

Long Range Transit Plan

2016 - 2036

Kitsap
Transit



Executive Summary

The Long Range Transit Plan (LRTP) is designed as a planning tool to guide Kitsap Transit in examining service needs over the next 20 years. The plan includes sections on comprehensive goals and policies, transit service characteristics as of 2016, local community conditions in the service area including information on planned major developments, information on transit centers and Transit Oriented Development (TOD), routed bus service standards and guidelines, capital project needs for the next 20 years, a fleet replacement plan and financial outlook. The Plan also includes the latest Transit Development Plan (TDP) as required by the State of Washington, five local service analysis reports for Routed service and the Passenger Only Ferry Plan (POF). One of the most important aspects of the Plan is the Transit Corridors Vision Map found in Figure 1. This map outlines service improvement focus areas with an emphasis on providing services to Urban Growth Areas (UGAs) by connecting them along designated transit corridors. The Map and the Plan may be adjusted as needed by the Kitsap Transit Board of Commissioners to reflect the needs of an individual jurisdiction, Kitsap Transit or the Public Transportation Benefit Area (PBTA) service area as a whole.

The service analysis reports as found in Appendix E can be adjusted as needed to reflect changing service needs. Each of the plans features a detailed examination of bus route characteristics leading to recommended service improvements. The East Bremerton service analysis report was implemented in late 2015.

The Plan is a resource for Kitsap Transit staff and the community to engage in developing direction for future transit service aligned with local comprehensive plan goals and policies, identifying areas for facility and capital resource improvements, and addressing budgetary considerations through the annual TDP process. The Plan aligns with the Transportation Improvement Plan (TIP) process and the Regional Transportation Plan (RTP) as managed by the Puget Sound Regional Council (PSRC) and the Kitsap Regional Coordinating Council (KRCC).

The Planning Process and the LRTP

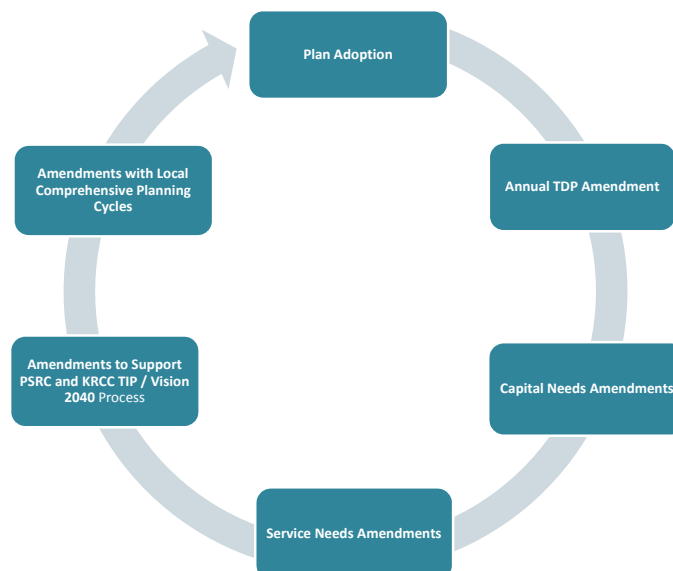
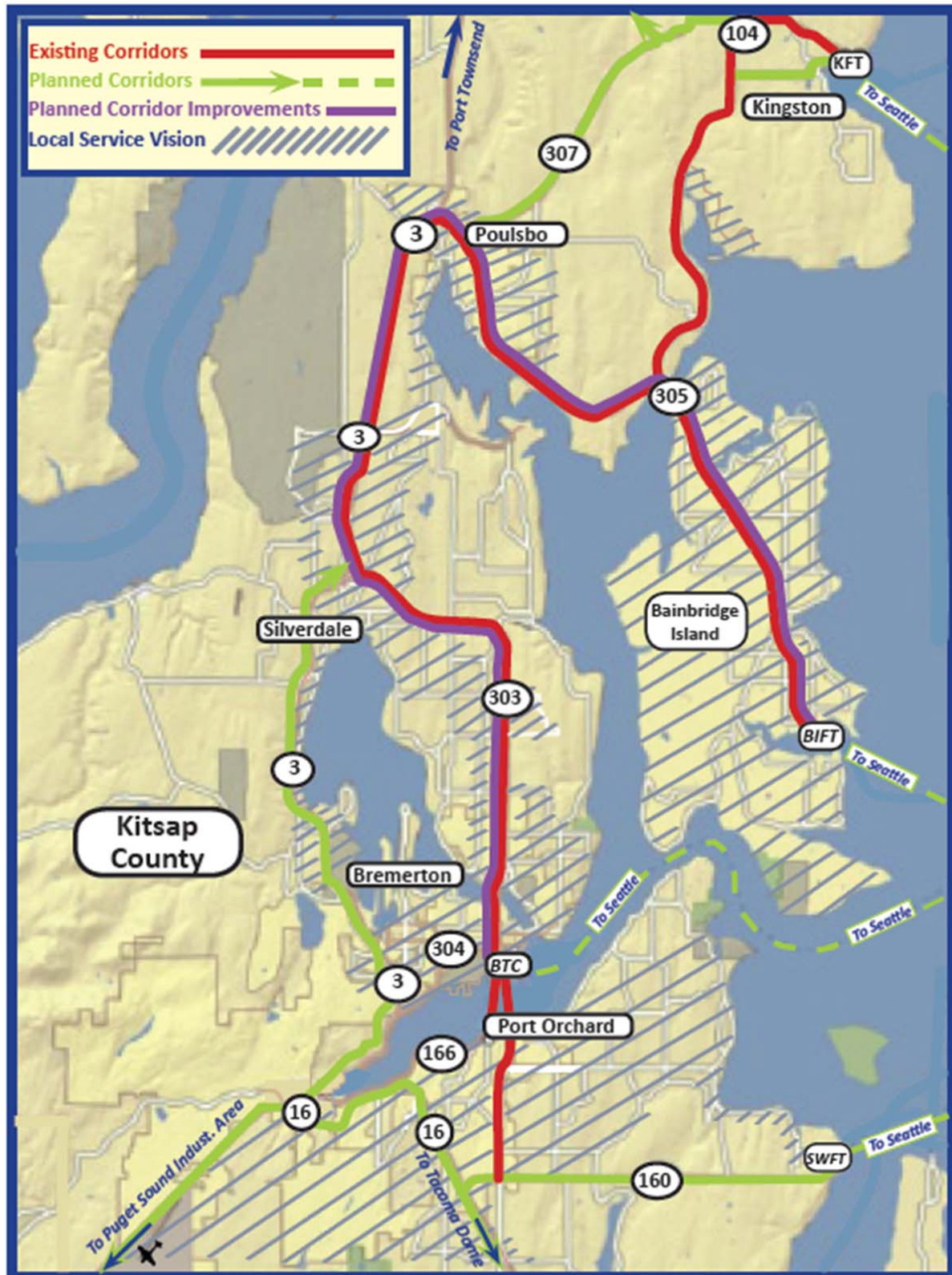


Figure 1

Kitsap Transit Corridors Vision



Contents

Executive Summary	1
Kitsap Transit Comprehensive Goals and Vision	4
Introduction.....	6
Kitsap Transit Service Description	9
Local Community Conditions.....	24
Transit User Characteristics.....	31
Major Developments Planned in the County	38
Transit Oriented Development and Transfer Centers..	45
Routed Bus Service Standards & Guidelines	61
Fleet Replacement Plan.....	67
Capital Facilities Plan	69
Financial Plan.....	71
Recommendations.....	72
Appendix A – Transit Corridors Vision Map	73
Appendix B – Passenger Only Ferry Business Plan	74
Appendix C –Transit Opportunity Maps.....	75
Appendix D –Transit Development Plan 2017-2022	76
Appendix E –Service Analysis Reports.....	77
Appendix F –Bus Stop Design Manual.....	78
Appendix G –Kitsap Transit System Map	79
Appendix H –Kitsap Transit System & Urban Growth Areas (UGAs)	80
Appendix I –Summary of Public Comments	81

Kitsap Transit Comprehensive Goals and Vision

The vision of Kitsap Transit is:

To lead in the delivery of a quality, coordinated, and sustainable transportation network that serves the changing needs of Kitsap County residents.

Kitsap County, the cities of Bainbridge Island, Bremerton, Poulsbo and Port Orchard are close to completing updates to their Comprehensive Plans. The updates are scheduled to be completed by June 2016. Kitsap Transit has been participating as a stakeholder in public outreach, visioning sessions, and working groups to provide detailed feedback on goal and policy development for the Plans. Kitsap Transit staff then assisted in developing goals and policies for some jurisdictions. This includes a transit level of service standard for Bainbridge Island and the City of Bremerton. Kitsap Transit's goals are displayed below.

- Implement frequent transit service along designated corridors to attract new customers
 - Transit service that connects people to jobs and services further promotes land use recommendations in Comprehensive Plans throughout the county
 - Increased frequency results in greater trip destination choice through reductions in travel time
 - Linking the communities of Kitsap County promotes improved economic opportunities for residents by eliminating transportation barriers
 - Service aligned based on countywide population and employment allocation process
- Become a leader in developing transit-oriented design along designated corridors to improve transit access
 - Identify transit corridors for increased transit service in conjunction with comprehensive planning and Washington DOT planning efforts
 - Develop transit centers in partnership with city and county staff, residents, and private stakeholders to leverage transit-friendly features in project designs
 - Continue to build relationships with city and county planning staff to champion transit oriented design elements in projects
- Sustain financial capacity to maintain and improve services and facilities
 - Locate transit service based upon population, community services and employment data to reduce unneeded expenditures
 - Respond to resident requests for transit service by developing service standards and innovative solutions to target transit investments in an appropriate manner
 - Maintain fiscal posture to be proactive rather than reactive; thus, reducing the impact to our clients during lower revenue periods
 - Leverage capital improvements from private development to improve the transit environment

- Provide safe, reliable and efficient transportation choices that enhance the quality of life in Kitsap County
 - Continue to promote a culture of safety
 - Monitor and establish goals for transit system on time performance
 - Establish service standards by mode (Foot Ferry, *ACCESS*, Routed, etc.)
 - Seek reduced travel times and increased frequency between the communities within the County to make transit travel more attractive
 - Maintain contacts with community groups to ensure transit service is available to those most in need
 - Locate transit centers/park & rides in locations that support corridor development, housing choice, employment opportunities, and access to services

- Offer robust, reliable and sustainable foot ferry services
 - Maintain Port Orchard ferry services and facilities
 - Complete Annapolis Dock upgrades to ADA standards
 - Determine the course of the Cross –Sound Passenger-Only Ferry proposal based upon Board direction
 - Improve connections to the Port Orchard ferries by the routed service where applicable
 - Examine other possible ferry services based upon community input, efficiency and cost of such services

In October 2015 the Kitsap Transit Board of Commissioners highlighted the need to study the planned corridors on the Vision Map to facilitate progress towards addressing potential future transit service improvements. Specifically, this can also be tied to a corridor management plan, if desired, along State Routes 3, 16, 160 and 305 among others. Or, Kitsap Transit staff under the direction of the Board of Commissioners may pursue a corridors study.

Introduction

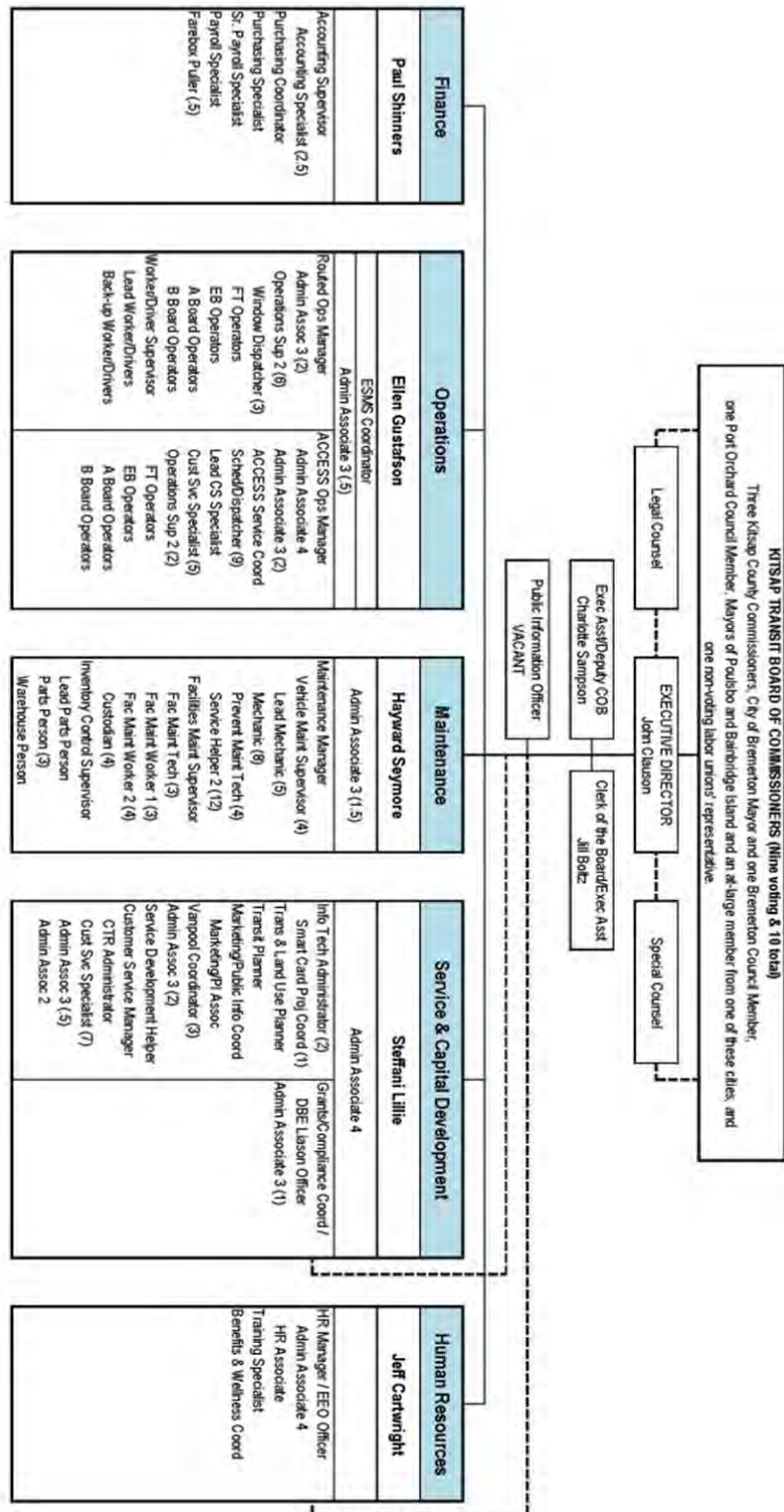
Kitsap Transit (KT) is a public transportation benefit area authority, authorized in Chapter 36.57A RCW, and located in Kitsap County, Washington. Kitsap Transit began providing public transportation services in early 1983. A system map and service vision map appear in Appendix A showing the extent of the agency's service area. The 10-member Board is comprised of nine elected officials and one non-voting member who represents the agency's labor unions. The nine voting members of the KT Board are the three Kitsap County Commissioner: the mayors of three of the four incorporated cities in Kitsap County: Bainbridge Island, Bremerton, and Poulsbo; a member from the Port Orchard and Bremerton City Councils, appointed by their City Council President. One At-Large Member selected by the Transit Board Chair from interested elected officials from the four cities in the agency's service area. The Board members serve for the duration of their elected term of office, with the exception of the Non-Voting Member and the At-Large Member, who serve for a two-year term.

In 2015, Kitsap Transit employed full-time equivalent employees in the following departments:

- 3.0 Full-time equivalents in the Executive Division
- 206.6 Full-time equivalents in the Operations Division
 - Of these:
 - 100.0 were for Routed Service
 - 81.9 were for ACCESS Service
 - 22.7 were for Worker/Driver Service
- 57.0 Full-time equivalents in the Vehicle and Facilities Maintenance Division
- 23.5 Full-time equivalents in the Service Development Division
- 9.1 Full-time equivalents in the Finance Division
- 6.0 Full-time equivalents in the Human Resources Division
- 2.5 Full-time equivalents in the Capital Development Division

Kitsap Transit opened a customer service office (CSO) in February 2000, located in the Bremerton Transportation Center (BTC), at 10 Washington Avenue in downtown Bremerton. The BTC is a major, multi-modal center serving buses, car and passenger ferries. Kitsap Transit's (KT) administration office moved to the new Harborside Building, in November 2004, in downtown Bremerton. The administration office is located at 60 Washington Avenue, Suite 200, Bremerton WA, 98337. The agency's primary maintenance and operations facility is located at 200 Charleston Boulevard, Bremerton, WA, 98312. In addition, KT has a North Base located at 21711 Vetter Road NW, Poulsbo, WA, 98370 and a South Base located at 1430 Retsil Road, Port Orchard, WA, 98366. Routed and ACCESS Operators report to either the South Base or to the North Base for transit service in those areas. A commuter oriented, 72-space bicycle-storage facility, The Bainbridge Island Bike Barn, opened in 1999 and is located at the center of the Bainbridge Island Transfer Center.

Kitsap Transit 2016 Structure and Staffing



Updated 12/2/2015

Figure 2

Some of Kitsap Transit's Community partners include:

- Citizens Advisory Committee (CAC)
- Employer Transportation Committee (ETC)
- Existing customers
- Kitsap Regional Coordinating Council (KRCC)
- Non-riders / future customers
- Kitsap Housing Coalition
- Planning Directors
- Puget Sound Regional Council (PSRC)
- Washington State Department of Transportation (WSDOT)
- Washington State Ferries (WSF)
- Federal Transit Administration
- Limited English Proficiency Committee

Kitsap Transit's Mission Statement

Provide safe, reliable and efficient transportation choices that enhance the quality of life in Kitsap County.

Kitsap Transit's Vision

Kitsap Transit leads the delivery of a quality, coordinated and sustainable transportation network to serve the changing needs of Kitsap County residents.

Goals

- Implement frequent transit service along designated corridors to attract new customers
- Become a leader in developing transit-oriented design along designated corridors to improve transit access
- Sustain financial capacity to maintain and improve services and facilities
- Provide safe, reliable and efficient transportation choices that enhance the quality of life in Kitsap County
- Offer robust, reliable and sustainable foot ferry services

A detailed summary of the Goals can be found on page 4 of this Plan.

Kitsap Transit Service Description

Overview

Kitsap Transit's services are outlined in this section. They include the Work Driver, Fixed Route, Ferry, ACCESS / Vanlink, Commute Trip Reduction (CTR), Vanpool and Scoot Car programs.

