
NW. Washington Area on Aging	481,934	532,153	564,512	609,471	229,602	-21.0%
Snohomish County Division on Aging	72,296	65,473	72,271	62,706	62,748	-1.1%
Seattle-King County Division on Aging	554,930	525,862	610,018	1,285,729	674,193	6.2%
Pierce County Aging and Long Term Care Office	211,440	133,746	116,024	134,950	131,053	-0.5%
Lewis/Mason/Thurston Area Agency on Aging	243,645	297,909	240,641	254,157	282,123	-1.4%
SW Washington Agency on Aging	140,230	146,898	135,525	141,845	139,542	-1.3%
Columbia River Area Agency on Aging	336,334	284,813	330,485	205,746	197,483	-9.2%
SE Washington Aging and Long Term Care Agency	225,946	214,182	219,695	201,267	196,639	-2.1%
Yakama Nation Area Agency on Aging	46,710	48,169	49,435	59,078	53,083	2.4%
Eastern Washington Area Agency on Aging	276,270	283,797	261,391	286,837	290,932	0.6%
Colville Indian Area Agency on Aging	61,881	62,390	62,085	55,916	53,253	-4.0%
Total:	2,651,616	2,595,392	2,662,082	3,297,702	2,310,651	-2.9%
<b>Trips/Mile</b>						
NW. Washington Area on Aging	0.33	0.26	0.21	0.18	0.20	-5.9%
Snohomish County Division on Aging	0.03	0.03	0.02	0.03	0.04	5.6%
Seattle-King County Division on Aging	0.31	0.34	0.26	0.13	0.25	-7.2%
Pierce County Aging and Long Term Care Office	0.37	0.24	0.36	0.31	0.41	13.8%
Lewis/Mason/Thurston Area Agency on Aging	0.11	0.13	0.12	0.00	0.08	-12.3%
SW Washington Agency on Aging	0.31	0.27	0.28	0.20	0.21	-6.8%
Columbia River Area Agency on Aging	0.35	0.39	0.35	0.32	0.33	-4.0%
SE Washington Aging and Long Term Care Agency	0.38	0.37	0.36	0.38	0.33	-2.7%
Yakama Nation Area Agency on Aging	0.12	0.02	0.09	0.10	0.15	48.4%
Eastern Washington Area Agency on Aging	0.23	0.24	0.25	0.20	0.18	-6.8%
Colville Indian Area Agency on Aging	0.30	0.30	0.28	0.42	0.38	6.1%
State Average	0.29	0.27	0.25	0.18	0.23	-3.9%

\*Olympia Area Agency on Aging and Kitsap County Division of Aging and Long Term Care do not provide transportation services.

## ***Rural Mobility Grant Program***

The Washington State Legislature, as part of the 1993-1995 Biennium Transportation Budget Act, appropriated \$1.5 million to the WSDOT for "rural mobility." Secretary Sid Morrison appointed nine Rural Mobility Committee members, who represent a variety of rural transportation interests to allocate the funding. The Rural Mobility Committee stated the goal of the program is to "increase and improve access which links people in rural communities to basic services." The committee mailed over 1,200 notices announcing the program in March 1994, received over 200 requests for applications, and had 53 submittals seeking a total of \$7.1 million in funding. Of the 53 applicants, the committee selected 16 projects to fund over the next year. Examples of funded projects include:

- Island County received \$239,100 to provide general dial-a-ride and fixed-route deviated service for elderly persons and the general public on Camano Island. Service is to be provided 8:00 a.m. to 5:00 p.m., Monday through Friday using one 18- to 20-foot passenger/bicycle rack-equipped double axle cut-away vehicle and two 10- to 15-foot passenger/paratransit equipped vans. Island Transit, Skagit Transit, and Community Transit are listed as participating agencies.
- Cowlitz Transit Authority received \$50,000 to provide transportation to the rural communities of Woodland, Kalama, Castle Rock and Cathlamet, a community in Wahkiakum County, as well as the areas of Beacon Hill, Columbia Heights, and Lexington, which are outside the Longview-Kelso urban area.
- People for People received \$76,625 to provide citizens of Adams,

Grant, and Lincoln Counties increased access to major centers in a routine, dependable manner by increasing the frequency of intercity trips between each community and Moses Lake, Wenatchee, and Spokane.

## ***Commute Trip Reduction***

The Commute Trip Reduction law, RCW 70.94, enacted in 1991, mandates major employers, including cities and counties in the state's eight largest counties, to implement trip reduction employee programs. These programs focus on reducing the numbers of employees that drive alone to work. The goals of the law are to reduce air pollution, traffic congestion and conserve energy. The law created a 23-member task force from members of the community, government and affected employers to establish guidelines to the law. The law also requires the Washington State Energy Office to evaluate the effectiveness and benefits of the law.

Implementation of employer programs began in the fall of 1993 and ended in the summer of 1994. Surveying to assess attainment of trip reduction goals is being conducted during the fall of 1994, and will continue through the spring of 1995. The Commute Trip Reduction Task Force will be making its first report to the legislature at the end of 1995.

Affected employers appointed employee transportation coordinators (ETCs) to prepare and operate their programs. The ETCs have been receiving training from lead agencies responsible for providing assistance to the employers. In many cases, the local transit agency is the lead agency and has provided a variety of new services in response to the CTR law. These services, in addition to training, can include the review of employer programs, suggestions for program improvement, guaranteed

ride home programs, increased ride-matching services, and additional vanpools and bus service.

The CTR law has spearheaded the passage of several other laws which are supportive of trip reduction programs:

- RCW 28B.130, enacted in 1993 allows institutions of higher education to assess student and employee transportation fees to be used to provide incentives to reduce single occupant vehicle travel and promote ridesharing alternatives.
- RCW 43.41.140, enacted in 1993, creates a funding source for state agency trip reduction programs and authorizes the use of state-owned or leased vehicles for state-sponsored commuter ridesharing programs. The bill also permits state agencies to provide financial incentives that encourage employees to commute by modes other than single occupant vehicle.
- RCW 82.08.0287, enacted in 1993, eliminates the sunset on sales, use, and Motor Vehicle Excise Tax exemptions for ridesharing vehicles and broadens the definition of ridesharing vehicles to include vehicles that carry at least five persons.
- 3SSB 5918, passed in 1994, provides a tax break to employers that implement commute trip reduction programs.

