Jefferson Transit Authority 2025 Comprehensive Operational Analysis

Final Report

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Prepared for the Jefferson Transit Authority

By Left Turn Right Turn Ltd.

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Jefferson Transit Authority wishes to acknowledge the efforts of everyone who contributed to the preparation of this Comprehensive Operational Analysis.

We are grateful to those who dedicated their time and energy into the facilitation of this study, and the preparation of the plan by providing feedback through workshops, public consultations, interviews, and surveys. This includes the entire community, including residents, community partners, Agency Staff and Administration, the JTA Board of Directors and the JTA Transit Advisory Group.

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1 Executive Summary

1.1 Study Overview

Jefferson Transit Authority (JTA) launched into the development of their Comprehensive Operational Analysis in June 2024, partnering with transit planning consultants at Left Turn Right Turn Ltd. The project progressed through five key phases, and incorporated engagement from within JTA and across Jefferson County. The table below highlights these five activities and provides a high-level summary of methodology.

Table 1: Study Summary

Task		Key Activities Completed
Task 1:	**Project Initiation**	Project launched in June 2024
Task 2:	**Discovery and Current State**	On-site discovery sprint and round one of public engagement in August and September 2024
Task 3:	**Options Analysis**	Engagement with key stakeholders and workshops with JTA staff to prepare options
Task 4:	**Options Refinement and Draft COA Report**	Finalization of options and drafting the COA Report for JTA Board approval and round two of public engagement
Task 5:	**Report Finalization**	Update and finalization of the COA Report and submission to the JTA Board for approval.

This Comprehensive Operational Analysis provides an overview of the current operations of Jefferson Transit, as well as provides recommendations for near- and medium-term improvements to routes and services, operational policies and technologies, fleets and facilities, and rider experience. Additionally, this document provides JTA with the first set of Service Guidelines which will allow the organization to better monitor and plan for service changes going forward.

1.2 Key Findings and Strategic Objectives

After reporting on the current state analysis and findings from the discovery, JTA staff and the consulting team conducted a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) assessment exercise. Generally, the organization has cultivated a positive reputation throughout

the local and regional community, earning resident satisfaction and pride while maintaining a collaborative workforce committed to organizational success. While the service provides local transit connections in the more urban communities across the county, the regional connections are core to the service, and they are supported by strong finances and reliable funding.

Despite these strengths, through analysis and discussions with staff, some weaknesses and improvement opportunities were identified. These areas for improvement include significant coverage gaps in smaller and more remote communities. Furthermore, the Dial-a-Ride paratransit service has outgrown its capacity, and the scheduling and booking system is no longer supported by the technology provider. This opens doors for opportunities to introduce new service modes, such as microtransit, that will allow the agency to be more responsive to resident needs across the county. Additionally, opportunities to streamline and reroute local and regional services can significantly improve the connectivity and reduce travel times for riders.

These improvements, however, will have to operate in the face of existing and new challenges. Most notably, several regional services are severely impacted by changes and delays to the ferry schedules and the opening of the Hood Canal Bridge. Additionally, service growth is restricted by challenges in hiring drivers as well as uncertainty in the long-term funding landscape.

Reflecting on these findings, Jefferson Transit developed six key service and organizational objectives. These are as follows:

Service Objectives:

- Services are a convenient, safe, and comfortable way to travel throughout the county.
- Services connect residents with a vibrant community, enabling access to employment, education, health, and community services.
- Services are environmentally sustainable, facilitating multi-modal travel within and beyond Jefferson County.
- Services are reliable and accessible to all, regardless of age, ability, or where they want to travel.

Organizational Objectives:

- JTA is financially responsible, providing services that are of high value to the community.
- JTA is a choice employer, enabling service growth and resilience through a capable and collaborative workforce.

1.3 Community Engagement

Significant efforts were made to engage with staff and with the public. A mix of in-person and virtual, synchronous, and asynchronous activities were leveraged to engage as diverse a group of people as possible. The open house featured in-person engagement with information boards, interactive posters, and refreshments. A kids' station was available to encourage parents with young children to participate. Attendance at the engagement events was lower than expected, but the quality of engagement was strong.

The findings from the engagement activities provided perspectives from a diverse set of the community on their current use of JTA services and priorities for the future. While engagement on public transit tends to skew towards transit users, we were able to hear from a significant number of residents who do not consider themselves to be transit riders. Figure 1 highlights some of the demographics from individuals who responded to the public engagement survey.

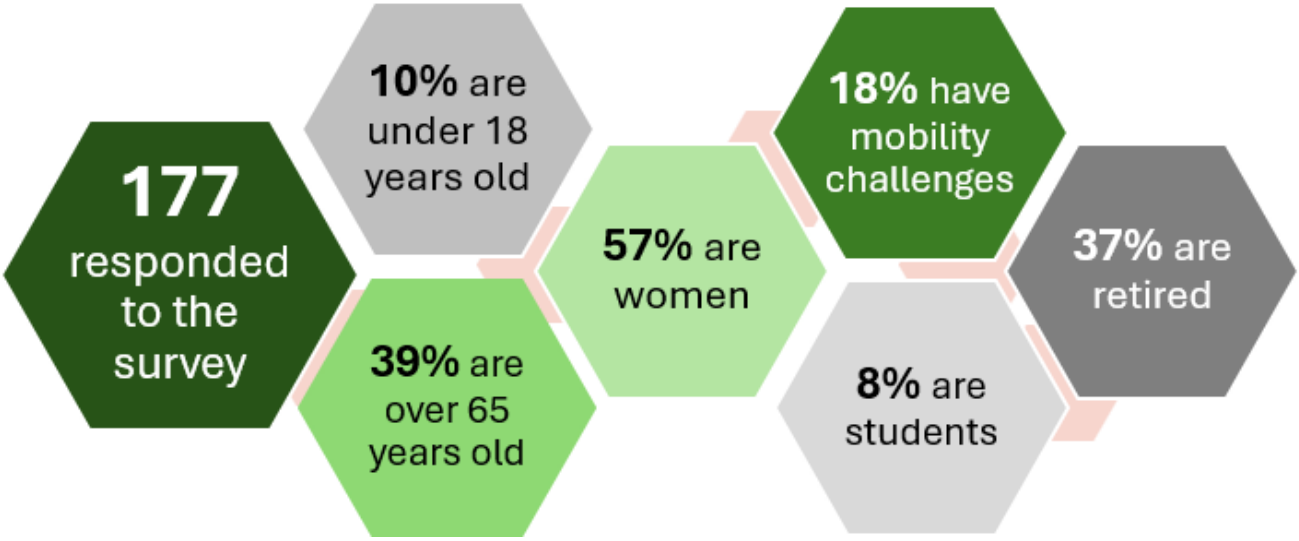

Figure 1: Snapshot of Demographics from Survey Respondents in the First Round

There is a high degree of satisfaction and pride related to JTA services. People are happy that JTA is zero-fare and appreciate that many JTA routes connect with neighboring counties and ferries, enabling further connections to Seattle, for example. While riders were less satisfied with the coverage of transit services and long wait and travel times, this represents both a challenge of providing transit in smaller and more remote areas as well as an opportunity to explore improvements where possible. Increased frequency was a desire communicated by many engagement participants and highlighted as a means of making transit more convenient and attractive for people not currently using transit. For some people who live in areas where transit

does not currently run or runs infrequently, however, they felt that having a base amount of coverage across the county before increasing frequencies would be more equitable.

Overall, the public is supportive of JTA and wants to see an expansion of service and increase in ridership. There are a lot of ideas for how JTA can grow, and these will be considered further in the COA process.

Once draft recommendations were developed, a second round of engagement was conducted to elicit feedback on the draft COA report. Engagement activities heavily relied on meeting the community where they are and included numerous pop-ups at various locations across the county, engagement on-board JTA routes, and another online survey. Over 300 touchpoints were achieved through all activities. The sentiment of the public was consistent with the first round of engagement: people were appreciative of the service and wanted to see even more service. The public generally supported most recommendations, which were subsequently refined based on community feedback.

1.4 Recommendations

The recommendations included in this COA seek to address JTA's overarching goals and were built following a methodological process and framework that integrates multiple inputs:

- **Current State Assessment**: analyzing existing conditions, including demographics, infrastructure, service performance, and market analysis as presented in Section 2.
- **Stakeholder Input**: incorporating feedback from JTA staff, riders, and the broader community as outlined in Section 3, ensuring recommendations address actual needs and priorities.
- **Strategic Alignment**: ensuring all recommendations support JTA's strategic objectives identified in the SWOC assessment and other workshops.
- **Resource Considerations**: balancing service enhancements with available resources to ensure recommendations are financially responsible and implementable.

The framework of our recommendations is built upon two fundamental components:

- **Service Guidelines** (Section 5): these guidelines establish clear, measurable standards for transit service performance across various dimensions, including coverage, frequency, passenger loading, and directness. They are directly informed by the strategic objectives

identified in Section 4.2, ensuring that all subsequent recommendations align with JTA's core mission and values.

- **Route Profiles** (Section 6): these profiles provide a systematic evaluation of each existing route against the established service guidelines. By analyzing current performance metrics, these profiles identify specific strengths and weaknesses in the existing network, creating a concrete foundation for targeted improvements.

The specific recommendations address various aspects of JTA's services, encompassing adjustments or improvements in network and services, operations and planning, technology and facilities, and rider experience. Each recommendation is grounded in the overarching framework established here, addressing the gaps and opportunities identified through our analysis while remaining consistent with JTA's strategic objectives and the service guidelines outlined in Section 5. The following table provides a summary of the key service recommendations within Section 0 of this report.

Table 2: Summary of Service Recommendations

Recommendation	Description
Fixed Route Recommendations	
New Route 23	Combine the routing of existing Route 2 and Route 3.
Extension of Route 4	Extend Route 4 east and provide service to Kearney Street and 19th Street.
Increase frequency of Route 11	Leverage short runtime and operate Route 11 (counterclockwise only) every 20 minutes.
New Route 5 – Tri-Area Local Loop	Establish a local route within the Tri-Area operating at 30-minute intervals.
New Route 6 – New Tri-Area Express	Introduce Tri-Area Express route to connect with Port Townsend during gaps in service.
Establish a Tri-Area Transit Hub	Develop a Tri-Area Transit Hub at the Jefferson County Library District branch at the corner of Cedar Avenue and Ness' Corner Road in Port-Hadlock-Irondale
Explore Opportunities fora Regional Transit Hub	Explore developing a regional transit hub at the Olympic Peninsula Gateway Visitor Center. Re-

Recommendation	Description
	routing Route 1 and Route 7 would be required to provide additional connectivity.
Connect Regional Routes into Tri-Area Transit Hub	Adjust the routing of all four regional routes to connect to the newly established Tri-Area Transit Hub.
Increase Service to South County	Add a midday roundtrip to/from Brinnon on weekdays.
Dial-a-Ride Recommendations	
Enforce conditional eligibility	If DAR riders can and do use the fixed route for some trips, this will reduce strain on DAR capacity.
Add DAR capacity when necessary	In the medium-to-long-term, if enforcing conditional eligibility does not curb DAR capacity concerns, more DAR capacity will be required.
Continue to align DAR coverage with fixed route network	If and when the fixed route network changes or expands, DAR coverage will need to similarly change or expand, in line with the ADA.
Make JTA's fixed route service as accessible as possible. This includes strategies like offering travel training.	Having an accessible fixed route system will make it easier for all riders to use and make it more feasible for DAR riders with conditional eligibility. Travel training will also support this.
Make stops more accessible and document accessibility features	Stops that are accessible and have comfortable places to wait (e.g., shelters and benches) are particularly beneficial for older riders and riders with disabilities.
Advocate for accessible paths and good sidewalk connectivity	While paths and sidewalks are not part of JTA's mandate, advocating for good sidewalk connectivity can increase access to public transit.
Replace paratransit scheduling software	The current paratransit scheduling software needs replacement. An updated paratransit scheduling software may provide a better user experience for JTA staff and riders.

Recommendation	Description
Microtransit Service Recommendations	
Pilot a home-to-hub microtransit service within Cape George and the Cook Avenue area	Introducing a pilot home-to-hub microtransit service within Cape George and Cook Avenue area will improve transit access and allow residents to seamlessly connect to the JTA network at Haines Place.
Explore other areas in Jefferson County to expand microtransit service	Service coverage is limited beyond the Tri-Area and Port Ludlow. Explore microtransit solutions in areas with little to no existing transit such as Kala Point, Port Ludlow, Paradise Bay, and Marrowstone Island.
Procure microtransit scheduling software	A microtransit scheduling software is required to implement service within Jefferson County.
Supporting Transportation Services	
Continue to support Rideshare to provide options for carpooling commuters	Rideshare was relaunched in the Winter of 2025 after being shuttered in 2020. Continuing to support the service after relaunch will be useful in generating and maintaining ridership.
Coordinate with partner organizations and evaluate the effectiveness of potential employer shuttles	Explore opportunities to implement employer shuttles in Jefferson County. Key employers like the Jefferson County Paper Corporation would be ideal partners.

Additional recommendations address operational technologies, policies, facilities, fleet, and rider experience. These recommendations include implementing new vehicle tracking technologies to support operations and provide real-time location and arrival predictions for riders, conducting periodic travel surveys and investing in Automatic Passenger Counters to improve organizational understanding of where riders are travelling, and introducing travel training to improve outreach to new transit riders and improve the rider experience.

All these recommendations are presented in an implementation roadmap to assist JTA staff in preparing for and implementing the appropriate projects effectively.

2 Existing Conditions

2.1 Jefferson County Overview

Jefferson County is situated on the Olympic Peninsula in Western Washington. The county is bounded by the Pacific Ocean to the west, Clallam County, and the Juan du Fuca Straight to the north, the Puget Sound and Hood Canal to the east, and by Grays Harbor and Mason Counties to the south. Jefferson County spans across the Olympic Peninsula, with population centers on both the western and eastern coasts. The middle of the peninsula is largely uninhabited due to the rugged terrain and high peaks of the Olympic Mountains. The mountains and the Olympic National Park bisect the county, creating a natural barrier to mobility between the populated coastal areas. Travel between the areas requires traversing through either Clallam County to the north or Grays Harbor and Mason Counties to the south. Jefferson County covers some 1,803.7 square miles – a diverse range of territory, from high alpine glaciers and coastal lowlands to farmlands and temperate forests. Jefferson County's location within the state of Washington and neighboring counties is highlighted in the map below.

Figure 2: Jefferson County and Neighboring Counties in Washington

2.1.1 Demographics

In 2022, the population of Jefferson County was estimated to be 33,589 residents living in 15,589 total households. The county has seen steady population growth since the 1970s, it is currently the 27th most populous county in the state of Washington. As of 2022, the median household income in Jefferson County was $64,796 – roughly 30% below the state average. The percentage of residents in the county experiencing poverty is also higher than the Washington average at 13.8%. Jefferson County also has a comparatively high median age at 59.4 years and therefore a lower employment rate. 38.6% of Jefferson County residents are aged 65 or older, more than double the state average. The population pyramid for Jefferson County can be found in Figure 3.

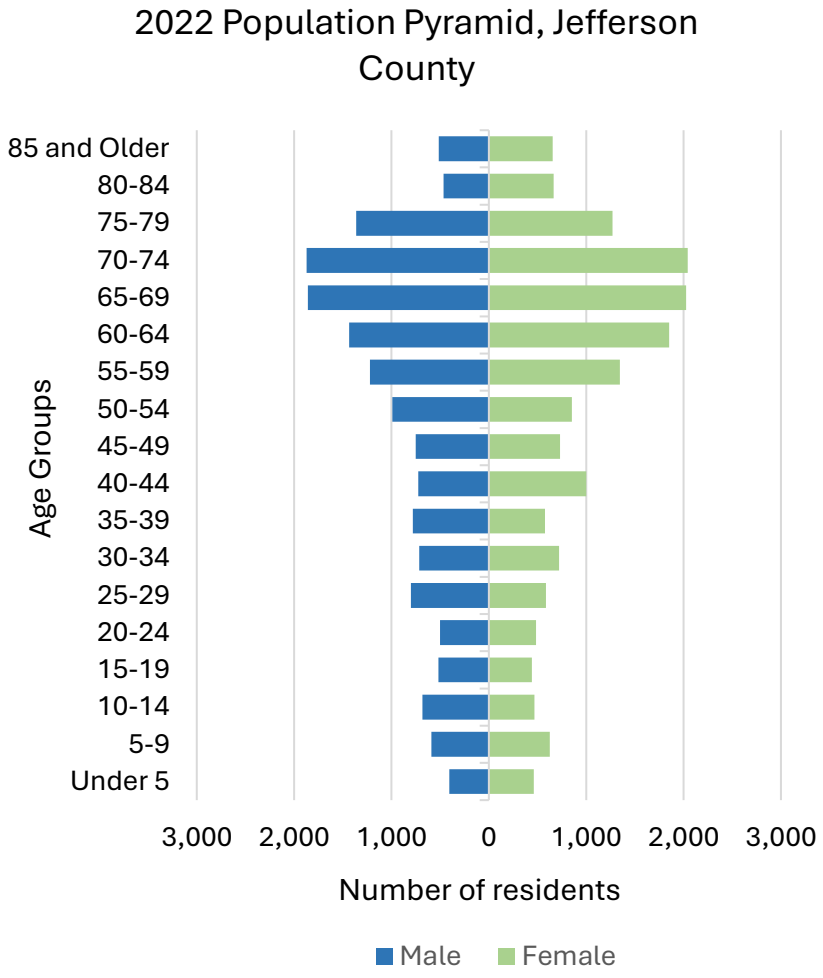

Figure 3: Population Pyramid Describing the Age Breakdown of Jefferson County Residents

The largest city and seat of Jefferson County is Port Townsend, with an estimated population of 10,611 in 2024. Other population centers include the Tri-Area (Port Hadlock, Irondale, and Chimacum), Discovery Bay, Port Ludlow, Brinnon, Marrowstone Island, and Quilcene. The eastern side of the county can be described as low-density suburban to rural with population centers in small towns and cities. On the more rural western side of the county, the Hoh Indian Reservation, Quinault Reservation, and towns of Oil City, Queets, and Clearwater account for most of the population. Travelling between the two populated portions of Jefferson County is a significant journey through rural areas, driving from Port Townsend to the Hoh Indian Reservation, for instance, takes nearly three hours through Clallam County. The distance and topography divide the county into two distinct halves.

This trend is exemplified by Figures 3 and 4, which highlight population density through the number of inhabitants per square mile across Jefferson County.

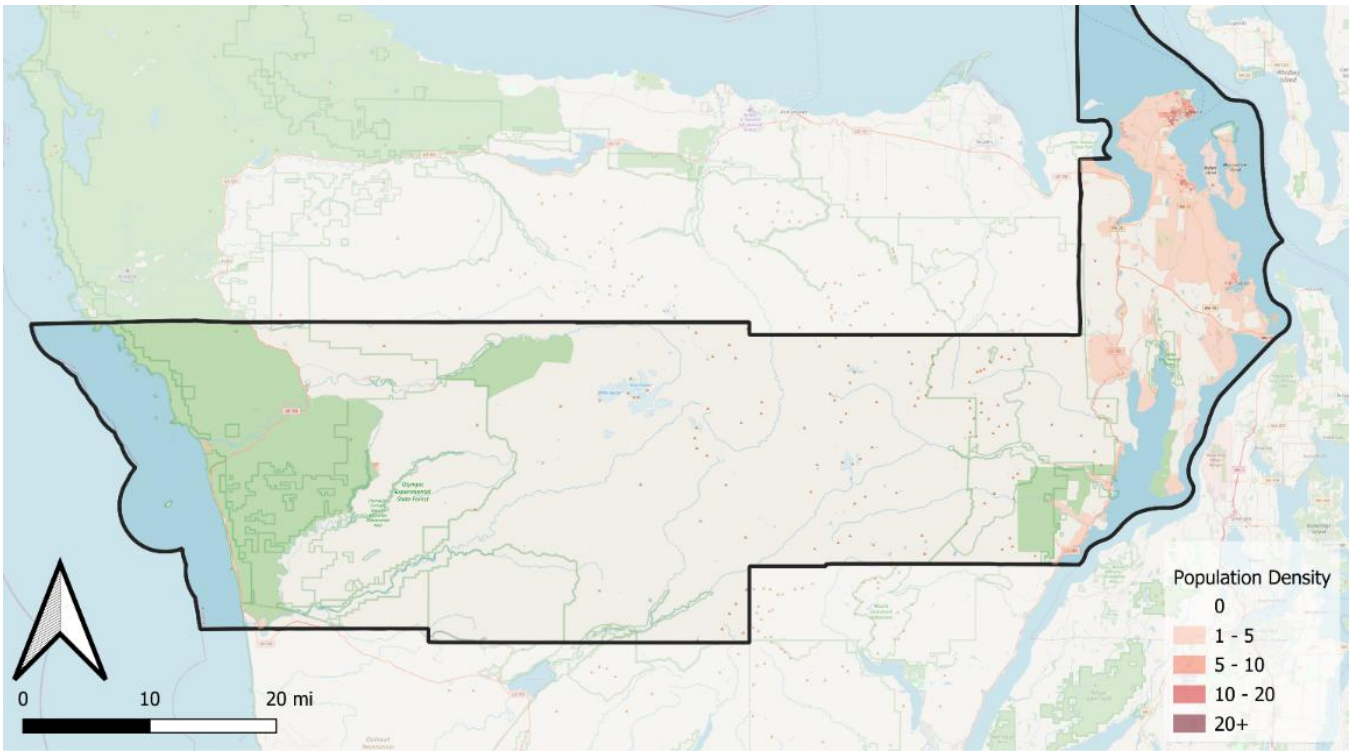

Figure 4: Population Density (Residents per Square Mile) in Jefferson County

Within Port Townsend, the primary node of higher population density can be found in the historic downtown and uptown areas to the northeast of Kah Tai Lagoon and south of Fort Worden Historical State Park. This area has relatively high population density and commercial, institutional, and employment land uses. Another important node within Port Townsend is located on the hill to the west of Kah Tai Lagoon between Hastings Avenue and Sims Way. This area also

has relatively high population density and is home to the Jefferson Healthcare Medical Center and various commercial land uses, particularly along Sims Way. These two nodes constitute the majority of the population in Port Townsend, with relatively even population density in areas to the west and southwest.

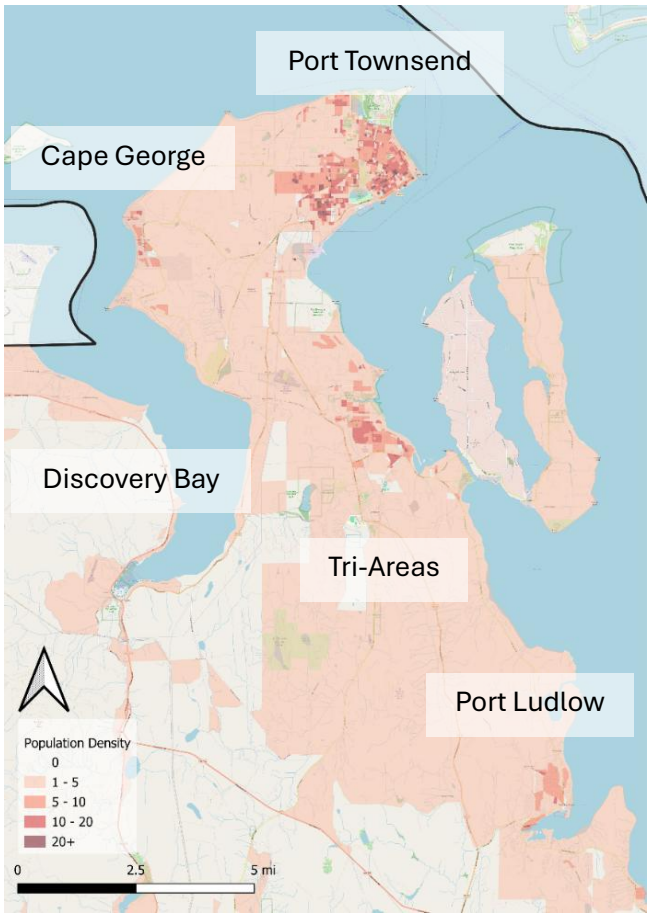

Figure 5: Population Density (Residents per Square Mile) in Eastern Jefferson County

In the Tri-Area, the highest population density can be found along Irondale Road. Commercial land use in the community is focused at the corner of Ness' Corner Road and Chimacum Road. Institutions like the Jefferson County Library and Chimacum High School are located on Ness' Corner Road and Rhody Drive. In Port Ludlow, the population is distributed relatively evenly in the residential areas on the hills to the west of Oak Bay and the Hood Canal. Commercial and Institutional land uses in Port Ludlow are centered along Oak Bay Road and Paradise Bay Road. Throughout the remainder of the eastern part of Jefferson County, population density is relatively evenly distributed, with small population centers and other land uses dotting the rural landscape.

2.1.2 Transportation and Infrastructure

The primary transportation corridors in Jefferson County include Washington State Routes 19, 20, and 104, and US 101. These roads are the main arteries for the transport of people and goods within Jefferson County and for movement to destinations elsewhere in the region. The routes and their connections are described briefly in the bullets below:

- Washington State Route 19 connects to Route 20 south of Port Townsend, continuing southeast through the Tri-Area and connecting with Route 104 west of the Hood Canal floating bridge.
- Washington State Route 20 enters Jefferson County through a Washington State ferry connection with Fort Casey on Whidbey Island across the Puget Sound. Arriving in Port Townsend, Route 20 runs southwest where it intersects with Route 19 and continues south toward a connection with US Route 101 east of Discovery Bay.
- Washington State Route 104 enters Jefferson County via the Hood Canal Floating Bridge, with further connections to Kingston in Kitsap County and Edmonds via a ferry across the Puget Sound. On the Jefferson County side, Route 104 connects with Route 19 south of Port Ludlow and continues west where it terminates at an intersection with US Route 101 south of Discovery Bay.
- US Route 101 enters the east side of Jefferson County south of Brinnon. Within the county, it runs mostly north to south connecting to Quilcene and Discovery Bay. After leaving the county west of Gardiner, Route 101 continues to Port Angeles and Forks in Clallam County. The route then re-enters Jefferson County on the west side of the Olympic Mountains, where it connects rural communities as it continues south into Grays Harbor County.

While these roads provide robust and reliable infrastructure for transportation throughout Jefferson County, travel from Jefferson County to key destinations including Tacoma, Olympia, and Seattle requires travelers to take Route 104 and the Hood Canal Floating Bridge. The bridge is a chokepoint for entering or exiting Jefferson County, its drawbridge opens regularly creating traffic issues and mobility barriers on the only road connecting the county with populated areas to the southeast. Without disruption, the total travel time from Port Townsend to Seattle is about 2.5 hours by private vehicle or 2.25 hours with a ferry connection. If the Hood Canal Floating Bridge is open to marine traffic, travelers can wait up to an hour, which can lead to further delays if the initial disruption causes travelers to miss a ferry connection. This bridge therefore serves as a vital connection between Jefferson County and regional nodes and as a source of disruption and headache, as it is a key route for many out-of-county trips.

Travel disruptions into and out of Jefferson County can also occur because of cancelled or delayed ferry services. During inclement weather and storms, ferry services are commonly suspended for the safety of passengers and crew. However, ferries can be delayed even on days with pleasant weather, causing cascading delays to travelers into and out of Jefferson County. To

accommodate riders through ferry delays from Edmonds and Seattle, JTA will sometimes hold the Kingston Express at the ferry terminal.

2.2 Jefferson Transit Context

The Jefferson Transit Authority (JTA or Jefferson Transit) is the official public transit agency providing transit services to residents and visitors across Jefferson County in Northwestern Washington. Jefferson Transit was established in 1980 and began operations in May of 1981. Since its construction in 2015, Jefferson Transit has been based out of the Four Corners Facility in Port Townsend.

2.2.1 Governance

JTA is formally classified as a public transportation benefit area authorized under the Revised Code of Washington's Title 36 which determines the roles and responsibilities of counties within the state. Within Title 36, Chapter 57A establishes the powers and duties of the organization as a public transportation benefit area. JTA is governed by a Board of Directors consisting of seven voting members and one non-voting member. The Board is comprised of representatives from the following organizations:

- Three elected Jefferson County Commissioners,
- Two elected appointees from the City of Port Townsend Council,
- One elected school district representative,
- One elected representative from a local school, port, public utility district, or hospital district, and
- One elected non-voting labor representative from the Amalgamated Transit Union Local 587, which is the union representing Jefferson Transit employees.

In addition to the board of directors, JTA has a Transit Advisory Group (TAG) comprised of local riders who advocate for improved service, ridership growth, and work with JTA to advance the organization's goals. The TAG currently has eight members, six representing the city of Port Townsend and one representative from both Port Hadlock and Port Ludlow. TAG meetings occur once every other month and members of the public are encouraged to attend to share ideas and experiences.

At the organizational level, JTA is composed of three departments that oversee the daily delivery of service and long-term sustainability of the agency. The three departments are: maintenance,

operations, and finance. Each department is managed by a member of the leadership team, with the JTA General Manager serving as the organization's Chief Executive Officer. The leadership team includes the following roles:

- General Manager,
- Finance Manager,
- Fleet and Facilities Manager,
- Fixed Route Operations Manager,
- Mobility Operations Manager, and
- Marketing and Outreach Manager.

The following organizational chart describes the roles and reporting structure of the agency.

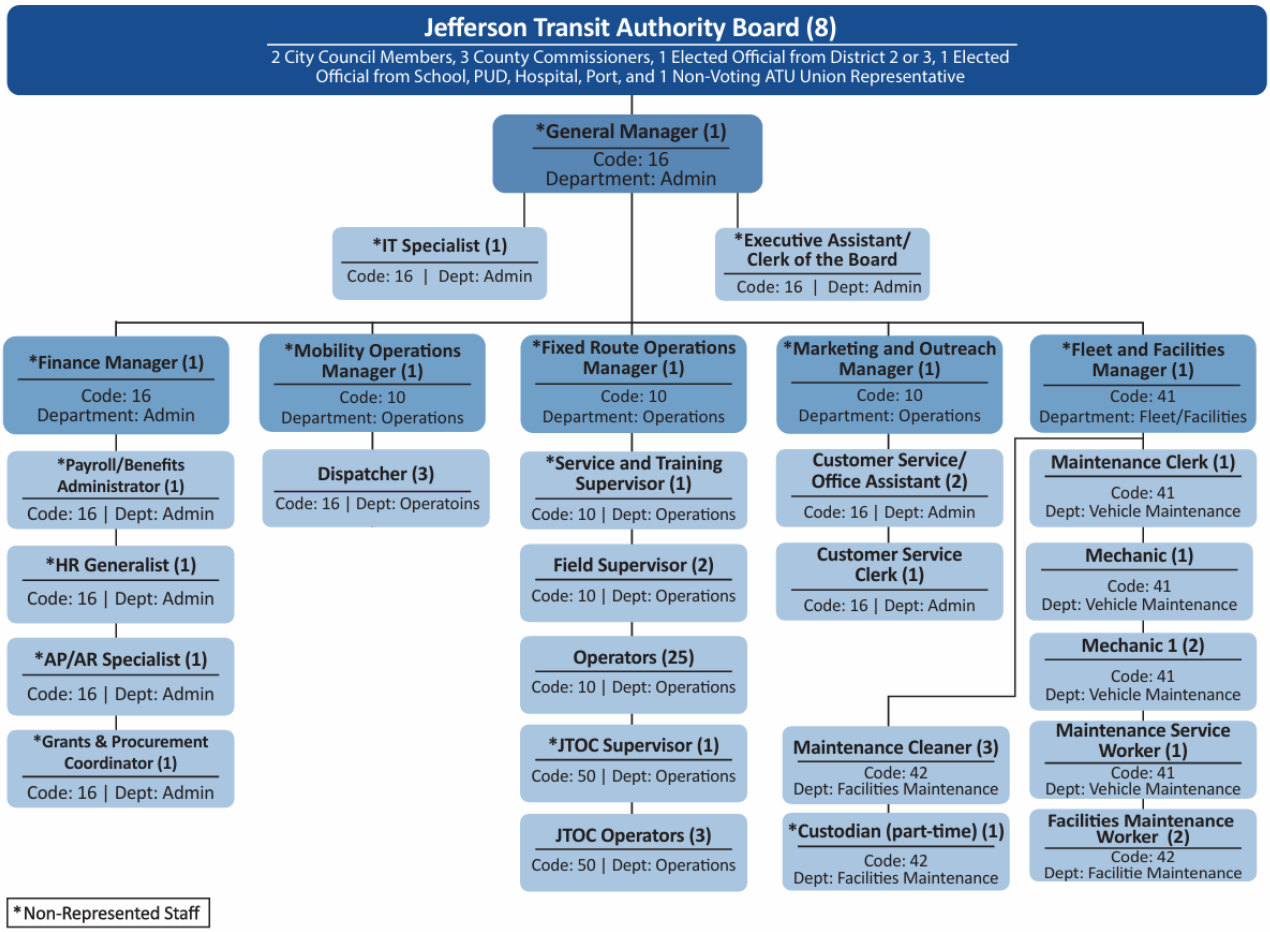

Figure 6: Organizational Chart Describing the Structure of Jefferson Transit

2.2.2 Fleet and Facilities

Jefferson Transit has three primary facilities: Four Corners, Haines Place Park and Ride, and Olympic Connection Operation Facility. Constructed in 2015, Four Corners is JTA's administrative and operating hub, it is home to most of the agency's administrative staff, dispatch, scheduling, and all maintenance activities. Four Corners also has two bus bays, a shelter for waiting

passengers, public washrooms, and protected bike parking. The facility is located about six miles southwest of downtown Port Townsend. JTA's primary transit hub is the Haines Place Park and Ride located approximately one mile west of downtown Port Townsend. Haines Place is equipped with four bus bays, a large parking lot with 350 spaces, public washrooms, a weather-protected canopy, covered bike parking, and a customer service center open from 8:30 AM to 4:30 PM. Eleven of the twelve fixed route services operated by JTA originate or terminate at Haines Place, while most out-of-town routes connect to the Four Corners hub. On the other side of Jefferson County, the Olympic Connection Operation Facility in Forks is the operations and administration hub for the Jefferson Transit Olympic Connection.