Worker Driver

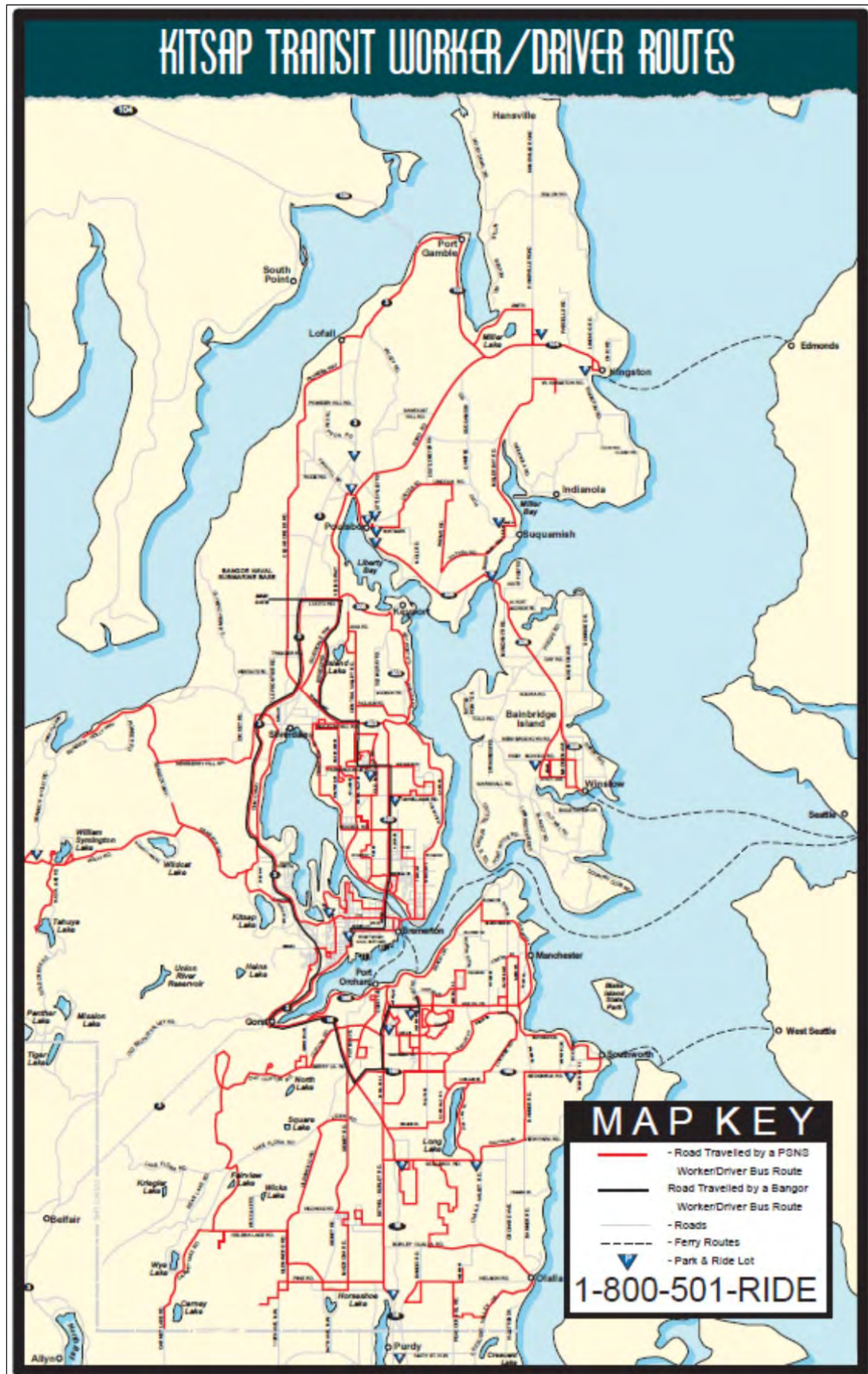
Worker/Driver buses are driven by full-time workers employed at the two major military facilities and are part-time drivers for Kitsap Transit. The buses operate like a large carpool. The driver boards the bus near home in the morning and travels to work, picking up co-workers along the way. After work, the driver picks up his or her co-workers and drops them off on the drive home. Table 1 displays the passengers per hour (PPH) for the Fiscal Year 2015.

Table 1

ROUTE NAMES BY AREA	PPH: Worker/Drivers operate M-F only - YTD
SOUTH KITSAP	
BETHEL BURLEY	26.2
GLENWOOD	37.7
HORSESHOE LAKE	40.4
LONG LAKE	30.9
MANCHESTER	23.4
MILE HILL EXPRESS	57.8
PARKWOOD	32.6
PHILLIPS/BEILMIER	41.4
PONDEROSA	33.1
PORT ORCHARD BANGOR	9.9
SALMONBERRY	31.3
SOUTHWORTH	43.1
SIDNEY WOODS	33.4
SUNNYSLOPE	32.9
OLALLA	26.5
TREMONT EXPRESS	34.0
CENTRAL KITSAP	
CAMP UNION	21.4
CENTRAL VALLEY	32.4
CHICO RUN	34.1
FAIRGROUNDS	57.3
TRACYTON	40.2
ILLAHEE	37.4
OLYMPIC FJORD	32.8
PARKWOOD EAST	51.1
RIDGE RUNNER	33.5
SEABECK/SILVSTREAK	38.4
WOODMERE	68.2
BREMERTON BANGOR	19.4
ISLAND LAKE PSNS	13.7
NORTH KITSAP	
PORT GAMBLE	32.9
KINGSTON	33.2
SUQUAMISH	24.5
WINSLOW	33.6
NORTH EXPRESS OVERLD	54.5
VIKING EXPRESS	25.4
TOTAL AVG PASS/HR.	34.0

Worker/Driver ridership is made up of both civilian and military personnel. Our current service area extends from Port Gamble to Burley in Kitsap County. Figure 3 displays the system network. The Worker/Driver buses makes-up about 11% of Kitsap Transit's total ridership and generates 30% of the total revenue. They also operate with the second highest passengers-per-hour in the system behind the foot ferries. The program is an example of an innovative solution to ridership demand created by the Counties largest employer counts.

Figure 2



Fixed Bus Routes

Kitsap Transit fixed route buses serve Bainbridge Island, Poulsbo, Kingston, Suquamish, Silverdale, Bremerton and Port Orchard. They travel a set schedule and route at regular intervals on the days they operate. Routed buses are designed to connect to each other and to the Kitsap Transit Foot Ferry to enable passengers to move easily from one community to another. The fixed route program represents a majority of our ridership system wide. They are based on timed connections at the seven transfer centers and points operated by Kitsap Transit.

Our fixed routes range from as many as 77 passengers per hour (PPH) to five PPH. The rate at which we carry more or less passengers per hour is impacted by several factors including the land use characteristics of an area to the frequency of service we provide. Table 2 provides the passengers per hour (PPH) for our Fixed Route network in the Fiscal Year 2015. Figure 4 displays our Routed system network. A larger map can be found in Appendix G.

Ferries

Kitsap Transit operates two local ferries that connect Port Orchard and the South Kitsap communities with Bremerton and points north. The ferries are from Port Orchard to Bremerton and from the nearby Annapolis Dock to Bremerton. The Port Orchard ferry operates from 4:30 am to 9:00 pm and on Saturdays from 8:30 am to 8:00 pm. The Annapolis ferry operates during the morning and evening peak periods connecting passengers to the WSF terminal and the PSNS Regional Employment Center.

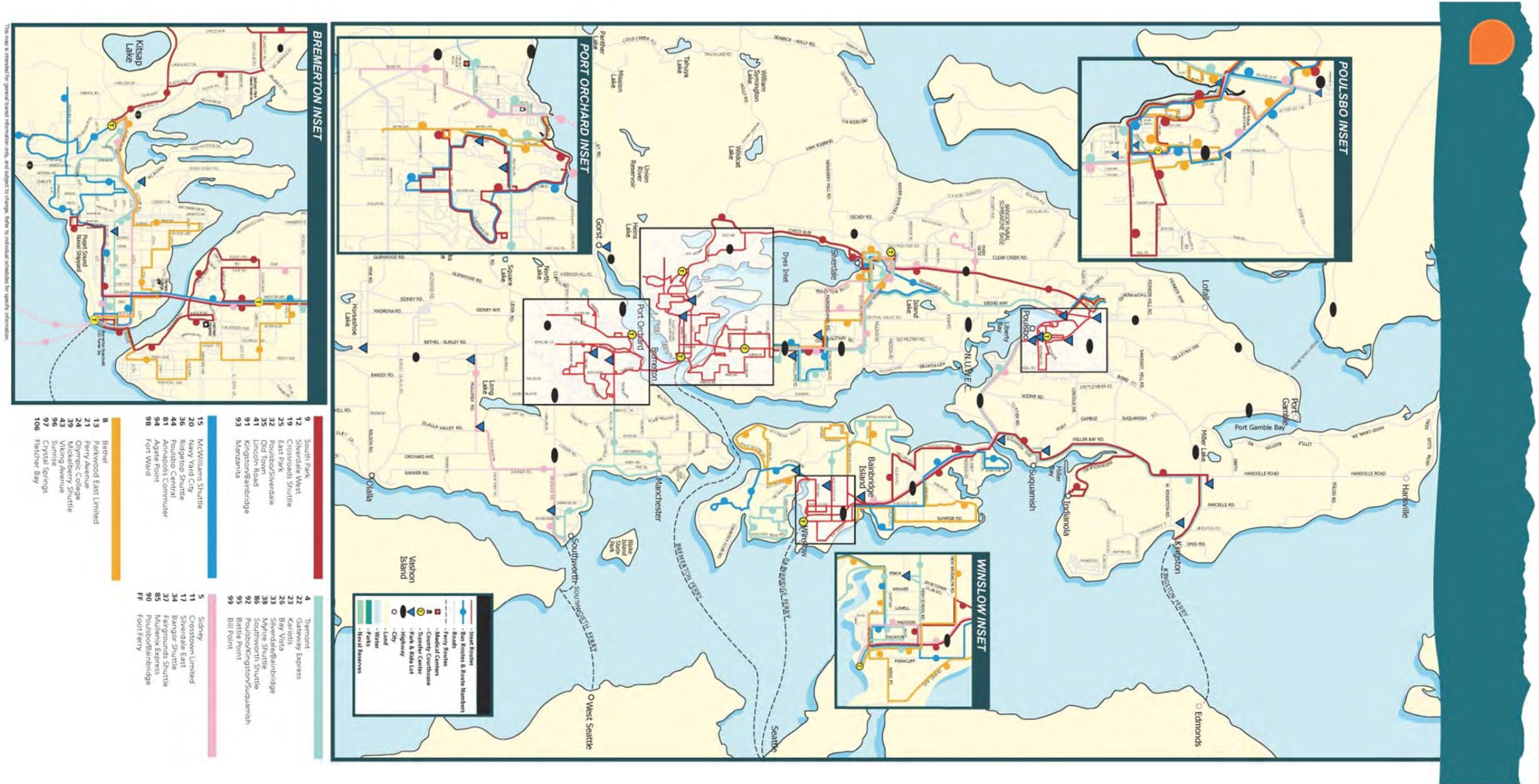
There is an active planning program examining the feasibility of a cross sound fast ferry service linking Bremerton, Kingston and Southworth to Downtown Seattle. The plan is referred to as the Passenger Only Ferry or POF. It is looking to establish a funding mechanism to provide revenue for the service which would link the Kitsap communities to Seattle in approximately 30 minutes. More information on the POF can be found at <http://kitsapferries.com/>. If approved by voters, the POF revenues could provide additional funding to operate fixed route bus services. The additional funds would come from the existing Foot Ferry program as the new revenue for the POF would also be placed to operate the Foot Ferries to Port Orchard and Annapolis. Further information can be found in Appendix B.



Table 2

ROUTE NO.	ROUTE NAMES BY AREA	WEEKDAY PPH - YTD	SATURDAY PPH - YTD
	BREMERTON		
11	CROSSTOWN LIMITED	72.9	40.8
15	MCWILLIAMS SHUTTLE	50.2	N/A
19	CROSSROADS SHUTTLE	46.7	N/A
20	NAVY YARD CITY	26.6	14.5
21	PERRY AVENUE	29.1	26.2
22	GATEWAY EXPRESS	47.4	N/A
23	KARIOTIS/TRACYTON	10.0	N/A
24	OLYMPIC COLLEGE	23.5	16.9
25	EAST PARK	25.9	22.9
26	BAY VISTA	27.8	22.8
29	TRENTON AVENUE	24.4	34.9
	CENTRAL KITSAP		
12	SILVERDALE WEST	25.3	19.1
13	PARKWOOD E LIMITED	28.4	20.6
17	SILVERDALE EAST	25.1	17.1
32	POULSBO SILVERDALE	13.5	7.2
33	SILVERDALE BAINBRIDGE	17.8	N/A
34	BANGOR SHUTTLE	5.5	3.1
35	OLD TOWN SHUTTLE	11.0	N/A
36	RIDGETOP SHUTTLE	13.3	16.6
37	FAIRGROUNDS SHUTTLE	11.8	N/A
38	MYHRE SHUTTLE	7.6	N/A
39	MICKLEBERRY SHUTTLE	13.1	N/A
	SOUTH KITSAP		
4	TREMONT	18.7	7.9
5	SIDNEY	18.3	9.8
8	BETHEL	21.2	16.1
9	SOUTH PARK	18.4	15.3
81	ANNAPOLIS COMMUTER	76.7	N/A
85	MULLENIX EXPRESS	40.3	N/A
86	SOUTHWORTH SHUTTLE	19.7	N/A
	NORTH KITSAP		
41	LINCOLN DRIVE	10.5	3.9
43	VIKING AVENUE	5.7	2.6
44	POULSBO CENTRAL	2.9	3.0
90	POULSBO/BAINBRIDGE	30.1	10.0
91	KINGSTON/BAINBRIDGE	16.6	N/A
92	POULSBO/KING/SUQ	10.0	N/A
93	MANZANITA COMMUTER	37.1	N/A
94	AGATE POINT COMMUTER	27.7	N/A
95	BATTLE POINT COMMUTER	40.1	N/A
96	SUNRISE COMMUTER	23.4	N/A
97	CRYSTAL SPRINGS COMM.	28.4	N/A
98	FORT WARD COMMUTER	40.8	N/A
99	BILL POINT COMMUTER	22.2	N/A
106	FLETCHER BAY COMMUTER	29.0	N/A
TOTAL ROUTED AVERAGE PPH			
Total Average Weekdays and Saturdays		26.2	
PPH for Routed & W/D			

Figure 4



ACCESS/VanLink

The ACCESS and VanLink programs at Kitsap Transit offer added transportation flexibility outside of our routed system.

ACCESS

ACCESS Service provides door-to-door transportation to the elderly and disabled unable to use the fixed route transit system. To schedule rides on Kitsap Transit ACCESS, the customers must first complete an eligibility application and receive approval prior to scheduling.



The service levels and times vary based on the part of the County a customer lives in and how close they are to a fixed bus route. The ACCESS service as a whole sees about 3.5 passenger-per-hour. This is significantly higher than the rates normally found in a rural and small urban environment. That rate tends to be around 2.0 – 2.25 passengers per hour. The high rate is created by the use of dispatching software and detailed dispatching to group rides when possible.

There are no major changes planned for the ACCESS system in the coming years. The major investments will be placed towards vehicle replacements.

VanLink

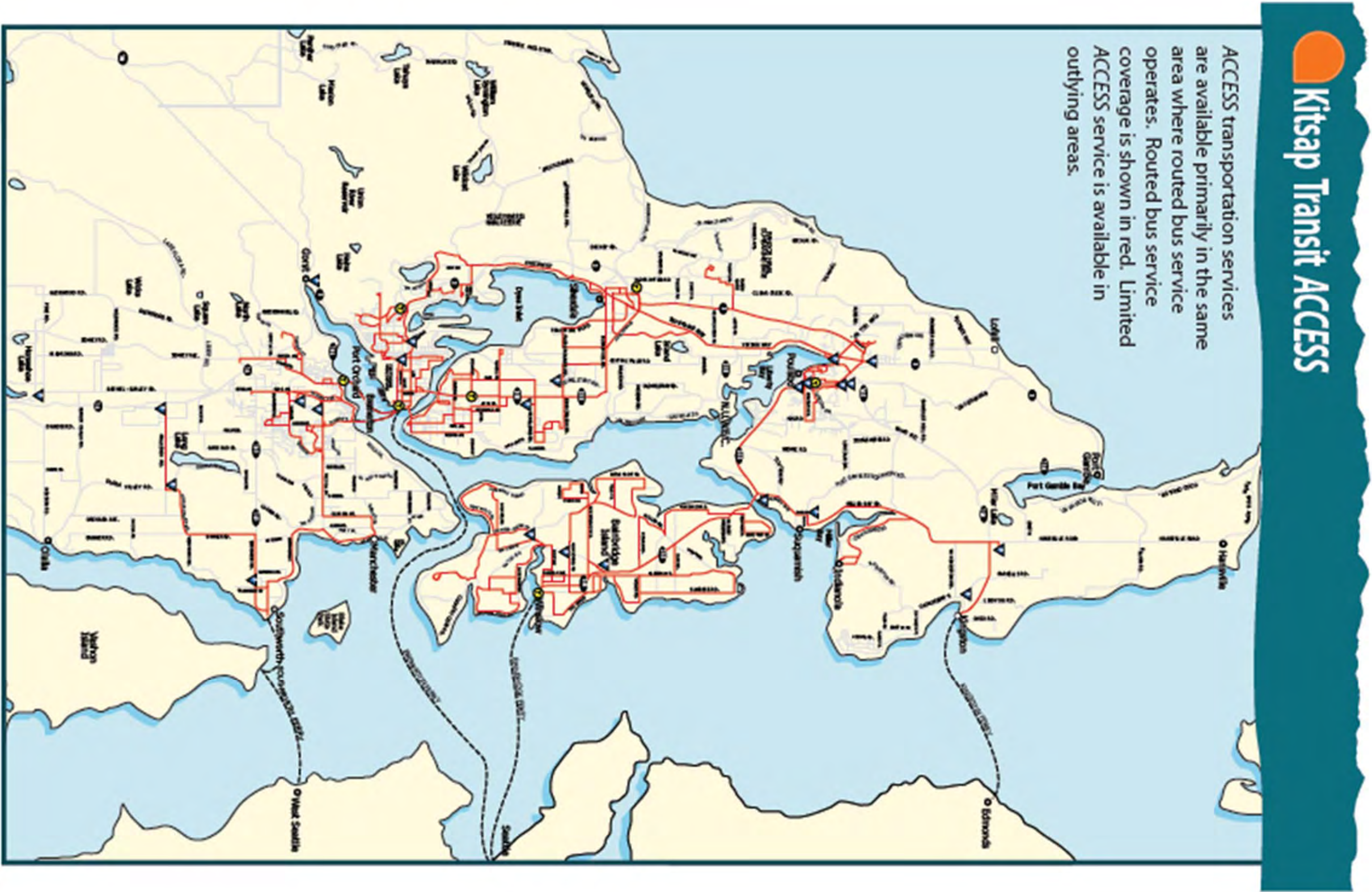
Kitsap Transit VanLink is a program designed to assist the ACCESS department. The VanLink program allows social service agencies with a large number of ACCESS eligible clients to have more flexibility and control over their clients' transportation options. Rather than reserving rides on ACCESS, which provides reservation-in-advance transportation to eligible disabled and elderly riders, agencies are provided with a Kitsap Transit van they can use to transport their clients to and from work, job training, daycare, medical, outings, and other supportive services.

The agencies provide the drivers for the van and the vans are parked at the agency. The agencies are responsible to fill out monthly reports with odometer reading, passenger counts and monthly pass numbers. All VanLink passengers must pay fare. The VanLink vans are available 24 hours a day, seven days a week.

The agencies are required to pay any deductible if the van is in an accident. Kitsap Transit covers the fuel and the maintenance costs. Insurance for all passengers and anything over the deductible on the vehicles is paid for by Kitsap Transit. All drivers must go through Kitsap Transit's driver training and perform a driver's evaluation conducted by staff.

ACCESS and VanLink ridership for 2015 was 305,544 and carried an average of 3.7 passengers per hour.

Figure 5



Commute Trip Reduction (CTR)

Kitsap Transit is the designated Commute Trip Reduction (CTR) coordinating agency for Kitsap County as defined by Washington DOT.

The Washington State Legislature passed the Commute Trip Reduction (CTR) Law in 1991, calling on employers to help reduce carbon emissions and ease traffic on the busiest commute routes by encouraging their workers to drive alone less often. Kitsap County and the cities within the County nominated Kitsap Transit to oversee and administer the program.

