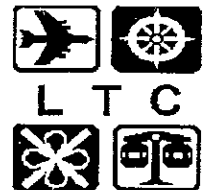


TECHNICAL MEMORANDUM

Review of the
Statewide Transit Reporting
and Performance Monitoring
Program for 1999

Prepared for the
State of Washington
Legislative Transportation Committee



by

Mundle & Associates, Inc.
TRANSPORTATION MANAGEMENT CONSULTANTS

January 1999

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INTRODUCTION

A new statewide reporting and performance monitoring program for the public transportation systems in the State of Washington has been under development by the Washington State Transit Association (WSTA) for the past year. It is being implemented by the Washington State Department of Transportation (WSDOT) for the 1999 reporting year. The information provided by the transit systems in 2000 will be used by WSDOT to prepare a summary report, which will present descriptive, statistical and performance information according to new concepts developed by WSTA. This summary report will be prepared and forwarded to the Legislative Transportation Committee (LTC) in Fall 2000. The summary report for the 1998 reporting year, which is due to the LTC in Fall 1999, will be very much like the 1997 report in format and contents.

In the Fall of 1998, the LTC engaged Mundle & Associates, Inc. for assistance on performance monitoring and reporting topics. The firm conducted two pilot performance audits for the LTC (of Link in Wenatchee and the Whatcom Transportation Authority in Bellingham) and was asked to review the new statewide reporting program being developed by WSTA and WSDOT. This technical memorandum presents the results of the review of the new Statewide Transit Reporting and Performance Monitoring Program for 1999. It is organized into the following sections:

- ♦ *Background* – provides a discussion of the background on current performance reporting and efforts to change this process;
- ♦ *Review Process* – describes the steps taken to review and assess the proposed changes in the statewide performance reporting program;
- ♦ *Review Findings* – provides a discussion of the background on performance monitoring activities
- ♦ *Recommendations* – provides a discussion of the background on performance monitoring activities

BACKGROUND

Section 35.58.2796 RCW requires an annual transit statistical summary report for all publicly supported transit systems in the State. WSDOT has the responsibility for preparing this report. The primary purpose of the report is to make uniform data available to the transit operators, local and regional governments, and the Transportation Committees of the Washington State Legislature.

Both the contents of the report and the presentation format have evolved over time. The minimum requirements are stipulated in the RCW. The most recent report, published in November 1998, contains operating and financial statistics for the 1997 reporting year. It presents a detailed narrative description, and statistical and performance profiles for the services operated by each public transportation system in the State, according to the characteristics of that service. The report also presents statewide summaries of this information.

The 1997 Summary Report presents information for all 26 public transportation systems in the State. Excerpts from this report are provided in Appendix A. The excerpts include the Statewide Highlights and a sample profile of a transit system. For purposes of illustration, the profile for Link (Chelan-Douglas Counties) in Wenatchee is presented.

The statewide information assigns the transit systems into one of three categories:

- ◆ Urbanized - serving areas of more than 200,000 in population;
- ◆ Small City - serving areas between 50,000 and 200,000 in population; and
- ◆ Rural - serving areas of less than 50,000 in population.

Specific assignments are shown on page 11 of the materials provided in Appendix A.

The profiles, such as the sample for Link, array the statistical and performance information for each system according to different modes of services operated:

- ♦ fixed-route,
- ♦ route-deviated,
- ♦ demand-response, and
- ♦ vanpooling.

In addition to statistical information, several performance measures are included for each service mode in the system profile. The individual transit system's performance is compared to the average performance levels for that category of system (i.e., urbanized, small city, or rural). Thus, on Page 116 of the report excerpts in Appendix A, Link's performance is compared with the average for other rural systems. Through this process, the groupings provide a way to compare performance levels of systems serving areas that are similar in size.

A new reporting program has been developed for the state, and will be implemented for the 1999 reporting year. The system is based on the recommendations made by the firm of Nelson/Nygaard, under contract to WSTA. Preliminary observations were provided in a revised draft report from the Washington Public Transit Performance Assessment, dated November 11, 1997. Excerpts from this report are provided in Appendix B of this technical memorandum. A sample of the revised annual report and an individual agency chapter report, also developed by Nelson/Nygaard for WSTA, is provided in Appendix C.

REVIEW PROCESS

The proposed statewide transit reporting and performance monitoring program has been reviewed through a three step process. First, discussions were held with WSTA, its consultant, and the WSDOT staff. Second, key documents were reviewed. And third, in conjunction with the pilot performance audits, an assessment was made of the ability of the transit systems in the State to provide the required information. Each of these steps are described below. The findings from these activities are presented in the next section of this technical memorandum.

Discussion Meetings

Meetings were held with the WSTA staff and their consultant, and the WSDOT staff. The purpose of the meetings was to understand the proposed concepts and the implementation steps for the new reporting program.

These discussions were supplemented by attendance at three workshops held by the WSDOT staff:

- ◆ October 13 Olympia
- ◆ October 15 Richland
- ◆ October 19 Seattle

The workshops were intended to discuss the Transit Development Plan-Annual Reporting for 1999. At the workshops, the changes to the reporting requirements for 1999 also were discussed. These workshops also provided an opportunity for informal discussions of the proposed changes with the representatives of the participating transit agencies.

Document Review

Three documents received from WSTA and WSDOT provide the source information on the proposed program. These documents are appended to this memorandum. Their contents are described below briefly.

- ♦ *Washington Public Transit Performance Assessment, Preliminary Observations* (Revised Draft, November 11, 1997) - This document discusses the proposed process for measuring performance of transit services in Washington State. The structure for reporting is based on the characteristics of the services operated and the types of developments served. The types of services have been defined as local, intercity, commuter, demand responsive and vanpool. The first three all are variations of fixed-route service. These services are operated in four types of development areas: core urban, suburban, small city, and rural. More detailed descriptions are presented on page iii of the report, a copy of which has been provided in Appendix B.

The proposed process is based on seven steps for measuring how well transit works. These steps are described on Page v of the report and listed below:

- Step 1: What percentage of costs are covered by fare?
(Farebox Recovery Ratio)
- Step 2: What do we spend to run one bus for one hour?
(Cost per Vehicle Hour)
- Step 3: How much of the running time can be used by passengers?
(Revenue Hours per Vehicle Hour)
- Step 4: How fast does the service run?
(Revenue Miles per Revenue Hour)
- Step 5: How many people ride?
(Boardings per Revenue Mile)
- Step 6: How many people ride, and how far?
- Step 7: How do we all benefit?
(Benefits per Boarding)

These service and development types and the process steps listed above form the basis for the proposed changes to the current annual transit statistical summary report.

- ◆ *Sample Chapters - Annual Transit Summary* (December 2, 1998) - This document illustrates how the 1999 Summary Report can be organized, incorporating the changes developed by WSTA. The sample report is presented in Appendix C. It contains two parts, which are described below:
 - Statewide Summary Chapter - The sample presents a 20-page chapter that uses the results of the six-step process to explain the performance of transit systems across Washington State. In this sample, steps five and six appear to have been combined. The chapter includes the definitions of development and service types as well as a series of exhibits showing the statewide comparison of statistics and indicators.
 - Agency Chapter - The sample provides an eight-page profile of the individual transit system's performance. It presents descriptive, statistical and performance information for applicable service and development types.

- ◆ *WSDOT Workshop Package* (September/October 1998) - This package of materials, presented in Appendix D, provides instructions to the transit systems on the State's reporting requirements. It includes the following items.
 - TDP Outline - This explains the various elements to be included in the Transit Development Plan prepared by each transit system and defines the various terms used.
 - Data Collection (for 2000 TDP) - This describes the operating and financial statistics to be reported at the route level and at the modal level.

Route level information is to be summarized by development and service types. This includes:

- . revenue vehicle hours
- . total vehicle hours
- . revenue vehicle miles
- . total vehicle miles
- . passenger trips

Modal level information requires totals for fixed-route, route-deviated, demand responsive and vanpool service. The following information is required at the modal level:

- . fully allocated operating expenses
- . farebox revenues
- . full-time equivalents
- . fuel consumption
- . accident statistics
- . capital improvements

- System Groupings – Instructions list the development types for the 25 transit systems in the State.

The only item not identified in this package was service type by route. The assignment of fixed-routes to the local, express or commuter categories will be developed by each system in cooperation with the WSDOT staff.

Assessment of System Capabilities

In conjunction with other on-going efforts for the LTC, the data collection procedures of two transit systems, Whatcom Transportation Authority in Bellingham and Link (Chelan-Douglas Counties) in Wenatchee were examined. The purpose of this review was to discuss and assess the capability of the transit systems, particularly the smaller operators, to respond to the revised information submission requirements being proposed. In addition, informal input on the new requirements was received in discussions with transit system representatives at the three WSDOT workshops in Olympia, Richland, and Seattle.

REVIEW FINDINGS

The review process described above and the comparison of the contents of the proposed summary report with the existing report leads to several findings. These findings are discussed in this section according to the following three topics: reasons for the changes, proposed structure, and implementation instructions.

Reasons for the Recommended Changes

The 1997 Summary Report prepared by the WSDOT is one of the most complete reports of its kind prepared by a state DOT in the United States. It represents a balance in descriptive, statistical, and performance information on a systemwide and modal level. The report provides information on many performance measures. With this input, it could be expanded to include a more extensive list of relevant performance measures and benefits, if so desired.

It is assumed that WSTA recommended the changes that will be implemented for 1999 in order to address deficiencies in the current summary report. However, no description of such deficiencies was found in the documents reviewed or overall rationale for making the changes.

The primary reason for the changes recommended by WSTA appears to be a perceived need to explain why performance varies when comparing transit agencies in Washington. As stated on the first page of the report (Appendix B, page i), much of the variation is explained by the type of development served and the type of service provided.

The new system will provide an expanded information base. Beyond the desire to explain performance variances based on development type and service type, a convincing

argument has not made for having this information. Similarly, the need for this information from every transit system in the State on an annual basis has not been explained. Nor is it clear how (or if) this information will be used by decision-makers at the state and local level and how this information will be more beneficial to decision-makers than the information already available.

Proposed Structure

The single most significant advancement of the proposed structure in the new reporting program, when compared to the 1997 Summary Report, is that it will present statistics and performance measures in more extensive categories. For example, for the fixed-route and route-deviated service modes, information will be broken out by type of services (local, intercity and commuter) and by type of development served (urban, suburban, small city and rural). By comparison, WSDOT currently reports total statistics and average performance by mode. The proposed level of detail will make much more information available, beginning with the 1999 reporting year. Nonetheless, even at this added level of detail, the results still will show a range of performance from system to system within service and development types. Thus, it is unclear what this information will demonstrate and how this information will be used for decision-making when it becomes available. Nor is it clear who will have a need for this information.

Though emphasizing performance for service and development types, the proposed format omits systemwide totals. Thus, there is no total for all fixed-route service, just the results for the individual categories of route types. Without these totals, it is not possible to cross check the reported information for accuracy with other reports, such as that provided the State Auditor or the National Transit Database. Further, it will not be possible to display trends in results from prior years when this level of detail was not used for reporting.

The six-step structure developed by WSTA to explain how transit works incorporates a very thoughtful approach. The performance elements in this structure can

be illustrated in many different ways. Furthermore, it is critical that the listing be as complete as possible in identifying all important dependent variables in each step. The proposed structure is incomplete in many respects. For example, Step 2 is the question "What do we spend to run one bus for one hour?" and reviews the cost per vehicle hour (page 8 of the statewide section in Appendix C). No mention is made of the impact on the cost per hour of scheduling constraints due to labor contract provisions.

As noted previously, it does not appear that this effort included a needs analysis and review to assure that the deficiencies in the current program are being addressed. Further, it appears that the strengths and weaknesses of the recommended structure have not been rigorously tested to determine if this structure will accomplish what the designers intend it to do.

Since the process and structure recommended by WSTA has been adopted and is being implemented in its entirety, one could conclude that WSDOT accepts and has endorsed this approach. However, in discussions with both WSTA and WSDOT staff it became apparent that WSDOT has not been an active participant in the development of this approach. Rather, the proposed 1999 Summary Report format and structure (Appendix C) essentially represents the desires of WSTA to modify the report.

Implementation Instructions

The new reporting and performance monitoring program will require every transit system to make significant changes in their data collection procedures. It will require them to allocate more resources to such activities, and will increase the amount of information submitted to the State. This added effort on the part of the transit systems is disproportionate to the services delivered.

- ♦ In 1997, slightly over 80 percent of the revenue hours operated in the State of Washington were operated by seven systems in the urbanized category. These seven systems will bear the brunt of the added requirements. However, they also have the most

complex networks and may benefit from the new monitoring program. The seven urbanized systems exhibit wide variations in performance across the different types of services they operate and different types of development areas they serve.

- ♦ The remaining 19 systems also will be required to expend more effort collecting and reporting this information. It is debatable whether there will be corresponding benefits for the smaller systems. A relatively small proportion of total statewide resources (less than 20 percent) are expended by these systems. And there are narrower variations in the performance levels of different types of services operated in small city and rural areas. This, then, raises a concern about requiring the same level of detail information from every system in the State for the Summary Report.

The current instructions from WSDOT to the transit systems, presented in Appendix D, make no mention of the desired level of reliability of the route level statistics. These route-level statistics from each transit system will be aggregated by service and development types by WSDOT. However, statewide expectations of statistical reliability have not been defined. This is vital to ensure that all systems provide comparable information.

Sampling plans of most transit systems, particularly systems that receive federal funding, are designed to meet the requirements for systemwide statistical reliability of the Federal Transit Administration's National Transit Database (NTD). However, these systemwide sampling procedures will not yield the same level of reliability that will be needed for Washington State in order to relate performance results by service type and development type.

The current instructions from WSDOT do not address fully some key issues related to revenue and cost allocation. The data submission instructions from WSDOT (also presented in Appendix D) request that revenue and fully allocated operating cost be submitted by mode (fixed-route, route-deviated, demand response, and vanpool), not by service and development type. Revenue will be allocated to routes according to the average fare for the mode. Since fares are likely to be different across service types,

particularly in urbanized areas, it is erroneous to assume that an average fare can be applied across all types of services and developments.

WSTA's proposed structure for statewide comparisons (on page 2 in Appendix C) indicates the following with respect to the operating cost per hour:

Only Step 2 is not divided by service and development types (except for the basic distinction between fixed-route, demand response, and vanpool service). Although costs may vary between development types, they do not vary in a way that is meaningfully connected to development type.

Contrary to this assertion, research indicates that the fully allocated operating costs do vary from route to route when the routes provide different types of service. This is because costs reflect how efficiently labor can be deployed. For example, a local route in an urban area will use labor more efficiently than a commuter route from a suburban area that operates only during peak hours and only in the predominant travel direction. The decision on what service is provided throughout the service area will be a function of development type. Therefore, it is essential that the transit systems develop revenue and operating costs by service and development types using proper procedures.

Transit systems should be provided guidelines for cost and revenue allocation. Guidelines should be developed and provided by WSDOT as part of the implementation instructions. This is particularly critical for operating cost allocation. If costs are not allocated properly, the indicators that are developed and reported will be inaccurate. Relying on the proposed approach that encourages use of an average unit cost factor to allocate costs by service and development types will significantly diminish the accuracy and usefulness of the proposed performance-monitoring program.

RECOMMENDATIONS

WSTA has developed its proposal to modify the format and content of the Summary Report prepared annually by the WSDOT. It appears that WSDOT has not made an independent assessment of the strengths and weaknesses of the proposed approach. Rather, it has given tacit endorsement to the program and is proceeding with implementation. In this process, it has not provided enough detailed guidance in key areas that are essential to ensuring reliable, accurate data for statewide comparability.

The above discussion of findings identified several concerns about the reporting and monitoring program that is to be implemented for the 1999 reporting year. It also identified deficiencies in the way WSDOT has proceeded to implement the changes. Since the decision to change the current program appears to have been made, the following recommendations are offered to address these deficiencies and build on the base of the proposed program.

1. WSDOT Needs to Assure that it is Addressing the Deficiencies in the Current Program.

WSDOT needs to identify what the deficiencies are in the current program and assure that the new program is addressing these concerns adequately. At present, a case has not been made that there is a problem. If there is, it is not certain that the proposed program will be able to fill this void or that the proposed program is structured adequately. Without this foundation, there is no guarantee that the State's efforts related to statewide reporting and performance monitoring are improved and the effort that has been expended and will be expended is justified. As presently proposed, the new program appears to be a solution in search of a problem.

2. WSDOT Needs to Define the Audience for a Revised Reporting System and the Related Information Needs.

Under the new program, WSDOT will be receiving more information from the transit systems in the State. However, it has not explained who the audience for this information will be and how it will be used. The key objective should be to provide critical information for State and local decision-makers. At present, it is not certain that WSDOT or WSTA have an understanding of who needs this information or how it will be used. If there is no stated need for the information, WSDOT should not be requiring transit systems to collect and process it. Similarly, WSDOT should recognize the impact that this additional data collection effort will have on its own internal activities. Imposing requirements that are not beneficial could jeopardize WSDOT's credibility at the State level as well as with the transit systems.

WSDOT also needs to assure that the data collection requirements are reasonable for all size systems. More than 80 percent of the state's resources are provided to the seven largest transit systems, five of which are in the Puget Sound region. While detailed information may be critical for the large systems serving urbanized areas, it may not be necessary to receive this from the other systems in the state on an annual basis, particularly since they represent less than 20 percent of the state's expenditure on transit. Though the smaller systems have fewer services to report, they incur a disproportionate impact of the new procedures, and have fewer resources to absorb these added requirements. The need to assign routes to different service and development types and report information at this level is onerous for small operators, particularly when the benefits from this detailed reporting have not been proven.

3. WSDOT Needs to Ensure That it Implements a Comprehensive Approach to Performance Monitoring.

The proposed revisions represents an excellent starting point. But further refinement is needed prior to full implementation. For example, the seven steps include many key performance considerations but not all. An example of one omission is the factors that impact labor rates and labor productivity.

The proposed system needs to be put to a rigorous test. One approach to consider is to assemble a panel of experts to review the current proposal. This might include peer professionals who have developed similar programs for their state or region. Input from different practitioners could provide WSDOT and WSTA with a range of perspectives on performance attributes and the essential components of a monitoring and reporting program.

4. WSDOT Needs to Develop and Include Guidelines for Sampling, Revenue Allocation and Cost Allocation Procedures in its Implementation Instructions.

To date, WSDOT has deferred making decisions and offering specific guidance in several key areas. The preceding discussion focused on statistical sampling guidelines, revenue and cost allocation.

Assuming that all transit systems in the State will be required to submit operating and financial statistics by route according to the current instructions, it is imperative that WSDOT provide guidelines for statistical sampling, and revenue and cost allocation procedures. The statistical sampling guidelines should define reliability expectations, such as 90 or 95 percent, at each service and development type level.

Revenue allocation guidelines should describe which methods are acceptable. For example, WSDOT could specify the appropriateness of actual revenue counts or

an average fare method based on a periodic survey of riders. As part of the guideline, WSDOT needs to clarify that transit systems report passenger revenue from all sources, not just farebox revenue, and provide clear definitions of what is included and not included in the revenue categories.

Cost allocation guidelines need to be specific enough to suggest the number and types of variables to be used. For example, guidelines could suggest the following approaches to cost allocation for fixed-route and route-deviated service, based on the size of the peak fleet for these services:

<u>Category</u>	<u>Peak Fleet Size</u>	<u>Variables for Cost Allocation Model</u>	
Small	up to 50 vehicles	one	total vehicle hours
Medium	51 to 200 vehicles	two	total vehicle hours total vehicle miles
Large	201 or more vehicles	three	total vehicle hours total vehicle miles peak vehicles

Transit systems should be given flexibility to use a more sophisticated approach than the one suggested above, if they so desire. Larger systems, which operate commuter services, may desire to use cost allocation approaches sensitive to time of day variables, such as peak/base cost allocation model. It is in the interest of the systems to accurately present these costs so that these services are not cross subsidized by more productive service types.

APPENDIX A

Excerpts from

1997 Summary

Public Transportation Systems in Washington State,
November 1998

- ◆ **Statewide Highlights**
- ◆ **Link Profile**

Statewide Highlights

Statewide Service Changes From 1996 to 1997

All measures of service are difficult to assess from 1996 to 1997. Route deviated services were separated from fixed-route figures beginning in 1997. This complicates making comparisons statewide for rural services. Also, a number of systems confused total vehicle hours with revenue vehicle hours and total vehicle miles with revenue vehicle miles in 1996, thereby creating immeasurable comparisons for these figures. To the extent possible, here are some statewide developments.

- The proportion of the state's residents having access to transit services increased from 83.10 percent in 1993 to 86.29 percent in 1997.

For fixed-route service:

- Revenue hours increased in the rural areas, 3.72 percent in the urbanized areas, and up 0.21 percent in the small city areas.
- Revenue miles increased in rural areas, 3.66 percent in urbanized areas, and up 0.29 percent in small city areas.
- Passenger trips taken increased most in urbanized areas: 8.24 percent — as compared with down 3.06 percent in rural areas and up 3.94 percent in small city areas.

For demand-response service:

- Revenue hours increased:
 - 1.74 percent in rural areas; and
 - 16.48 percent in small city areas

- Revenue miles increased everywhere:
 - 19.71 percent in rural areas;
 - 19.16 percent in urbanized areas; and
 - 11.67 percent in small city areas.
- Passenger trips, at 18.15 percent, increased most in small city areas; rural areas had a 6.17 percent increase, and urbanized areas saw a 15.94 percent increase in ridership.

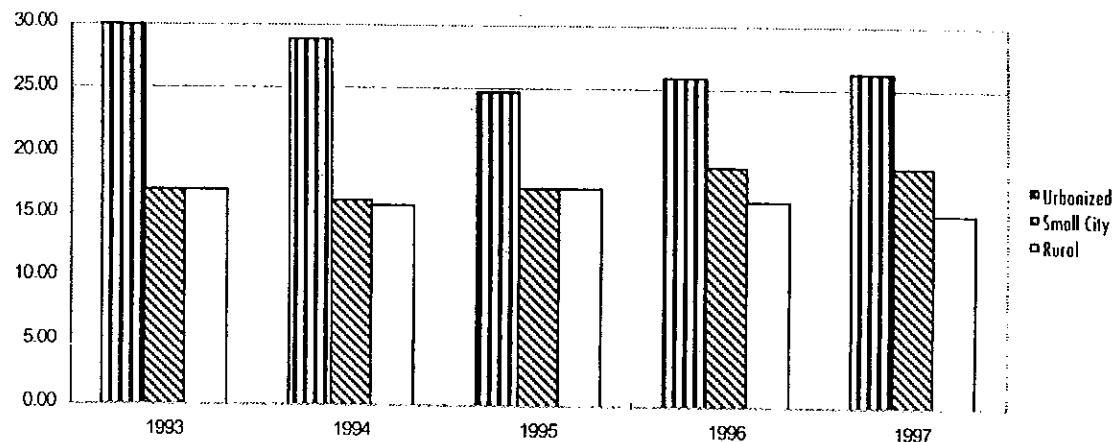
For vanpools:

- Passenger trips climbed 47.06 percent in urbanized areas and 38.34 percent in rural areas, but dropped 4.46 percent in small city areas.
- Revenue miles increased by 23.62 percent in urbanized areas and 35.94 percent in rural areas, but dropped 1.85 percent in small city areas.

Efforts to Create or Expand Transit Districts

- There were three annexations to the state's 19 public transportation benefit areas. Two of five areas in rural Snohomish County elected to join Community Transit in September: the Tulalip Reservation and Eastmount-Silver Fir area. Prosser and Benton City voted to join Ben Franklin Transit in November. The area near Port Gamble was the only one of three areas that voted to join Kitsap Transit in November. Six already are county-wide, and two, C-TRAN and Whatcom Transportation Authority, effectively are county-wide.
- In May, residents of most of Okanogan County voted against levying a 0.4 percent sales and use tax for its public transportation benefit area.

Fixed Route, Route Deviated and Demand Response Passengers per Revenue Vehicle Hour

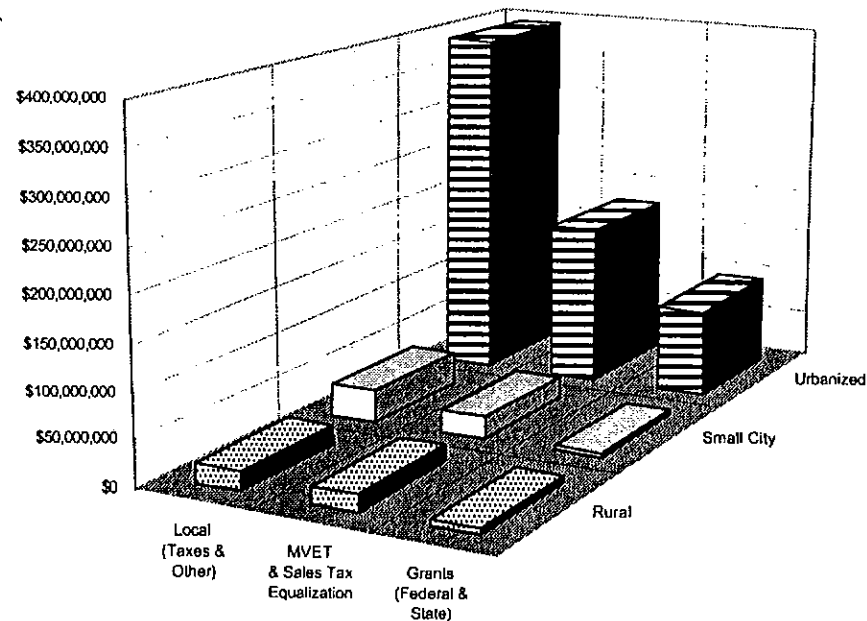


Statewide Highlights

Fiscal Changes From 1996 to 1997

- Statewide, sales and use tax revenues increased 46.85 percent, primarily due to new collections by the Regional Transit Authority.
 - This was not matched evenly as small city areas increased only 3.34 percent and rural areas increased 12.58 percent.
- Also statewide, Motor Vehicle Excise Tax distributions increased 24.18 percent, again primarily due to new collections by the Regional Transit Authority.
 - This also was not matched evenly as small urbanized areas increased 1.20 percent, as rural areas increased only 9.81 percent.
- Farebox revenue increased only about 0.05 percent, statewide. This comprises:
 - 20.86 percent in rural areas;
 - down 1.07 percent in urbanized areas; and
 - 13.79 percent in small city areas.
- Farebox recovery for fixed- and deviated route services ranges from none for the four pre-paid fares systems to 32.32 percent (Pullman Transit).
- Farebox recovery for demand-response services ranges from none for eight pre-paid fares systems to 17.10 percent (Clallam Transit). Clallam Transit and Yakima Transit are the state's only systems where farebox recovery is higher for demand-response service than fixed-route service.
- Operating expenses increased 8.66 percent, statewide. This broke down to:
 - 12.11 percent in rural areas;
 - 8.99 percent in urbanized areas; and
 - 4.65 percent in small city areas.

1997 Capital and Non-Operating Revenues



Noteworthy Developments

- The following systems set *all time records* for ridership in their respective systems:

- Ben Franklin Transit
- C-TRAN
- Community Transit
- CLBS
- Grant Transit Authority
- Grays Harbor Transportation Authority
- Intercity Transit
- Island Transit
- Jefferson Transit Authority
- King County Metro Transit
- Kitsap Transit
- Mason County Transportation Authority
- Pierce Transit
- Pullman Transit
- Skagit Transit
- Spokane Transit Authority
- Twin Transit
- Valley Transit
- Whatcom Transportation Authority

- Clallam Transit completed construction of the Forks Multi-use Transportation Center.
- Community Transit completed construction of operating base facility at the Merrill Creek site under budget.

- C-TRAN responded to the I-5 temporary bridge closure with 120 new vanpools, 19 subscription buses, several new park and ride lots with commuter express service to Portland, and added more than 500 entries to the CommuteMatch database.
- Everett Transit purchased nine replacement 30-foot transit buses.
- Grant Transit Authority purchase three new buses.
- Intercity Transit took delivery of eight replacement minibuses for fixed-route service and dial-a-lift service.
- Island Transit expanded Feeder Route Service out of Oak Harbor and South Whidbey Commuter Express Service.
- Jefferson Transit replaced four transit buses.
- King County Metro Transit improved reliability and cost effectiveness of King County Metro Transit's revenue fleet as 360 new, fuel efficient 40-foot and 28-foot transit coaches were added to the fleet.
- Link completed construction of the regional intermodal center in downtown Wenatchee.
- Mason County Transportation implemented Worker/Driver service between Shelton and Bremerton.
- Pacific Transit installed a computerized fueling system at the Seaview facility.
- Pierce Transit opened Phase One of the Tacoma Dome Station to expand park and ride capacity and improve Seattle Express service.
- Pullman Transit replaced two 1960s vintage fixed-route transit buses.
- Regional Transit Authority reached agreements with WSDOT, Pierce Transit, and Community Transit to deliver services and ensure coordinated services.
- Skagit Transit initiated Washington State Ferries shuttle service at Anacortes through a contract with a private operator.
- Spokane Transit Authority purchased 25 replacement low-floor passenger buses with lifts.
- Twin Transit added fixed-route service to the Centralia and Chehalis port districts and increased Centralia service level.
- Valley Transit discontinued service to Milton-Freewater, Oregon, due to loss of federal operating assistance from Oregon Department of Transportation.
- Whatcom Transportation purchased 12 replacement paratransit vehicles.
- Yakima Transit assisted a City Council-appointed nine-member transit task force in reviewing current transit operations for efficiencies and cost-saving measures.

Statewide Highlights

Six-Year Developments, 1998 to 2004

- Revenue hours for fixed-route services in urbanized areas are projected to increase by 726,000 hours or 17.5 percent.
- Revenue hours for fixed-route services in small city areas are projected to increase by 81,000 hours or 12.5 percent.
- Revenue hours for fixed-route services in rural areas are projected to increase by 72,000 hours or 19.4 percent.
- Revenue hours for route-deviated services in rural areas is projected to increase by 1,500 hours or 2.0 percent.
- Revenue hours for demand-response services in urbanized areas is projected to increase by 608,000 hours or 68.9 percent.
- Revenue hours for demand-response services in small city areas is projected to increase by 50,000 hours or 17.9 percent.
- Revenue hours for demand-response services in rural areas is projected to increase by 44,000 hours or 25.6 percent.
- Revenue miles for vanpool services in urbanized areas is projected to increase by 11,201,000 miles or 81.2 percent.
- Revenue miles for vanpool services in rural areas is projected to increase by 396,000 miles or 62.4 percent.
- Examples of developments for individual transit systems include:
 - Ben Franklin Transit expects to replace 108 vanpool vans.
 - Clallam Transit expects to construct a Port Angeles transit center.
 - Community Transit expects to purchase 83 replacement fixed-route coaches and 30 fixed-route coaches to expand service, replace 221 vanpool vans, purchase 175 vanpool vans to expand service, 45 replacement DART vehicles, and purchase 10 DART vehicles to expand service.
 - CUBS expects to purchase six replacement fixed-route buses.
 - C-TRAN expects to replace 20 30- to 35-foot fixed-route buses and 32 C-Van vehicles, add 31 C-Van vehicles, 21 40-foot fixed-route buses, and eight 25-foot fixed-route buses.
 - Everett Transit expects to complete construction of the Everett Station multimodal transportation center.
 - Grant Transit Authority expects to purchase seven new buses.
 - Grays Harbor Transportation Authority expects to replace 18 transit buses.
 - Intercity Transit expects to purchase 19 replacement fixed-route transit buses, 51 replacement fixed-route and dial-a-lift minibuses, and 41 replacement vanpool vans.
 - Island Transit expects to purchase three transit and 12 paratransit replacement vehicles and three fixed-route vehicles for service expansion.
 - Jefferson Transit Authority expects to seek public approval of increase in authorized sales and use tax.
 - King County Metro Transit expects to purchase 83 replacement fixed-route coaches, 30 fixed-route coaches to expand service, 45 replacement DART vehicles, 10 DART vehicles to expand service, replace 221 vanpool vans, and purchase 175 vanpool vans to expand service.
 - Kitsap Transit expects to purchase 56 replacement vanpool vans and 58 vanpool vans for expansion.
 - Link expects to purchase three replacement transit buses, five replacement minibuses for fixed-route service, and nine replacement paratransit vehicles.
 - Mason County Transportation expects to complete Belfair Transit Center, construct Belfair park and ride lot and Shelton park and ride lot.
 - Pacific Transit expects to replace four fixed-route transit buses and six paratransit vehicles.
 - Pierce Transit expects to construct park and ride lots and related facilities in the Bonney Lake, Gig Harbor Peninsula, and Graham areas, expand Narrows and North Gig Harbor at Kimball Drive park and ride facilities, and complete Phase Two of constructing the Tacoma Dome facility.
 - Pullman Transit expects to provide fixed-route and paratransit services on Saturdays.
 - Regional Transit Authority expects to begin Regional Express service on approximately 20 routes, begin commuter rail service between Seattle and Tacoma, construct Tacoma light rail corridor and begin service, construct 12 commuter rail stations between Lakewood and Mukilteo, purchase approximately 50 light rail vehicles for Tacoma and South Seattle/Tukwila/SeaTac corridor, and begin Seattle-Boeing Access Road light rail service.
 - Skagit Transit expects to coordinate with city of Mount Vernon in designing and constructing Mount Vernon multimodal facility.

- Spokane Transit expects to purchase 30 replacement transit buses for fixed-route services, 42 replacement paratransit vans, five hybrid electric transit buses, 20 new vanpool vans for expanded services, and seven new vanpool vans to expand service.
- Twin Transit expects to replace four 30-foot transit buses and three paratransit minibuses.
- Valley Transit expects to replace 17 fixed-route transit buses and four paratransit vehicles.
- Whatcom Transportation expects to design and construct a new maintenance, operations, and administration base.
- Yakima Transit expects to continue existing levels of services.

System Totals

Data for fixed-route and demand-response services in "System Totals" are categorized as "urbanized," "small city," or "rural." Urbanized systems serve areas of 50,000 population or more, as defined by the U.S. Bureau of the Census as of April 1, 1990. These systems may include rural areas, but they are defined as "urbanized" for integrity.