Jefferson Transit operates a fleet of 55 revenue and non-revenue vehicles. Revenue service vehicles are those that carry Jefferson Transit passengers and can be broken into four types that reflect JTA's four service categories. These include fixed-route, Dial-a-Ride paratransit, Jefferson Transit Olympic Connection, and Rideshare revenue service vehicles. These account for 35 of Jefferson Transit's 55 vehicles. JTA also operates a fleet of 20 non-revenue vehicles that serve supporting operational and maintenance roles for the agency. Description of Jefferson Transit's fleet of revenue vehicles can be found below.

- Fixed route revenue service vehicles:
    - 6x 35' Gillig low-floor diesel buses, ranging in age from 2011 to 2020
    - 5x 29' Gillig low-floor diesel buses, ranging in age from 2011 to 2022
    - 1x 35' Ford F550 cutaway diesel bus, from 2013
    - 1x 35' Gillig low-floor electric bus, from 2023
    - 1x 35' Gillig low-floor electric bus, from 2025
- Dial-a-Ride paratransit revenue service vehicles:
    - 4 Dodge Caravan SXT vans, from 2013
    - 4 Ford E450 cutaway diesel buses, ranging in age from 2019 to 2023
- Jefferson Transit Olympic Connection revenue service vehicles:
    - 4 Ford F550 cutaway diesel buses, ranging in age from 2017 to 2023
- Rideshare revenue service vehicles:
    - 5 Dodge Caravans, ranging in age from 2009 to 2013
    - 2 Chevrolet Express G3500 vans, from 2018

JTA has plans to add an additional maintenance bay and facilities maintenance building at the Four Corners Hub, further invest in electric vehicle infrastructure, procure fifteen replacement and expansion vehicles by 2030, and initiate a comprehensive upgrade to the Haines Place Park and Ride. These investments in fleet and facilities will support the reduction of greenhouse gas emissions while enabling further growth in JTA services. The current state of JTA services can be found in the section below.

2.3 Service Summary

Jefferson Transit operates three core types of service: Fixed Route, Dial-a-Ride, and Rideshare. These services are described in the following sections.

2.3.1 Fixed Route Services

JTA services allow residents and visitors to travel to key destinations within the county and offer connections to several transit agencies in neighboring counties. JTA services connect to communities including Port Townsend, Port Hadlock, Irondale, Chimacum, Port Ludlow, Quilcene, Brinnon, and several other rural communities. Out of the county, Jefferson Transit services connect to Forks and Sequim in Clallam County, Amanda Park in Grays Harbor County, Triton Cove in Mason County, and Poulsbo and Kingston in Kitsap County. These connections enable Jefferson Transit users to travel to destinations in Port Angeles, Bremerton, and Seattle with convenient transit connections. There remain destinations within Jefferson County that are underserved by JTA. Identification and evaluation of transit demand in these areas will be a key output of the comprehensive operations analysis going forward.

Fixed-route conventional services operated by JTA can be categorized into four groups:

- **Port Townsend service**: Primarily serving Port Townsend, these routes include 2, 3, 4, 11A, and 11B.
- **Tri-Area service**: Connecting the Tri-Area (Port Hadlock, Irondale, and Chimacum) to Port Townsend via Haines Place and Four Corners. These routes include the 6A and 6B.
- **Regional connection service**: Out-of-town services that connect Port Townsend with Jefferson County communities, rural areas, and population centers in other counties. Regional connection services include Routes 1, 7, 8, and 14.
- **The Jefferson Transit Olympic Connection** (JTOC) is a separate out-of-town service that is completely segmented from the remainder of the fixed route service area. It connects rural communities on the western side of Jefferson County. While JTOC is a scheduled route, it

does operate as a life-line deviated service. Riders requesting deviated service, within three-quarters of a mile from the fixed route, must call dispatch in advance to secure a ride.

As of October 2024, JTA services run from 5:15 AM to 8:30 PM Monday through Friday, with services spanning 6:30 AM to 8:30 PM on Saturdays. Jefferson Transit does not provide services on Sundays. Service frequencies range between the different routes and categories. On some routes, frequencies can be every 30 minutes at peak times, while others, particularly regional routes, are operated only a few times each day. Maps of the existing fixed route network are provided in Figure 7 and Figure 8.

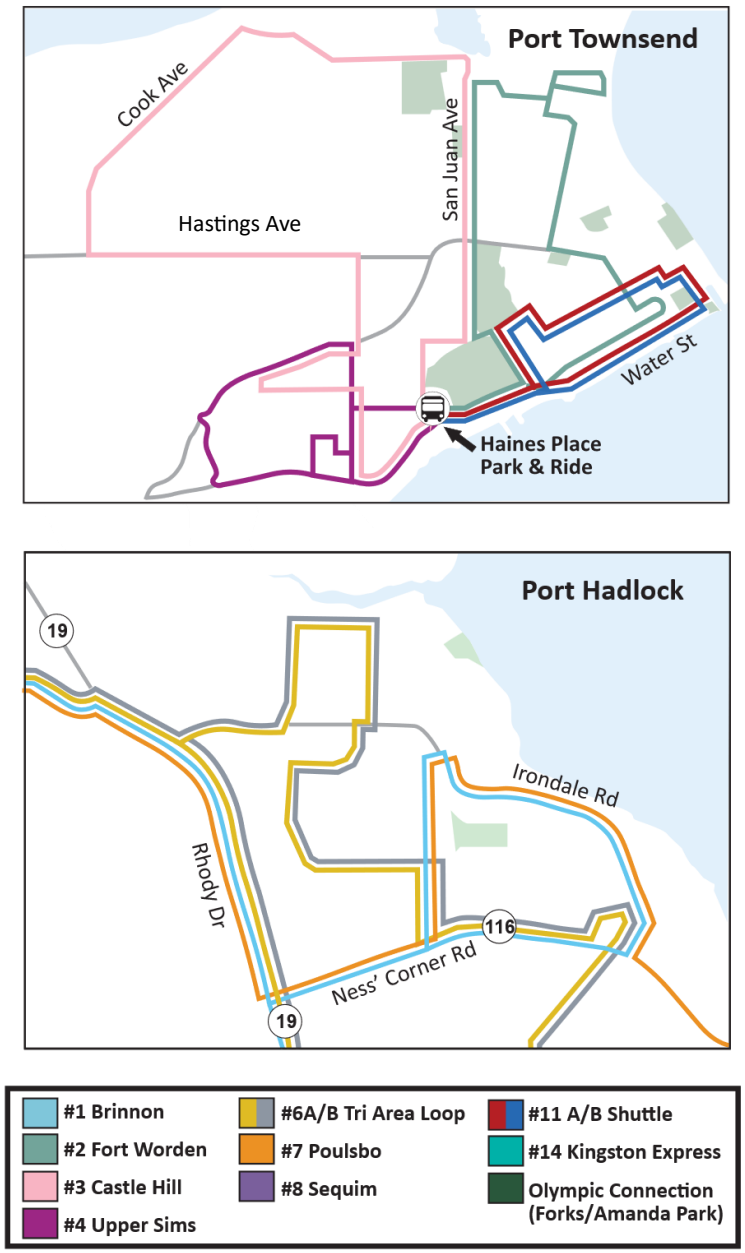

Figure 7: Port Townsend and Tri-Area Services (Source: JTA)

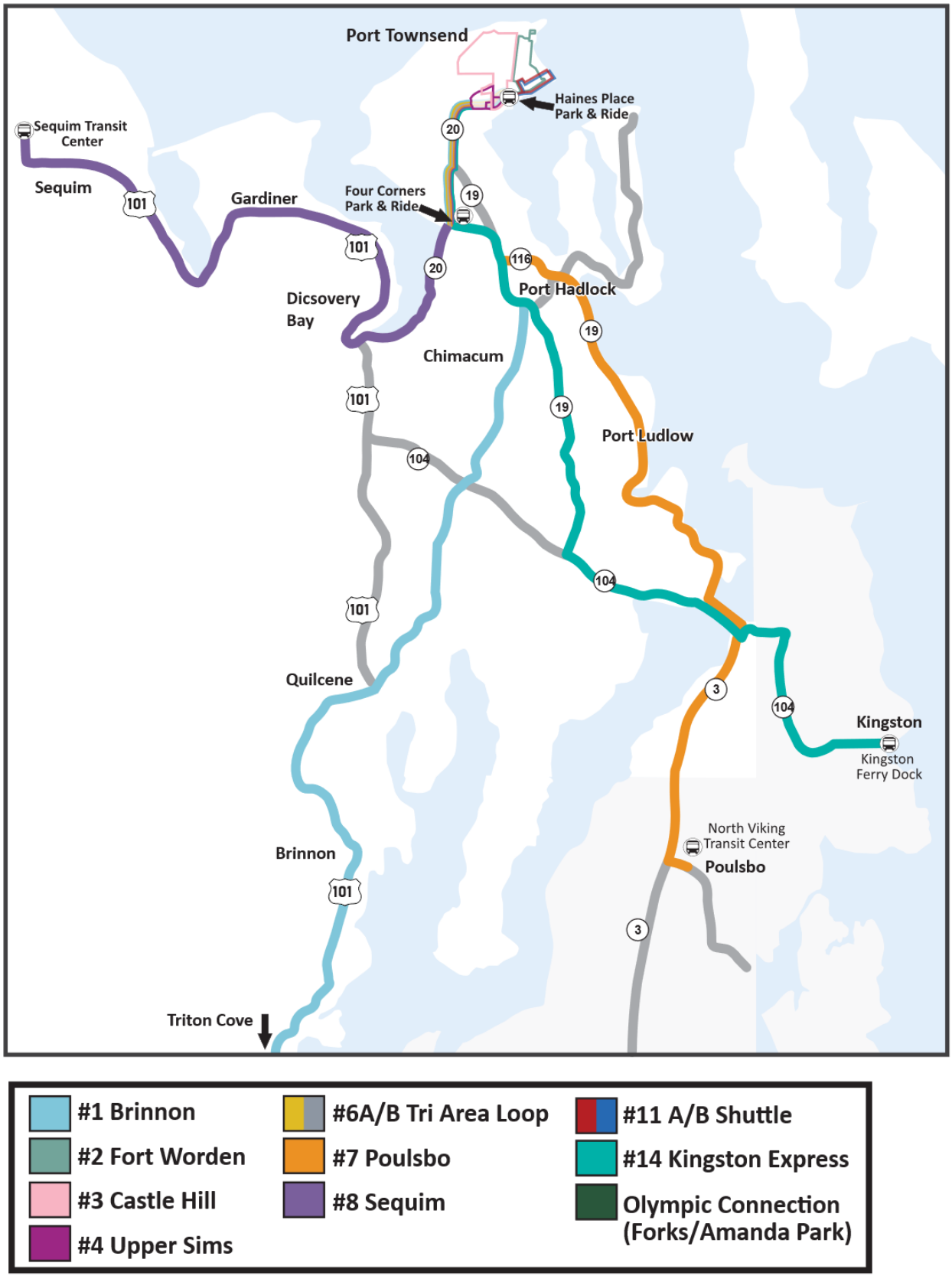

Figure 8: JTA Regional Connection Routes (Source: JTA)

2.3.2 Dial-a-Ride Paratransit Service

In addition to conventional fixed-route services, JTA operates the Dial-a-Ride (DAR) paratransit service for riders with disabilities that present barriers to use of conventional transit. To access DAR services, riders will register with JTA. Once registered, they are able to call and book trips with Jefferson Transit reservationists. Bookings can be made to pick up and drop off a rider to any location in Jefferson County that is within three-quarters of a mile from a fixed route service. Trips can be booked at any time that JTA is operating fixed-route services within that service area. DAR also makes twice-a-week trips to areas of Jefferson County not currently served by fixed route services on Marrowstone Island, Kala Point, and Cape George.

2.3.3 Rideshare Service

As noted in section 2.3.1, Jefferson Transit also owns several vehicles to support a Rideshare program. In the past, Rideshare was referred to as Vanpool. The program's name was recently changed to align with the Washington State Department of Transportation (WSDOT). Rideshare programs enable groups of people and employers to use agency vehicles to commute through carpooling. Jefferson Transit's Rideshare program was shuttered in 2020 during the COVID-19 pandemic and, while reinstated, has not had significant interest. Jefferson Transit has seven Rideshare vehicles which could be used if a microtransit program was implemented.

2.4 Service Analysis

JTA ridership and performance information was analyzed to assess service performance. The analysis begins with a system-wide assessment before progressing with an increasingly granular assessment.

2.4.1 System-Wide Performance

JTA ridership has continually increased and is approaching overall ridership experienced in the years prior to the pandemic. In 2024, ridership exceeded 240,000 trips (not including DAR).

As stated in Section 2.3.1, JTA fixed routes can be grouped into four types, and their performance has varied over the years. As shown in Figure 9, the Port Townsend routes account for more than half (59%) of the overall ridership with both the Tri-Area and Regional Connector routes combining for over a third (35%) of riders. Note that while it is included in the overall ridership in Figure 9, the service provided by JTA during the Wooden Boat Festival is not illustrated.

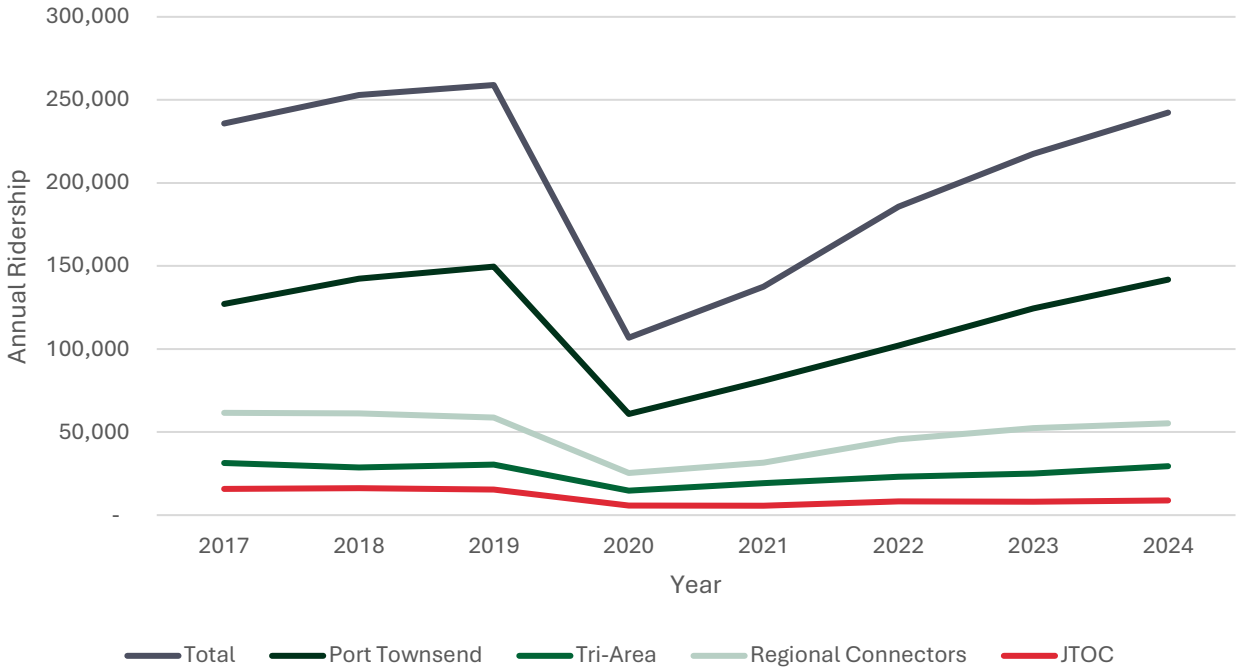

Figure 9: JTA Annual Ridership (2017-2024)

2.4.2 Routing Performance

While JTA ridership has continued to grow across the system, a deeper analysis into the route-by-route performance, as shown in Figure 10, indicates that growth has differed by route from 2023 to 2024. Growth among the Port Townsend routes is consistent with all routes experiencing between 11% and 13% growth in 2024. The two Tri-Area loop routes are experiencing an average growth of approximately 19%. There is a noticeable difference between the growth rates between the two loops. However, it only accounts for a difference of 300 riders through the first nine months of 2024. The disparity can be attributed by the fact that, other than in 2023, Route 6A has been a slightly more popular route than Route 6B and ridership in 2024 is reflecting that return to its typical pattern.

As for the regional connector routes, both the Brinnon (Route 1) and Poulsbo (Route 7) routes have experienced slight reductions in overall ridership in 2024. The Brinnon route experienced declining ridership prior to the pandemic, and the projected 2024 volume is anticipated to be similar to that of 2019. In contrast, the Poulsbo route in 2023 and 2024 is noticeably lower than 2017-2019, which indicates a revised ridership plateau. While the Sequim (Route 8) route is also experiencing a similar adjustment to a new normal with respect to its annual volume, it is still experiencing noticeable growth in 2024.

Among all routes, Kingston Express (Route 14) is showing a growth rate that is significantly higher (65%) than the rest of the system. Since the service launched during the pandemic and is only in its first year of zero-fare service, it is expected that the Kingston Express will continue to grow at a pace significantly higher than the rest of the system as the route's ridership continues to mature over the coming years.

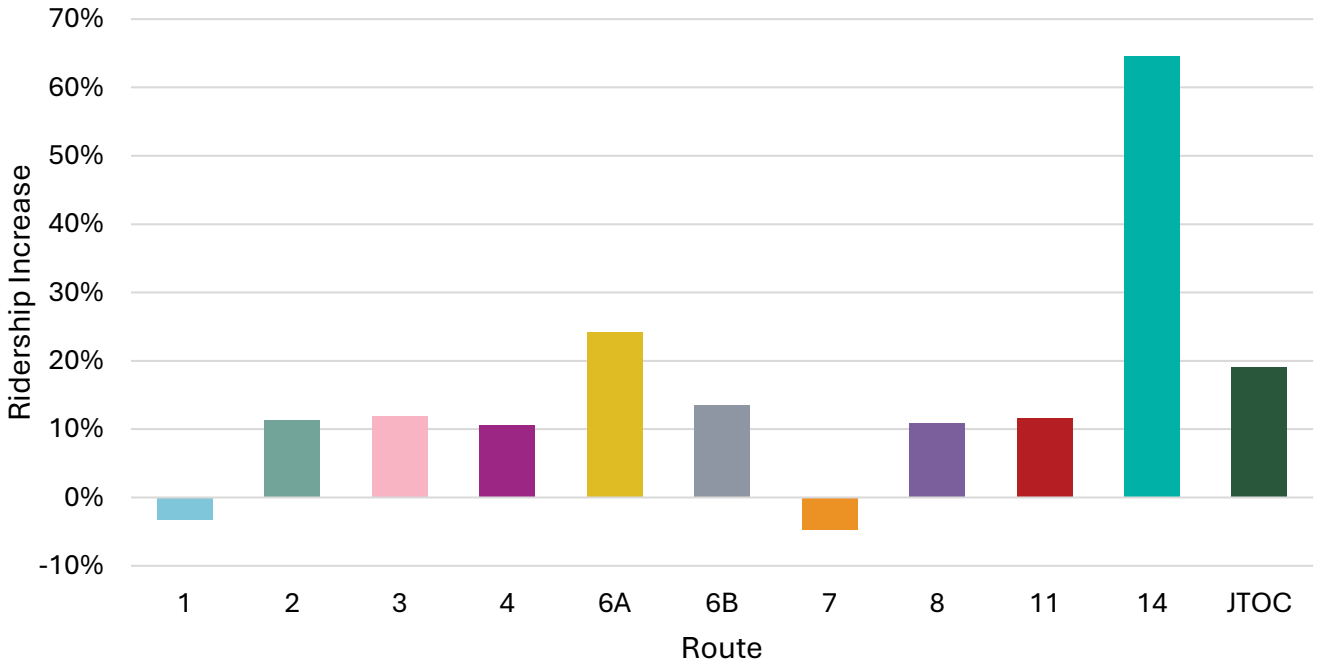

Figure 10: 2024 Ridership Growth (January to September)

Figure 11 illustrates the boardings per vehicle-hour (BpH), a key performance indicator when assessing performance, for each route by weekday and Saturday. Note that the ridership data spans from July 2023 to July 2024. Additionally, boardings per trip data was not available for the JTOC and was thus not assessed.

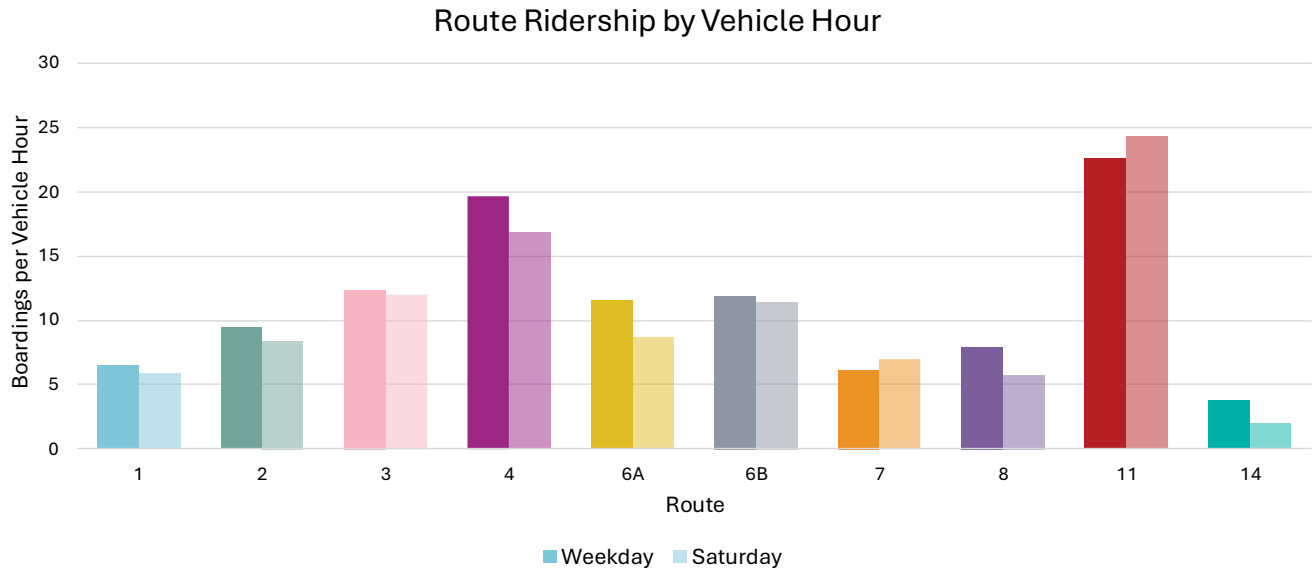

Figure 11: Boardings per Vehicle Hour (2023-2024)

The results displayed in Figure 11 highlight that the most productive routes, according to BpH, are the Upper Sims Loop (Route 4) and the Shuttle (Route 11A & 11B). Given that both routes cover significant population areas in Port Townsend and have short trip times (20-25 minutes), it is no surprise that they are the best performing routes by this metric. In contrast, all of the lower performing routes, according to BpH, are regional connector routes. Given their significantly higher trip time (70-90 minutes) compared to the Port Townsend routes, they would expect to have lower BpH.

Despite the longer trip time than Port Townsend routes, the two Tri-Area loops (Route 6A and 6B) have similar or better route productivity to Fort Worden (Route 2) and Castle Hill (Route 3). This would appear to indicate that there is noticeable demand within the Tri-Area communities to use public transit to connect locally (within the Tri-Area) and to Port Townsend. Meanwhile, both Routes 2 and 3 have noticeably lower route productivity compared to the other Port Townsend routes, which suggests that these routes are candidates for service adjustment.

While BpH can be a helpful indicator for route efficiency, in a rural context it can distort the importance of longer routes that service the less populated communities in the County as well as provide connection to neighboring transit agencies. Figure 12 illustrates two different methods of assessing the usefulness of a route. The columns (aligned with the primary axis) illustrate ridership as boardings per trip (BpT), whereas the horizontal lines (aligned with the secondary axis) represent the same BpH that were presented in Figure 11.

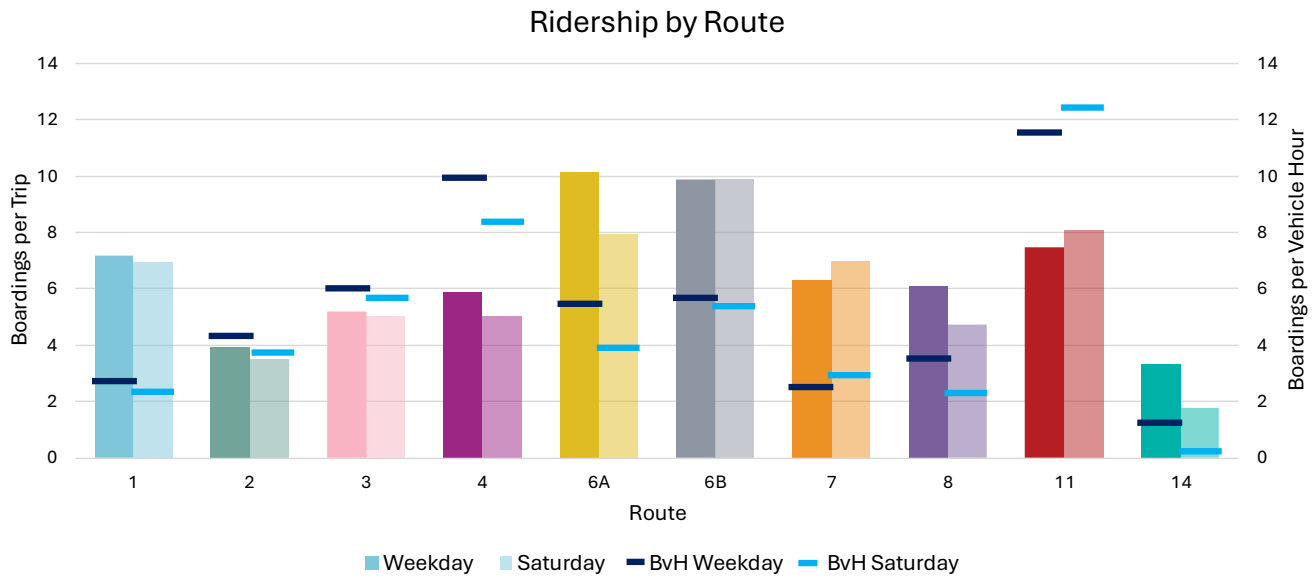

Figure 12: Comparison of Ridership Productivity and Average Ridership by Trip (2023-24)

The results in Figure 12 show that the Port Townsend routes have lower BpT compared to BpH. In contrast, all other routes have greater boardings per trip than BpH. While this is not a surprising result, it does provide an alternative perspective to assess the longer routes (non-Port Townsend) routes. For instance, the average weekday riders per trip are higher on the Tri-Area, Brinnon, Poulsbo, and Sequim routes than all Port Townsend loops apart from the Shuttle.

The Tri-Area loops are strong performers when assessed through either boarding metric, which continues to indicate the potential for increased service to this area. As for the Fort Worden route, it is not only still performing poorly as compared to the other Port Townsend routes, but when compared to most regional connectors, it is producing fewer boardings per trip.

2.4.3 Time-of-Day Analysis

Next, a temporal assessment of the existing JTA fixed route service was completed to uncover insights into how ridership on the fixed route network fluctuates throughout the day. Figure 13 and Figure 14 illustrate the boardings per service hour by time of day for weekdays and Saturdays.

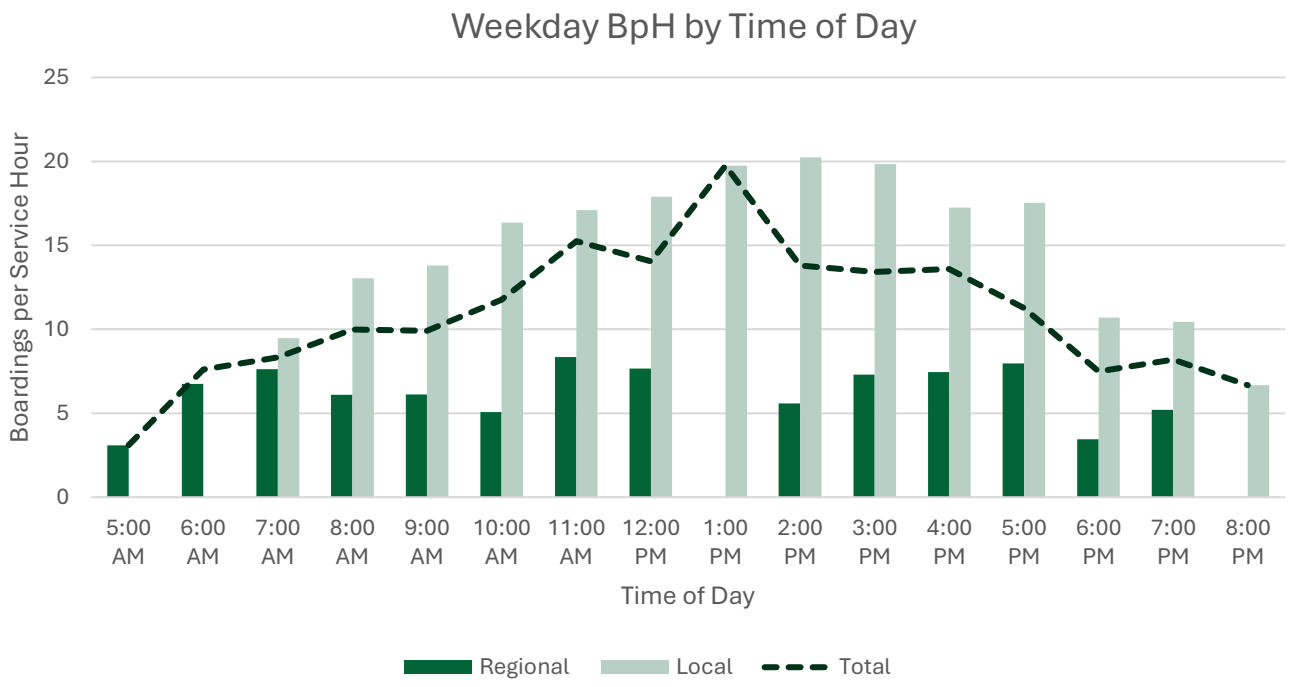

Figure 13: Boardings per Service Hour by Time of Day on Weekdays

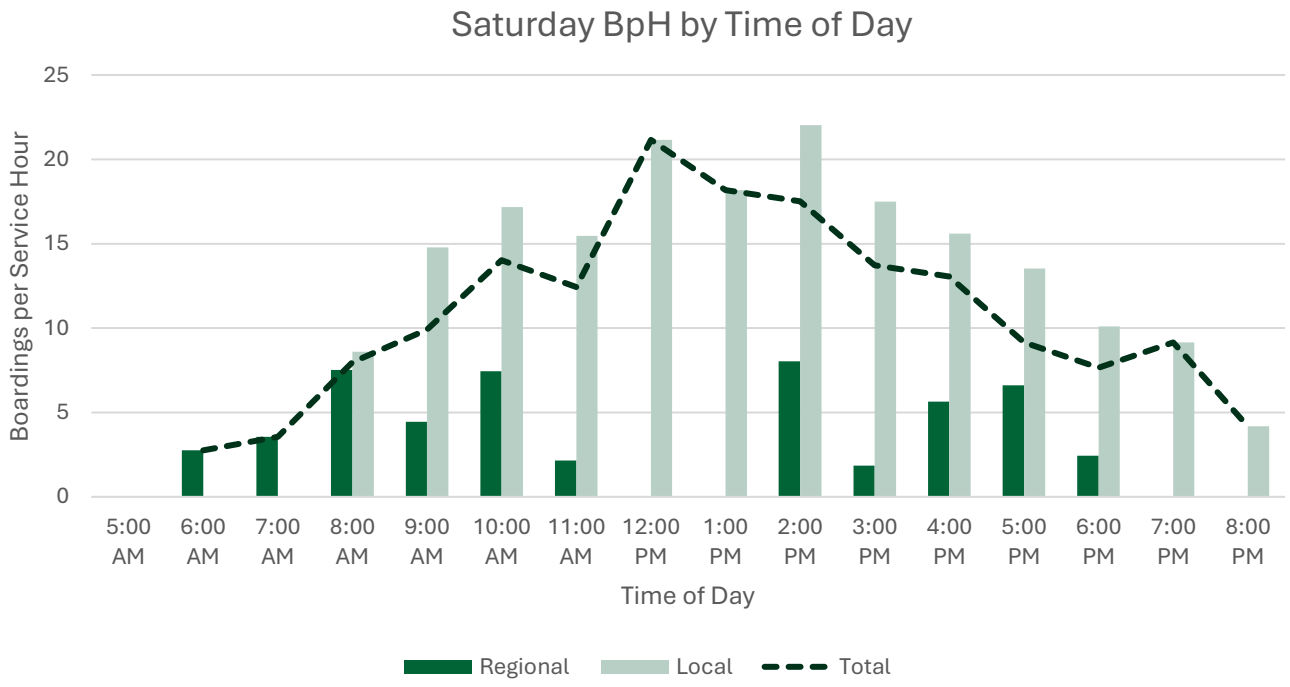

Figure 14: Boardings per Service Hour by Time of Day on Saturdays

Weekday ridership productivity peaks in the early afternoon, with local routes (including the Tri-Area Loop) averaging greater than 15 boardings per service hour between 10:00 AM and 6:00 PM. Regional route service remains relatively consistent throughout the day, typically hovering between four to eight boardings per service hour. The ridership pattern is similar for Saturday service, where ridership productivity peaks during the 2:00 PM hour, while averaging greater than 15 boardings per service hour between 10:00 AM and 5:00 PM.

2.4.4 Coverage Analysis

The coverage of the existing fixed route network was assessed to evaluate access for residents to the JTA network. The coverage area was determined by assessing the number of households within a quarter-mile walking distance from a bus stop within the County that provides service during AM and PM peak times.