## ***Multimodal Transportation***

RCW 47.66 established a 21-member Multimodal Transportation Programs and Projects Selection Committee comprised of elected officials, planning and engineering staff from cities and counties, representatives from transit agencies, paratransit systems, nonmotorized associations, and WSDOT. The committee is responsible for selecting, on a competitive

basis, programs and projects to be funded by the Public Transportation Systems Account, Central Puget Sound Public Transportation Account, the High Capacity Transportation Fund, and the ISTEA Surface Transportation Program's Statewide Competitive Fund.

Criteria for the various funding sources were established by the legislature, the committee, and federal guidelines and included in the Washington Administrative Code. Projects must address local, regional, and state transportation plans, which include public transportation elements. Other criteria to be considered include issues related to Growth Management Act, Commute Trip Reduction Act, federal and state air quality requirements, Americans with Disabilities Act, and other state or federal issues.

During the 1993-95 biennium, the Central Puget Sound Public Transportation Account's appropriation was \$18.5 million, and the committee awarded 21 projects. The following transit agencies received project funding: Metro Transit, Community Transit, Kitsap Transit, and Everett Transit. The Washington State Ferries System, Snohomish County, and the cities of Seattle, Federal Way, Edmonds, and Mukilteo also received funding.

The Public Transportation Systems Account's appropriation was \$5.5 million and the committee awarded projects to Jefferson Transit, Whatcom Transportation Authority, Link, and Intercity Transit.

In the 1993-95 biennium, \$18.3 million was appropriated for High Capacity Transportation. For fiscal year 1994, the HCT fund granted approximately \$10 million for planning studies to Metro Transit, Pierce Transit, Puget Sound Regional Council (PSRC), Sno-Tran, Intercity Transit, C-Tran, and Spokane Regional Council. In fiscal year 1995,

the Regional Transit Authority will receive the planning funding for the PSRC area. Intercity Transit and C-Tran will continue to receive funding for their own areas. Total funding granted for fiscal year 1995 is \$6 million.

In 1994 the committee was preparing to select projects for ISTEA Surface Transportation Program's Statewide Competitive Fund.

### *Intercity Passenger Rail*

As the nation's highways and air space are experiencing increasing congestion, passenger rail is reemerging as an important intercity transportation system. Recent initiatives at the federal and state levels have ensured that passenger rail will become an increasingly important transportation mode in the future.

In October 1992, the Pacific Northwest High Speed Rail Corridor was designated as one of five national corridors under the Intermodal Surface Transportation Efficiency Act. This designation has led to a WSDOT allocation of \$450,000 in 1994-95 for improving grade crossings within the corridor.

In addition, the Washington State Legislature has indicated its commitment to high speed rail by authorizing \$40 million for the 1993-95 biennium to improve passenger rail service in the state. This has allowed WSDOT to undertake a number of activities intended to stimulate expansion and enhancement of passenger rail in the state.

WSDOT established a fourth Seattle-Portland train on April 1, 1994. This service began with a 6 month demonstration of the Spanish built Talgo 200 tilt train in regular revenue service. The Talgo train has been a resounding success, with ridership exceeding the initial AMTRAK estimates.

Burlington Northern (BN) is upgrading grade crossing warning systems between Sumner, WA and Vancouver, WA with funding provided by WSDOT. This will permit higher train speeds and allow the grade crossing warning system to distinguish between slow-moving freight and higher speed passenger trains.

WSDOT expects to restore rail service in the Seattle-Vancouver B.C. corridor in conjunction with AMTRAK in 1995. The rail service would have to reduce its historical time of 4 hours and 30 minutes to a maximum Seattle-Vancouver, B.C. trip time of 3 hours and 55 minutes in order for AMTRAK to operate the service on a competitive basis with other transportation modes. This requires substantial investment in rail infrastructure, easing of speed restrictions in communities along the corridor, and changes in customs procedures that would allow Canadian Customs and Immigration and U.S. Immigration to carry out their responsibilities in the Vancouver station; historically, the train would be stopped for 30 to 45 minutes at the border.

A critical component of the Rail Passenger Program is the conversion of existing train depots into true intermodal transportation centers that would allow transfers between various types of transportation. BN and WSDOT have signed a Depot and Facility Option Agreement that allows for the transfer of certain existing train depots to local communities or WSDOT for their conversion to intermodal transportation centers. WSDOT is also providing financial assistance for planning and or construction of such facilities in Vancouver, Kelso, Centralia, Tacoma, Seattle, Edmonds, Everett, Mt. Vernon/Burlington, Bellingham, Wenatchee, Ephrata, Spokane, and Pasco.



# Washington State Ferries

## Background

Washington State Ferries began in 1951 as the Washington Toll Bridge Authority, taking over the operation of the privately-run Puget Sound Navigation Company. In 1977 the ferry system became the Marine Division of the Washington State Department of Transportation.

## Services

WSF operates 25 vessels over ten routes, serving both commuters and recreational travelers. These include 22 auto-passenger ferries and three passenger-only vessels. Twenty terminals are located in eight counties and British Columbia.

## Service Standards

The Washington State Ferries System is in the process of developing formalized level of service standards to measure passenger and vehicle congestion on its vessels. The measurement criteria will focus on magnitude of delay experienced by our customers. The ferry system currently recovers approximately 70 percent of its operating costs through farebox revenues.

## Vessel Development Standards

The large auto/passenger ferries are scheduled for major refurbishment every 25 years of service. It is expected that a minor refurbishment will occur every seven years. An auto/passenger vessel that is refurbished on this schedule would be expected to be in service at least 40 years. Passenger-only vessels have an anticipated useful life of ten years.