For purposes of this report, systems serving urbanized populations of more than 200,000 are "urbanized." Those systems serving urbanized populations between 50,000 and 200,000 are "small city." The systems in each category are:

Urbanized

C-TRAN
Community Transit
Everett Transit
King County Metro
Pierce Transit
Regional Transit Authority
Spokane Transit Authority

Small City

Ben Franklin Transit
Cowlitz Transit Authority d.b.a. CUBS
Intercity Transit
Kitsap Transit
Whatcom Transportation Authority
Yakima Transit

Rural

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

System Totals

Urbanized Totals ANNUAL OPERATING INFORMATION

	1995	1996	1997	% Change	1998	1999	2000	2004
Fixed-Routed Services -- Urbanized								
Revenue Vehicle Hours	3,890,189	3,993,850	4,142,511	3.72%	4,410,000	4,583,000	4,654,000	4,869,000
Total Vehicle Hours	incomplete	incomplete	4,820,536	N.A.	5,165,000	5,405,000	5,471,000	5,723,000
Revenue Vehicle Miles	54,066,161	55,923,438	57,971,669	3.66%	68,248,000	71,629,000	72,949,000	76,205,000
Total Vehicle Miles	incomplete	incomplete	70,746,769	N.A.	78,101,000	82,008,000	83,174,000	87,494,000
Passenger Trips	112,034,561	119,373,379	129,209,411	8.24%	132,037,000	134,930,000	136,982,000	145,039,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	13,674,962	N.A.	N.A.	N.A.	N.A.	N.A.
Electricity Consumed (Kwh)	N.A.	N.A.	18,229,051	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	118,411	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (Therms)			1,125,543	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	2	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	371	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	354	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	4,407.6	4,618.2	4,976.7	7.76%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$325,014,334	\$342,518,703	\$359,130,346	4.85%	\$415,061,000	\$454,351,000	\$488,995,000	\$735,871,000
Operating Cost/Expanded Service	N.A.	N.A.	\$5,873,857	N.A.	\$13,988,000	\$17,868,000	\$53,671,000	\$7,044,000
Farebox Revenues	\$68,957,219	\$74,151,743	\$73,660,490	-0.66%	\$80,036,000	\$90,630,000	\$104,858,000	\$125,167,000

Fixed-Routed Services* -- Small City

Revenue Vehicle Hours	664,823	648,508	649,867	0.21%	641,000	641,000	664,000	731,000
Total Vehicle Hours	incomplete	376,468	714,367	89.76%	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	9,961,747	9,896,119	9,924,837	0.29%	10,313,000	10,307,000	10,678,000	11,845,000
Total Vehicle Miles	incomplete	10,491,409	10,753,783	2.50%	11,195,000	11,187,000	11,607,000	12,893,000
Passenger Trips	14,660,089	15,984,699	16,614,617	3.94%	16,657,000	17,329,000	18,542,000	21,417,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	2,040,153	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	88	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	64	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	647.4	687.3	689.2	0.28%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$41,050,650	\$42,575,324	\$43,235,463	1.55%	\$46,496,000	\$48,205,000	\$49,175,000	\$56,404,000
Operating Cost/Expanded Service	N.A.	N.A.	\$744,085	N.A.	\$499,000	\$798,000	\$794,000	\$790,000
Farebox Revenues	\$3,376,615	\$3,711,498	\$4,088,452	10.16%	\$4,294,000	\$4,358,000	\$4,444,000	\$4,731,000

* Includes Passenger Ferry Services

System Totals

	1995	1996	1997	% Change	1998	1999	2000	2004
Fixed-Routed Services – Rural								
Revenue Vehicle Hours	incomplete	incomplete	371,567	N.A.	368,500	383,500	393,500	443,500
Total Vehicle Hours	incomplete	incomplete	406,607	N.A.	404,000	419,000	430,000	479,500
Revenue Vehicle Miles	incomplete	incomplete	7,276,353	N.A.	7,386,000	7,600,000	7,768,000	8,298,000
Total Vehicle Miles	incomplete	incomplete	7,675,173	N.A.	7,807,000	8,021,000	8,185,000	8,749,000
Passenger Trips	7,734,861	8,576,125	8,313,758	-3.06%	8,621,000	9,139,000	9,567,000	11,021,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	1,260,065	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	7,222	N.A.	N.A.	N.A.	N.A.	N.A.
Propane Fuel Consumed (gallons)	N.A.	N.A.	6,862	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (gallons)	N.A.	N.A.	14,402	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	40	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	57	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	368.0	402.0	382.7	-4.80%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$20,023,488	\$21,588,069	\$20,714,777	-4.05%	\$22,639,000	\$23,297,000	\$24,771,000	\$29,893,000
Operating Cost/Expanded Service	N.A.	N.A.	\$539,671	N.A.	\$839,000	\$1,349,000	\$1,178,000	\$774,000
Farebox Revenues	\$1,160,336	\$1,170,583	\$1,440,140	23.03%	\$1,600,000	\$1,663,000	\$1,735,000	\$2,021,000
Fixed-Routed Services – Statewide								
Revenue Vehicle Hours	incomplete	incomplete	5,163,945	N.A.	5,419,500	5,607,500	5,711,500	6,043,500
Total Vehicle Hours	incomplete	incomplete	5,941,510	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	incomplete	incomplete	75,172,859	N.A.	85,947,000	89,536,000	91,395,000	96,348,000
Total Vehicle Miles	incomplete	incomplete	89,175,725	N.A.	97,103,000	101,216,000	102,966,000	109,136,000
Passenger Trips	134,429,511	143,934,203	154,137,786	7.09%	157,315,000	161,398,000	165,091,000	177,477,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	16,975,180	N.A.	N.A.	N.A.	N.A.	N.A.
Electricity Consumed (Kwh)	N.A.	N.A.	18,229,051	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	125,633	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (gallons)	N.A.	N.A.	14,402	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (Therms)	N.A.	N.A.	1,125,543	N.A.	N.A.	N.A.	N.A.	N.A.
Propane Fuel Consumed (gallons)	N.A.	N.A.	6,862	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	2	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	499	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	475	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	5,423.0	5,707.5	6,048.6	5.98%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$386,088,472	\$406,682,096	\$423,080,586	4.03%	\$484,196,000	\$525,853,000	\$562,941,000	\$822,168,000
Operating Cost/Expanded Service	N.A.	N.A.	\$7,157,613	N.A.	\$15,326,000	\$20,015,000	\$55,643,000	\$8,608,000
Farebox Revenues	\$73,494,170	\$79,033,824	\$79,189,082	0.20%	\$85,930,000	\$96,651,000	\$111,037,000	\$131,919,000

System Totals

	1995	1996	1997	% Change	1998	1999	2000	2004
Route-Deviated Services								
Revenue Vehicle Hours	37,496	23,168	71,483	208.54%	67,000	68,000	69,000	73,000
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	76,000	77,000	78,000	82,000
Revenue Vehicle Miles	703,914	491,407	1,653,809	236.55%	1,889,000	2,090,000	2,108,000	2,133,000
Total Vehicle Miles	incomplete	incomplete	1,873,044	N.A.	2,207,000	2,347,000	2,368,000	2,398,000
Passenger Trips	201,314	169,856	476,218	180.37%	571,000	664,000	753,000	1,121,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	138,405	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	8,813	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	2	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	1	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	29.0	13.8	70.6	N.A.	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$1,460,814	\$853,001	\$1,873,812	119.67%	\$2,527,000	\$2,216,000	\$2,237,000	\$2,450,000
Operating Cost/Expanded Service	N.A.	N.A.	\$1,422,448	N.A.	\$1,573,000	\$2,294,000	\$2,442,000	\$3,407,000
Farebox Revenues	\$16,106	\$18,583	\$44,410	138.98%	\$30,000	\$31,000	\$32,000	\$43,000
Demand-Response Services – Urbanized								
Revenue Vehicle Hours	incomplete	incomplete	882,929	N.A.	1,048,000	1,095,000	1,193,000	1,491,000
Total Vehicle Hours	incomplete	incomplete	1,136,466	N.A.	1,329,000	1,422,000	1,558,000	1,984,000
Revenue Vehicle Miles	12,181,169	12,145,131	14,472,606	19.16%	17,055,000	18,580,000	20,254,000	26,042,000
Total Vehicle Miles	incomplete	incomplete	23,967,679	N.A.	19,660,000	21,408,000	23,361,000	29,496,000
Passenger Trips	2,013,652	2,312,568	2,681,092	15.94%	3,012,000	3,283,000	3,546,000	4,429,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	incomplete	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	424,577	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (Therms)	N.A.	N.A.	2,486	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	15	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	34	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	416.6	466.1	910.9	95.43%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$32,506,664	\$40,935,303	\$52,894,353	29.21%	\$60,491,000	\$64,891,000	\$72,450,000	\$99,465,000
Operating Cost/Expanded Service	N.A.	N.A.	\$394,809	N.A.	\$1,012,000	\$1,260,000	\$712,000	\$601,000
Farebox Revenues	\$452,035	\$880,504	\$570,708	-35.18%	\$808,854	\$931,979	\$999,011	\$1,307,871

System Totals

	1995	1996	1997	% Change	1998	1999	2000	2004
Demand-Response Services – Small City								
Revenue Vehicle Hours	234,372	240,500	280,129	0	288,000	297,000	301,000	330,000
Total Vehicle Hours	incomplete	incomplete	340,310	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	3,498,869	3,712,208	4,145,607	0	4,242,000	4,376,000	4,410,000	4,982,000
Total Vehicle Miles	incomplete	incomplete	4,835,454	N.A.	5,813,000	5,999,000	6,060,000	6,812,000
Passenger Trips	859,128	860,376	1,016,512	0	1,067,000	1,101,000	1,134,000	1,277,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	466,317	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	17,092	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	30	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	27	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	251.8	306.5	310.4	1.27%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$12,296,942	\$12,940,589	\$13,963,842	7.91%	\$15,554,000	\$15,548,000	\$17,801,000	\$21,460,000
Operating Cost/Expanded Service	N.A.	N.A.	\$0	N.A.	\$295,000	\$770,000	\$403,000	\$88,000
Farebox Revenues	\$208,228	\$289,483	\$464,448	60.44%	\$678,000	\$718,000	\$737,000	\$815,000
Demand-Response Services – Rural								
Revenue Vehicle Hours	106,413	168,707	171,637	1.74%	177,000	185,000	190,000	216,000
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	204,000	213,000	221,000	251,000
Revenue Vehicle Miles	1,441,773	2,139,384	2,561,096	19.71%	2,639,000	2,691,000	2,722,000	2,859,000
Total Vehicle Miles	incomplete	incomplete	incomplete	N.A.	2,784,000	2,837,000	2,871,000	3,010,000
Passenger Trips	429,647	554,745	588,955	6.17%	616,000	650,000	681,000	824,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	76,940	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	227,950	N.A.	N.A.	N.A.	N.A.	N.A.
Propane Fuel Consumed (gallons)	N.A.	N.A.	12,863	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (gallons)	N.A.	N.A.	17,043	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	18	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	45	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	109.5	130.9	161.6	23.45%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$4,913,283	\$6,094,476	\$7,268,169	19.26%	\$7,905,000	\$8,231,000	\$8,690,000	\$10,156,000
Operating Cost/Expanded Service	N.A.	N.A.	\$133,739	N.A.	\$266,000	\$259,000	\$165,000	\$273,000
Farebox Revenues	\$198,127	\$192,272	\$185,049	-3.76%	\$229,000	\$236,000	\$242,000	\$268,000

System Totals

Urbanized Totals	1995	1996	1997	% Change	1998	1999	2000	2004
Demand-Response Services – Statewide								
Revenue Vehicle Hours	incomplete	incomplete	1,334,695	N.A.	1,513,000	1,577,000	1,684,000	2,037,000
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	17,121,811	17,996,723	21,179,309	17.68%	23,936,000	25,647,000	27,386,000	33,883,000
Total Vehicle Miles	incomplete	incomplete	incomplete	N.A.	28,257,000	30,244,000	32,292,000	39,318,000
Passenger Trips	3,302,427	3,727,689	4,286,559	14.99%	4,695,000	5,034,000	5,361,000	6,530,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	incomplete	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	652,527	N.A.	N.A.	N.A.	N.A.	N.A.
Propane Fuel Consumed (gallons)	N.A.	N.A.	12,863	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (gallons)	N.A.	N.A.	17,043	N.A.	N.A.	N.A.	N.A.	N.A.
CNG Fuel Consumed (Therms)	N.A.	N.A.	2,486	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	17,092	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	63	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	106	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	777.9	903.5	1,382.9	53.06%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$49,716,889	\$59,970,368	\$74,126,364	23.60%	\$83,950,000	\$88,670,000	\$98,941,000	\$131,081,000
Operating Cost/Expanded Service	N.A.	N.A.	\$528,548	N.A.	\$1,573,000	\$2,289,000	\$1,280,000	\$962,000
Farebox Revenues	\$858,390	\$1,362,259	\$1,220,205	-10.43%	\$1,715,854	\$1,885,979	\$1,978,011	\$2,390,871
Vanpooling Services – Urbanized								
Revenue Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	9,801,184	11,159,915	13,796,355	23.62%	16,454,000	17,740,000	19,179,000	24,997,000
Total Vehicle Miles	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Passenger Trips	2,415,205	2,663,798	3,917,495	47.06%	4,621,000	4,914,000	5,278,000	6,690,000
Vanpool Fleet Size	1,002	962	1,073	11.54%	N.A.	N.A.	N.A.	N.A.
Vans in Operation	709	787	983	24.90%	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	1,131,017	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	19	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	50	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	79.4	63.8	60.7	-4.86%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$8,774,694	\$7,410,800	\$7,244,075	-2.25%	\$8,380,000	\$9,834,000	\$10,510,000	\$14,098,000
Operating Cost/Expanded Service	N.A.	N.A.	\$479,856	N.A.	\$797,000	\$190,000	\$344,000	\$412,000
Vanpooling Revenue	\$4,233,825	\$4,625,724	\$5,139,753	11.11%	\$6,101,000	\$7,347,000	\$7,905,000	\$12,325,000

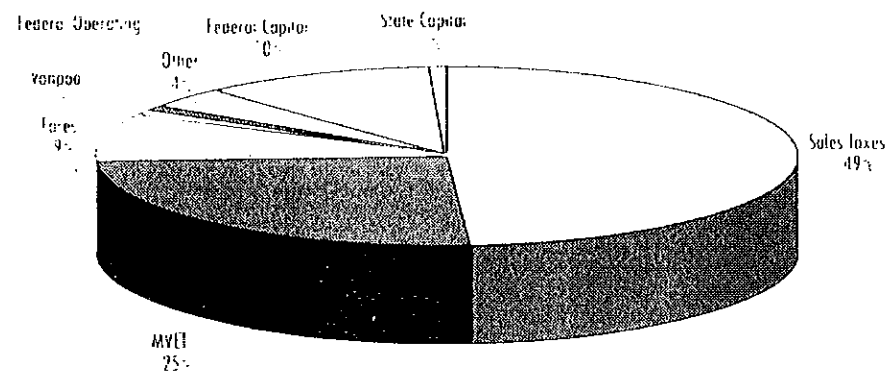
System Totals

	1995	1996	1997	% Change	1998	1999	2000	2004
Vanpooling Services – Small City								
Revenue Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	2,723,030	3,587,162	3,520,648	-1.85%	3,708,000	3,838,000	3,964,000	5,364,000
Total Vehicle Miles	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Passenger Trips	775,196	1,065,379	1,017,833	-4.46%	1,095,000	1,125,000	1,148,000	1,320,000
Vanpool Fleet Size	300	308	252	-18.18%	N.A.	N.A.	N.A.	N.A.
Vans in Operation	248	291	228	-21.65%	N.A.	N.A.	N.A.	N.A.
Diesel Fuel Consumed (gallons)	N.A.	N.A.	91,228	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	231,625	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	13	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	8	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	11.7	19.0	19.5	2.63%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$1,039,308	\$1,353,000	\$1,567,703	15.87%	\$1,691,000	\$1,768,000	\$1,901,000	\$2,428,000
Operating Cost/Expanded Service	N.A.	N.A.	\$0	N.A.	\$39,000	\$77,000	\$43,000	\$82,000
Vanpooling Revenue	\$849,038	\$1,516,515	\$1,015,151	-33.06%	\$1,038,000	\$993,000	\$1,046,000	\$1,404,000
Vanpooling Services – Rural								
Revenue Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Total Vehicle Hours	incomplete	incomplete	incomplete	N.A.	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	390,806	467,347	635,299	35.94%	639,000	694,000	759,000	1,031,000
Total Vehicle Miles	incomplete	incomplete	incomplete	N.A.	646,000	702,000	768,000	1,040,000
Passenger Trips	77,607	87,799	121,464	38.34%	122,000	132,000	143,000	189,000
Vanpool Fleet Size	37	44	43	-2.27%	N.A.	N.A.	N.A.	N.A.
Vans in Operation	28	29	31	6.90%	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	35,568	N.A.	N.A.	N.A.	N.A.	N.A.
Diesel Fuel Consumed (gallons)	N.A.	N.A.	4,172	N.A.	N.A.	N.A.	N.A.	N.A.
Propane Fuel Consumed (gallons)	N.A.	N.A.	1,973	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	6	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	1.7	1.8	2.3	27.78%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$197,590	\$206,681	\$181,469	-12.20%	\$175,000	\$185,000	\$202,000	\$248,000
Operating Cost/Expanded Service	N.A.	N.A.	\$55,000	N.A.	\$55,000	\$69,000	\$76,000	\$55,000
Vanpooling Revenue	\$131,690	\$140,060	\$178,618	27.53%	\$199,000	\$228,000	\$257,000	\$332,000

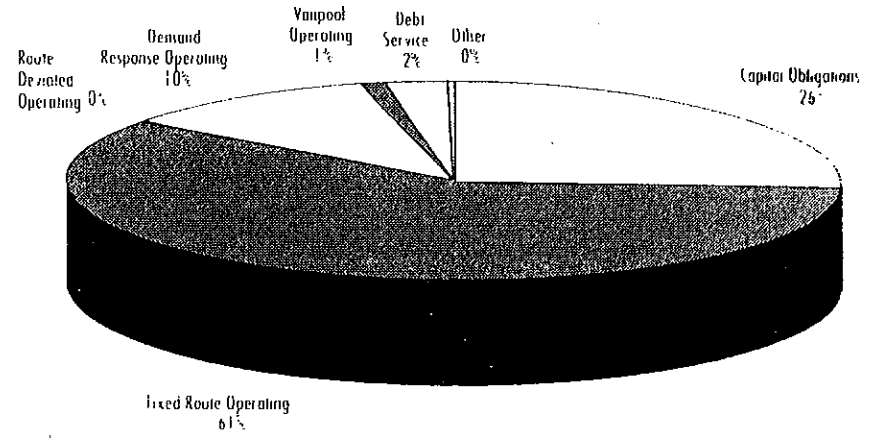
System Totals

	1995	1996	1997	% Change	1998	1999	2000	2004
Vanpooling Services – Statewide								
Revenue Vehicle Hours	incomplete	incomplete	incomplete	N/A	incomplete	incomplete	incomplete	incomplete
Total vehicle Miles	incomplete	incomplete	incomplete	N/A	incomplete	incomplete	incomplete	incomplete
Revenue Vehicle Miles	12,915,020	15,214,424	17,952,302	18.00%	20,801,000	22,272,000	23,902,000	31,392,000
Total vehicle Miles	incomplete	incomplete	incomplete	N/A	incomplete	incomplete	incomplete	incomplete
Passenger Trips	3,268,008	3,816,976	5,056,792	32.48%	5,838,000	6,171,000	6,569,000	8,199,000
Vanpool Fleet Size	1,339	1,314	1,368	-1.11%	N/A	N/A	N/A	N/A
Vans in Operation	985	1,107	1,242	12.20%	N/A	N/A	N/A	N/A
Gasoline Fuel Consumed (gallons)	N/A	N/A	1,398,210	N/A	N/A	N/A	N/A	N/A
Diesel fuel Consumed (gallons)	N/A	N/A	95,400	N/A	N/A	N/A	N/A	N/A
Propane fuel Consumed (gallons)	N/A	N/A	1,973	N/A	N/A	N/A	N/A	N/A
Fatalities	N/A	N/A	0	N/A	N/A	N/A	N/A	N/A
Reportable injuries	N/A	N/A	32	N/A	N/A	N/A	N/A	N/A
Collisions	N/A	N/A	64	N/A	N/A	N/A	N/A	N/A
Employees (FTEs)	92.8	84.6	82.5	-2.48%	N/A	N/A	N/A	N/A
Operating Cost - Sustained Service	\$10,011,592	\$8,910,481	\$8,993,247	0.25%	\$10,246,000	\$11,787,000	\$12,613,000	\$16,774,000
Operating Cost - Expanded Service	N/A	N/A	\$534,856	N/A	\$891,000	\$336,000	\$463,000	\$549,000

1997 Revenues



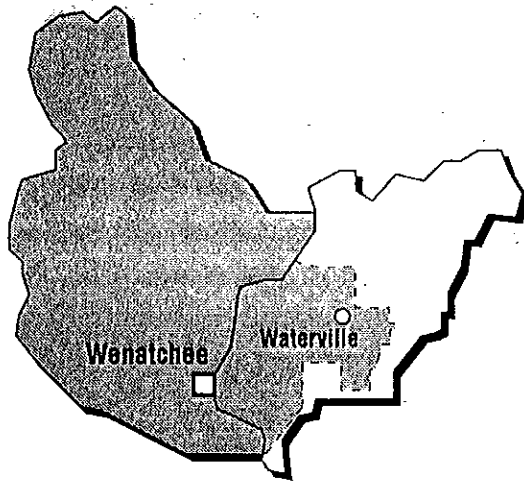
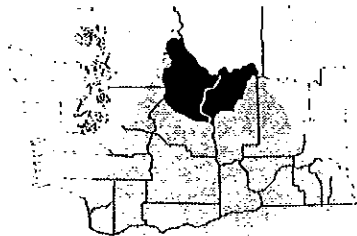
1997 Expenses and Capital Obligations



Link (Chelan-Douglas Counties)

Ken Hamm
General Manager

2700 Euclid Avenue
Wenatchee, Washington 98801
(509) 662-1155



System Snapshot

Operating name: Link

Service area: county-wide, Chelan County and western and south Douglas County.

Type of government: public transportation benefit area.

Governing body: board of directors comprised two Chelan County Commissioners, two Douglas County Commissioners, and one mayor or council member each from the cities of Wenatchee, East Wenatchee, Waterville, Rock Island, Cashmere, Chelan, Entiat, and Leavenworth.

Tax authorized:
0.4% sales and use tax approved in September 1990.

Annexations:

One in March 1995 adding the Orondo area of Douglas County.

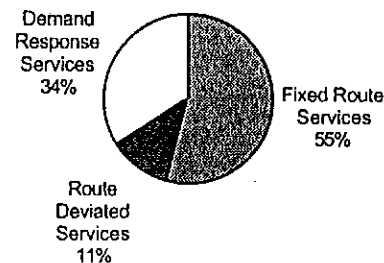
Types of service:

Fifteen fixed-routes, four deviated routes and paratransit service for persons with disabilities who cannot use fixed-route or deviated-route service.

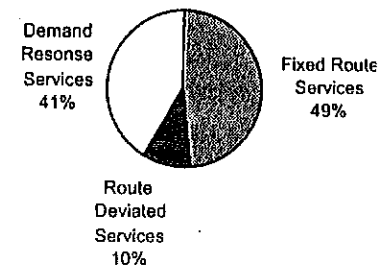
Days of service: Weekdays, generally between 5:00 a.m. and 9:30 p.m., and Saturdays, between 8:00 a.m. and 9:30 p.m.

Base fare: Pre-paid fare free.

Total Vehicle Hours in 1997



Total Vehicle Hours in 2004



Current Operations

Link operates the fixed and deviated routes six days a week as follows:

- 4 rural intercity routes (East Wenatchee/Rock Island, East Wenatchee/Waterville, Wenatchee/Leavenworth, and Wenatchee/Manson).
- 11 small city local routes (Wenatchee/East Wenatchee).
- 4 rural intercity deviated routes.

Link provides paratransit services, LinkPlus, to persons with disabilities who cannot use fixed-route service.

Community Participation

Link's Citizens' Advisory Committee (CAC) and the Link Board of Directors meet monthly. The CAC rotates its meetings among the communities in Link's service area. CAC members represent geographic regions, towns, and special interest groups. Link's Americans with Disabilities Advisory Committee also meets bimonthly to discuss service related issues. Link publicizes meeting notices, inviting the public to attend.

Service Standards

Link reviews all routes and services monthly for performance levels of boardings, service miles, and hours. Currently, Link divides service evaluation into the categories of urban and rural routes. Service recommendations and improvements for productivity, incorporating land use and performance measures also are utilized.

Vehicle Replacement Standards

Fixed-route, full sized buses: 12 years

Paratransit vehicles: 5 years

Passenger Service Vehicles

Fixed-route – 28 total, all equipped with wheelchair lifts and all equipped with bicycle racks, age ranging from 1992 to 1995.

Demand-response – 26 total, all equipped with wheelchair lifts, age ranging from 1990 to 1996.

Facilities

Link's operation and administration facility is in five temporary mobile offices located on ten partially developed acres. The maintenance facility is adjacent in a leased warehouse.

Link operates the Columbia Station, a regional intermodal facility that includes an off-street transfer center for Link buses, with connections to intercity buses (Northwest Trailways), Amtrak service, taxis, shuttle service to the regional airport, and bicycle options.

Link serves two park and ride lots: the Big Y at the junction of Highways 2 and 97 near Peshatin, and along Highway 97 in Entiat.

Intermodal Connections

Link provides service to the regional airport in East Wenatchee. Link also connects in Chelan with the private ferry operator on Lake Chelan.

In addition, Link serves the Amtrak and Trailways Lines through the Columbia Station in Wenatchee and provides on-street connections with Trailways in Cashmere and Leavenworth.

Most of Link's routes either travel by, or are not more than one quarter mile from, all of the public schools in the service area. Link also serves the Wenatchee Valley College.

Link serves five park and ride lots: Chelan, Entiat, Leavenworth, Peshatin, and Wenatchee.

1997 Achievements

- Met:
 - Completed construction of the regional intermodal center in downtown Wenatchee.
 - Began basic service levels for Orondo and Chelan Falls areas with route deviated service.
 - Completed transfer site studies for Olds Station.
 - Established paratransit service policies, curb to curb Service and senior age eligibility for service.
- Unmet due to insufficient funding:
 - Purchase one 24-foot accessible vehicle for improved service.
 - Complete the master plan for a new administration and maintenance facility.
 - Develop service policies for route performance.
- Other:
 - Hosted state ADA workshop for paratransit providers.
 - Completed a park and ride lot at the Big Y junction.

1998 Objectives

- Conduct a market analysis for services.
- Replace three 24-foot wheelchair accessible buses for paratransit service.
- Add three 24-foot wheelchair accessible buses for fixed-route service.
- Complete the master plan for a new administration and maintenance facility.

**Long-range Plans
(through 2004)**

- Complete transfer centers in East Wenatchee and Olds Station.
- Locate, design, and construct park and ride lots for Cashmere, Chelan, Malaga, and Manson.
- Construct East Wenatchee Transit Center.
- Continue installing bus passenger shelters and benches.
- Purchase three replacement transit buses and five replacement minibuses for fixed-route service.
- Purchase nine replacement paratransit vehicles.

**Reserve and
Replacement Funds**

Link maintains two funds.

The Vehicle Reserve Fund provides funding for the purchase of revenue vehicles, as well as the match for vehicles acquired from grant sources.

The Equipment/Facility Reserve Fund provides funds for components of Link's facilities and for equipment.

	1995	1996	1997	% Change	1998	1999	2000	2004
Service Area Population	85,185	87,165	88,405	1.42%	N.A.	N.A.	N.A.	N.A.
ANNUAL OPERATING INFORMATION								
Fixed-Routed Services								
Revenue Vehicle Hours	55,197	66,479	59,159	-11.01%	54,000	56,000	57,000	70,000
Total Vehicle Hours	N.A.	N.A.	76,702	N.A.	71,000	72,000	74,000	84,000
Revenue Vehicle Miles	1,235,676	1,585,865	1,328,042	-16.26%	1,332,000	1,335,000	1,340,000	1,363,000
Total Vehicle Miles	N.A.	N.A.	1,385,069	N.A.	1,384,000	1,387,000	1,387,000	1,429,000
Passenger Trips	1,563,461	1,692,480	1,540,137	-9.00%	1,560,000	1,590,000	1,630,000	1,880,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	263,775	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	1	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	27	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	79.0	86.2	67.9	-21.23%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$4,805,063	\$5,201,799	\$4,194,906	-19.36%	\$4,286,000	\$4,393,000	\$4,503,000	\$4,970,000
Operating Cost/Expanded Service	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Farebox Revenues	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Route-Deviated Services								
Revenue Vehicle Hours	N.A.	N.A.	7,355	N.A.	10,000	10,000	10,000	12,000
Total Vehicle Hours	N.A.	N.A.	16,115	N.A.	15,000	15,000	15,000	17,000
Revenue Vehicle Miles	N.A.	N.A.	247,435	N.A.	334,000	334,000	337,000	360,000
Total Vehicle Miles	N.A.	N.A.	379,441	N.A.	458,000	458,000	462,000	490,000
Passenger Trips	N.A.	N.A.	83,716	N.A.	95,000	99,000	102,000	116,000
Diesel Fuel Consumed (gallons)	N.A.	N.A.	40,853	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	N.A.	N.A.	8.0	N.A.	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	N.A.	N.A.	\$672,754	N.A.	\$885,000	\$907,000	\$929,000	\$1,026,000
Operating Cost/Expanded Service	N.A.	N.A.	\$0	N.A.	\$0	\$0	\$0	\$0
Farebox Revenues	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0

	1995	1996	1997	% Change	1998	1999	2000	2004
Demand-Response Services								
Revenue Vehicle Hours	26,906	32,446	33,524	3.32%	35,000	36,000	38,000	49,000
Total Vehicle Hours	N.A.	N.A.	48,261	N.A.	50,000	52,000	55,000	71,000
Revenue Vehicle Miles	342,567	436,842	382,777	-12.38%	386,000	389,000	393,000	405,000
Total Vehicle Miles	N.A.	N.A.	386,644	N.A.	390,000	393,000	397,000	409,000
Passenger Trips	89,274	116,072	119,712	3.14%	121,000	124,000	128,000	144,000
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	36,929	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	1	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	27	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	28.3	33.0	39.1	18.48%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service*	\$1,124,915	\$1,267,104	\$2,000,314	57.87%	\$2,249,000	\$2,305,000	\$2,363,000	\$2,608,000
Operating Cost/Expanded Service	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Farebox Revenues	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
*1995 Demand Response costs reflect only contracted service costs.								
Vanpooling Services								
Revenue Vehicle Hours	N.A.	N.A.	N.A.	N.A.	0	0	0	0
Total Vehicle Hours	N.A.	N.A.	N.A.	N.A.	0	0	0	0
Revenue Vehicle Miles	24,508	5,362	800	-85.08%	0	0	0	0
Total Vehicle Miles	N.A.	N.A.	N.A.	-100.00%	0	0	0	0
Passenger Trips	3,049	432	50	-88.43%	0	0	0	0
Vanpool Fleet Size	9	9	9	N.A.	N.A.	N.A.	N.A.	N.A.
Vans in Operation	3	3	3	N.A.	N.A.	N.A.	N.A.	N.A.
Gasoline Fuel Consumed (gallons)	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fatalities	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Reportable Injuries	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Collisions	N.A.	N.A.	0	N.A.	N.A.	N.A.	N.A.	N.A.
Employees (FTEs)	0.3	0.0	0.0	0.00%	N.A.	N.A.	N.A.	N.A.
Operating Cost/Sustained Service	\$7,605	\$5,370	\$5,271	-1.84%	\$0	\$0	\$0	\$0
Operating Cost/Expanded Service	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Vanpooling Revenue	\$11,957	\$3,093	\$1,299	-58.00%	\$0	\$0	\$0	\$0
Annual Revenues								
Sales Tax	\$4,349,704	\$4,431,110	\$4,821,922	8.82%	\$4,919,000	\$5,042,000	\$5,168,000	\$5,705,000
MVET	\$3,187,970	\$3,363,485	\$3,607,605	7.26%	\$3,675,000	\$3,767,000	\$3,861,000	\$4,262,000
Fares	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Vanpooling Revenue	\$11,957	\$3,093	\$1,299	-58.00%	\$0	\$0	\$0	\$0
Interest Income	\$334,642	\$243,108	\$240,840	0.00%	\$219,000	\$219,000	\$219,000	\$219,000
Other	\$52,652	\$108,833	\$123,747	13.70%	\$97,000	\$56,000	\$56,000	\$56,000
Total Annual Revenues	\$7,936,925	\$8,149,629	\$8,795,413	7.92%	\$8,910,000	\$9,084,000	\$9,304,000	\$10,242,000

	1995	1996	1997	% Change	1998	1999	2000	2004
Annual Operating Expenses	\$5,937,583	\$6,474,273	\$6,867,974	6.08%	\$7,420,000	\$7,605,000	\$7,795,000	\$8,604,000
Other	\$12,309	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Total	\$5,949,892	\$6,474,273	\$6,867,974	6.08%	\$7,420,000	\$7,605,000	\$7,795,000	\$8,604,000
Debt Service								
Interest	\$42,716	\$57,140	\$55,123	-3.53%	\$41,000	\$27,000	\$16,000	\$0
Principal	\$199,024	\$0	\$229,019	N.A.	\$243,000	\$882,000	\$734,000	\$625,000
Total	\$241,740	\$57,140	\$284,142	397.27%	\$284,000	\$909,000	\$750,000	\$625,000
Annual Capital Purchase Obligations								
Federal Section 5309 Capital Grants	\$354,301	\$2,152,218	\$1,000,000		\$0	\$0	\$0	\$0
Federal Section 5311 Capital Grants	\$0	\$0	\$0		\$0	\$398,000	\$540,000	\$245,000
Rural Mobility Program	\$169,510	\$0	\$137,000		\$0	\$0	\$0	\$0
Public Transportation Sys. Account	\$962,619	\$177,273	\$1,006,922		\$189,000	\$320,000	\$2,121,000	\$135,000
Equipment/Facility Reserves	\$3,215,043	\$1,526,706	\$895,203		\$2,726,000	\$96,000	\$159,000	\$40,000
Vehicle Reserve	\$162,809	\$330,110	\$76,831		\$406,000	\$99,000	\$135,000	\$62,000
Bond Sales	\$0	\$0	\$0		\$5,800,000	\$0	\$0	\$0
Total Capital Purchases	\$4,864,282	\$4,186,307	\$3,115,956		\$9,121,000	\$913,000	\$2,955,000	\$482,000
Ending Balances, December 31								
Unrestricted Cash and Investments	\$2,209,582	\$1,204,972	\$1,328,882	10.28%	\$307,000	\$250,000	\$352,000	\$957,000
Equipment/Facility Reserves	\$1,423,469	\$1,591,835	\$1,927,420	21.08%	\$1,392,000	\$1,629,000	\$1,666,000	\$2,355,000
Vehicle Reserve	\$1,160,783	\$1,170,420	\$1,389,238	18.70%	\$1,279,000	\$1,476,000	\$1,803,000	\$1,868,000
Contingency Reserve	\$540,000	\$540,000	\$540,000	0.00%	\$540,000	\$540,000	\$540,000	\$540,000
Totals	\$5,333,834	\$4,507,227	\$5,185,540	15.05%	\$3,518,000	\$3,895,000	\$4,361,000	\$5,720,000

Performance Measures for 1997 Operations

	Fixed-Routed Services		Deviated-Route Services		Demand-Response Services	
	Link	Rural Average	Link	Rural Average	Link	Rural Average
Fares/Operating Cost	N.A.	6.78%	N.A.	1.35%	N.A.	2.50%
Operating Cost/Passenger Trip	\$2.72	\$2.56	\$8.04	\$6.92	\$16.71	\$12.57
Operating Cost/Revenue Vehicle Mile	\$3.16	\$2.92	\$2.72	\$1.99	\$5.23	\$2.89
Operating Cost/Revenue Vehicle Hour	\$70.91	\$57.20	\$91.47	\$46.11	\$59.67	\$43.13
Operating Cost/Total Vehicle Hour	\$54.69	\$52.27	\$41.75	incomplete	\$41.45	incomplete
Revenue Vehicle Hours/Total Vehicle Hour	77.13%	91.38%	45.64%	incomplete	69.46%	incomplete
Revenue Vehicle Hours/FTE	871	971	919	1,013	857	1,062
Revenue Vehicle Miles/Revenue Vehicle Hour	22.45	19.6	33.64	23.1	11.42	14.9
Passenger Trips/Revenue Vehicle Hour	26	22.4	11	6.7	4	3.4
Passenger Trips/Revenue Vehicle Mile	1.16	1.14	0.34	0.29	0.31	0.23

APPENDIX B

Excerpts from

***Washington Public Transit Performance Assessment
Preliminary Observations, Revised Draft
November 11, 1997***



Washington Public Transit Performance Assessment

Preliminary Observations

Revised DRAFT

November 11, 1997

This Study

This study addresses the questions:

- What do Washington's transit agencies achieve with their subsidies?
- Why does transit's performance vary between different agencies?

Key Observations

- There is no one measure of transit performance, because transit has multiple purposes, some of them conflicting.
- Much of the variation in the performance of Washington transit agencies is explained by:
 - the type of development served (especially density)
 - the type of service provided (a local decision about transit's purpose)
- Washington agencies have room for improvement in:
 - Identifying local decisions as expressions of underlying purpose
 - Tying transit performance measures to transit's different purposes
 - Reporting performance data consistently
 - Quantifying the community benefits of transit ridership

What is Transit For?

There are two very different philosophies about what transit is for, and they imply totally different kinds of service. Every agency must balance these two objectives.