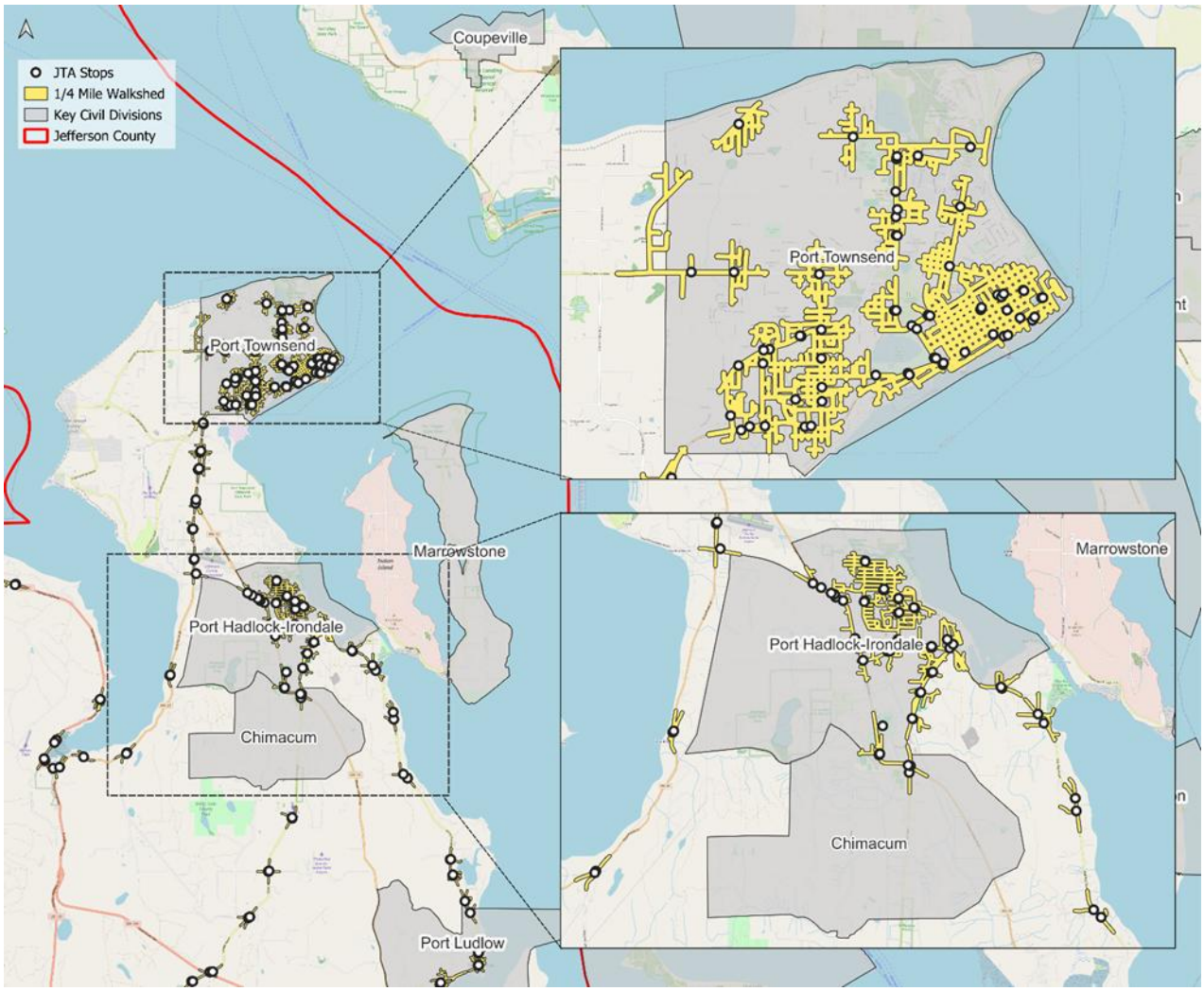

Figure 15: Coverage area of JTA Services in Port Townsend and the Tri-Area

Given the rural character of Jefferson County, it is not surprising that coverage within the County is noticeably less than 50%. As shown in Table 3, JTA provides service to 35% of the County. Beyond the bus stops in the network, JTA permits flag stops for roads along an existing route that has a speed limit of no more than 25 mph. Accounting for those stops, the coverage for the County increases to 37%. The main gaps in the service network include but are not limited to: Cape George, Bridgehaven, and Port Ludlow. As it pertains to Port Ludlow, while there is some service along Oak Bay Road with the Poulsbo route, the layout of the community is such that there is limited access within a quarter mile walk to the nearest bus stop.

As shown in Table 3 and Figure 15, coverage in Jefferson County's two largest population centers is much stronger. Coverage in Port Townsend, with and without flag stops, is the strongest in the County. The Tri-Area coverage is noticeably increased by the presence of flag stops, increasing from 53% to 62%. Identifying this distinction for the Tri-Area coverage area is important, given the likelihood that many residents are unaware of this policy.

Table 3: JTA Service Coverage

Area	Coverage	Coverage (including flag stops)
Jefferson County	35%	37%
Port Townsend	63%	64%
Tri-Area	53%	62%

2.4.5 Equity Assessment

The coverage analysis provides an opportunity to better understand access to transit for specific demographic groups. By incorporating Decennial Census and American Community Survey information provided by the U.S. Census Bureau in addition to the coverage area analysis, service coverage for the following groups was assessed:

- **Low-income households**: defined as households with an annual income under $30,000 by the 2022 American Community Survey.
- **Visible minorities:** defined as population identifying as Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, Some Other Race, or Two or More Races within the 2020 Decennial Census.

The analysis was carried out at a county-wide level as well as within Port Townsend. The demographic and socio-economic data provided by the U.S. Census did not allow for a reliable,

detailed assessment of the Tri-Area or other communities beyond Port Townsend due to misalignment of geographic boundaries.

Figure 16 shows how these two equity-deserving groups compare to the total population. From a county-wide perspective, low-income households (40%) have slightly more coverage, while visible minorities (34%) have slightly less coverage than the total population (37%).

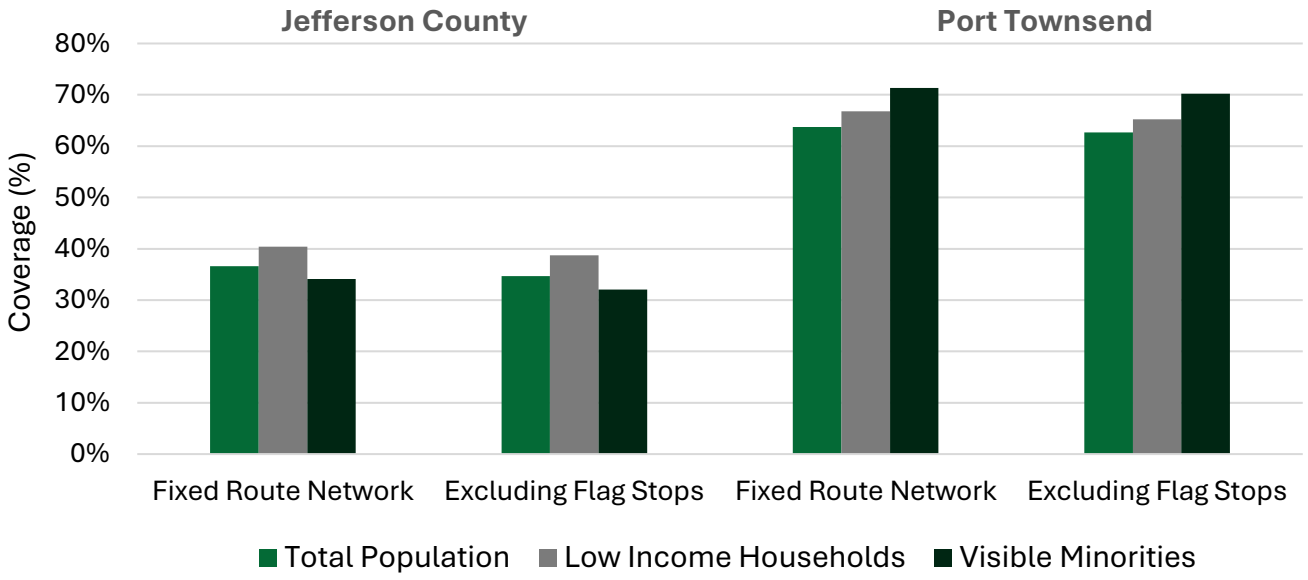

Figure 16: Coverage for Equity-Seeking Groups

Within Port Townsend, both low-income households (67%) and visible minorities (71%) have more coverage than the total population (64%). Whether at the county level or just in Port Townsend, the difference in relative coverage when excluding flag stops is minimal.

2.4.6 Dial-a-Ride Analysis

The system-wide assessment indicated considerable growth for DAR services over the past year. In contrast to other services, DAR surpasses pre-pandemic ridership in 2023 with nearly 16,000 trips and is on pace to reach just under 24,000 in 2024, which would result in a nearly 50% year-over-year increase. As shown in Figure 17, ridership has grown in each month in 2024 with considerable growth in the Spring and Summer months.

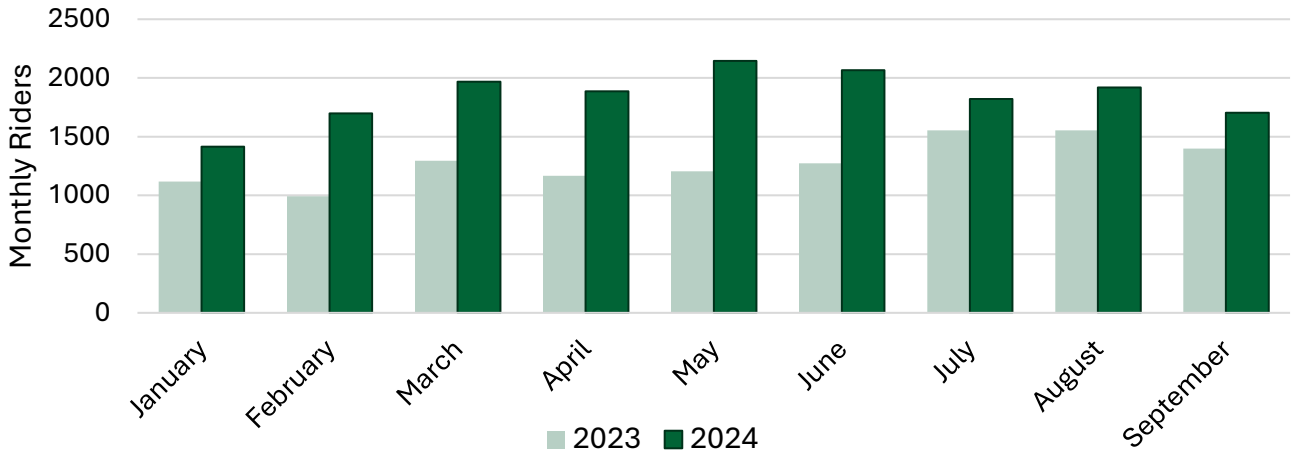

Figure 17: DAR Month-to-Month Comparison (2023-2024)

While spatial analysis was limited for DAR, a high-level origin-destination table was developed to indicate where DAR trips are starting and ending. The values in Table 4 indicate that over three-quarters (76%) of DAR trips start and end within Port Townsend. The next most common origin-destination trips (18%) are local between Port Townsend and the Tri-Area. The remaining trips (6%) are either local to the Tri-Area or connect with other communities within the DAR service area.

Table 4: Origin-Destination Distribution for DAR (2023-2024)

	Destination		
Origin	**Port Townsend**	**Tri-Area**	**Other**
Port Townsend	76%	9%	1%
Tri-Area	9%	3%	<1%
Other	1%	<1%	<1%

As noted in Section 2.3.2, the DAR service span aligns with the existing fixed route network. Therefore, the limited use of the service outside of Port Townsend and the Tri-Area, which account for 94% of trips, could be attributed in part to that.

2.5 Market Analysis

This market analysis will be used to analyze how well JTA's current fixed route network serves the eastern portion of Jefferson County and to identify gaps and opportunities for future growth. Incorporated in the market analysis are various demographic indicators, employment data, and service analyses. These are leveraged to identify near- and long-term gaps in the fixed route

service network and opportunities for service growth. The market analysis is a key input to the Comprehensive Operational Analysis, as this task seeks to overcome a lack of data describing JTA rider travel. Gaps and opportunities will be further refined through successive sections into recommendations for JTA services in the future.

2.5.1 Sociodemographic Analyses

Building off the demographic overview conducted in Section 2.1.1, this sociodemographic analysis delves into the spatial distribution of residents based on population density, age, ethnicity, and income in Jefferson County. The aim of these analyses is to understand where people, and equity-deserving groups of people, are located within Jefferson County. The results of the sociodemographic analysis can be used in connection with employment data to understand where gaps and opportunities lie for JTA services in the future.

Population Density

As introduced in Section 2.1.1, the population in Jefferson County is located predominantly in the eastern portion of the county in Port Townsend, the Tri-Area, Port Ludlow, Quilcene, Brinnon, and in rural areas between these population centers. Through mapping population density, settlement patterns can be observed and focus areas for transit service can be determined. Figure 18 highlights this indicator at the block level, providing a fine-grained spatial scale of population density in the eastern part of Jefferson County:

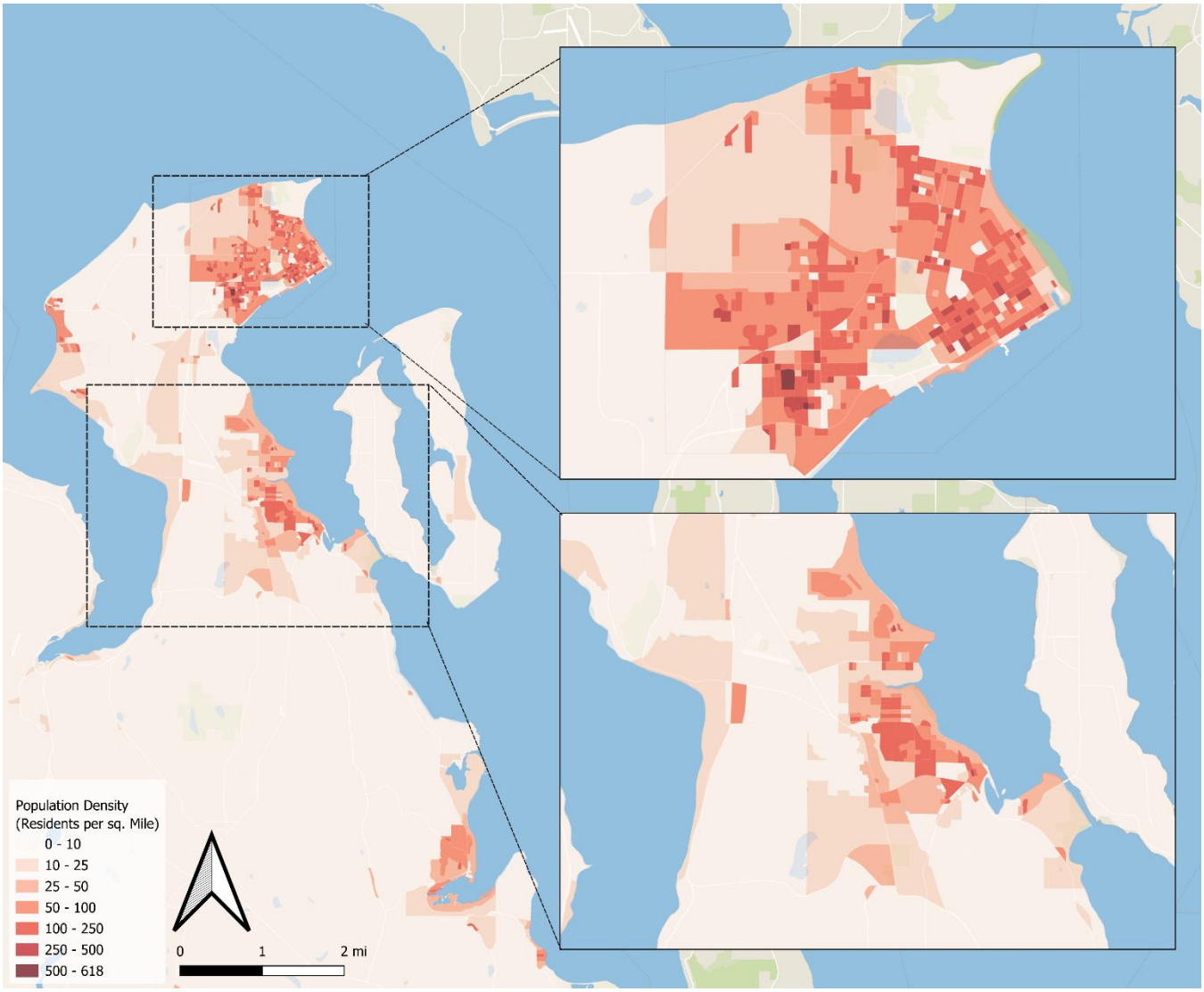

Figure 18: Population Density in Eastern Jefferson County (Source: NHGIS & 2020 Census Data)

Figure 19 on the following page highlights population density in the communities of Quilcene (left) and Brinnon (right), referred to collectively as South County. This area has a lower population density than much of eastern Jefferson County; Brinnon and Quilcene are home to around 2,000 residents. Along the shores of the Hood Canal at the southern border of Jefferson County is the small community of Triton and Triton Cove State Park. This stop serves as the southern terminus for JTA's Route 1 Brinnon service and offers a connection to Mason Transit Authority's Route 8, with service into neighboring Mason County.

Figure 19: Population Density in South County with Quilcene on the Left and Brinnon on the Right (Source: NHGIS & 2020 Census Data).

Seniors

In addition to spatial data describing population density and location, the 2020 census provides descriptive data about Jefferson County residents. Of particular interest is the population and distribution of seniors, defined as residents aged 65 and older. Areas with a high proportion of seniors tend to generate higher transit ridership per capita, as seniors tend to have lower use of private vehicle and make shorter, more frequent trips. It is also noted in Section 2.1.1 that Jefferson County, and Port Townsend in particular, has a relatively high median age and thus a higher proportion of seniors in the community. Areas with a high proportion of seniors appear across this portion of the county, including in the area surrounding Fort Worden, northeast of downtown Port Townsend, west of Haine's Place by Jefferson Healthcare, in Kala Point, along the shores of Discovery Bay, and in the south and west of Port Ludlow. It is also noteworthy that much of the Tri-Area has a relatively low proportion of seniors when compared to Port Townsend, Port

Ludlow, and Cape George. Figure 20 highlights the spatial distribution of seniors across Jefferson County at the block level. Areas of Jefferson County appearing in darker shades of purple have a higher proportion of residents aged 65 or older as of 2020.

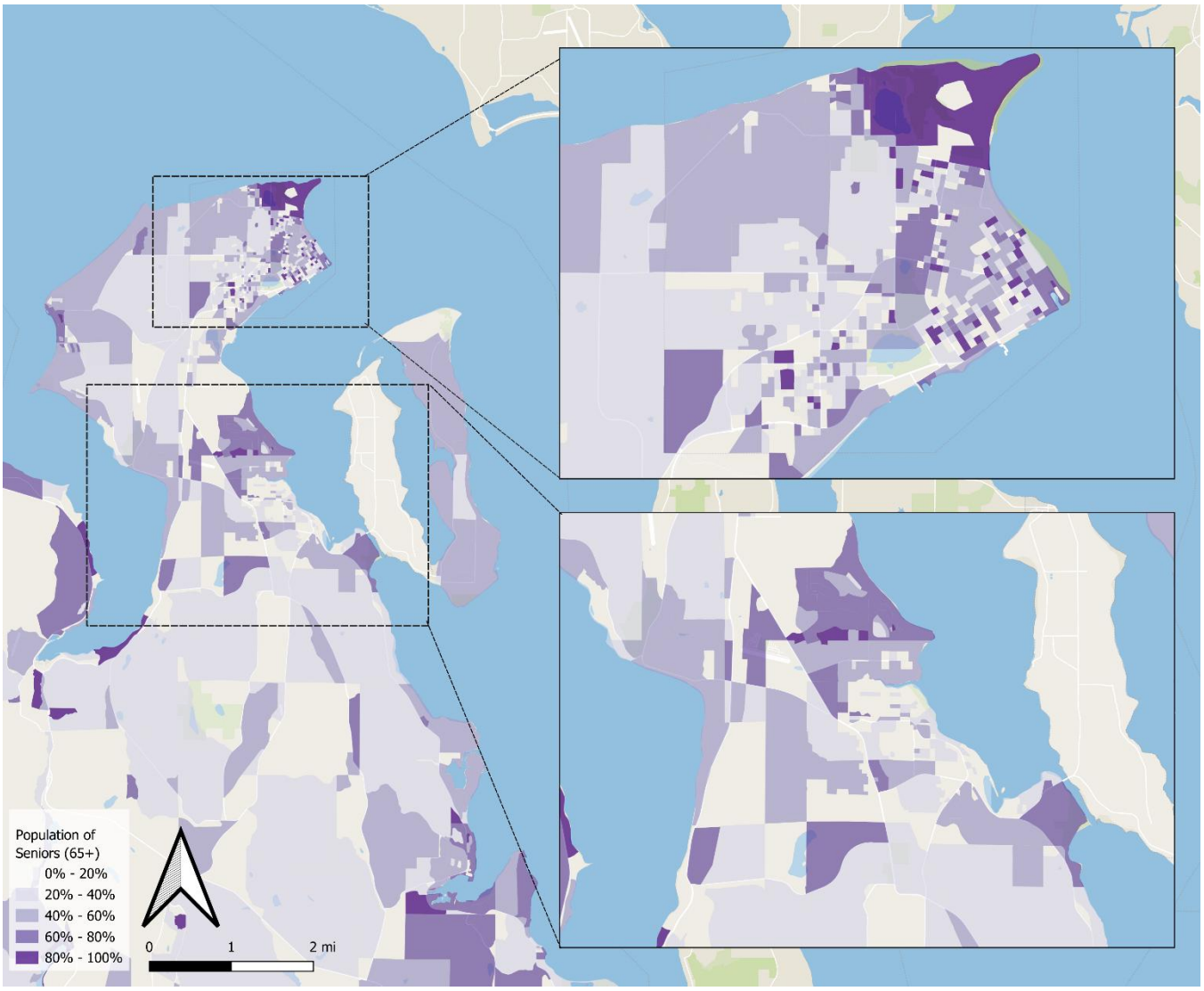

Figure 20: Population of Seniors (aged 65+) in Eastern Jefferson County (Source: NHGIS & 2020 Census Data)

In South County, pictured in Figure 21, Brinnon (right) has a higher population of seniors when compared to Quilcene (left) and most of eastern Jefferson County. Though these communities have a lower total population, the higher proportion of older residents suggests that transit services may be an important mobility option for many South County residents.

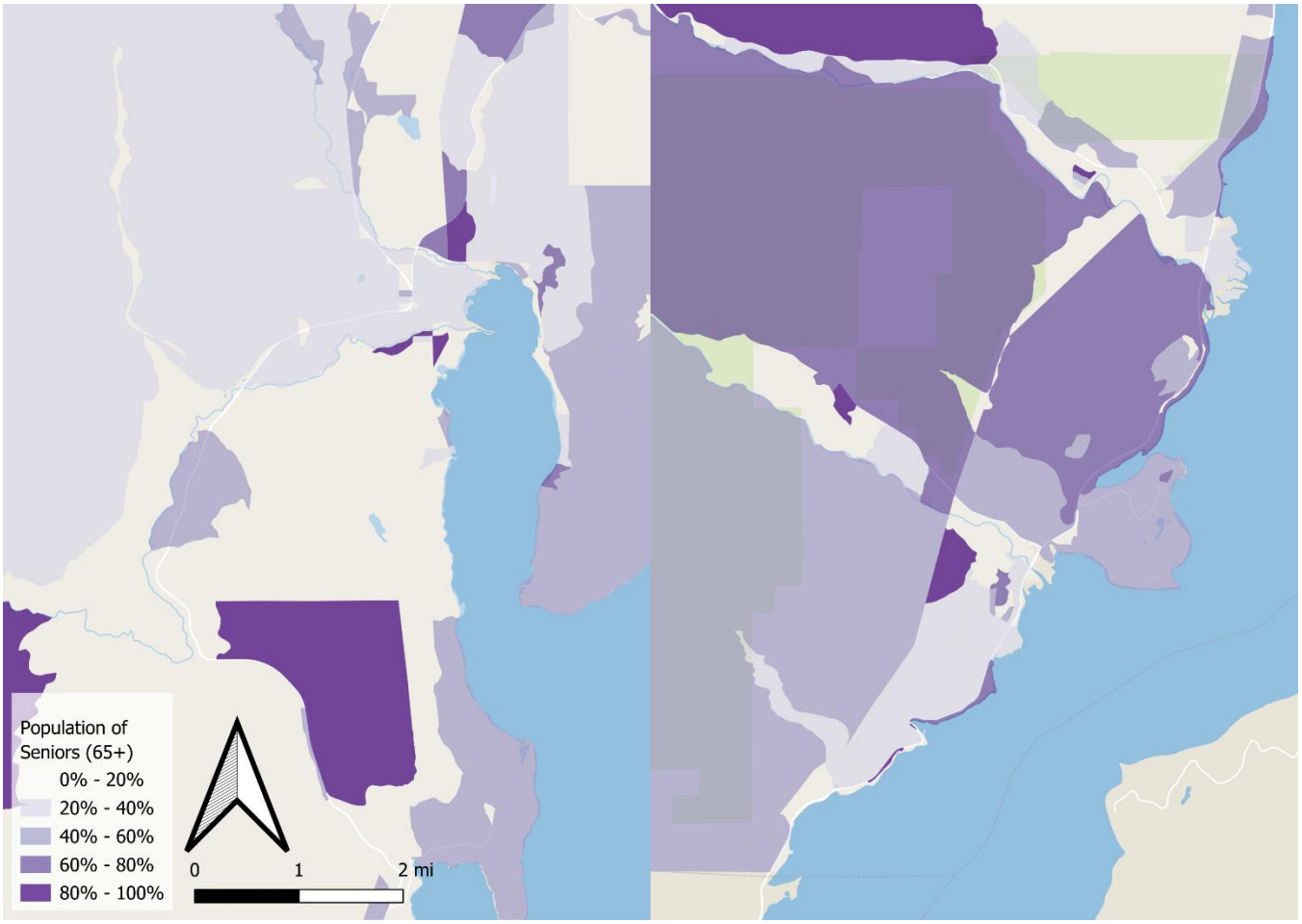

Figure 21:Population of Seniors (aged 65+) in South County with Quilcene on the Left and Brinnon on the Right (Source: NHGIS & 2020 Census Data)

Ethnic Minorities

Ethnic minority groups, defined by the census dataset as including Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, and Other, make up a small proportion – 6.04% – of the overall population of Jefferson County. Figure 22 highlights the proportion of the population self-identifying as one of these ethnic minority groups at the block level. Areas of the map appearing in dark green have a higher proportion of ethnic minority groups, including various blocks within Port Townsend, east of Route 20 south of Glen Cove, in eastern Chimacum along Chimacum Road, and along Route 101 in the Discovery Bay area. In western Jefferson County (not pictured), the proportion of ethnic minority groups – American Indians and Alaska Natives in particular – is higher than in the areas pictured. Ensuring that transit agencies provide mobility service to these areas to meet the needs of residents, can advance equity and help to bridge gaps in unequal access to mobility. In the eastern part of

Jefferson County, most areas with a high proportion of ethnic minority groups are covered by current JTA services, except for areas south of Glen Cove and in Cape George.

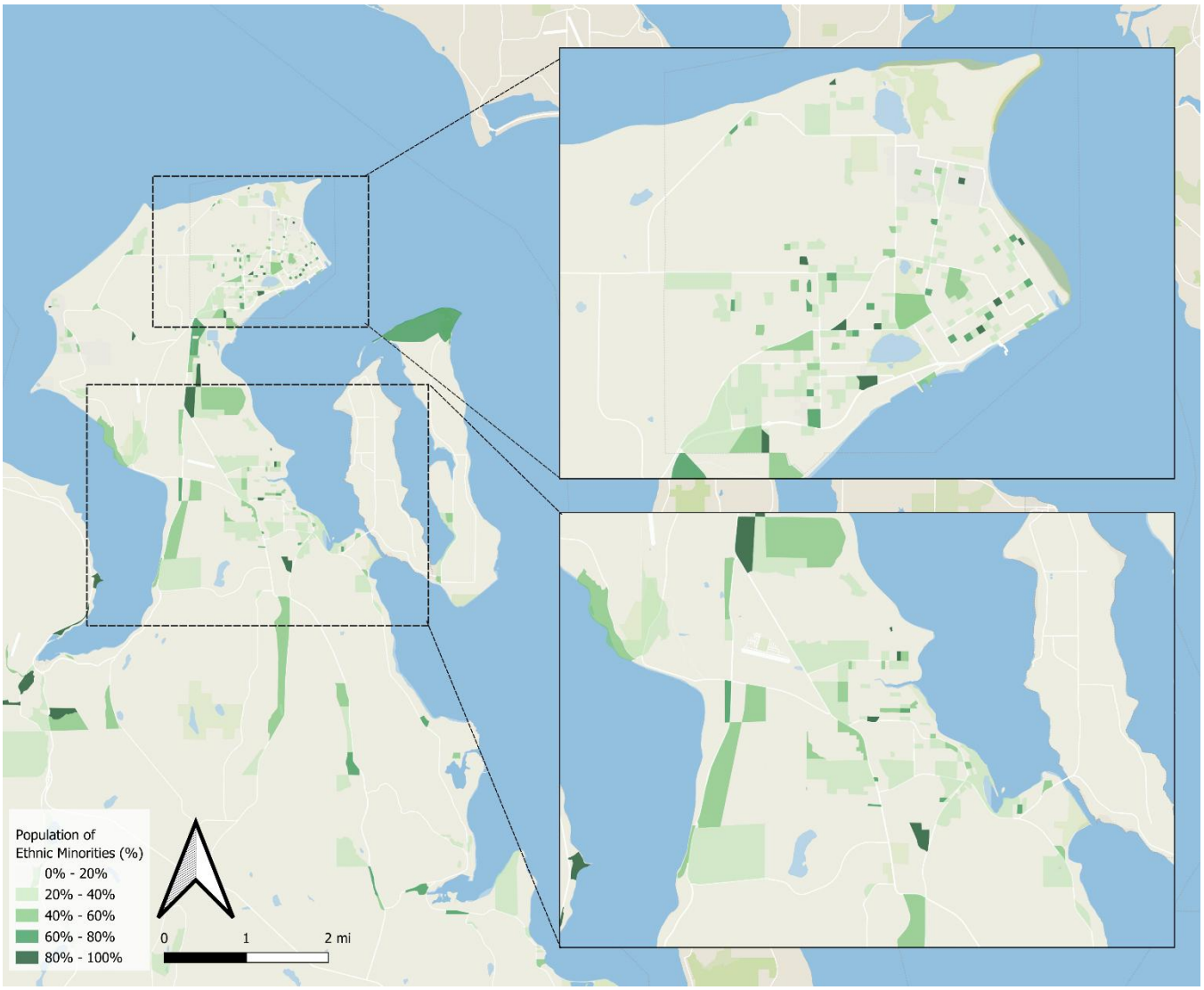

Figure 22: Population of Ethnic Minority Groups in Eastern Jefferson County (Source: NHGIS & 2020 Census Data)

Figure 23 shows the distribution of ethnic minority groups in South County. In Quilcene and Brinnon, the map suggests that the proportion of the population identifying as an ethnic minority group is higher than in Port Townsend and the Tri-Area. Census blocks with the highest proportions of ethnic minority groups tend to be smaller in area. These census blocks are located south and east of Quilcene, in central Brinnon, and south of Brinnon in the community of Duckabush. These areas are generally served well by existing JTA services. However, the low number of daily trips on the Brinnon route limits transit access and mobility for South County residents.

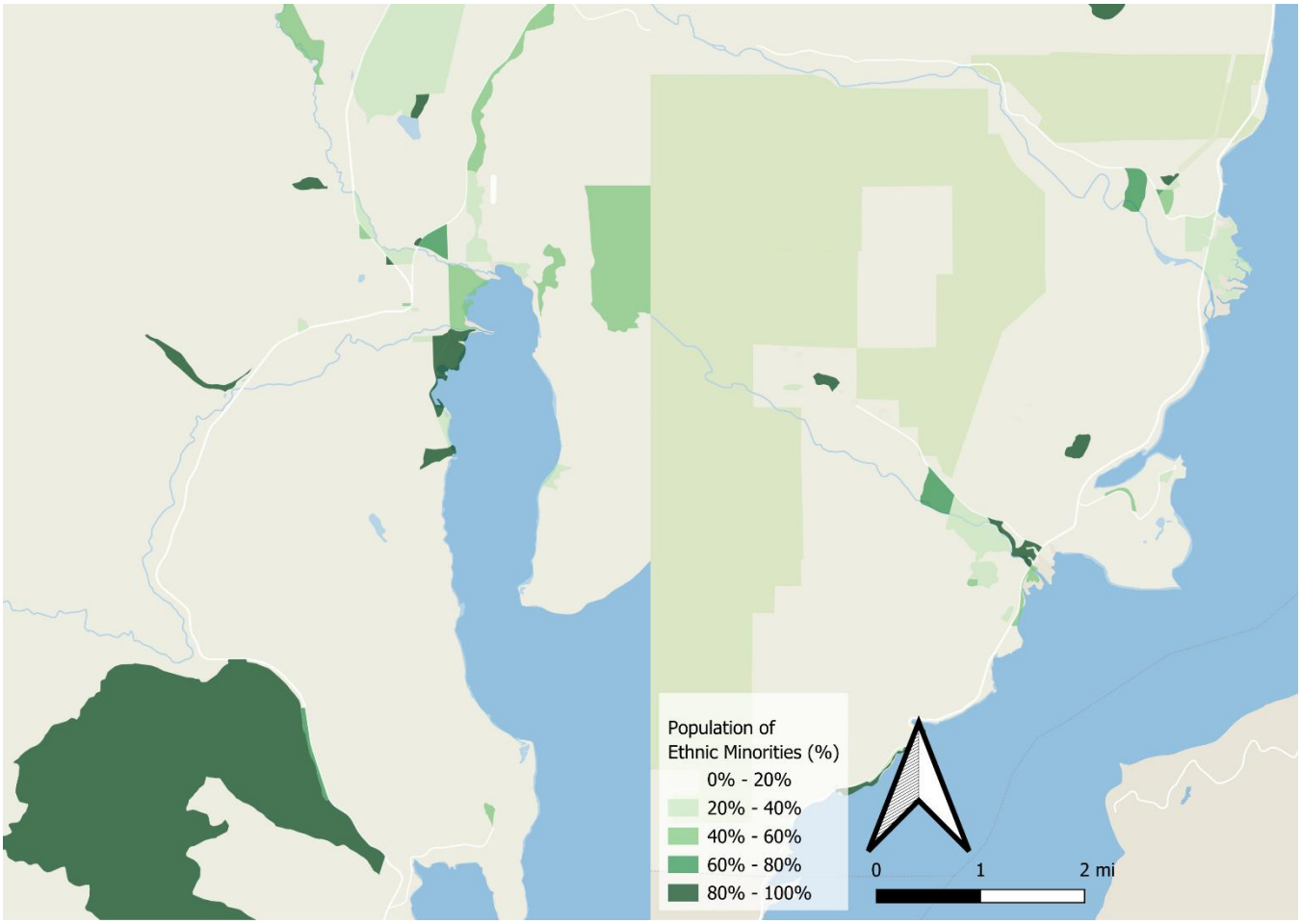

Figure 23: Population of Ethnic Minority Groups in South County with Quilcene on the Left and Brinnon on the Right (Source: NHGIS & 2020 Census Data)

Low-Income Population

In this section, the percentage of residents who earn below the low-income cutoff of $30,000 per year is highlighted to explore income and transit access. Unlike population density, age, and ethnicity datasets, this data is only available at the block group level due to the low populations of some census blocks and the sensitivity of income-related data. Despite these differences in spatial scale, spatial data describing low-income populations remains highly relevant to transit service planning. Figure 24 on the following page depicts a relatively high incidence of low-income individuals in Chimacum, southeast of the Tri-Area along Oak Bay Road, and in Port Townsend to the west of Haine's Place and in the western part of downtown. From an equity perspective, these areas can be identified for increased service, as residents who have lower income are more likely to take transit and are less likely to own an automobile.