In 2006, legislators passed the CTR Efficiency Act, which requires local governments in urban areas with traffic congestion to develop programs that reduce drive-alone trips and vehicle miles traveled per capita.

For two decades, CTR has proven an effective tool for easing congestion and operating our transportation system efficiently. By encouraging people to ride transit, carpool, walk, bike, and work from home or compress their work week, CTR makes transportation better for the entire state.

CTR targets workplaces with 100 or more full-time employees reporting between 6 am to 9 am in the most congested areas of the state. Employers develop and manage their own programs based on locally adopted goals for reducing vehicle trips and miles traveled. Affected CTR worksites are required to have an Employee Transportation Coordinator (ETC) on site to encourage rideshare and administrate the employer's CTR Program.

Kitsap County has 30 CTR sites that are actively reducing congestion, air pollution and fuel consumption within Kitsap County. With both Kitsap population and fuel prices on the rise, the importance of the CTR Program has greatly increased.

Vanpool

Vanpools offer tremendous savings over the cost of commuting alone. The typical vanpooler saves more than \$3,000 a year. Kitsap Transit's Vanpool Coordinators, with the assistance of RideShareOnline.com, helps commuters who want to start or join a vanpool.

Vanpool Advantages:

- Less stress commuting to and from work
- Financial savings
- Reduces need for parking at worksites
- Increases free time for riders
- With High Occupancy Lanes, trips may take less time
- Reduces pollution from auto emissions
- Less wear and tear on personal vehicles
- Some employers subsidize vanpools

Kitsap Transit's vanpool program is comprised of commuter groups, ranging from five to 14 members per vanpool. Vanpools originate in the county and travel to many destinations in and outside Kitsap County. Vanpools are required to have enough members to fill at least one-half the van's seating capacity, plus one, to meet the minimum ridership requirements. Vanpool fares are determined by two factors: 1) van size, and 2) estimated daily round trip miles. These factors correspond to a vanpool fare table to determine the monthly group rate. The monthly group rate covers the fuel, maintenance and insurance for the vanpool. All vanpool drivers are screened before officially becoming a vanpool driver. The screening process involves a submittal of an application packet and a copy of the applicant's complete driving record. Applicants that pass the screening stage get invited to a driver-training course and, upon successfully completing the course, become officially approved to drive. To further reduce the risk of operating vanpools, each van is on a routine maintenance schedule, which also ensures van safety and reliability.

Carpools

A carpool is simply two or more people sharing a ride to work. Since carpool partners generally split the cost of their commute, carpooling saves money while reducing harmful emissions in the environment. Many employers offer benefits for carpoolers, such as guaranteed-ride-home, premium parking, and monetary incentives, just to name a few.



SCOOT

Kitsap Transit's Smart Commuter Option of Today (SCOOT) is a car sharing program which allows persons who bike, walk, carpool, vanpool or use public transportation to have the option of using a car for incidental appointments, errands, etc. The access to the car is an incentive to use none SOV travel for work purposes. The SCOOT cars are available at three locations: Bremerton, East Bremerton and Port Orchard. Plans call for an expansion of SCOOT to the Naval Station in Bremerton in the near future. Commuters who travel by foot, bus, carpool or vanpool to work in certain areas of Kitsap qualify to use the service.

Several additional public transportation providers meet with Kitsap Transit services. They are Washington State Ferries, Mason Transit, Pierce Transit and Jefferson Transit.

Washington State Ferries

Kitsap Transit connects with Washington State Ferries (WSF) in four locations: The Bremerton to Seattle ferry from the Bremerton Transfer Center (BTC). The Southworth – Vashon – West Seattle ferry, the Bainbridge Island to Seattle ferry, and the Kingston to Edmonds ferry. The

ferries all provide for auto drive-on options at each location. This creates the need for relatively large ferry terminals. This presents both an opportunity, as seen at the BTC, and challenges for Kitsap Transit. The connections to the ferries provide for passengers the ability to visit and work in King County and the same ability of Seattle area residents to visit and work in Kitsap County.

Mason Transit

The connection to Mason Transit is made at the BTC. The Mason Transit service operates on Route 3 to Belfair and Shelton. It operates eight round trips Monday – Friday and four round trips on Saturday.

Jefferson Transit

The connection to Jefferson Transit is made at the Poulsbo Transfer Center. The Jefferson Transit service operates on Route 7 from the Haines Park & Ride in Port Townsend. The route operates four round trips Monday – Friday and two round trips on Saturday.

Pierce Transit/Purdy Connection

The Pierce Transit Route 102 connects to the Kitsap Transit Purdy connector service at the Purdy Park & Ride in Gig Harbor. There are four morning weekday trips to Tacoma and five afternoon/evening trips from Tacoma to the Purdy Park & Ride. The Route 100 operates several round trips from the Purdy Park & Ride including service on Saturday and Sunday. Kitsap Transit connects at select times Monday-Friday with the Purdy Connection service that operates out of the Port Orchard Ferry transit center.

Passenger Fares

Below is a summary of our fare types and rules regarding full and discounted fares. Most fares were last adjusted in 2009. There was an adjustment in the Worker / Driver program fares in late 2015.

Routed Buses & Foot Ferry

	One-Way Cash	KT Monthly Pass	Puget Pass	Regional Visitor Day Pass
Full Fare	\$2.00	\$50.00	\$72.00	\$9.00
Reduced Fare	\$1.00	\$25.00	\$36.00	---

Notes: One-way fares are payable with cash, tokens or ORCA card E-purse. Reduced Fare riders must be pre-qualified and show a Regional Reduced Fare Permit Card or pay with ORCA card E-purse.

Reduced Fare is available to Medicare card holders and qualified seniors, disabled, youth and low income riders paying with an ORCA card. Riders must show eligibility to obtain reduced-fare ORCA card and receive discount.

A Puget Pass loaded on an ORCA card is valid for the trip value on Kitsap Transit, Pierce Transit, Community Transit, King County Metro, Sound Transit and Everett Transit. Additional trip values from \$0.75 to \$4.75 are available.

A Regional Visitor Day Pass loaded on an ORCA card is valid for unlimited trips for a single service day when the fare is \$4 or less. Valid for trips on Kitsap Transit, Pierce Transit, Community Transit, King County Metro, Sound Transit and Everett Transit. The day pass is a six-month pilot project anticipated to run through September 2014.

ORCA and Paper Transfers: Free; ORCA Transfers - Riders paying fare with E-purse loaded on an ORCA card will receive a free two-hour transfer good at any location in any direction of travel. Paper Transfers

Riders Paying with Cash can request a paper transfer. Paper transfers are only valid at transfer centers and are only for the next connecting bus or foot ferry.

ACCESS and Dial-A-Ride

	One-Way	KT Monthly Pass
Regular Fare	\$2.00	\$25.00
Surcharge in Outlying Areas	+\$1.00	+1.00 per ride

Notes: The additional \$1.00 outlying areas fee is charged on trips that start or end outside of the Kitsap Transit *ACCESS* service area.

One-way fares are payable with cash or tokens.

Reduced Fare is not available on *ACCESS* service.

Worker/Driver

	One-Way	W/D Monthly Pass
Regular Fare	\$3.00	\$97.00

Notes: The Worker/Driver monthly pass is valid on Kitsap Transit Worker/Driver and routed buses, the Foot Ferry, *ACCESS* (eligible riders) & Dial-A-Ride.

Reduced Fare is not available on Worker/Driver service.

Annapolis Ferry Park & Ride Lot

	Daily	Monthly Permit
Parking Rate	\$5.00	\$80.00

Notes: Contact Kitsap Transit Customer Service to purchase a monthly permit.

Kitsap Transit sells Mason Transit passes at the Customer Service Office located in the Bremerton Transportation Center.

Free Riders

- Personal-Care Attendant - Attendant traveling with eligible disabled customer -- free of charge.
- Child - Up to four children, aged five **and** under, accompanied by a fare-paying, responsible individual -- free of charge.
- Public Safety Officer - Any of the region's law enforcement personnel and firefighters in or out of uniform, on or off duty and inside or outside of their jurisdiction -- free of charge.

Transfer Policy

ORCA card users who pay their regular or reduced fare from E-purse are entitled to a free 2-hour transfer. ORCA transfers are good in any direction of travel at any location. Transfers are free between Kitsap Transit vehicles. When transferring to a Pierce, Metro, Community, Sound or Everett Transit vehicle within 2 hours, riders will be given credit for the fare paid, paying only the difference in fares.

Riders paying with cash can request a paper transfer. Paper transfers are valid at transfer centers and are only for the next connecting bus or foot ferry.

Special Programs/Passes

VCB Special Passes - In cooperation with the Kitsap Peninsula Visitor & Convention Bureau (VCB), Kitsap Transit will offer convention or event passes which can be issued by the VCB to all participants at an event. The cost of such an issue of passes to the VCB will be based on a calculation of the expected usage at a conference or convention, at a cost per ride of \$.50.

Low Income Pass Program – Eligibility

To be eligible for reduced fare, you must have a senior or disabled Regional Reduced Fare Permit (RRFP) ORCA card or a youth or low income reduced fare ORCA card. These cards can be obtained at Kitsap Transit's Customer Service office located at the Bremerton Transportation Center (Bremerton Ferry Terminal). RRFP cards and youth reduced fare ORCA cards can also be obtained at any of the region's ORCA Customer Service Centers.

Regional Reduced Fare Permit (RRFP) ORCA Cards

As the holder of an RRFP ORCA card you can use the card to receive a cash discount on the region's bus systems, including Kitsap Transit. Simply show the operator your card to pay the reduced cash fare. RRFP ORCA cards also entitle you to purchase Kitsap Transit's Reduced Fare Monthly Bus Pass, which is held on the card. Simply tap the card on the ORCA card reader and it will recognize whether you have a valid Reduced Fare pass.

Reduced Fare ORCA Cards

As holder of a youth Reduced Fare ORCA card, you can use the card to receive a cash discount on many of the region's bus systems, including Kitsap Transit. As holder of a Kitsap Transit low income Reduced Fare ORCA card, you receive reduced fare on Kitsap Transit and King County Metro services only. To receive your reduced fare discount you must pay your fare with a pass or E-purse loaded onto your card. You will not receive a discount by simply showing the card to the operator. Paying your reduced fare from E-purse entitles you to a free 2-hour transfer.

To obtain a Reduced Fare ORCA card, you **MUST** provide proof of any one of the following conditions at Kitsap Transit's Customer Service Office:

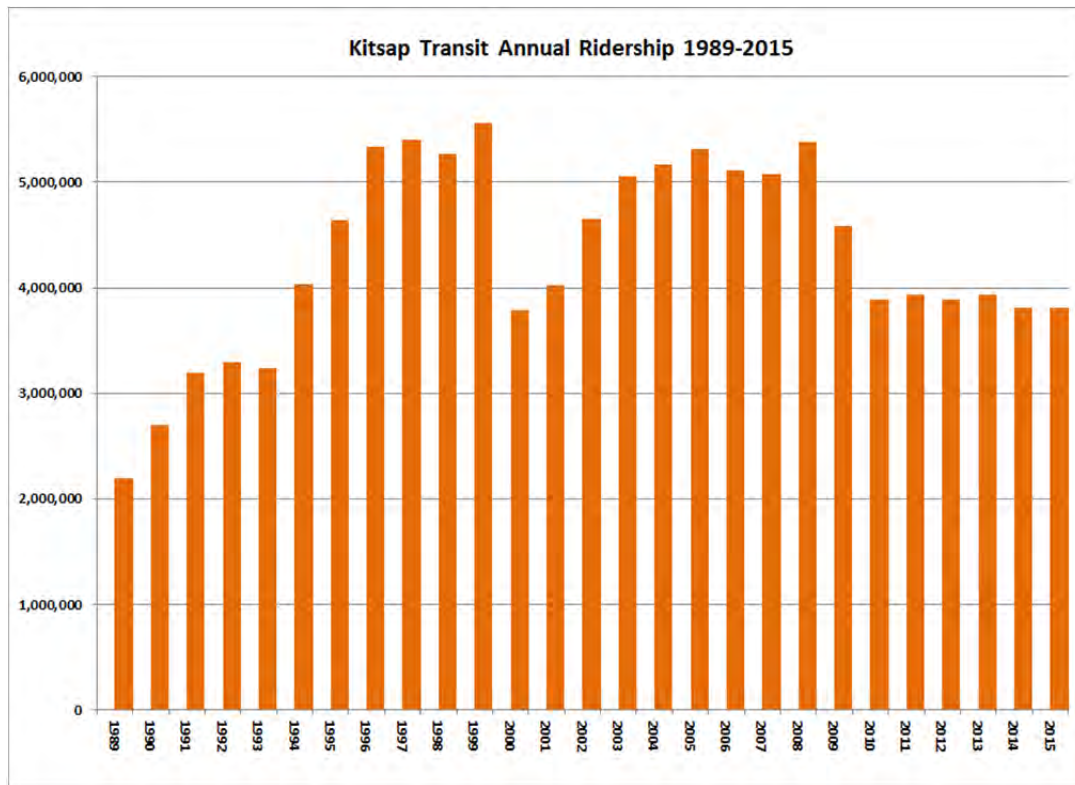
- Youth - Age 6 to 18 with valid ID or accompanied by parent or guardian
- Low Income – Only one of the following forms of verification is necessary: •Award letter from SSI, DSHS, Medical coupon, Food assistance documentation (Note: EBT Quest cards do not qualify as proof - must provide paperwork issued by DSHS)
- Financial Assistance Award Letter
- Low income housing paperwork
- Letter from a public shelter
- Letter from Work Release
- Voucher from public assistance agency

The fee for an adult or Reduced Fare ORCA card is \$5. Low Income qualified riders can obtain an ORCA card at Kitsap Transit's Customer Service Office at no fee.

System Ridership 2000-2015

The total ridership since Kitsap Transit was created has increased from about 2 million passenger trips in 1983 to almost 4 million in 2015. The peak period was in the late 1990's and just before the recession of 2008. Two major events have hampered ridership growth in that time period. The first was the passage of Initiative 695 in 1999 that stripped the license tab fee for car ownership statewide. The transit agencies, among others, lost a large amount of their operating and capital funding. Kitsap Transit lost 14% of its operating budget. The recession of 2008-2010 also caused a large drop in operational funding forcing service cuts in the range of 10% of service. Additionally, the Federal funding used for capital projects has remained relatively flat with the exception of funds allocated during the recession in 2009.

Figure 6



Trip Lengths and Purposes

Simply, passenger miles traveled (PMT) is the cumulative sum of the distances ridden by each passenger in the system. Trip length measurements give transit planners the ability to understand where passengers are traveling to and how the system's routes interact with each other. Table 3 shows that each passenger on our system traveled anywhere from 1.56 miles on the foot ferry to 20.23 miles for the vanpools in FY 2013. The different modes are broken down into DAR = Dial a Ride (*ACCESS*), DT = Demand Taxi, FB = Ferry Boat, MB = Fixed Route Buses, VP = Vanpools.

Table 3

Average Passenger Trip Length			
	Trip Length Average Weekday	Trip Length Average Saturday	Trip Length Annual Total
Access			
2010	5.70	6.71	5.69
2011	5.95	6.50	5.75
2012	5.90	6.50	5.94
2013	5.90	5.80	5.89
2014	6.43	4.64	6.30
Foot Ferry			

2010	1.54	1.75	1.56
2011	1.55	1.75	1.56
2012	1.56	1.75	1.57
2013	1.55	1.75	1.56
2014	1.55	1.75	1.56
Fixed Route			
2010	5.38	3.95	5.27
2011	5.15	3.59	5.08
2012	5.15	3.59	5.08
2013	5.15	3.59	5.08
2014	5.25	5.25	5.25
Vanpools			
2010	22.22		22.23
2011	20.23		20.24
2012	20.23		20.23
2013	20.23		20.23
2014	20.40		20.40

Trip purposes range from accessing work to recreational destinations. The County has a wide variety of transit users. Some examples include: commuters to Seattle from Bainbridge Island, commuters to PSNS, commuters using the Southworth ferry to South Seattle that connects to the King County Metro C line, riders using our service to access courses offered at both Bremerton and Poulsbo Olympic College campuses, access to social service programs throughout the County and many other destinations. More information about trip purposes can be found under the transit users section of this document.

Local Community Conditions

Introduction

This section focuses on the current land use, estimated changes in land use and population into the near future. It covers the area of Kitsap County. Much of the information has been obtained from the community development departments within the County and four cities, the Puget Sound Regional Council, the U.S. Census Bureau and other sources. The information is to be used as a reference to understand who is using the Kitsap Transit network today and potential users in the future.

Communities see population growth when a number of factors come together. Such factors include economic activity, availability of land, availability of transportation and a skilled labor force. Transit is connected to all of these activities by serving as a link allowing labor to get to the economic activities among other functions. Its role in shaping a community's travel patterns is based on the above factors and related to land use decisions made by the elected bodies of each jurisdiction.

The data presented in this section provides context for which our potential transit customers could be in the future and our present ridership base. It provides detail to help guide what kind of services are provided by Kitsap Transit.

Current Population and Employment Characteristics

The Kitsap County population and employment data in this report is based off of the U.S. Census year 2010 data available. The County is the third most densely populated in Washington. And it is relatively small in area compared to other counties in the state. Kitsap County has a unique physical geography which creates mobility challenges though natural blockages with a coast line that meanders in many different directions. This has reduced the growth in Kitsap County in comparison to other counties within similar distance proximities to Seattle and Tacoma.

Table 3

	Kitsap County	Rank in State
Land area, (square miles)	394.94	36
Persons per square mile, 2010	635.9	3

Table 4

	Kitsap County	Washington State
Population 2010	251,333	6,724,540
Population 2000	231,969	5,894,121
Percent Change, 2000 to 2010	8.30%	14.10%

Kitsap County has grown slower than the State as a whole recently. However, much of the State's growth can be attributed to growth occurring across Puget Sound in the Everett, Seattle, and Tacoma Urbanized Area (UA).

Table 5

	Kitsap County	Washington State
Population by age, 2010		
Under 5 years old	5.90%	6.50%
Under 18 years old	22.50%	23.50%
65 years and older	13.30%	12.30%
Females, 2010	49.40%	50.20%
Race/ethnicity, 2010		
White	82.60%	77.30%
Black	2.60%	3.60%
American Indian, Alaskan Native	1.60%	1.50%
Asian, Native Hawaiian, Other Pacific Islander	5.80%	7.80%
Hispanic or Latino, any race	6.20%	11.20%

Most residents in Kitsap County obtained a high school diploma or GED at 92.7%. This is about 3% higher than the state average. Those with a bachelor degree or higher include 28.0% of residents over the age of 25 compared to 31% statewide. The County has five public school districts and several private schools. There is a community college, Olympic College, which has campuses in Bremerton and Poulsbo. The College is a major source of transit ridership along with the Puget Sound Naval Shipyard (PSNS).

Kitsap County's poverty rate was 9.4% compared to 12.1 % in the state and 13.8 % in the nation in 2006-2010. The low poverty rate may be attributed to the availability of a wide range of jobs in the County as a result of the U.S. Navy presence. Poverty rates can be an indicator of transit ridership potential when the rate is high. This is due to the need for transportation service for those with lower incomes that cannot afford an individual car. This assumption widely varies based on the specific geography and demographics of a location.

Total employment projection numbers in the County are summarized in Table 9 on page 29. The share of employees in the County using public transit to get to work is 8.1% which is above the national average of 5.0% (U.S. Census 2008-2012, American Community Survey). This includes the relatively high rates of public transit usage on Bainbridge Island and to the Naval Shipyard in Bremerton.