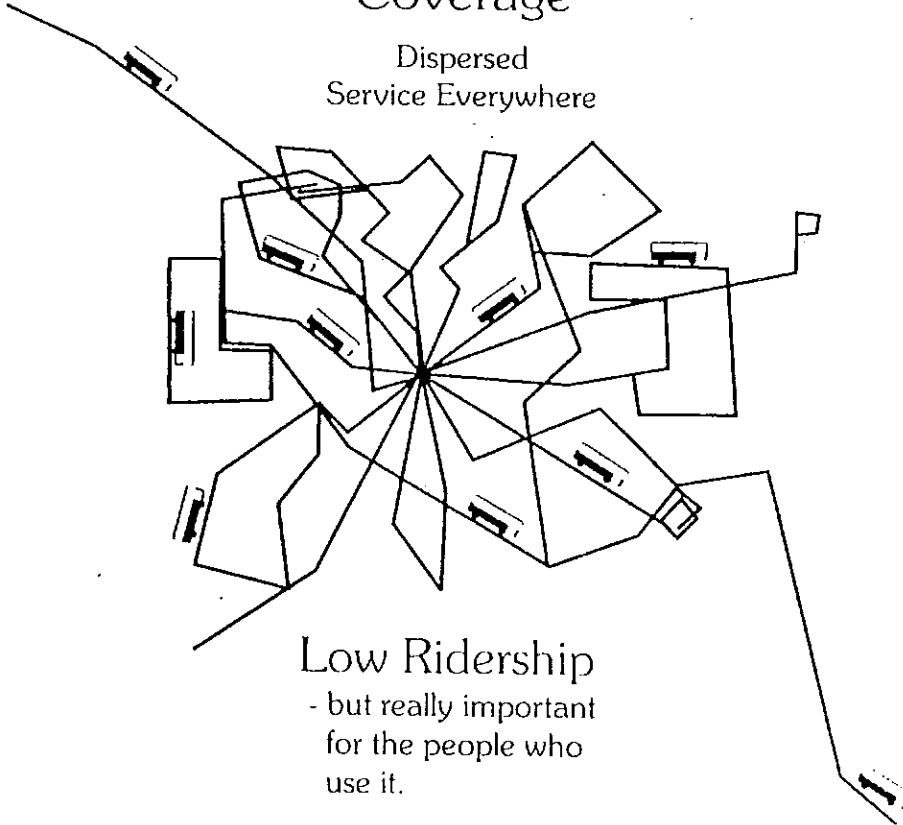


"Mobility for people who need it!"



Coverage

Dispersed
Service Everywhere



Low Ridership

- but really important
for the people who
use it.

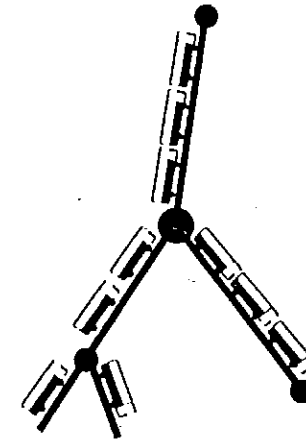
When a service has low ridership, it's usually because it's intended to serve small numbers of people who really need it. We can't judge all services by ridership, because not all services are designed for that purpose.

"Get cars off the road!"



Intensity

Frequency and Speed
Where There's Demand



High Ridership

- but no service in
many places.

Service Types and Development Types

Transit performance is heavily determined by two factors: 1) the **type of development** served, and 2) the **type of service** provided.

To illustrate differences in transit performance, we asked transit systems for route-by-route data, which we grouped into the following types of development and types of service.

Types of Development

- Urban Pre-1945 high-density areas of Seattle, Tacoma, and Spokane.
- Suburban Urbanized areas over 100,000 people; mostly post-1945 car-oriented development.
- Small City Urbanized areas of 15,000-100,000; not part of a larger urban area.
- Rural Rural areas and cities of less than 15,000; not part of a larger urban area.

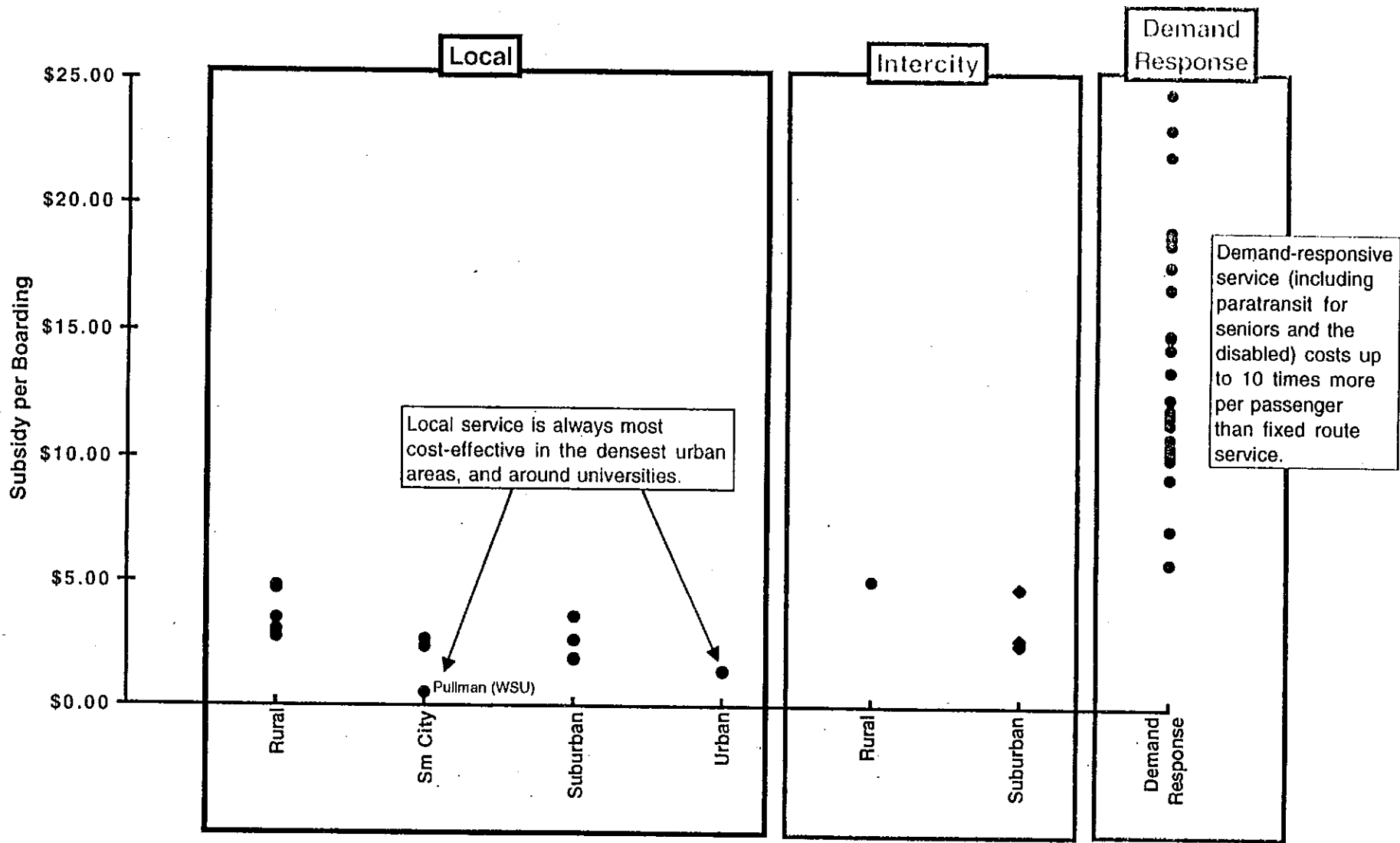
Types of Service

- Local Conventional 2-way service making frequent stops.
- Intercity 2-way, long-distance service with widely spaced stops.
- Commuter One-way service, typically for commuters to a single destination.
- Demand Response Special service that covers an area in a Dial-A-Ride mode, including paratransit.

Subsidy per Boarding by Service Type¹

(SERVICE TYPES 1996)

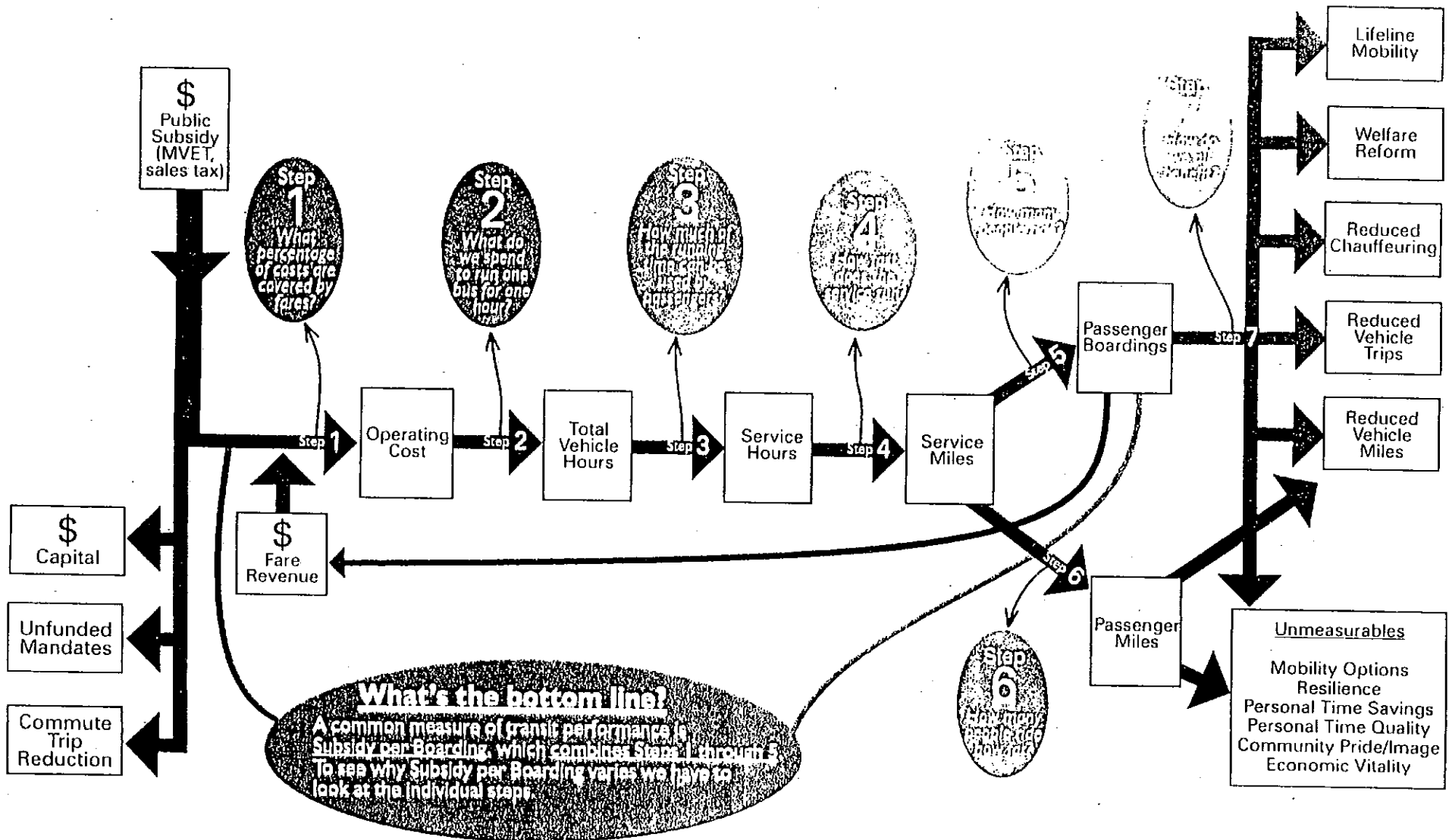
The dots in each column indicate the performance of various agencies for a particular service type and development type. (For example, all rural local services cost between \$2.50 and \$5.00 per rider.)



¹ Cost and revenue by service type is available only for some systems.

How Does Transit Work?

This diagram shows what happens to your subsidy dollar as it is transformed into transit's benefits. The seven "steps" are points where we can measure how well transit works.



How Performance Adds Up

Average Performance for Washington Transit Systems

SERVICE TYPE DEVELOPMENT TYPE	Local				Intercity		Commuter	Demand Resp.
	Urban	Suburban	Small City	Rural	Suburban	Rural	Suburban	All
1. Fare Revenue/Op Cost	28%	17%	19%	12%	19%	7%	23%	20%
2. Op Cost/Total Vehicle Hour	\$73	\$64	\$53	\$56	\$73	\$57	\$81	\$49
3. Service Hrs/Tot Veh. Hour	91%	84%	95%	84%	89%	89%	71%	91%
4. Service Mi/Service Hour	10	15	14	17	15	23	22	16
5. Boardings/Service Mile	4.0	1.7	2.2	1.0	1.6	0.7	1.1	1.0
<u>Aggregate of Steps 1-5</u> Subsidy Per Boarding	\$1.43	\$2.32	\$2.07	\$3.39	\$2.77	\$5.10	\$3.54	\$16.90
Percentage of Statewide Service Hours in Each Type *	23%	17%	5%	3%	19%	4%	10%	17%

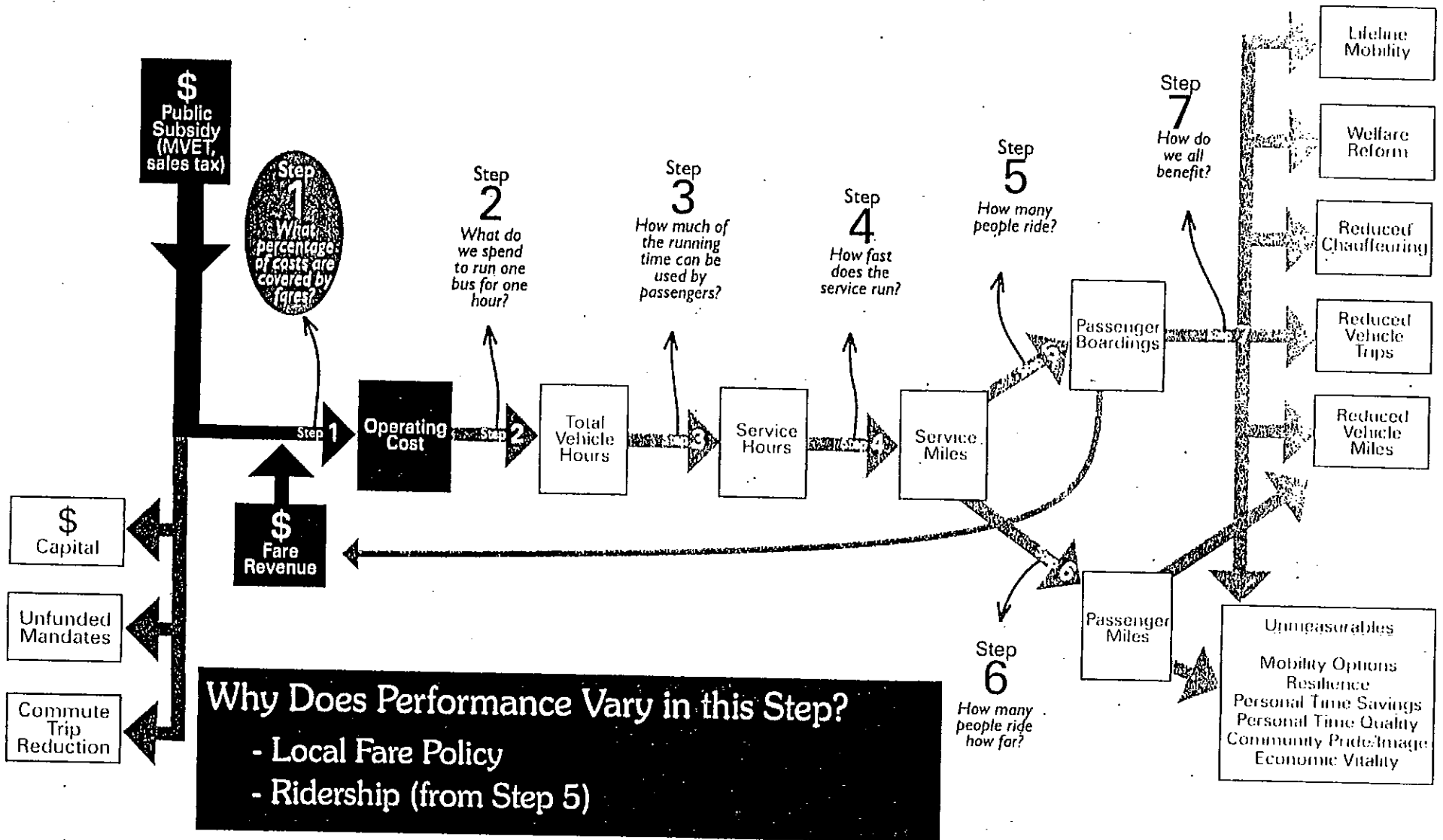
Green = Service is Relatively STRONG in this measure
 Red = Service is Relatively WEAK in this measure

* Percentages do not sum to 100% because a small share of services (under 3%) do not fit in these categories.

NOTE: Available data is reported. Not all systems separate data in ways that allow inclusion in this table.

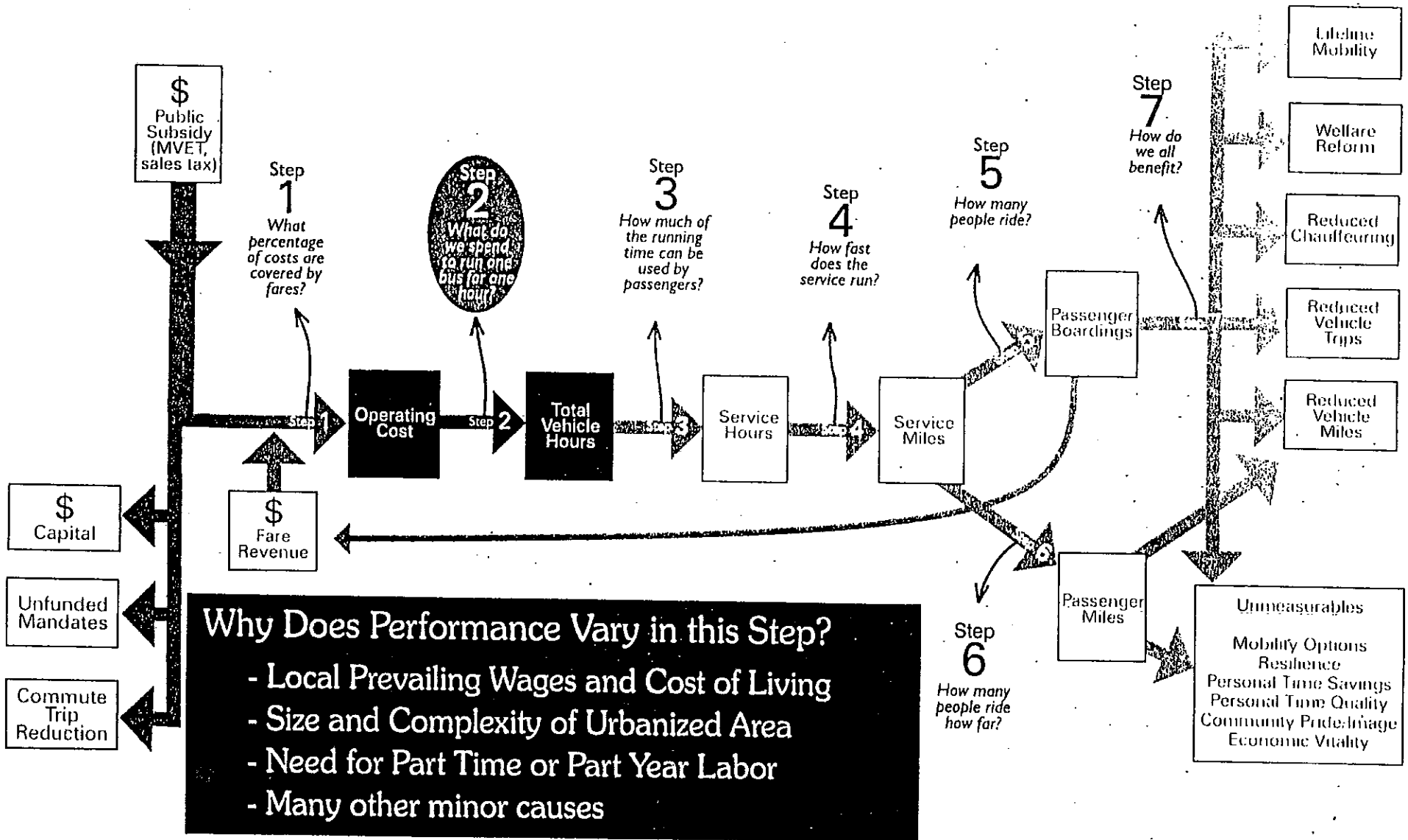
Step 1

How much of a system's costs are paid by fares?



Step 2

What does it cost to run a bus for one hour?



How Do We Measure Cost Per Hour?

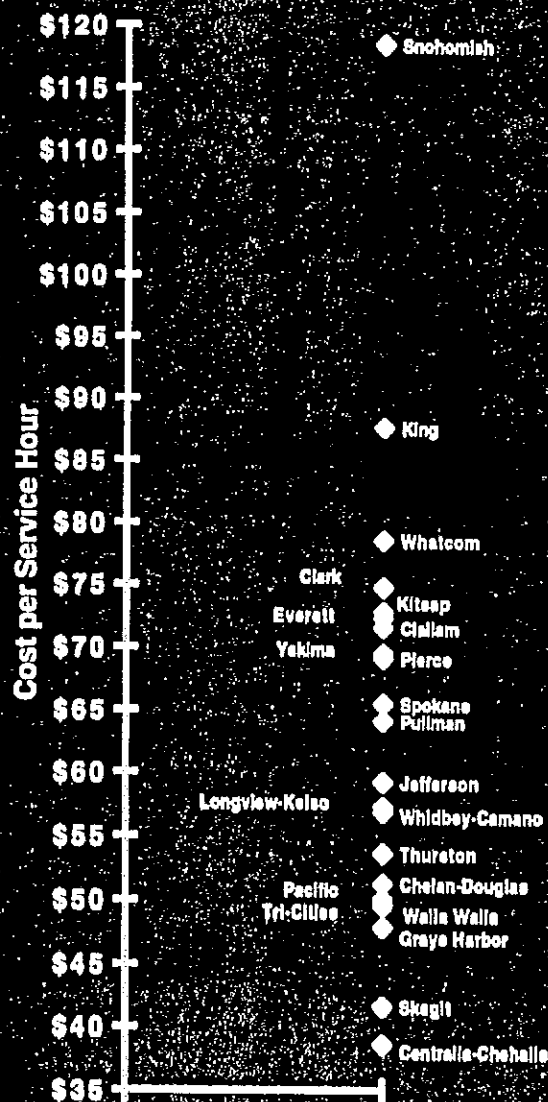
(FIXED ROUTE 1986)

Costs are often reported per service hour, but this confusing measure mixes the cost of running a vehicle for an hour (Step 2), with the percentage of those hours that are available as service (Step 3).

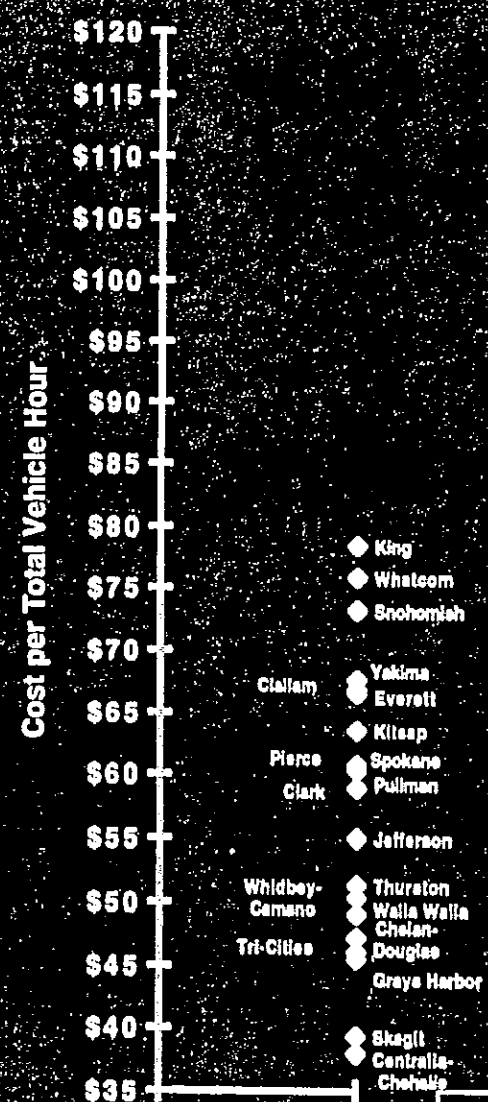
Snohomish looks high only because its one-way commuter services require long return trips out of service.

To measure how well an agency gets buses on the road, we should look at the cost per vehicle hour, which measures all the time from pulling out of the garage to pulling back in. The actual range of costs per vehicle hour are much narrower. Urban systems are all between \$60 and \$80 per hour.

Cost per Service Hour

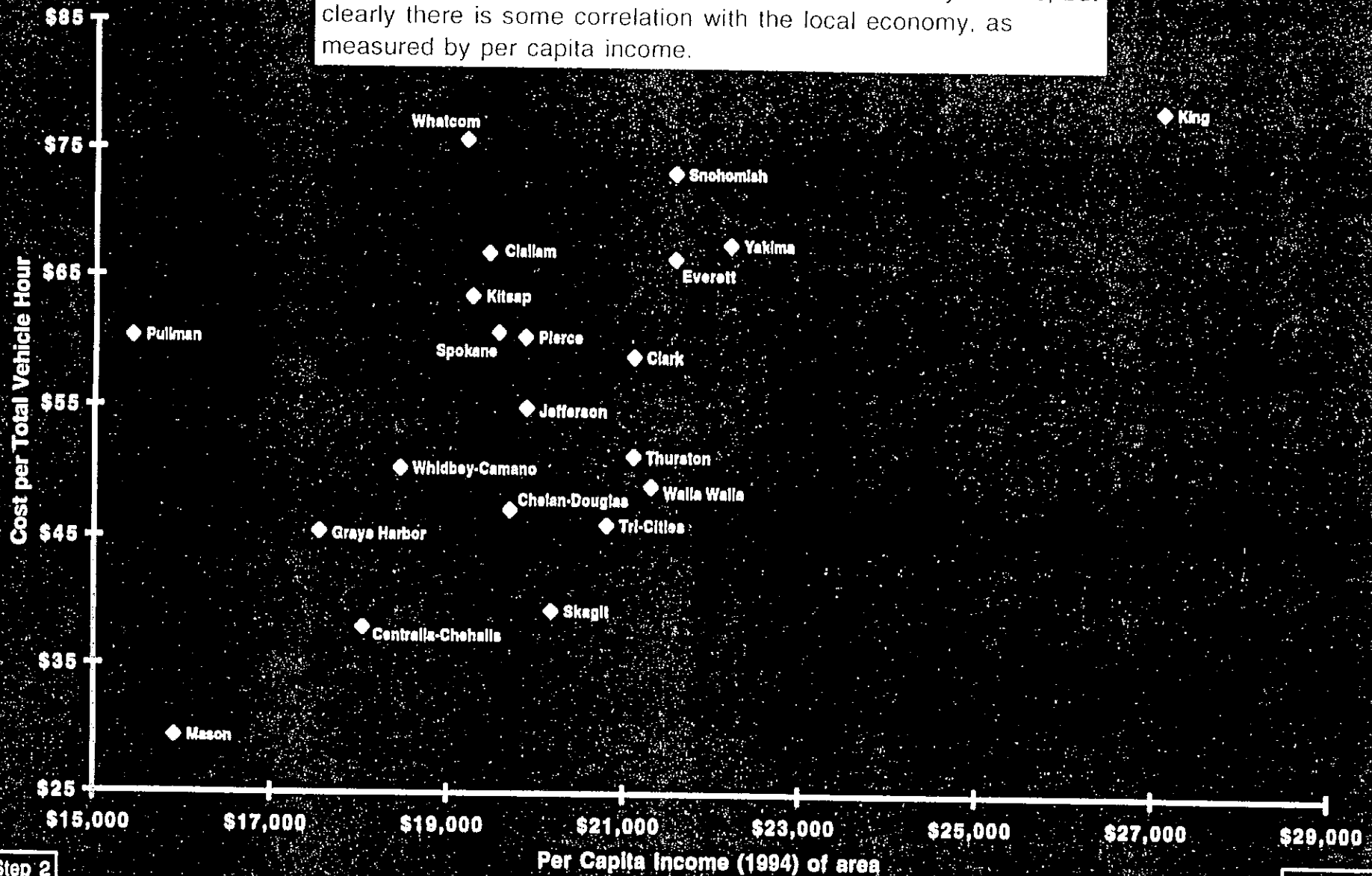


Cost per Vehicle Hour



Cost per Total Vehicle Hour by Per Capita Income (FIXED ROUTE 1996)

Why does cost per vehicle hour vary? There are many causes, but clearly there is some correlation with the local economy, as measured by per capita income.

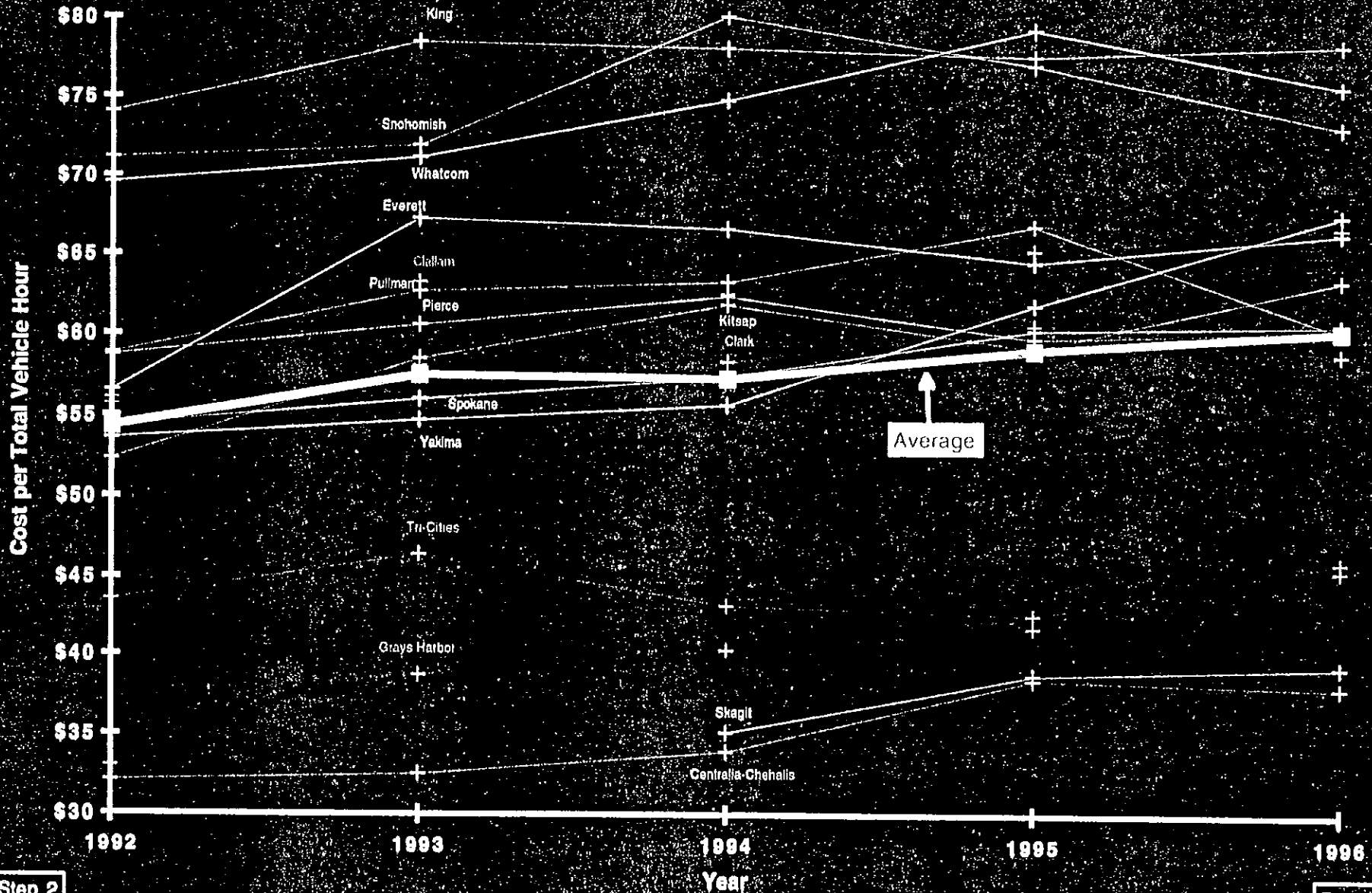


HISTORY

Cost per Total Vehicle Hour

(FIXED ROUTE 1992-1996)

Are costs escalating out of control? No.
 Transit costs have been relatively stable since 1992.
 Statewide cost growth has been close to inflation.