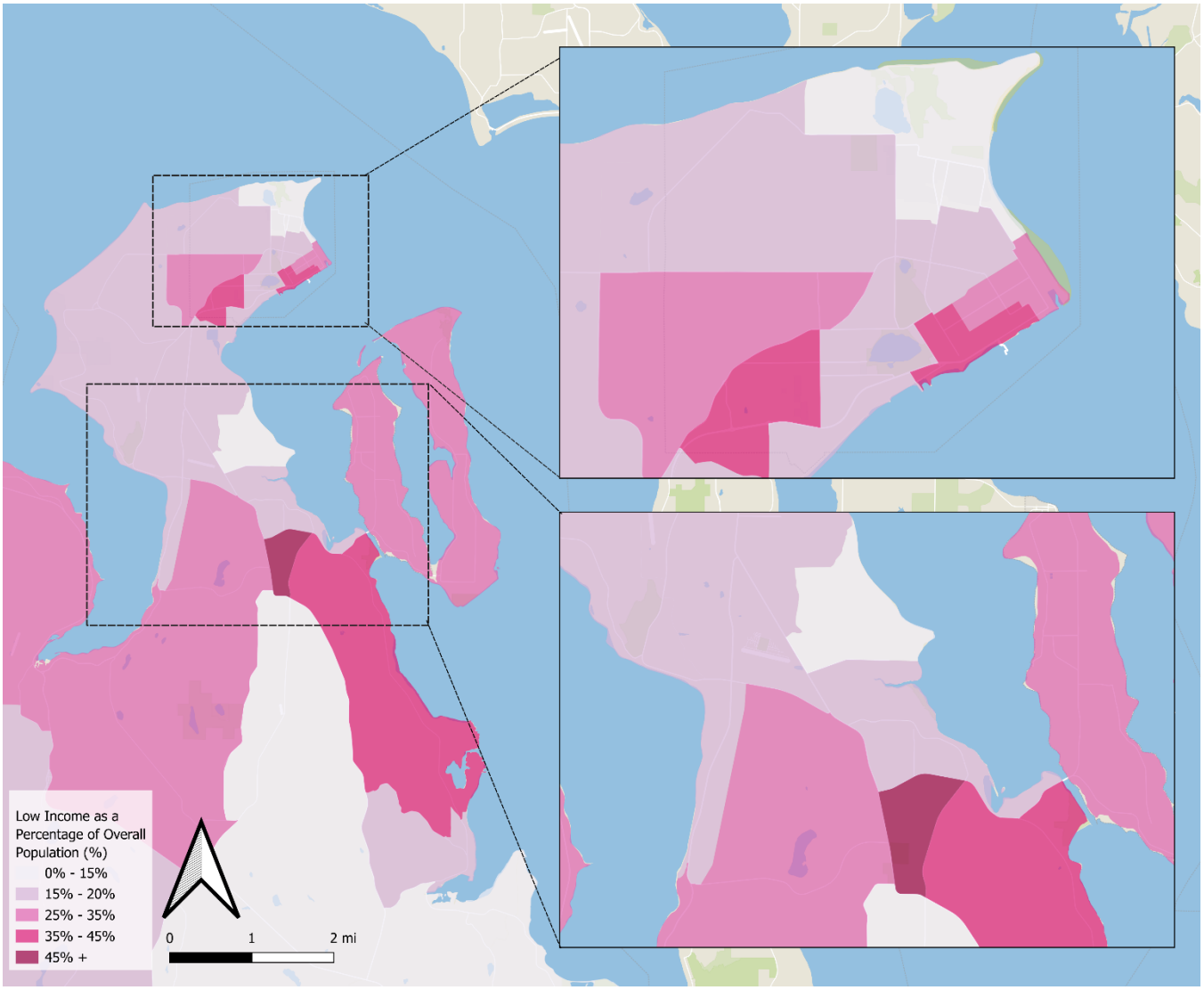

Figure 24: Percentage of the Population Earning Less than the Low-Income Cutoff in Eastern Jefferson County (Source: NHGIS & 2020 Census Data)

In South County, low population density results in very large census block groups. This presents a challenge in making assertions about the spatial distribution of low-income residents within South County communities. At the community level, both Quilcene and Brinnon have areas in which the percentage of residents earning less than the low-income cutoff is 15–25% and 25–35%. This suggests a similar proportion of low-income residents live in South County when compared with parts of the Tri-Area and Port Townsend, as illustrated in Figure 25. In the following section, income, ethnicity, and age data will be combined to produce a social marginalization index.

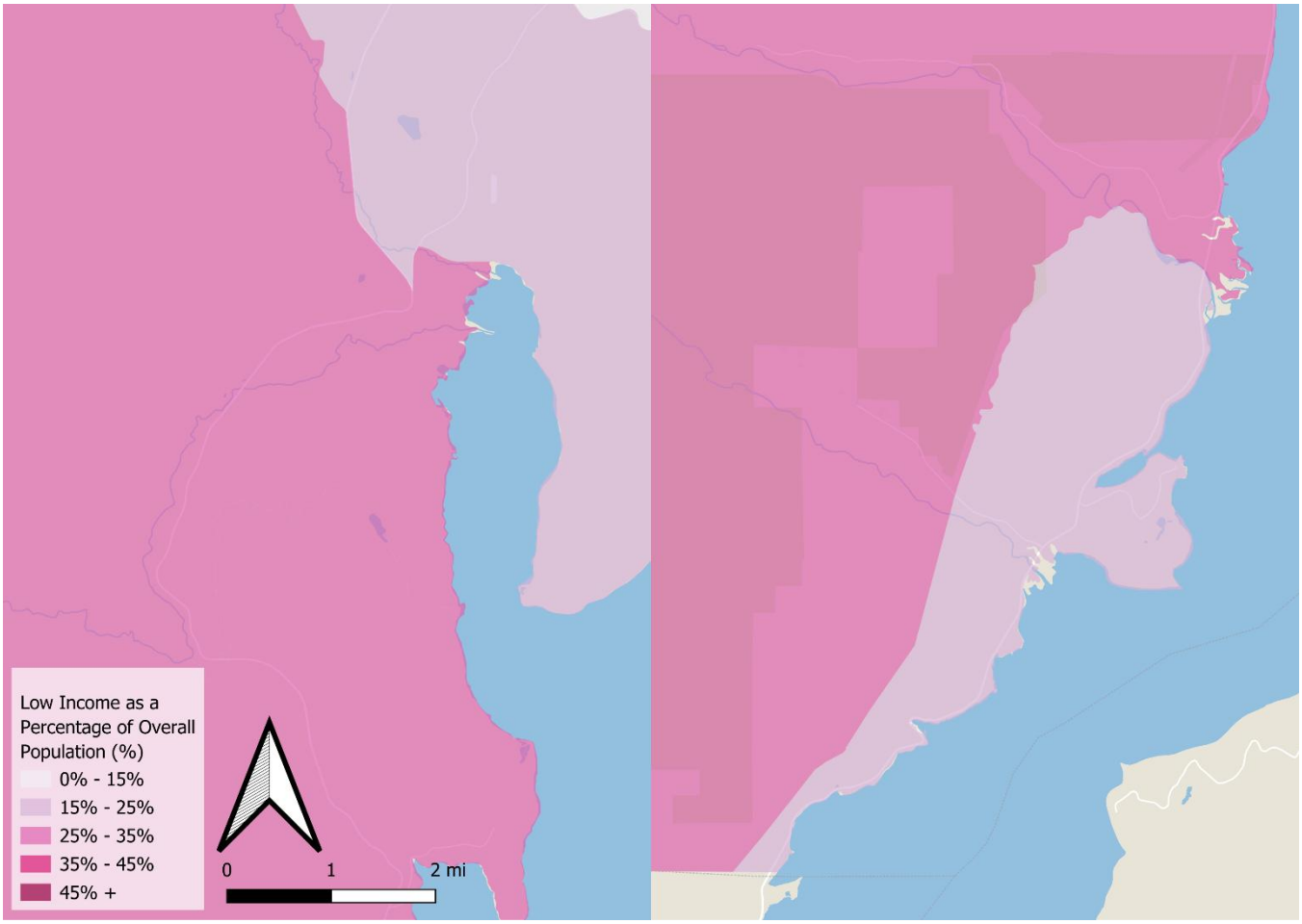

Figure 25: Percentage of Population Earning Less than the Low-Income Cutoff in South County with Quilcene on the Left and Brinnon on the Right (Source: NHGIS & 2020 Census Data)

Social Marginalization Index

The three sociodemographic indicators introduced previously, including age, ethnicity, and income, can be combined to create a normalized index of social marginalization. This index overlays the value of each indicator and weighs them equally to determine the relative degree of social marginalization for each census block. Census blocks with fewer than five residents per square mile have been omitted to focus attention on developed areas that can reasonably be served by public transit. The social marginalization index map is pictured in Figure 26.

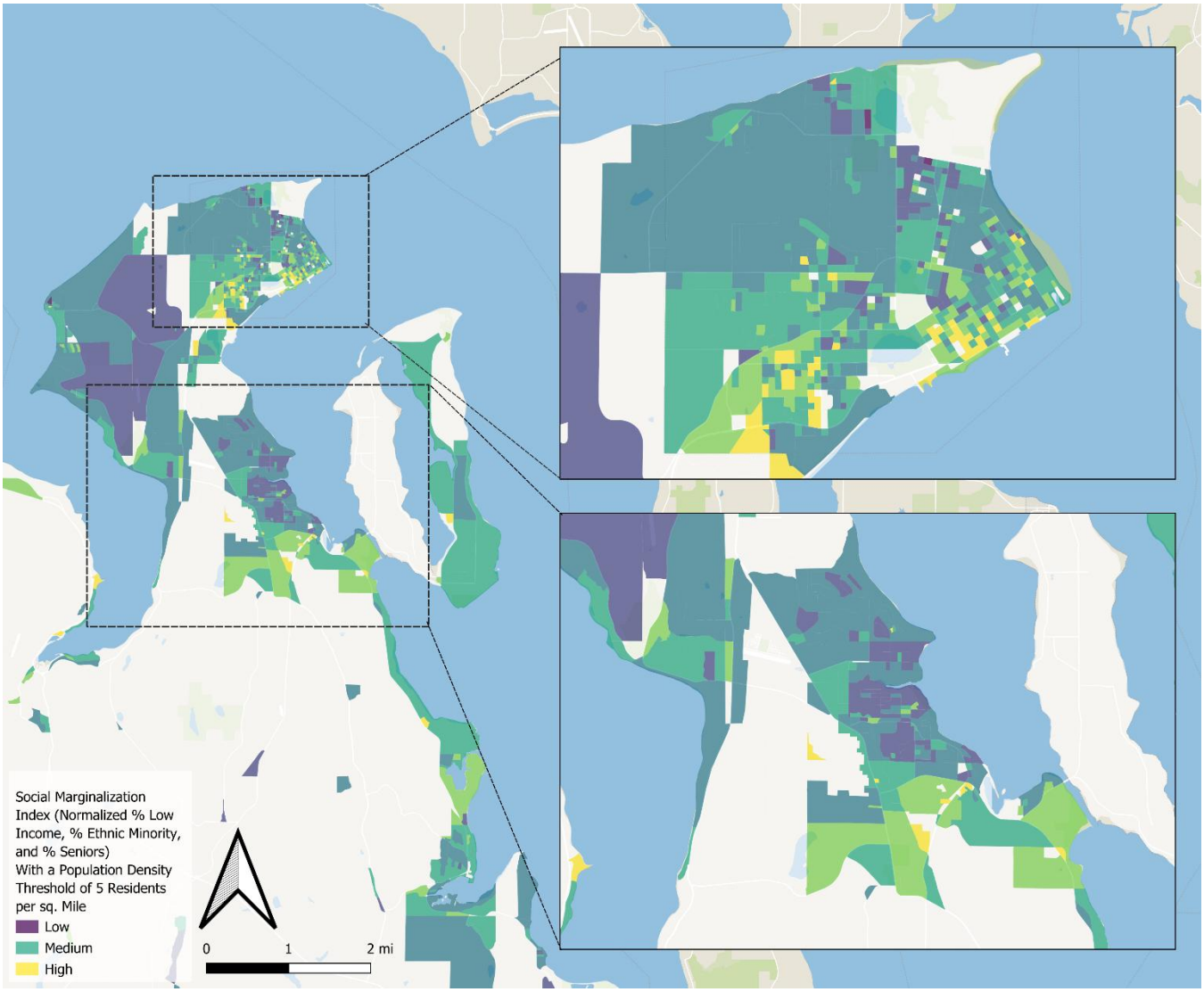

Figure 26: Normalized Social Marginalization Index Describing the Percentage of Low Income, Ethnic Minorities, and Seniors in Eastern Jefferson County with a Population Density Threshold of 5 Residents per Square Mile (Source: NHGIS & 2020 Census Data)

This index identifies areas within Jefferson County that require particular attention from a transit-provision and equity perspective. Areas shown in yellow have a higher proportion of low-income, senior, and ethnic minority groups, and are likely to benefit significantly from increased transit service provision. These areas include parts of western downtown Port Townsend east of Kah Tai Lagoon, much of southwestern Port Townsend near Jefferson Healthcare and along Sims Way, parts of the Tri-Area south of Ness' Corner Road and east of Chimacum, and areas of South County including Brinnon and Quilcene which are highlighted in Figure 27.

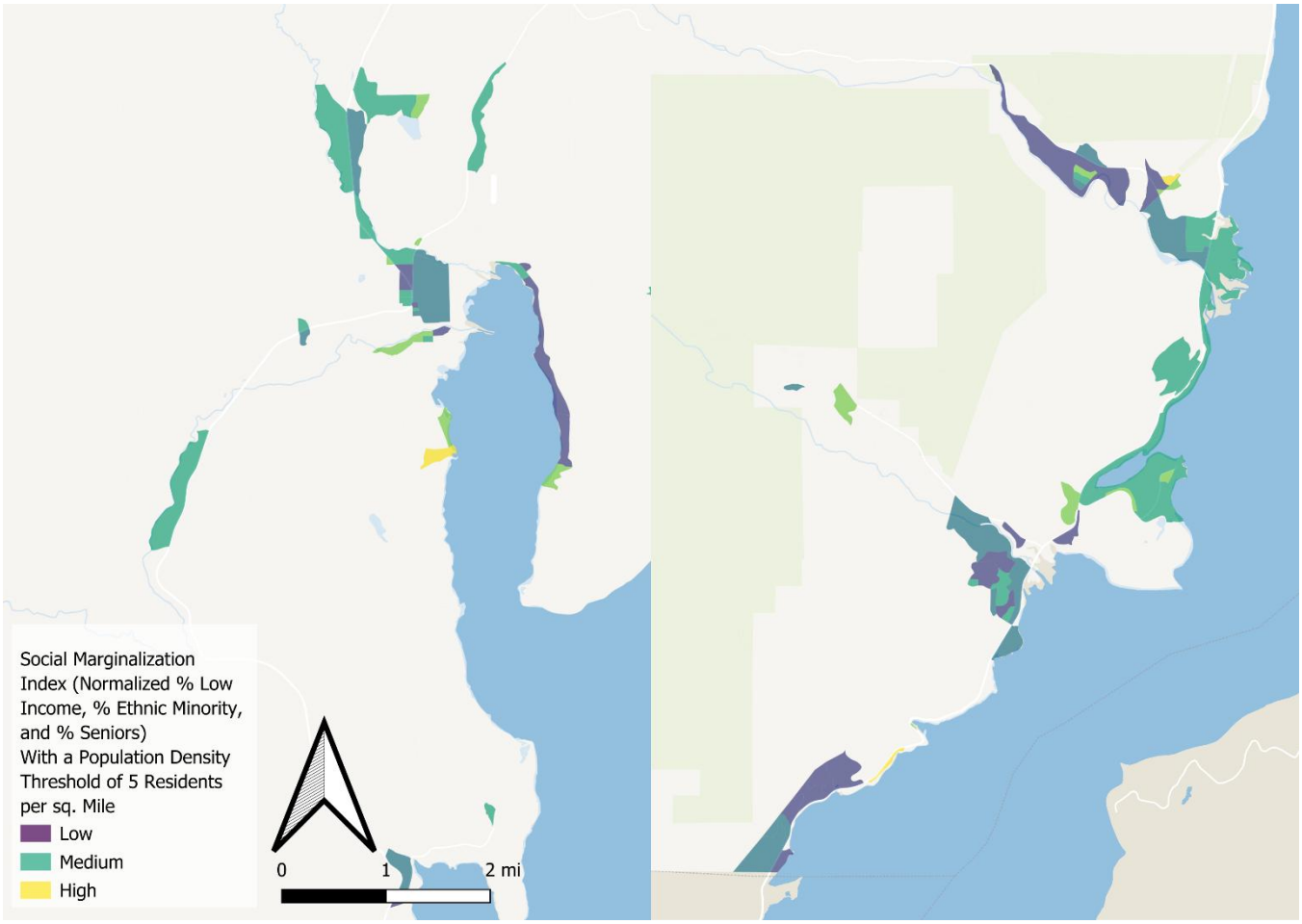

Figure 27: Normalized Social Marginalization Index Describing the Percentage of Low Income, Ethnic Minorities, and Seniors in South County with a Population Density Threshold of 5 Residents per Square Mile. Note that Quilcene is on the Left and Brinnon on the Right. (Source: NHGIS & 2020 Census Data)

These analyses are used to understand how transit services may reach and serve vulnerable populations. In the following section, this analysis will be coupled with employment data and other key destination analyses to develop an understanding of where gaps exist and how future services can enhance connectivity in Jefferson County.

2.5.2 Employment and Key Destination Analysis

Building on the sociodemographic analysis, Longitudinal Employer-Household Dynamics (LEHD) data were used to spatialize commute destinations for workers in Jefferson County. Aggregated at the block level, employment data show where jobs are located, underscoring the importance of transit service to these areas. In addition to employment data, key destinations for residents in

eastern Jefferson County were mapped, including community, educational, grocery, and healthcare centers. Framed together in Figure 28, employment and key destination data highlight key destinations for Jefferson County residents:

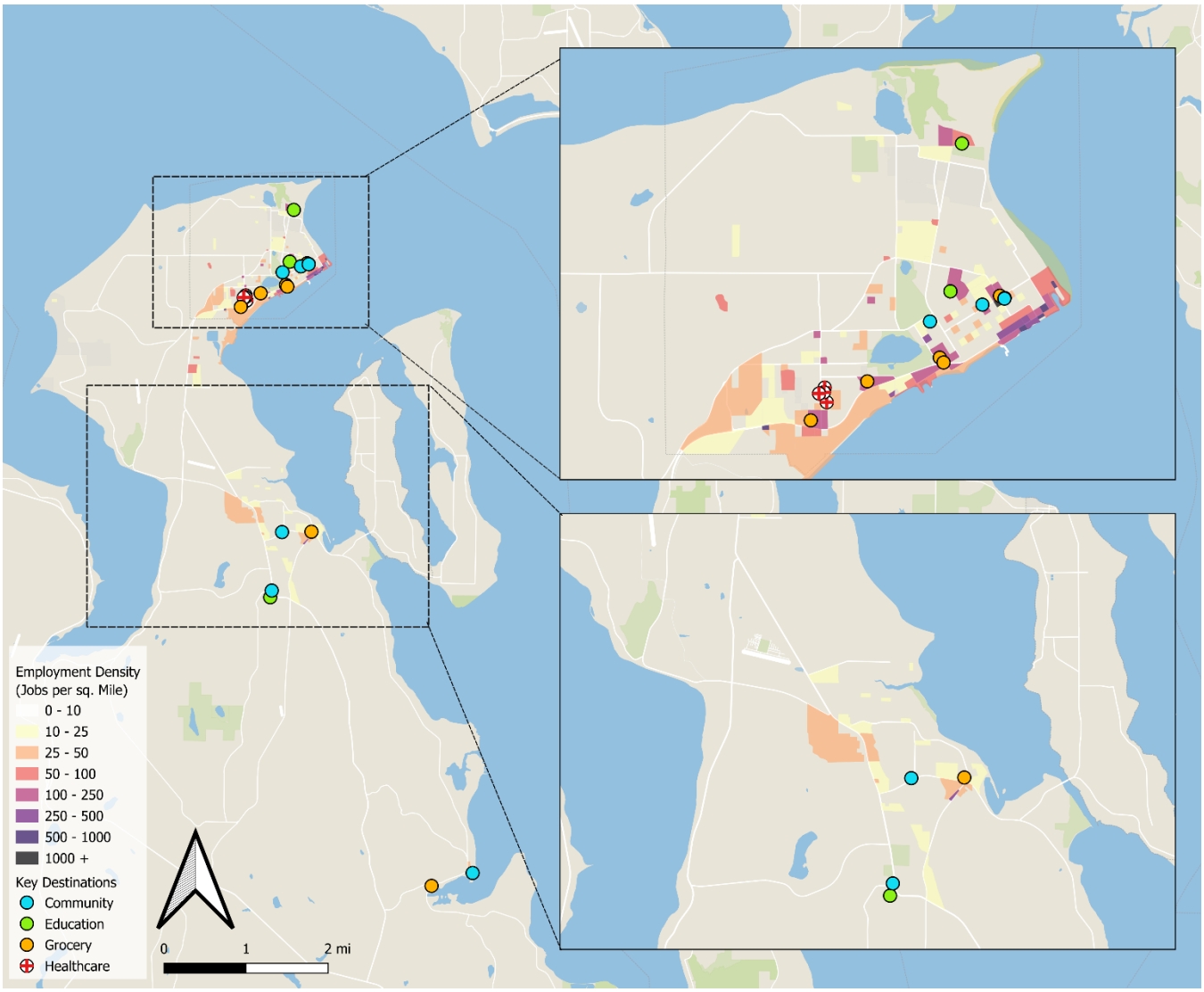

Figure 28: Employment Density in Jobs per Square Mile and Key Destinations in Eastern Jefferson County (Source: Longitudinal Employer-Household Dynamics 2020 data).

Figure 28 shows the densest part of Jefferson County in terms of employment and key destinations is Port Townsend, with employment centered along Sims Way and Water Street. Many key destinations including county offices, healthcare, community organizations, and commercial spaces are found in Port Townsend – driving demand from employees and patrons alike. South of Port Townsend employment density drops significantly, with smaller employment hubs in the Tri-Area along Rhody Drive and at the intersection of Oak Bay Road and Irondale Road. In Port Ludlow

and South County there are few areas of employment density greater than 10 jobs per square mile, owing to the low population density and rural character of these communities. Key destinations including community spaces, schools, grocery stores, and medical facilities can be found in the built-up core of Quilcene, while Port Ludlow and Brinnon support community centers and grocery stores as pictured in Figure 29.

Figure 29: Employment Density in Jobs per Square Mile and Key Destinations in South County with Quilcene on the Left and Brinnon on the Right (Source: Longitudinal Employer-Household Dynamics 2020 data).

In the following section, findings from the sociodemographic and employment analyses will be combined to identify gaps and opportunities for future JTA services.

2.5.3 Gaps and Opportunities

Through the sociodemographic and employment analyses conducted in Sections 2.5.1 and 2.5.2, several gaps and opportunities were identified. They are as follows:

- JTA services provide extensive coverage across Jefferson County
- Most population centers, and all the most densely populated areas of eastern Jefferson County are well covered by existing services
- The social marginalization index highlights locations which may be deserving of new or enhanced service:
    - Central Chimacum south of Ness' Corner Road
    - Anderson Lake Road
    - Areas of Port Townsend to the west of Jefferson Healthcare
    - Areas east of the Tri-Area near the Old Alcohol Factory
    - Oak Bay Road southeast of the Tri-Area
    - Downtown Port Townsend along Water Street
    - South County in Quilcene and Brinnon
- Employment and key destination data suggest that the following high-employment areas in eastern Jefferson County could benefit from increased service:
    - Southern Port Townsend and the Port Townsend Paper Corporation Mill
    - Downtown Port Townsend along Water Street
    - Along Rhody Drive and Route 19 in the Tri-Area

These findings are further developed in latter sections of the report, leading to a suite of recommendations for improvements to JTA services in the near- and long term.

2.6 Business Model and Financial Analysis

As a zero-fare service, JTA's primary source of revenue is derived from a 0.9% local sales tax on retail sales within the county. The sales tax currently accounts for about 75% of revenue, while the remaining balance is provided through government grants and contributions. Prior to adopting a fare free service, JTA's farebox recovery was 7-8%, which aligns with many rural transit agencies.

A detailed account of JTA's operating finances in 2023 and projected operating finances in 2024 is provided in Table 5. Note that these values do not necessarily correspond to the budgeted values but reflect actual or projected costs. In recent years, while the sales tax has steadily increased, JTA has maintained a conservative estimate in its budget to protect itself against any sudden drop in retail sales in the county.

Table 5: JTA Revenue and Expenses (Source: JTA Transit Development Plan)

Budget Item	2023 (Actual)	2024 (Projected)
Revenue		
Operating Revenue	$ 18,183	$ -
Sales Tax	$ 7,740,773	$ 8,282,628
Local Grants/Contributions	$ 18,855	$ 22,437
State Grants/Contributions	$ 1,406,842	$ 1,674,141
Federal Grants/Contributions	$ 1,087,735	$ 1,294,405
Investment Income	$ 823,318	$ 963,282
Other	$ 3,812	$ 4,537
Total Revenue	**$ 11,099,518**	**$ 12,241,430**
Expenses		
Operations	$ 2,813,305	$ 2,897,704
Haines Place	$ 38,298	$ 39,447
Kingston	$ 158,236	$ 162,983
Maintenance	$ 1,946,416	$ 2,004,809
Administrative	$ 1,055,333	$ 1,086,993
Total Expenses	**$ 6,011,588**	**$ 6,191,936**
Net Income (Before Transfers Out)	**$ 5,087,930**	**$ 6,049,494**

JTA's Capital Improvement Plan includes allocation of funding for maintenance of State of Good Repair for the fleet along with multiple capital projects targeted at enhancing service delivery and operational efficiency. While capital funding for fleet replacement is provided by the state government, expanding the fleet is not. Therefore, as JTA continues to explore fleet electrification, there must be consideration given to how the size of the fleet may need to expand to maintain the current level of service and how those new vehicles will be funded.

Finally, following the 2008 recession, JTA developed budgetary reserve policies to ensure that the service would not be affected by disruptions to its revenue stream. In recent years, investments for both operating and capital reserves have performed well enough to where the operating reserve is approaching its maximum. At the end of 2023, JTA's Reserve & Fund balance was over $24 million and projected to steadily increase over the next five years.

3 Staff and Community Engagement

Throughout the COA project, significant efforts were made to engage with staff and the public. A mix of in-person and virtual, synchronous, and asynchronous activities were leveraged to engage as diverse a group of people as possible. In-person engagements included refreshments (i.e., snacks and drinks at the Open House and pizza for drivers) and a kids' station was also available at the Open House to encourage parents with children to participate. Attendance at the engagement events was lower than expected, but the quality of engagement was strong. The lower attendance rate is aligned with a broad industry trend of less turnout at public engagement opportunities, frequently attributed to engagement fatigue and post-pandemic changes in habits. A summary of the engagement activities for the first round of engagement is presented in Table 6. A second round of engagement was conducted once draft recommendations were developed; these leveraged pop-up engagements focused on meeting the community where they are. This approach led to higher levels of in-person engagement. The summary of the second round of engagement is provided in Appendix A.

Table 6: Summary of Round One Engagement Activities

Event Description	Date	Who Participated
Public Survey: delivered online via Microsoft Forms and on paper copies made available on the bus and at JTA locations.	Sep. 17 to Oct. 14, 2024	177 respondents
Open House: hosted at the American Legion in Port Townsend. This was done in collaboration with the JTA Climate Action Plan consultants, Peak Sustainability. Included two live presentations with Q&A periods and engagement boards for attendees to engage with outside of the presentation times.	3:30 PM – 7:30 PM Sep. 17, 2024	About 30 attendees
Student Focus Groups: visited two classrooms at Port Townsend High School in collaboration with the JTA Climate Action Plan consultants, Peak Sustainability. We engaged students and asked about their experience with transit and what would make transit a more attractive mode choice for them.	Sep. 17, 2024	About 50 students

Event Description	Date	Who Participated
Virtual Focus Group: hosted online via Zoom, in collaboration with the JTA Climate Action Plan consultants, Peak Sustainability. Delivered a short presentation followed by engagement activities similar to the boards at the Open House.	6:00 PM – 8:00 PM Sep. 23, 2024	About 10 attendees
Advisory Group Meeting: hosted in-person at JTA offices at Four Corners during the sprint, with a group of individuals representing different organizations and perspectives.	1:00 PM – 2:00 PM Aug. 22, 2024	Nine attendees representing the Transit Advisory Group, school board, healthcare, housing, and local riders
Staff Discovery Meetings: took place primarily in-person during the sprint. This includes dedicated meetings and shadowing during the sprint. Meetings were organized around the topics of finance, operations, customer service, transit technology, planning and scheduling, dispatch, and fleet and facilities.	Aug. 20 to Sep. 5, 2024	Seven staff, including senior staff and dispatchers
Driver Pop-Up: hosted in the driver break room with several boards to engage drivers on opportunities for improvement in operations. Some additional conversations with drivers also took place during the sprint when LTRT staff rode the buses.	Sep. 16, 2024	About 10 drivers and supervisory staff

3.1 Discovery and Staff Engagement Findings

The findings from engaging with staff were invaluable to understanding Jefferson Transit, its context, and its history. The findings identified areas for further analysis and research. These have been incorporated into other sections of this report and will feed into the next phase of the COA. This section highlights some key findings related to operations and rider experience that staff shared.

Broadly across the organization, there is a strong sense of teamwork, commitment, and trust amongst staff. This was emphasized by drivers who shared that they trust JTA leadership and appreciate their deep understanding of operations. That said, driver recruitment and retention is an ongoing challenge for JTA, resulting in high numbers of overtime hours for drivers. It is important to note that driver recruitment is not a unique challenge to JTA compared to its neighboring counties and the transit industry more broadly.

Another key observation is the increase in Dial-a-Ride trips and applicants/users. This has increased the workload for staff who are determining the eligibility of DAR applicants, and for dispatchers who are responsible for scheduling trips alongside monitoring of fixed-route and DAR operations.

Battery Electric Buses (BEBs) were also raised in numerous contexts across meetings. Specifically, there was interest in better understanding how BEBs will impact operations, maintenance, and overall finances given their significant capital cost. Staff also expressed interest in transit technologies and identified some specific technologies that are due for replacement or of interest to riders (e.g., a “where’s my bus?” app).

Among rider experience issues, a common request was for more service (e.g., Sunday service, greater span, more frequency). Another challenge is related to knowing where the bus is and reading schedules, which JTA has been making progress on through new point-to-point schedules. It should be noted that a new service alert (Simplify Transit) and an updated website were introduced in 2024 to assist with improving rider experience.

3.2 Public Engagement Findings

The findings from the various engagement activities provided perspectives from a diverse set of the community on their current use of JTA services and priorities for the future. The details of the engagement findings are presented in more detail in Appendix A. At a high level, we were able to hear from diverse perspectives across the community, as shown in the results from the demographic survey questions in the survey (Figure 30). The results skew towards transit users and Port Townsend residents according to the survey (63% used transit in the last year and 63% live in Port Townsend).

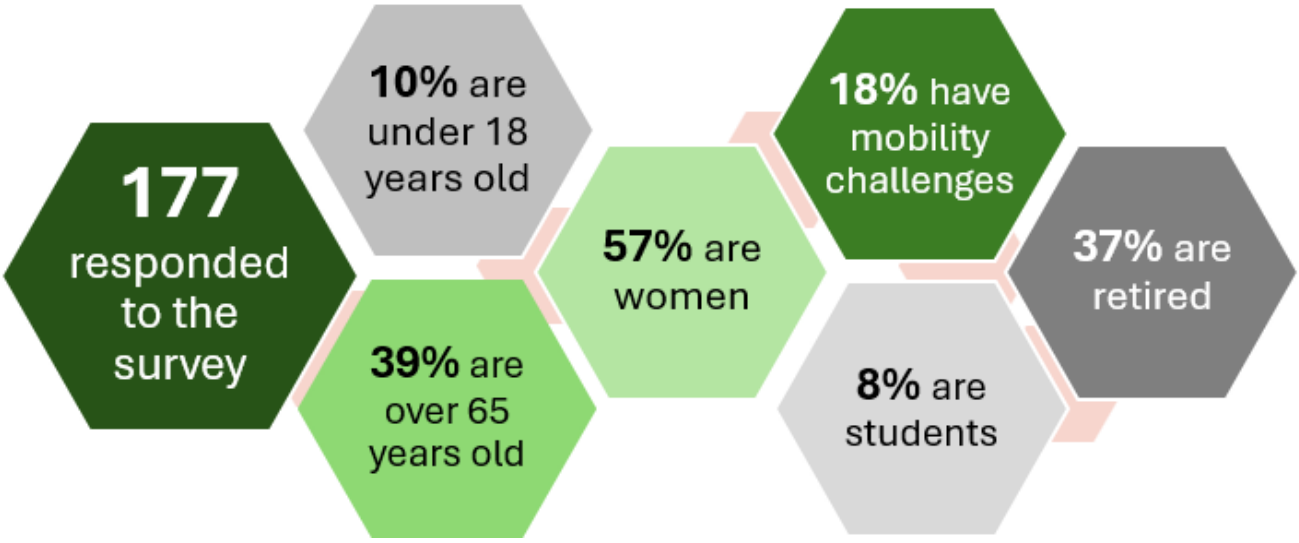

Figure 30: Snapshot of Who we Heard from in the First Survey

Additionally, we heard from both transit users and non-users, with 63% of survey respondents indicating they used JTA services in the past year, and about 15% of the student focus group indicating they regularly use transit. When non-users were asked about why they do not use transit, having access to a better alternative was the most discussed reason, followed by transit stops not being available where they live or want to go. Overall, driving either alone or with others was the most common transportation mode indicated.