## 1993 Achievements

- Increased participation in HOV guaranteed loading program by 33 percent.

- Established a Bicycle Task Force to advise on efforts to improve access to ferry system by bicycle users.
- Conducted Origin-Destination survey of all routes.
- Completed passenger-only ferry program Implementation Plan.

## 1994 Objectives

- Implement permit program for bicycle commuters.
- Increase participation in Guaranteed Loading Program.
- Renovate Point Defiance and Tahlequah terminals.
- Complete renovation of M.V. Tillikum and begin renovation of M.V. Klahowya.
- Award contract for three new Jumbo Mark II auto/passenger vessels.
- Begin process to develop long-range modal plan for Washington State Ferries.
- Continue cooperative efforts with the cities of Seattle, Edmonds, and Mukilteo in developing interim and long-term terminal solutions.
- Restructure the organization to provide better customer service.

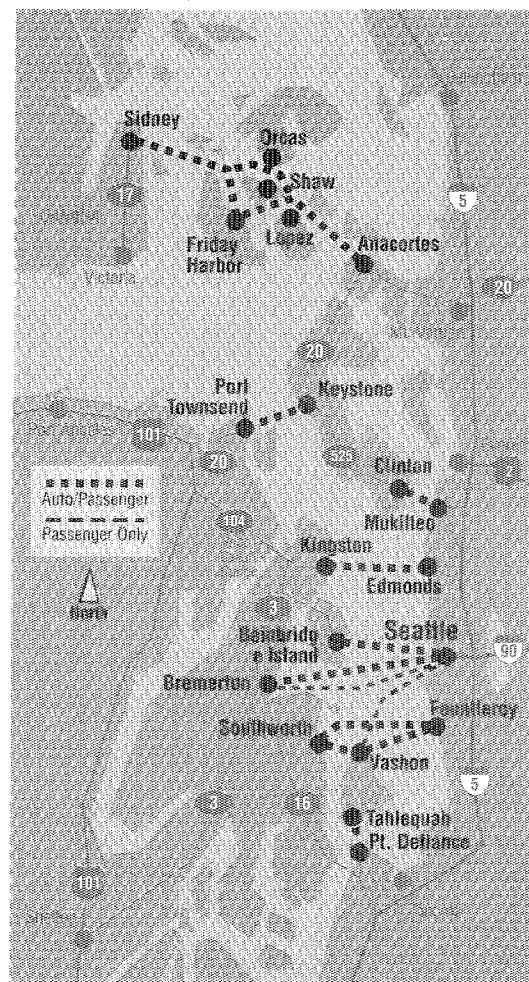
## Community Participation

Prior to enacting changes in ferry service or charges, the ferry system is required to consult with affected ferry users. It may conduct public hearings in affected local communities, review proposals with the affected local ferry advisory committee, or conduct a survey of

affected ferry users. Each terminal area is represented by a Ferry Advisory Committee consisting of three to five members each, with at least one being a representative of an established ferry-user group or of frequent ferry users.

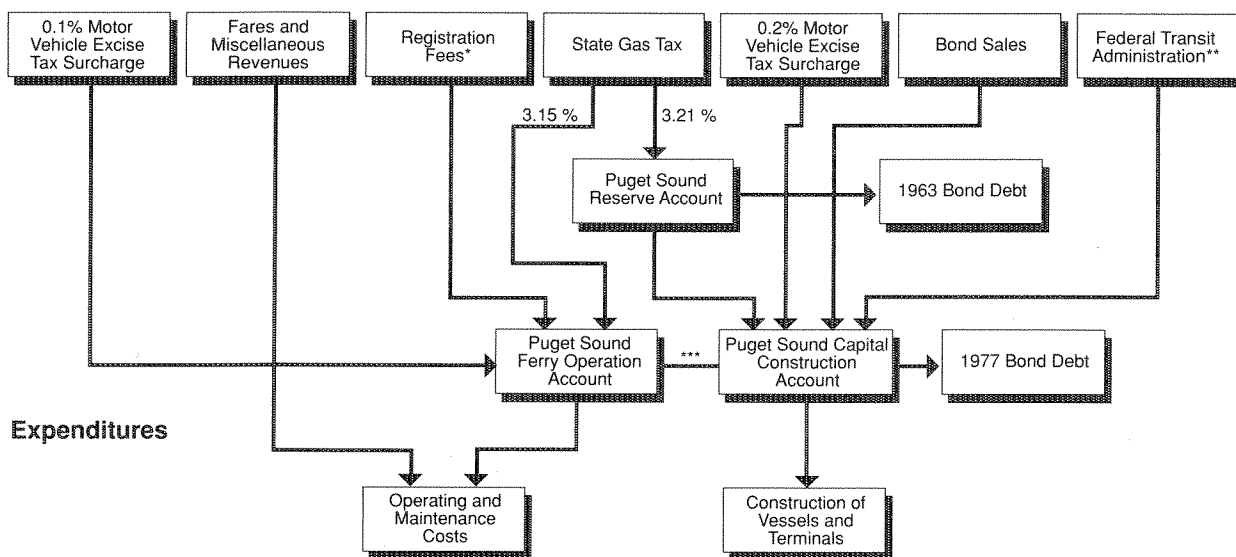
## Facilities

In addition to its 20 terminals, WSF operates a maintenance facility at Eagle Harbor.