An 11.0% carpool rate County wide is also just above the national average of 10%. An important note is the long commute times experienced by workers in Kitsap County compared to the national averages. For example, in the 2009 American Community Survey Commuting in the

United States Report, the Bremerton-Silverdale Metropolitan Statistical Area was the fourth highest commute time to work rate in the nation at 30.8 minutes. The high was New York City at 34.6 minutes and the low was Great Falls, Montana at 14.2 minutes. The rate has held nearly the same as seen with the 2012 survey that resulted in a 29.8 minute commute time. This rate can be explained by the commutes to the Seattle metro area that require a ferry crossing or long drive across the Tacoma Narrows Bridge. Additionally, the lack of private sector employment in the County adds to the need for many to commute outside of the County boundaries.

Projected Population and Employment Characteristics

The Washington State Department of Finance (DOF) projects an additional 80,000 residents in Kitsap County by 2036. The figures also show an 11 % increase in elderly population. The increase in elderly population may have an impact on the *ACCESS* service depending on the individual circumstances of the elderly residents. Some residents are likely to rely on family or friends for transportation services, while others may choose or be forced to use *ACCESS* services in addition to other transportation methods. If the increase in elderly persons is attributed to residents aging in places outside of *ACCESS* service area, *ACCESS* usage may not increase as expected with this demographic shift. Younger populations will grow proportionally with those currently in their teens in 2015. What the numbers do show is that the population growth will gain in younger residents and those over 65. The middle age groups will see some decline by 2040 in the 55 to 64 year old range.

Employment is held steady by the assumption that the Department of the Navy will still call Kitsap County as home to thousands of sailors, civilian employees and contractors. Additional employment in the service sector will see growth, especially in the central part of the County around Silverdale and the Hwy. 303 corridor. This assumption is a factor when determining where to place increased bus services and facilities.

The Bremerton and Port Orchard area will also see employment growth continue as a result of the Puget Sound Industrial Area along Highway 3, and possible Department of Navy employment growth, technical sector related jobs, services, etc. Bainbridge Island will likely continue its role as a bedroom community to Seattle. Poulsbo will see services sector growth and possible continued growth as a bedroom to Seattle with the Seattle real estate market spreading due to high costs. The role of the medical industry in the growth of employment in the county can be closely tied to national trends and the prospect of a new expanded medical center off of Ridgeway Blvd. in Silverdale.

The following Tables 7, 8 and 9 display the employment projections for 2036. A majority of the employment is focused in the UGAs. This drives the Transit Vision Map's planned corridors and planned corridor improvements. It also drives the vision of where local transit service is operated. The projections are provided by the State DOF and adopted by the KRCC planning process for allocating population and employment growth estimates.

The Kitsap Transit Board of Directors may choose to expand or reduce the service area vision in order to meet the needs of increased population and employment densities. Service in the UGAs

should be prioritized at a higher level than services outside of the UGAs based upon planning guidance from the Puget Sound Regional Council and general smart growth principals.

Table 6

Population Distribution Through 2036			
Jurisdiction	Census 2010	Population Growth	2036 Targets
City of Bremerton	37,729	14,288	52,017
Bremerton UGA	9,082	4,013	13,095
Total Bremerton	46,811	18,301	65,112
City of Bainbridge Island	23,025	5,635	28,660
City of Port Orchard	12,323	8,235	20,558
Port Orchard UGA	15,044	6,235	21,279
Total Port Orchard	27,367	14,470	41,837
City of Poulsbo	9,222	1,330	10,552
Poulsbo UGA	478	3,778	4,356
Total Poulsbo	9,700	5,108	14,808
Central Kitsap UGA	22,712	6,764	29,476
Silverdale UGA	15,556	8,779	24,335
Kingston UGA	2,074	2,932	5,006
UGA (Includes Cities) Total	147,245	61,989	209,234
Rural Non-UGA	103,888	18,449	122,337
Total County	251,133	80,438	331,571
<p>Notes:</p> <p>1. 2010 Census data reflects incorporated city and UGA boundaries as of August 31, 2012</p> <p>2. Population growth reflects new residents through the 2036 planning horizon</p> <p>3. Changes in City or UGA boundaries during the planning horizon may affect the population distributions. This table may be updated periodically to reflect such changes. These updates do not constitute policy changes to the CPP's and will not require adoption and ratification by member agencies.</p>			

Table 7

Households	2013 Estimates
	100,021
Average Household Size	2.49
Average Household Income	\$78,789
Median Household Income	\$60,302
Per Capita Income	\$31,049
Avg. Income Growth 2000 – 2010	39.3%
Avg. Income Growth 2008 – 2018	48.2%
Avg. Income Growth 2013– 2018	4.4%

Table 8

Kitsap Countywide Employment Targets: 2010-2036 Countywide Employment / Population Ratio: 2.65				
	Growth Allocation: 2010 - 2036	Sector Share Summary		
	Total Job Growth	Percent Job Growth	Commercial Job Growth	Industrial Job Growth
Bremerton City	18,003	39%	13,493	4,509
Bremerton UGA	1,385	3%	962	422
Bainbridge Island	2,808	6.10%	1,984	823
Port Orchard City	3,132	6.80%	2,571	560
Port Orchard UGA	1,846	4%	1,712	134
Poulsbo City	4,155	9%	3,607	548
Poulsbo UGA	46	0.10%	44	2
Central Kitsap UGA	1,200	2.60%	1,030	171
Silverdale UGA	9,106	19.70%	6,679	2,427
Kingston UGA	600	1.30%	437	163
Urban UGA (Include Cities)	42,281	91.60%	32,521	9,760
Rural Non-UGA	3,877	8.40%	2,817	1,060
Total County	46,158	100%	35,338	10,820
Originally Adopted by Resolution (No.2014-01), by the KRCC Executive Board: July 22, 2014				

Transit User Characteristics

In 2014 an onboard rider survey was completed. The survey revealed much about our riders. Figures 7-17 display some of the information gained during a follow up phone survey. Riders surveyed were asked if they would want to do a follow up survey over the phone. Approximately 250 responded they would. It pointed towards an economically diverse ridership from those who absolutely need the service to those who simply choose to ease the stress of driving. Almost half of the respondents indicated lack of access to a car as the factor leading to transit use. Sixty-three percent of our riders would have to walk, bike, seek a ride from a friend or family or not make the trip at all without the use of Kitsap Transit. This data indicates a strong reliance on the service.

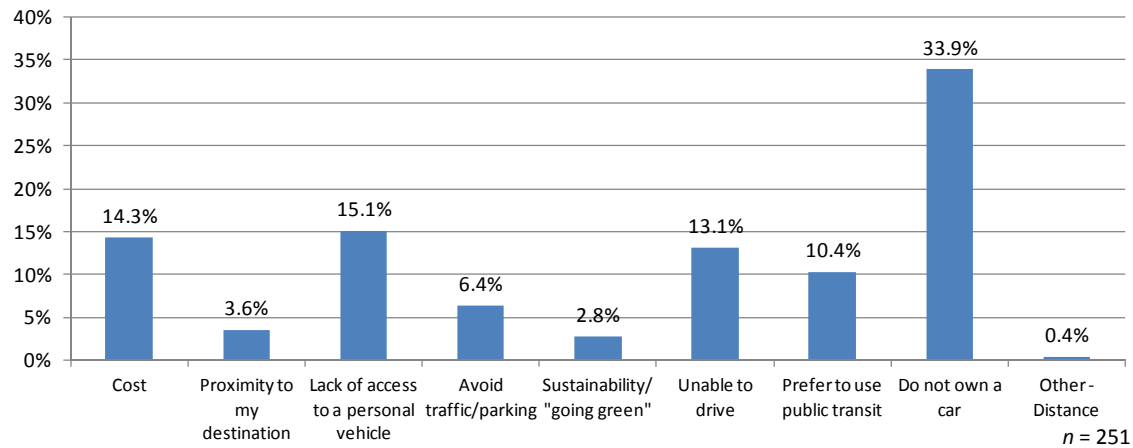
Our youth rider's age range is from 11-17. The ride destinations vary from Olympic College, the Ferry to Seattle, South Seattle, or to Edmonds. Our adult fare paying riders represent 66% of our riders based on ORCA card use. Our senior rider's ages of 65 or older represent 4 % of our riders based on ORCA card use. The ride purposes vary from destinations to Olympic College, the Ferry to Seattle, South Seattle, or Edmonds.

Our American's with Disability Act (ADA) eligible riders represent 11% of our riders based on ORCA card use. The ride purposes vary from destinations to Olympic College, the Ferry to Seattle, South Seattle, or Edmonds.

The Worker/Driver program accounts for 11% of our total rides and it is in partnership with Naval Base Kitsap. Most of the riders and drivers, who are employees at the Navy facilities, use this service due to constrained parking and a 100% subsidized fare paid for by the Department of Defense.

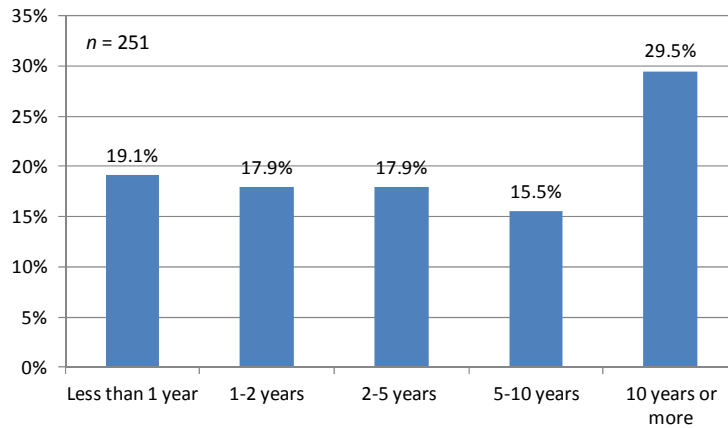
Reason for Riding

Figure 7



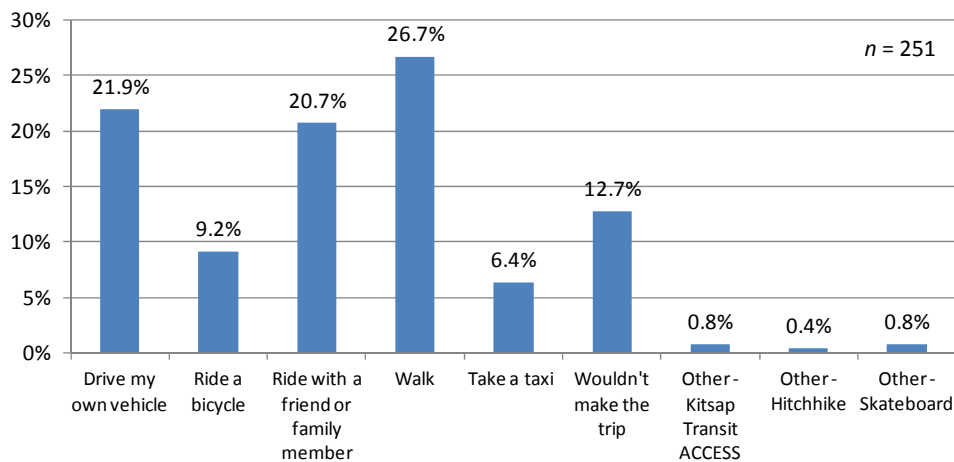
Length of Patronage of Kitsap Transit

Figure 8



Alternatives to Transit

Figure 9



Fare Media Used and Fare Category

Figure 10

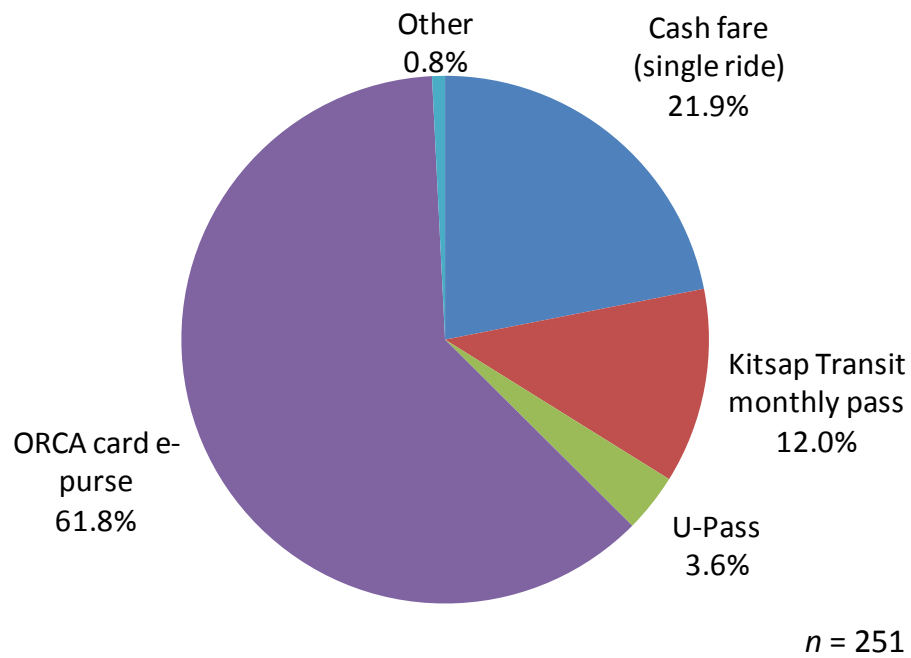
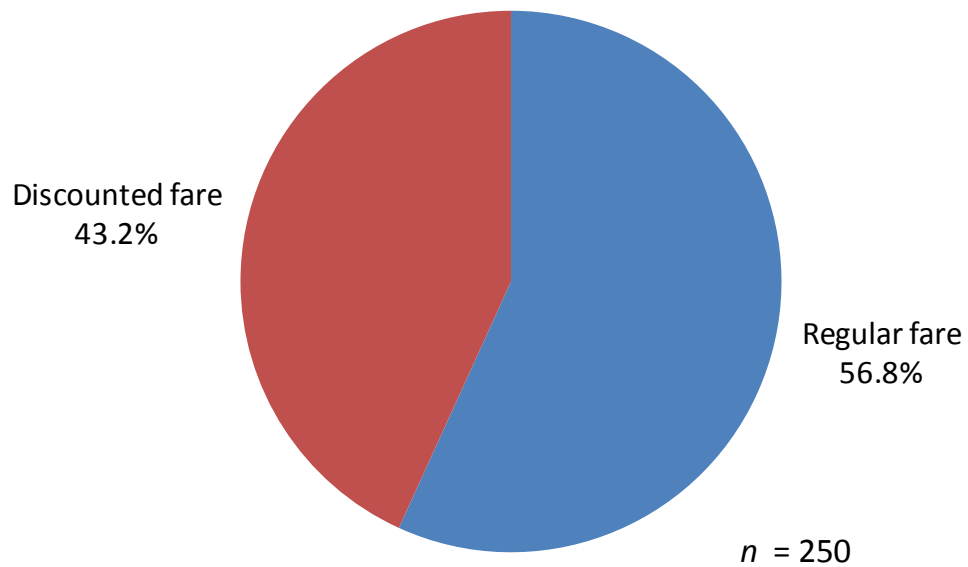
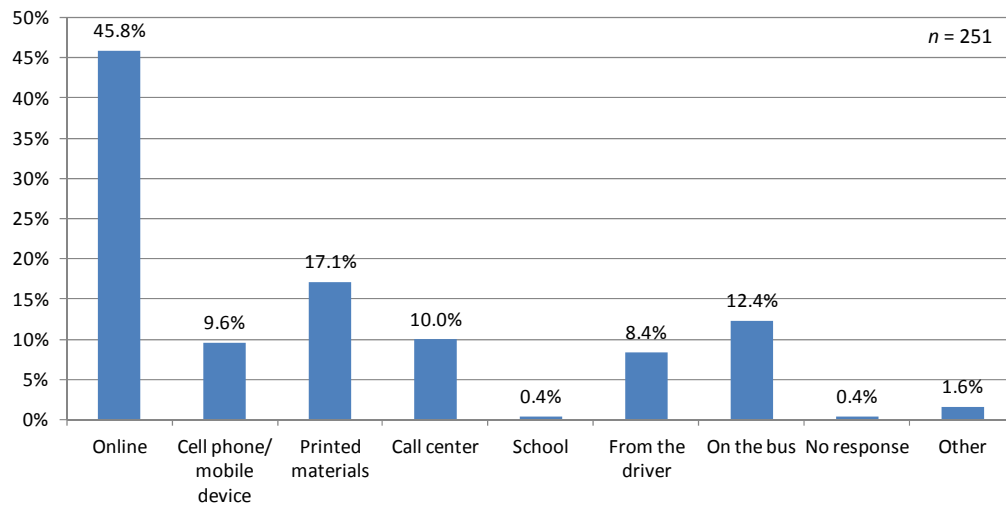


Figure 11



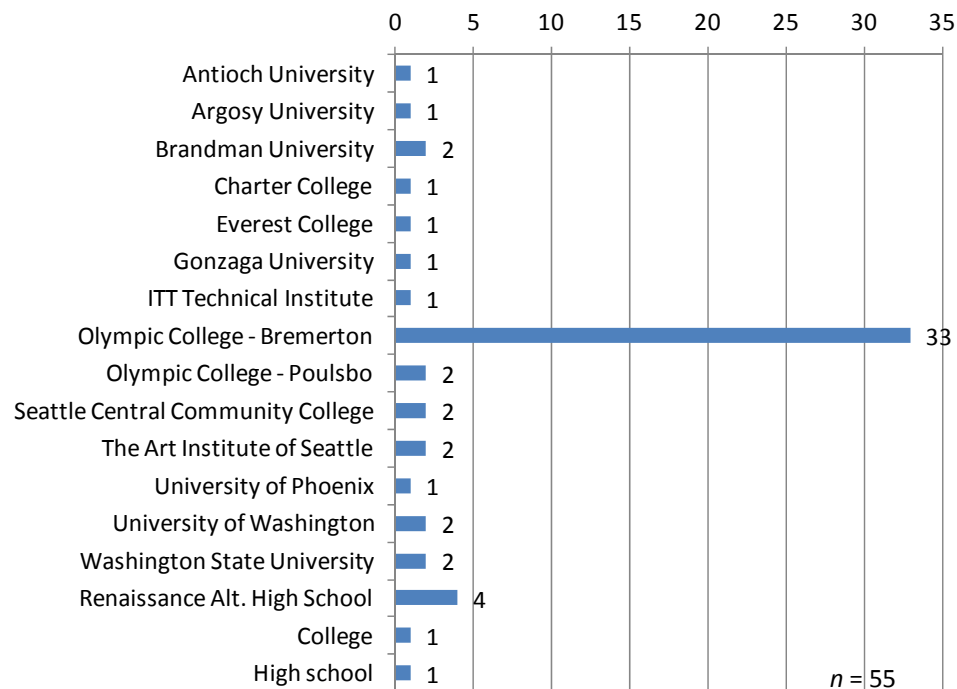
Service Information Source

Figure 12



School Attended

Figure 13



The original on board rider survey indicated similar findings to the follow up survey in that most of our riders lack access to personal autos and have been riding Kitsap Transit for more than two years.