There are high degrees of satisfaction and pride related to JTA services. People are happy that JTA is zero-fare and appreciate that many JTA routes connect with neighboring counties and ferries, enabling further connections to Seattle, for example. When looking at elements of JTA's service that were rated the least satisfactory, the bottom four are 'I don't have to wait long to take a trip', 'I can go to all or most of the places that I want to on transit', 'I am satisfied with the bus stop infrastructure', and 'I don't have to walk far to access transit'. These highlight some of the key areas that the public indicated they wanted to see improvements on but also emphasize the challenges in providing transit services across a large, rural community. Increased frequency was a desire communicated by many engagement participants and highlighted as a means of making transit more convenient and attractive for people not currently using transit. Some people who live in areas where transit does not currently run or runs infrequently, however, felt that having a base amount of coverage across the county before increasing frequencies would be more equitable.

One engagement activity involved presenting a spectrum of options to prioritize the types of connections that were important to participants: within their local community, across Jefferson County, or beyond Jefferson County. Most participants were more interested in better connections across and outside Jefferson County. Local connections were not highly prioritized by many

participants. This may be because existing JTA services provide good local connections in places like Port Townsend, but also because people are able to get rides from friends and family for short, nearby trips, but not for longer trips. The strong interest in better connections outside Jefferson County also aligns with comments related to connecting to ferries and neighboring counties.

Reflecting on the accessibility of the service, most respondents with disabilities agreed that transit is accessible. That said, bus stop infrastructure was identified as an area of concern, both as it relates to safety and accessibility. There is a high degree of variability in terms of what stop infrastructure is available (e.g., presence of shelters, curb cuts) and the connectivity between stops and the sidewalk network, which is concerning for users.

Thinking about the different elements of JTA's mission, "reliable public transportation" was identified as the most important by survey respondents. Users want to have confidence in the service and know exactly when buses will arrive. Requests for a "where's my bus?" application was a common suggestion, as was a trip planning tool.

Overall, the public is supportive of JTA and wants to see an expansion of service and increase in ridership. There are a lot of ideas for how JTA can grow, and these will be considered further in the COA process.

3.3 Peer Agency Engagement Findings

As part of the COA, some of JTA's peers and neighboring agencies were engaged with to understand more about their service and operations, how they approach technology, and future plans they have that may align with JTA's. Kitsap Transit, Clallam Transit, and Grays Harbor Transit were all engaged. The key findings from these conversations were related to demand-responsive transit and transit technology.

3.3.1 Demand-Responsive Transit

All three transit agencies currently deliver a type of demand-responsive transit for non-ADA paratransit riders. Grays Harbor has been delivering this type of service the longest, since the 1980's, and it operates door-to-door. Clallam Transit replaced a couple of poor-performing fixed route shuttles with several on-demand zones in 2022 that are already exceeding previous ridership levels. Clallam's on-demand service runs both as a door-to-door and a door-to-hub service to feed into their fixed route services. Kitsap Transit recently started introducing on-demand and is using it to expand service into new areas and increase ridership levels to support potential future fixed routes. Each agency discussed how their demand-responsive configuration supports and

complements their other service types. In Kitsap Transit's case, they are also exploring the possibility of co-mingling their on-demand service with their ADA paratransit.

3.3.2 Transit Technology

The discussion with peers also led to questions about the specific transit technologies they are using and what has had the most positive impact on staff capacity and organizational efficiency. Some of the discussions were related to software being used for demand-response service, but another focus was on real-time vehicle tracking and how this information is made available to riders. Grays Harbor and Clallam Transit both used the same vehicle tracking software that was originally designed for the school bus industry. This software is not expensive compared to other transit CAD/AVL systems, but the two agencies shared that it was a much more economical option. For example, one limitation is that while real-time vehicle locations are available on a map for customers, it does not result in a GTFS Realtime feed, for example, which would make the information available in third-party apps like Google Maps. Kitsap Transit was in the process of implementing a new CAD/AVL system from a well-established transit vendor. In all cases, these technologies either make or will make real-time vehicle locations available to riders. Agencies also shared about their paratransit scheduling software and their experience with transitioning from older to newer systems, including some lessons learned.

4 Guiding Framework

To advance the COA, the consulting team has developed a guiding framework to support further evaluation, design, and prioritization of operational enhancements. This guiding framework was developed following a workshop with JTA senior leadership and select board members, where initial results of the current state analysis were presented and several activities were undertaken to identify and prioritize operational needs.

4.1 SWOC Assessment

A Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Assessment was the keystone activity of the senior leadership workshop. Following a presentation of the current state analysis and engagement feedback, workshop participants highlighted key areas of strength and weaknesses in the current services as well as external opportunities and challenges that could impact near-term and long-term operations.

Table 7: Summary of Findings from the SWOC Assessment

Assessment Area	Key Findings
Strengths: areas where the current organization and transit services show strength and leadership through performance, governance, or customer service.	• Strong management team that is willing to collaborate across the whole organization. • Strong financial condition and reliable funding. • Regional connections are core to the service. • Residents are proud of the service.
Weaknesses: areas where the current organization and transit services are weaker and lag in performance, governance, or customer service.	• Dial-a-Ride service is outgrowing capacity. • Certain routes are long and circuitous, leading to long travel times. • Significant coverage gaps in smaller and more remote communities. • Lack of awareness of service among certain equity-seeking groups.

Assessment Area	Key Findings
Opportunities: external factors that present unique opportunities that the organization could leverage to improve transit performance, customer service, or governance.	• New technologies can enable more flexible, demand-responsive services (e.g., microtransit). • Collaboration with large employers and school districts to get more residents on the bus. • Leverage relationships with neighboring agencies to improve regional connections.
Challenges: external factors that present unique challenges that may hinder the ability for the organization to be successful in their improvement initiatives.	• Hood Canal Bridge is a consistent threat to important transit connections to Kitsap Transit. • Ferry services are unreliable, making connections challenging. • Long-term funding for transit improvements is not always reliable. • Hiring and retaining drivers is increasingly difficult amid an aging community.

4.2 JTA Strategic Objectives

Following the SWOC Assessment, workshop participants reflected on the key findings to identify and prioritize strategic objectives for the organization. The purpose of these strategic objectives is to provide a broad set of goals to assess future recommendations. Strategic objectives also provide direction for appropriate quantitative metrics and Key Performance Indicators that will support detailed evaluation of these recommendations. These strategic objectives fall into two categories: Service Objectives and Organizational Objectives.

4.2.1 Service Objectives

The analysis of the SWOC Assessment findings identified four primary service objectives that relate to how transit operates and serves the broader community. Each of the objectives are

described within this section, with a brief description and sample metrics that can support the evaluation of service and operational improvements against each.

Services are a convenient, safe, and comfortable way to travel throughout the county.

Residents and visitors to Jefferson County have a variety of transportation needs, despite geographic barriers and significant rural areas. Transit services should allow residents to travel safely and comfortably where they would like to travel. Improving the convenience of transit services will reduce the dependence of travelers on private vehicle and ensure that residents can get wherever they want to go across the county. Some potential evaluation metrics could include:

- Transit mode share as a percentage of total trips take throughout the county, and
- Transit coverage (including both stops and flag stops) on various days of the week, during important travel times (e.g., morning and afternoon weekday peak periods, weekday and weekend midday periods, evenings, etc.).

Services connect residents with a vibrant community, enabling access to employment, education, health, and community services.

While regional connections to communities in Kitsap and Clallam Counties provide residents with access to amenities and employment opportunities in larger urban centers, important connections and opportunities exist within vibrant communities across Jefferson County. Transit services should provide convenient and reliable access to opportunities within and beyond Jefferson County so that residents can access good jobs, education, and healthcare while also connecting to community services and social opportunities. Some potential evaluation metrics could include:

- The number of employment, education, and healthcare facilities accessible to residents by transit on weekdays or weekends.
- The number of parks, libraries, community hubs, and recreation facilities accessible to residents by transit on weekdays or weekends.

- The number of community service centers, shelters, food banks, and other facilities accessible to vulnerable residents by transit on weekdays or weekends.

Services are environmentally sustainable, facilitating multi-modal travel within and beyond Jefferson County.

Effective public transportation is among the most efficient and sustainable modes of transportation. Supporting a transition to a zero-emissions fleet while improving the convenience and utility of transit will further support reduction in transportation emissions by reducing the reliance on private vehicles. Transit services should be integrated well with other sustainable transportation modes, including cycling, e-scooters, and other micromobility within Jefferson County, and by connecting to neighboring transit and ferry services facilitating zero- and low-emissions travel throughout the region. Some potential evaluation metrics could include:

- Extended transit coverage when considering bikeable distances (e.g., under two miles) from a transit stop.
- The number of potential connections to routes from neighboring transit and ferry services (e.g., within 30 minutes of a scheduled trip).
- Availability of shared micromobility (e.g., bike and scooter share) near transit stops.
- The number of transit routes served by zero-emission vehicles.

Services are reliable and accessible to all, regardless of age, ability, or where they want to travel.

Transit services are critical to the well-being and community participation of all members of the community, regardless of disabilities, age, or where they need to go. Ensuring that services are both accessible and reliable for some of the most vulnerable residents in Jefferson County will ensure that everyone can participate in the community and get access to important social services. Some important evaluation metrics could include:

- Transit coverage by community, at different times of day or days of the week.
- The number of bus stops with accessible features, such as shelters, benches, and concrete pads.

- The number of bus stops accessible to destinations within 500 feet of a continuous sidewalk.
- Percentage of transit coverage by accessible transit stops within 500 feet versus a quarter of a mile.

4.2.2 Organizational Objectives

The analysis of the SWOC Assessment findings identified two primary organizational objectives that relate to how JTA strives to do right by their riders, staff, and community. Each of the objectives are described within this section, with a brief description and sample metrics that can support the evaluation of service and operational improvements against each.

JTA is financially responsible, providing services that are of high value to the community.

Ensuring that transit services are financially responsible depends on making pragmatic decisions with sales tax and grant funding from the state and federal governments. This includes right-sizing transit services based on demand while committing to reasonable standards of service countywide, ensuring that all communities feel service is distributed equitably and appropriately across Jefferson County. Some evaluation metrics to consider include:

- Total ridership per service-hour invested, evaluated at a network level as well as at a route level.
- Total operating cost per service-hour, evaluated at a network level.
- Service hours per capita, evaluated at a network level, and at a community level.
- Operating reliability, evaluated at a route level based on on-time performance and number of completed trips.
- Rider satisfaction rate, evaluated through a combination of annual surveys and a record of complaints and complements.

JTA is a choice employer, enabling service growth and resilience through a capable and collaborative workforce.

Maintaining a strong and capable workforce is important for the success of transit services. By encouraging collaboration across all levels of the organization, JTA can help to solve operational challenges while new employees are empowered to contribute to novel and unique solutions. Some evaluation metrics to consider include:

- The number of shift types for regular transit operators and staff, including various types of operator shifts to accommodate different schedules and work-life balance.
- Average tenure of staff by department, such as operators, maintenance, operations supervisors, administration, etc.
- Employee satisfaction, evaluated through annual surveys.

4.3 Recommendations Framework

Building upon the SWOC assessment and the strategic objectives outlined in Sections 4.1 and 4.2, this recommendations framework serves as a bridge between JTA's overarching goals and the specific recommendations that follow. It explains how the recommendations were developed and how the subsequent sections of this report work together to form a cohesive strategy for service improvement.

The recommendations framework follows a methodical process that integrates multiple inputs:

- Current State Assessment: analyzing existing conditions, including demographics, infrastructure, service performance, and market analysis as presented in Section 2.
- Stakeholder Input: incorporating feedback from JTA staff, riders, and the broader community as outlined in Section 3, ensuring recommendations address actual needs and priorities.
- Strategic Alignment: ensuring all recommendations support JTA's strategic objectives as identified in the SWOC assessment and other workshops.
- Resource Considerations: balancing service enhancements with available resources to ensure recommendations are financially responsible and implementable.

The framework of our recommendations is built upon two fundamental components:

- Service Guidelines (Section 5): These guidelines establish clear, measurable standards for transit service performance across various dimensions, including coverage, frequency,

passenger loading, and directness. They are directly informed by the strategic objectives identified in Section 4.2, ensuring that all subsequent recommendations align with JTA's core mission and values.

- Route Profiles (Section 6): These profiles provide a systematic evaluation of each existing route against the established service guidelines. By analyzing current performance metrics, these profiles identify specific strengths and weaknesses in the existing network, creating a concrete foundation for targeted improvements.

Building upon this framework, sections 7 through 10 detail specific recommendations across various aspects of JTA services. These recommendations encompass adjustments or improvements in network and services, operations and planning, technology and facilities, and rider experience. Each recommendation is grounded in the overarching framework established here, addressing the gaps and opportunities identified through our analysis while remaining consistent with JTA's strategic objectives and the service guidelines outlined in Section 5.

5 JTA Service Guidelines

Service guidelines ensure that transit services are designed to meet the transportation needs of the community while maintaining appropriate levels of service efficiency and financial responsibility. Service guidelines support the design, evaluation, and restructuring of transit services.

Service levels are defined based on ridership productivity, transit demand, and reliability. Assessing these factors will support decisions on the type, frequency, and span of service. Note that these service guidelines only apply to services in eastern Jefferson County and do not include the Olympic Connection.

Jefferson Transit should periodically review and refine these Service Guidelines to ensure that they continue to support their community goals.

5.1.1 Transit Service Types

There are four main transit service types delivered by Jefferson Transit:

- ***Dial-a-Ride Paratransit****:* This is a specialized service designed to provide door-to-door transportation for ADA eligible residents with disabilities who are unable to use conventional fixed route or on-request transit services some of or all the time.
- ***Microtransit***: Microtransit operates between defined stops within an established zone. Additionally, services can operate to designated transfer points, such as key transfer hubs at the Jefferson County Library Branch in the Tri-Area or Haines Place in Port Townsend, to connect riders with fixed route transit. The service is designed to move a few people in areas with lower demand for transit.
- ***Local Transit****:* This is a scheduled transit service that operates along a fixed route stopping at designated stops within major population centers and built-up areas. The service is designed to connect people to important destinations in their local community and with regional transit services at designated transfer hubs.
- ***Regional Transit****:* Regional Transit is rapid and direct transit that connects communities and population centers throughout Jefferson County and with neighboring transit services and ferries. These services are designed to be as direct as possible between major destinations with travel times that are comparable to private vehicles. Regional transit routes also provide important connections to smaller communities and rural areas.

5.1.2 Coverage and Transit Service Area

The transit service area is defined as the limit of the transit service. The service area of a particular route or microtransit service is defined separately. It is the goal of Jefferson Transit to provide service within as much of the built-up area of Jefferson County as possible while providing access to key destinations. This, however, is not always practical with the different service types available. For the purposes of coverage analysis, the "Built-Up Area" is assumed to include the communities of Chimacum, Port Hadlock-Irondale, and Port Townsend. The remaining area is considered the "Rural Service Area" for the coverage analysis. Due to the remoteness and built form of Marrowstone Island and Port Ludlow, these areas are considered part of the "Rural Service Area." Note that coverage analysis does not include western Jefferson County, which is presently served by the Jefferson Transit Olympic Connection. The Built-Up Areas of Eastern Jefferson County are pictured in Figure 31.

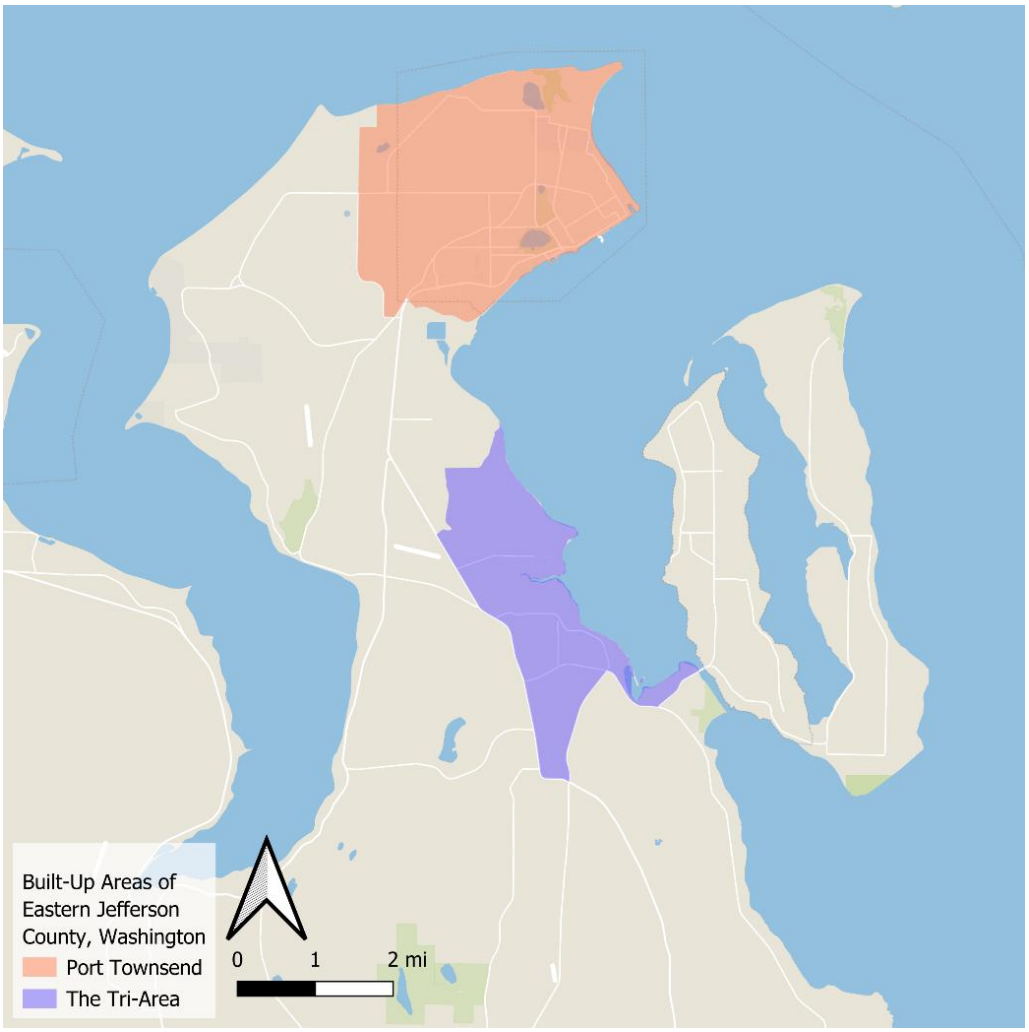

Figure 31: Built-Up Areas of Eastern Jefferson County, Including Port Townsend, and the Tri-Area

Therefore, the coverage or service area for each service and the individual targets are presented below:

Table 8: Service Area and Target Range by Service Type

Service Type	Calculation	Target Range
Microtransit	The quarter mile walking distance to designated microtransit stops within the **Built-Up Area**.	Up to 50% of civic addresses**.**
Microtransit	The quarter mile walking distance to designated microtransit stops within the **Rural Service Area**.	At least 25% of civic addresses.
Local and Regional Transit	The quarter mile walking distance to stops serviced by the fixed route within the **Built-Up Area**.	At least 50% of civic addresses.
Regional Transit	The quarter mile walking distance to stops serviced by the fixed route in the **Rural Service Area**.	At least 10% of civic addresses.
Dial-a-Ride	Not applicable. The ADA requires that service be provided to all eligible riders within a three-quarters of a mile radius from a transit stop.	100% of civic addresses within three-quarters of a mile radius of a transit stop.
Built-Up Area	The total number of civic addresses within the Regional, Local, and Microtransit service areas.	65% of all civic addresses within the **Built-Up Area**.
Rural Service Area	The total number of civic addresses within the Regional, Local, and Microtransit service areas.	30% of all civic addresses within the **Rural Service Area**.

Note that in this assessment, we are recommending analysis by civic addresses rather than simply households.

5.1.3 Stop Location Guidelines

Defining appropriate stop locations is critical for ensuring good access to transit services while minimizing transit delays. Identifying ideal stop locations should consider the following:

- Is the stop location at a signalized intersection or crosswalk?
- Is the stop location accessible by a sidewalk or multi-use pathway?
- Is the stop location on public land, or can arrangements be made with the property owner to allow for necessary stop infrastructure?
- Is the stop location well-lit and clear of visual obstructions?
- Can the stop location and sidewalk be readily cleared of snow?
- What are the land uses within the walkshed?[1]

In general, if a potential stop location reasonably satisfies the above criteria, JTA may want to consider a transit stop if there are certain demand- and service-related conditions. These conditions are listed in the following table, in no particular order.

Table 9: Relevant Conditions in Determining Appropriate Stop Locations

Condition	Threshold	Exceptions
Residential Uses	200 - 250 low-density residential addresses within a quarter mile walkshed. 100 - 150 high-density residential addresses within an 800-foot walkshed.	Residential road networks may not be transit supportive. Stops placed within cul-de-sacs or loops should be avoided and instead placed along main roads to minimize delays to transit vehicles.
Seniors Residences	A large senior's residence is within a 400-foot walkshed.	Consider locating the stop as close as possible to a direct, accessible path to the facility entrance.
Employment and Commercial/Retail Areas	24,000 – 30,000 ft^2 Gross Floor Area (GFA) of listed uses within a 2000-foot walkshed.	Exceptions made for a single large employer who may employ large numbers of shift-workers.
Health care facilities, day homes and social services	The stop is within a 400-foot walkshed of the facility.	Consider locating the stop as close as possible to a direct, accessible path to the facility entrance.
High schools, libraries, recreation centers, parks, etc.	The stop is within a quarter mile walkshed of a listed facility.	Consider locating the stop as close as possible to a direct, accessible path to the facility entrance.

[1] "Walkshed" is the area within a certain walking distance from a stop location. This is usually calculated by distance as an approximation for a five- to seven-minute walk. This walkshed distance may be different depending on the user groups or the types of land uses near the transit stop.

Condition	Threshold	Exceptions
Nearby Stops (Local and Microtransit)	The potential stop location is at least 800 feet away from nearby stops along the same route.	Exceptions made for certain demographic circumstances, such as the presence of a senior's residence or a school.
Nearby Stops (Regional)	The potential stop location is at least one mile away from the next closest regional stop on the route.	Stops should be located at all major transfer locations. Exceptions can be made for major trip generators and transfer hubs. In Rural Service Areas with no local transit access, consider applying the Local and Microtransit standard to improve coverage in smaller communities (e.g., Quilcene or Brinnon).

Flag Stops

In the most remote areas of the county, it may be preferable to allow customers to "flag a bus down" at any safe point along the route. While this is excellent for improving coverage in remote areas, it is not preferrable if used on busy routes or along dangerous roadways.

JTA permits flag stops for roads along an existing route that has a speed limit of no more than 25 mph. While in the long-term it is recommended to phase out the formal practice of flag stops in most circumstances, Jefferson Transit can consider allowing for limited flag stops in certain cases such as:

- During inclement weather, the path to the nearest bus stop is inaccessible due to snow or debris.
- In the late evening, customers on board may prefer to get off at the stop closer to their home rather than walk a longer distance from a bus stop.

In these circumstances, the safety and viability of stopping at the request of a customer should be evaluated by the driver and defined in operating policy.

5.1.4 Route Directness and Travel Speed

Route Directness assesses how close travel by transit is in speed to driving. Transit travel time is limited by the number of stops made and the number of deviations (turns off main roadways)

made to access neighborhoods or intermediate destinations. Generally, transit riders should expect travel speeds to be slower than by car, but to a limit. The limit varies based on the type of service and the service frequency provided.

Route directness is measured as the ratio of travel time between endpoints of a transit route relative to driving between the same endpoints. Generally, longer distance routes, such as regional routes, should aim for a lower ratio than local routes. Microtransit, with its demand-responsive nature, will naturally have varying degrees of directness trip-by-trip and should instead be assessed as a historical average.

The following table presents the travel time ratios for each service type.

Table 10: Travel Time Ratios by Service Type as a Measure of Route Directness

Service Type	Max Travel Time Ratio
Microtransit	Up to 2.0
Dial-a-Ride	Up to 2.0
Local Transit	1.5 – 1.8
Regional Transit	1.2 – 1.5

5.1.5 Service Level Definitions

While the plan does not envision service on Sundays at this time, there is the potential to introduce this service in the future. The level of service will vary based on the demand and availability of resources. The three proposed Service Level classifications are as follows:

- **Standard service** is the level of service provided throughout most of the day, addressing the unique travel behavior on Jefferson Transit. Since demand is relatively constant throughout most of the day, this generally represents the time between 10:00 AM and 6:00 PM to address the highest demand periods. It will include the highest frequency Local services as well as all relevant service types. Regional services will operate on all routes with at least three round trips during the Standard service period.

- **Base service** is the minimum service level for most transit service types and may involve reductions in frequencies on the Local routes to the lowest policy level to provide service reliability and convenience by balancing it with the appropriate resources for demand. Off-

peak period service levels are envisioned on weekdays from 7:00 AM to 9:00 AM and from 6:00 PM to 8:00 PM. Regional services will have at least one round trip available in both of these time periods.

- **Limited service** is the absolute lowest level of service considered during the service period. This service is designed for coverage and resource efficiency but may not provide the most convenient or attractive alternative for most riders. This service is designed so that riders can be assured that, should they miss their last bus, be held back late at work, or need to catch an early morning appointment, that there is a limited, but reasonable option to meet their needs. Limited service levels are envisioned in the early morning before 7:00 AM and in the late evening after 8:00 PM. Additionally, should Sunday service be explored in the future, it is recommended to begin with a Limited service level and scale up to appropriately meet the demand as required.

The number of trips that pass a bus stop per hour is defined as the frequency of a transit service. As the frequency increases, the headway (or the time between trips) decreases, and the service becomes more convenient for passengers. This metric is only applicable to Local Transit and Regional Transit services.

As a rule, Local Transit services should have a frequency of at least one trip per hour during all service hours. This means that a bus will arrive at a stop every 60 minutes. It is preferable in peak periods that frequencies are at least two trips per hour, providing a headway of 30 minutes or better.

Regional Transit services should have a frequency that is determined by demand. However, there should be at least five round trips per day on weekdays and at least two round trips on weekends. Where multiple Regional Transit services are using a common route between two transfer hubs (i.e., the Public Library in the Tri-Area and Haines Place in Port Townsend), avoid scheduling trips such that the headway between these two services is less than 10 minutes through the common section.

Frequency is directly tied to the capacity of a bus route. As demand grows, it is important that the frequency grows to provide sufficient capacity (see Section 5.1.7). Improving the frequency of transit services is also closely tied to increasing ridership. Improving frequency on high-demand corridors, particularly those that serve a variety of communities and travel through many land uses, will drive the greatest long-term ridership growth, and help support transit-oriented development.

Service levels are based on the anticipated demand for transit and types of service that are anticipated to operate in combination with policy minimums that ensure a reasonably convenient service that will help to increase ridership. The number of trips or the expected frequency of service varies based on the target service level. The following table provides a summary of each service level category and the minimum frequency for each service type:

Table 11: Policy Minimum Service by Service Type and Service Level

Service Level	Local Transit	Regional Transit	Microtransit	Dial-a-Ride
Limited	As necessary	As necessary	Available	Available
Base	60 min headway	1 round trip	Available	Available
Standard	30 min headway	3 round trips	Available	Available
Total	-	5 round trips	Available	Available

5.1.6 Ridership Productivity

Ridership productivity is defined in two distinct ways: the number of riders (or boardings) per vehicle hour (BpH), or the number of riders (or boardings) per one-way trip (BpT). Ridership productivity should be assessed based on the service type that is in operation or anticipated for a given area. Targets for each service type are defined in the following table.

Table 12: Ridership Productivity by Service Type

Service Type	Standard	Base	Limited
Microtransit	Up to 4.5 BpH	Up to 2.5 BpH	Up to 4.5 BpH
Local Transit	15 – 20 BpH	10 – 15 BpH	No Standard
Regional Transit	> 15 BpT	10 BpT	No Standard
Dial-a-Ride*	N/A	N/A	N/A

*Dial-a-Ride paratransit should always be offered when other transit services are operating, regardless of demand.

If transit services are consistently (over a period of at least six months) operating below a given ridership productivity target, service adjustments could be considered to reduce the service, or to otherwise adjust service to improve ridership. For example, if a Local Transit route falls below 10 BpH consistently during a specific time-period, consider reducing the frequency during that time

period, or replacing the service with microtransit service. Keep in mind the policy minimums described in Section 5.1.5.

If ridership productivity consistently operates over a given ridership productivity target, service improvements could be considered. For example, if Local Transit productivity is consistently over 20 BpH, and passenger loads (See Section 5.1.7) are high, consider increasing the frequency or introducing a larger vehicle.

5.1.7 Passenger Loading

Passenger loading refers to the number of passengers on board a vehicle at any given time. This is most applicable for local and regional services which are designed to transport a large number of passengers along a single route. However, services provided by smaller vehicles, such as microtransit and Dial-a-Ride services have smaller capacities and therefore could experience crowding in rare cases.

In the near future, it is unlikely that JTA will experience significant overload conditions, or cases where transit vehicles are full based on the current fleet makeup and level of service provided. As ridership grows and travel patterns change, this should be reevaluated, especially if the agency begins to experience overload conditions more frequently. For the time being, consider operating occasional extras or tripper buses that are available to support overload conditions if and when they arise.

5.1.8 Trip Requests and Denials

Demand-responsive services, including microtransit and Dial-a-Ride, have a high sensitivity to increasing demand. As trip requests increase, the rate of denials or failed trip searches increases. While the percentage of denials or failed trip searches may be relatively low, the negative perception among riders increases exponentially as these rates grow.

Generally, the rate of denials or failed trip searches can be equated to the total demand (trip requests) at any given trip departure time. This corresponds to a probability that the next passenger who requests a trip will experience a denial or a failed trip request. Table 13 shows the relationship between trip request rate, chance of failed requests, and rider experience. Note that this assumes that microtransit would be limited to zones of up to 15-25 square miles (depending on the density and road network) and will provide trips between virtual stops and a key transfer hub where riders can connect with fixed route services. For Dial-a-Ride, this assumes that service is available within three-quarters of a mile of any Regional, Local, or Microtransit stop.

Table 13: Denial and Failure Rates of On-Demand Transit Services

Trip Requests per Vehicle-Hour*	Chance of Failed Request	Failures Experienced	Rider Experience
< 2	0.67%	1 in 300	A rider may experience a failed request infrequently.
2.5	2.7%	1 in 120	
3	12.3%	1 in 30	A regular rider may begin to experience a failed trip request once a week.
3.5	25%	1 in 20	
4	42%	1 in 15	
4.5	62%	1 in 12	A regular rider is likely to experience a failed request multiple times per week
5	85%	1 in 9	
5.5	100%	1 in 6	

*Note that this is based on the time of departure for a given trip request, not when the trip request is received. E.g., if there were three trip requests to travel on Monday between 3:00 PM and 4:00 PM when only one vehicle is operating, the next person requesting a trip during that time period would have a 12.3% chance of experiencing a failed trip request. However, if two vehicles are operating between 3:00 PM and 4:00 PM, the actual Trip Requests per Vehicle-Hour would be 1.5 (less than 2) and the chance of experiencing a failed trip request would decrease.

Based on this data, Table 14 expresses the threshold for trip denial and failed trip request rates by service type and service level. If these thresholds are consistently exceeded, it is important to plan service changes to maintain a positive rider experience. Note that paratransit users, who experience significant barriers to transportation for access to critical services like healthcare, employment, education, and groceries, ideally experience minimal to no likelihood of a trip denial.

Table 14: Trip Denial and Failure Thresholds by Service Type and Service Level

Service Type	Service Level	Trip Requests per Vehicle-Hour	Failed Request Threshold
Microtransit	Base	2.5 to 3	10%
Microtransit	Standard	Approx. 3.5	25%
Dial-a-Ride	Base	Approx. 2	< 1%
Dial-a-Ride	Standard	Approx. 2	< 1%

6 Route Profiles

Route-by-route profiles were developed to assess how the existing routes perform relative to the service guidelines. As stated in Section 5, performance and productivity indicators will vary based on route type. The service summary in Section 2.3 initially categorized the routes into four groups. However, following the development of the service guidelines, they have now been re-grouped into two:

- Local Routes including Route 2 – Fort Worden, Route 3 – Castle Hill, Route 4 – Upper Sims Loop, Route 6 – Tri-Area Loop*, and Route 11 – Shuttle.
- Regional Routes including Route 1 – Brinnon, Route 6 – Tri-Area Loop*, Route 7 – Poulsbo, Route 8 – Sequim, and Route 14 – Kingston Express.

As the list above indicates, Route 6 is listed as both a local and regional route since it provides both connectivity between the Tri-Area and Port Townsend (like a regional route) and connectivity within the Tri-Area (like a local route).

The productivity indicators in this section will vary based on the categorization of local or regional routes. The different metrics will include:

- Local Routes will assess Boardings per hour (BpH) and Peak period headway
- Regional Routes will assess Boardings per trip (BpT) and Daily roundtrips

6.1 Route 1 – Brinnon

Route 1 is a regional route that connects residents of Quilcene, Brinnon, and elsewhere in South County to the Tri-Area and Port Townsend. The route has limited frequency and does not operate at midday. Depending on the trip, the route may end at Triton Cove or Brinnon and provide opportunities for transfers at Four Corners and Haines Places. Table 15 provides an overview of Route 1, based on existing data, in relation to the existing service guidelines.