## Revenue Sources/Flow of Funds\*

### Revenue Sources



\* 27.37% of \$7.40 of new car and \$3.40 of old car registration fees

\*\* FTA is part of the U.S. Department of Transportation

\*\*\* Receipts from Bond Sales and FTA cannot be transferred as tax support for operations

## Terminal Facilities\*

Location	Owned By WSF	Transfer Spans			Vehicle Holding Area Capacity	No. of Toll Booth		Public Overhead Loading	Waiting Room	Transit Connection
		Primary	No. of Lanes	Tie Up		Veh.	Ped.			
Anacortes	No	2	2-2	2	500	4	1	Yes	Yes	No
Bremerton	Yes	2	2-2	0	100	2	3	Yes	Yes	Yes
Clinton	Yes	2	2-2	2	90	2	0	No	Yes	Yes
Edmonds	Partial	1	2	0	270	3	0	No	Yes	Yes
Fauntleroy	Yes	1	2	0	100	1	1	No	Yes	Yes
Friday Harbor	Yes	1	2	1	130	1	1	No	Yes	No
Keystone	No	1	2	1	115	1	0	No	Yes	Yes
Kingston	No	2	2-2	1	250	3	0	Yes	Yes	Yes
Lopez	Yes	1	1	0	93	1	0	No	Yes	No
Mukilteo	No	1	2	0	80	2	0	No	Yes	Yes
Orcas	Yes	1	1	0	146	1	0	No	Yes	No
Point Defiance	No	1	1	0	44	1	0	No	Yes	Yes
Port Townsend	Yes	1	2	1	125	1	0	No	Yes	Yes
Seattle	Yes	2	2-2	1	260	4	3	Yes	Yes	Yes
Shaw	Yes	1	1	0	0	1	0	No	No	No
Sidney, BC	No	1	2	0	100	1	0	No	Yes	Yes
Southworth	Yes	1	2	0	85	1	0	No	Yes	Yes
Tahlequah	Yes	1	1	0	12	0	0	No	No	Yes
Vashon	Yes	2	2-2	1	100	0	0	No	Yes	Yes
Winslow	Yes	2	2-2	1	260	4	3	Yes	Yes	Yes

## Washington State Ferries

	FY 1989	FY 1990	FY 1991	FY 1992	FY 1993
<b>Operating Statistics</b>					
Passenger Service Hours	103,870	110,960	120,104	120,736	129,318
Passenger Miles	774,704	773,741	881,983	886,621	942,299
Passenger Trips	11,233,615	12,043,780	12,494,484	13,211,974	13,008,053
Vehicles Transported	8,692,099	9,113,347	9,680,131	9,975,293	10,070,245
Employees (FTEs)	1,222.4	1,272.5	1,280.3	1,280.3	1,272.0
Passenger Trips/Service Hour	108.15	108.54	104.03	109.43	100.59
Passenger Trips/Service Mile	14.50	15.57	14.17	14.90	13.80
Service Hours/Employee	85.0	87.2	93.8	94.3	101.7
<b>Financial Indicators</b>					
Operating Cost	\$77,819,199	\$85,308,308	\$92,854,313	\$96,848,733	\$107,020,033
Operating Cost/Vehicle Service Hour	\$749.20	\$768.82	\$773.12	\$802.15	\$827.57
Operating Cost/Passenger Trip	\$6.93	\$7.08	\$7.43	\$7.33	\$8.23
Farebox Revenues	57,104,958	62,114,755	64,072,700	67,149,844	68,308,814
Farebox Recovery Ratio (%)	73.4%	72.8%	69.0%	69.3%	63.8%
	FY 1989	FY 1990	FY 1991	FY 1992	FY 1993
<b>System-Wide</b>					
<b>Revenues</b>					
Motor Fuel Tax	\$13,100,912	\$13,752,798	\$13,806,959	\$14,117,239	\$13,956,382
MVET	11,130,189	16,132,210	17,580,066	19,112,234	44,114,228
Motor Vehicle Registration Fees	4,443,396	4,427,338	5,164,925	5,050,191	4,898,109
Fares	57,104,958	62,114,755	64,072,700	67,149,844	68,308,814
Concessions	2,338,752	2,549,170	2,387,805	2,387,805	1,180,863
Interest	1,708,848	3,071,472	3,778,139	908,266	470,032
Other	116,007	658,789	689,339	407,855	1,148,275
LESS: Carry-Forward	(12,123,863)	(17,398,224)	(14,625,620)	(11,549,358)	(27,056,670)
Total	\$77,819,199	\$85,308,308	\$92,854,313	\$97,644,076	\$107,020,033
<b>Expenses</b>					
Operating	\$77,819,199	\$85,308,308	\$92,854,313	\$96,848,733	\$107,020,033
Depreciation	11,250,797	11,878,975	12,418,763	23,170,253	14,327,105
Other	427,033	(517,418)	387,775	(192,099)	521,606
Total	\$89,497,029	\$96,669,865	\$105,660,851	\$119,826,887	\$121,868,744
<b>Capital</b>					
Expenditure	\$34,638,015	\$29,972,509	\$64,110,871	\$42,667,205	\$45,027,883
Revenues:					
Federal Capital	3,880,042	0	1,170,128	2,060,319	2,589,276
Interest Income	629,256	853,176	688,227	908,266	1,148,275
State Gas Tax	13,350,454	14,014,756	14,069,949	14,447,281	14,030,719
MVET	28,628,851	32,655,588	35,212,504	38,265,673	40,580,327
Cash Carryforward*	0	4,838,000	0	7,472,000	0
Total Capital Revenues	\$46,488,603	\$52,361,520	\$51,140,808	\$63,153,539	\$58,348,597

\* Carryforward is to each biennium (1987-89, 1989-91, and 1991-93)

Source: Section 15 Reports, 1988-91, and Washington State Ferries

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# ***Glossary of Transportation Terms***

## ***Accessibility***

The adaptation of buses and facilities for passengers in wheelchairs and passengers with other special needs.

## ***Accessible***

Describes transportation facilities without barriers to prevent their use by any individual, such as a person in a wheelchair.

## ***Administrative Costs***

Those operating costs not directly associated with 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 shared facilities and services.

## ***Alternative Fuels***

Nonstandard fuels such as methanol, ethanol, natural gas.

## ***Americans With Disabilities Act of 1990 (ADA)***

Federal civil rights law which assures persons with disabilities equal opportunity to fully participate in society, are able to live independently and can be economically self-sufficient.