Figure 14

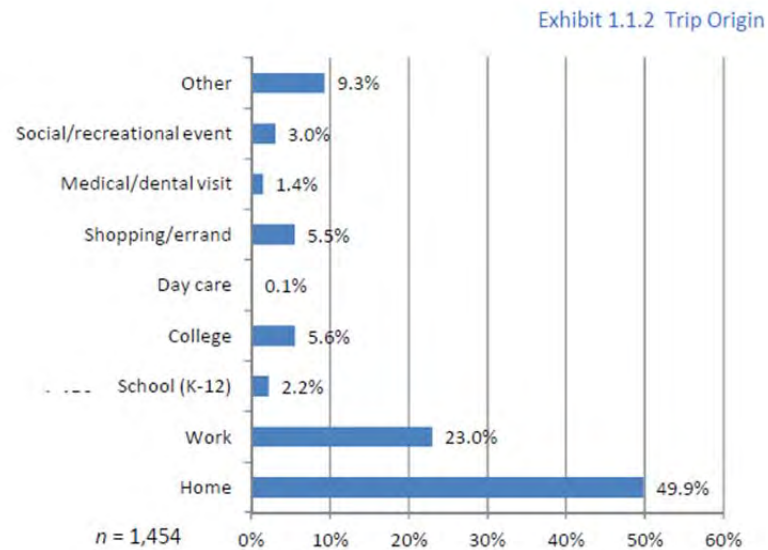


Figure 15

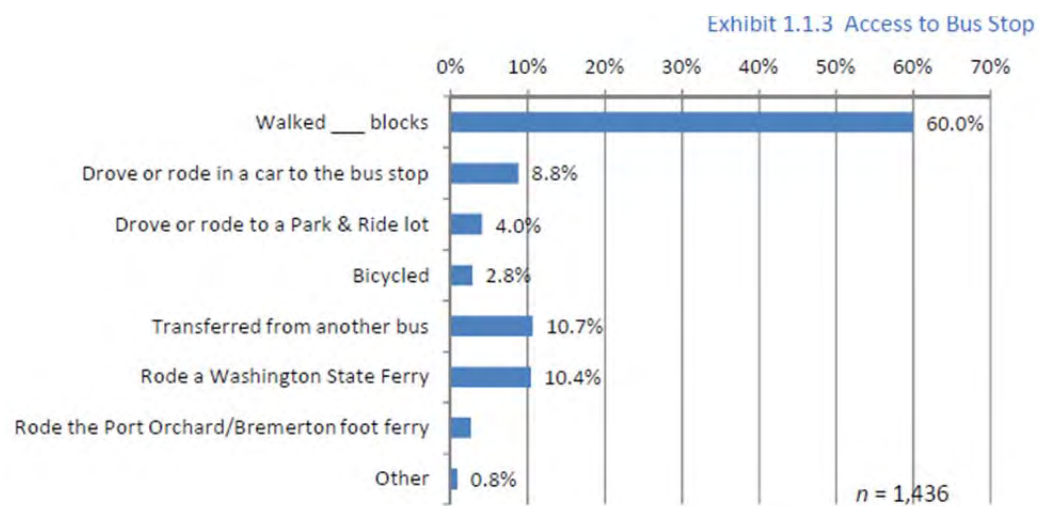


Figure 16

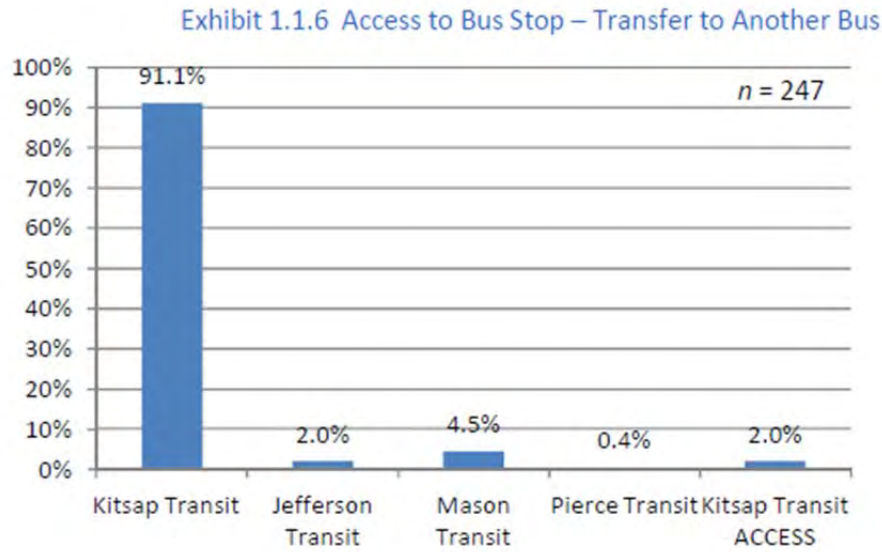
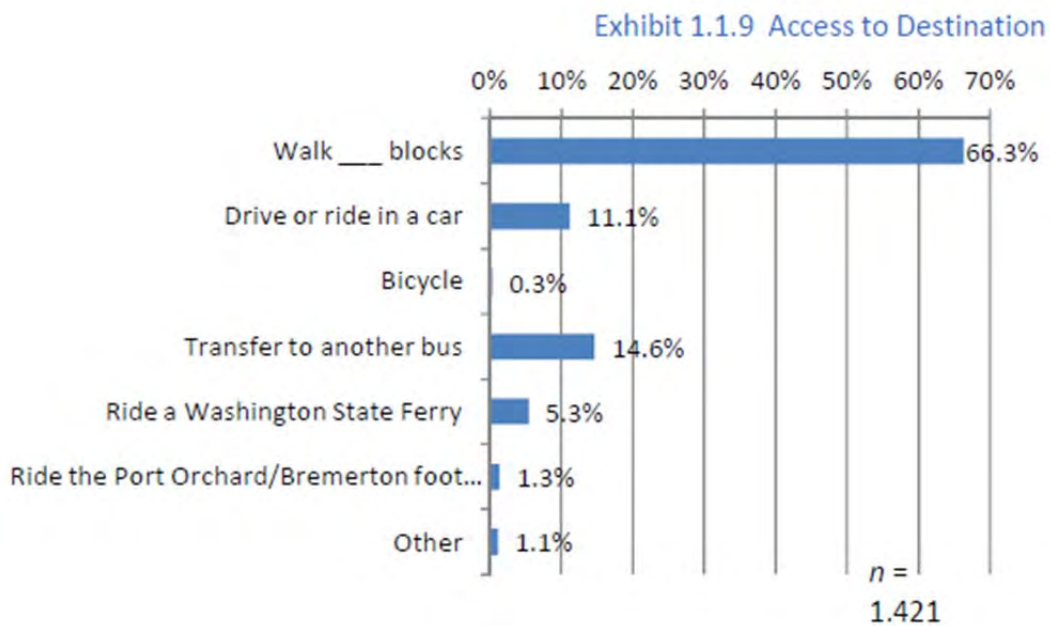
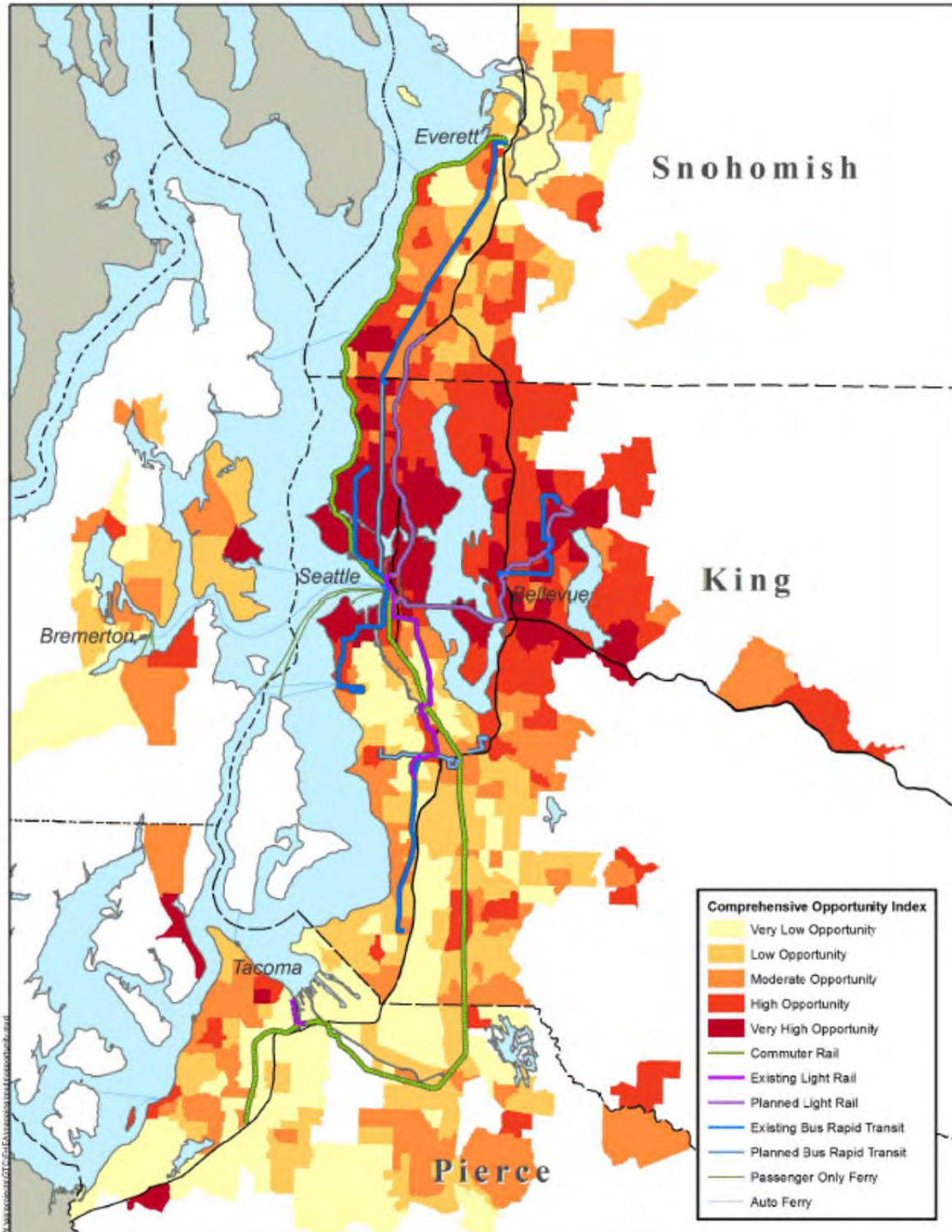


Figure 17



Appendix C offers a series of maps that describe opportunities to services in the urban areas of Kitsap County. The maps were completed by Puget Sound Regional Council staff to catalog opportunities in the four county region. Figure 18 displays the opportunities to transit services in the County and the PSRC regions. It is based off of data from 2010. The data is based on the PSRC region and not national indexing rates. These figures offer an overview of mobility challenges in the County and the Region. The more transit services and connectivity the higher the opportunities for residents to access needed services and jobs. This is useful when compared to the Transit Corridors Vision Map in the Executive Summary and Appendix A.

Figure 18



Major Developments Planned in the County

This section describes a selection of developments that are larger than 10 housing units, 2,500 square feet of retail or medical facilities, and employment of greater than 50 persons. The data has been obtained from the Community Development Departments of each City and the County.

Bremerton

The City of Bremerton has several housing projects that are moving forward in the permitting stage. The major market for housing is currently for multi-family rentals (apartments). In the past Bremerton has seen a lot of condominium construction. However, the market place has changed. Additionally, the West Bremerton area has seen several affordable housing developments occur that are along the Route 26.

1010 Apartments

- Twenty-six one and two bedroom apartments
- Along Burwell Ave across from the Bremerton Police Department

Wheaton Apartments

- 160 apartments
- Along Wheaton Way behind the proposed Wheaton Way Transit Center at the intersection of Wheaton Way and Broad Street

606 Apartments

- The project “606 Apartments” has begun construction of 71 apartments atop the Burwell Parking Garage adjacent to the new movie cinema in Downtown Bremerton.
- Construction is complete.

Spyglass Apartments

- 80 units between Washington and Highland Avenue
- Construction started in late 2014

Evergreen Pointe

- 109 units within two buildings along Sheldon Boulevard
- Building permits submitted. Financing issues appear to be slowing the process a bit. It is unknown when construction will begin.

The Towers

- 472 units on Washington Avenue
Design Review Board complete – no building permit applications submitted yet.

Wright Creek

- 270 acre master planned community in the heart of West Bremerton. The 210 acre residential portion of the project has been sold. A portion of the remaining land has been developed into a business park with a quality streetscape, CCR's and architectural

control. Lots in the first phase of development range in size from 20,000 to 80,000 square feet, and are available for sale.

Kitsap Mental Health / Bremerton Housing Authority

- Planned 30 units of housing on Marion Ave. in Bremerton.

Sinclair Ridge

- A planned 343 unit single family housing project near Gorst with access from Clifton Road.

Bainbridge Island

- Bainbridge Island has mostly single family residential homes with some retail services scattered on the island at major crossroads. Most of the new and planned development consists of single family residents and business openings in current residential and business districts.
- Increased multifamily housing around Winslow and Lynnwood centers is creating demand for non-motorized travel and bus service.
- A planned apartment complex featuring 52 units within a short walk of the Ferry Terminal and Bainbridge Island Transfer Center.
- The Lynnwood center is seeing multifamily housing construction which is leading to greater density and demand for the Bainbridge Island Ride (BI Ride) service started in June 2014. Both Lynnwood and Winslow are the two centers on the Island with sewer service that allows for greater density in the built environment.
- The Grow Community development is along Grow Ave. and Wyatt Way. There are over 100 homes and apartments in this environmentally friendly community.
- There are many smaller plats with 2-30 units that are being constructed throughout the Island filling in much of the remaining open space that is not protected.

Silverdale

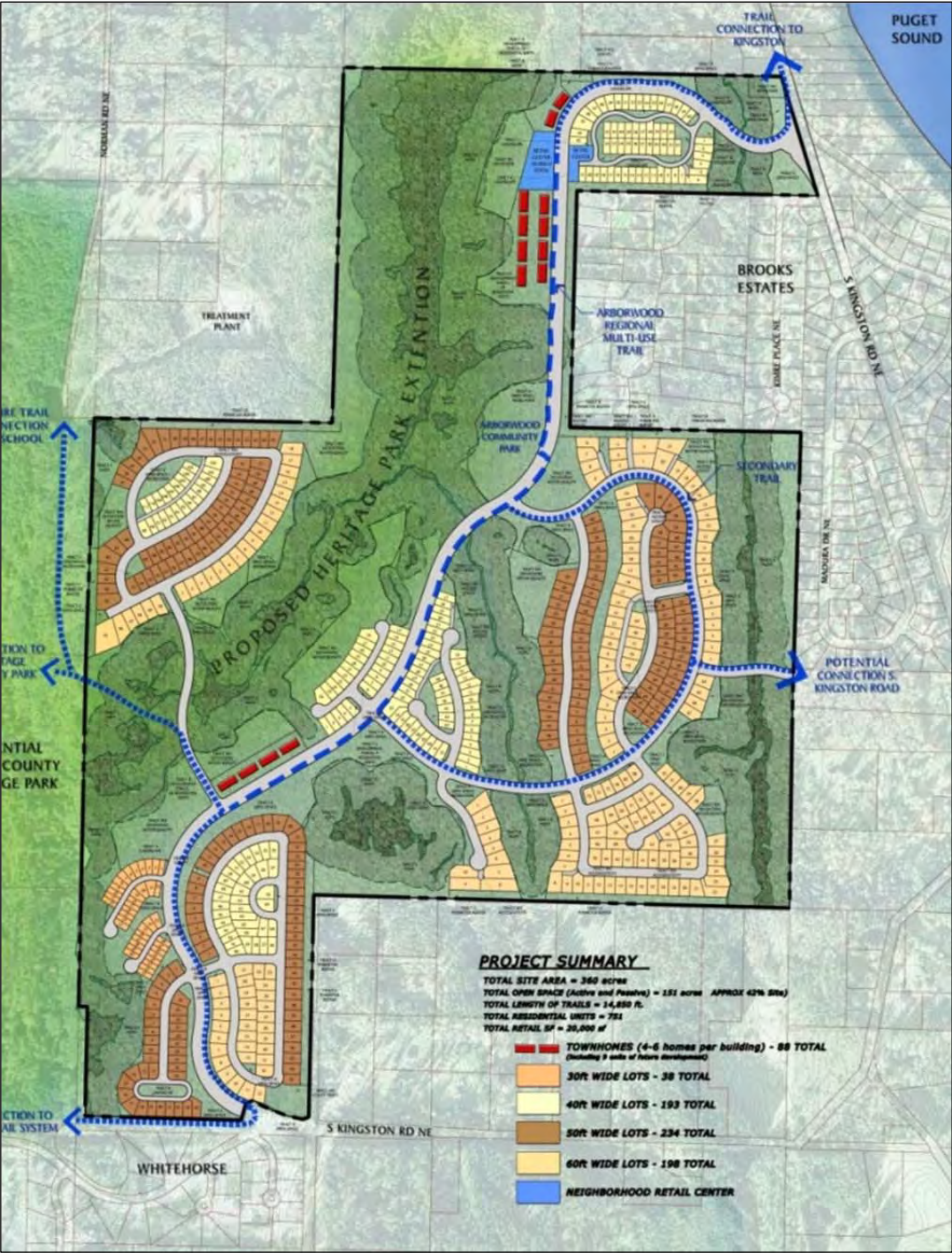
- Harrison Hospital announced in mid-2014 it has intentions to move a majority of its Bremerton hospital to the Silverdale location sometime in the future. It is not known what facilities will remain at the East Bremerton location just off Wheaton Way which is close to the Manette area. Kitsap Transit is performing an environmental and conceptual design study of the Harrison location as a possible transit center in the future. Funding for a new transit center is included in a State fuel sales tax increase passed in 2015.
- The Kitsap Mall is expanding and a new bus stop with a dedicated bus lane has been constructed to serve the mall.
- Additional infill development is occurring including drive thru coffee shops, medical buildings, a new library/community center and single/multi-family housing projects.
- Recent retail development known as the Trails has been completed next to the existing Transfer Center on Greaves Way. It features several large stores and restaurants.

- Woodbridge Crossing development of single family housing off of Silverdale Way along the Route 36 and additional single family housing along Ridgetop Blvd. is being constructed as of early 2016.

Kitsap County

- Kitsap County includes the unincorporated area of the County. The County currently has over 40 large projects (over 10 lots or 50 employees in size) permitted for construction as of June 2014. There are two large scale commercial projects planned for Silverdale. The projects are the Silverdale Trails shopping center off Greaves Way and the expansion of the Harrison Hospital on Ridgetop Blvd. and Myhre Rd. The project at Greaves Way will force the relocation of the current Silverdale Transfer Center. The Kitsap Transit Board of Commissioners approved an alternative location off of Ridgetop Boulevard adjacent to the planned Harrison Medical Center expansion project.
- The Arborwood project in the Kingston area. This subdivision is planned for at 751 lots. Currently, the development is not served by fixed route transit service. A positive note is a trail connection planned to Kingston which will promote non-auto trips. Some ridership could be expected on the Route 91 serving the Bainbridge ferry. Figure 19 displays the development concept. There has been no activity advancing this proposed development in recent years.