Route Length: 42.9 to 50.1 miles (depending on route variants)

Route Variants:

- Haines Place Park & Ride to Black Point Turnaround
- Haines Place Park & Ride to Triton Cove
- Triton Cove to Four Corners Park & Ride
- Uptown and Downtown to Triton Cove (Saturday only)

Table 15: Route 1 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per Day	57.6	27.7
	Boardings per Trip	7.20	6.96
	On-Time Performance	95.3%	95.7%
Service span		5:15 AM to 10:30 AM 2:00 PM to 7:45 PM	6:35 AM to 9:30 AM 5:25 PM to 7:45 PM
Headways and number of trips	Daily Roundtrips	4	2
	Crowding (average boarding of busiest trip)	10.15	11.56
	Crowding (95th % boarding of busiest trip)	15.00	15.00
Stop locations[2]	Jefferson County population within ¼ mile walkshed	11%	
	Port Townsend population within ¼ mile walkshed	11%	
	Tri-Area population within ¼ mile walkshed	37%	
	Flag stops	Light impact: this route does not include many corridors with flag stops	
Route directness and travel time[3]	Auto run time	50 minutes	45 minutes
	JTA run time	61 minutes (1.2x)	62 minutes (1.4x)

Key Service Design Observations

- Highest average boardings per trip on weekdays among regional routes (excluding Tri-Area Loop).

[2] Coverage is analyzed for weekday routing.
[3] Travel time from Haines Place to Brinnon General Store

- Infrequent trips on weekdays including no midday service.
- Significant fluctuation in ridership by trip. Specifically, there is low ridership on the first run of the day, which can be in part due to bus storage and the requirement to have the buses start and end their days at Four Corners.
- Routes are long and time intensive, but within the range of competitive travel time with auto travel on both weekdays and Saturdays.
- Limited connectivity for Brinnon and Quilcene residents prior to Tri-Area.

6.2 Route 2 – Fort Worden

Route 2 is a local Port Townsend route that includes stops at Haines Place Park & Ride, Peninsula College, and the Jefferson County Fairgrounds. The route operates throughout the day as a one-way loop that starts and ends its service at Haines Place Park & Ride and runs on a one-hour frequency.

Route Length: 7.1 miles

Route Variants: None

Table 16: Route 2 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	47.4	35.3
	Boardings per service hour	9.40	8.40
	On-time performance	99.1%	98.8%
Service span		7:30 AM to 7:00 PM	9:30 AM to 7:00 PM
Headways and number of trips	Peak period headway	60 minutes	60 minutes
	Crowding (average boarding of busiest trip)	5.51	4.54
	Crowding (95th % boarding of busiest trip)	11.00	11.00
Stop locations[4]	Jefferson County population within ¼ mile walkshed	5%	
	Port Townsend population within ¼ mile walkshed	16%	

[4] Coverage is analyzed for weekday routing.

Design Guidelines	Productivity Indicators	Weekday	Saturday
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time[5]	Auto run time	8 minutes	8 minutes
	JTA run time	11 minutes (1.4x)	11 minutes (1.4x)

Key Service Design Observations

- Among the local routes, Route 2 has the lowest boardings per service hour (9.40 on weekdays and 8.40 on Saturdays).
- Very strong on-time performance on weekdays and Saturdays.
- The consistency of 60-minute headway throughout operations makes it easier for riders to keep track of the schedule. However, the 60-minute headway, especially during peak periods, does not meet the service guidelines.
- While loop design increases coverage, it does slightly increase roundtrip travel time for riders. However, the route does provide acceptable route directness and doubles with Route 3 for service on San Juan Avenue.

6.3 Route 3 – Castle Hill

Route 3 is a local Port Townsend route that includes stops at the Haines Place Park & Ride, Jefferson Healthcare, and the Jefferson County Fairgrounds. The route operates throughout the day as a one-way loop that starts and ends its service at Haines Place Park & Ride and runs on a one-hour frequency.

Route Length: 8.9 miles

Route Variants: None

Table 17: Route 3 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	62.4	50.4
	Boardings per service hour	12.38	11.96
	On-time performance	99.6%	99.6%
Service span		7:30 AM to 7:00 PM	9:30 AM to 7:00 PM

[5] Travel time from Haines Place to Fort Worden

Design Guidelines	Productivity Indicators	Weekday	Saturday
Headways and number of trips	Peak period headway	60 minutes	60 minutes
	Crowding (average boarding of busiest trip)	6.61	7.21
	Crowding (95th % boarding of busiest trip)	9.00	8.00
Stop locations[6]	Jefferson County population within ¼ mile walkshed	10%	
	Port Townsend population within ¼ mile walkshed	33%	
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time[7]	Auto run time	10 minutes	10 minutes
	JTA run time	14 minutes (1.4x)	14 minutes (1.4x)

Key Service Design Observations

- While the boardings per service hour is slightly better than Route 2, ridership productivity is still quite low for a local route (12.38 on weekdays and 11.96 on Saturdays). The slight increase compared to Route 2 could be attributed to the fact that Route 3 services Jefferson Healthcare.
- Like Route 2, the consistency of a 60-minute headway throughout operations makes it easier for riders to keep track of the schedule. However, the 60-minute headway, especially during peak periods, does not meet the service guidelines.
- The service operates at a near-perfect on-time performance on all days of service.
- While loop design increases coverage, it does slightly increase roundtrip travel time for riders. However, the route does provide acceptable route directness and doubles with Route 2 for service on San Juan Avenue.
- A noticeable portion of the route services low-density neighborhoods along Cook and Hastings Avenue.

[6] Coverage is analyzed for weekday routing.
[7] Travel time from Haines Place to Cook Avenue/Willamette Street

6.4 Route 4 – Upper Sims Loop

Route 4 is a local Port Townsend route that services the southwestern neighborhoods of Port Townsend with stops at Haines Place Park & Ride and Jefferson Healthcare. At only four miles in length, it is the shortest JTA route both in terms of duration and distance and runs every 30 minutes.

Route Length: 4 miles

Route Variants: None

Table 18: Route 4 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	135.4	106.0
	Boardings per service hour	19.62	16.83
	On-time performance	98.7%	99.5%
Service span		7:30 AM to 7:00 PM	8:30 AM to 7:00 PM
Headways and number of trips	Peak period headway	30 minutes	30 minutes
	Crowding (average boarding of busiest trip)	8.56	6.90
	Crowding (95th % boarding of busiest trip)	12.00	11.00
Stop locations[8]	Jefferson County population within ¼ mile walkshed	6%	
	Port Townsend population within ¼ mile walkshed	20%	
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time[9]	Auto run time	5 minutes	5 minutes
	JTA run time	9 minutes (1.8x)	9 minutes (1.8x)

Key Service Design Observations

- Strong average boardings per service hour (19.62) on weekdays.

[8] Coverage is analyzed for weekday routing.
[9] Travel time from Haines Place to Discovery Road/Eddy Street

- Route 4 offers a consistent frequency of 30 minutes for the entirety of service.
- Routing provides connectivity between Haines Place and major employers like Jefferson Healthcare.
- More than any other local loop route, increased coverage is provided at the expense of a likely increase in roundtrip travel time among riders. However, the runtime is still within the acceptable range for local routes.

6.5 Route 6 – Tri-Area Loop

Route 6 is a circular bus route serving as both a local and regional route in Port Townsend, Port Hadlock-Irondale, and Chimacum. Operating in two branches – 6A (clockwise) and 6B (counterclockwise) – the route connects major stops including Haines Place Park & Ride, Jefferson Healthcare, Four Corners Park & Ride, Jefferson County Library, and Salmon Business Park.

Route Length: 16.5 to 25.2 miles (depending on route variants)

Route Variants:

- Route 6A (clockwise routing within Tri-Area):
  - Once per day, 6A will begin Up/Downtown
- Route 6B (counterclockwise routing within Tri-Area):
  - Once per day, 6B will terminate at Four Corners and riders will transfer to Route 7

Table 19: Route 6 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	50.0	26.7
	Boardings per trip	10.00	8.91
	Boardings per service hour	11.70	10.06
	On-time performance	95.0%	94.9%
Service span		6:30 AM to 7:45 PM	8:45 AM to 8:00 PM
Headways and number of trips	Daily roundtrips	10	6
	Peak period headway	60 minutes[10]	60 minutes
	Crowding (average boarding of busiest trip)	11.84	12.73

[10] Not consistent during AM peak period

Design Guidelines	Productivity Indicators	Weekday	Saturday
	Crowding (95th % boarding of busiest trip)	17.00	17.00
Stop locations[11]	Jefferson County population within ¼ mile walkshed	12%	
	Tri-Area population within ¼ mile walkshed	52%	
	Flag stops	Moderate impact: this route includes some corridors with flag stops	
Route directness and travel time	Auto run time	16 minutes	16 minutes
	JTA run time	24 minutes (1.5x)	24 minutes (1.5x)

Key Service Design Observations

- Application of route variants provides a quasi-local loop for Tri-Area residents, while also providing access to Haines Place.
- Inconsistent headways between two route variants. For instance, Route 6B has consecutive departures from Haines Place at 11:00 AM and 12:00 PM, whereas Route 6A has a three-hour headway between 10:00 AM and 1:00 PM.
- Routing overlap with regional routes, specifically Route 1, provides additional connectivity to Port Townsend.
- Strongest performing route by boardings per trip (10.00 on weekdays and 8.91 on Saturdays) on the entire network.
- Along with Route 11, Route 6 has experienced the highest 95% boardings on all service days (17).
- Route within Tri-Area is most affected by flag stops compared to any other route in the network.

6.6 Route 7 – Poulsbo

Route 7 is a regional route that connects Jefferson residents to the North Viking Transit Center in Kitsap County. Most notably, the route requires buses to cross the Hood Canal Bridge, which can

[11] Coverage is analyzed for weekday routing.

be a source of delay. Additionally, the route provides service along Oak Bay Road through Port Ludlow, enabling residents to connect to the JTA network.

Route length: 35.5 to 37 miles (depending on route variants)

Route variants:

- Haines Place Park & Ride to North Viking Transit Center
- Uptown and Downtown to North Viking Transit Center

Table 20: Route 7 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	62.9	28.0
	Boardings per trip	6.29	6.99
	On-time performance	93.8%	94.2%
Service span		5:45 AM to 8:30 PM	9:30 AM to 12:00 PM 2:30 PM to 5:30 PM
Headways and number of trips	Daily roundtrips	5	2
	Crowding (average boarding of busiest trip)	10.10	8.15
	Crowding (95th % boarding of busiest trip)	12.00	13.00
Stop locations[12]	Jefferson County population within ¼ mile walkshed	15%	
	Port Townsend population within ¼ mile walkshed	22%	
	Tri-Area population within ¼ mile walkshed	52%	
	Flag stops	Light impact: this route does not include many corridors with flag stops	
Route directness and travel time[13]	Auto run time	50 minutes	50 minutes
	JTA run time	64 minutes (1.3x)	60 minutes (1.2x)

[12] Coverage is analyzed for weekday routing.
[13] Travel time from Haines Place to North Viking Transit Center

Key Service Design Observations

- Highest average boardings per trip on Saturdays among regional routes (excluding Tri-Area Loop).
- Lower on-time performance compared to the rest of the network, likely due in part to the required crossing of the Hood Canal Bridge.
- JTA run time is comfortably within the acceptable range compared to vehicle run time.
- The ridership fluctuation between busiest and least busy trips is less than other regional routes, indicating consistent ridership throughout the day.

6.7 Route 8 – Sequim

Route 8 is a regional route that connects Jefferson County residents to the Sequim Transit Center in Clallam County. With stops at Haines Place and Four Corners, Route 8 provides opportunities for riders to connect to and from other JTA routes. While service is limited to Saturdays, there is considerable midday weekday service to Sequim.

Route Length: 30.5 miles

Route Variants: None

Table 21: Route 8 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	60.9	18.9
	Boardings per trip	6.09	4.72
	On-time performance	95.7%	98.6%
Service span		6:00 AM to 7:30 PM	7:15 AM to 8:53 AM 5:00 PM to 6:36 PM
Headways and number of trips	Daily roundtrips	5	2
	Crowding (average boarding of busiest trip)	8.29	5.77
	Crowding (95th % boarding of busiest trip)	12.00	10.00
Stop locations[14]	Jefferson County population within ¼ mile walkshed	9%	

[14] Coverage is analyzed for weekday routing.

Design Guidelines	Productivity Indicators	Weekday	Saturday
	Port Townsend population within ¼ mile walkshed	23%	
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time[15]	Auto run time	45 minutes	45 minutes
	JTA run time	48 minutes (1.1x)	48 minutes (1.1x)

Key Service Design Observations

- Route 8 provides the most direct route to and from its terminals, with the only existing deviation at Four Corners Park & Ride. However, the current route does not provide direct service for most residents. For instance, Tri-Area residents must take Route 6A/6B to Four Corners to transfer.
- The first trip (6:11 AM) to Sequim on weekdays has considerably lower boardings per trip than other Sequim-bound trips.

6.8 Route 11 – Shuttle

Route 11 is a local Port Townsend route that operates as a loop with its start and end point at Haines Place Park & Ride. The two route variants 11A and 11B operate in opposite directions along Water Street and Lawrence Street, serving core commercial areas of Port Townsend along with other key destinations such as the Port Townsend Public Library and the Food Co-Op on Kearney Street.

Route Length: 4.0 miles

Route Variants:

- 11A: counterclockwise through downtown Port Townsend
- 11B: clockwise through downtown Port Townsend

Table 22: Route 11 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics	Boardings per day	201.4	185.6
	Boardings per service hour	22.60	24.32

[15] Travel time from Haines Place to Sequim Transit Center

Design Guidelines	Productivity Indicators	Weekday	Saturday
	On-time performance	99.8%	99.7%
Service span		7:00 AM to 8:30 PM	9:00 AM to 8:30 PM
Headways and number of trips	Peak period headway	30 minutes	30 minutes
	Crowding (average boarding of busiest trip)	11.51	12.12
	Crowding (95th % boarding of busiest trip)	16.00	17.00
Stop locations[16]	Jefferson County population within ¼ mile walkshed	1%	
	Port Townsend population within ¼ mile walkshed	3%	
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time[17]	Auto run time	6 minutes	6 minutes
	JTA run time	7 minutes (1.1x)	7 minutes (1.1x)

Key Service Design Observations

- Route 11 has the highest daily ridership and highest boardings per service hour in the network.
- Saturday service holds the highest overall boardings per service hour (24.32) across all service days and routes. This may be caused by a noticeable decrease in ridership after 6:00 PM on weekdays.
- Nearly perfect on-time performance on both weekdays and Saturdays. This is in part because the observed run time is closer to 14 minutes rather than the scheduled 20 minutes.
- Like Route 4, the Shuttle route provides consistent 30-minute headway throughout operations.
- Routing provides the most competitive run time for local routes in comparison to its vehicle run time.

[16] Coverage is analyzed for weekday routing.
[17] Travel time from Haines Place to Clay Street/Madison Street

6.9 Route 14 – Kingston Express

Route 14 is a regional route that connects residents of Jefferson County to the Kingston Ferry Terminal in Kitsap County. The Ferry Terminal provides connections to the Kitsap Transit Fast Ferry to Seattle. The route offers limited stops at Haines Place, Four Corners, and the Olympic Peninsula Gateway Visitors Center. Note that the service span and frequency reflect the summer schedule.

Route Length: 34.9 miles

Route Variants: None

Table 23: Route 14 - Service Guidelines Overview

Design Guidelines	Productivity Indicators	Weekday	Saturday
Performance metrics[18]	Boardings per day	13.4	7.2
	Boardings per trip	3.34	1.80
	On-time performance	96.6%	97.6%
Service span		7:20 AM to 10:00 AM 2:50 PM to 5:30 PM 6:10 PM to 8:30 PM	9:40 AM to 12:20 PM 3:50 PM to 5:10 PM 5:40 PM to 7:00 PM
Headways and number of trips	Daily roundtrips	3	3
	Crowding (average boarding of busiest trip)	4.55	1.96
	Crowding (95th % boarding of busiest trip)	8.00	5.00
Stop locations[19]	Jefferson County population within ¼ mile walkshed	1%	
	Port Townsend population within ¼ mile walkshed	1%	
	Flag stops	No impact: this route does not include any corridors with flag stops	
Route directness and travel time	Auto run time	53 minutes	53 minutes
	JTA run time	70 minutes (1.3x)	70 minutes (1.3x)

[18] Performance metrics for this route were calculated prior to the addition of the third daily round trip in Spring of 2025.
[19] Coverage is analyzed for weekday routing.

Key Service Design Observations

- With only three trips per direction, the service is quite limited. Across all JTA routes, Route 14 has the lowest boardings per day and boardings per trip.
- As a relatively new route, it is still experiencing considerable year-over-year growth.
- Routing provides competitive run times to auto travel time with the only routing fluctuations provided at Four Corners Park & Ride.

7 Network and Service Recommendations

Based on the current state assessment, engagement with staff and the community, and the service guidelines, network and service recommendations were developed to best meet the needs of JTA and Jefferson County. The following section provides the recommendations by service typology, which include:

- Fixed Route Service Network
- Dial-a-Ride Service
- Microtransit Service
- Supporting Transportation Services

It is important to note that all these services interact with each other and any adjustments or recommendations to one can affect another.

7.1 Fixed Route Service Network

As discussed in previous sections of the COA, Jefferson County's layout has required JTA's fixed route network to provide different types of fixed route service to service both its primary population centers and out-of-county connections. Therefore, the recommendations for fixed route service have been separated into three groups: Port Townsend service (local), Tri-Area service (local and regional), and regional service. Table 24 provides a high-level summary of the recommendations.

Table 24: Fixed Route Network Recommendations Overview

Recommendation	Description
Port Townsend Recommendations	
New Route 23	Combine the routing of existing Route 2 and Route 3.
Extension of Route 4	Extend Route 4 east and provide service Kearney Street and 19th Street.
Increase frequency of Route 11	Leverage short runtime and operate Route 11 (counterclockwise only) every 20 minutes.
Tri-Area Recommendations	
New Route 5 – Tri-Area Local Loop	Establish a local route within the Tri-Area operating at 30-minute intervals.

Recommendation	Description
New Route 6 – New Tri-Area Express	Introduce Tri-Area Express route to connect with Port Townsend during gaps in service.
Establish a Tri-Area Transit Hub	Develop a Tri-Area Transit Hub at the Jefferson County Library District location at the corner of Cedar Avenue and Ness' Corner Road in Port-Hadlock-Irondale
Regional Route Recommendations	
Explore Opportunities for a Regional Transit Hub	Develop a Regional Transit Hub at the Olympic Peninsula Gateway Visitor Center. Re-routing Route 1 and Route 7 would be required to provide additional connectivity.
Connect Regional Routes into Tri-Area Transit Hub	Adjust the routing of all four regional routes to connect to the newly established Tri-Area Transit Hub.
Increase Service to South County	Add a midday roundtrip to/from Brinnon on weekdays.

7.1.1 Port Townsend Service

The local Port Townsend routes enable riders to move through the city quickly and efficiently and connect to the Haines Place Park and Ride for routes serving destinations elsewhere in Jefferson County.

New Route 23

Compared to the other local routes, both Route 2 and 3 fall short of the desired frequency of 30 minutes and present relatively low ridership productivity. In response to those observations, it is recommended that the two routes be merged into a new Route 23 that will provide connections to many of the key destinations and corridors of the existing routes, but with an improved frequency of 30 minutes.

The route, shown in Figure 32, would continue to provide service to Jefferson Healthcare Medical Center and travel through key corridors such as Sheridan Street, San Juan Avenue, and Washington Street. To ensure that the proposed route can run in under 30 minutes and provide sufficient layover time for operators at Haines Place, buses would no longer loop through the Fort

Worden campus. Instead, a new stop would be added to the route at the W Street/ Fort Worden Way intersection for riders commuting to and from Fort Worden. For these riders, it would introduce an additional 5-6 minutes of walking time, however by decreasing the headway of the route from 60 to 30 minutes, the overall travel time of riders (which includes waiting time), would likely decrease.

Figure 32: Proposed Route 23

The reduction of service on Cook Avenue and Hastings Avenue will be addressed through a pilot microtransit service (additional details in Section 7.3).

Extension of Route 4

The route profile assessment indicated that Route 4 currently operates at the desired frequency for local routes and with relatively strong performance metrics. However, with a typical runtime of 18 minutes, there is an opportunity to improve on its coverage while maintaining the 30-minute frequency.

As shown in Figure 33, the route would maintain its counterclockwise loop along Discovery Road and W Sims Way along with its connection to the Jefferson Healthcare Medical Center, however the routing would now extend east and provide service on Kearney Street and 19th Street. Coverage would be reduced along Sheridan Street, however with the increased frequency of Route 23 this would reduce route duplication. With this revised route, the run time would be extended to 23 minutes, which still provides sufficient time for unforeseen delays and layover time for operators.

Figure 33: Proposed Route 4

Increase Frequency of Route 11

Like Route 4, the Shuttle's observed runtime currently provides significant downtime at Haines Place Park & Ride. In combination with high hourly demand, there is an opportunity to increase the frequency of the route to three times per hour (20-minute headway). This adjustment would not require any adjustment to the scheduling, while increasing the frequency of the most productive route in the network.

To minimize any confusion that might arise from the introduction of a third run in an hour, Route 11 is recommended to only operate the counterclockwise routing (11A – East on Water Street and West on Lawrence Street). Feedback on the current routing indicated that riders may be confused about which side of the street the bus will arrive at depending on the time. By only providing service in one direction and increasing the frequency to 20 minutes, transit service through downtown Port Townsend will be more straightforward and convenient. Route 11 is pictured in Figure 34.

Figure 34. Proposed Route 11

7.1.2 Tri-Area Service

As stated in Section 6, the existing Tri-Area Loop operates as both a regional and local route. While it has performed quite well, there is an opportunity to strengthen local connectivity while maintaining direct service to Port Townsend.

New Route 5 – Tri-Area Local Loop

As the second largest population center in the County, Route 5 would be established to service trips within the Tri-Area. As shown in Figure 35, the new Tri-Area Local Loop would seek to connect residents with key destinations within their community such as the Port Hadlock Post Office, QFC, Chimacum High School and the Jefferson County Library. The proposed route would operate with a 30-minute frequency and would maintain the existing flag stops along its route (see Section 8 for more detail on flag stops).

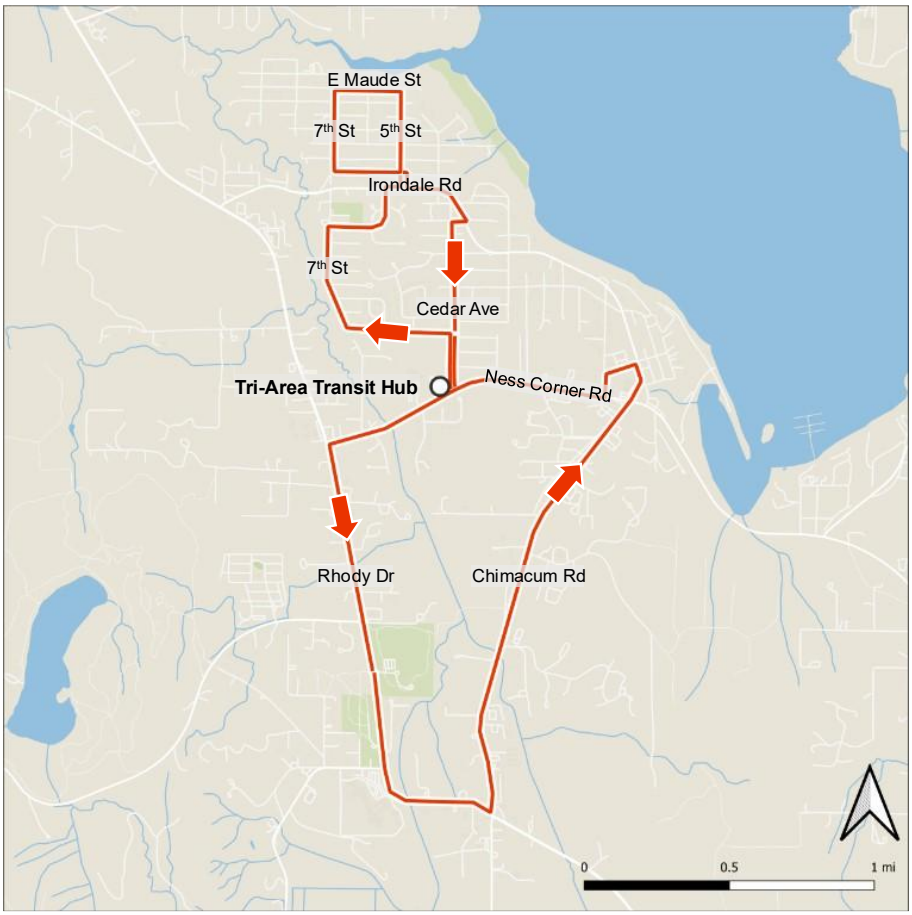

Figure 35: Proposed Route 5

Route 6 – New Tri-Area Express

Additional recommendations regarding the routing of the regional fixed routes in Section 7.1.3 will naturally improve connectivity between the Tri-Area and Port Townsend. However, to minimize time-of-day service gaps, a new Route 6 is recommended to fill in those times where there may not otherwise be service between the Tri-Area and Port Townsend. This could particularly fill an identified gap for Chimacum High School students by having trips align more closely with school times.

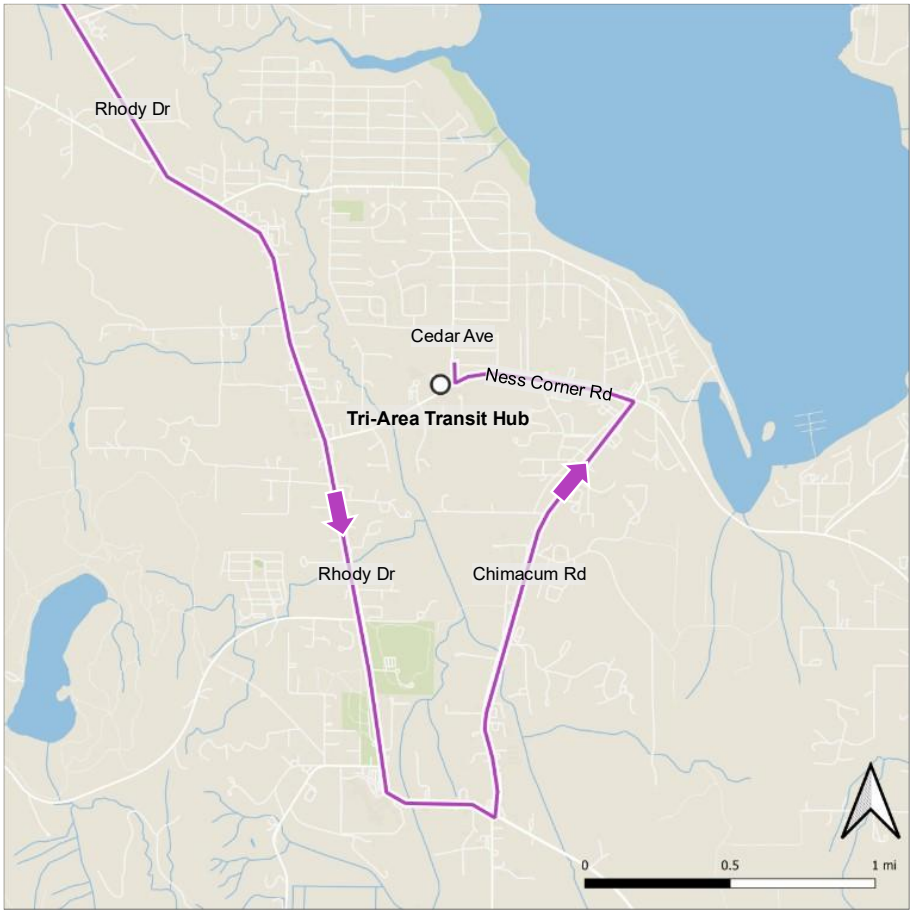

Figure 36: Proposed Route 6

The proposed Route 6 would serve as a regional route to connect the Tri-Area to Port Townsend. While it does not service as many of the local stops as Route 5, it would provide direct service to key destinations in the Tri-Area including Chimacum High School, QFC, and the Jefferson County Library. As shown in Figure 36, the route would begin at the Tri-Area Transit Hub at the Jefferson County Library District and follow a clockwise direction towards Chimacum High School before departing for Port Townsend.

Establish a Tri-Area Transit Hub

Unlike the existing Route 6A/6B, the proposed routing of the two new Tri-Area routes would no longer include stops at Four Corners Park and Ride. While connection points are important, the placement at Four Corners is away from population centers and key destinations. In contrast, the Jefferson County Library District branch at the corner of Cedar Avenue and Ness' Corner Road in Port-Hadlock-Irondale, as shown in Figure 37, offers an ideal location for a Tri-Area Transit Hub.

As a destination, there is considerable growth expected near the Jefferson County Library District over the next few years. Along Mason Street, a Habitat for Humanity housing development project is planned with a target construction start date in 2026 and will eventually include more than 130 homes. Additionally, the construction of a new public pool along Cedar Avenue is being strongly considered by local government, which if constructed, would open around 2028. As a transfer point, this location offers a more convenient connection for Tri-Area riders to connect to regional routes and the new Tri-Area Express route.

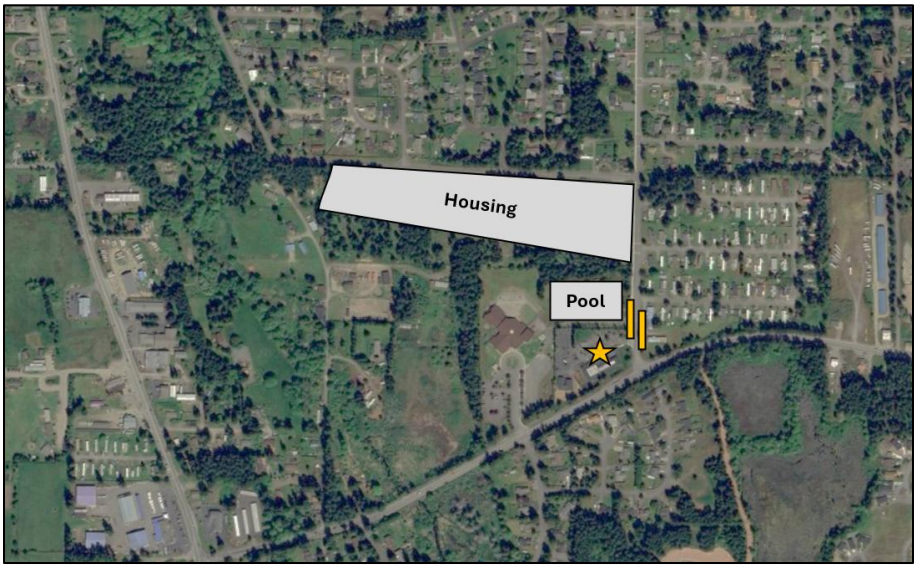

Figure 37: Proposed Location of Tri-Area Hub on Cedar Avenue and Ness' Corner Road

Given the number of buses expected through the Tri-Area Transit Hub between the two Tri-Area routes along with the regional routes (see Section 7.1.3), additional consideration will be required to the layout and infrastructure needs of the Hub including bus shelters, pedestrian crossover signalization, and paved sidewalks. Additionally, with the expected land development, JTA should explore the possibility of an off-road bus loop north of the Jefferson County Library District or assigned parking spaces to permit park and ride users.

7.1.3 Regional Service

Generally, the performance of the regional routes is satisfactory when assessed against the service standards. However, there are opportunities to improve connectivity across the network and increase service along some routes.

Explore Opportunities to Establish a New Regional Transit Hub

Implementing the recommendations from Section 9 (Technology and Facilities) will provide JTA with the opportunity to leverage detailed stop-level ridership data to more closely examine travel patterns among South County residents to best meet their transportation needs. Based on the findings, JTA may wish to explore the opportunity to establish a new Regional Transit Hub. Currently, Brinnon residents can connect at either Four Corners or the Tri-Area to either Port Ludlow (Poulsbo Route) or the Kingston Ferry (Kingston Express). There is an opportunity to increase connectivity among these routes and potentially reduce travel time for some riders. It is recommended that JTA further assess ridership demand and explore the opportunity to establish a new Regional Transit Hub at the Olympic Peninsula Gateway Visitor Center.

Given its location and existing infrastructure, the Olympic Peninsula Gateway Visitor Center is a prime candidate for a Regional Transit Hub, however modifications to existing routes would be required to service it. Currently, only Route 14 passes by the Gateway Visitors Center, while both Route 1 and Route 7 operate on adjacent north-south roads. To connect Route 1 to the Gateway Visitors Center, a Port Townsend-bound Route 1 would travel along State Route 104 to reach the Regional Hub and then continue North along Beaver Valley Road. Similarly, Poulsbo-bound Route 7 would now continue along Oak Bay Road before traveling south on Beaver Valley Road.

These routing adjustments would likely cause a slight increase in overall travel time from end to end. However, South County riders would likely see a significant decrease in overall travel time if traveling to Port Ludlow or out-of-county. Furthermore, there are opportunities in the Tri-Area to make up some of the added time. Public feedback on this recommendation suggests that the deviation could impact current riders and the additional connectivity is not a high priority for most.

Connect Regional Routes at the new Tri-Area Transit Hub

To leverage the development of the Tri-Area Transit Hub and continue to increase connectivity, all regional routes shall be slightly re-routed to provide better connectivity within the Tri-Area and connect to the Hub along Cedar Avenue. With the 30-minute frequency of Route 5 and these

additional routing changes, which will bring 16 existing daily trips between the Tri-Area Transit Hub and Haines Place Park & Ride, inter-community travel for Tri-Area residents should be simplified.