## ***Articulated Bus***

High-capacity motorbus with two rigid sections connected by a flexible, bending middle section.

## ***Base (Off-Peak) Period***

The time of day during which vehicle requirements and schedules are not influenced by peak period demands, and transit ridership is low to moderate in volume.

## ***Bus***

A self-propelled (e.g., diesel, gasoline, electric, propane, or compressed natural gas), rubber-tired vehicle that is designed to operate on the street system and transport a large number of persons (15 to 80).

## ***Bus Shelter***

A facility, generally located at a major loading point, which provides seating and protection from the weather for passengers waiting to board a bus.

## ***Bus Stop***

A place where passengers wait to board a bus, generally designated by a bus stop sign.

## ***CBD***

The Central Business District or downtown area of a city or town.

## ***Capital Costs***

The cost of equipment and facilities required to support transportation systems (e.g., vehicles, radios, shelters, maintenance facilities).

## ***Carpool***

A group of people who share the use and cost of automobile or light truck transportation to and from designated destinations on a regular basis (e.g., daily trips to work, see Ridesharing).

## ***Charter Service***

Transportation service provided in a vehicle licensed to render that service, and engaged at a specified price for a specific period of time, usually on a reservation or contract basis.

## ***Commercial Driver's 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 including the driver, school buses, and vehicles transporting hazardous materials.

## ***Commuter Service***

Transportation provided on a regularly scheduled basis with emphasis during peak periods to serve work and school trip purposes. Characterized by large vehicles, high speeds, few stops, and long distances.

## ***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.)

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

Demand-response service that feeds a terminal or transfer center where connections can be made to the main system.

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

Transportation operation designed to carry passengers from their origins to specific destinations (generally curb-to-curb or door-to-door) on an immediate demand or advance (e.g., 24-hour) reservation basis.

## ***Disability***

Any physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment.

**Dispatch**

The relaying of service instructions to vehicle drivers, generally by means of radio communication.

**Employees, Number of**

Total employee hours divided by 2,080 hours. (Full-Time Equivalent, FTE)

**Express Service**

Higher speed transportation operation designed to make a limited number of stops along a given route and generally provided during peak hours by express buses (see Local Service).

**Fare**

The designated payment for a ride on a passenger vehicle, whether cash, tokens, transfer, coupon, or pass.

**Fare Policy**

Policies developed by the transit agency to establish and/or regulate fares.

**Fare Structure**

The schedule of fares by type of passenger, type of service, and time of service (e.g., adults \$0.35, children \$0.25, and senior citizens \$0.10).

**Farebox Revenue**

Any user payment for transportation service excluding charter.

**Feeder Service**

Local neighborhood circulator transportation service which provides a high level of access and connections with major transportation service corridors.

**Ferryboat**

A vessel for carrying passengers and/or vehicles over a body of water.

**Fixed-Route Service**

Transportation service operated over a set route or network of routes generally on a regular schedule.

**Fleet**

All vehicles belonging to a transit system. There are many subsets of a fleet; revenue or passenger service fleet, maintenance fleet, or non-revenue fleet.

**Headway**

The time interval between transit vehicles moving in the same direction along a given route (e.g., 15 minutes, one hour). Headways can vary with the time or day of operation.

**High Capacity Transportation (HCT)**

A group of transportation modes on exclusive right of way, operating in an express service or with infrequent stops and characterized by higher speeds than conventional transit or ridesharing modes. May include rail, busways, HOV lanes, park and ride lots, and HOV programs.

**High Occupancy Vehicle (HOV)**

A vehicle carrying more than one occupant, such as bus, vanpool, and carpool.

**Hours of Regular Service**

The time of day when transit service is available to the public on weekdays, Saturdays, or Sundays.

**Intermodal Facility**

A facility that serves the needs of more than one transportation mode or type of service.

**Local Service**

Low-speed transportation operation designed to make frequent stops along a route, and typically provided by buses (see Express Service).

**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.

**Marketing**

The efforts made to attract patrons to a transportation system. Basic elements of a marketing program include: market research, pricing (fare structure, logo, and color scheme), information service (route maps and schedules), advertising, and promotional efforts.

**Mass Transit**

The general terms used to identify bus, fixed rail, or other types of transportation service available to the general public which move relatively large numbers of people at one time (see Public Transportation ).

**Metropolitan Planning Organization (MPO)**

Designated by the state and given the authority to carry out comprehensive, coordinated transportation planning in a specified metropolitan area.

## ***Glossary of Transportation Terms***

### ***Mode***

The types of transportation available for use (e.g., bicycle, automobile, bus, and subway).

### ***Mode Split***

The proportion of total person trips made with various kinds of modes of transportation (e.g., 50 percent auto driver, 10 percent auto passenger, 25 percent subway, and 15 percent bus).

### ***Monorail***

A railway system using one rail on which a vehicle or train of cars travels.

### ***Operating Costs***

The recurring costs of providing transportation service which include wages, salaries, fuel, oil, taxes, maintenance, marketing, and insurance.

### ***Paratransit***

Flexible transportation services which are operated publicly or privately, are distinct from conventional fixed-route, fixed-schedule transit, and can be operated on the existing highway and street system, generally with low capacity vehicles. Examples include vanpools, jitney, shared-ride taxi, subscription bus service, and demand-responsive services.

### ***Park and Ride***

A trip made by a motorist who drives an automobile to a designated parking lot at or near a transit station, parks the automobile, and then utilizes the transit system or ridesharing means to the desired destination.

### ***Passenger Trip***

One person making a one-way trip origin to destination. One round trip equals two passenger trips.

### ***Peak Periods***

The hours when traffic or passenger demand/activity are greatest. Generally, there is a morning and an afternoon peak, particularly during the Monday through Friday work week.

### ***Peak Service***

Operation of the maximum number of vehicles during the peak period.

### ***Public Transportation***

Transportation service which is available to any person upon payment of the prescribed fare, 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, not the ownership of, the system (see Transit).