Figure 19



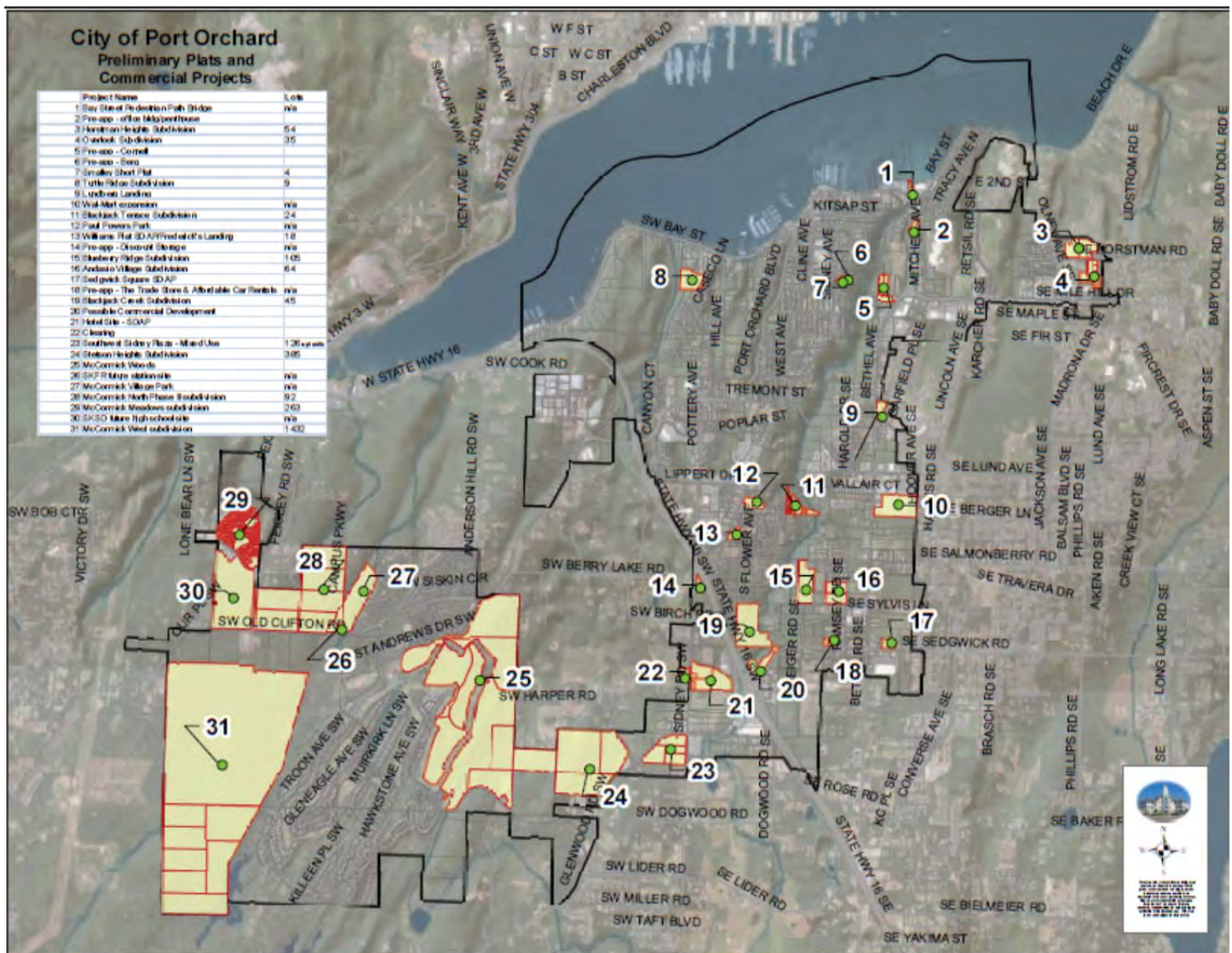
Port Orchard

- The City of Port Orchard envisions development occurring in nine development centers. The Urbanized Growth Area (UGA) in and around incorporated Port Orchard has the most undeveloped land in the County and thus is poised to accommodate a large share of the projected growth between now and 2040. The Puget Sound Regional Council has projected an additional 20,000 + residents propelling the UGA to about 40,000 residents in 2040. Current large projects include those listed below:

There is a 350+ unit housing subdivision that is under the permitting stage located along Sedgwick Rd and Glenwood Rd. It is about .75 miles west of the Route 5 terminus and two Worker/Driver routes. Kitsap Mental Health has plans to construct housing units along Mitchell Ave. in Port Orchard.

Planned developments as of late 2014 are illustrated in Figure 20.

Figure 20



Poulsbo

The City of Poulsbo is experiencing rapid growth of retail and housing projects. Much of the growth is occurring along the western and northern edges Urban Growth Area. There are projects planned for the center of town including a hotel and infill housing. The City is generally compact in design around the center of town allowing for a friendly walking environment. Outside of downtown some pedestrian barriers such as hills and older sidewalks prevent easy access to transit. The City is projected to grow from roughly 10,000 residents today to almost 15,000 residents by 2036 according to the Kitsap Regional Coordinating Council population growth projections.

Figure 21

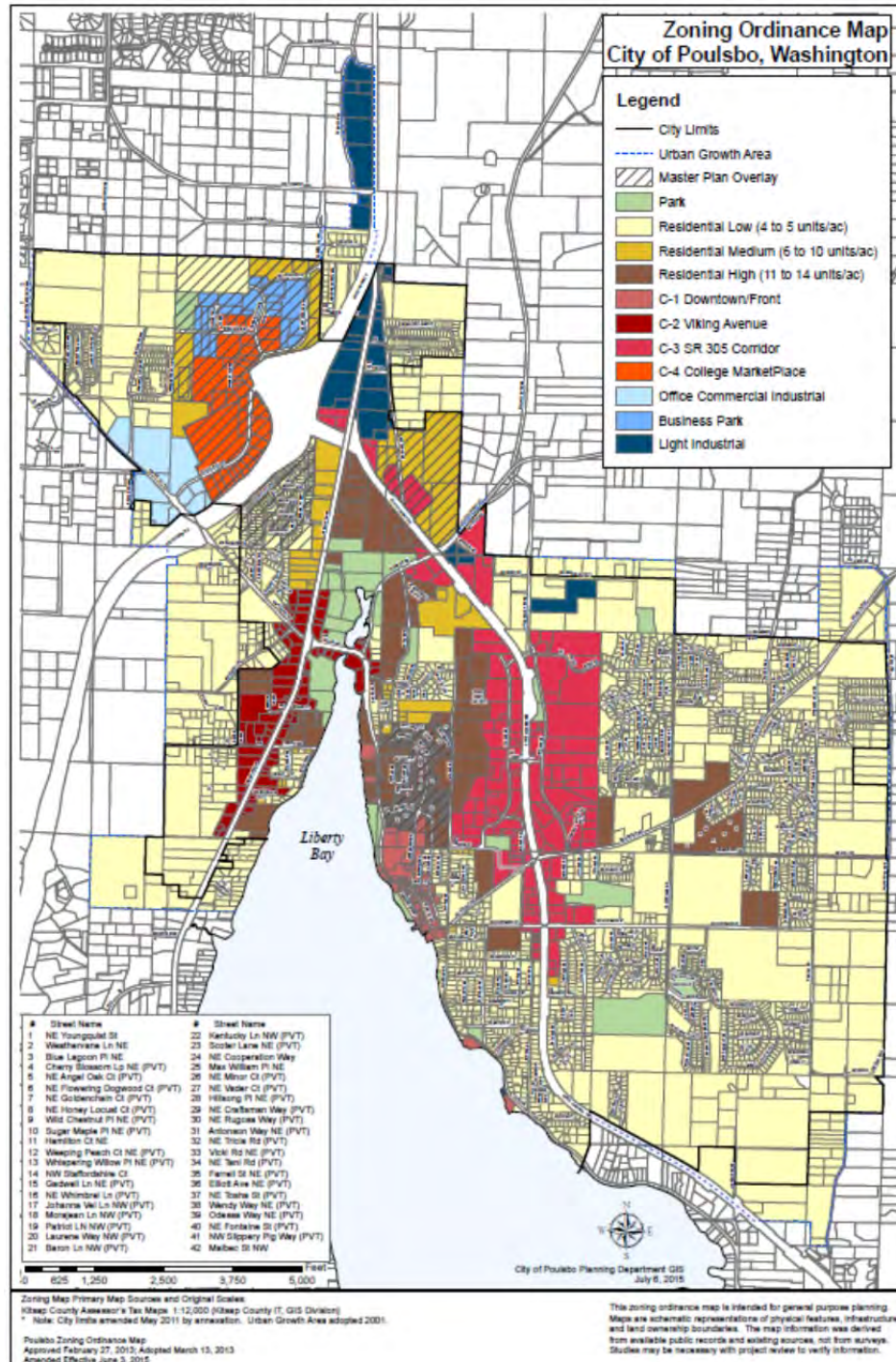
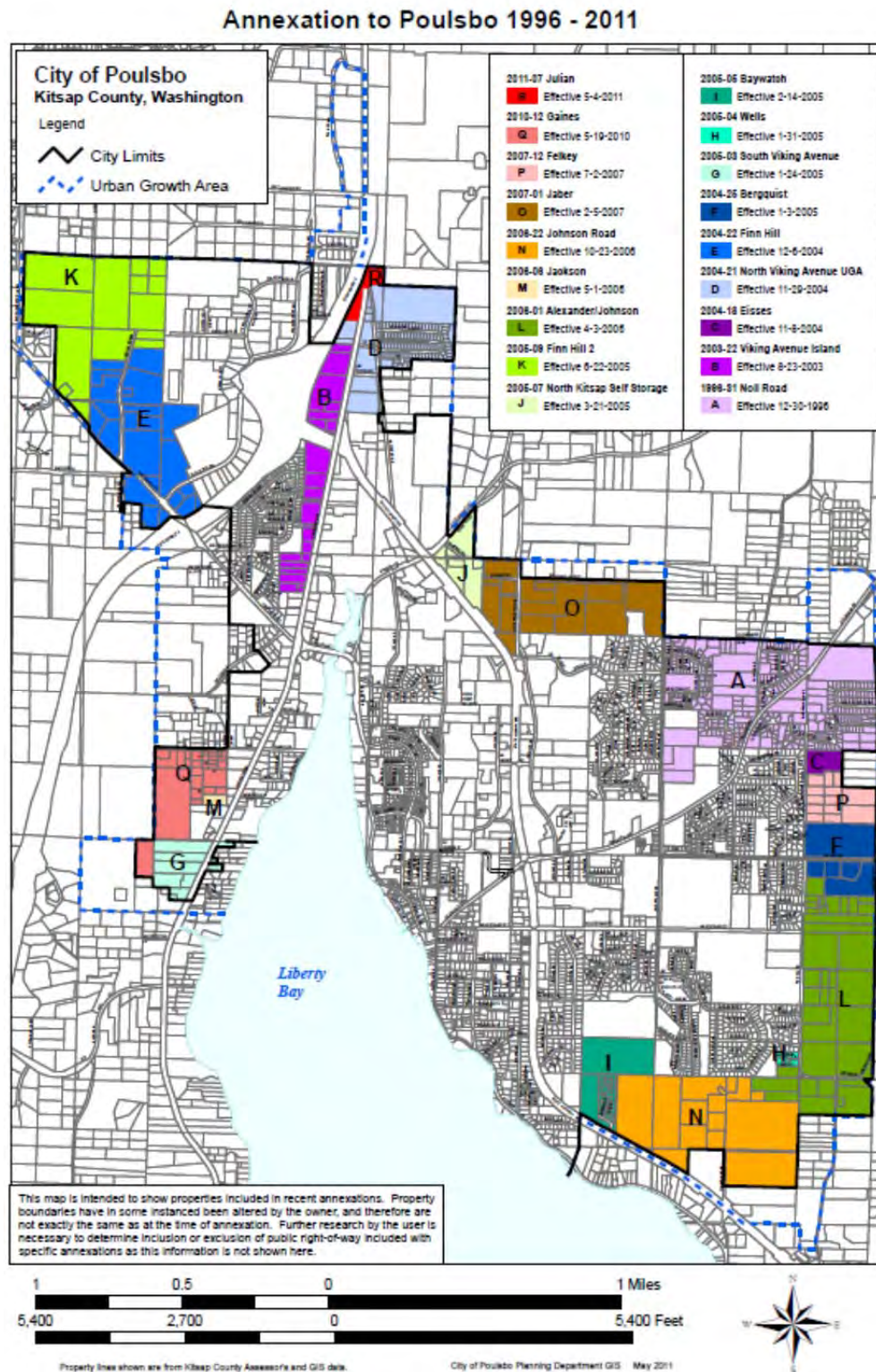


Figure 22 provides information on recent annexations by the City of Poulsbo. Much of the area annexed has been developed into retail or housing to support continued population growth in the City. The annexations have expanded the demand for transit services in Poulsbo and other cities in Kitsap County have seen similar outward growth patterns as governed by the Growth Management Act. The pattern is likely to continue at some level based on population and employment growth estimates.

Figure 22



Transit Oriented Development and Transfer Centers

Kitsap Transit provides service to seven transfer centers in the County. Each of these transfer centers presents an opportunity to build new ridership through service offered to destinations in the County and connecting buses and ferries to Seattle, Jefferson County, Pierce County and Mason County. The opportunity to develop around our existing transfer centers can provide for lower parking ratios to reduce building costs while incentivizing transit usage through reduced auto ownership. Appendix G contains our system map which displays our transfer center locations in the County. Some additional benefits of TOD are:

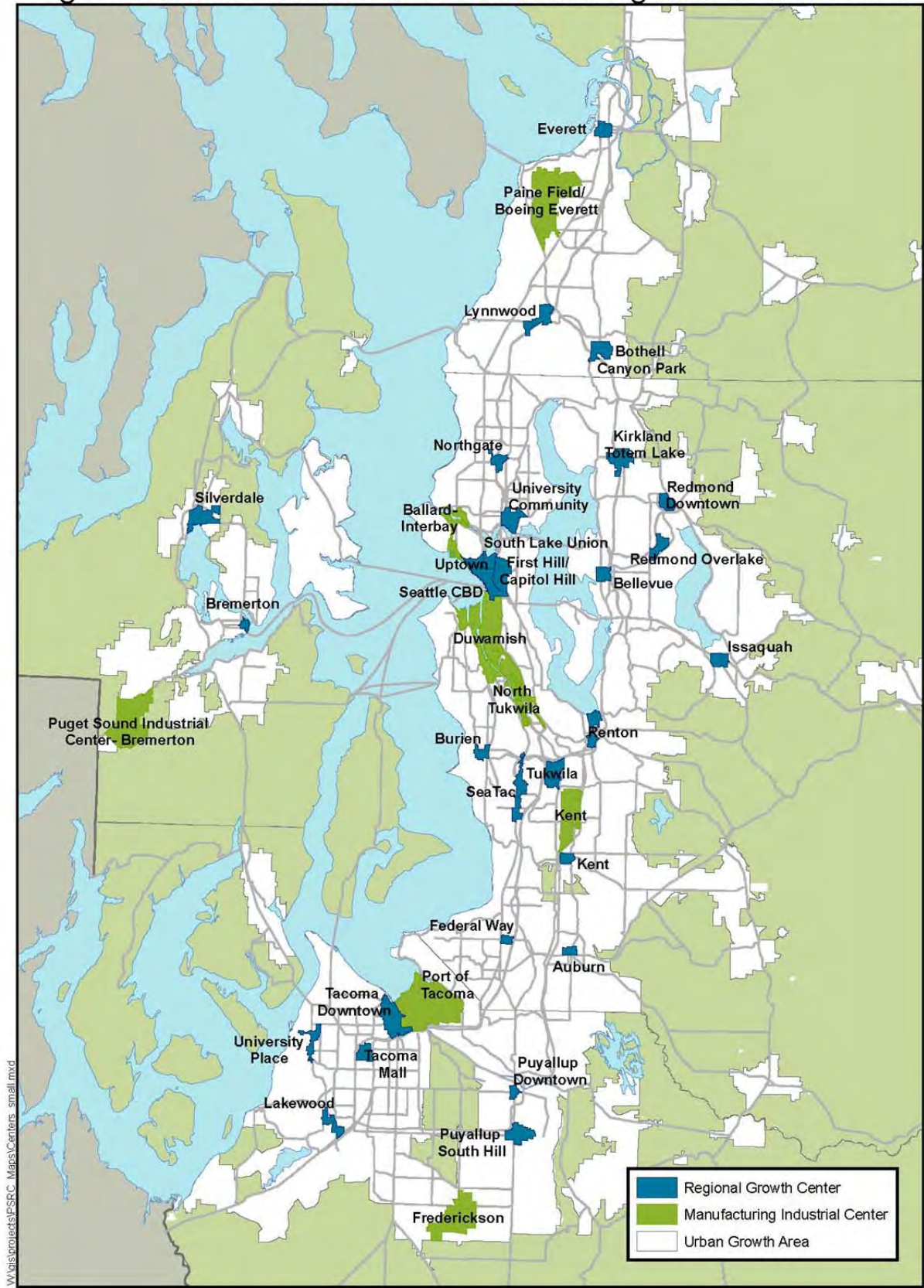
- TOD makes it easier for those who live or work in the area around the station to get around the region.
- It also benefits drivers because it removes trips from the road network.
- The mix of commercial and residential uses, enhanced pedestrian realm and streetscapes, and reduced traffic congestion to improve the quality of life in transit-oriented neighborhoods. Lower-income household transportation expenses can be a significant proportion of household expenditures. Neighborhoods that are walkable and have access to transit, a variety of stores, and services are “location efficient,” and location efficiency correlates strongly with household transportation spending. Transportation costs rise from an average 15 % per household income in location-efficient neighborhoods to an average 28% of income in non-location-efficient neighborhoods.

Figure 23 displays the Regional Growth Centers as recognized by the Puget Sound Regional Council (PSRC). These centers, which include Silverdale, Downtown Bremerton, and the industrial area next to the Bremerton Airport, are eligible for specifically targeted transportation grants administered by PSRC.

Local communities can begin to address TOD by implementing rules that encourage reduced parking ratios near transit centers, transit corridors designated in this Plan or ferry terminals. By reducing parking requirements, property owners have the opportunity to increase the number of housing units associated with a project or it can even make a project financially feasible depending upon the projects scope. Access to transit services is a major focus of study in the greater Puget Sound Region by the PSRC.

Figure 23

Regional Growth Centers and Manufacturing/Industrial Centers



East Bremerton (EBTC)

East Bremerton Transfer Center (EBTC) is located at Wheaton Way and Sylvan Way in East Bremerton. The Center features include a small waiting shelter and bus parking. The Center is outdated and in need of replacement. The EBTC currently is located in a parking area of a post-World War II style shopping center with parking in front and stores located in the rear of the lot. There is a new bank and Starbucks coffee shop next to the center. The bank and coffee shop are orientated towards the street to provide a more village feel to the corner of Sylvan and Wheaton Way.

Figure 24



Figure 25



In July 2014, the Kitsap Transit Board of Directors directed the study of a location a ¼ mile north of the present EBTC. Kitsap Transit has been issued an approval from the Federal Transit Administration to purchase the property. The full Alternatives Analysis conducted to determine the best location can be found at: <http://www.kitsaptransit.com/agency-information/planning>

West Bremerton (WBTC)

The West Bremerton Transfer Center (WBTC) is located next to an old unused bowling lane facility. The facility is similar to the East Bremerton Transfer Center (EBTC) in that its function is to primarily serve as a transfer center. Like the EBTC, this facility has unused surface area around it that could be redeveloped with housing and limited retail or other employment style development.

It also features access to Highway 3 linking Port Orchard, Bremerton, Silverdale and Poulsbo. This makes it a possible location for enhanced regional bus service linking the communities along Highway 3 including the Puget Sound Industrial Area.

Figure 26



Figure 27



Transit staff will begin looking at options for a new or reconstructed West Bremerton transit center in the future. The center is in need of renovations as well as increased human activity at the site or nearby to improve the passenger experience.

Bremerton Transportation Center (BTC)

This location features access to the Washington State Ferry to Seattle, Foot Ferries to Port Orchard and bus routes to both the East and West Bremerton Transfer Centers. It is also a major employment center with access to the Puget Sound Naval Shipyard, Downtown Bremerton, and access to the Foot Ferries linking it to Port Orchard's downtown and several local routes serving Port Orchard and the surrounding South Kitsap area. The BTC features the most developed TOD example in the County with a mix of uses, transportation choices, some housing choices and employment and training opportunities.