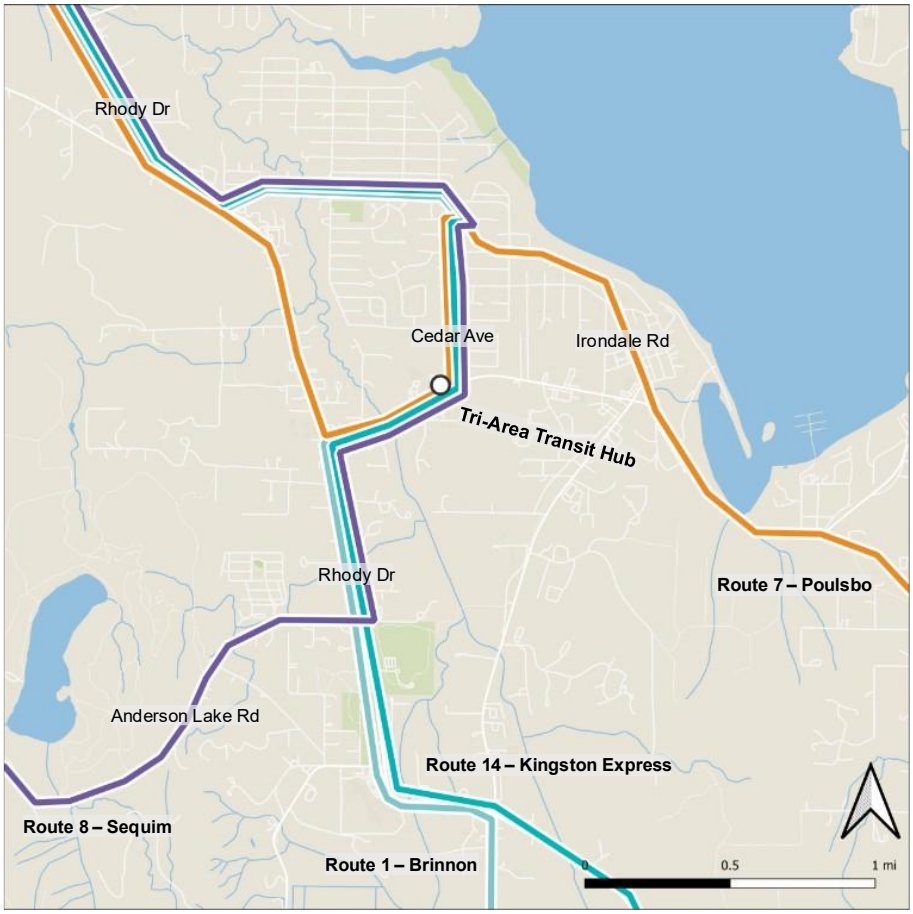

Figure 38: Proposed Routing of Regional Routes Through Tri-Area

With a connection in the Tri-Area, some routes may bypass the Four Corners facility to reduce runtime, offsetting some of the increased runtime needed to serve the Tri-Area Hub. However, as stated in Section 6, all regional routes are either under or meet the desired route directness of the service guidelines. While service to Four Corners and the surrounding area is expected to be reduced, JTA should continue to monitor planned development and adjust future service accordingly. For example, future development connected to the Jefferson County Airport may increase demand for transit near Four Corners.

From this proposed routing in Figure 38, Route 8 is most impacted since its current route does not include any stops in the Tri-Area. However, the increased connectivity would likely result in reduced travel time for Tri-Area riders and would comfortably remain within the acceptable range for route directness.

Increase Service to South County

As stated in Section 6, Route 1 is the only regional route apart from the Kingston Express that does not meet the desired route frequency of five daily round trips. The addition of a mid-day roundtrip was identified early in the evaluation and JTA staff have included this increase in service in their 2025 operating budget.

7.2 Dial-a-Ride Service Recommendations

JTA's Dial-a-Ride service is performing well overall but is approaching and exceeding its current capacity. Key recommendations have been developed to address current and anticipated challenges, and an overview is provided in Table 25.

Table 25. Dial-A-Ride Recommendations Overview

Recommendation	Description
Enforce conditional eligibility.	If DAR riders can and do use the fixed route for some trips, this will reduce strain on DAR capacity.
Add DAR capacity when necessary.	In the medium-to-long-term, if enforcing conditional eligibility does not curb DAR capacity concerns, more DAR capacity will be required.
Continue to align DAR coverage with fixed route network.	If and when the fixed route network changes or expands, DAR coverage will need to similarly change or expand, in line with the ADA.

The DAR ridership has been increasing in recent years and overtime driver hours are already being leveraged to meet the number of trip requests. Given the county's age demographics, it is very likely that the demand for DAR trips will continue to increase.

To address the strained capacity of the DAR service, a key recommendation is to enforce the conditional eligibility status of riders. When a rider has conditional eligibility, there will be specific trip situations when they would be able to use the fixed-route service instead of DAR. For example, a rider might have walk-distance-based conditions. They may live near one bus stop that they can walk to and comfortably wait at, but the stops along other routes are too far for them. In cases where they cannot use the route with the stop closest to them, they would be eligible to request a DAR trip. Currently, conditional eligibility is not being enforced, and so both conditionally and unconditionally eligible DAR riders are booking DAR trips at all times. This adds additional strain on the DAR service. To enforce conditional eligibility, JTA will need to prepare to add this step to

their trip booking process, which will involve training current dispatchers on conditional eligibility. Understanding that this is an additional step in the process, it will also be necessary to evaluate current staff capacity and whether additional staff resources will be required to implement this. An equally important element is to communicate the change to DAR riders and how this will impact their use of JTA services, especially those who have conditional eligibility.

There are several additional recommendations that support the DAR service more broadly but are not directly about the service. These are presented in Table 26.

Table 26. DAR-Supportive Recommendations

Recommendation	Description
Make JTA's fixed route service as accessible as possible. This includes strategies like offering travel training.	Having an accessible fixed route system will make it easier for all riders to use and make it more feasible for DAR riders with conditional eligibility. Travel training will also support this (discussed more in Section 10).
Make stops more accessible and document accessibility features.	Stops that are accessible and have comfortable places to wait (e.g., shelters and benches) are particularly beneficial for older riders and riders with disabilities. Accessible stops will also facilitate the use of fixed route service for DAR riders with conditional eligibility. This recommendation is discussed more in Section 8.
Advocate for accessible paths and good sidewalk connectivity.	Related to the previous recommendation, if riders cannot walk or roll to stops, then they will not be able to use the fixed route service. While paths and sidewalks are not part of JTA's mandate, advocating for good sidewalk connectivity can increase access to public transit.
Replace paratransit scheduling software.	The current paratransit scheduling software needs replacement. An updated paratransit scheduling software may provide a better user experience for JTA staff and riders. This recommendation is discussed more in Section 8.

Based on the analysis, enforcing conditional eligibility is the most effective and sustainable way of improving the DAR service and maintaining its capacity. If the increase in DAR trip requests continues beyond what can be managed through conditional eligibility, Jefferson Transit will need to add DAR capacity through purchasing vehicles, hiring drivers, and budgeting for additional service hours. This will require significant capital and operational investment. Depending on when and how JTA implements microtransit services, expanding DAR capacity could align with microtransit services through comingling microtransit and DAR (i.e., the same vehicles and drivers deliver both services).

Another important consideration for the future is that when and if fixed route service is expanded to other areas of Jefferson County, JTA will need to add DAR hours and coverage as well.

7.3 Microtransit Service Recommendations

Several low-density communities are currently unserved or underserved by JTA. Key recommendations have been developed to improve access to transit services for Jefferson County residents, and an overview is provided in Table 27.

Table 27. Microtransit Recommendations Overview

Recommendation	Description
Pilot a home-to-hub microtransit service within Cape George and the Cook Avenue area.	Cape George is currently unserved by JTA. Adjustments to the proposed fixed-route network will limit service to the Cook Avenue Area. Introducing a pilot home-to-hub microtransit service within Cape George and Cook Avenue area will improve transit access and allow residents to seamlessly connect to the JTA network at Haines Place (or another hub as appropriate).
Explore other areas in Jefferson County to expand microtransit service.	Service coverage is limited beyond the Tri Area and Port Ludlow. Exploring microtransit solutions in areas with little to no existing transit such as Kala Point, Port Ludlow, Paradise Bay, and Marrowstone Island can unlock employment and social opportunities for Jefferson County residents.

Recommendation	Description
Procure microtransit scheduling software	A microtransit scheduling software is required to pilot service within Jefferson County. This may also be the same as the replacement paratransit scheduling software. This recommendation is discussed more in Section 8.

Providing services which are "*reliable and accessible to all, regardless of age, ability or where they want to travel,"* has been identified as a strategic objective for JTA. Access to transit service unlocks opportunities for residents to connect with employment opportunities, community events, and important social services. However, operating fixed-route transit services to smaller low-density communities with limited and circuitous road networks would require numerous buses and operators, while only providing service for a small number of people. Trip pooling on-demand services are ideal to provide service to unserved and underserved communities with such conditions.

Microtransit services allow residents to request service from their location and connect to various locations. The wait time for on-demand services can be longer than fixed-route service during peak travel times but this results in an area with improved coverage.

Introducing a stop-to-hub microtransit service can address the need for improved service coverage in a financially sustainable manner. Trips can be requested to connect passengers from any address within the service area to the designated transit hub (located either within or near the microtransit zone) to connect with available fixed route services as shown in Figure 39. Designated stops may include physical signage, or be "virtual" with no signage included, and placed to minimize walking distances and operational delays. While it is expected that in most communities, the majority of service will be directed to the designated hub, if demand and resources are sufficient, limited stop-to-stop service could be provided within the microtransit zone, so long as these services do not overlap with a fixed route.

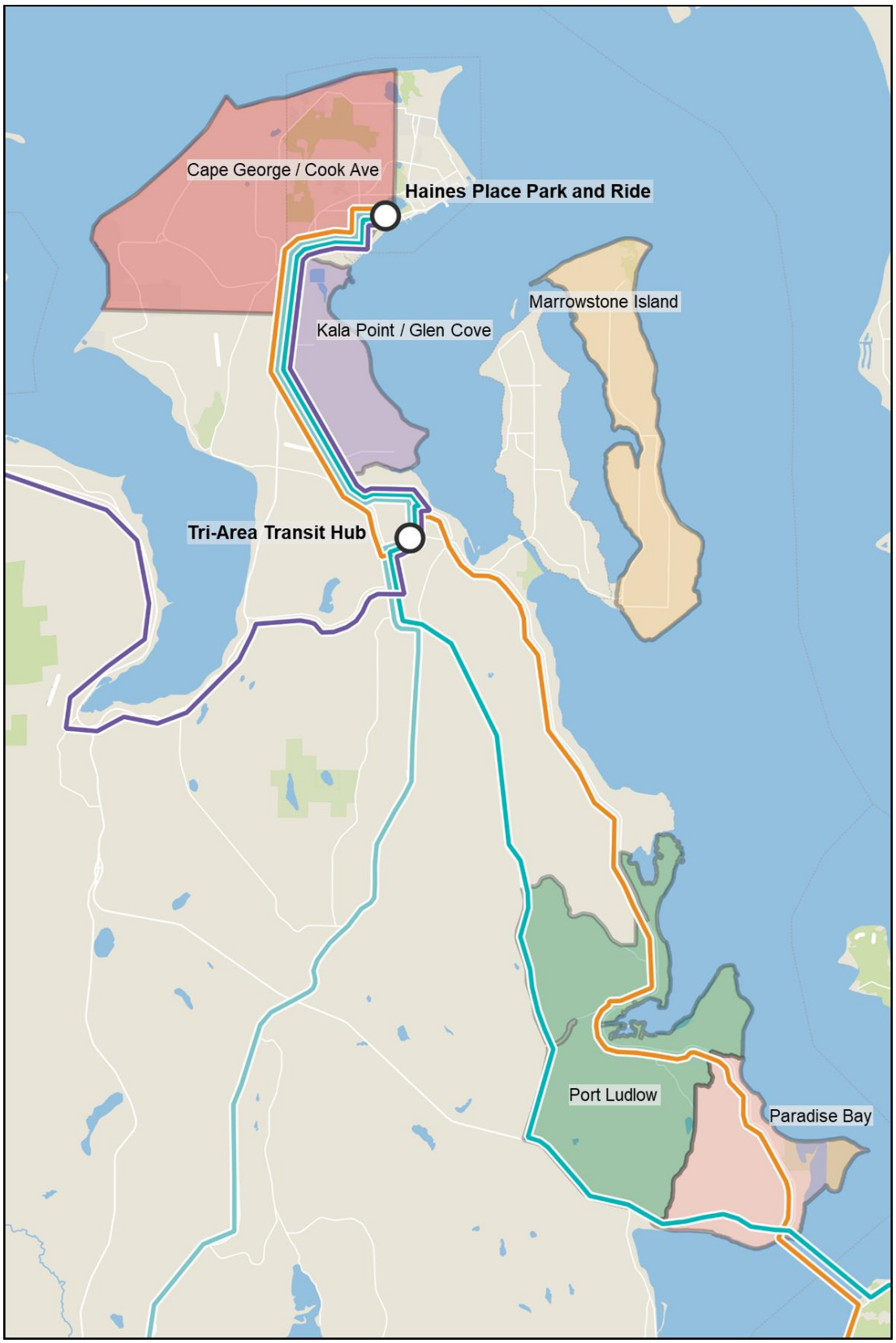

Figure 39: Proposed Microtransit Service Areas

Recommendation	Description
Select the desired service delivery model for microtransit service.	Selecting the appropriate service delivery model will allow JTA to provide microtransit service in a financial efficient and sustainable manner. Identifying which elements of the service should be contracted and which elements should remain in-house will need to be finalized when designing a pilot. This will include decisions related to procurement of a microtransit scheduling software and vehicles.
Develop marketing and education campaigns for new service.	Marketing and education will be critical for the success of the new service. Developing new informational context for the public will support attracting new transit users. Training materials will help the community feel comfortable using microtransit.
Monitor the pilot service and implement service adjustments accordingly.	Close monitoring of the service will be critical over the first few months of the service. Comparing service performance against identified key performance indicators may inform service adjustments to increase ridership.

Several key elements will need to be decided as part of the service delivery for a new microtransit service. For example, some agencies contract out all elements of the service delivery for the pilot period. In other cases, an agency may choose to procure the microtransit software and vehicles but then contract out the driving. These decisions are tied to an agency's desire to be involved in the service delivery, current capacity, and risk tolerance. Some specific considerations for vehicle procurement are whether the vehicles will be wheelchair-accessible and desired seated capacity. Whether or not the microtransit service may one day be co-mingled with DAR riders may also influence vehicle procurement decisions (e.g., having multiple wheelchair securement spots may be more important).

7.4 Supporting Transportation Services

Supporting transportation services are programs and services JTA can provide in addition to fixed route, Dial-a-Ride, and microtransit services. These programs generally target providing service for

regular commuters. Two supporting transportation services are recommended for JTA to pursue, they are listed in Table 28.

Table 28: Supporting Transportation Services Recommendations Overview

Recommendation	Description
Continue to support Rideshare to provide options for carpooling commuters	Rideshare was relaunched in the Winter of 2025 after being shuttered in 2020. Continuing to support the service after relaunch will be useful in generating and maintaining ridership.
Coordinate with partner organizations and evaluate the effectiveness of potential employer shuttles	Explore opportunities to implement employer shuttles in Jefferson County. Key employers like the Jefferson County Paper Corporation would be ideal partners.

7.4.1 Rideshare

Rideshare programs provide transit vehicles to be operated by groups of people and employers. These programs aim to facilitate large-scale carpooling for commuting trips. Jefferson Transit's Rideshare program – formerly the Vanpool program – was shuttered in 2020 due to a decline in commuting during the Covid-19 Pandemic. The program was recently reinstated after a several year hiatus but has yet to return to pre-Pandemic levels of use. JTA owns seven Rideshare vehicles which could also be used as employer shuttles or microtransit vehicles.

To support further use of Rideshare services in the future, it is recommended that JTA continue to seek partnerships and collaborate with local residents and employers to find Rideshare users.

7.4.2 Employer Shuttles

Employer shuttle programs, like Rideshares, provide transit services for employers to facilitate employee commuting. However, unlike Rideshares, these programs are operated entirely by local transit agencies with funding partially or entirely provided by the employer. Employer shuttles benefit local businesses' access to the labor force and help residents gain and keep employment opportunities. Employer shuttles also provide service to areas that may otherwise be underserved by fixed route services, providing access to these destinations for employees. These services tend to operate in alignment with shift times and can be negotiated between employers and the operating transit agency.

To support employers and employees in Jefferson County in the future, it is recommended that JTA engage with large employers to explore opportunities for employer shuttle services.

8 Operations and Planning

Overall, there were very few operational challenges identified through the project that are within the control of JTA[20]. JTA staff have deep operations-focused expertise and that is reflected in their overall operations. That said, a couple of operations recommendations are highlighted in Table 29.

Table 29: Operations Recommendations Overview

Recommendation	Description
Follow the Climate Action Plan direction related to developing a Fleet Electrification Strategy.	The Climate Action Plan outlines clear steps for a Fleet Electrification Strategy. The strategy will have future implications for JTA operations, especially related to charging strategy and scheduling.
Procure up to three **additional fixed route buses to support increased service.**	The service recommendations result in about a 3% increase in service hours. Depending on how these are scheduled, up to three additional fixed route vehicles may be needed to deliver the service in the most extreme scenario.
Monitor the use of flag stops.	Aligned with the service guidelines, JTA should monitor where flag stops are being used and how frequently. Then JTA may add new fixed route stops and consider phasing out flag stops.
Conduct travel surveys periodically.	Travel surveys that identify a sample of origin-destinations and frequency of travel can further support JTA's planning efforts.

As JTA begins to implement the recommendations from the Climate Action Plan, and particularly the Fleet Electrification Strategy, JTA may need to adjust scheduling to account for electric vehicles' range. Where currently drivers take out one vehicle for their entire shift, they may need to

[20] Operational challenges outside of JTA's control include the Hood Canal Bridge, areas of poor radio connectivity, and challenges in operator recruitment.

bring a vehicle back to a charging point and switch to another vehicle. Another option may be on-route charging during vehicle layovers (potentially at, for example, Haines Place).

Alongside the Fleet Electrification Strategy, the service recommendations result in additional trips and service hours that may require additional vehicles to deliver. The overall increase in service hours is 3%. A portion of the additional trips are likely able to be delivered with the existing fleet, but one to three additional vehicles will be needed over the next five years. There are a number of factors that influence the number of additional fixed route vehicles, including the schedule of additional trips. Depending on the availability of capital funds and accounting for potential long lead times for vehicle procurements, it may be more appropriate to integrate the procurement of additional fleet into the Fleet Electrification Strategy.

With respect to JTA's current flag stop policy, there are various reasons in support of and against. While flag stops can provide better service for rural residents who are aware of it, there are safety risks and related reliability considerations. Currently, JTA also does not have good data on how often flag stops are being used. Therefore, in alignment with the service guidelines, the recommendation is to monitor the use of flag stops. One way to monitor this is through a CAD/AVL system, which can typically identify when bus doors open not close to a stop. When JTA implements a CAD/AVL, it can then be used to monitor how frequently riders are being let on or off between stops. The frequency and location of flag stops can then feed into JTA decisions about whether a new fixed route stop be implemented to collect a larger number of flag stops and whether removing flag stops would have a significant impact on riders. In the latter case, continuous monitoring may show that few riders use flag stops and therefore removing them would have little impact.

The last recommendation is to periodically conduct travel surveys. This typically involves recruiting members of the public who use JTA who will record all the trips they take within a period of time (e.g., a two-week period). This results in origin-destination trip data and frequencies. This type of data can complement stop-level ridership data collected by APCs and further support JTA in routing decision making.

9 Technology and Facilities Recommendations

Aligned with the network and service recommendations, there are several recommendations for JTA's technology, facilities, and operations. These recommendations will increase JTA's access to data and information about the service, improve the rider experience, and ultimately set up Jefferson Transit for continuous improvement of their service into the future.

9.1 Technology Recommendations

Overall, the limitations of JTA's current technology are well understood by staff and stakeholders. Replacing current technologies and implementing new technologies will provide JTA with more data and information to support transit planning efforts and will improve the rider experience. Table 30 provides an overview of all the technology recommendations.

Table 30: Technology Recommendations Overview

Recommendation	Description
Replace the current paratransit scheduling software	The current paratransit scheduling software is outdated and in need of replacement.
Pivot away from current planning software and towards a scheduling software	The transit planning software is not the most high-value software given a number of limitations due to JTA's context. A scheduling software would be more valuable.
Implement a CAD/AVL (Computer-Aided Dispatch/ Automatic Vehicle Location)	A CAD/AVL will provide myriad benefits for JTA, including enabling a "Where is my bus?" app.
Implement APCs (Automatic Passenger Counters)	APCs will give JTA valuable information about stop-level ridership.
Provide "Where is my bus?" info	A commonly requested rider-facing technology that will significantly improve the rider experiences.
Procure microtransit scheduling software	To support the exploration of microtransit service in the county. This may also be the same as the replacement paratransit scheduling software.

The following sections provide additional details on the recommendations relevant to JTA's existing technologies and new technologies.

9.1.1 Current Technologies

JTA currently operates with a limited set of operational and planning technologies. There are some updates and re-allocation of budget that would improve them.

Paratransit Scheduling Software

JTA's current paratransit scheduling software is outdated and is no longer supported and maintained by the vendor. As a result, JTA staff have been dealing with limitations of the software and developing their own workarounds to compensate.

JTA has already taken steps to begin replacing the software[21]. Given trends in the transit technology industry, it is possible that the new paratransit scheduling software will also be able to support microtransit scheduling.

Transit Planning Software

JTA currently has access to a powerful transit planning tool, but it has limited value for JTA given a couple of key limitations. First, one of its key features is its visualizations of key demographic and census data, which can be overlayed with transit routes to show high-level coverage. Because of the rural nature of Jefferson County and the need to protect personal information, the data is provided at too large a geographic scale to be useful for JTA transit planning efforts. A second key limitation is that JTA does not currently collect certain information, such as stop-level ridership data. This lack of data limits some of the analyses that are possible with the software. Both limitations result in the transit planning software not meeting its potential benefit for JTA.

Pivoting away from a transit planning focused technology and towards a scheduling focus would be more beneficial for JTA. Currently, scheduling is being completed manually in spreadsheets. JTA's service is nearing the threshold of what is reasonable to manually schedule, and so it would be appropriate to begin looking into scheduling software. The budget currently allocated to transit planning can be reallocated to a scheduling software. This should be explored further.

[21] JTA published an RFQ on January 31, 2025, to source a project manager for several transit technology projects, including paratransit scheduling software, CAD/AVL, and a microtransit software.

9.1.2 New Technologies

The following sections describe key new technologies that will enable meaningful improvements to JTA's data collection, service planning, and rider experience.

CAD/AVL (Computer-Aided Dispatch/ Automatic Vehicle Location)

A CAD/AVL is a powerful transit technology system that can support operational supervision and provide JTA with data that is either not currently available or is currently being collected manually by drivers. This includes:

- Real-time vehicle locations
- On-time performance
- Detour routing
- Route adherence
- Incident or emergency notification

The live vehicle location tracking will generate a GTFS Realtime feed which will enable a "where's my bus?" application (discussed further in Section 9). JTA is already taking steps towards procuring a CAD/AVL[21].

A CAD/AVL is also often integrated with other transit technologies, including APCs (Automatic Passenger Counters), destination signage, and automated stop announcements.

APC (Automatic Passenger Counter)

APCs are on-board technology that counts the number of passengers that get on and off the bus at stops. This would provide JTA with stop-level ridership data and real-time crowding information which would support ongoing service planning work. Some recommendations, like the establishment of a Regional Transit Hub and rerouting of Regional Routes 1 and 7 to serve the hub, depend on APC data to determine the degree of rider impact. APC data can also be used to support capital investment decision-making. For example, stop-level ridership data would identify frequently used stops where adding additional stop amenities (e.g., shelters and benches) could improve the waiting experience for riders. On the other hand, stop-level ridership data would also identify stops with very few riders, which could support routing changes away from low ridership stops.

Real-time Passenger Information – e.g., Where's My Bus?

Real-time passenger information systems, such as those that would answer a rider's question, "where's my bus?" require real-time vehicle location information. A CAD/AVL would provide this

information in the form of a GTFS Realtime feed. Once this feed is available, JTA can either choose to procure a specific application or system to make this information available to riders, or they can promote third-party applications like Google Maps or Transit App. Promoting a third-party application would be the easier option and may already align with riders' habits.

Microtransit Scheduling Software

Procuring a microtransit scheduling software is likely a key part of piloting microtransit services in Jefferson County. The software would enable trip booking, scheduling, routing, and supervision for a microtransit service. There is a trend in the microtransit software industry of vendors suggesting that their software can be used interchangeably for microtransit and paratransit Dial-A-Ride trips. The benefit of one software for two types of service is a streamlined rider experience and dispatch/supervision interface. The flexibility of the scheduling software can also enable more spontaneous trips for DAR riders. Further integration between the microtransit and DAR service can lead to comingling of service, where trips are delivered by the same drivers and fleets, and microtransit and DAR riders may share parts of their trips.

Note!

Microtransit scheduling software can be included as part of a turn-key operations contract. This is a common method for organizing a pilot microtransit program. When microtransit services are delivered permanently or by in-house operators, transit agencies often procure their own microtransit software to have greater control over the parameters and scheduling of riders.

9.2 Facilities Recommendations

JTA already has several facility projects underway that will improve JTA's capacity for maintenance and electrification. There are some additional recommendations related to stops and rider-facing facilities. Table 31 provides an overview of facilities recommendations.

Table 31. Facilities Recommendations

Recommendation	Description
Continue with current projects to expand facilities. Ensure this aligns with the Fleet Electrification Strategy (recommended through the Climate Action Plan).	JTA already has plans for expanding certain facilities (e.g., a third maintenance bay, induction charging). These should continue, in alignment with a Fleet Electrification Strategy.

Recommendation	Description
Make stops more accessible and document accessibility features.	Stops that are accessible and have comfortable places to wait (e.g., shelters and benches) are beneficial for all riders, and particularly for older riders and riders with disabilities.
Develop accessible and comfortable hubs.	Important for new transfer points introduced through the network changes and for microtransit to connect to fixed route.
Advocate for good sidewalk connectivity and accessible paths.	If riders cannot walk or roll to stops, then they will not be able to use the fixed route service. While paths and sidewalks are not part of JTA's mandate, advocating for good sidewalk connectivity can increase access to public transit.

JTA has several current projects aimed at improving and adding facility capacity. These include adding a third maintenance bay, implementing charging infrastructure, and a new facilities building. These projects should be implemented in alignment with JTA's Climate Action Plan, and particularly the Fleet Electrification Strategy. The Fleet Electrification Strategy will likely identify additional required facilities projects related to charging infrastructure.

The accessibility and features of JTA stops vary widely across the network. Some stops in Port Townsend have shelters, benches, and are along sidewalks with curb cuts. In contrast, some stops, particularly on regional routes, have only a JTA sign and are located on the dirt shoulder of the highway. The difference in the quality of waiting experience at these two stops is clear and the challenges associated with rural stops may discourage a current or potential rider. Lacking facilities may discourage a rider who is likely to wait at a highway stop (e.g., takes trips predominantly in the rural areas of the county) or if the rider has accessibility needs (e.g., wheelchair user, low vision). Therefore, making stops more accessible will improve overall safety, rider experience, and encourage ridership. Documentation of accessibility features at each stop and making that information publicly available may also support riders and potential riders in planning a safe trip.

Related to accessible stops are accessible paths and good sidewalk connectivity. For example, if a potential rider cannot walk or roll to a fixed route stop in a reasonable amount of time, they may never opt to take transit. While this is outside of JTA's direct mandate, JTA should continue to

advocate and engage with local governments, Jefferson County, and WSDOT for good active transportation infrastructure that can promote and enable transit use.

As part of the network changes, some new key locations for hubs were identified (e.g., Olympic Peninsula Gateway Visitor's Center and Jefferson County Library District Branch in the Tri-Area). Ensuring that the hubs are comfortable and accessible will promote positive rider experiences when connecting between routes. These hubs will also play a role in the microtransit pilot if a "to-hub" configuration is chosen (i.e., where microtransit brings someone to a hub to connect to a fixed route, further described in section 7.3).

10 Rider Experience Recommendations

Public feedback about JTA service emphasized both the highs and lows of the rider experience. Riders commonly mentioned how helpful and friendly drivers are. On the other hand, two frequently discussed challenges were knowing real-time locations of buses (i.e., a "where's my bus?" app) and how to read the JTA schedules. Table 32 provides an overview of the recommendations related to rider experience.

Table 32. Rider Experience Recommendations

Recommendation	Description
Provide "Where is my bus?" information to riders.	A commonly requested rider-facing technology that will significantly improve the rider experience (discussed more in Section 8).
Promote third-party trip planners.	In alignment with providing good real-time information, support riders' access to trip planning tools.
Continue to support improvement in schedule readability.	Continue to solicit feedback from the public on the readability of schedules and passenger information.
Expand travel training programs.	Expand travel training sessions for new riders, students, seniors, and individuals with disabilities. Tailor the training based on the needs of who is being trained and which services they will access (e.g., eligible DAR riders training on Dial-A-Ride services).

Providing real-time bus locations for riders significantly improves the overall rider experience. JTA riders will gain confidence through knowing where their bus is and when it will arrive. Research also supports that riders that are waiting at a stop perceive that they wait less time if there is real-time information available as compared to without. Section 9.1.2 outlines the technology options for providing real-time information. An additional consideration is whether it is critical to provide an option for people without smartphones or with no cellular data. For these riders, having an SMS option to send a text message and receive real-time information could also be beneficial.

Schedule readability was identified as a challenge for riders in the past. JTA recently changed their schedule layouts to support better schedule readability. Building off this change, there are three related recommendations. First, JTA should promote third-party trip planners, like Google Maps

and Transit App to riders. A good trip planner can reduce the need for riders to be able to read schedules on their own, since the relevant information will be provided to riders directly. Second, JTA should advertise the new schedules and continue to receive feedback on how they can be improved. Third, providing real-time information in a standard GTFS Realtime format will allow Google Maps and Transit App (and others) to incorporate this information into their trip planning systems.

Travel training programs can empower any new or potential transit user and instill the confidence needed to use transit independently. This can be especially impactful for new transit users, and specific groups like students, seniors, and individuals with disabilities. While JTA is doing some travel training currently, expanding staff capacity to deliver travel training and targeting specific groups through community partnerships may yield increased benefits. Jefferson Transit can expand its travel training initiatives by offering tailored sessions for different groups. For students, this could involve school-based workshops that teach route navigation and safety. For seniors and individuals with disabilities, introductions to both the fixed route and Dial-A-Ride services can support them in accessing the services that are appropriate for them. This could include providing clarity on the eligibility criteria and describing the application process. For DAR eligible riders, further travel training could include how to book rides. As conditional eligibility is enforced (Section 7.2), it will also be important to support conditional riders on how to use the fixed route network, including reading schedules, waiting at a stop, and boarding the bus.

By partnering with local schools, community centers, and disability organizations, JTA can expand the reach of their travel training, especially for group-based training. This will also ensure that these programs are accessible and effective, increasing ridership and community engagement. Additionally, incorporating feedback from participants can help refine the training programs to better meet the evolving needs of the community.

11 Funding and Implementation Strategy

This Funding and Implementation Strategy aims to provide JTA with a framework to understand and plan for the successful implementation of recommendations made in the Comprehensive Operational Analysis. It also provides a review of funding opportunities JTA should leverage to support recommended changes. Recommendations have been developed in collaboration with JTA staff throughout the project with the central objective of improving customer and staff experiences. This Funding and Implementation Strategy will provide details into the phased implementation of proposed changes to Jefferson Transit services.

11.1 Implementation Timelines

Implementation planning is a critical step for organizations to ensure change is adopted successfully. Recommendations made in sections 7 through 10 are visualized in this section through tables which highlight the timeline for implementation. Four tables are used to reflect the four types of recommendations, including network service, operations and planning, technology and facilities, and rider experience recommendations. The tables depict initiation of the recommendation through a dark-colored box, while background work, monitoring, and continued support of recommendations are indicated with a light-colored box. The implementation timelines and tables presented in this section are intended to provide JTA staff with a detailed overview of when to enact the recommendations made in this report.

11.1.1 Network Service Recommendations

As introduced throughout Section 7, network service recommendations have been developed to support the growth of JTA transit services in a way that sustainably responds to community needs. Network service recommendations are separated here based on service typology, including Fixed Route, Dial-a-Ride, microtransit, and supporting transit services. Fixed route services are further subdivided into Port Townsend, Tri-Area, and regional route recommendations. Implementation of these recommendations is slated to begin in the fourth quarter of 2025, extending until 2030. It is important to note that the timing of PT1 and MT1 overlap such that service in Western Port Townsend is not disrupted. Figure 40 outlines the implementation roadmap for network service recommendations.

Network Service Recommendations		2025			2026				2027				2028				2029			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Port Townsend Fixed-Route Services																				
PT1	Establish new Route 23 Fort Warden																			
PT2	Extend Route 4 Sims Loop																			
PT3	Increase frequency on Route 11 Shuttle to 20-minutes																			
PT4	Remove Route 11B																			
Tri-Area Fixed-Route Services																				
TA1	Establish new Route 5 Tri-Area Loop																			
TA2	Evaluate the need for Route 6 Tri-Area Express																			
TA3	Planning for the future Tri-Area Transit Hub																			
Regional Fixed-Route Services																				
R1	Explore opportunities for a Regional Transit Hub																			
R2	Connect Regional Routes at the Tri-Area Hub																			
R3	Increase service on Route 1 Brinnon																			
Dial-a-Ride Service																				
DAR1	Begin enforcing conditional eligibility																			
DAR2	Add DAR capacity when needed																			
DAR3	Make JTA's fixed-route services as accessible as possible																			
DAR4	Replace paratransit scheduling software																			
Microtransit Service																				
MT1	Pilot a home-to-hub microtransit service within Cape George and the Cook Avenue area																			
MT2	Explore other areas in Jefferson County to expand microtransit service																			
Supporting Transit Services																				
STS1	Continue to support Rideshare to provide options for carpooling commuters																			
STS2	Coordinate with partner organizations and evaluate the effectiveness of potential employer shuttles																			

Figure 40. Network Service Recommendations Implementation Timeline

11.1.2 Operations and Planning Recommendations

Introduced in Section 8, operations and planning recommendations are intended to direct thinking and long-term planning for JTA. Recommendations including fleet planning, policies such as flag stops, and customer travel surveys aim to support JTA services now and into the future. The first operations and planning recommendation is suggested to be implemented in the fourth quarter of 2025, with other recommendations implemented through until 2030. Figure 41 highlights these recommendations.

Operations and Planning Recommendations		2025			2026				2027				2028				2029			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Operations and Planning																				
OP1	Follow the Climate Action Plan direction related to developing a Fleet Electrification Strategy																			
OP2	Procure up to 3 additional fixed route buses to support increased service																			
OP3	Monitor the usage of flag stops																			
OP4	Conduct travel surveys periodically																			

Figure 41. Operating and Planning Recommendations Implementation Timeline

11.1.3 Technology and Facilities Recommendations

Technology and facilities recommendations, as introduced in section 9, have been developed to ensure that JTA has appropriate, effective, and up-to-date technology and facilities to support transit services. Technology recommendations include replacement of existing software, procurement of new transit technologies, and enhancements to customer communication. These recommendations will ensure JTA remains at the forefront of transit technology. As for the facilities recommendations, continued expansion of JTA facilities and efforts to improve accessibility will ensure smooth operations and a high degree of customer satisfaction. Operations and facilities recommendations are all slated to begin the implementation process in 2025 and 2026. Figure 42 highlights the implementation timeline for technology and facilities recommendations.