### ***Public Transportation Benefit Area (PTBA)***

A municipal corporation of the state of Washington created pursuant to RCW 36.57A.

### ***Revenue***

Receipts derived from the provision of transit service. Farebox revenue includes all fares, transfer charges, and zone charges paid by transit passengers. Federal subsidy includes all revenues received from federal governments for transit capital or operating expenses. Tax revenue includes all receipts earned by transit systems that are organized as independent, political subdivisions and have their own taxing authority.

### ***Revenue Recovery Ratio***

A percentage of total operating costs which the system plans to recover from farebox revenues.

### ***Ridematching***

A carpool, vanpool, or buspool matching service. Commuters are matched with others having similar commute trip origins, destinations, and schedules.

### ***Ridership***

The number of persons using a transit system to make a one-way trip (expressed as hourly, daily, monthly, or yearly ridership, see Passenger Trip).

### ***Ridesharing***

Any of several transportation means, other than mass public transit, used by more than one person to make a trip (e.g., carpool, vanpool, and shared-ride taxi).

### ***Route Miles***

The total number of miles included in a fixed-route transit system network.

### ***Rural Area***

An area, village, town, or community that is not a part of a designated urban area. An area that has a population of less than 50,000.

### ***Schedule***

A listing of every trip provided on a transit route during the hours of service, including specific stopping points or major loading areas.

### ***Service Miles, Annual Vehicle***

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.

### **Shared-Ride Taxi**

A demand-responsive service in which taxis carry several unrelated passengers with different origins and destinations.

### **Single-Occupancy Vehicle (SOV)**

A personal vehicle carrying only the driver.

### **Small Urban**

A geographic area with a central city that has a population between 50,000 and 200,000 people.

### **Subscription Bus**

A service in which routes and schedules are prearranged to meet the specific travel needs to riders who require the service in advance; the level of service is generally higher than that of regular passenger bus service (fewer stops, shorter travel time, and greater convenience), and the buses are usually obtained through charter or contractual arrangements.

### **Subsidized Taxi**

A service which lowers taxi fares either to the general public or to special groups (such as elderly persons). The taxi company is reimbursed the difference between the actual taxi fare and the amount of the subsidy per rider (e.g., half fare). Funds for the subsidy can come from a variety of sources including local taxes or social service agency program funds.

### **Surveys**

A means of gathering information from transit users and the general public concerning use and perceptions of public transportation.

### **Transit Development Program (TDP)**

A short-term (6-year) program which outlines the intended timetable for development of transit in a given area, and which includes a detailed program of capital equipment acquisition, system management, and operations. Also referred to as a comprehensive plan.

### **Transportation Demand Management (TDM)**

Policies, programs, and actions implemented to increase the use of High Occupancy Vehicles (public transit, carpooling, and vanpooling) and/or spread the timing of travel to less congested time periods through alternate work hour programs.

### **Transportation Improvement Program (TIP)**

A short-term (6-year) program of specific capital improvements and implementation for highway and transit in an urbanized area.

### **Transportation System Management (TSM)**

A detailed plan which outlines strategies to maximize the efficiency of existing transportation system resources and operations. TSM strategies include: improved transit operations, ridesharing, improved traffic signalization and traffic flow, and preferential HOV lanes.

### **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**

Local transportation available for use by the general public and generally operated on fixed-routes and fixed schedules (see Mass Transit).

### **Transit Coach**

A large (25- to 80-passenger), heavy-duty bus designed and built for stop and go intercity transit service with a long useful life.

### **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.

### **Transit Pass**

A prepaid, nonmonetary type of fare that is generally used for a specific period of transit service.

### **Transportation Brokerage**

Coordination of transportation services in a defined area. The transportation broker often centralizes vehicle dispatch, record keeping, vehicle maintenance, etc., under contractual arrangement with agencies, municipalities, and other organizations. It is possible to serve both social service agency and general public transportation needs under the same management/operation by using the transportation broker concept.



## ***Glossary of Transportation Terms***

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### ***Travel Demand***

The number of trips that are desired by passenger along a particular transportation route or corridor under specified conditions (e.g., particular fare structure or service level).

### ***Trip, Linked Passenger***

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.

### ***Trip, Unlinked Passenger***

Any segment of a linked passenger trip that is distinctive in the use of a different mode, transit vehicle, or route.

### ***Trip Purpose***

The reason for making a trip (e.g., work, school, or medical).

### ***Urbanized Area***

An area having a central city and surrounding closely settled territory of 50,000 population or more, according to the most recent census.

### ***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.

### ***Vanpool***

A prearranged ridesharing service in which a number of people (7 to 15) travel together on a regular basis in a van, particularly to and from work.

### ***Vehicle Miles***

The total number of miles traveled by transit vehicles in a given period of time.

### ***Worker/Driver Program***

Fleet of full-sized transit coaches operated on a subscription or commuter pool basis. Operators are employed on a part-time basis by the transit system while their full-time employment is their commuting destination.

### ***Zone***

A portion of the service area specified for a particular fare charge, elimination of a fare or service level.