Figure 28



Gateway Center

This retail facility is partially managed by Kitsap Transit who also acts as the property manager. The property is owned by an outside real estate firm. It is located at 6th Street and Montgomery in Bremerton. It has potential as an infill development site for housing, retail or other mixed uses. It currently serves as a small retail center and is also a Park & Ride for the Route 26 that has hourly service to the BTC. The Park & Ride has a high utilization rate due to parking demand for the ferry commuters who work weekdays in Seattle who utilize the Route 22 which operates during the morning and evening commutes.

Figure 29



Port Orchard

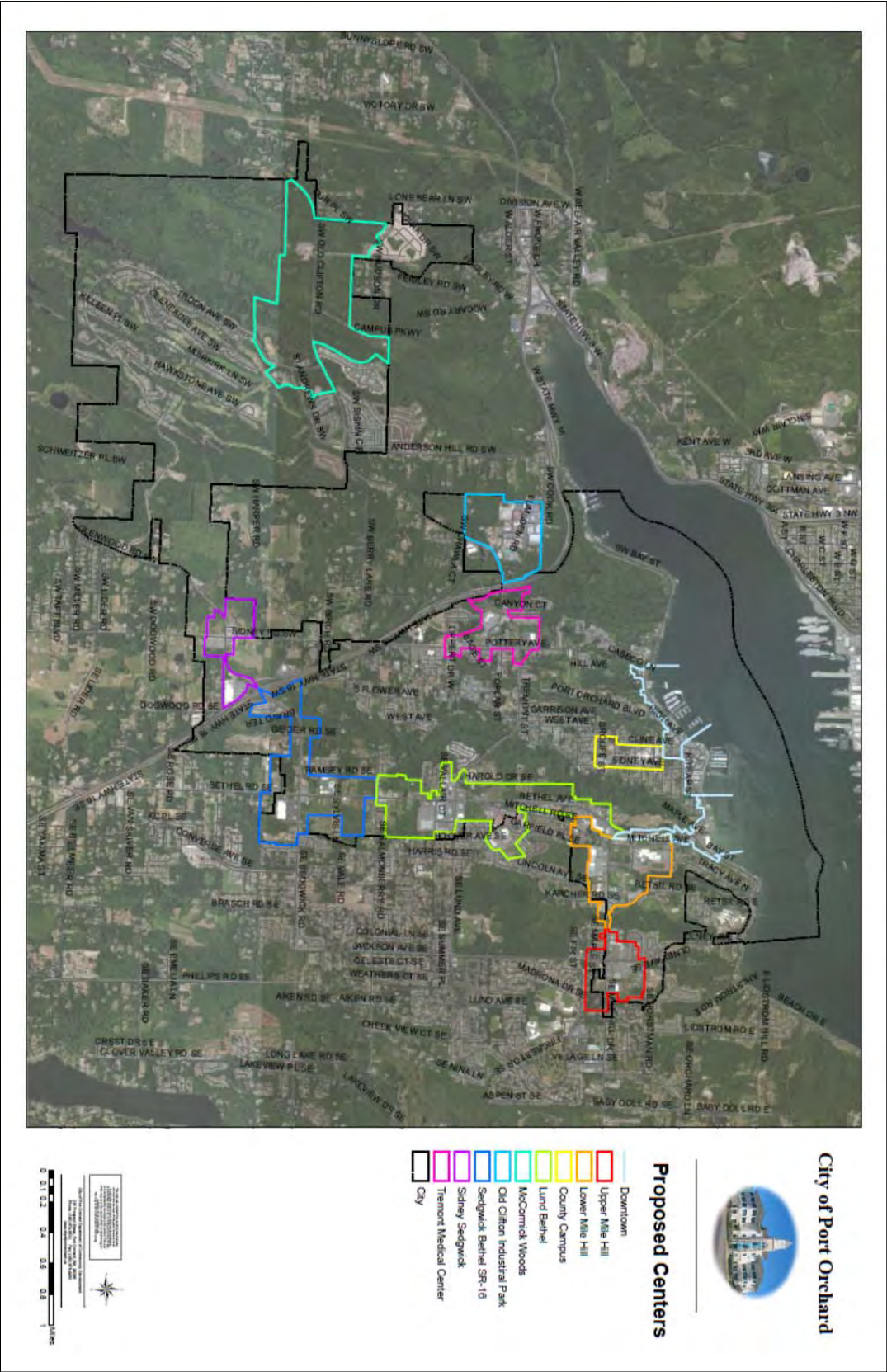
The City centers concept presented to the City Council in June 2014 contains nine locations where the City staff is planning to focus future development in the UGA within the City's boundaries. The locations are outlined in Figure 30 on page 47.

Each of these centers with the exception of the McCormick Woods is served by existing transit service. As the centers develop and fill with more intense uses and housing over time, transit service has an opportunity to grow if operational funding can be secured. However, if additional service cannot be secured the centers risk losing transit related growth prospects such as employer incentives, parking ratios that favor transit and pedestrian connectivity features that see regular use.

Port Orchard is expected to complete their comprehensive Plan update by 2016 and the centers were recommended by City staff and graduate students, in a research session, from the University of Washington. Among the challenges the City faces with transit service is linking the centers with a route that connects the end of the line points of the existing routes that begin at the Foot Ferry dock downtown and operate outbound to different points in the City. The Route

9 already connects many of the planned centers but the routes 4, 5, and 8 operate in a linear fashion.

Figure 30



Silverdale

The Silverdale area is the geographic center of the County and serves as the major retail hub. It is home to a relatively large employment base in the areas of retail trade, medical and office/clerical areas. It is also tied economically to the Bangor Naval Base. The Silverdale area is primarily auto oriented in its development pattern. However, since it is relatively new compared to other towns in the County, it supports a network of sidewalks allowing for foot travel to different destinations for employment, services or retail opportunities.

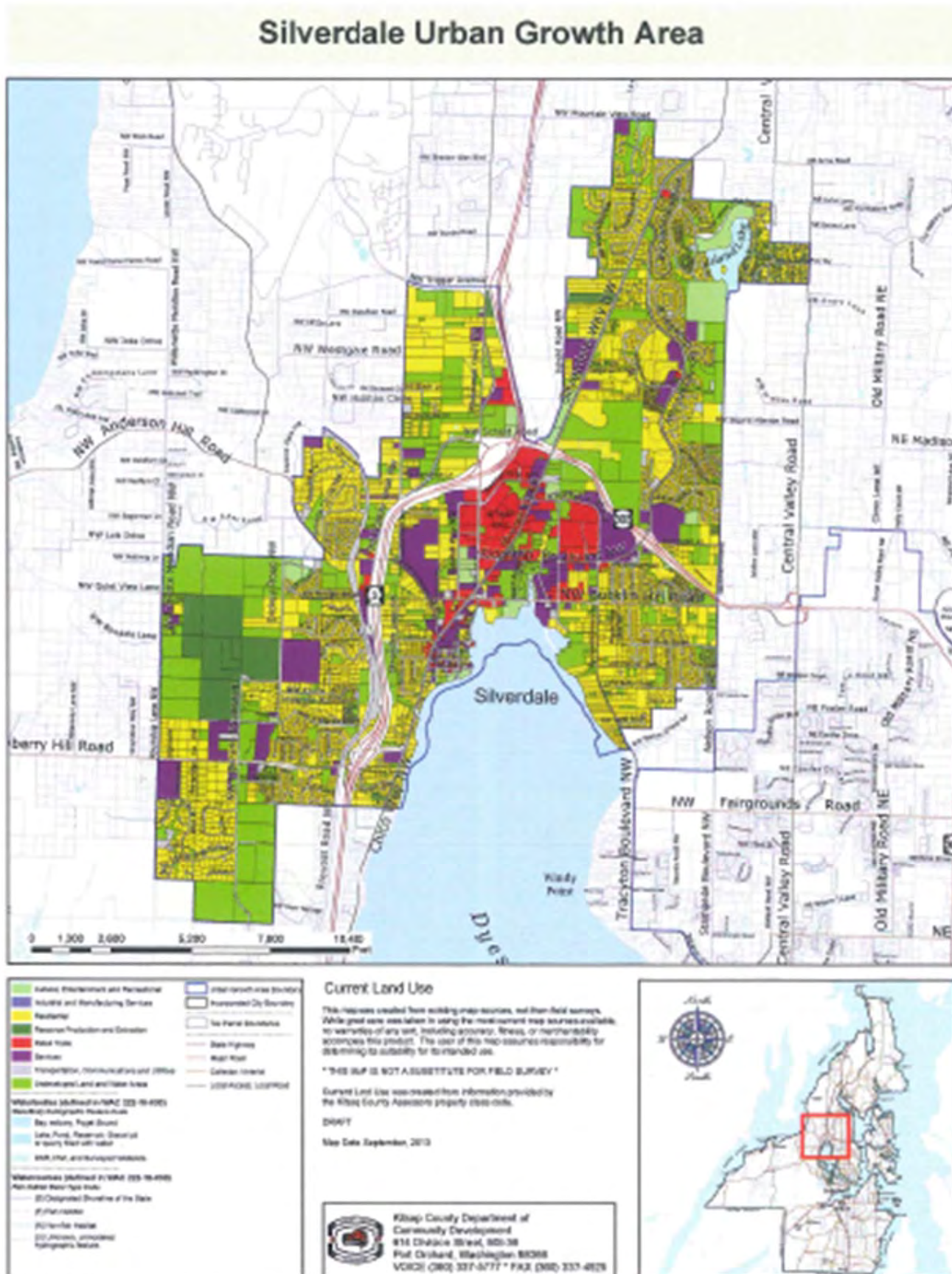
Kitsap Transit is looking to relocate its current Silverdale Transfer Center (STC) to an area that can support an improved waiting environment, pedestrian connections, a park & ride function and better bus bays to improve safety for the buses. The STC is presently located along Greaves Way near a major intersection with Highway 3 as seen in Figure 31. It is next to a large retail development which opened in early 2016. A location across from the Harrison Medical Center has been chosen by the Kitsap Transit Board for further study as of late 2015. The Alternatives Analysis can be found at: <http://www.kitsaptransit.com/agency-information/planning>

Opportunities exist in Silverdale to improve the pedestrian connectivity to the retail, medical and office jobs in the Silverdale Urban Growth Area. Figure 32 displays the Silverdale Urban Growth Area and the land use as of 2014. Recently, Harrison Medical Center has announced the intention of expanding its Silverdale clinic into a hospital. This promises almost 2,000 more jobs moving into the center. This project is located adjacent to the planned Transit Center.

Figure 31



Figure 32



Kingston Ferry Terminal

Kingston is a small village in the northern part of Kitsap County. It is centered on a ferry terminal that provides connections to Edmonds. At Edmonds, non-driving passengers can connect to Community Transit buses or Sounder Commuter trains. The village features small coffee shops, and stores that cater to both waiting ferry customers and the local community needs. There are plans to construct over 700 additional housing units in Kingston south of the ferry terminal.

Figure 33



Southworth Ferry Terminal

The Southworth Ferry terminal allows for connections to Vashon Island and the Fauntleroy neighborhood in West Seattle. At Fauntleroy passengers can connect to the Rapid Bus C line to downtown Seattle which operates very frequently. Kitsap Transit provides commuter connections to this ferry by way of the Route 85 from Mullinex Park & Ride and the Route 86 from the Port Orchard ferry through Manchester.

Figure 34



Poulsbo

Downtown Poulsbo offers a walkable street network, scenic qualities and multiuse zoning able to support different uses including housing. The downtown sits at the bottom of a fairly steep hillside that tops off at Route 305. Most of the new growth in retail, medical and office uses is occurring along the 305 corridor. Some recent projects include the Central Market Place, Safeway and a large shopping center located at Finn Hill Road and Olhava Way. The center has many stores including Wal-Mart, Home Depot, and a campus of Olympic College. Much of our local service and service to Silverdale operates along Front Street through downtown Poulsbo. There are opportunities for transit oriented housing to occur. An example is the new housing along Jensen Way. This housing is oriented towards the street with a complete sidewalk network and narrow streets to facilitate a pedestrian and biking environment.

A challenge for downtown Poulsbo is the ability to maintain the character of its architectural environment. The City has a Nordic feel that attracts many visitors throughout the year which support the local shops and restaurants. The narrow streets of downtown Poulsbo increase the ability for walking while slowing bus service through the core of downtown. Transit service is important in this location or nearby to facilitate worker access, access to Seattle from the Bainbridge Island ferry and access to Silverdale and points south.

Frequent service to the new Viking Way Park & Ride will improve the ability of downtown Poulsbo residents and riders to connect to services to Silverdale and Bainbridge Island by simplifying the route structure. Better access to the shopping areas along Olhava and to Olympic College will also improve the variety of destinations for our riders. The Viking Way Park & Ride will open in late 2016 and feature up to 265 parking spaces, improved transit shelters, signage, and an improved local route network allowing for timed service to Olympic College, Wal-Mart, downtown Poulsbo, and the Route 305 corridor to Bainbridge. Figure 35 on page 53 displays the site overview with the park & ride function on the left and the improved maintenance facility on the right. Over 100 new single family homes have been constructed near the new Viking Way Park and Ride.

The Edward Rose project has been proposed near Highway 305 and the Viking Way Park and Ride. The project, if constructed, will have hundreds of multifamily units within a short walk of transit access. Additional developments are planned near Noll Road and Highway 305 linking the housing and public schools with the Route 90 service along Highway 305. There are possibly up to 700 new housing units planned.

The site plan illustrates the layout of the proposed station. Key features include:

- DISPATCH BUILDING**: Located at the top right of the site.
- BUS WASH FACILITY**: Situated below the Dispatch Building.
- FUELING FACILITY**: Located at the bottom right, adjacent to the Bus Wash Facility.
- FUTURE RUTH HAINES ROAD**: A large central area designated for future development.
- VIKING AVENUE NW**: A road running horizontally across the middle of the site.
- COOPERATION AVE**: A road running horizontally at the bottom of the site.
- VETTER ROAD NE**: A road running vertically on the left side of the site.
- NE MAX WILLIAM LOOP**: A road located at the bottom left corner.
- SEE SHEETS 090-095** through **090-098**: Callouts indicating the locations of other sheets in the set.
- SCALE**: A graphic scale bar showing 0, 60, and 120 feet.
- North Arrow**: A directional arrow pointing towards the top of the page.

Bainbridge Island

Downtown Bainbridge features a walkable design with a strong link to the Bainbridge to Seattle ferry. Downtown has many tourist style shops and eateries that cater to those visiting the island and those living there. It features condominium and rental apartments, historic houses along the harbor front and gradually reducing housing density going inland where single family homes make up a majority of the islands land use.

The City is expected to see continued sub dividing of parcels for single family residential as allowed by zoning regulations into the near future. Plans for improved housing in the Downtown district continue to move forward. Examples can be found in the Bainbridge Housing Resources Board's website <http://www.housingresourcesboard.org/>, the Grow Community along Wyatt Way (<http://growbainbridge.com/>) and through the department of Community Development at <http://www.ci.bainbridge-isl.wa.us/154/Planning-Community-Development> Additionally, other areas on the island such as Lynnwood in the south side have design elements that improve the walking conditions of the roadways to entice residents to walk, use bicycles and transit. Lynnwood is seeing construction of new multifamily and single family residences in higher densities than commonly found on the Island. This is due to the availability of sewer which allows for greater density of land uses.

The City saw a condominium building trend in the mid 2000's that has since given way to innovative smaller home designs in an effort to fit the need for affordable housing on the Island.

Figure 36



Figure 37



Park & Rides

Kitsap Transit utilizes 23 Park & Ride locations. These locations range from lease agreements with local churches to fully operated Kitsap Transit owned Park & Rides. Our Park & Ride lots connect passengers with our local service, vanpools, carpools, Worker/Driver routes and connecting services outside our region. The Park & Rides range from about 20% full at the Bayside Community Church to over flowing conditions at Mullinex.

Table 9

P&R LOCATION	DATE	TIME	SPACES	OCCUPIED SPACES	PERCENTAGE	HC SPACES OCCUPIED	MOTOR CYCLE OCCUPIED	CARPOOL OCCUPIED
NORTH								
Clearwater Casino ****	7/10/2015	1:15:00 PM	96	20	21%			
(Level 2 = 20 Level 3 =0)	7/13/2015	2:45:00 PM	96	25	26%			
Bayside Community Church	7/13/2015	3:45:00 PM	210	29	14%			
Gateway Fellowship	7/15/2015	4:10:00 PM	138	120	87%			
George's Corners	7/13/2015	3:33:00 PM	225	100	44%			
North Kitsap Baptist Church	7/15/2015	3:50:00 PM	57	25	44%			
Poulsbo Junction -	7/15/2015	3:15:00 AM	35	21	60%			
(North= 10 South= 11)								
Poulsbo Nazarene Church	7/15/2015	3:00:00 PM	100	29	29%			
Squamish United Church of Christ	7/13/2015	3:15:00 PM	65	27	42%			
BAINBRIDGE								
American Legion Post	7/17/2015	1:25:00 PM	5	4	80%			
Bethany Lutheran Church	7/17/2015	1:02:00 PM	80	42	53%			
Island Church	7/17/2015	12:15:00 PM	37	7	19%			
CENTRAL								
Crossroads Neighborhood Church	7/13/2015	1:40:00 PM	107	75	70%			
Evergreen Lutheran Church	7/15/2015	2:20:00 AM	19	17	89%			
First United Methodist Church	7/15/2015	12:50:00 PM	53	31	58%			
Gateway Center	7/10/2015	9:45:00 AM	104	52	50%			
McWilliams Road	7/13/2015	1:25:00 PM	151	89	59%			
SOUTH								
Annapolis Park & Ride	7/9/2015	10:00:00 AM	76	73	96%			
Burley Bible Church	7/16/2015	10:55:00 AM	20	3	15%			
First Lutheran Church	7/16/2015	9:30:00 AM	13	2	15%			
Harper Free Evangelical Church	7/16/2015	10:00:00 AM	462	85	18%	1		
Mullenix and Highway 16	7/16/2015	10:35:00 AM	92	80	87%	1		
Olalla Valley Fire Station	7/16/2015	10:20:00 AM	47	22	47%			
Port Orchard Armory	7/16/2015	9:20:00 AM	105	57	54%			
TOTAL			2393	1035	49%			

Figure 38



Other locations that are at capacity include the Annapolis Park & Ride in Port Orchard and Gateway Fellowship Church in Poulsbo. Table 10 displays the utilization rates of each park & ride in July 2015. The agency surveys the lots monthly to track usage and conditions. Several changes are taking shape in the area around the Poulsbo Transfer Center. Among them is the consideration of adjusting Park & Rides around Poulsbo to simplify service into the new Viking Way Park & Ride. This project is expected to be completed in late 2016. A full set of recommendations on Park & Ride adjustments in Poulsbo will be brought forward as the Kitsap Transit staff looks at several scenario options.

Figure 39



Figure 40



Routed Bus Service Standards & Guidelines

Service Standards

Service standards are a set of guidelines that are used to design, evaluate and modify transit service. Since funding available for Kitsap Transit service is limited, there is a need to obtain optimum efficiency and effectiveness out of each component of the system while maintaining or improving the quality of service. In addition, the planning and day-to-day management of transit service should be based on criteria that is explicit and yet flexible in interpretation and application. These Service Standards are intended not as rigid planning rules but as a tool to assist Kitsap Transit staff and Board members in making decisions about routed service.

The route-level productivity and effectiveness review is intended as a planning tool to rate the individual KT routes. Routes are rated by comparing their performance in four key areas and their performance in the system as a whole. The objective is a quantitative, first level screening process to flag service that is reducing system productivity and is requiring remedial actions. Routes consistently performing well below average could be subject to a number of actions including: frequency reduction, service span revision, realignment, rescheduling, route consolidation or other restructuring, extensive marketing efforts, or removal. Conversely, routes with a consistent above-average performance may be candidates for additional trips or other actions that increase service levels and capacity.