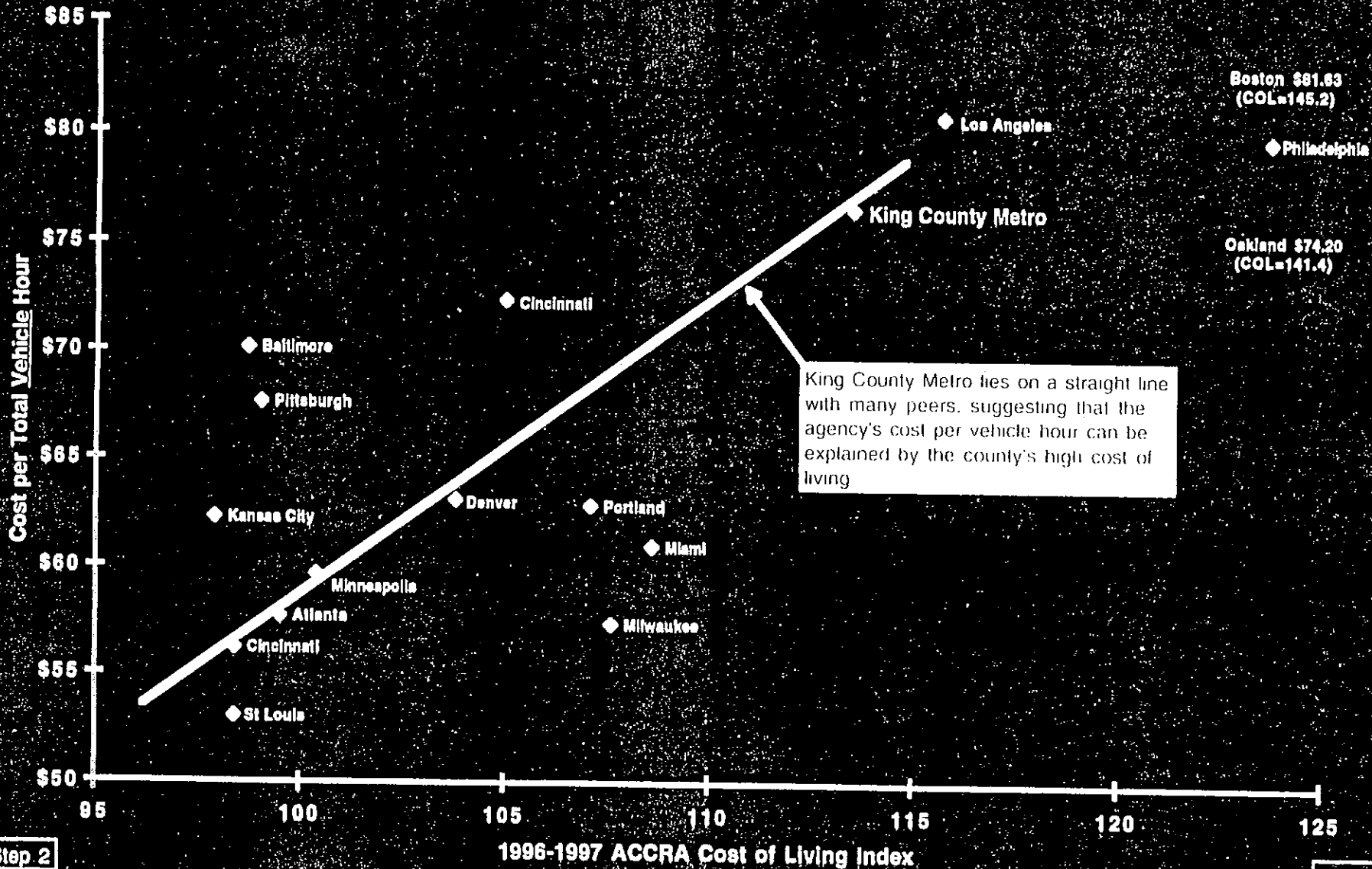


KING COUNTY METRO PEERS

Cost per Total Vehicle Hour by Cost of Living

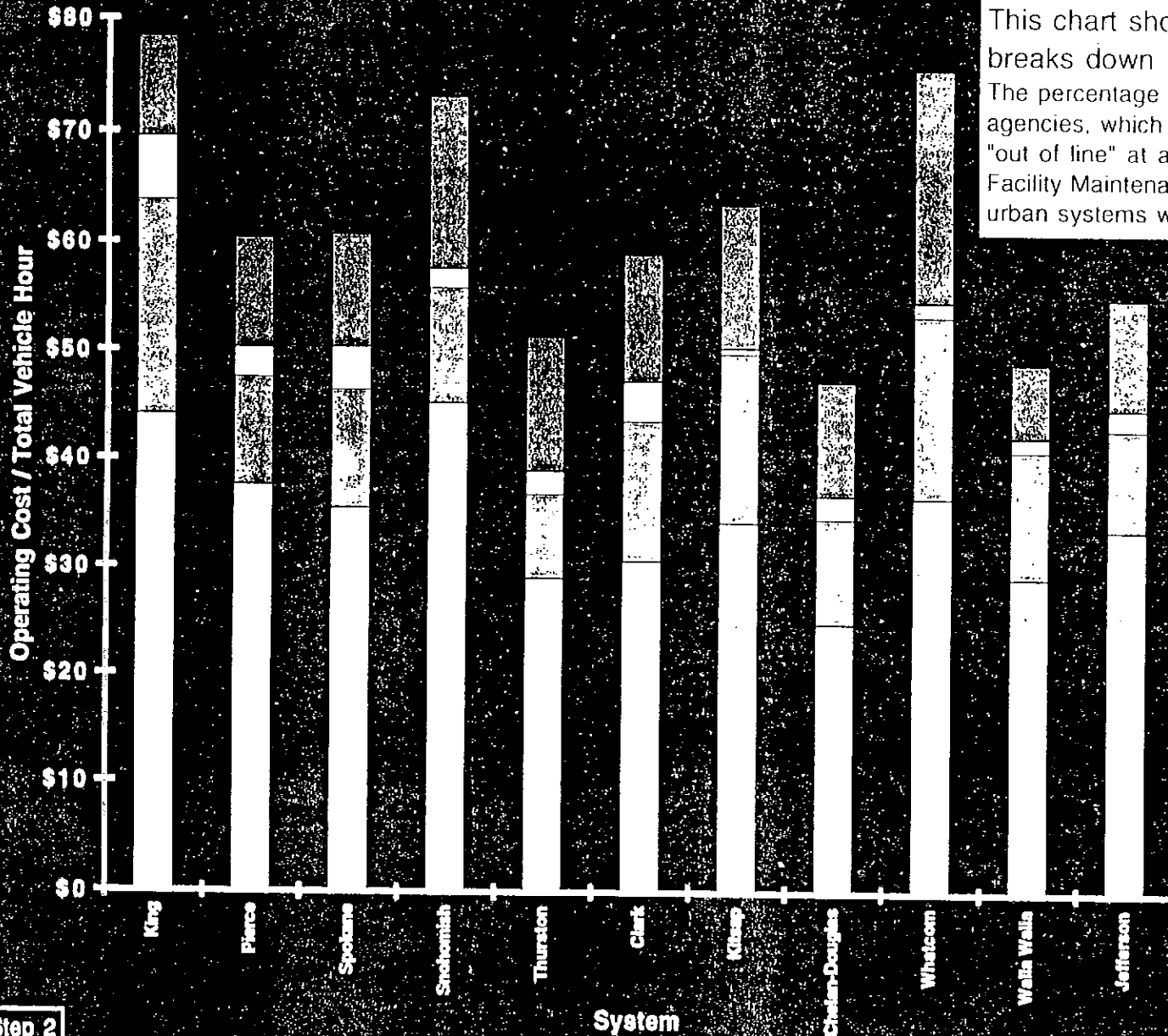
(FIXED ROUTE 1996)

King County Metro is much larger than any other Washington agency. To understand its performance, we need to look at comparable agencies nationwide.



Operating Cost per Total Vehicle Hour by Element

(FIXED ROUTE 1996)

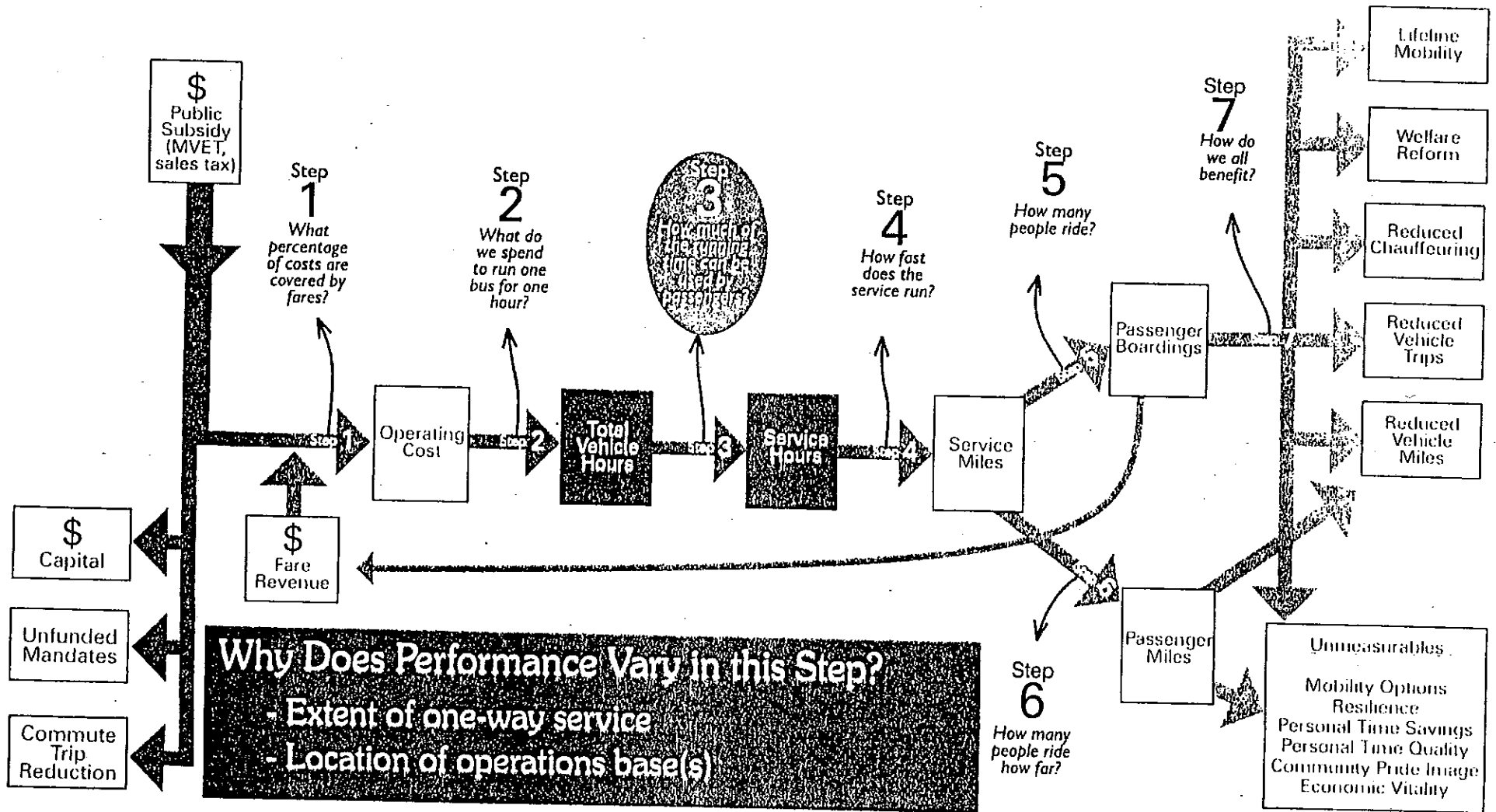


This chart shows how the cost per hour breaks down into the major cost areas. The percentage breakdown is similar between the agencies, which suggests that no one category is "out of line" at a particular agency. Note that Facility Maintenance is a larger burden for major urban systems which have more facilities.

- General Administration
- Facility Maintenance
- Vehicle Maintenance
- Vehicle Operations

Step 3

How much of the bus operating time is actually available to passengers?

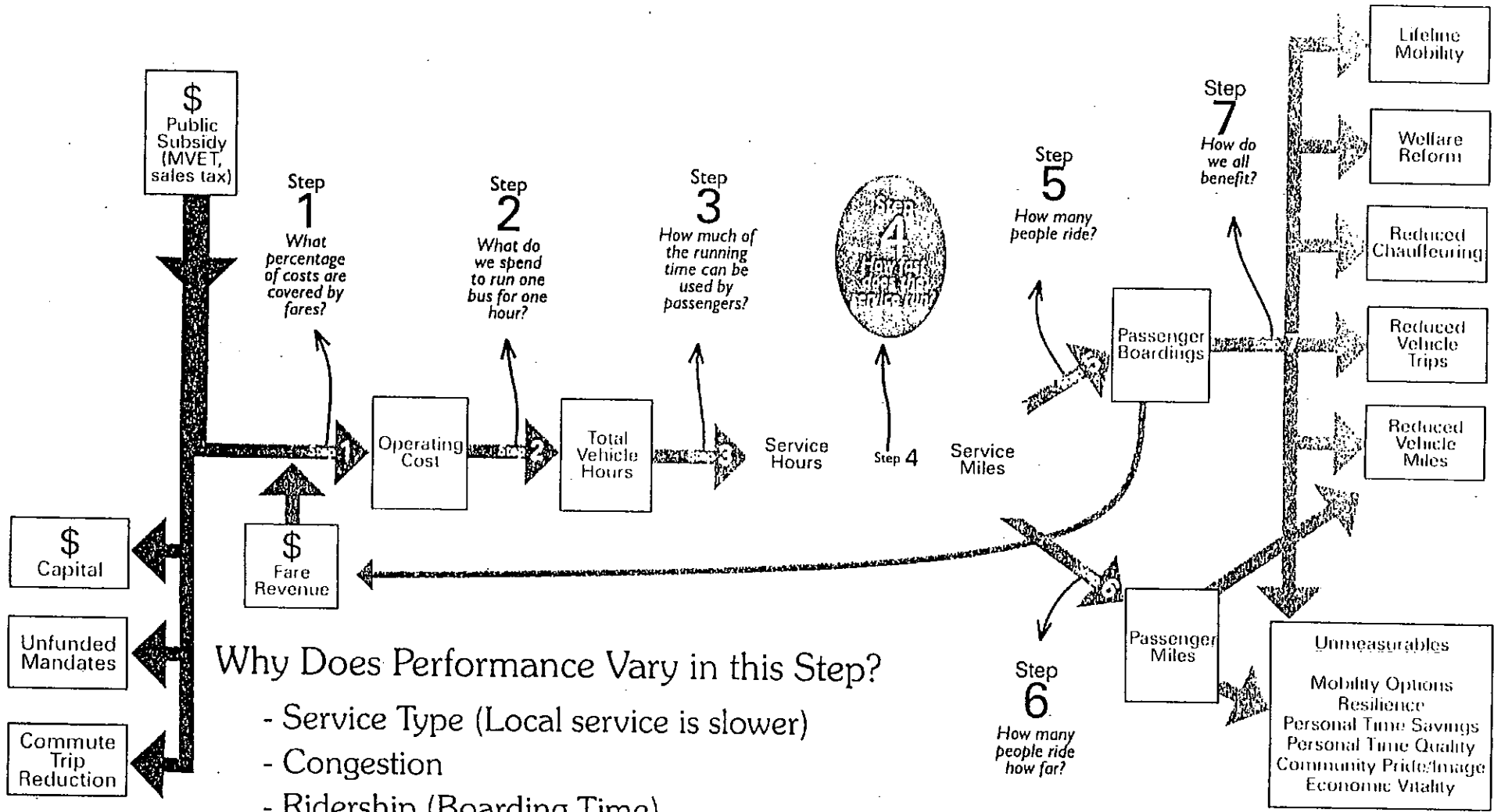


Step 4

SPEED: How fast does the service run?

Speeds decrease due to congestion.

Service types vary in speed (for example, intercity service is faster than local service, because they make fewer stops)

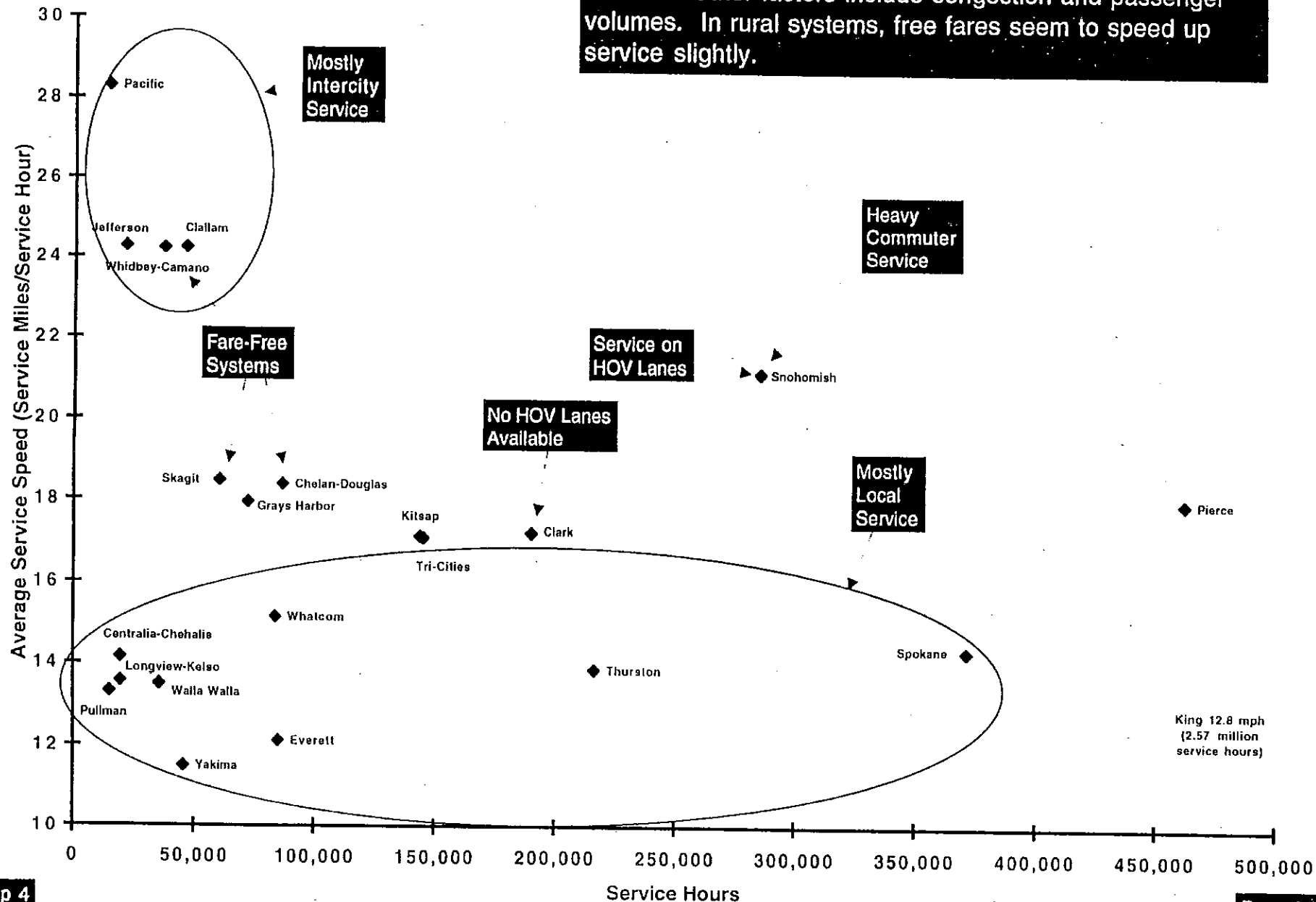


Why Does Performance Vary in this Step?

- Service Type (Local service is slower)
- Congestion
- Ridership (Boarding Time)
- Speed Protections (e.g. HOV lanes)

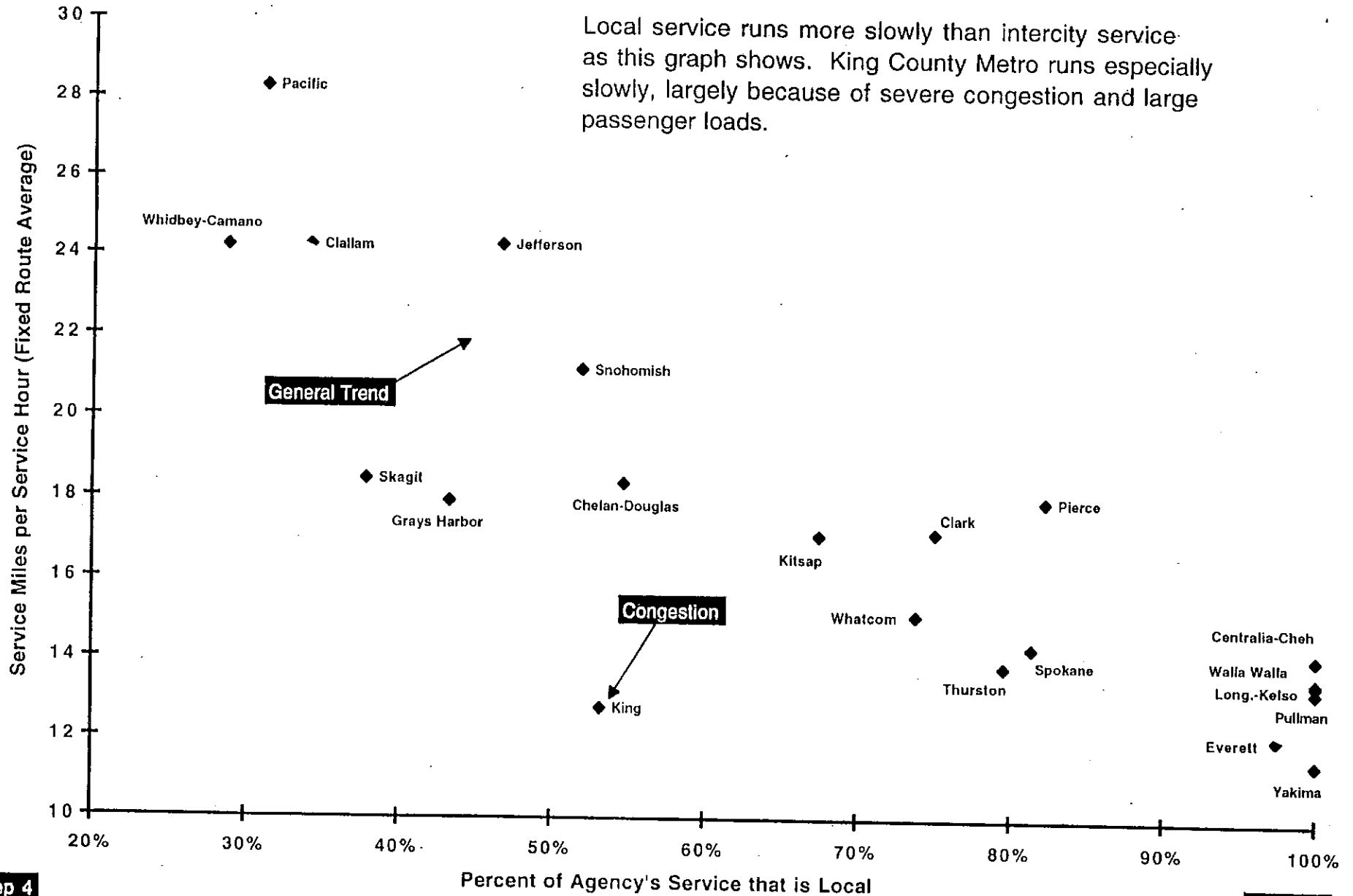
Service Speed by System Size (FIXED ROUTE 1996)

Speed is mostly affected by whether the service is intercity or local. Other factors include congestion and passenger volumes. In rural systems, free fares seem to speed up service slightly.



Service Speed by Percentage of Local Service (FIXED ROUTE 1996)

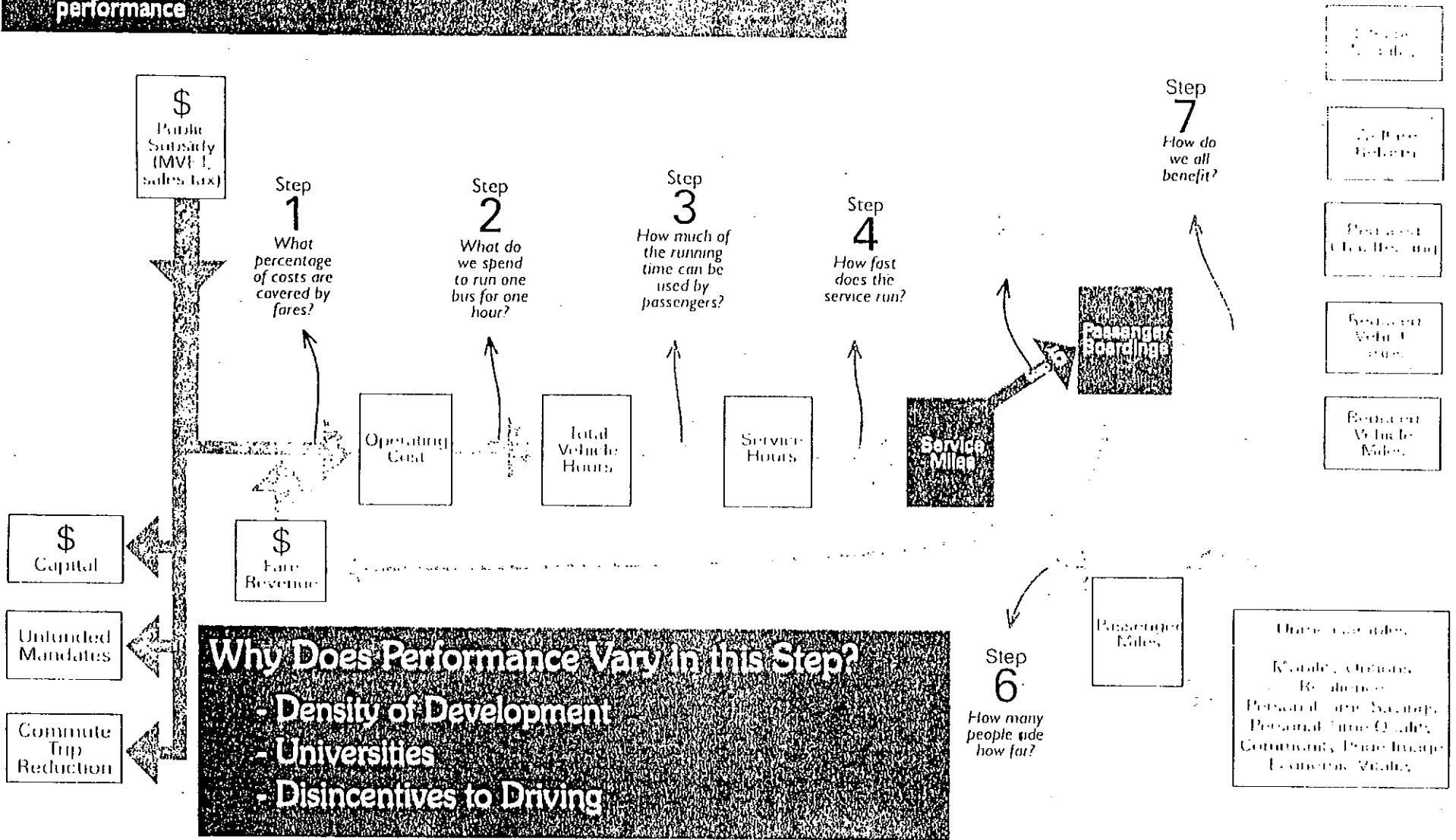
Local service runs more slowly than intercity service as this graph shows. King County Metro runs especially slowly, largely because of severe congestion and large passenger loads.



Step 5

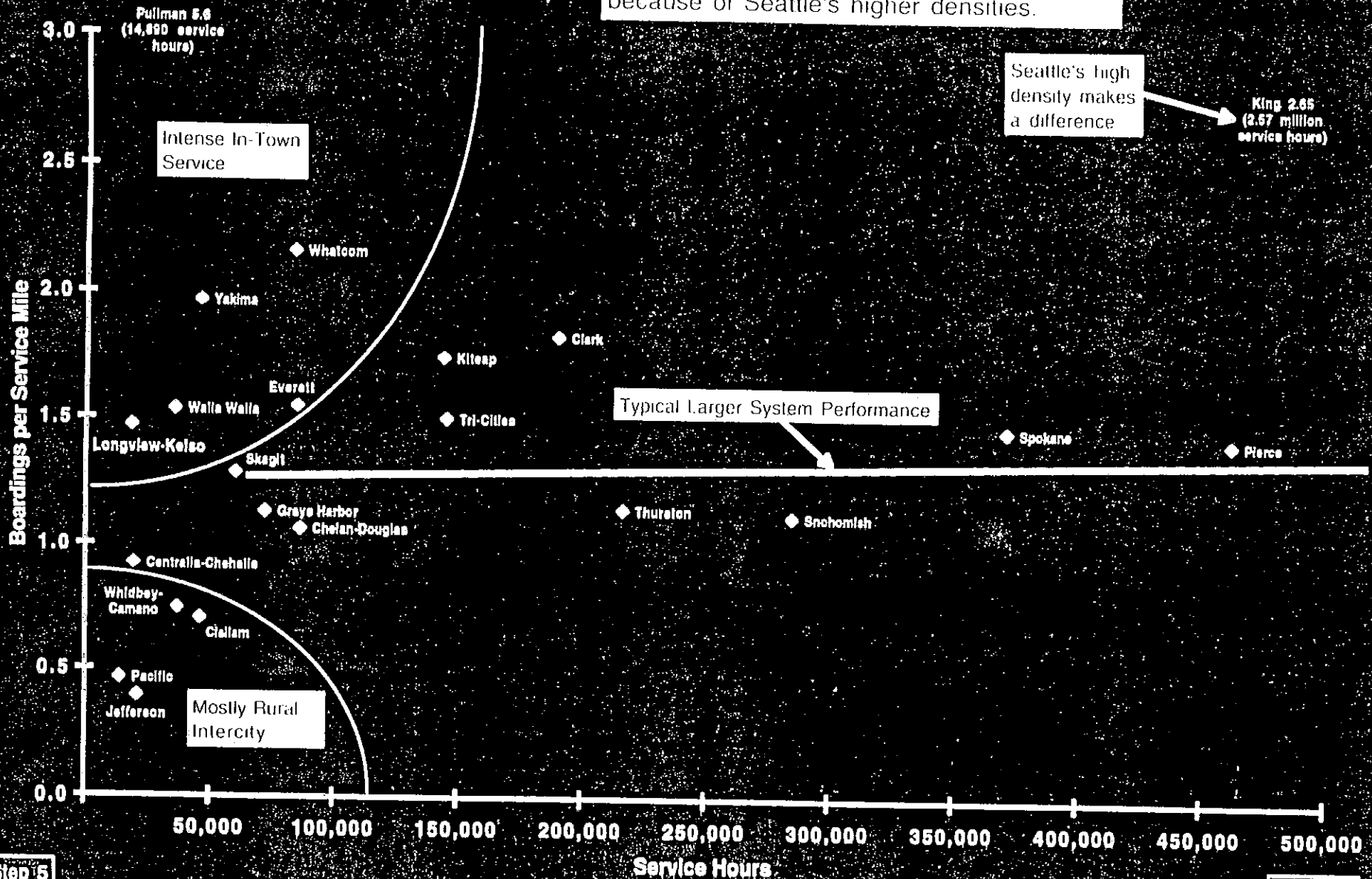
How many people ride?

Ridership is overwhelmingly governed by the density of development in the area served by transit. Some land uses are special: universities are powerful engines of ridership, which explains Pullman's exceptional performance



Boardings per Service Mile by System Size (FIXED ROUTE 1998)

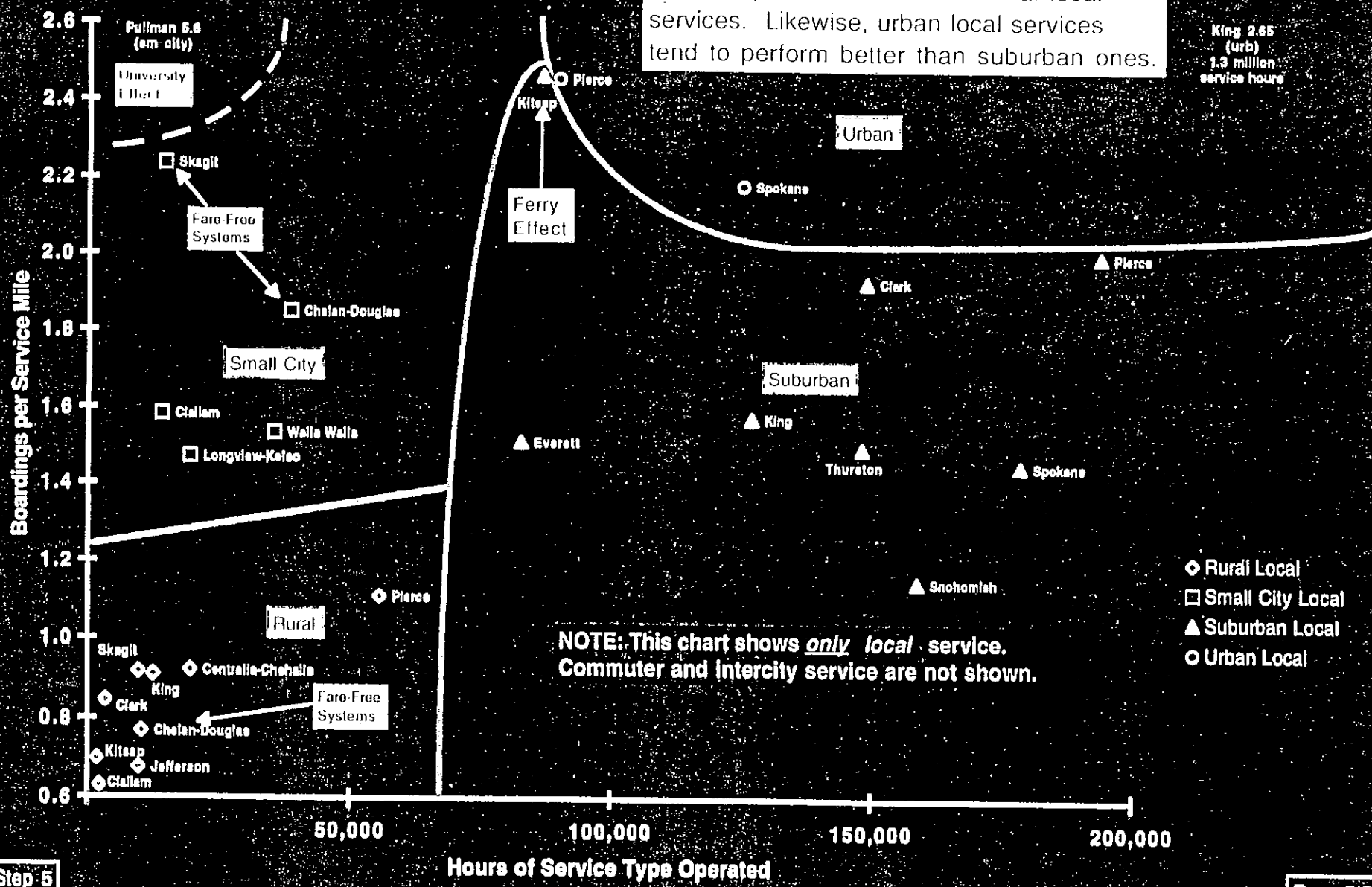
Washington's larger agencies are consistent in their ridership per mile.
King County Metro performs higher because of Seattle's higher densities.



Boardings per Service Mile for Local Service by System Size (LOCAL FIXED ROUTE 1996)

For local service, ridership per mile is largely explained by the development type. For example, all of the small-city local services perform better than rural local services. Likewise, urban local services tend to perform better than suburban ones.

King 2.65 (urb)
1.3 million service hours



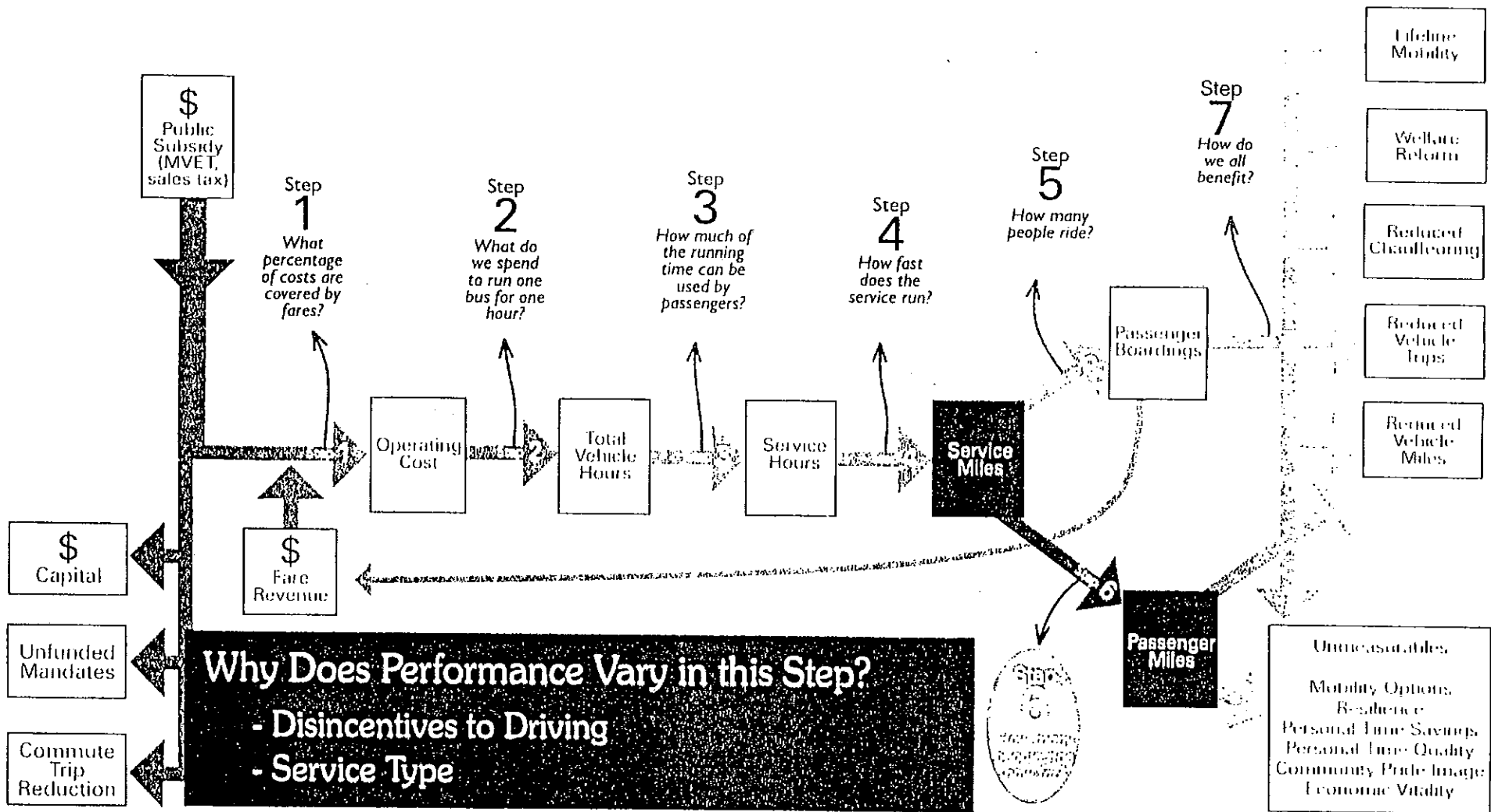
NOTE: This chart shows only local service. Commuter and Intercity service are not shown.