# Statewide Operating Statistics — 1993

1993 Fixed-Route	Service Area Population	Passenger Service Hours	Passenger Service Miles	Passenger Trips	Employees (FTEs)	Passenger Trips/ Serv. Mile	Service Hours/ Employee	Operating Cost/ Hour	Operating Cost/ Trip	Farebox Recovery Ratio
Ben Franklin Transit	128,874	117,718	1,869,699	2,799,823	136.7	1.5	861.1	\$49.50	\$2.08	9.0%
Clallam Transit	61,400	36,464	1,046,434	697,017	46.8	0.7	779.1	88.19	4.61	5.7%
C-TRAN	269,500	137,443	2,589,971	4,255,417	171.7	1.6	800.5	71.80	2.32	15.0%
Community Transit	335,000	218,569	4,686,038	5,007,723	339.5	1.1	643.8	79.12	3.45	27.9%
Cowlitz Transit	43,920	18,006	246,057	351,841	13.0	1.4	1,385.1	53.70	2.75	5.9%
Everett Transit	76,980	90,025	1,127,204	1,910,627	75.0	1.7	1,200.3	70.99	3.34	6.7%
Grays Harbor	66,500	92,872	1,662,554	1,380,825	74.0	0.8	1,255.0	40.73	2.74	7.8%
Intercity Transit	180,500	183,531	2,483,354	2,752,775	227.0	1.1	808.5	54.93	3.66	8.0%
Island Transit	66,500	20,639	571,667	516,324	26.0	0.9	793.8	62.11	2.48	0.0%
Jefferson Transit	23,500	13,506	367,531	174,645	19.4	0.5	696.2	64.76	5.01	8.0%
Kitsap Transit	174,160	115,027	1,883,323	2,880,859	124.0	1.5	927.6	61.21	2.44	14.8%
LINK	78,500	48,866	1,056,712	1,361,090	70.0	1.3	698.1	75.50	2.71	0.0%
METRO	1,587,700	1,967,890	30,416,138	81,069,778	3,045.0	2.7	646.3	110.32	2.68	23.8%
Pacific	19,800	13,778	362,713	183,967	8.0	0.5	1,722.3	46.32	3.47	10.2%
Pierce Transit	575,730	415,573	5,991,134	10,005,060	431.0	1.7	964.2	69.38	2.88	17.3%
Prosser Rural Transit	4,485	6,648	84,387	26,624	5.0	0.3	1,329.6	19.21	4.80	48.3%
Pullman Transit	23,480	12,523	149,160	991,166	12.3	6.6	1,018.1	69.69	0.88	30.2%
Skagit	25,140	4,000	52,444	71,390	14.8	1.4	271.2	56.09	3.14	0.0%
Spokane Transit	332,703	352,549	4,979,171	7,510,779	363.9	1.5	968.8	59.75	2.80	18.5%
Twin Transit	18,700	19,349	247,127	236,119	15.0	1.0	1,289.9	33.07	2.71	6.9%
Valley Transit	44,500	35,498	475,138	869,309	38.0	1.8	934.2	45.76	1.87	9.3%
Whatcom Transit	105,000	68,307	1,039,930	1,987,360	70.0	1.9	975.8	73.81	2.54	7.2%
Yakima Transit	59,580	60,631	685,835	1,549,088	41.3	2.3	1,469.8	56.28	2.20	7.7%
<b>Totals</b>	<b>4,302,152</b>	<b>4,049,412</b>	<b>64,073,721</b>	<b>128,589,606</b>	<b>5,367.3</b>					

1993 Demand-Response	Passenger Service Hours	Passenger Service Miles	Passenger Trips	Employees (FTEs)	Passenger Trips/ Serv. Mile	Service Hours/ Employee	Operating Cost/ Hour	Operating Cost/ Trip	Farebox Recovery Ratio
Ben Franklin Transit	42,865	665,791	141,779	38.7	0.21	1,107.6	\$30.64	\$9.26	5.9%
Clallam Transit	17,284	211,902	52,162	14.0	0.25	1,234.6	23.48	7.78	47.7%
C-TRAN	28,987	449,428	84,850	22.6	0.19	1,282.6	29.62	10.12	2.0%
Community Transit	52,249	913,175	120,079	31.0	0.13	1,685.5	34.16	14.86	2.6%
Cowlitz Transit	9,634	56,069	21,434	9.0	0.38	1,070.4	17.31	7.78	1.5%
Everett Transit	14,736	143,726	40,948	12.0	0.28	1,228.0	49.76	17.91	1.3%
Grays Harbor	—	—	—	—	—	—	—	—	—
Intercity Transit	33,059	437,238	107,266	37.5	0.25	881.6	28.68	8.84	0.0%
Island Transit	5,617	92,087	18,995	4.5	0.21	1,248.2	18.65	5.51	0.0%
Jefferson Transit	5,022	67,893	13,344	5.0	0.20	1,004.4	31.15	11.72	3.6%
Kitsap Transit	55,962	872,308	239,110	64.0	0.27	874.4	65.36	15.30	1.7%
LINK	22,189	260,806	77,848	22.2	0.30	999.5	25.85	7.37	0.0%
Mason Transit	15,888	332,364	62,998	16.5					
METRO	N/A	2,058,392	480,779	5.8	0.23	0.0	—	6.82	11.6%
Pacific	8,960	148,385	28,716	4.0	0.19	2,240.0	36.02	11.24	3.0%
Pierce Transit	156,379	3,032,761	428,381	60.0	0.14	2,606.3	41.93	15.30	2.0%
Prosser Rural Transit	—	—	—	—	—	—	—	—	—
Pullman Transit	3,747	29,355	9,854	3.7	0.34	1,012.7	35.71	13.58	5.8%
Skagit Transit	4,906	73,680	17,049	12.0					
Spokane Transit	128,965	1,720,693	366,988	82.4	0.21	1,565.1	30.45	10.70	3.3%
Twin Transit	—	—	—	—	—	—	—	—	—
Valley Transit	8,071	78,177	40,736	6.0	0.52	1,345.2	18.71	3.71	2.7%
Whatcom Transit	42,715	486,968	109,994	41.5	0.23	1,029.3	22.37	8.69	0.0%
Yakima Transit	19,152	238,515	73,893	21.0	0.31	912.0	19.62	5.09	4.2%
<b>Total:</b>	<b>676,387</b>	<b>12,369,713</b>	<b>2,537,203</b>	<b>513.4</b>					