It should be emphasized that the route effectiveness ratings are only one of several tools used in the service evaluation process. Other factors, such as system integration, the length of time service has been operating and service to transit dependent populations, is useful in making decisions about proposed service changes.

There are several factors other than productivity that compose service standards and guidelines. These include service frequency, route operating speeds, route alignment, service reliability, schedules, equity, and passenger overloads. These are described below after which the routed productivity rating system is discussed.

Service Frequency

Frequent transit is necessary to provide effective access to services and to ensure the convenience of the transit system to the public. Service frequency is measured by route headways (the span of time occurring between successive directional trips along the same route alignment) and is influenced by the time of day and levels of ridership. Currently, most KT routes operate hourly except during commute times when trips are timed to meet Washington State Ferries, so frequency may be less than one hour. The goal should be 30 minute frequency along the trunk routes and eventually the same frequency along urban routes during peak hours.

Route Operating Speeds

The ability of the transit system to provide rapid service enhances the continued attraction of transit by-choice riders and is a direct measure of convenience to all passengers. Route speed is expressed in average miles-per-hour, typically measured between route end points. Route speeds may be affected by a variety of factors including traffic congestion, ridership levels or the number of bus stops. Therefore, speeds typically vary by type of service, with suburban, intercommunity services operating at a higher speed than urban local routes. The intercommunity routes such as between Poulsbo and Bainbridge or Kingston and Bainbridge should have an average route speed of 25 mph with local urban routes like those in Bremerton, Silverdale and Port Orchard should average 12 mph. Suburban routes should average about 15 mph. Transit operating speeds below these are insufficiently competitive with automobile travel to attract choice riders.

Route Alignment

This term also relates to directness of travel. Route alignments are a major component of quality service. Proper routing enables both transit dependent and by-choice riders to access the system and achieve desired mobility. Routing also has a major impact on system operating cost. Mid-route deviations that causes a route to backtrack, or significantly deviate from the most direct route should be avoided. In some instances, a deviation is warranted because of potential ridership gains. In evaluating a proposed deviation it should be determined that the total additional travel time for all through passengers should not exceed 10 minutes for each boarding and alighting along the deviation. This is expressed in the following formula:

$$(P_t * T) / P_d < 10 \text{ minutes}$$

P_t = Number of through passengers

T = Additional vehicle travel time

P_d = Number of boardings/alightings on the deviation

Another way of looking at this is that out of direction travel is a psychological barrier to transit use because the perceived increase in travel time may be significantly greater than the actual increase. For this reason, transit routes need to be designed for the delivery of trips which are perceived to be direct. In general, research has indicated that the following criterion represents the minimum acceptable circuitry of service as perceived by the through rider: The total distance traveled on a single route should be no more than 1.2 times the most direct auto route between the two end points.

Service Reliability

Service reliability is a major determinant of ridership and overall system effectiveness. Kitsap Transit seeks to maximize the reliability of transit service by minimizing the number of missed trips and by optimizing on-time service.

There are three components to this factor: on-time performance, percentage of trips operated and customer complaints per 100,000 boardings. System wide, an average of 85.0% of all scheduled trips should arrive at route terminals within five minutes of the time shown on the schedule. An average of 99.8% of all scheduled trips should be operated as listed on the schedule. The number of customer complaints should not exceed 15.0 per 100,000 boardings. Each of these factors is determined for each quarter and calendar year.

Schedules

Schedule criteria relate to the way in which the system sets up and operates its service schedule. Insufficient running time conditions may develop on some routes. The following guidelines should be followed when writing and publishing schedules:

- At least 10% of route running time should be allowed as recovery time at the outer ends (usually transfer centers) of routes on all trips not destined for the garage.
- No more than five minutes or less than three minutes dwell time should be provided for all routes passing through a transfer center for the purpose of ensuring safe, reliable and convenient transfers between routes.
- Routes passing through a transfer center should be interlined whenever possible to better serve trip desires and to reduce the need for a transfer.
- Annual running time checks should be performed on all routes and schedule adjustments should be made accordingly.

Equity

Equitable transit service is necessary to meet the goals of public transportation, as well as to comply with Title VI, Section 601 of the 1964 Civil Rights Act, as amended, which states that:

“No person in the United States shall, on the ground of race, color or national origin, be excluded from participating in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

Equitable service involves the issue of equal transit service availability to all segments of the population. Transit service must comply with Title VI requirements as determined by the FTA and notification of compliance is made to the operator. Determination of transit service equity can be based on numerous factors. Kitsap Transit is committed to provide transit service on an equal basis to minority and non-minority areas and that transit requirements and concerns expressed by valid citizen and public groups shall be addressed. Demographic information for determination of service equity is based on census data and periodic ridership surveys.

Passenger Overloads

Services which are consistently overcrowded are undesirable because of the increased potential for injury to passengers and for ridership declines due to the uncomfortable and unattractive nature of the overcrowded conditions as perceived by the rider. Overloads can also slow down the bus if some passengers have to get off the bus to allow others to alight. On some routes (i.e. #11), standing loads are a normal occurrence and is not by itself cause for immediate action. Two indicators are used to measure the impact of passenger crowding: the load factor (ratio between seated and standing passengers) and the number of minutes passengers have to stand. Kitsap Transit's maximum load factor is 1.5, meaning that if a bus has 40 seats; up to 20 people will be allowed to stand, for a total of 60 passengers on board the bus at one time. The maximum standing time is $\frac{1}{2}$ the length of the trip. Most of Kitsap Transit's trips are about 25 minutes long so any standees of more than 12 minutes may be cause for corrective action if it happens at least three days a week on a particular trip(s). Corrective actions may include placing a larger capacity bus on the route, adding additional trips corresponding to the overcrowded trips, or adding another route to reduce the pressure on the existing route.

Ridership Productivity

The route level productivity and effectiveness review is intended as a planning tool to rate individual Kitsap Transit routes. Routes are rated by comparing their performance in four key areas with the performance of Kitsap Transit's routed system as a whole and then broken down into quartiles according to their rating. The objective is a quantitative, first level screening process to flag service that may be reducing system productivity and that may require remedial actions. Routes consistently performing well below average could be subject to a number of actions, including service span revision, realignment, route consolidation or other restructuring, marketing efforts, or deletion. Conversely, routes with a consistent above average performance may be candidates for additional trips or other actions that increase service levels and capacity.

It should be emphasized that the route effectiveness ratings are only one of several tools in the service evaluation process. Other factors, such as system integration, the length of time service has been operating, service connecting small communities and service to transit-dependent populations where the value of the service provided is not necessarily reflected by ridership may be considered by Kitsap Transit staff and board members in making decisions about service.

For the purpose of rating Kitsap Transit's routed system, productivity and cost effectiveness will be assessed using these four performance indicators:

Boardings per revenue hour

- The number of passengers boarding a bus during one hour of scheduled revenue service, not including vehicle deadhead or layover time.

Boardings per trip

- The number of passengers boarding each scheduled one-way trip.

Cost per boarding

- Calculating the total cost of the service by the number of passenger boardings for a full quarter or year.

Passenger miles per platform vehicle mile

- Calculated by dividing passenger miles by the number of vehicle platform miles travelled for a full quarter or year.

Ratings will be calculated for each of the following time periods:

- All days of route operation combined
- Weekday only
- Saturday only
- Sunday/holiday only (when applicable)

Productivity Rankings

Kitsap Transit routes are sorted and ranked by their performance in each of the four indicators of above: boardings per revenue hour, boardings per trip, cost per boarding, and passenger miles per platform vehicle mile. This last indicator will be helpful to those long distance or express routes that have few boardings per trip but are an important part of the system. The 40 routes receive a ranking of 1-40 for each indicator, and a route's combined performance in the four indicators becomes its overall ranking.

A route's overall ranking determines where it falls in the four quartiles:

- First Quartile – top 25%
- Second Quartile – within normal operational parameters
- Third Quartile – within normal operational parameters
- Fourth Quartile – bottom 25%

Routes in the First Quartile, or top 25%, are typically high performers and the most crowded. Routes in the Fourth Quartile, or bottom 25%, are typically the poorest performers and have the lowest ridership. Routes falling in the Second or Third Quartile, or 50% of all routes, are typically considered to be operating within normal parameters.

As mentioned earlier in discussing productivity, routes that rank in the Fourth Quartile maybe candidates for actions to improve productivity and cost effectiveness. Types of actions that could be considered include marketing/promotion programs, selective deletion of unproductive route segments or trips, complete restructuring or complete discontinuance of the route.

Routes that rank in the First Quartile may be candidates for service enhancements if resources are available, particularly if performance has shown a consistent upward trend. Routes that rank in the Fourth Quartile will be examined for potential changes to improve passenger boardings or considered for elimination only as a last option.

In some instances, it may be in the public interest to maintain a poorly performing route or route segment in order to meet a special objective for the system. For example, a route may provide the only transit service to a vital social service facility, to a remote community or a transit dependent area.

Fleet Replacement Plan

The Kitsap Transit fleet includes over 400 vehicles ranging from small sedans used for administrative functions to 42' over the road coaches used for the Worker / Driver program. In 2014 the routed fleet logged over two million miles. The fleet breakdown below indicates the diversity of vehicles used to meet six types of service not including the Foot Ferries. The six types are routed buses, ACCESS service, Worker / Driver service, vanpools, Scoot cars, and administration and service vehicles.

Routed Fleet (78 total buses)

- 2 2003 Eldorado 26' buses
- 17 2003 Gillig low floor 40' buses
- 2 2003 Gillig 35' buses
- 11 2004 Gillig 35' buses
- 4 2004 Gillig low floor 40' buses
- 5 2005 Gillig 35' buses
- 5 2005 Gillig low floor 40' buses
- 17 2010 Arboc 26' low floor buses
- 9 2012 Arboc 26' low floor buses
- 6 buses in contingency status

The present budget assumptions call for eight replacement vehicles per year to be acquired. At this rate of replacement it will take 9-10 years to replace the fleet. The first buses to be replaced will be the 26' buses. These are light duty vehicles with a 5-7 year service life.

The 35'-40' buses will be replaced every 15 years to maximize the benefit from the purchases. The 26' buses are not suited for routed service due to the wear and tear produced on a daily basis. The 26' buses in stock are designed for rural services with less stopping or for hotel shuttles, etc. A heavy duty bus will have a longer service life and reduce workload on vehicle maintenance staff.

Worker Driver Fleet (39 total buses)

The present fleet of vehicles was purchased in 2012 and is near the completion of an upgrade program. The vehicles are projected to have an additional 15 years of service life. They will be replaced as they reach there 15 years of service mark. They were purchased used and the vehicles have been re-engined, reupholstered, new transmissions, and painted to allow for the extended service life. The age of the buses range from 1993-2001.

ACCESS Fleet (58 total buses)

There are 58 buses in this service mode ranging in age from 2002 to 2013. There were 11 buses replaced in 2013 and 5 replaced in 2015. The 5 in 2015 were the first propane buses in the system. The use of propane is helping Kitsap Transit reduce the use of diesel fuel in an effort to

achieve an alternative fuel powered fleet in accordance with Washington State regulations. The fleet plan calls for eight ACCESS buses to be replaced each year with a full replacement cycle taking 7-8 years.

Van Pool / Vanlink Fleet (50 total vehicles)

The Van Pool and Van Link fleet consists of vehicles ranging in age from 2002 to 2013. The vehicles are all evaluated annual and replaced based upon the vehicle records and overall condition.

Non-Revenue Vehicle Fleet (73)

These vehicles are either repaired or replaced based upon need. Many service vehicles serve well beyond there expected usefulness due to diligent maintenance practices.

Capital Facilities Plan

The capital projects in this section are based upon the 2016-2018 Transportation Improvement Program (TIP) process adopted by the PSRC Board and the KRCC Board. The TIP is adjusted regularly to reflect the needs of the community. The TIP projects four years of revenue and four years of projects associated with the revenues. The project list will be adjusted based upon future needs of Kitsap Transit to sustain its service levels and grow service based upon direction from the Kitsap Transit Board of Commissioners. Section 5307 Preventative maintenance is always considered as a standing grant application every year to sustain current operations. The projects listed are classified by Kitsap Transit as major capital projects. Major capital projects are over \$250,000 in cost.

2016-2020 Major Capital Projects

- Replacement foot ferries to sustain the Port Orchard / Annapolis to Bremerton service
- Annapolis Dock ADA Upgrade
- Silverdale Transit Center
- Silverdale Park & Ride
- Wheaton Way Transit Center
- North Base Heavy Duty Maintenance Facility
- Double deck bus acquisition
- Acquire routed coach replacement and expansion buses
- Plan for Electric Bus infrastructure and install systems to support deployment of an electric fleet
- Bus Rapid Transit Corridor Planning
- Worker/Driver coach replacement and expansion
- Acquire ACCESS coach replacement and expansion buses
- Vanpool and Vanlink replacement vehicles
- Foot Ferry dock rehabilitation
- Passenger Only Fast Ferry infrastructure
- Passenger Only Fast Ferry vessel construction
- Ferry maintenance facility
- ITS Technology upgrades (i.e. public information signs, next bus arrival signs, camera systems, etc.)
- Capitalized facilities including transit centers, park & rides, maintenance buildings, operations bases and administrative offices
- Americans with Disability Act (ADA) improvements

2021-2025 Major Capital Projects

- West Bremerton Transit Center
- Expanded Silverdale park and ride
- Passenger Only Fast Ferry
- Procure Electric buses
- Bus Rapid Transit property procurement / bus stop improvements
- Bremerton Transportation Center upgrade/retrofit
- Park and Ride Port Orchard
- Ferry dock improvements
- Procurement of routed coach replacements and expansion buses
- Continued ACCESS coach replacement and expansion buses
- Capitalized facilities including transit centers, park and rides, maintenance buildings, operations bases and administrative offices

2026-2036 Major Capital Projects

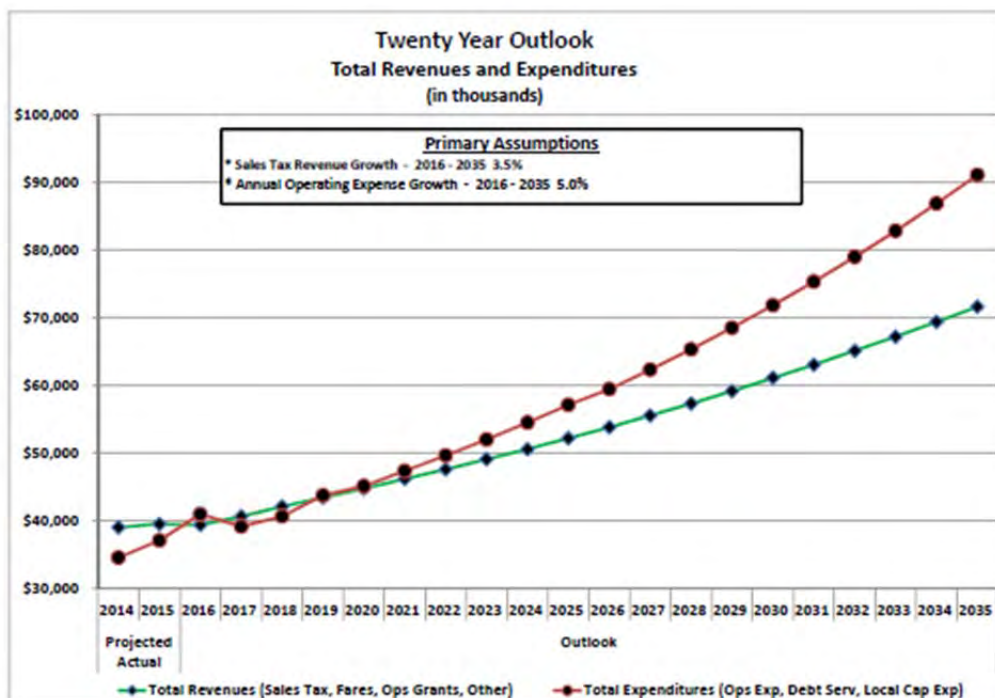
- Bus Rapid Transit implementation
- Replacement foot ferries
- Procurement of routed coach replacements and expansion buses
- Double deck bus procurement
- Continued ACCESS coach replacement and expansion buses
- Kingston park and Ride
- Bremerton Puget Sound Industrial Area park and ride

Financial Plan

Kitsap Transit's twenty year outlook compares its total projected revenues with its total projected expenditures. Total revenue includes sales tax revenue, fare revenue, operating grants, and other ancillary transit revenue such as parking and advertising revenue. Total expenditures include operating expenses such as the cost of operations and administrative support, debt service, and capital program expenditures net of state and federal grants.

The primary assumptions of the twenty year outlook model include long-term annual growth rates for sales tax revenue of 3.5% and operating expenses of 5.0%. Sales tax revenue accounts for approximately 75% of total revenue. Operating expenses accounts for approximately 90% of its total expenditures. The long-term growth assumptions are largely based on historic experience. The annual growth rate of operating expenses have historically exceeded the growth rates of sales tax revenue largely due to significant increases to health care benefit, retirement benefit, and fuel costs.

Based on the assumptions that the growth of operating expenses exceeds the growth of sales tax revenue, Kitsap Transit is likely to experience growing annual deficits. Without a corresponding increase to sales tax revenue, fare revenues or operating assistance from state or federal governments, Kitsap Transit's current level of operations is likely to experience sustainability challenges beginning in years 2025- 2026. These challenges are not unique to Kitsap Transit. Many other transits are faced with the same fiscal challenges when the annual growth of sales tax revenue does not keep pace with the annual growth of operating expenses.



Recommendations

The Long Range Transit Plan (LRTP) is designed as a planning tool to guide Kitsap Transit in examining service needs over the next 20 years. One of the most important aspects of the Plan is the Transit Corridors Vision Map. This map outlines service improvement focus areas with an emphasis on providing services to Urban Growth Areas (UGAs) by connecting them along designated transit corridors. The Map and the Plan may be adjusted as needed by the Kitsap Transit Board of Commissioners to reflect the needs of an individual jurisdiction, Kitsap Transit or the Public Transportation Benefit Area (PBTA) service area as a whole.

The service analysis reports as found in Appendix E can be adjusted as needed to reflect changing service needs. Each of the plans features a detail examination of bus route characteristics leading to recommended service improvements. The East Bremerton service analysis report was implemented in late 2015.

The Plan is a resource for Kitsap Transit staff and the community to engage in developing direction for future transit service aligned with local comprehensive plan goals and policies, identifying areas for facility and capital resource improvement, and addressing budgetary considerations through the annual TDP process. The Plan aligns with the Transportation Improvement Plan (TIP) process and the Regional Transportation Plan (RTP) or Vision 2040 as managed by the Puget Sound Regional Council (PSRC) and the Kitsap Regional Coordinating Council (KRCC).

The following recommendations are a starting point for the Kitsap Transit planning process. Additional recommendations are likely in future amendments as the process matures. Service change amendments will be brought to the Board for informational purposes, including public participation.

Recommendations as of April 2016

- ✓ Amendments to the LRTP using the annual TDP update, for transit service needs, and in conjunction with local / regional planning efforts
- ✓ Routed Service improvements first targeted towards Urban Growth Areas (UGAs) and designated Regional Centers to meet projected land use trends based upon the County and cities comprehensive plans
- ✓ Continue collaboration with city, county, Department of Defense (DOD) and regional planners
- ✓ Update Capital Projects Plan with TIP and other grant funding cycles

The next scheduled amendment to the LRTP is planned for July 2016 in conjunction with the annual TDP Report update.