- ◆ Rural Local
- Small City Local
- ▲ Suburban Local
- Urban Local

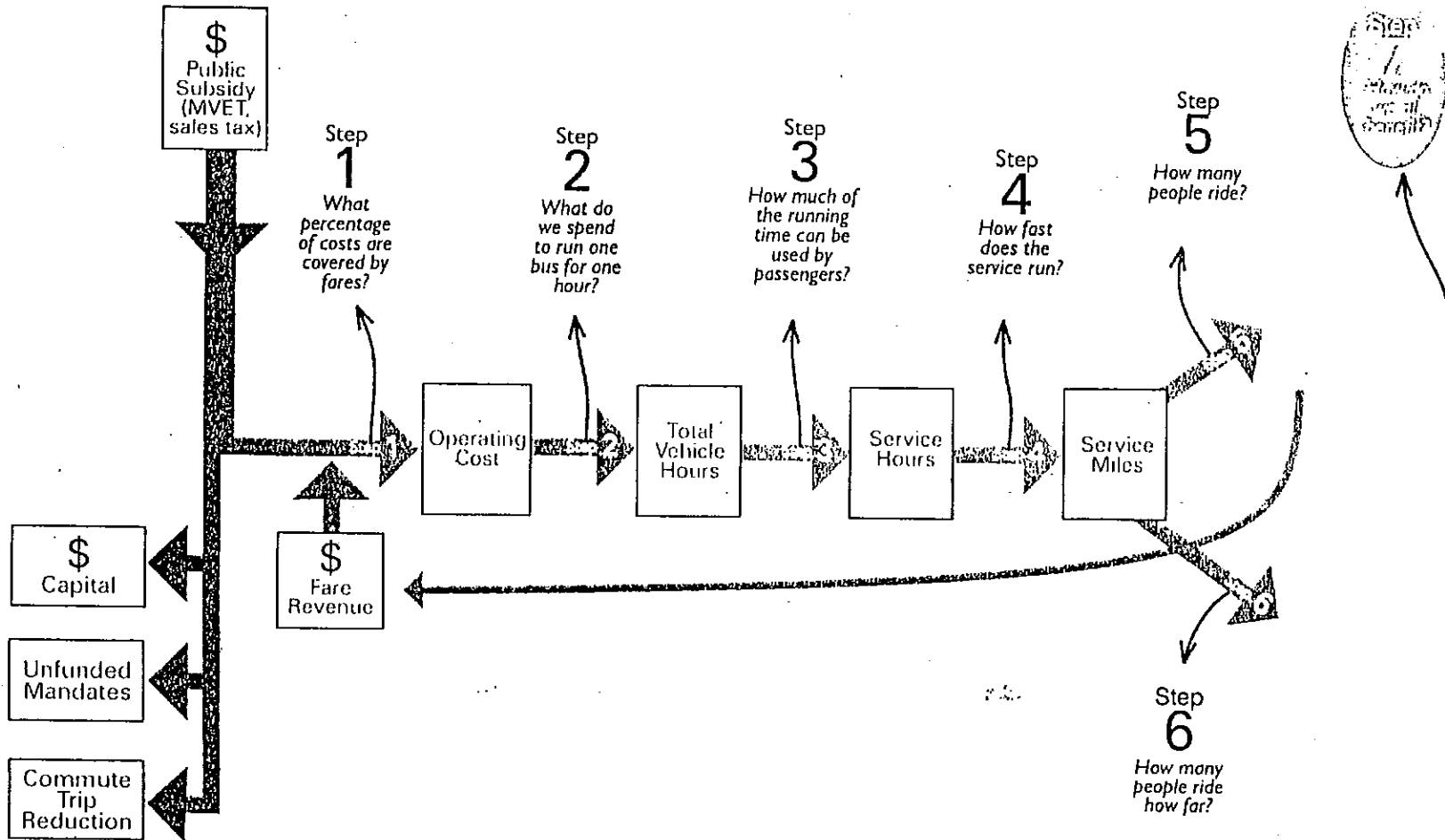
Step 6

How many people ride, and how far?

The Passenger Mile considers not just how many people get on the bus, but how far they go. One Passenger Mile is one mile of transit travel by one passenger.



Step 7

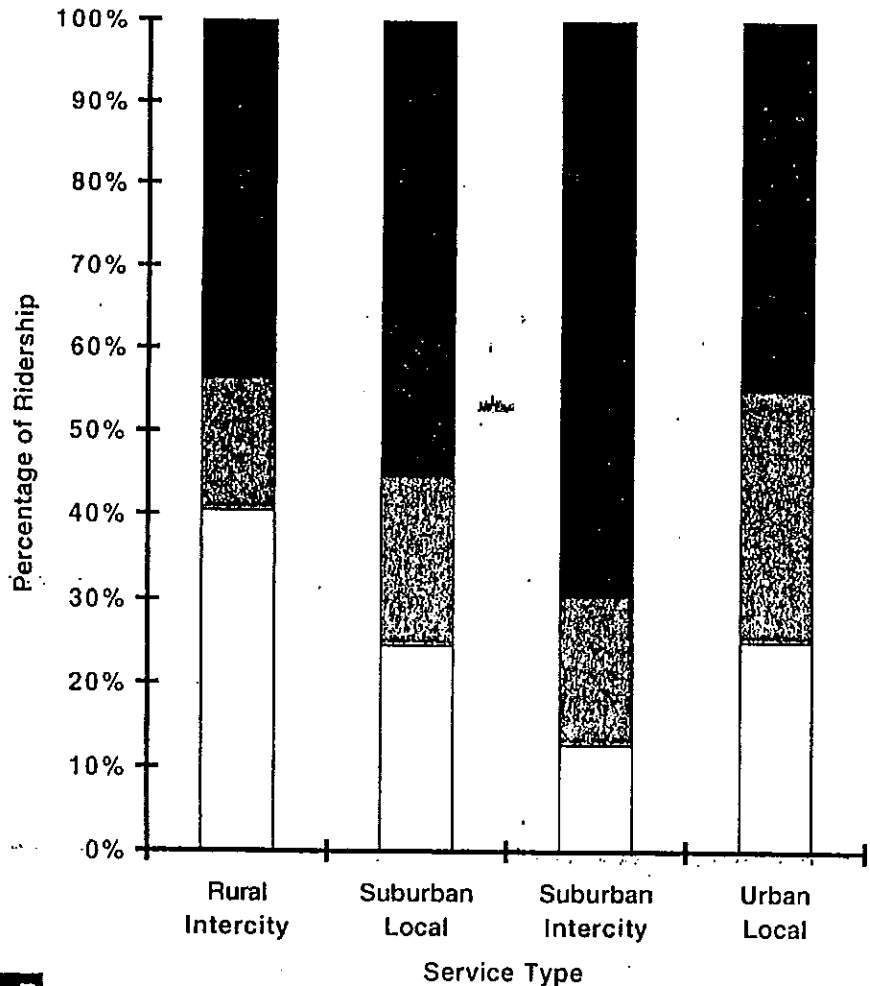


Some Benefits of Transit

(Based on survey research in Thurston and Spokane Counties)

On passenger surveys in Thurston and Spokane Counties, we asked the question, "If transit were available, how would you have made this trip?"

This question tells us what transit ridership is achieving for the community, both in reducing car trips and in providing mobility to people who would otherwise be stranded. We recommend that this data be collected statewide, in the course of each agency's regular survey schedule.



A Ride on Transit Prevents:

- a new car trip *
- ▒ a trip by other alternative mode
- being stranded **

* Transit's impact on trip reduction is probably higher in the Puget Sound region. In King County, 62% of riders would have driven if transit were not available.

** These people would be unable to make the trip if transit didn't exist. For work trips, this means they would be unable to hold their jobs.

Sample Conclusions for the Spokane Area:

- Spokane Transit prevents over 11,500 auto trips per weekday
- 700 people in the Spokane area could not hold their jobs if transit didn't exist (=10% of welfare rolls)

APPENDIX C

WSDOT Annual Transit Summary

Sample Chapters

(from Nelson/Nygaard report, December 2, 1998)

WSDOT Annual Transit Summary

Sample Chapters

The attached sample chapters show how a future WSDOT Annual Transit Summary would appear using the concepts we developed to explain the performance of transit systems across Washington State. The first sample is an introductory chapter, which diagrams the concepts and presents tables and graphs with which to compare transit service. The second sample is an individual system chapter. Finally, the last sample shows the first page of the introductory chapter as it would appear in the future when all reporting and analysis issues have been settled to allow a full analysis of transit service. Below is a description and explanation of each of these samples, with the rationale for both the content and the design of each.

Each of these chapters relies on a series of simple icons that quickly illustrate the concept involved in each step. These icons are all introduced in the first page of the statewide introductory chapter, then used throughout when those concepts are used again.

Sample Data

In addition to the wholly fictional "Geoduck County" transit system used for the individual system chapter, the statewide data is also fictional. Although each measure is in the correct range, *none of the data in the sample chapters should be taken as factual.* It is for illustrative purposes only.

Statewide Summary Chapter

The bulk of the introductory chapter shows comparisons between agencies within each step and with performance reported separately for each development and service type. The differences between systems are shown graphically to make the results easier to understand. Because the actual figures are in the individual chapters, there is no need to report exact numbers in this chapter.

Agency Chapter

The individual agency chapter reports the performance of the fictional transit system in "Geoduck County." Most of the current report standards are retained, with several additions:

- The map of the location gives the reader a quick understanding of where the service operates.
- The effort pie charts show the breakdown of vehicle hours between different service and development types. In addition, significant changes between the two

years are explained, since these shifts in agency mission are likely to cause shifts in performance.

- A new section, "Initiatives," offers a quick description of any unique or new policies, services, or actions for each system.

The remainder of the chapter consists of several dense tables of figures. Some of the most important measures have also been graphed on a separate page to more easily see the change over several years in each measure.

All measures have been retained from previous years, but aggregate rates for each agency have been largely replaced with a page detailing how the system compares to statewide averages for each step.

Future Reports

The final attached sample shows the first page of the statewide summary as it would appear in some future report (say, 2020) when some of the more difficult measures can be collected by all systems in the state. Two steps have been added to the transit process to better explain the overall picture.

Linked Trips

The number of boardings only tell part of the story. Some percentage of those boardings are actually people who are transferring between buses rather than people generating new, separate trips. The actual number of linked trips (one-way trips involving any number of transfers) can only be calculated using a transfer rate. This transfer rate is used in the new Step 6 to determine the number of linked trips. From linked trips, we can determine how many people are using the service. From this, we can better assess the benefits in the next step (now called Step 7).

Average Fare

Fare Revenue, at the beginning of the step process is partially determined by ridership and partially by fare policy. Calculating average fare will "fill in the blanks" for this important first step. The average fare would become Step 1A, because it modifies and helps determine Step 1.

Statewide Chapter: 2020

The rest of the 2020 statewide chapter would appear much the same, so we have not produced an entire sample. The two steps would be added in the appropriate pages: Step 1A immediately before Step 1, and the new Step 6 before the renamed Step 7.

Agency Chapter: 2020

Only the final page of the individual agency chapters would change, with the addition of the two new steps, each of which would be reported by service type and development type. The other measures that are not part of the steps would be deleted.

Statewide Comparisons

Comparing Transit Systems

Comparisons between transit systems too often look at only a few measures and then compare systemwide data. Doing this conflates so many variables that crucial information is lost in the process. The proposed chapters subdivide information into *meaningful pieces* in ways that can be *compared across systems*. To do so, data is divided into a series of steps which form the sequence leading from transit's initial input (subsidy) to its final output (diverse benefits to the community). The services each system provides are further divided by service type and type of development in the area served.

Page 3 of this chapter graphically explains how transit service can be subdivided into individual measures and rates to better understand the overall picture. Only by separating the analysis into individual steps can we make meaningful comparisons. Other measures conflate so many steps that comparisons are of limited value. For example, subsidy per boarding skips five steps, each of which has different impacts and different reasons for varying.

The process begins with public subsidy money and fare revenue. This input is turned into benefits for passengers and the community through a series of steps.

Each step is a rate that can be calculated from commonly measured data:

Step 1: Fare Recovery Ratio

This step answers the question: "What percentage of costs are covered by fares?" Fares cover less than 25% of operating expenses in most transit systems across the country. For those systems whose policy is to charge a fare, this is the first step for comparison. This step is highly affected by fare policy, as well as ridership, which is captured in a later step.

Step 2: Cost per Vehicle Hour

"What do we spend to run one bus for one hour?" Costs for operating an hour of service vary widely, due to many factors such as operators wages and benefits, the number and complexity of facilities, and the size and responsibility of administrative staff.

Step 3: Revenue Hours per Vehicle Hour

"How much of the running time can be used by passengers?" Every transit system has some paid driver time that is not available for passenger use, typically when vehicles are traveling between the garage and the start or end of service, or when vehicles travel in the reverse direction on a one-way service such as a peak-only commuter service. This rate varies based on whether service is one-way or two-way, and the number and location of operations bases.

Step 4: Revenue Miles per Revenue Hour

"How far can transit carry a passenger go in one hour?" Ultimately, transit users are interested in making a trip of a certain distance; they don't pay to sit on the bus for half an hour, they pay to go six miles. Therefore, this step gets us closer to the final measure: the benefits. Speed is often a neglected element in bus service design. It is affected by traffic congestion, speed limits, stop spacing of transit as perceived by the rider, transit priority treatments, and route design.

Step 5: Boardings per Revenue Mile

"How many people ride each mile of service?" The number of boardings varies based on a number of issues such as disincentives to driving, the density of development, and the existence of major transit generators like universities. In the future, this measure will need to be further reduced to linked trips, to account for boardings that are due to transfers, rather than new trips. For the present, boardings is used almost universally by individual systems and by the federal government.

Step 6: Benefits per Boarding

"How do we all benefit?" This step is actually a host of measures. There are many ways in which transit benefits riders and the community as a whole. Unfortunately, many are unmeasurable without significant increases in data collection and analysis costs. We have selected three measures that can be collected with reasonable cost, yet get to heart of two important benefits: reduced auto use, and lifeline trips -- trips which people could not have made without transit.

Statewide Comparisons

Step 6 Continued

Reduced auto use is measured in two ways. First, reduction in vehicle miles traveled (VMT) is included because this is the most common measure of vehicle use in planning efforts across the country. The second measure, auto trips avoided, is a better measure for many environmental and local congestion improvements.

All three of these measures rely partially on information that must be collected directly from passengers, using a survey of a representative sample of riders.

Averages and Comparisons

The rest of the introductory chapter provides averages and comparisons between systems using the six steps. It compares different systems, by service type and development type.

By focusing on systemwide data, reports often give the impression that different agencies can be compared directly. Most agencies provide a diverse mix of services suited to their markets, and the agency's overall performance depends more on this mix than on anything else the agency does. For this reason, direct comparisons between the bottom-line performance of different agencies is misleading.

To provide a basis for fairer comparisons, it is necessary to look beneath agency totals and consider data based on the type of service provided and the type of development served.

Development Types

Core Urban. The core of larger cities (Seattle, Tacoma, Spokane) characterized by high density and pedestrian-friendly development patterns.

Suburban. All other portions of contiguous urbanized areas with populations of 100,000 or more (e.g., Vancouver, Olympia-Lacey, all Puget Sound and Spokane County suburbs).

Small City. Freestanding cities or urbanized areas with populations of 15,000 to 100,000 in the contiguous urbanized area (e.g., Port Angeles, Wenatchee, Aberdeen-Hoquiam, Kelso-Longview).

Rural. Freestanding cities of under 15,000, and non-urbanized areas.

Service Types

Local. Service with closely-spaced stops (every few blocks) and intended mainly for travel within a community. ALSO: Limited-stop portions of local service corridors.

Intercity or **Regional.** Service running express, or with widely-spaced stops, but *running all day in both directions*. Provides long-distance service between cities or within a large urban area.

Commuter. Express service that is primarily one-way, peak-hour in nature.

Demand-responsive. Includes both ADA-mandated and general public service.

Vanpool. Includes most "worker-driver" services.

Please note the following two issues in classifying service and development types:

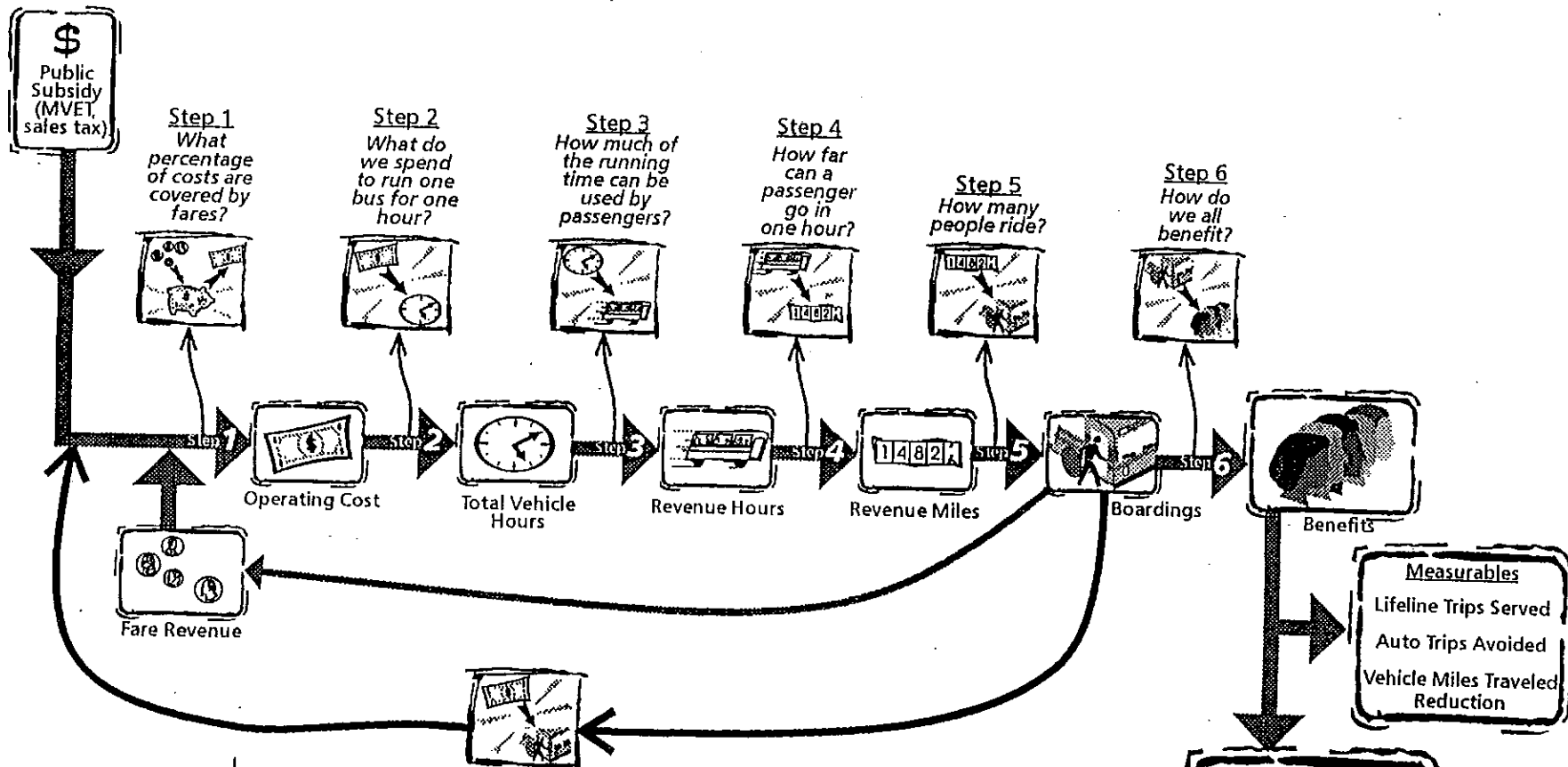
- Intercity services that link different development types are categorized by the outer or less dense end of the route, i.e. Orting to Tacoma is Rural Intercity.
- Local services that link different development types are categorized according to the type that forms the majority of the line's service hours. For example, Seattle's Aurora Avenue service is considered Core Urban, even though its outermost portion serves suburban Shoreline.

Only Step 2 is not divided by service and development type (except for the basic distinctions between fixed route, demand response, and vanpool service). Although costs may vary between development types, they do not vary in a way that is meaningfully connected to development type. For example, although core urban service in Tacoma will cost more than rural service in Mason County, this is due to factors like prevailing wage rates, not the relative density.

Statewide Comparisons

How Does Transit Work?

This diagram shows what happens to your subsidy dollar as it is transformed into transit's benefits. The six "steps" are points where we can measure how well transit works.



What's the bottom line?
A common measure of transit performance is Subsidy per Boarding, which combines Steps 1 through 5. To see why Subsidy per Boarding varies we have to look at the *Individual steps*.

Statewide Comparisons

Statewide Totals

What question are we answering?

How does performance across the state compare between different service types and different density types?

Why does performance vary?

The type of service and density of development sets limits on performance.

For example, demand response service can never compete in boardings per service mile, but is often cheaper per hour than other types of service.

Services in urban areas have by far the highest boardings because the services operate in areas of high density, meaning there are many people who might ride and there is significant traffic congestion to entice drivers out of their cars.



Fare Revenue



Operating Cost



Total Vehicle Hours



Revenue Hours



Revenue Miles



Boardings



Benefits

VMT Reduction



Auto Trips Avoided



Lifeline Trips

	Service Type		
	Fixed Route	Demand Response	VanPool
Fare Revenue	500,093	1,020,058	5,310,082
Operating Cost	500,093	91,020,058	4,990,010
Total Vehicle Hours	2,360,042	10,230,058	2,810,068
Revenue Hours	820,113	2,500,018	2,010,069
Revenue Miles	790,000	2,500,018	2,000,015
Boardings	3,150,086	3,800,001	6,720,015
<i>Benefits</i>			
VMT Reduction	6,520,018	3,810,028	15,860,001
Auto Trips Avoided	150,028	150,080	910,086
Lifeline Trips	110,000	1,600,013	8,500

Fictional Data.
For Layout Only.

Statewide Comparisons

Averages

Performance by Service and Density Type

What question are we answering?
How does performance across the state compare between different service types and different density types?

Why does performance vary?
The type of service and density of development sets limits on performance.
For example, demand response service can never compete in boardings per service mile, but is often cheaper per hour than other types of service.
Services in urban areas have by far the highest boardings because the services operate in areas of high density, meaning there are many people who might ride and there is significant traffic congestion to entice drivers out of their cars.



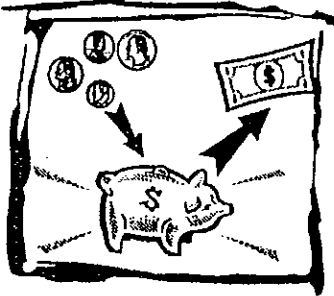
Density Type	Service Type												Demand Response	VanPool
	Fixed Route													
	Core Urban			Suburban			Small City			Rural				
	Local	Intercity	Commuter	Local	Intercity	Commuter	Local	Intercity	Commuter	Local	Intercity	Commuter		
Fare Revenue	5093	4368	2856	5103	4398	3597	4911	4126	3259	4126	3259	3159	10258	53182
1. Fare Revenue / Operating Cost	28%	19%	28%	17%	19%	23%	19%	20%	25%	12%	7%	18%	28%	93%
Operating Cost	5093	4368	2856	5103	4398	3597	4911	4126	3259	4126	3259	3159	10258	49910
2. Operating Cost / Total Vehicle Hour	\$73	\$73	\$85	\$64	\$73	\$81	\$53	\$61	\$63	\$56	\$57	\$59	\$73	\$73
Total Vehicle Hours	23642	25844	22111	24052	22486	21580	21597	20033	19468	20033	19468	18460	102358	28168
3. Revenue Hour / Total Vehicle Hour	91%	89%	69%	84%	89%	71%	95%	90%	72%	84%	89%	61%	91%	91%
Revenue Hours	8213	5325	4315	8100	2288	5198	6909	1111	681	11612	612	6481	28168	20169
4. Revenue Mile / Revenue Hour	10	15	19	15	15	22	14	16	23	17	23	26	10	10
Revenue Miles	7900	5100	6280	7815	519	519	6955	541	4968	5911	468	907	25018	20015
5. Boardings / Revenue Mile	4.0	1.6	1.3	1.7	1.6	1.1	2.2	1.3	1.2	1.0	0.7	0.5	4.0	4.0
Boardings	31586	28156	27586	30001	30158	26087	28163	23584	21035	23584	21035	19486	38001	67215
6. Benefits														
VMT Reduction / Boarding	2.3	3.6	2.2	3.1	3.6	5.3	2.4	2.7	3.0	3.4	1.4	3.1	2.3	2.3
VMT Reduction	65218	61825	61855	62113	61358	59800	61879	51971	50015	51971	50015	48535	38128	158601
Auto Trips Avoided / Boarding	0.31	0.30	0.33	0.24	0.30	0.41	0.21	0.26	0.31	0.28	0.17	0.28	0.31	0.31
Auto Trips Avoided	1528	1235	1000	1486	1248	1157	1358	1258	1025	1258	1025	958	1580	9186
"Lifeline" Trips / Boarding	0.24	0.26	0.12	0.18	0.26	0.07	0.19	0.25	0.11	0.31	0.28	0.13	0.24	0.24
Lifeline Trips	1100	1000	981	1251	1025	941	857	694	578	694	578	501	16013	85

Fictional Data
For Layout Only

Statewide Comparisons Step 1

Rare Revenue \rightarrow Operating Cost

- ◊ Core Urban
- ◊ Suburban
- ◊ VanPool

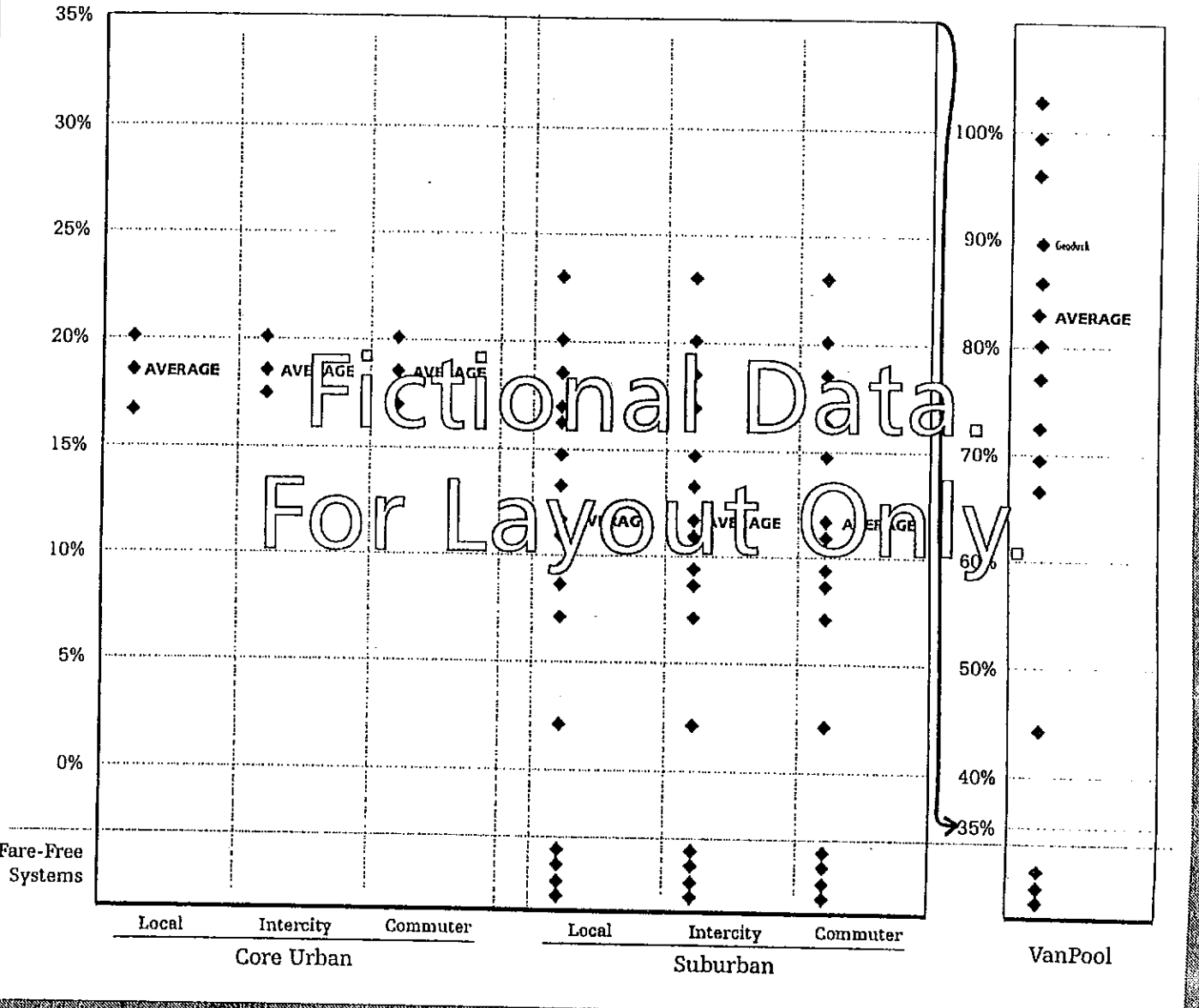


What question are we answering?
 What percentage of operating costs are covered by fares?

Why does performance vary in this step?

- ◊ Local Fare Policy
- ◊ Ridership (Step 5)

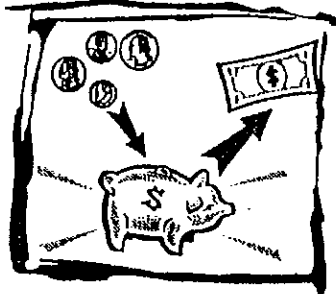
Fare Revenue / Operating Costs



Statewide Comparisons Step 1

Rare Revenue → Operating Cost

- ◆ Small City
- ◆ Rural
- ◆ Demand Response

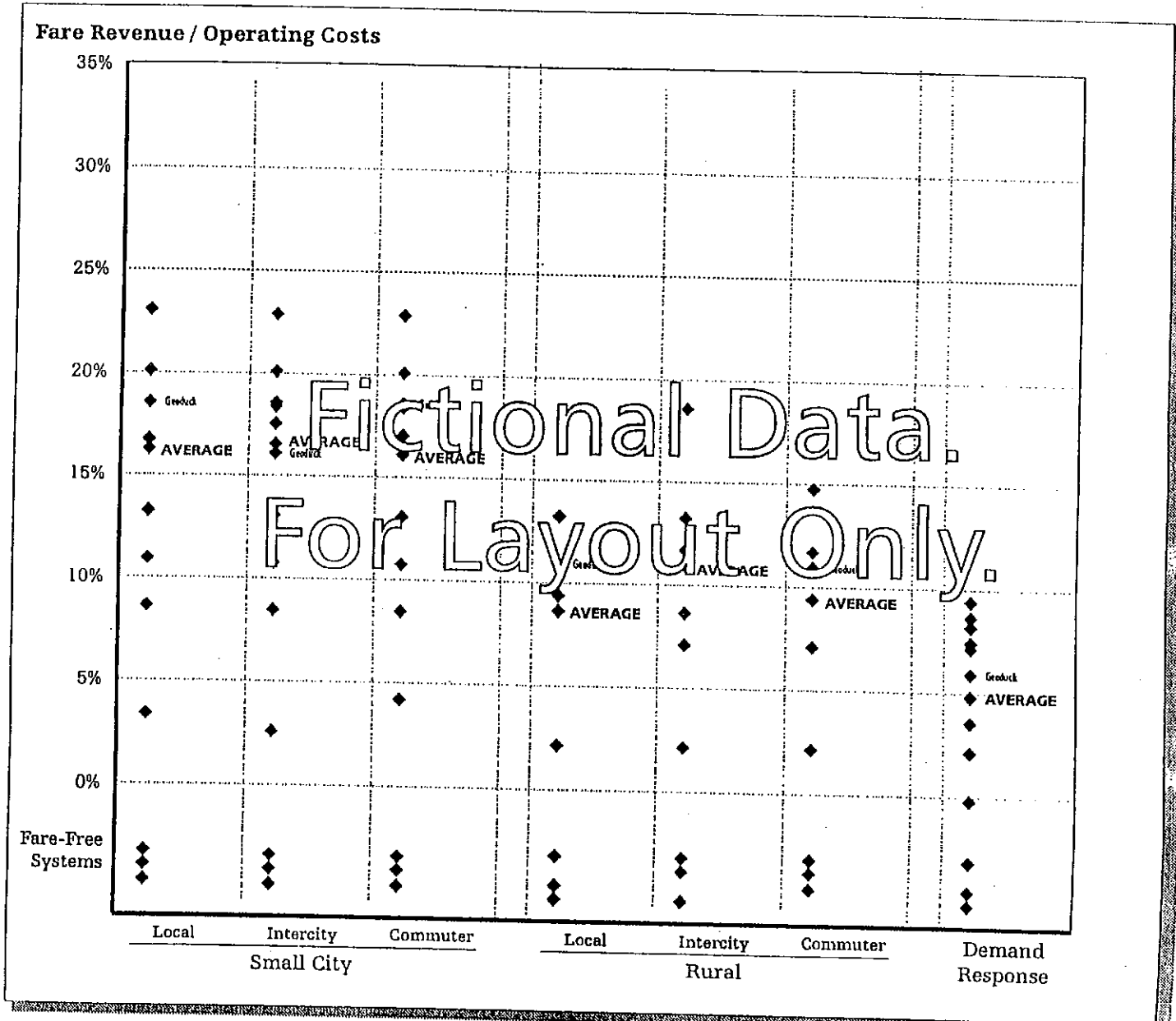


What question are we answering?

What percentage of operating costs are covered by fares?

Why does performance vary in this step?

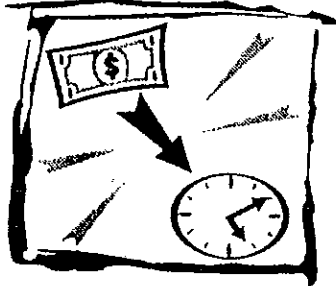
- ↳ Local Fare Policy
- ↳ Ridership (Step 5)



Statewide Comparisons Step 2

Operating Cost \rightarrow Total Vehicle Hours

- ◊ Fixed Route
- ◊ Demand Response
- ◊ VanPool



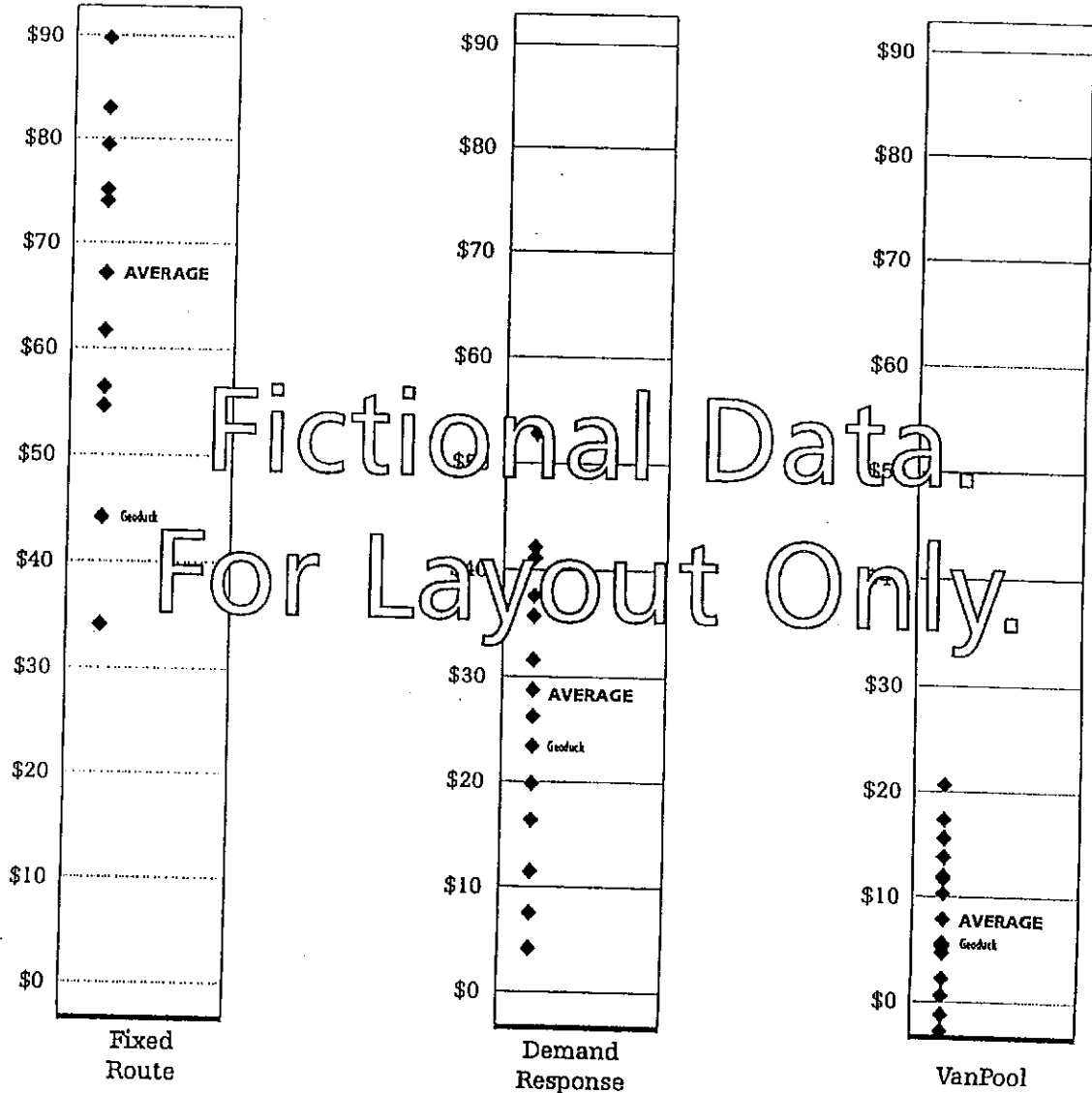
What question are we answering?