## Statewide Operating Statistics

	Passenger Service Miles	Passenger Trips	Vanpool Fleet Size	Vans in Operation	Customer Matches	Employees (FTE)	Passenger Trips/ Service Mile
1993 Vanpool							
Ben Franklin Transit	1,082,971	315,997	70	60	—	3.0	0.29
C-TRAN	89,516	20,503	7	6	0	0.2	0.00
Community Transit	762,725	229,323	95	70	2,977	5.5	0.30
Intercity Transit	396,215	93,592	27	21	—	1.5	0.24
Island Transit	199,316	45,696	9	8	0	0.5	0.23
Jefferson Transit	81,509	23,498	7	7	53	0.9	0.29
Kitsap Transit	458,546	119,258	85	76	181	3.0	0.26
LINK	83,703	10,974	7	6	250	0.3	0.13
Metro Transit	7,877,502	2,161,532	843	521	12,493	44.4	0.27
Pierce Transit	820,000	219,750	70	61	606	3.0	0.27
Prosser Rural Transit	20,000	7,600	2	2	0	—	0.38
Spokane Transit	<u>195,140</u>	<u>73,108</u>	<u>27</u>	<u>24</u>	<u>19</u>	<u>1.3</u>	0.37
Totals	12,067,143	3,320,831	1,249	862	16,579	63.6	

# Statewide Financial Summary

1993 Revenues	Sales/ Local Tax	MVET	Fares- Fixed-Route	Fares- Demand Response	Fares - Vanpool	Federal (capital)	Federal - Operating	Other
Ben Franklin Transit	\$5,276,550	\$5,294,856	\$525,012	\$77,731	\$390,040	\$438,010	\$0	\$350,257
Clallam Transit	1,678,878	1,678,878	184,141	193,364	—	876,538	0	86,646
C-TRAN	7,998,244	7,782,244	1,480,616	17,442	42,957	368,128	0	3,797,315
Community Transit	21,062,683	11,359,149	4,833,322	46,931	326,631	613,015	1,292,878	2,367,441
Cowlitz Transit	647,995	647,995	57,045	2,491	—	170,497	0	49,225
Everett Transit	6,240,357	—	428,876	9,175	—	310,330	229,864	269,512
Grays Harbor	1,667,750	1,667,750	295,027	—	—	0	0	273,296
Intercity Transit	5,850,923	5,996,468	811,528	0	120,774	2,608,955	31,108	1,218,891
Island Transit	934,346	1,127,709	0	0	62,235	0	0	131,201
Jefferson Transit	627,014	569,813	70,315	5,698	34,018	126,609	16,769	73,213
Kitsap Transit	6,475,153	4,694,409	1,040,579	63,124	73,735	0	0	311,779
Link	4,023,135	2,686,726	0	0	30,478	295,496	295,496	162,120
Mason Transit	511,073	510,561	0	0	0	554,927	0	581,180
Metro	149,685,468	64,957,646	51,657,832	379,196	3,682,000	10,588,514	6,055,730	9,729,362
Pacific	402,663	420,506	65,000	9,740	—	36,786	0	13,381
Pierce Transit	17,839,302	17,264,576	4,994,530	128,514	347,679	475,828	3,080,823	1,478,666
Prosser Rural Transit	39,937	39,937	61,695	—	14,319	0	0	643
Pullman Transit	403,252	375,880	263,224	7,747	—	155,000	23,440	27,996
Skagit Transit	975,212	473,424	N/A	N/A	—	0	0	47,044
Spokane Transit	12,747,230	11,422,005	3,887,242	130,130	72,675	179,547	1,105,517	1,589,084
Twin Transit	431,984	392,137	44,112	0	—	0	0	50,908
Valley Transit	1,143,560	1,143,560	151,575	4,005	—	0	2,791	95,984
Whatcom Transit	4,705,265	3,351,476	361,934	0	—	280,365	0	744,723
Yakima Transit	2,942,994	0	262,125	15,861	—	0	926,402	124,944
Totals	\$254,310,968	\$143,857,705	\$71,475,730	\$1,091,149	\$5,197,541	\$18,078,545	\$13,060,818	\$23,574,811

1993 Expenses	Capital	Depreciation	Fixed-Route	Demand- Response	Vanpool	Other
Ben Franklin Transit	\$2,923,680	\$1,370,075	\$5,826,855	\$1,582,626	\$329,435	\$1,106,931
Clallam Transit	1,060,463	252,113	3,215,940	556,790	—	0
C-TRAN	1,042,359	1,700,995	9,868,433	1,160,962	35,645	2,105,359
Community Transit	1,140,090	2,796,486	17,293,204	2,142,808	305,269	662,832
Cowlitz Transit	213,121	25,660	966,881	173,366	—	0
Everett Transit	1,737,593	717,598	6,390,931	921,224	—	32,579
Grays Harbor	77,367	436,085	3,782,644	0	—	200,000
Intercity Transit	6,222,846	1,591,769	10,081,159	1,244,539	121,820	96,560
Island Transit	774,601	275,442	1,281,904	182,279	44,455	0
Jefferson Transit	210,606	162,774	874,664	168,177	77,804	46,131
Kitsap Transit	1,317,248	1,680,865	7,041,102	3,378,527	210,235	28,752
Link	521,408	407,830	3,689,300	625,065	18,478	32,543
Mason Transit	693,659	70,833	—	595,985	—	114,674
Metro	49,882,746	54,994,871	217,098,291	5,531,613	2,391,000	18,813,199
Pacific	45,982	37,000	638,169	343,628	—	0
Pierce Transit	6,921,863	6,093,421	28,833,004	8,018,365	286,868	619,532
Prosser Rural Transit	0	0	127,688	—	13,342	0
Pullman Transit	202,878	81,365	872,716	175,199	—	0
Skagit Transit	980,232	16,393	224,345	166,944	—	195,175
Spokane Transit	3,883,351	3,539,618	21,065,140	4,352,719	128,740	0
Twin Transit	2,771	95,652	639,898	33,000	—	0
Valley Transit	387,735	104,283	1,624,213	159,355	—	0
Whatcom Transit	969,700	368,887	5,041,584	1,206,038	—	0
Yakima Transit	3,066,364	0	3,412,559	532,449	—	400,000
Totals	\$84,278,663	\$76,820,015	\$349,890,624	\$33,251,658	\$3,963,091	\$24,454,267