What do we spend to run one bus for one hour?

Why does performance vary in this step?

- ⌚ Local Prevailing Wages and Cost of Living
- ⌚ Size and Complexity of Urban Area
- ⌚ Need for Part Time or Part Year Labor
- ⌚ Many other minor causes

Operating Costs / Total Vehicle Hour

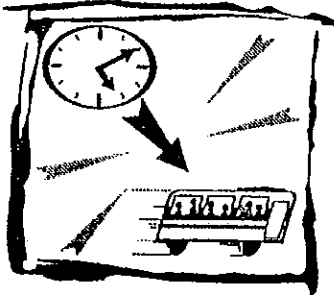


Fictional Data For Layout Only.

Statewide Comparisons Step 3

Total Vehicle Hours \rightarrow Revenue Hours

- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool



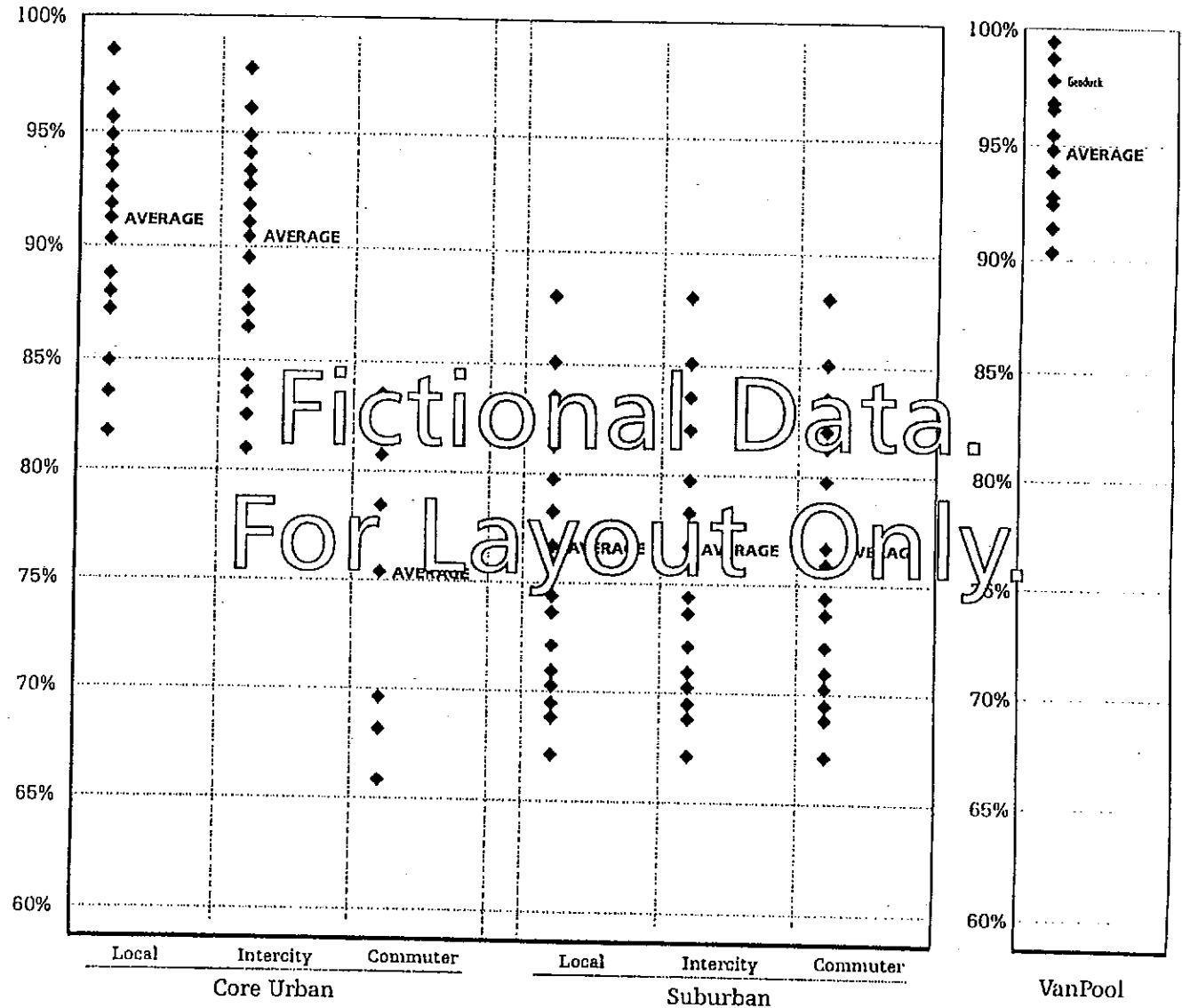
What question are we answering?

How much of the running time can be used by passengers?

Why does performance vary in this step?

- Extent of one-way (commuter) service
- Location of operations base(s)

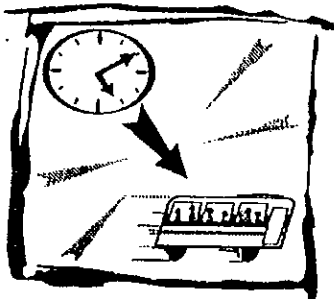
Revenue Vehicle Hours / Total Vehicle Hour



Statewide Comparisons Step 3

Total Vehicle Hours \rightarrow Revenue Hours

- ◆ Small City
- ◇ Rural
- ◇ Demand Response



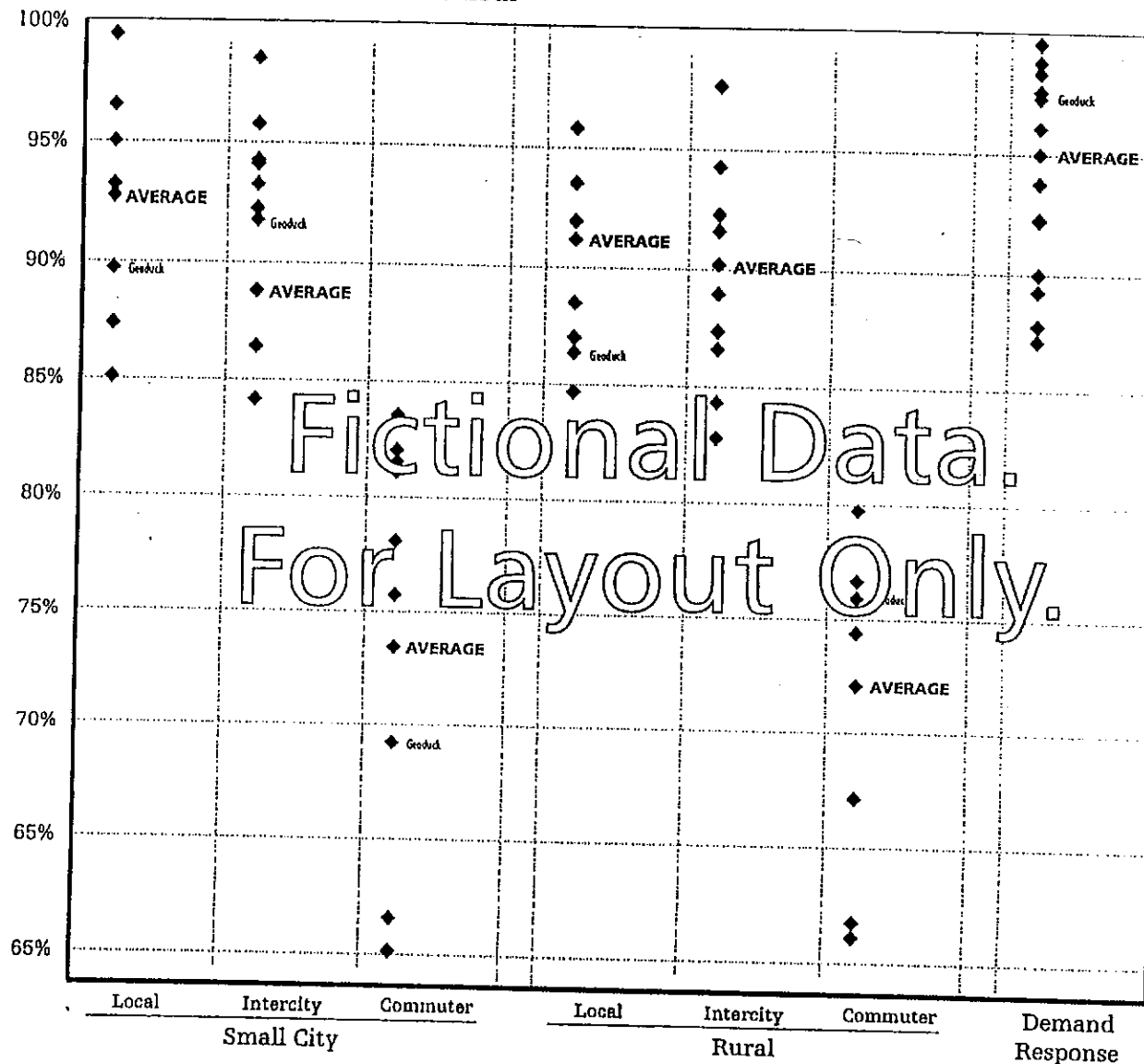
What question are we answering?

How much of the running time can be used by passengers?

Why does performance vary in this step?

- ◆ Extent of one-way (commuter) service
- ◆ Location of operations base(s)

Revenue Vehicle Hours / Total Vehicle Hour

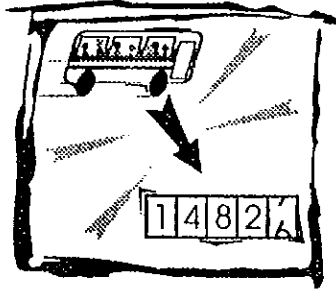


Statewide Comparisons

Step 4

Revenue Hours → Revenue Miles

- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool

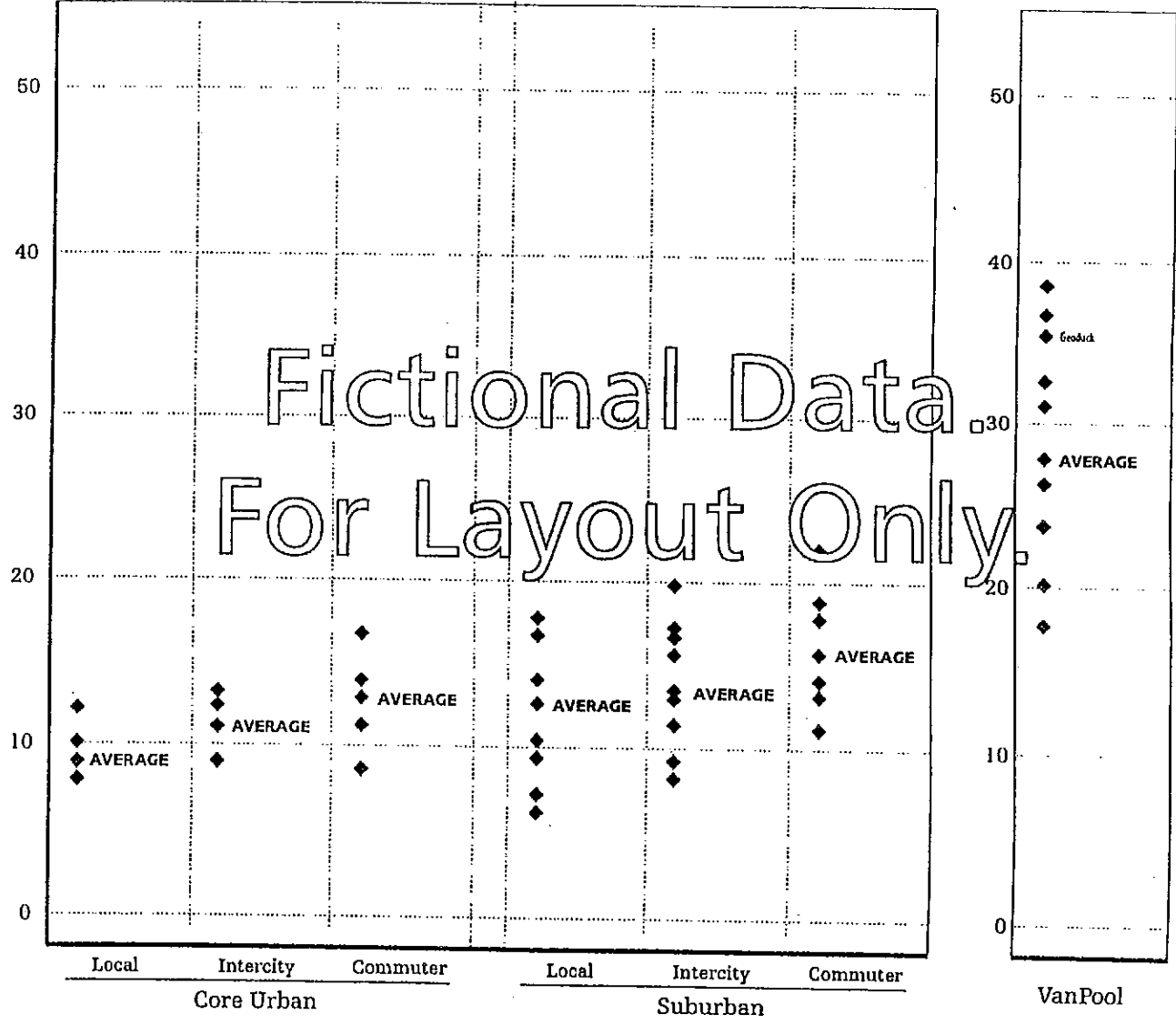


What question are we answering?
 How fast does the service run?

Why does performance vary in this step?

- ◆ Service Type (Local is slowest)
- ◆ Congestion
- ◆ Ridership (Time for Boardings)
- ◆ Speed protection (e.g., HOV lanes)

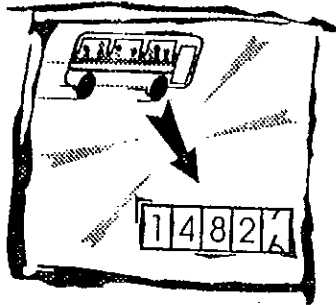
Revenue Miles / Revenue Hours



Statewide Comparisons Step 4

Revenue Miles → Revenue Hours

- ◊ Small City
- ◊ Rural
- ◊ Demand Response



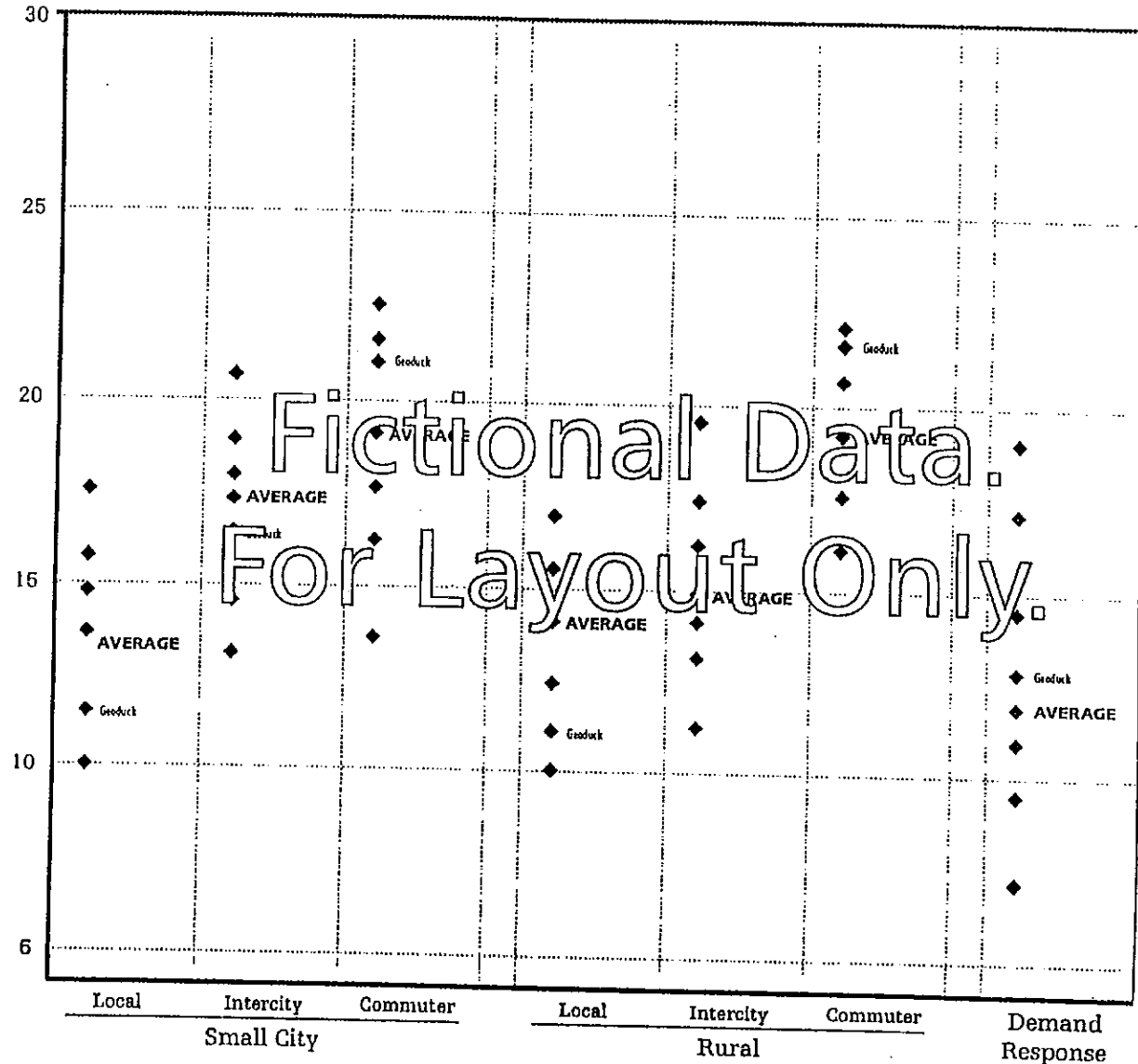
What question are we answering?

How fast does the service run?

Why does performance vary in this step?

- ↳ Service Type (Local is slowest)
- ↳ Congestion
- ↳ Ridership (Time for Boardings)
- ↳ Speed protection (e.g., HOV lanes)

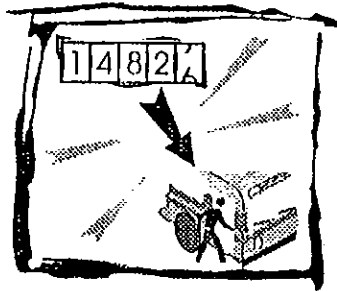
Revenue Miles / Revenue Hours



Statewide Comparisons Step 5

Revenue Miles \rightarrow Boardings

- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool

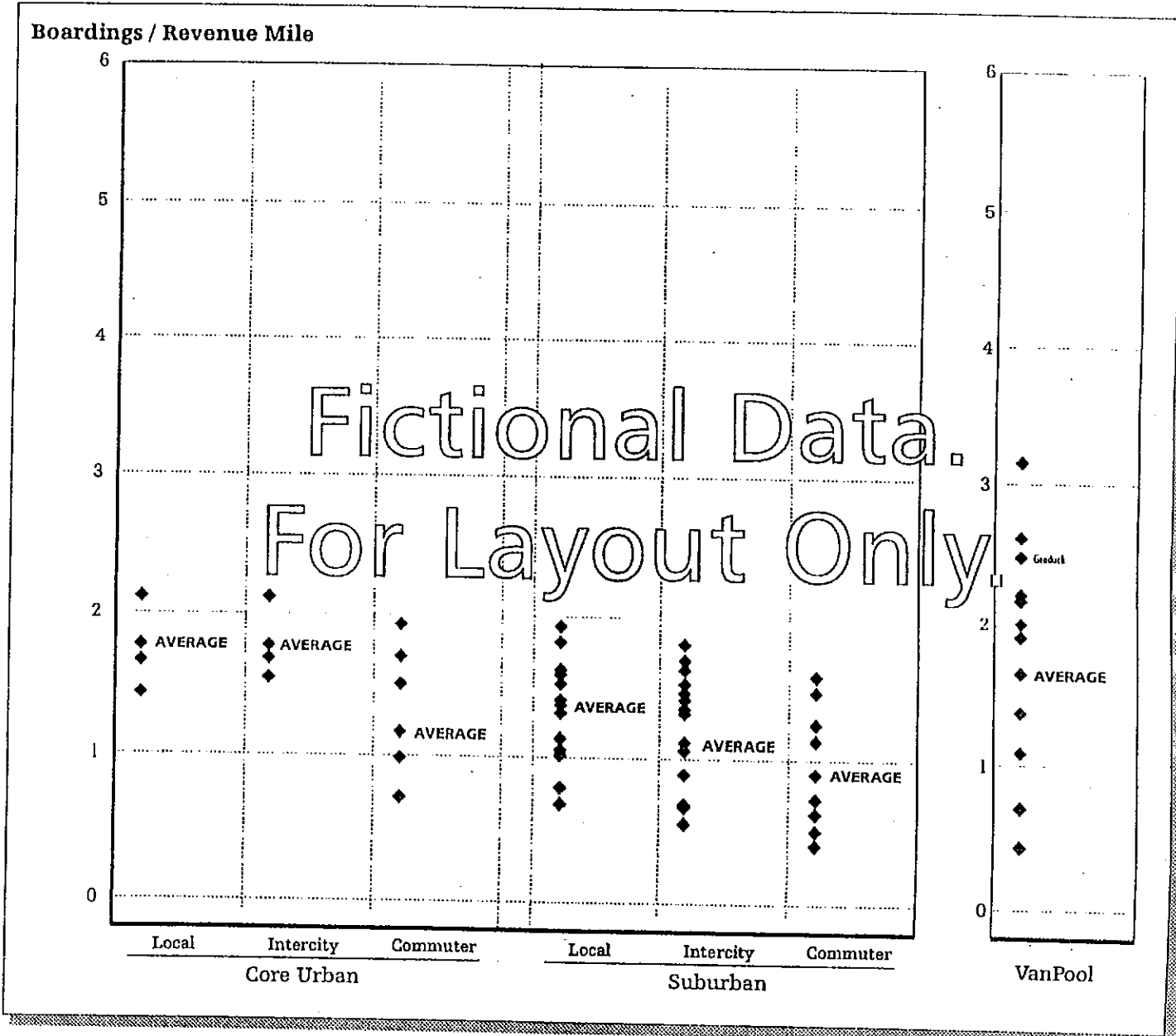


What question are we answering?

How many people ride?

Why does performance vary in this step?

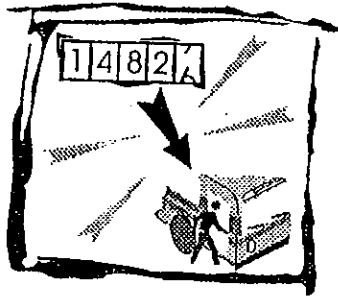
- * Density of development
- * Universities and other major transit generators
- * Disincentives to driving



Statewide Comparisons Step 5

Revenue Miles → Boardings

- ◆ Small City
- ◆ Rural
- ◆ Demand Response



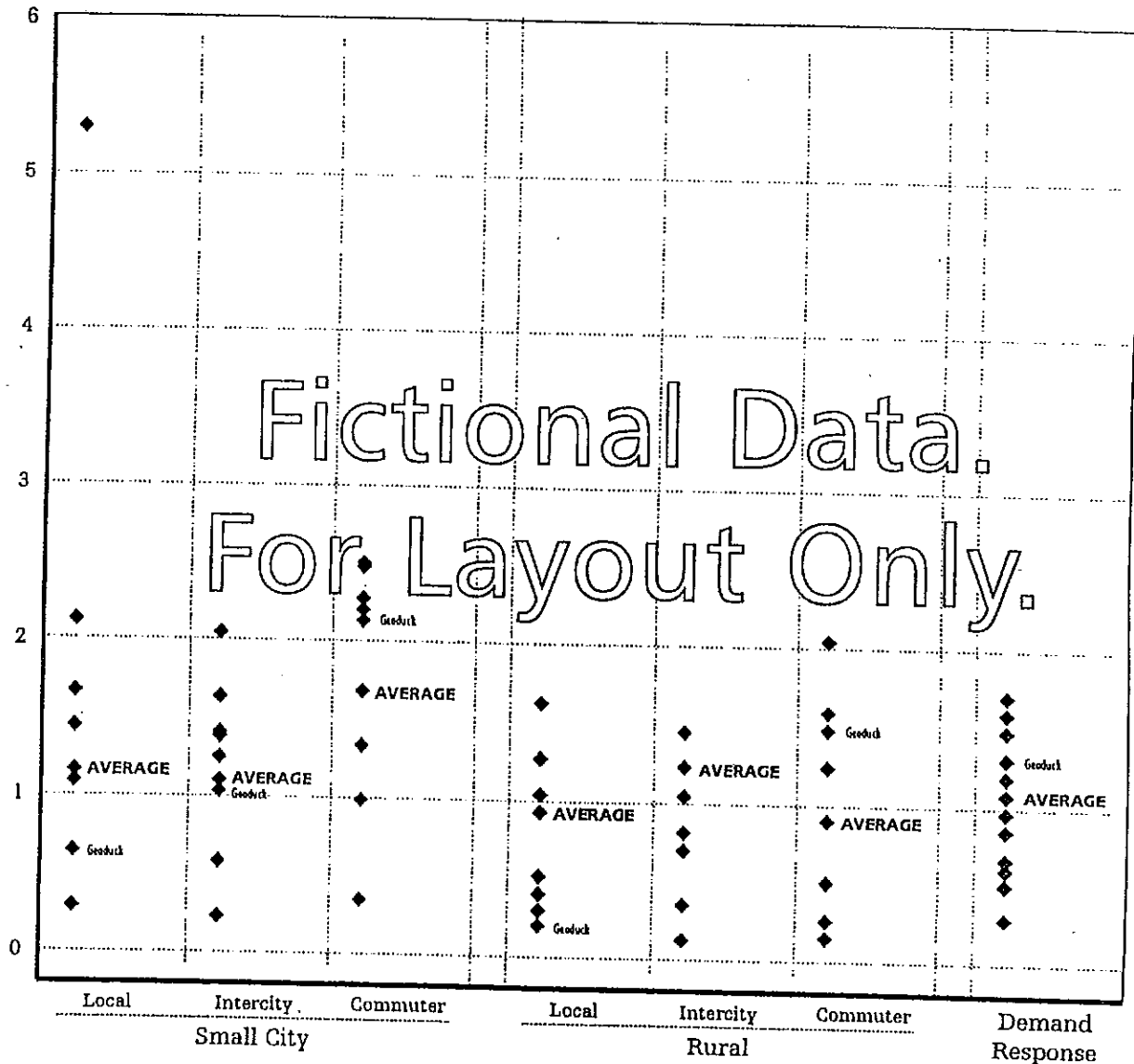
What question are we answering?

How many people ride?

Why does performance vary in this step?

- Density of development
- Universities and other major transit generators
- Disincentives to driving

Boardings / Revenue Miles

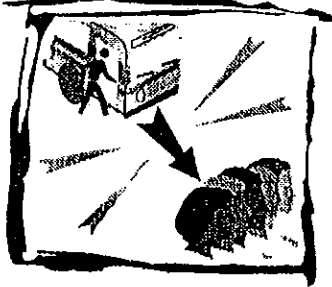


Statewide Comparisons

Step 6-1

Boardings → Benefits: Vehicle Miles Traveled

- ◊ Core Urban
- ◊ Suburban
- ◊ VanPool



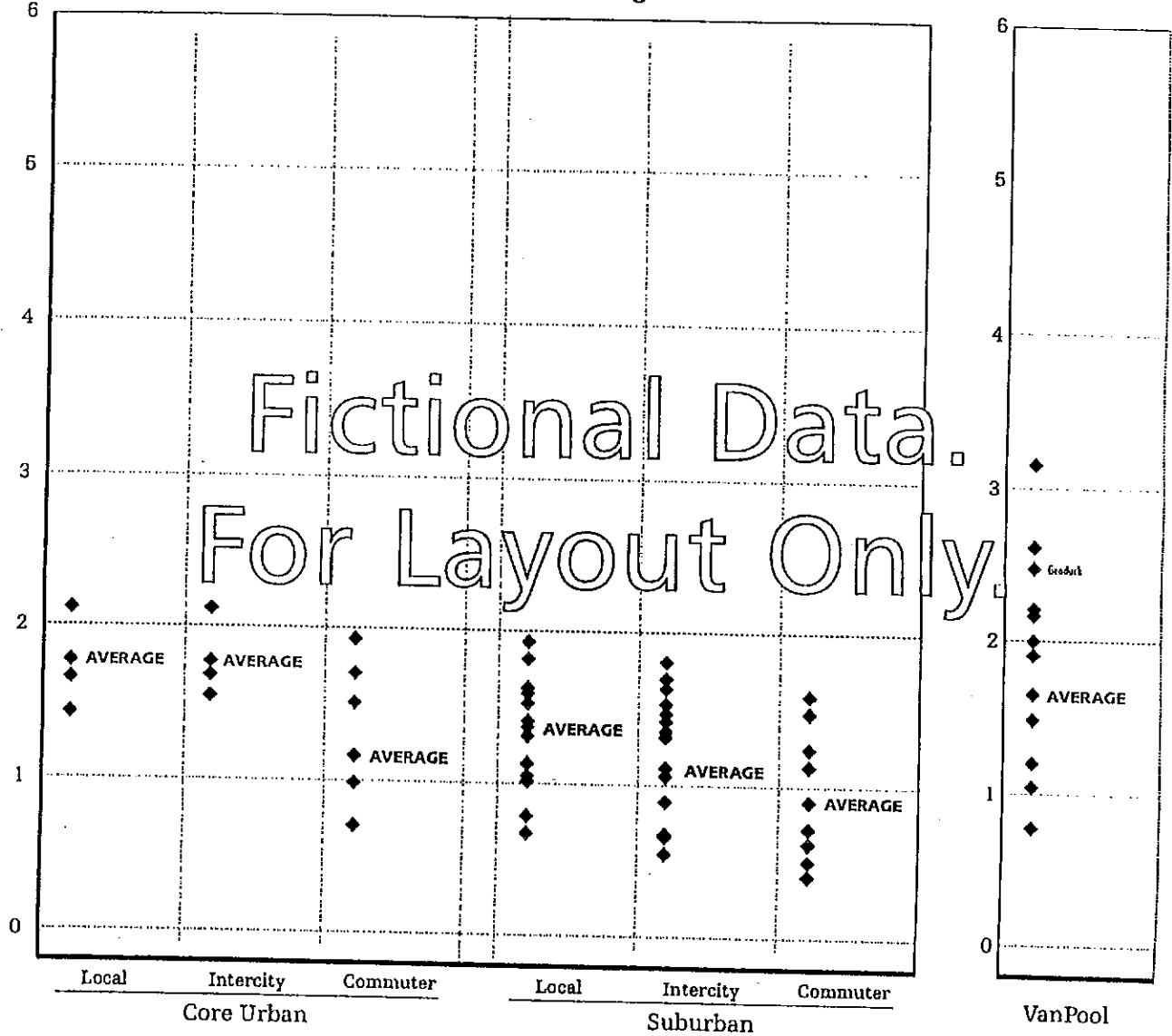
What question are we answering?

How many miles of driving does transit prevent per boarding?

Why does performance vary in this step?

- ◊ Disincentives to driving
- ◊ Convenience of system
- ◊ Macroeconomic effects

Reduction in Vehicle Miles Traveled (by Auto) / Boardings

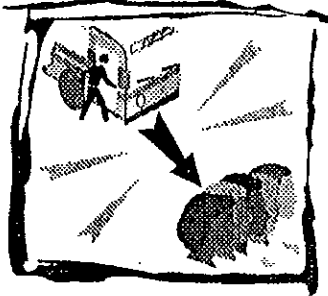


Statewide Comparisons

Step 6-1

Boardings → Benefits: Vehicle Miles Traveled

- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool

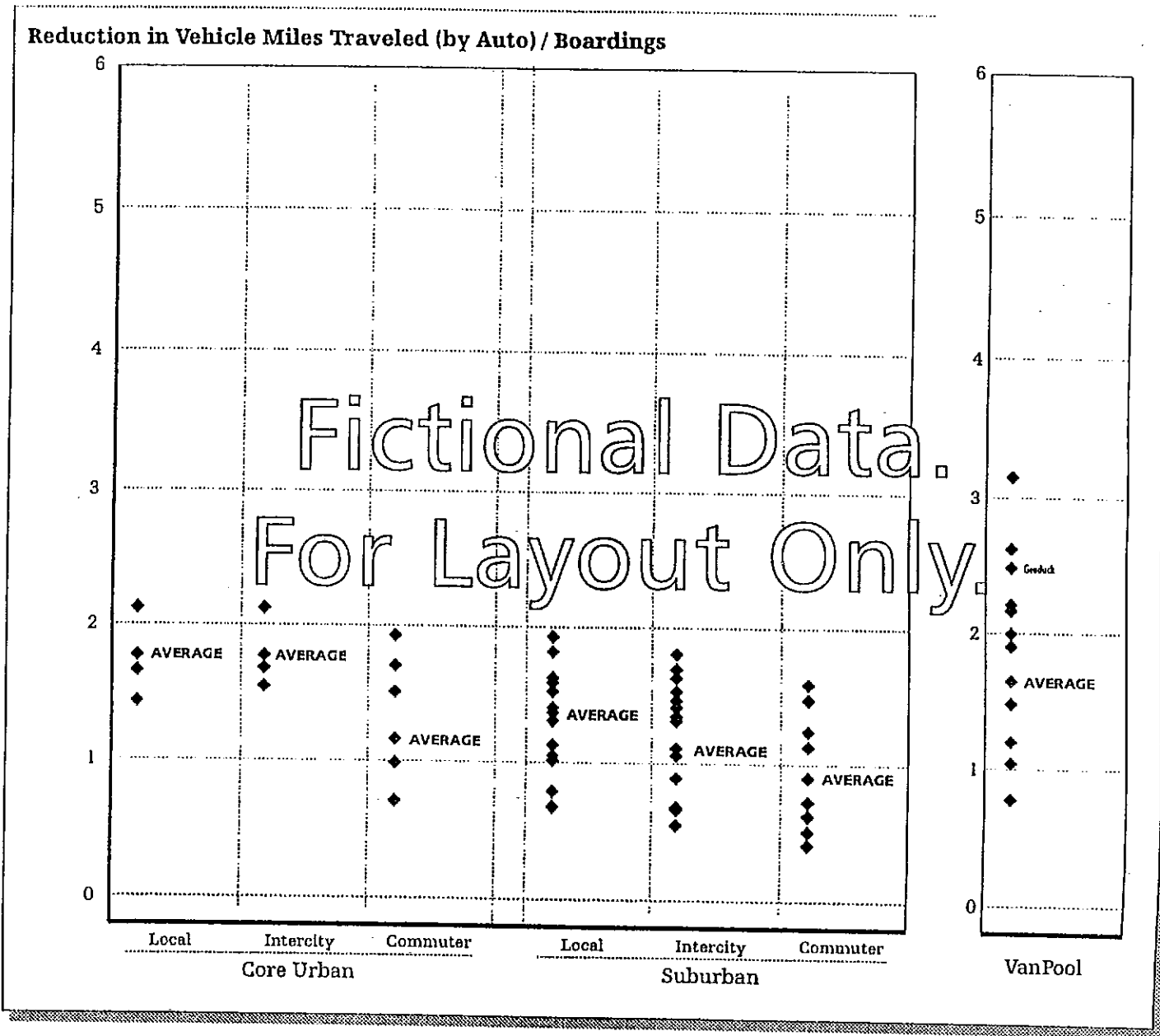


What question are we answering?

How many miles of driving does transit prevent per boarding?

Why does performance vary in this step?

- ↳ Disincentives to driving
- ↳ Convenience of system
- ↳ Macroeconomic effects

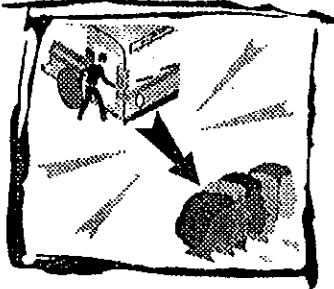


Statewide Comparisons

Step 6-1

Boardings → Benefits: Vehicle Miles Traveled

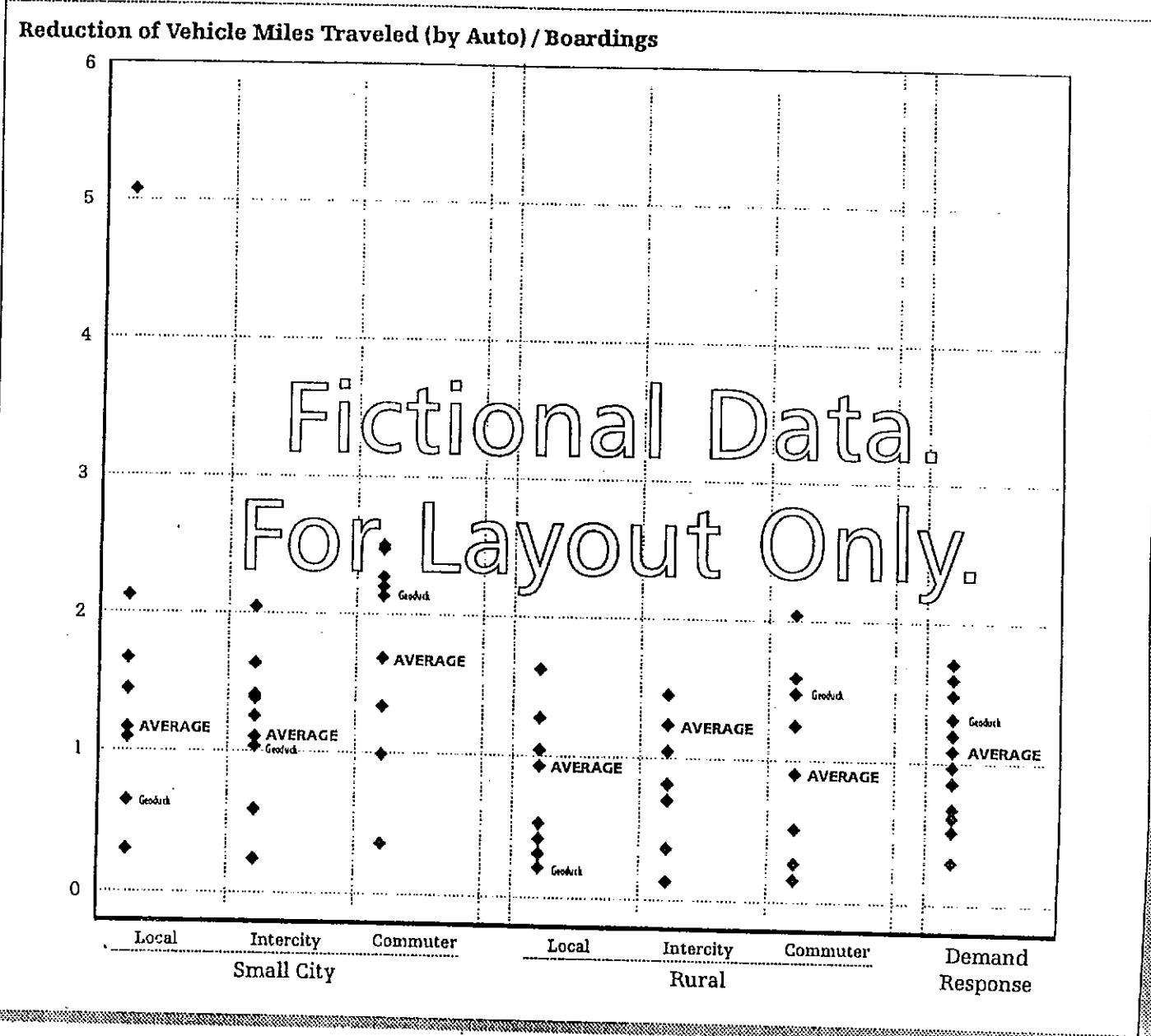
- ◆ Small City
- ◆ Rural
- ◆ Demand Response



What question are we answering?

How many miles of driving does transit prevent per boarding?

- Why does performance vary in this step?*
- ◆ Disincentives to driving
 - ◆ Convenience of system
 - ◆ Macroeconomic effects

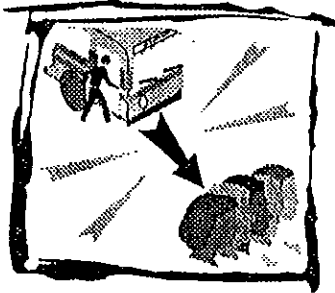


Statewide Comparisons

Step 6-2

Boardings → Benefits: Auto Trips Avoided

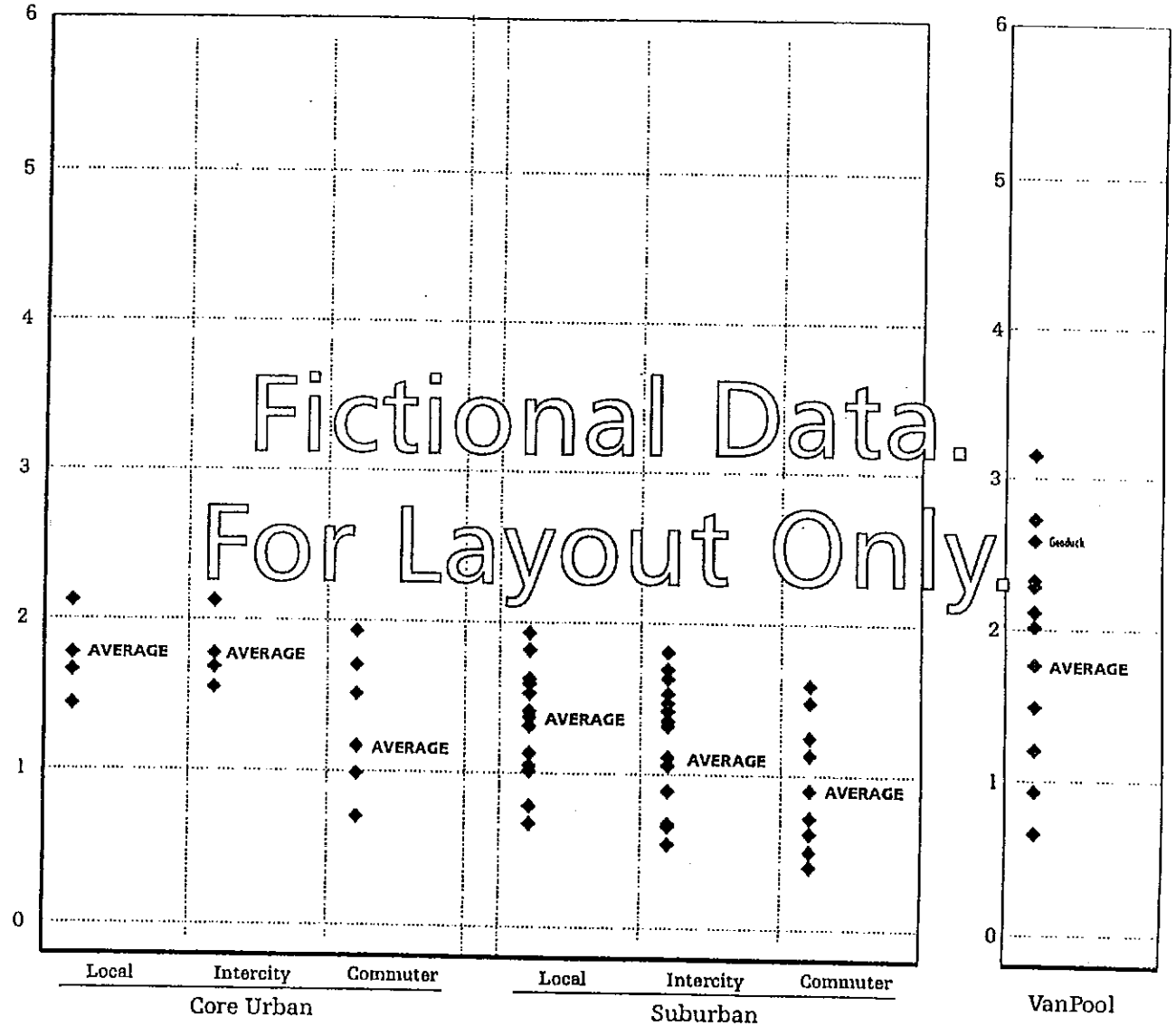
- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool



What question are we answering?
 How many people are taking transit instead of driving?

- Why does performance vary in this step?
- ↳ Disincentives to driving
 - ↳ Convenience of system
 - ↳ Macroeconomic effects

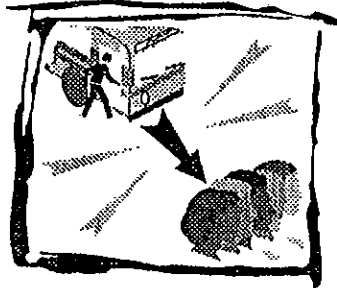
Number of Auto Trips Avoided / Boardings



Statewide Comparisons Step 6-2

Boardings → Benefits: Auto Trips Avoided

- ◆ Small City
- ◆ Rural
- ◆ Demand Response



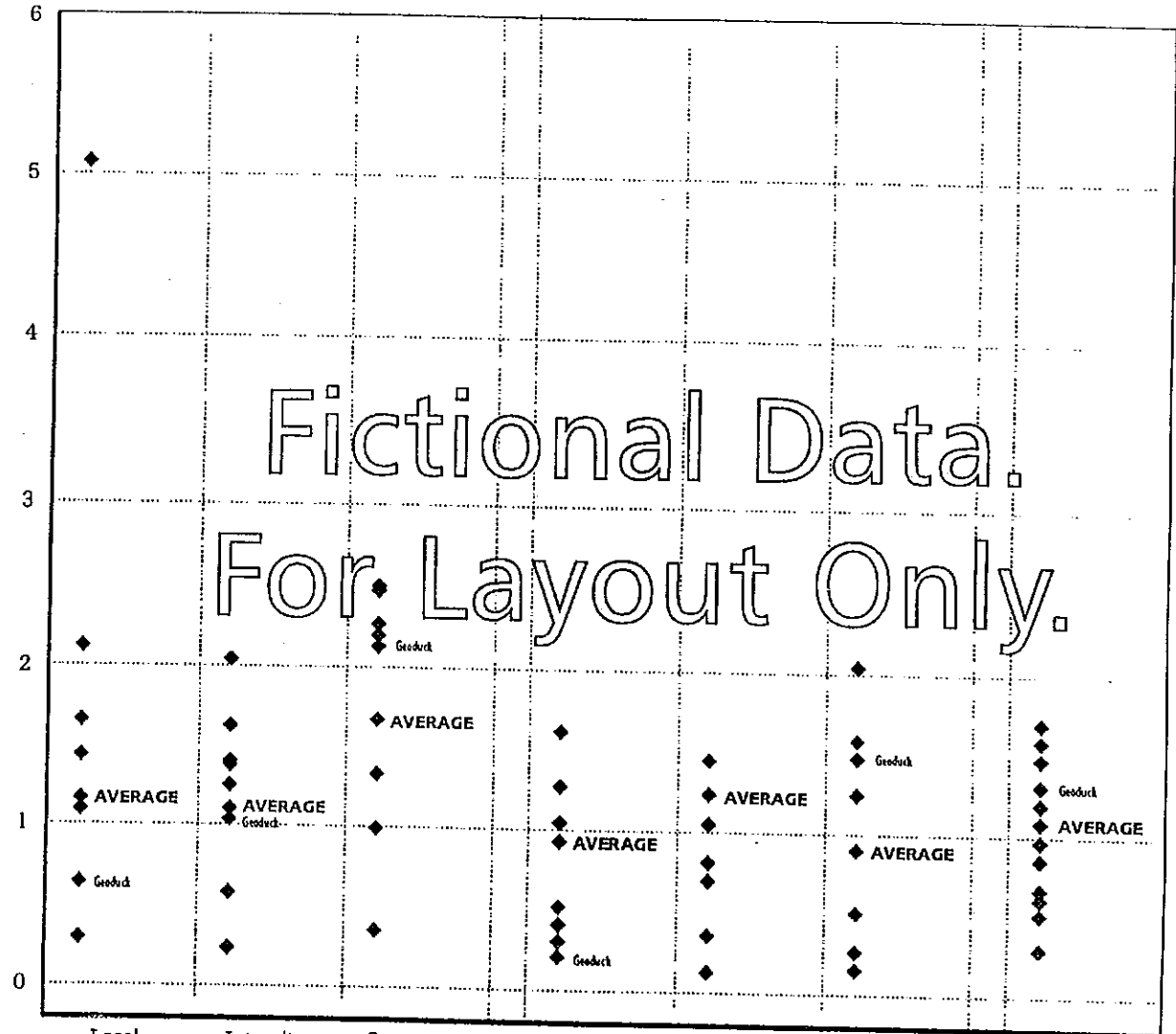
What question are we answering?

How many people are taking transit instead of driving?

Why does performance vary in this step?

- ◆ Disincentives to driving
- ◆ Convenience of system
- ◆ Macroeconomic effects

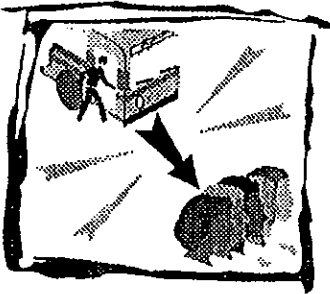
Auto Trips Avoided / Boardings



Statewide Comparisons Step 6-3

Boardings → Benefits: Lifeline Trips

- ◆ Core Urban
- ◆ Suburban
- ◆ VanPool



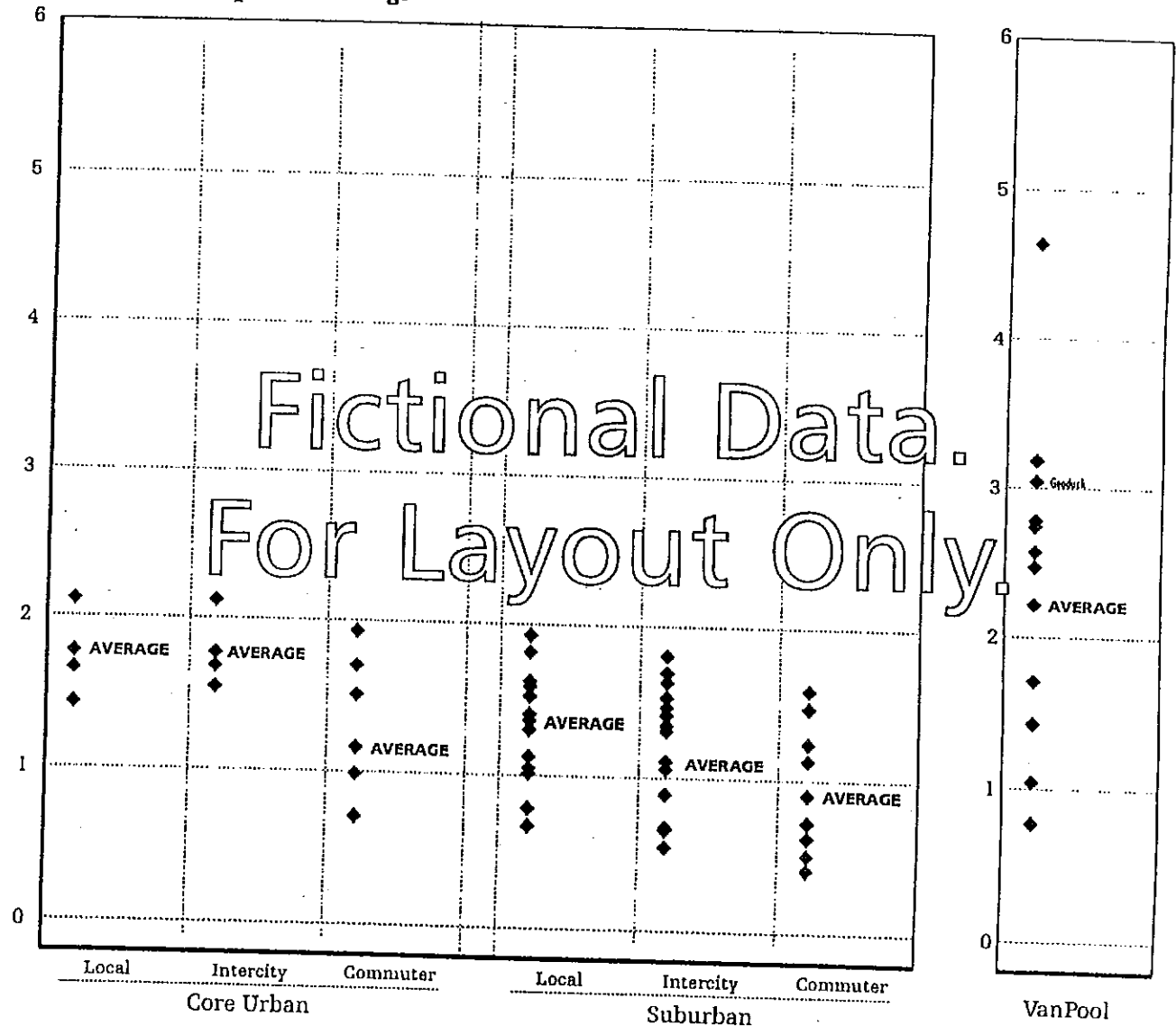
What question are we answering?

How many lifeline trips (those for which transit was the only option) does transit provide?

Why does performance vary in this step?

- ☛ Coverage of service area
- ☛ Convenience of system
- ☛ Macroeconomic effects

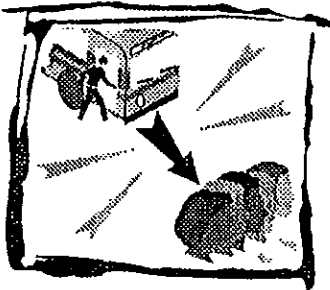
Number of Lifeline Trips / Boardings



Statewide Comparisons Step 6-3

Boardings → Benefits: Lifeline Trips

- ◆ Small City
- ◆ Rural
- ◆ Demand Response



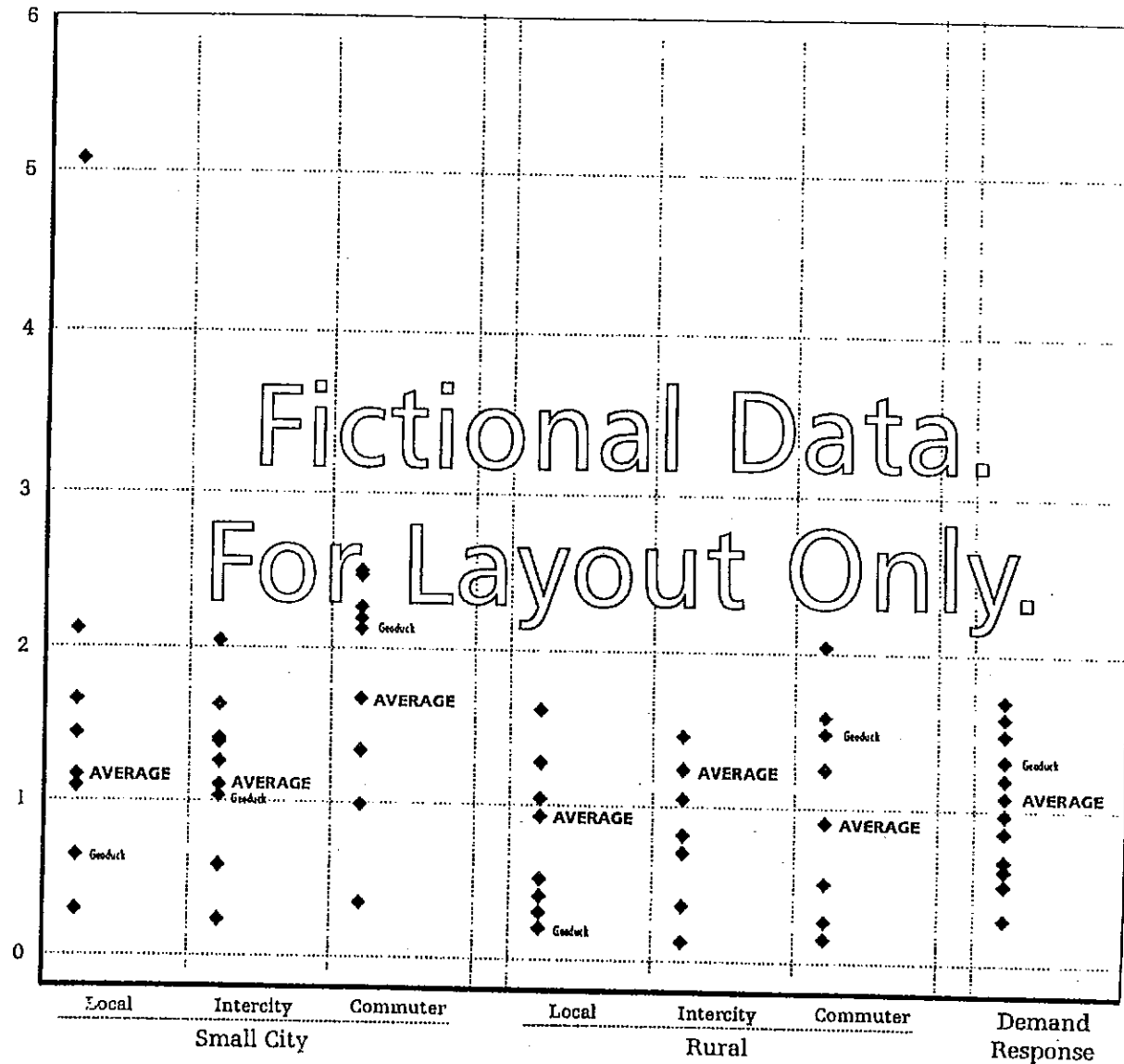
What question are we answering?

How many lifeline trips (those for which transit was the only option) does transit provide?

Why does performance vary in this step?

- u Coverage of service area
- u Convenience of system
- o Macroeconomic effects

Number of Lifeline Trips / Boardings



Geoduck County Transit

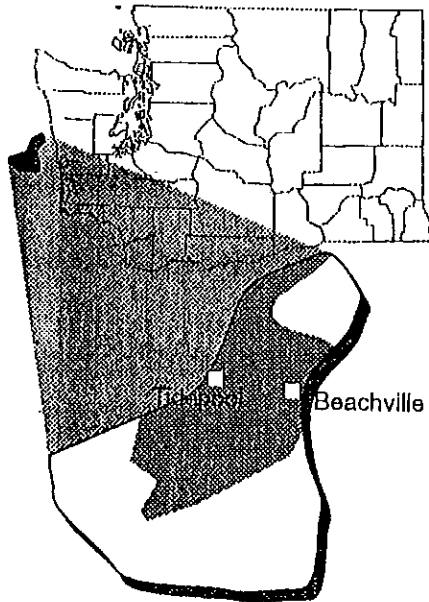


Ellen R. Mollusk
General Manager

408 Beachcomber Blvd
Tidepool, WA 99999
(360) 555-4739

Website

<http://www.geoduckbus.geoduck.wa.us>



System Snapshot

Operating Name: GeoduckBus

Service Area: Central Geoduck County

Type of Government: Public Transportation Benefit Area

Governing Body:

Board of Directors comprised of:

- one Tidepool City Councilor
- one Beachville City Councilor
- one Geoduck County Commissioner
- members-at-large

Tax Authorized:

0.5% sales and use tax approved in November, 1984

Annexations:

One in November, 1992, adding northern unincorporated area of Geoduck County.

Types of Service:

12 all-day lines, 3 peak-only lines, and demand responsive accessible service week-days. Eight all-day lines and demand responsive accessible services Saturdays and Sundays. Vanpool is offered with an average of seven vehicles in use during 1999.

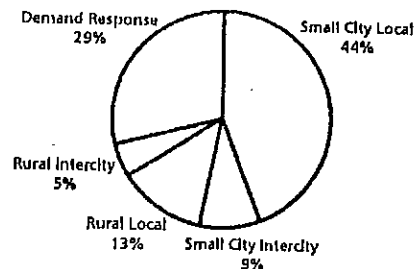
Days of Service:

Weekdays, generally between 6:00 am and 9:00 pm; Saturdays, generally between 8:00 am and 9:00 pm; and Sundays, generally between 9:00 am and 7:00 pm.

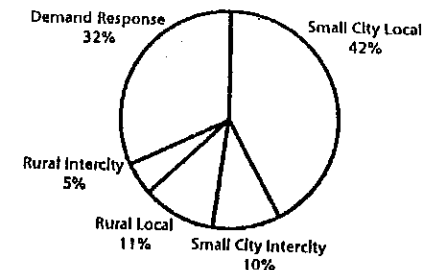
Fare Structure:

\$0.75 per boarding, with two-hour transfer free, fixed route and demand-response accessible services.

1999 Efforts
(Total Vehicle Hours)



2006 Efforts
(Total Vehicle Hours)



Change reflects: increased demand for demand-responsive service and slight increase in total funding due to growth in tax base.

Geoduck County Transit



<p>Current Operations</p> <p>GeoduckBus operates fixed routes as follows:</p> <ul style="list-style-type: none"> • 8 small city local lines (Tidepool & Beachville urbanized areas) • 2 small city intercity lines (connecting centers in Tidepool & Beachville) • 2 small city commuter lines • 1 rural commuter line • 1 rural local line <p>GeoduckBus also provides dial-a-ride for elderly and individuals with disabilities, vanpool and ridematching services.</p>	<p>Service Standards</p> <p>GeoduckBus tracks the efficiency of lines on a monthly basis. For each of the four service types, lines are compared against others in their category and against state-wide averages.</p> <p>Lines that perform above 150% of statewide averages are examined for increased frequencies.</p> <p>Lines that perform below 50% of statewide averages are examined for potential improvements.</p> <p>Lines that perform below 30% of statewide averages are placed before the CAC and Board to consider reallocating that service to other lines.</p>	<p>Passenger Service Vehicles</p> <p>Fixed-Route - 24 total, all with wheelchair lifts, year ranging from 1984 to 1998.</p> <p>Demand-Response - 17 total, all with wheelchair lifts, age ranging from 1991 to 1997.</p> <p>Vanpool - 11 total, three with wheelchair lifts, age ranging from 1990 to 1996.</p>
<p>Community Participation</p> <p>GeoduckBus' Citizen Advisory Committee, Committee on Accessible Transportation, and Board of Directors each meet monthly. All meetings are posted in prominent places within the community and open to the public.</p> <p>Efforts with major public input this year included:</p> <ul style="list-style-type: none"> • Six-Year Transit Development Plan • Worker-Driver Feasibility Assessment 	<p>Vehicle Replacement Standards</p> <p>Over-the-road coaches: 20 years</p> <p>Transit buses: 12 years</p> <p>Dial-a-ride paratransit buses: 9 years</p> <p>Vanpool vans: 7 years</p>	<p>Facilities</p> <p>Transit Centers in Beachville and Tidepool with public restrooms and enclosed waiting area.</p> <p>Administration offices and public information center are in downtown Tidepool.</p> <p>Operations and Maintenance are in County-owned facilities.</p> <p>GeoduckBus owns two park-and-ride lots and operates 11 other shared-use park-and-ride lots.</p>
		<p>Intermodal Connections</p> <p>Beachville Transit Center is adjacent to Ferry Terminal</p> <p>GeoduckBus serves Tidepool Airport with half-hourly service</p>

Geoduck County Transit



<p>Initiatives</p> <p>Implementing Worker-Driver Service program in 2001.</p> <p>GeoduckBus has set a policy that all new transit vehicles will be low-floor.</p>	<p>1999 Achievements</p> <p>Met</p> <p>Secured a Federal Transit Administration Section 5307 grant to purchase two low-floor 40-foot transit buses.</p> <p>Unmet due to limited resources:</p> <p>Replace oldest transit buses.</p> <p>Construct Beachville Community College transfer facility</p> <p>Other</p> <p>Set statewide record for small city intercity service productivity</p>	<p>2000 Objectives</p> <p>Add shelters along primary transit corridors.</p> <p>Open Beachville public information office.</p> <p>Replace one transit bus.</p> <p>Add two transit buses.</p> <p>Increase vanpool use by 14%.</p> <p>Long range Plans (through 2006)</p> <p>Replace 6 vanpool vans.</p> <p>Replace 10 transit buses.</p> <p>Replace 11 dial-a-ride vehicles</p> <p>Annex southern developing areas of Geoduck County.</p>

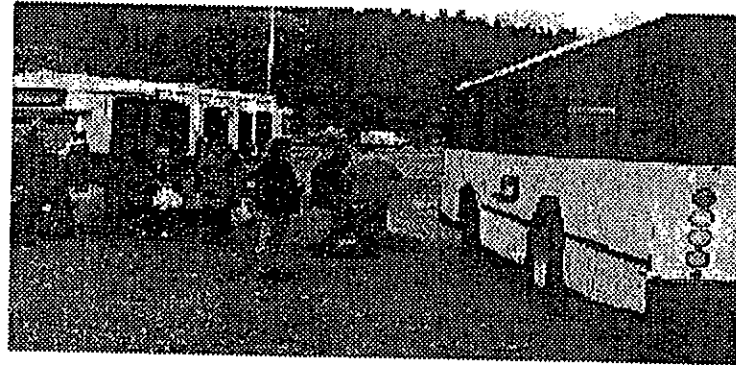
Geoduck County Transit



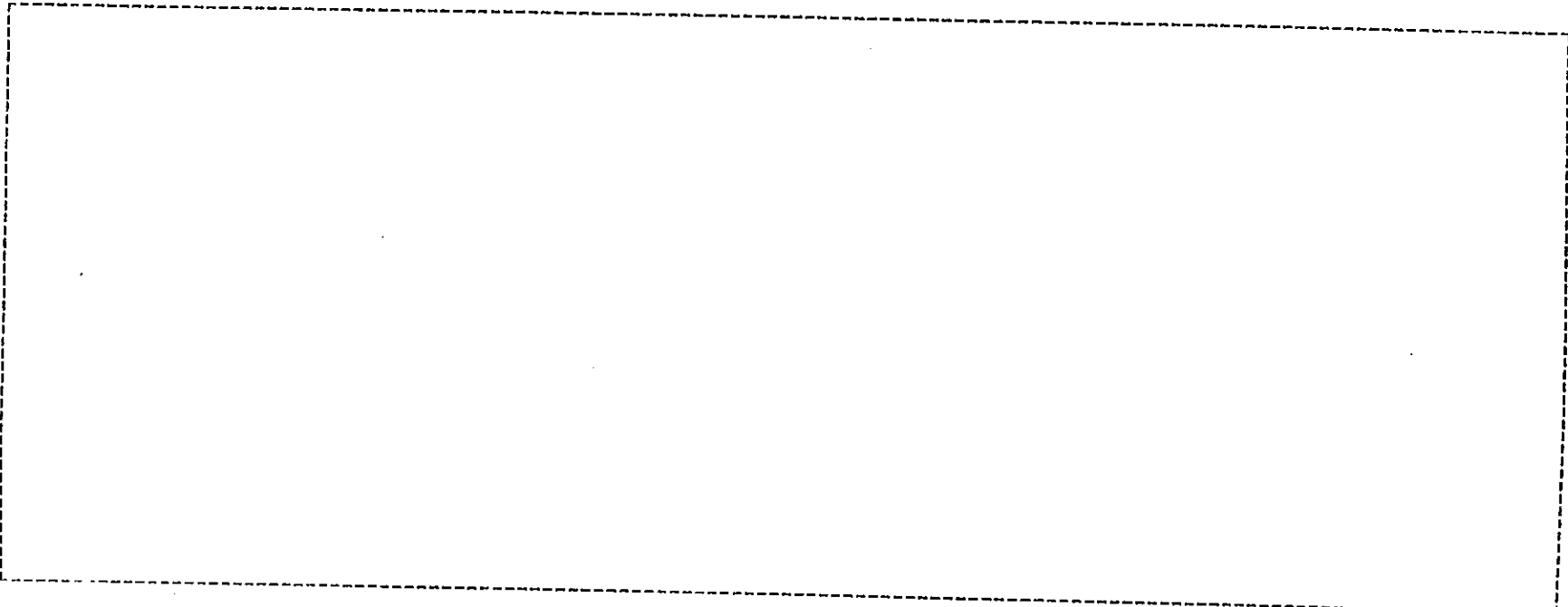
Reserve and Replacement Funds

GeoduckBus has two funds.

1. Unrestricted Cash Fund provides working capital while awaiting receipt of tax collections and grant reimbursements.
2. Capital Fund provides funds for replacement vehicles and limited funds for new vehicles and upgrading passenger amenities.



With apologies and thanks to Mason Transit and WSDOT for original photo before editing.



Geoduck County Transit



Annual Operating Information

Service Area Population	94,563	96,002	98,561	2%	94,563	94,563	94,563	94,563
Fixed Route Services	1997	1998	1999	% Change (98-99)	2000	2001	2002	2006
Farebox Revenues	\$256,043	\$261,159	\$262,159	0.5%	\$263,100	\$270,000	\$264,000	\$281,000
Operating Cost - Sustained Service	\$4,569,568	\$4,700,105	\$4,747,056	1.1%	\$4,732,500	\$4,702,000	\$4,729,000	\$4,741,000
Operating Cost - Expanded Service	\$253,000	\$0	\$0	0%	\$0	\$0	\$0	\$0
Revenue Vehicle Hours	69,054	70,001	72,108	3.0%	72,100	73,000	73,000	74,000
Total Vehicle Hours	72,936	73,125	74,421	1.5%	74,300	74,000	75,000	76,000
Revenue Vehicle Miles	1,186,426	1,214,366	1,253,015	4%	1,254,200	1,268,000	1,287,000	1,289,000
Total Vehicle Miles	1,295,428	1,301,402	1,314,485	1%	1,315,500	1,295,000	1,295,000	1,295,000
Passenger Boardings	2,004,006	2,022,008	2,102,580	5%	2,105,800	2,004,000	2,004,000	2,004,000
Employees (FTEs)	62.1	63.1	63.0	-0.1%	62.1	62.1	62.1	62.1
Diesel Consumed (gallons)	226,563	229,180	235,103	3%	238,500	227,000	226,000	227,000
Natural Gas Consumed (gallons)	52,501	53,612	52,998	-1%	53,400	52,000	52,000	53,000
Collisions	2	0	0	0%	na	na	na	na
Reportable Injuries	1	0	0	0%	na	na	na	na
Fatalities	0	0	0	0%	na	na	na	na

Demand Response Services

Farebox Revenues	\$58,043	\$59,420	\$60,002	1%	\$61,000	\$62,000	\$64,000	\$70,000
Operating Cost - Sustained Service	\$1,597,467	\$1,684,555	\$1,843,004	10%	\$1,849,500	\$1,860,000	\$1,900,000	\$2,010,000
Operating Cost - Expanded Service	\$85,000	\$0	\$56,000	na	\$0	\$0	\$0	\$0
Revenue Vehicle Hours	27,089	28,154	28,999	3%	29,000	30,000	31,000	35,000
Total Vehicle Hours	29,900	32,936	34,418	4.5%	35,000	36,000	36,000	39,000
Revenue Vehicle Miles	421,893	426,005	428,359	2.9%	430,400	430,000	435,000	450,000
Total Vehicle Miles	428,810	430,152	434,883	1.1%	438,500	440,000	445,000	460,000
Passenger Boardings	92,470	93,456	98,876	5.8%	99,000	100,000	110,000	122,000
Employees (FTEs)	15.2	15.4	16.3	6%	16.3	17.0	17.0	17.0
Diesel Consumed (gallons)	45,563	46,007	46,710	1.4%	46,800	47,000	47,000	47,000
Natural Gas Consumed (gallons)	5,716	5,790	6,056	4.6%	6,100	7,000	7,000	7,000
Collisions	1	0	0	0%	na	na	na	na
Reportable Injuries	0	0	0	0%	na	na	na	na
Fatalities	0	0	0	0%	na	na	na	na

Vanpool Services

Vanpool Revenues	\$238,002	\$239,156	\$249,918	4.5%	\$58,000	\$58,000	\$60,000	\$62,000
Operating Cost - Sustained Service	\$239,561	\$242,451	\$244,633	0.9%	\$250,100	\$251,000	\$254,000	\$260,000
Operating Cost - Expanded Service	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0
Revenue Vehicle Hours	22,226	22,985	23,996	4.4%	24,500	25,000	25,000	26,000
Total Vehicle Hours	24,811	25,011	25,536	2.1%	27,900	73,000	74,000	75,000
Revenue Vehicle Miles	905,476	907,560	922,989	1.7%	928,100	930,000	935,000	940,000
Total Vehicle Miles	915,567	918,414	928,517	1.1%	930,500	935,000	942,000	950,000
Passenger Boardings	256,003	258,006	271,680	5.3%	274,500	282,000	286,000	290,000
Employees (FTEs)	4.8	5.0	4.7	-6%	5.0	5.0	5.25	5.5
Diesel Consumed (gallons)	40,025	40,999	43,049	5.0%	43,500	44,000	46,000	44,000
Natural Gas Consumed (gallons)	6,589	6,591	6,776	2.8%	6,900	7,000	8,000	9,000
Gasoline Consumed (gallons)	3,549	3,950	4,025	1.9%	4,500	5,000	5,000	5,000
Vanpool Fleet Size	58	59	59	0%	59	59	60	60
Vans in Operation (annual avg.)	54	55	55	0%	55	56	57	58
Collisions	1	0	1	na	na	na	na	na
Reportable Injuries	0	0	0	0%	na	na	na	na
Fatalities	0	0	0	0%	na	na	na	na

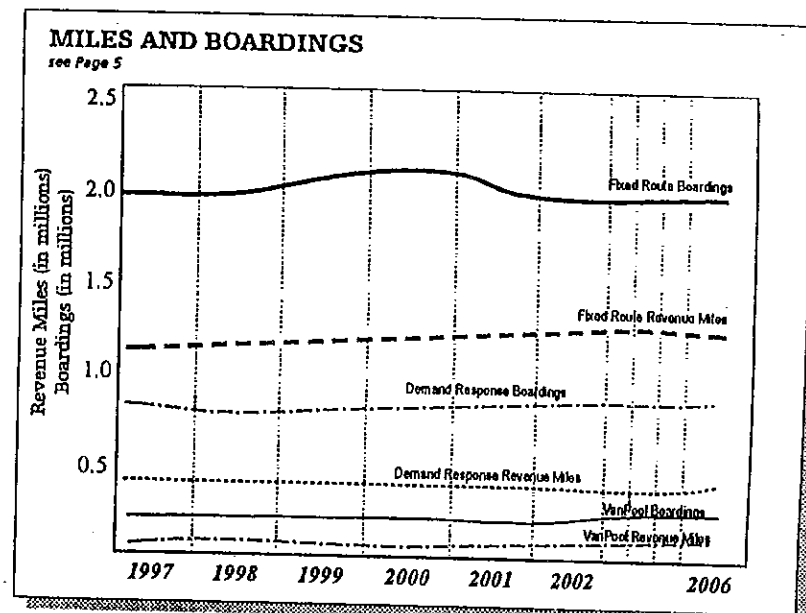
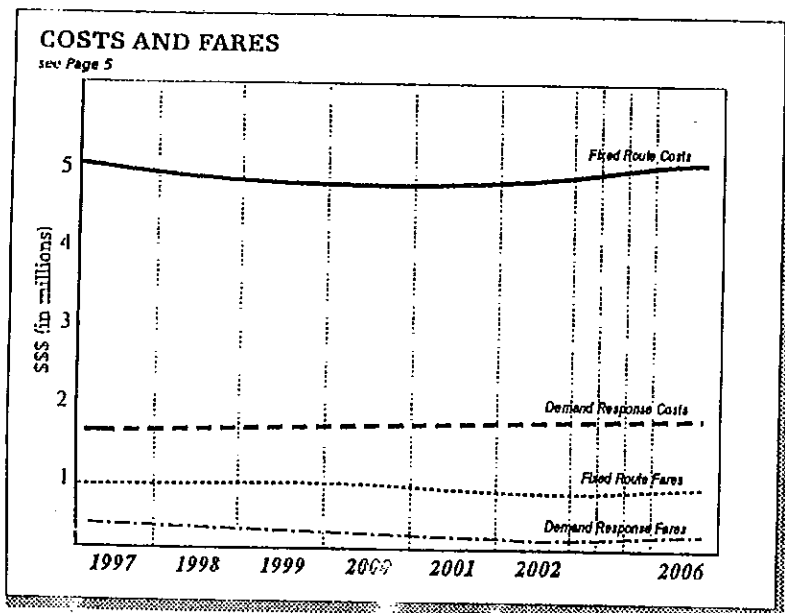
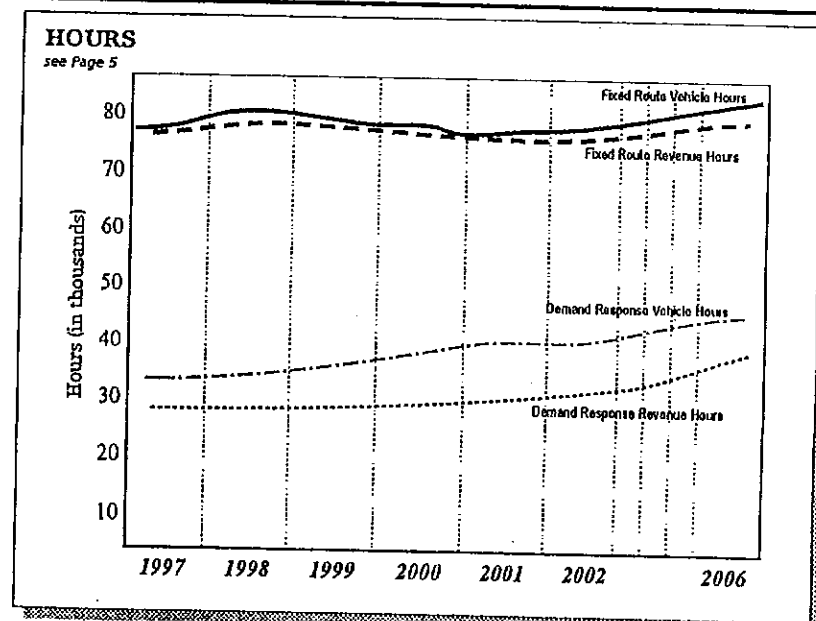
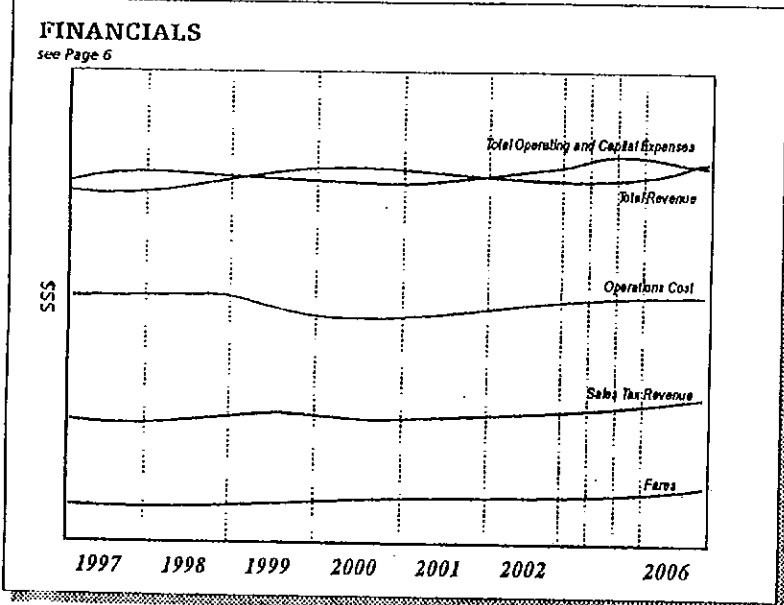
Geoduck County Transit



Annual Revenues	1997	1998	1999	% Change (98-99)	2000	2001	2002	2006
Sales Tax	\$	\$	\$	%	\$	\$	\$	\$
MVET	\$	\$	\$	%	\$	\$	\$	\$
Fares	\$	\$	\$	%	\$	\$	\$	\$
Vanpool Revenue	\$	\$	\$	%	\$	\$	\$	\$
Other	\$	\$	\$	%	\$	\$	\$	\$
Total Annual Revenue	\$	\$	\$	%	\$	\$	\$	\$
Total Operating Expenses	\$	\$	\$	%	\$	\$	\$	\$
Annual Capital Purchase Obligations								
Federal Section 5307 Capital Grants	\$	\$	\$	%	\$	\$	\$	\$
Federal Section 5309 Capital Grants	\$	\$	\$	%	\$	\$	\$	\$
Public Transportation Systems Account	\$	\$	\$	%	\$	\$	\$	\$
Capital Funds	\$	\$	\$	%	\$	\$	\$	\$
General Funds	\$	\$	\$	%	\$	\$	\$	\$
Total Capital Purchases	\$	\$	\$	%	\$	\$	\$	\$
Ending Balances, December 31								
General Fund	\$	\$	\$	%	\$	\$	\$	\$
Capital Fund	\$	\$	\$	%	\$	\$	\$	\$
Total	\$	\$	\$	%	\$	\$	\$	\$

Geoduck County Transit

Trends



Geoduck County Transit



Performance Measures for 1999

Step	Measure		Small City			Rural		DR	VP	
			Local	Intercity	Commuter	Local	Commuter			
1	Fares / Operating Cost	GeoduckBus	15%	16%	12%	9%	10%	6%	96%	
		Statewide Average	13%	14%	12%	10%	11%	7%	94%	
2	Operating Cost / Total Vehicle Hour	GeoduckBus	Fixed Route					\$48.07	\$48.07	
		Statewide Average						\$49.55	\$49.55	
3	Revenue Vehicle Hours / Total Vehicle Hour	GeoduckBus	93%	92%	65%	81%	84%	89%	90%	
		Statewide Average	95%	93%	67%	84%	82%	91%	94%	
4	Revenue Vehicle Miles / Revenue Vehicle Hour	GeoduckBus	14.3	22.1	18.8	19.2	22.0	14.6	33.1	
		Statewide Average	13.9	21.2	18.3	17.5	21.5	15.8	35.1	
5	Passenger Trips / Revenue Vehicle Mile	GeoduckBus	2.35	1.01	1.32	1.0	.66	.22	.23	
		Statewide Average	2.15	1.09	1.25	.98	.69	.20	.21	
6	Benefits	VMT Reduction per Revenue Vehicle Hour	GeoduckBus	4.3	5.7	6.4	4.1	8.7	0.9	11.4
		Statewide Average	3.9	5.8	6.3	4.1	8.5	1.1	12.1	
		Auto Trips Avoided per Revenue Vehicle Hour	GeoduckBus	1.3	1.6	2.0	1.5	2.3	0.4	4.5
		Statewide Average	1.2	1.7	1.9	1.5	2.3	0.5	4.6	
		"Lifeline" Trips Served per Revenue Vehicle Hour	GeoduckBus	3.7	4.0	4.3	5.0	4.3	1.3	0.8
		Statewide Average	3.5	3.9	3.9	4.9	4.6	1.3	0.9	

Other Measures

	Fixed-Route		Demand Response		Vanpool	
	GeoduckBus	Average	GeoduckBus	Average	GeoduckBus	Average
Operating Cost / Passenger Trip	\$2.32	\$2.25	\$7.27	\$7.67	\$1.01	\$0.89
Operating Cost / Revenue Vehicle Mile	\$1.20	\$1.19	\$2.72	\$2.95	\$0.41	\$0.50
Operating Cost / Revenue Vehicle Hour	\$45.04	\$46.25	\$37.05	\$39.21	\$18.05	\$17.61
Revenue Vehicle Hours / FTE	1803	1798	1521	1650	10025	11215
Passenger Trips / Revenue Vehicle Hour	14.5	13.8	3.15	2.99	7.2	8.1

APPENDIX D

**Information from WSDOT for Preparing
*1999 Transit Development Plans***

MEMORANDUM
September 16, 1998

To: Transit Managers and Planners

From: Paul Gamble
Public Transportation Office

Subject: Transit Development Plans for 1999

Just a reminder that transit development plans still are with us and need to be updated annually.

Here are the locations, dates and times for the workshops for transit development plans. **All workshops** will be approximately two hours long, and **begin at 10:30 am**. The locations are identical to those last year and are as follows.

October 13: Board Room, Washington State Department of Transportation
300 Maple Park SE, Room 1D2
Olympia

October 15: Board Room, Ben Franklin Transit
1000 Columbia Drive S.E.,
Richland

October 19: Board Room, Puget Sound Regional Council
1011 Western Avenue, Sixth Floor
Seattle

Parking for the Olympia workshop is limited. This is the same location and room as we used for this workshop last year. If you park on-street within two blocks of Maple Park longer than one hour, count on a parking ticket. Therefore, I strongly recommend parking in the paid Legislative Parking lot on the freeway side of Jefferson Street, one block uphill (left) from the first stoplight after exiting I-5 from Exit 105, State Capital ramp. It is a one block uphill to the three storied concrete edifice Transportation Building. The Board Room is on the street (first) floor near the State Capitol entrance to the building.

Parking for the Richland workshop is readily available. Getting to Ben Franklin Transit is not difficult. To get to there, I suggest taking I-182 to Exit 5 and drive S.R. 240 south towards Kennewick to the first interchange. Ben Franklin Transit is near the Columbia River, less than a half mile left from the interchange.

Parking for the Seattle workshop is at garages and lots. There is a parking garage with an entrance on Madison, just past Western. There are parking lots on Western, one block north. This is the same location and room as we used for this workshop last year. To get there, take exit 165, Madison Street, and drive downhill towards Puget

Sound on Madison Street. Western Avenue is one block past First Avenue towards Puget Sound, one block uphill from the Alaskan Way viaduct and two blocks uphill from Elliott Bay. The parking garage mentioned earlier is on your right, after crossing Western Avenue.

Transit Managers and Planners
September 16, 1998
Page 2

Here are the preliminaries. Fundamentally, the information and data we set out for transit development plans last year are the same for 1999. We will continue to require operating revenues and expenditures in inflated dollars. We will use the same Public Transportation Management System forms. We need to connect grant revenue sources with proposed projects. Consequently, we will continue want obligations, instead of expenditures, for capital projects by funding source.

The major change this year is aggregating operating data by type of service. As you may have heard, there are two angles to take into account: service type and development type. When you are ready, you will need to tell me where and how often **each of your fixed and deviated routes** go. I will suggest to which combination of service type and development type each route should be assigned. If you disagree, we discuss it. Then, you aggregate the operating data for each combination. This will not include operating expenses and farebox revenue; you will aggregate operating expenses and farebox revenue for all fixed and/or deviated routes.

We still have a statutory deadline of April 1. Therefore, plan to submit your **complete** transit development plans to us beginning April 1. We need to have closure by July.

If you need more information or have requests before the workshops, please contact me at (360)705-7912 or e-mail at gamblep@wsdot.wa.gov

PG:pg

cc: Valerie Rodman
Cathy Silins



*Transit Development Plan -
Annual Report*

*Workshops
October 13, 15, and 19, 1998*

Agenda

- *Introductions*
- *Review requirements in TDP Outline*
- *Credibility Checks*
- *State Public Transportation Policy*
- *Operating and Capital Financing Element*
- *PTMS*
- *Sample TDP*
- *Data Collection for 2000 TDP*

TDP Outline Current System

Describe system as of December 31, 1998

- *table of organization, including representation on legislative body*
 - does not need to name members
- *outline service characteristics by service mode*
 - *days and hours of service(s)*
 - *employees (full time equivalents)*
 - include FTEs allocated by type of service
 - *fares*
- *describe and discuss changes to services and facilities occurring in 1998*
- *action strategies taken addressing state transportation policies*

TDP Outline

Current System

Describe system as of December 31, 1998

- *1998 annual operational data by type of service*
 - *revenue vehicle hours - exclude vanpools*
 - *total vehicle hours - exclude vanpools*
 - *revenue vehicle miles*
 - *total vehicle miles*
 - *passenger trips*
 - *accident data (fatalities, reportable injuries, and collisions)*
 - *fuel consumption*
 - *all figures rounded to nearest whole number*

TDP Outline

Current System

- *Describe system as of December 31, 1998*
 - *inventory of facilities, equipment, and revenue vehicles (PTMS)*
 - *intermodal/interjurisdictional connections*
 - *review 1998 objectives for achievements*
 - *system map*

TDP Outline Proposed System

- *Describe and discuss annual proposed changes to services and facilities for 1999 - 2005.*
 - *service area, if annexations are proposed*
 - *days and hours of service(s) by type of service*
 - *annual operating data for each year*
 - *revenue vehicle hours and annual vehicle hours by type of service - excluding vanpools*
 - *annual revenue vehicle miles and annual vehicle miles by type of service*
 - *annual passenger trips*

TDP Outline Proposed System

■ *Describe and discuss annual proposed changes to services and facilities for 1999 - 2005.*

- all figures rounded to nearest thousand
- distinguish between current and expanded service
- *action strategies proposed to meet the State public transportation policy for 2000-2005*
- *revenue vehicles replaced, improved, added or removed by type of service*
- *facilities to be replaced, improved, added or removed*
- *intermodal/interjurisdictional connections*

TDP Outline

Credibility Checks

- *Do vehicle hours and vehicle miles exceed revenue vehicle hours and revenue vehicle miles?*
- *Do vehicle miles/vehicle hour and revenue vehicle miles/revenue vehicle hour make sense?*
- *Does vehicle hours/FTE measure make sense? (less than 2,080 hours?)*

TDP Outline

State Transportation Planning

■ *Washington's Transportation Plan*

● *Visioning Workshops at RTPOs*

- *Vision frames implementation policy (objectives to be developed)*
- *Needs Assessment conducted in Spring 1999 based on objectives*
- *Transit Development Plans will include local action strategies to meet Plan objectives*

TDP Outline

State Transportation Planning

- *State Implementation Objective:*
 - *Integrate public transportation services into a coordinated system linked by intermodal facilities.*

- *Local Action Strategy:*
 - *Construct transit transfer center that will link with Greyhound and Farside Transit at the River View Park and Ride Lot in 2002.*

TDP Outline

Preparation of Action Strategies

- *Describe the proposed action to meet state objectives*
- *Current year plus next 6 (1999-2005)*
- *Include some details in the action strategies, for example the # of fixed route buses to be replaced*

TDP Outline

Financing Element

■ *Operating and capital financing element for 1998 - 2005*

- *Revenues*

- *1998 annual sources and amounts*

- all figures rounded to nearest whole number

- *proposed annual sources and amounts*

- all figures rounded to nearest thousand

- *identify assumptions about rates of increase and sources*

- *include amounts in accounts' balances*

- *include any loans or debt financing, with principal and interest specified, if extending*

TDP Outline

Financing Element

- *Operating Expenses*
 - *1998 annual operating amounts, separated between new and replacement*
 - all figures rounded to nearest whole number
 - *proposed annual operating amounts, separated between new and replacement*
 - all figures rounded to nearest thousand
 - *include contracting and/or leasing, if applicable*
- *Separate and lump other annual expenses*
 - *ambulance, charter, commute trip reduction, rideshare, etc. - items not administrative*

TDP Outline

Financing Element

- *Capital Obligations*
 - *1998 capital items obligated, separated between new and replacement*
 - all figures rounded to nearest whole number
 - *proposed capital items to be obligated, separated between new and replacement*
 - all figures rounded to nearest thousand
 - *tie projects to specific revenue grant sources*

Data Collection for 2000 TDP Fixed Route & Route Deviated

■ *Development Types*

- *Core City*
- *Suburban*
- *Small City*
- *Rural*

■ *Service Types*

- *Local*
- *Intercity*
- *Commuter*
- *Demand-Response*
- *Vanpool*

Data Collection for 2000 TDP Fixed Route & Route Deviated

- *Data to be collected at route level by
Development Type/Service Type category*
 - *revenue vehicle hours*
 - *total vehicle hours*
 - *revenue vehicle miles*
 - *total vehicle miles*
 - *passenger trips*

Data Collection for 2000 TDP All Modes

- *Data to be collected by modal service (fixed route, route deviated, demand response, and vanpool) category*
 - *fully allocated operating expenses*
 - *farebox revenues*
 - *full-time equivalents*
 - *fuel consumption*
 - *accident statistics*
 - *capital improvements*

Transit Development Plan - Overview

Objective

Prepare a document that meets the TDP criteria outlined in Section 35.58.2795 RCW. The document contributes to local comprehensive plans mandated in Section 36.70A.070(6) RCW, regional transportation plans authorized in Section 47.80.030 RCW, metropolitan transportation plans required in 23 CFR 450.322, the state Public Transportation Plan required in Section 47.06.110 RCW, and the statewide Multimodal Transportation Plan required in Section 47.06.040 RCW. The operating and capital financing element of the TDP should be compatible with the transportation improvement program compiled by a metropolitan planning organization or regional transportation planning organization.

Content Summary

This is the fourth year for using the Transit Development Plan (TDP) format. This year's format is essentially the same as last year's. There are several changes outlined below. As before, transit systems need to up-date a TDP annually, as well as conduct at least one public hearing about its contents. Transit systems need to address ALL of the required TDP elements; this is basic information essential to a TDP. WSDOT outlines these elements and common definitions in the pages that follow. WSDOT's Public Transportation Office staff will assist any transit system in developing a TDP. WSDOT's sample TDP is available on disk. WSDOT will NOT accept replacement update pages to a previous year's TDP.

Changes

- *Elimination of annual vehicle hours and annual revenue vehicle hours for vanpool operations*
- *"Other" defined for non-operating annual revenues and expenses*

Emphasis

- Identify capital grants and match as incurred and obligated, not as expensed
Capital projects funded by grants need to identify funding sources and grant amounts in the year the grants are made.
- The PTMS forms may be submitted on disk.
Transit systems may submit completed, updated PTMS forms on disk, as well as hard copy appendices to the TDP.

Format

Transit development plans may be a single document, or in several interrelated documents. For some transit systems, the TDP will be the entire planning document. In this instance, WSDOT suggests including a number of "optional" elements.

- summary planning document - transit systems submit the summary document, or as many of the other documents as necessary to address required TDP elements, to WSDOT
- For some transit systems, other, more definitive, documents supplement the TDP, such as: a complementary paratransit plan; developmental policies; or locally defined procedures.

Transit Development Plan (TDP) Outline

Required TDP Elements

Description of system as of December 31, 1998

- description and discussion of activities related to services and facilities
- review of objectives or action strategies for 1998
 - any not achieved need an explanation of why they were not achieved
- 1998 employees and contractor's employees (full time equivalents) by type of service
- 1998 annual revenue vehicle hours *and* annual vehicle hours by type of service
- 1998 annual vehicle revenue miles *and* annual vehicle miles by type of service
- 1998 annual unlinked passenger trips by type of service
- 1998 fatalities, reportable injuries, and collisions
- 1998 fuel consumption by fuel by type of service
- inventory of revenue vehicles by type of service using PTMS forms
- inventory of facilities and equipment using PTMS forms
- system map

Description, phasing, and discussion of planned changes to services and facilities for 1999 - 2005

- table of organization, including representation on legislative body if reorganized
- service area, if annexations are proposed
- days and hours of service(s) by type of service
- action strategies proposed to meet the state transportation policies for 1999-2005
- 1999-2005 annual vehicle revenue hours and annual vehicle hours by type of service for each year
- 1999-2005 annual vehicle revenue miles and annual vehicle miles by type of service for each year
- 1999-2005 annual unlinked passenger trips by type of service for each year
- revenue vehicles replaced, improved, added or removed by type of service
- facilities to be replaced, improved, added or removed
- intermodal/interjurisdictional connections

Operating and capital financing element for 1998, budgeted for 1999, and planned for 2000 - 2005 - separated between replacement and improvement

Revenues

- 1998 annual sources and amounts
- proposed annual sources and amounts for 1999-2005
 - identify assumptions about rates of increase and sources
 - identify capital grants *as incurred*, not as expensed
 - include amounts in accounts' balances
 - include any loans or debt financing if extending beyond a calendar year

Expenses

- 1998 annual operating amounts and capital items purchased, separated between new and replacement
- proposed annual operating amounts for 1999-2005 include any contracting and/or leasing
- identify capital grants as obligated, not as expensed

Use WSTA recommended format. Transit systems should identify inflation factors for revenues, expenditures and obligations.

Recommended, but not mandatory, additional TDP Elements

Local goals, objectives and action strategies

Local performance standards and measures

Revenue vehicle replacement standards

Definitions

System

Collisions: total number of accidents in excess of \$1,000 involving a transit vehicle. These include both revenue vehicles and non-revenue vehicles.

Contracting and/or leasing: operational or maintenance services provided by any other entity, public or private, than the agency adopting the TDP. This does NOT include miscellaneous consulting services associated with administrative functions, such as planning or accounting.

Employees: the number of employees and purchased (contract) transportation service employees, measured by full time equivalents (work hours paid in the year divided by 2,080 hours - do NOT include leave time). All full-time equivalents should be allocated to the modes of service: fixed and/or deviated route; demand response; and vanpool.

Facilities: fixed assets of land, buildings and structures, that the transit system owns, leases or uses, including all offices, garages, terminals, stations, and park and ride lots.

Fatalities: total number of deaths involving a transit vehicle or occurring on transit property. These include both passengers and employees.

Fuel Consumption: total number of gallons of fuel, therms, and/or kilowatt hours of propulsion power consumed by the vehicle fleet.

Intermodal/interjurisdictional connections: interfaces with other transit operators, intercity bus operators, Amtrak, air passenger carriers, ferry operators, schools, community colleges, universities, as well as the park and ride lots and facilities where these interfaces occur.

Legislative body: number of persons elected or appointed as the principal decision-makers for the municipality. For special districts, this includes the number of persons representing each city and county.

Other expenses and revenues: *cost centers for such optional activities as ambulance service, charter service, commute trip reduction or rideshare coordination.*

Reportable Injuries: total number of persons hurt on or by a transit vehicle or on transit property. These include both passengers and employees.

Revenue vehicles: rolling stock in registered ownership of, leased by, or contracted by the transit system available for maximum fixed and/or deviated route, demand response, and/or vanpool service. **Include spare vehicles.** Include seating capacity, make and model year. Do not include equipment designated for charter or leased service only.

Revenue vehicle hours: the number of hours all vehicles travel while in *scheduled* revenue service in a year. A transit vehicle is in revenue service only when it is available to the public and there is a

reasonable expectation of carrying passengers that either directly pay fares, are subsidized by public policy, or provide payment through some contractual arrangement. This does not imply that a cash fare must be paid. Revenue service excludes deadhead, exclusive school bus, and charter service, but includes purchased transportation service.

Revenue vehicle miles: the number of miles a vehicle travels while in *scheduled* revenue service in a year. A transit vehicle is in revenue service only when the vehicle is available to the public and there is a reasonable expectation of carrying passengers that either directly pay fares, are subsidized by public policy, or provide payment through some contractual arrangement. This does not imply that a cash fare must be paid. Revenue service excludes deadhead, exclusive school bus, and charter service. Include purchased transportation service.

Service characteristics: features of the service(s) a transit system provides: the type of service - fixed route, deviated route, demand response; frequency; fare and pass rates; and distinguishing features, such as services contracted and fare-free zones.

State transportation policies: WSDOT intends to communicate state policies reflecting Federal requirements associated with complying with the state's Public Transportation Plan and the Public Transportation Management System. Transit systems will be expected to develop local action strategies designed to demonstrate progress in addressing these policies.

System map: a map showing all fixed and deviated routes, including route numbers, terminals and/or transfer facilities operated by or for the transit system. This may be an appendix or enclosure.

Unlinked passenger trips: the number of passengers who board public transportation vehicles. A passenger is counted each time he/she boards a vehicle even though he/she may be on the same journey from origin to destination.

Vehicle hours: the number of hours all revenue vehicles operate in a year including passenger service, and deadhead travel. Include purchased transportation service.

Vehicle miles: the number of miles all revenue vehicles travel in a year, including revenue service, deadhead travel, driver training, and miscellaneous miles that are not considered to be in direct revenue service. Include purchased transportation service.

Operating Revenues

Local Tax: the tax corresponding to Revenue Account 408.20 BARS, or in the instances of the cities of Prosser and Pullman, Revenue Accounts 408.30 and 408.91, and 408.50, respectively.

MVET: the tax corresponding to Revenue Account 408.11 BARS.

Fares: all revenues within Revenue Accounts 401, 402, and 403 BARS.

Federal Operating: those revenues within Revenue Account 413 BARS designated for operating or planning purposes.

Other: all revenues within Revenue Accounts 404, 405, 406, 407, 409, 410, 411, and 412 BARS, including transfers from fund balances.

Operating Expenses

Operating: all expenses within Expense Accounts 501, 502, 503, 504, 505, 506, 507, 508 and 512 BARS. All operating expenses must be fully allocated by function and object class directly to modes by type of service. To fully allocate your expenses, you must determine which expenses or costs can be directly attributable to a particular mode and type of service. You must also determine which modes have shared costs or joint expenses and distribute them to each of the modes by type of service. There are many ways to allocate costs. Approaches include using vehicle hours, vehicle miles, peak vehicles, total vehicles, number of employees, and ridership.

Other: all expenses within Expense Accounts 509, 510, and 511 BARS, including transfers to fund balances.

Capital Development

Capital acquisition: all *revenues dedicated* towards capital or fixed assets BARS, not including accumulated depreciation, depletion or amortization.

Federal capital: those revenues *obligated* from federal agencies designated for capital purposes.

Other contributions: those revenues *obligated* from non-federal agencies such as grants from the Central Puget Sound Transportation Account, High Capacity Transportation Account, Public Transportation Systems Account, or the Rural Mobility Program designated for capital purposes.

Account Balances

Identify "accounts" according to purpose. Samples are: bonded debt; capital reserve; loans; self insurance; and unrestricted. Changes to fund balances should be transfers authorized by the board of directors.

Examples:

Expenses for payments on principal or interest for bonds or loans may be a reduction of a bond debt fund balance. Revenue for this purpose may be an "Other" operating expense.

Expenses for capital acquisitions may be a reduction of a capital reserve fund balance. Revenue for this purpose may be an "Other" operating expense, as well as interest income.

Expenses for insurance losses should be a reduction of a self insurance fund balance. Revenue for this purpose may be an "Other" operating expense, as well as interest income.

WSDOT Definitions for Use in State Public Transportation Summary

Development Types

- **Core City** This group consists of individual cities with populations of more than 175,000.
- **Suburban** This group consists of all U.S. Bureau of the Census recognized urbanized areas contiguous to core cities.
- **Small City** This group consists of U.S. Bureau of the Census recognized urbanized areas under 200,000 and urban areas with populations of 20,000 to 50,000.
- **Rural** This group consists of cities with populations less than 20,000, areas that are not suburban, and unincorporated areas.

Service Types

- **Local** Fixed route or route deviated service with frequent stops (every few blocks) and intended mainly for travel within a community.
- **Intercity** Fixed route or route deviated service with widely-spaced stops, operating all day in both directions. Serves trips between cities or between major nodes in a suburban area.
- **Commuter** Fixed route or route deviated express service that is primarily one-way, peak-hour in nature.
- **Demand-Response** Dial a ride service that transports ADA, the elderly or the general public.
- **Vanpool** Commuter service driven by an employee of a work trip destination.

Development Types by Service Area

Development Type

Core City:

Seattle
Tacoma
Spokane
Portland

Suburban:

Everett
King County urbanized, excluding Seattle
Pierce County urbanized, excluding Tacoma
Snohomish County urbanized
Spokane urbanized, excluding Spokane
Vancouver urbanized
Bremerton urbanized

Small City:

Aberdeen-Hoquiam urban area
Bellingham urbanized
Centralia-Chehalis urban area
Longview-Kelso urbanized
Mount Vernon-Burlington urban area
Oak Harbor urban area
Olympia-Lacey urbanized
Port Angeles urban area
Pullman
Tri-Cities urbanized
Walla Walla-College Place urban area
Wenatchee-E. Wenatchee urban area
Yakima
Bremerton urbanized

Rural:

Benton County, excluding Tri-Cities urbanized
Chelan County, excluding Wenatchee urban area
Clallam County, excluding Port Angeles urban area
Clark County, excluding Vancouver urbanized area
Douglas County, excluding E. Wenatchee urban area
Grant County
Grays Harbor County, excluding Aberdeen-Hoquiam urban area
Island County, excluding Oak Harbor urban area
Jefferson County
King County, excluding Seattle and suburban areas
Kitsap County, excluding Bremerton urbanized area
Mason County
Pacific County
Pierce County, excluding Tacoma and suburban area
Skagit County, excluding Mount Vernon-Burlington urban area
Snohomish County, excluding suburban area
Spokane County, excluding Spokane and suburban area
Thurston County, excluding Olympia-Lacey urbanized area
Whatcom County, excluding Bellingham urbanized area

Development Types by Transit System

<u>Transit System</u>	<u>Area</u>	<u>Development Type</u>
Ben Franklin Transit	Tri-Cities urbanized area Benton City -Prosser	Small City Rural
Clallam Transit	Port Angeles urban area Clallam County non-urban	Small City Rural
Community Transit	Snohomish Co. urbanized area Snohomish Co. non-urbanized	Suburban Rural
Cowlitz Transit Authority	Longview-Kelso urbanized	Small City
C-TRAN	Vancouver urbanized area Clark County non-urbanized	Suburban Rural
Everett Transit	All routed service	Suburban
Grant Transit Authority	All routed service	Rural
Grays Harbor Transportation	Aberdeen-Hoquiam urban area Grays Harbor Co. non-urban	Small City Rural
Intercity Transit	Olympia-Lacey urbanized area Thurston County non-urbanized	Small City Rural
Island Transit	Oak Harbor urban area Island County non-urban	Small City Rural
Jefferson Transit Authority	All routed service	Rural
King County Metro	Seattle Seattle urbanized area King County non-urbanized	Core City Suburban Rural
Kitsap Transit	Bremerton urbanized area Kitsap County non-urbanized	Suburban Rural
Link	Wenatchee-E. Wenatchee urban Chelan-Douglas Co. non-urban	Small City Rural
Mason County Transportation	All routed service	Rural
Pacific Transit	All routed service	Rural
Pierce Transit	Tacoma Tacoma urbanized area Pierce County non-urbanized	Core City Suburban Rural

<u>Transit System</u>	<u>Area</u>	<u>Development Type</u>
Pullman Transit	All routed service	Small City
RTA	Seattle	Core City
	Tacoma	Core City
	Seattle-Tacoma urbanized	Suburban
Skagit Transit	Mount Vernon-Burlington urban	Small City
	Skagit County non-urban	Rural
Spokane Transit Authority	Spokane	Core City
	Spokane urbanized area	Suburban
	Spokane County non-urbanized	Rural
Twin Transit	All routed service	Small City
Valley Transit	All routed service	Small City
Whatcom Transportation	Bellingham urbanized area	Small City
	Whatcom County non-urbanized	Rural
Yakima Transit	All routed service	Small City