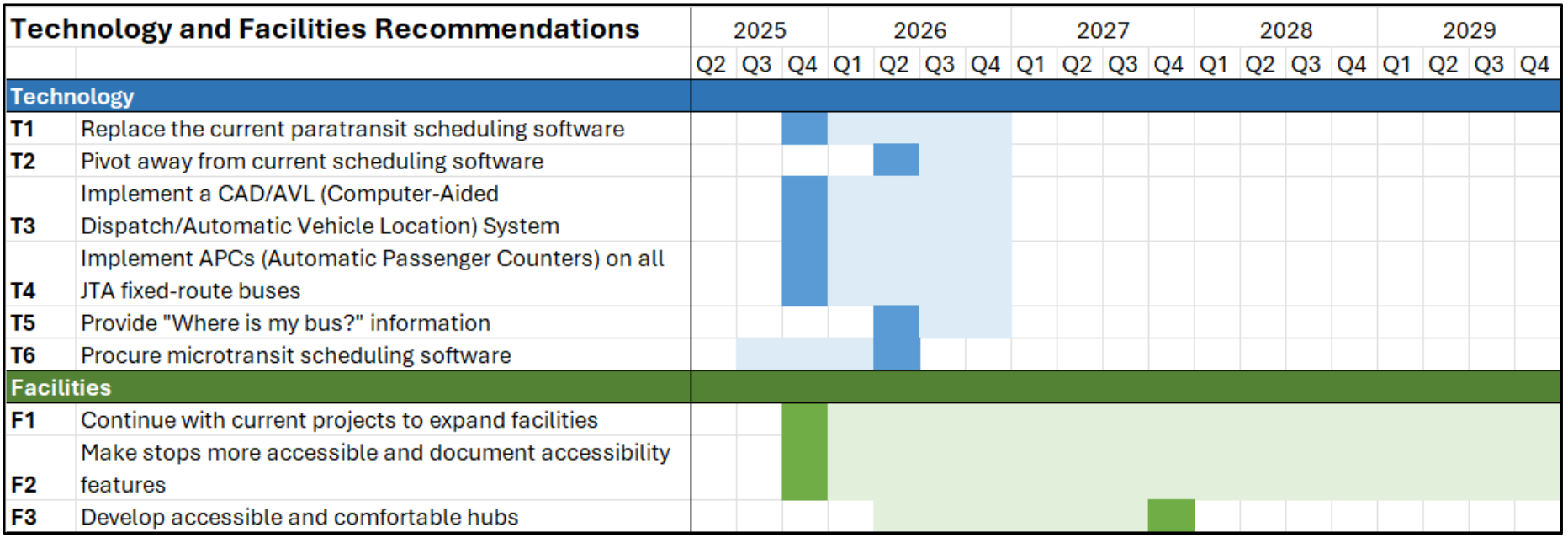

Figure 42. Technology and Facilities Recommendations Implementation Timeline

11.1.4 Rider Experience Recommendations

Introduced in section 10, rider experience recommendations have been developed through engagement with customers and JTA staff. These recommendations aim to support JTA as they strive to meet rider needs and improve their experience, understanding that positive experiences are key to attracting and maintaining ridership. JTA already offers a very strong level of service, and these recommendations have been developed to further enhance rider information and support new JTA users through travel training programs. All three of the rider experience recommendations can be enacted before the end of 2025, and they are recommended to continue to be focuses for JTA through 2030. The implementation timeline for rider experience recommendations is pictured in Figure 43.

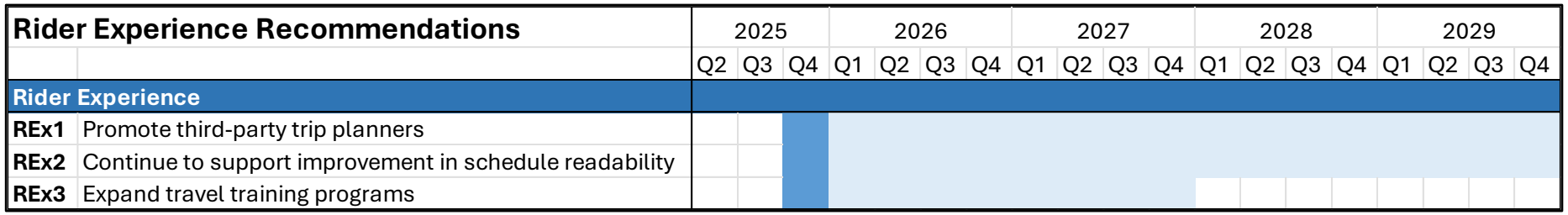

Figure 43. Rider Experience Recommendations Implementation Timeline

11.2 Funding Opportunities

To ensure recommendations made through this COA can be implemented in a timely and financially sustainable manner, it is recommended that JTA continue to pursue funding and grant opportunities from the State of Washington and the US Federal Government. In this section, current funding opportunities will be introduced, however it is recommended that JTA staff continue to monitor state and federal websites for new sources of transit funding.

Grant funding is generally divided into three types: Competitive, Discretionary, and Formula. Both the state, through the Washington State Department of Transportation (WSDOT) and the federal government, through the Federal Transit Administration (FTA) provide funding to transit services through a variety of grant programs that fall into these categories.

11.2.1 State of Washington Funding Opportunities

Washington State Department of Transportation (WSDOT) administers several grants for transit authorities and communities across the state. While there have been over a dozen grant programs available in recent years[22], the following are a series of ongoing or potential opportunities that may be of relevance to the recommendations within this COA.

- **Consolidated Grant Program**: This is one of the largest pools of grant funding available through WSDOT, providing operational and capital funding for transit services, planning activities, and mobility management. These programs must align with a regionally developed *Coordinated Public Transportation – Human Services Transportation Plan but* particularly supports a broad range of public transit programs. The Consolidated Grants administer funding through six Federally and State-organized grant programs and require a minimum match of 10% from local funding sources.

  The Consolidated Grant program is managed every two years. The current round has closed applications for the 2025-2027 biennium, but the next round could be anticipated to launch in the first half of 2026 for projects starting in 2027.

- **Rural Transit Assistance Program (RTAP)**: This grant is supported in part by the Federal Transit Administration 5331(b)(3) program and provides support for training programs that are intended for transportation and transit in non-urbanized areas. These include

[22] For a full list of the grant opportunities available, visit https://wsdot.wa.gov/business-wsdot/grants/public-transportation-grants/grant-programs-and-awards.

scholarships, technical assistance, and formal peer reviews. WSDOT administers these grants every two years, with applications open until April 22, 2025, for the 2025-2027 period.

The RTAP may be useful for Jefferson Transit staff as they look to attend conferences, participate in training, or learn more about the industry in the areas of microtransit, transit technology, and paratransit service delivery in rural contexts.

- **Transit Coordination Grant**: This grant is intended to support efforts to integrate and align transit services across regions and collaborate on long-range planning and capital programs. Jefferson Transit conducted an application during the 2023-2025 biennium in collaboration with Clallam Transit and Jefferson County to coordinate access to the ferry in Kingston (i.e., Kingston Express). This grant program could similarly be applied to support the Olympic Peninsula Gateway Visitors Center as well as other efforts to improve service between neighboring counties and transit agencies.

  The program accepts applications until May 1, 2025, for the 2025-2027 period and requires at least a 10% match in funding from local sources.

- **Zero-emissions Access Program**: While this program presently is not funded beyond the second quarter of 2025, WSDOT has indicated that, for planning purposes, applications for this program may be accepted for the 2025-2027 biennium in the second quarter of 2025. This program aims to enhance access to zero-emissions technologies for private vehicles, ride- and car-sharing programs, and micromobility. It also has funded free and reduced-fare programs for transit services, and the installation of electric vehicle charging systems for community use. Historically, these programs required a minimum of 10% in matching funds from local sources.

  While not currently accepting applications, this grant program could support the installation of on-route charging infrastructure for future Battery Electric Buses as per the Jefferson Transit Climate Action Plan, if that infrastructure can also support other charging options for private vehicles. This may be applicable at new and existing hubs at Haines Place, the Tri-Area Hub, or the Olympic Peninsula Gateway.

While other grant programs have expired or put on hold, Jefferson Transit should consider that previous programs were available for transit service investment in microtransit, ridesharing (a.k.a. vanpool), paratransit services, and rural mobility, among many others.

11.2.2 Federal Transit Administration Funding Opportunities

The Federal Transit Administration (FTA) provides grant funding through over two-dozen programs to State Departments of Transportation and Transit Authorities across the country. Many of these grant programs are administered by WSDOT on behalf of the FTA. However, there are some separate, competitive grants that may be applicable to projects outlined in this COA. A full list of these grant opportunities is available on the FTAs website[23].

- **Enhancing Mobility Innovation**: This competitive program aims to support public transit operators in delivering safe, reliable, equitable, and accessible transit for all from end-to-end. As part of this program, over five million dollars in grant funding was provided to support 11 projects across the country since 2022. Projects must support technological, business, service delivery, or customer experience improvements and innovations and are geared to supporting integrated demand-responsive services such as microtransit pilot projects.

  This grant is available to state DOTs as well as directly to public transit agencies and requires a minimum of 20% match from local sources.

- **Innovative Coordinated Access and Mobility**: This competitive program looks for projects that are designed to create partnerships between health, transportation, and community service providers between communities. This includes capital projects that support non-emergency transportation services and other investments to enhance access to individuals with disabilities and households with limited access to transportation options. The 2023-2024 round of funding included 17 projects with over 7.8 million dollars in grants distributed[24]. Transit agencies and state DOTs were recipients of this competitive grant.

  Funding is limited every year, and funding decisions have not necessarily been made on an annual basis. However, it does seek to provide as much funding as available to as many projects as possible. This grant requires a 20% match from local sources.

[23] Federal Transit Administration list of current grant programs: https://www.transit.dot.gov/grants?page=0
[24] https://www.transit.dot.gov/funding/grants/fy2023-2024-innovative-coordinated-access-mobility-project-selections

- **Integrated Mobility Innovation**: This grant program aligned closely with the Enhancing Mobility Innovation program described previously. This program sought to improve mobility for all by embracing the vision of "the Complete Trip." Microtransit pilot projects were particularly relevant to this grant program, specifically those that directly integrate with a fixed route transit service or other transportation options.

  This grant program referenced a need for strong data collection, performance measurement, and evaluation. Note that funding for this program was last distributed in 2020 and, while still listed by the FTA, it is unclear if this program is continuing to accept applications. The Enhancing Mobility Innovation program may have replaced this initiative more recently.

While many of the FTA's grant programs are administered through coordination at the state level, several competitive programs allow for direct application by local transit agencies. While federal funding and grant programs are likely to change as current opportunities conclude, many of the recent programs have stressed innovation and private sector collaboration. Jefferson Transit should be mindful of opportunities to apply directly to the FTA as new or modified programs materialize in the coming years.

12 Appendix A: Second Round of Public Engagement Summary

This appendix provides a summary of the second round of public engagement, including the engagement activities and the feedback that was received. Recurring feedback, key themes, and findings are presented for each of the network and service recommendations. The last section identifies how feedback was addressed in the final recommendations.

12.1 How We Engaged

Following completion of the draft report in April 2025, the second round of public engagement was initiated to consult with members of the public and stakeholders about recommended JTA service changes. This round of engagement included an explanatory video detailing the recommendations, an online survey, several pop-up events across Jefferson County, JTA service ride-a-longs, and key engagements with Jefferson Transit's Board and Transit Advisory Group (TAG). These activities resulted in more than 300 touchpoints[25] and nearly 70 survey responses.

Engagement activities were conducted across Jefferson County to ensure residents of all communities had the opportunity to share their feedback on the recommendations. Feedback was generally positive, with many residents responding well to the recommended service changes. In-person activities provide, at a high-level, insight into public sentiment about the recommendations and JTA services as a whole. On-site activities held during this round of public engagement are summarized in

[25] The total touchpoints include the number of people that engaged at pop-ups, during ride-a-longs, and survey respondents. The total may not reflect total unique people, since one person could have engaged with us and then filled out a survey, resulting in two touchpoints for one person.

Table 33

Event Description	Date	Who Participated
Public Survey: delivered online via Microsoft Forms and via paper copies made available on the bus and at JTA locations.	May 1 to May 20, 2025	69 respondents
Transit Advisory Group (TAG) Meeting: engaged JTA's established advisory group online.	March 5, 2025	15 attendees
Advisory Group Meeting: engaged several groups of individuals representing different organizations and perspectives.	May 1 and May 9, 2025	Eight attendees
JTA Service Ride Along, Route 1 – Brinnon, 11 – Shuttle, 6 – Tri Area: rode JTA routes and engaged with passengers and drivers about the relevant recommendations.	May 7, 2025	15 JTA riders
Pop-up at the Jefferson County Library District, Port Hadlock-Irondale: spoke with Library patrons and staff about the relevant recommendations.	May 8, 2025	15 people
JTA Service Ride Along, Route, 2 – Fort Worden, 3 – Castle Hill, 4 – Upper Sims Loop, 11 – Shuttle: rode JTA routes and engaged with passengers and drivers about the relevant recommendations.	May 8, 2025	10 JTA riders
Pop-up at Haine's Place Hub, Port Townsend: engaged with JTA riders, staff, and drivers as they go on and off buses at Haines Place Park and Ride. Particular attention was paid to proposed service changes in Port Townsend.	May 9, 2025	30 JTA riders, staff, and drivers
Pop-up at The Food Co-op, Port Townsend: engaged with people outside of The Food Co-op about relevant recommended service changes.	May 9, 2025	65 people
Pop-up at the Port Townsend Farmers Market: engaged with visitors and vendors at the Port Townsend Farmers Market about relevant recommended service changes.	May 10 and 17, 2025	110 people
Pop-up at the Chimacum Farmers Market: engaged with visitors and vendors at the Chimacum Farmers Market about relevant recommended service changes.	May 11, 2025	15 people

Event Description	Date	Who Participated
Pop-up at the Brinnon Community Center: engaged with people at the Brinnon Community Center about relevant recommendations.	May 12, 2025	10 people
Pop-up at the Quilcene Food Bank: engaged with people at the Quilcene Food Bank about relevant recommendations.	May 14, 2025	Five people

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Table 33. Activities During the Second Round of Community Engagement

Event Description	Date	Who Participated
Public Survey: delivered online via Microsoft Forms and via paper copies made available on the bus and at JTA locations.	May 1 to May 20, 2025	69 respondents
Transit Advisory Group (TAG) Meeting: engaged JTA's established advisory group online.	March 5, 2025	15 attendees
Advisory Group Meeting: engaged several groups of individuals representing different organizations and perspectives.	May 1 and May 9, 2025	Eight attendees
JTA Service Ride Along, Route 1 – Brinnon, 11 – Shuttle, 6 – Tri Area: rode JTA routes and engaged with passengers and drivers about the relevant recommendations.	May 7, 2025	15 JTA riders
Pop-up at the Jefferson County Library District, Port Hadlock-Irondale: spoke with Library patrons and staff about the relevant recommendations.	May 8, 2025	15 people
JTA Service Ride Along, Route, 2 – Fort Worden, 3 – Castle Hill, 4 – Upper Sims Loop, 11 – Shuttle: rode JTA routes and engaged with passengers and drivers about the relevant recommendations.	May 8, 2025	10 JTA riders
Pop-up at Haine's Place Hub, Port Townsend: engaged with JTA riders, staff, and drivers as they go on and off buses at Haines Place Park and Ride. Particular attention was paid to proposed service changes in Port Townsend.	May 9, 2025	30 JTA riders, staff, and drivers
Pop-up at The Food Co-op, Port Townsend: engaged with people outside of The Food Co-op about relevant recommended service changes.	May 9, 2025	65 people
Pop-up at the Port Townsend Farmers Market: engaged with visitors and vendors at the Port Townsend Farmers Market about relevant recommended service changes.	May 10 and 17, 2025	110 people
Pop-up at the Chimacum Farmers Market: engaged with visitors and vendors at the Chimacum Farmers Market about relevant recommended service changes.	May 11, 2025	15 people

Event Description	Date	Who Participated
Pop-up at the Brinnon Community Center: engaged with people at the Brinnon Community Center about relevant recommendations.	May 12, 2025	10 people
Pop-up at the Quilcene Food Bank: engaged with people at the Quilcene Food Bank about relevant recommendations.	May 14, 2025	Five people

Complementing the on-site activities, a survey was conducted with both digital and paper copies made available. The survey asked detailed questions related to the level of support for each recommendation individually and its relative importance.

In general, conversations at pop-ups and ride-a-longs were generally positive. Most people were somewhat familiar with JTA services and appreciated having the service at all. People were most interested in-service changes that increase frequency, improve route legibility, expand the service network, and enable connections. This feedback is echoed by survey respondents, 90% of which are in support of the service recommendations. Among survey respondents, service changes could translate to greater ridership, as 77% of respondents said these changes would lead them to use JTA services more. That said, even some supporters at pop-ups shared that they are not currently in need of JTA services. Some shared that they hoped they would be able to rely on JTA services when they are needed in the future (e.g., when an older person is not able to drive).

12.2 Public Engagement Findings

Overall, including feedback from both in-person engagements and the online survey, respondents felt very positively about the proposed changes. Figure 44 highlights survey respondents' overall impression of the recommended service changes.

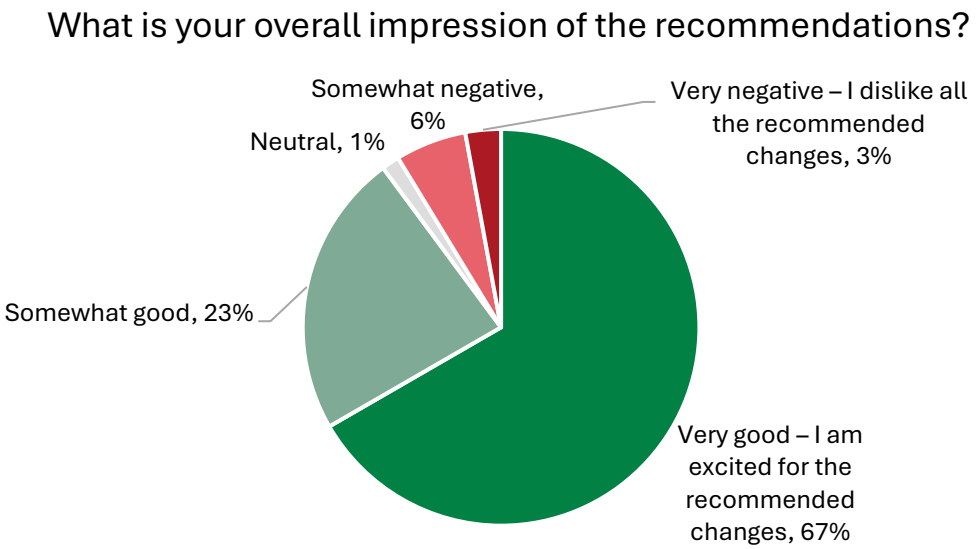

Figure 44. Survey Respondents' Overall Impressions of the Recommendations

12.2.1 Port Townsend

Overall, most members of the public we engaged with tended to have a favorable view of recommended service changes for Port Townsend. However, for each recommendation, between 0 and 10% of respondents were not in support, with the balance of respondents feeling neutral about the recommended service changes. Figure 45 summarizes survey respondents' level of support for the recommendations which target services in Port Townsend.

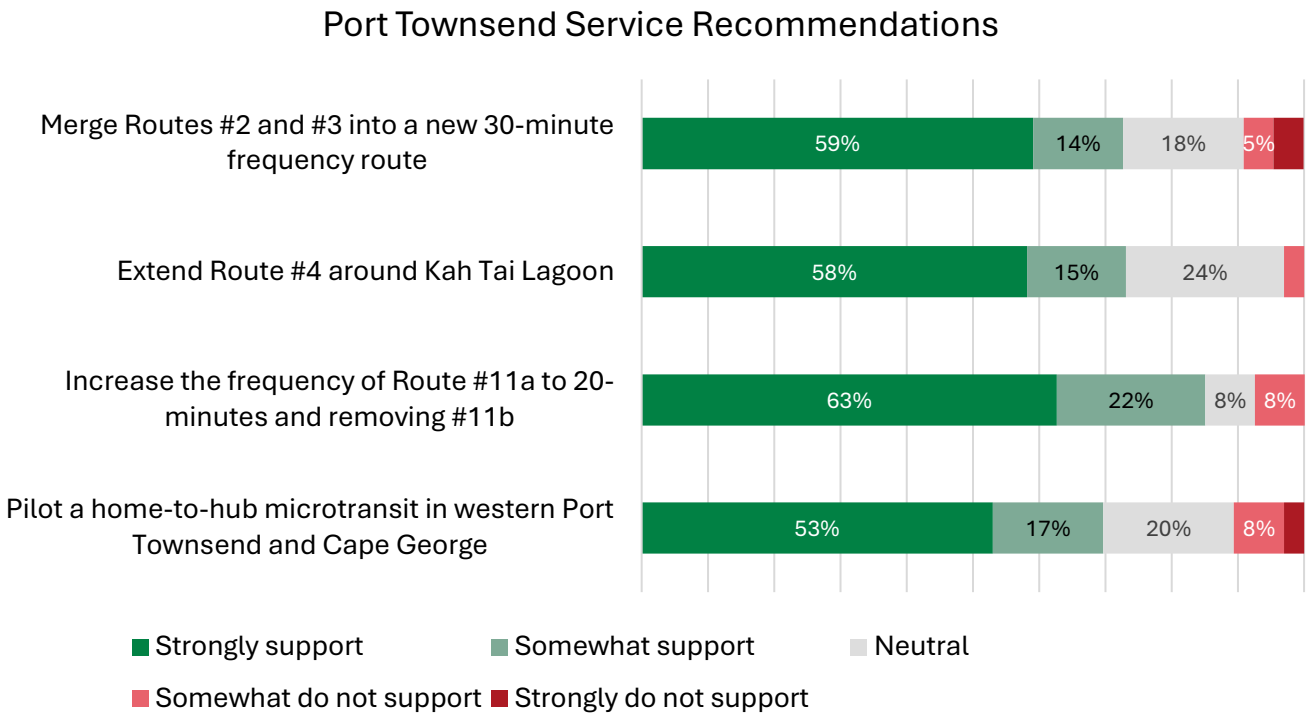

Figure 45. Survey Respondents' Level of Support for Port Townsend Recommendations

New Route 23

Merging Route 2 – Fort Worden and Route 3 – Castle Hill (details provided in Section 7.1.1) was met with mostly positive opinions about the route realignment and frequency improvements. A few in-person conversations and survey responses highlighted some concerns, which are highlighted in **Error! Reference source not found.**.

Table 34. Comments about the New Route 23

Comment	How it is Addressed
Residents who live down Hastings Avenue and Cook Avenue will be cut off from the service.	The planned pilot for microtransit service in the Western part of Port Townsend and into Cape George will ensure residents in these areas are still served by transit.
Access to Fort Worden and the Science Center w**ill not** be as direct; it will make it more difficult for people to get to these destinations.	Though Route 23 does not go into Fort Worden, a stop could be introduced at the southern gate on W St. Accessibility to these locations is less direct, but with this change the bus will come every 30-minutes – twice as often as it arrives today.

Comment	How it is Addressed
Microtransit services should be implemented in advance of merging Routes 2 and 3 to give people a chance to get familiar with the service.	According to the implementation timeline, microtransit is to be implemented in advance of the merger.

Extension of Route 4

Community feedback on this recommendation (details provided in Section 7.1.17.1.1) was overall positive, with only 3% of survey respondents not supporting the service change. Community comments received on this recommendation are highlighted in **Error! Reference source not found.**.

Table 35. Comments about the Extension of Route 4

Comment	How it is Addressed
I would appreciate the addition of a 7pm outbound run of Route 4.	This plan does not address growth of the service in the evening. Increasing service span and days of service is something JTA is interested in exploring further in the future.
The counterclockwise orientation of this route means that I will have to cross Sims Way to get to QFC. This street is busy and dangerous for me to cross.	The counterclockwise orientation of this route aims to provide westbound service on Discovery Road and a direct connection between the Jefferson Healthcare Medical Center and Haine's Place. A stop is currently located near the corner of 7th Street and Sheridan Street, providing access to the QFC Plaza without requiring JTA riders to cross Sims Way. The location of future stops will be evaluated by JTA to maximize safety through using locally marked crosswalks as part of the implementation of this and other network service changes.

Increase Frequency on Route 11

Community feedback on this recommendation (details provided in Section 7.1.1) was very positive, as nearly two-thirds of survey respondents were strongly in support of the change. Some people at the pop-ups felt that the current 11A and 11B met their needs well and did not feel the

need for increased frequency. Some specific comments are highlighted in **Error! Reference source not found.**.

Table 36. Comments about Increased Frequency on Route 11

Comment	How it is Addressed
How was the decision between the 11A and 11B made? Crossing Kearney Street to access the Food Co-Op is dangerous and for me it would be better to maintain the 11B.	Route 11A was selected for several reasons. This alignment serves downtown more directly, aligns better with the current stop and shelter locations, and is preferred by JTA staff overall. Thank you for identifying the unsafe crossing at Kearney Street. Jefferson Transit will continue to work with the City of Port Townsend and other partners to ensure that pedestrian crossings near transit stops are safe (this is echoed in the recommendation to continue improving pedestrian access and transit rider safety).
Please consider extending Route 11 up Walker Street and San Juan Avenue to serve the Golf Course.	Increasing service frequency from 30 minutes to 20 minutes requires reducing the layover time for drivers. Due to the tight runtime and the required layover time, an extension to Route 11 is not feasible at this time.

Microtransit pilot in Cape George and Cook Avenue Area

Community feedback on this recommendation (details provided in Section 7.3) is largely positive, with 70% of survey respondents in support and only 10% not in support of the change. Conversations with members of the public and feedback received through the survey suggest that, though there is generally good support for this recommendation, some community members have concerns about service changes in western Port Townsend. These comments are highlighted in Table 37.

Table 37. Comments about the Microtransit Pilot

Comment	How it is Addressed
Why did you not provide microtransit service to Kala Point or Marrowstone Island?	Both Kala Point and Marrowstone Island are good candidates for future home-to-hub microtransit expansion. For the pilot project, one coverage area is best to measure the success of the service. It has been recommended that JTA continue to explore

Comment	How it is Addressed
	opportunities for microtransit expansion in the future.
Could you look into implementing microtransit prior to merging Routes 2 and 3 so residents on Hastings Avenue and Cook Avenue have a chance to get familiar with the service before losing access to fixed route service?	According to the implementation timeline, microtransit is to be implemented in advance of the merger. Operating both services during a transition period would be recommended and would be finalized as part of detailed planning for the pilot.

12.2.2 Tri-Area

Overall, members of the public we engaged with tended to have a very favorable view of recommended service changes for the Tri-Area. Very few respondents expressed a neutral stance or lack of support for the recommended service changes. Compared to Port Townsend and South County, survey respondents showed the most support for the Tri-Area service recommendations. Figure 46 summarizes survey respondents' level of support for the recommendations which target services in the Tri-Area.

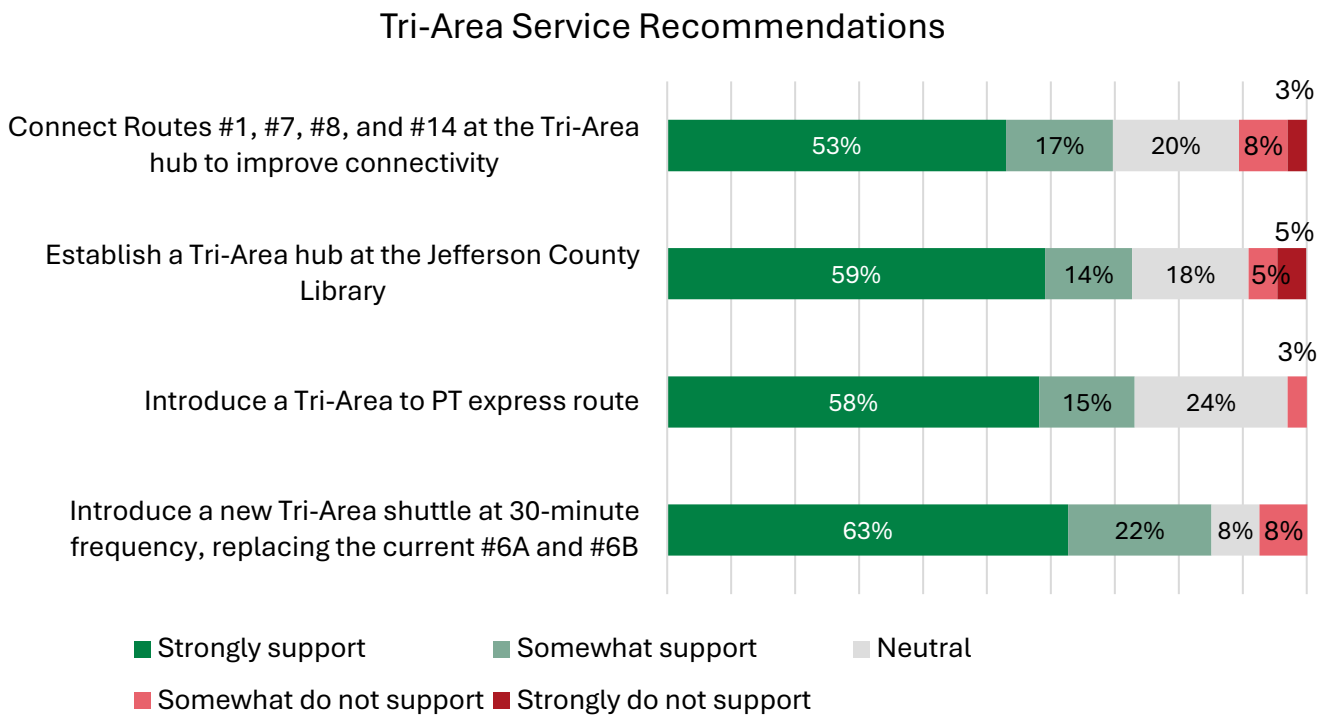

Figure 46. Survey Respondents' Level of Support for Tri-Area Recommendations

New Route 5 – Tri-Area Local Loop

Community feedback on this recommendation (details provided in Section 7.1.2) was very positive overall, with more than 80% of survey respondents in support of the service change. Conversations with JTA staff and members of the public reflect these sentiments. Only one constructive comment was received from the community; it is highlighted in Table 38**Error! Reference source not found.**.

Table 38. Comments about the Recommendation to Introduce a Tri-Area Local Loop

Comment	How it is Addressed
Based on this alignment, I am concerned about the left turn off Rhody Drive into HJ Carroll Park and the left turn out of the park back onto Rhody Drive.	The specific stop locations of the Tri-Area Local Loop services will be investigated by JTA Staff closer to the launch of the service in 2026. It has also been recommended that JTA continue improving pedestrian access and transit rider safety, this includes engaging with WSDOT and Jefferson County to explore opportunities for pedestrian crossing infrastructure at this stop and others on the JTA network.

New Route 6 – Tri-Area Express

Community feedback on this recommendation (details provided in Section 7.1.2) was more positive than for any other recommendation, with more than 75% of survey respondents being in strong support of the change. Conversations with members of the public were equally positive. The received comments seek further clarification on recommendation and are provided in Table 39.

Table 39. Comments about the Recommendation to Introduce a Tri-Area Express

Comment	How it is Addressed
I like this recommendation a lot, but I wonder if it could be implemented earlier than 2027?	The implementation timeline for this recommendation depends on the establishment and connection of regional routes into the new Tri-Area Transit Hub. Once these steps have been taken and schedules have been drafted to reflect the updated service, JTA staff will begin identifying gaps that could be filled by the Tri-Area Express Route. This

Comment	How it is Addressed
	recommendation is scheduled to take place in Q4 of 2027 to provide JTA staff with sufficient lead time to make these changes.
What does it mean that this route aims to cover gaps in the schedule? When will it run? How often?	The intention of the Tri-Area express route is to provide service between the communities at times when regional routes are not running. This recommendation ties in with supporting recommendations like enhancements to schedule readability and trip planning to ensure residents of both communities can reliably use transit to get where they need to go.

Establish a Tri-Area Transit Hub

This recommendation (details provided in Section 7.1.2) was among the most popular, receiving support from nearly 90% of survey respondents. Conversations with members of the public, particularly at the Jefferson County Library District branch, also suggested strong support for the establishment of the hub at this location. One concern that was raised is highlighted in Table 40.

Table 40. Comments about the Tri-Area Transit Hub Recommendation

Comment	How it is Addressed
I am concerned about a new Tri-Area Transit Hub. Four Corners has excellent parking, and I am worried about space and traffic at the library, school, new housing, and new pool.	These are valid concerns as this part of Port Hadlock-Irondale is going through significant changes in the coming years. The amenities, employment, and housing planned for this area will come with a significant amount of demand for transit service and the establishment of the Tri-Area Transit Hub aims to meet that demand. As for Four Corners, there are other park-and-ride facilities on the JTA network, and the location of this hub is not ideal for most travelers in the Tri-Area. The new hub location will reduce time lost to deviations into Four Corners and provide direct service to more Tri-Area residents.

Connect Regional Routes at the New Tri-Area Transit Hub

As with the other service recommendations for the Tri-Area, this change (details provided in Section 7.1.2) received very positive feedback through the survey, with only 3% of respondents not being supportive. It is important to note that this recommendation means the Four Corners Hub would cease to be the primary hub for JTA services outside of Haine's Place. This was the primary concern we heard from community members and survey respondents; it is addressed through Table 41.

Table 41. Comments about the Recommendation to Connect Regional Routes into the New Tri-Area Transit Hub

Comment	How it is Addressed
I understand this would route JTA services away from Four Corners Road where there are plans underway for the construction of an industrial park. When it is finished, this will be a major employment hub and should therefore have transit service.	The recommendations made in the Final Report aim to improve JTA services in the short-to-medium term. As the industrial park project continues its planning and construction phases, it is recommended that JTA staff monitor demand for transit services in the area and address gaps in service. This can be accomplished through a combination of fixed route, microtransit, employee shuttles, or other transit solutions.
I ride Route 8 – Sequim regularly and I do not like the additional journey time that results in driving through the Tri-Area.	The additional journey time for Route 8 – Sequim is about eight minutes, however the improved connectivity for Tri-Area residents who would benefit from direct service to Sequim is significant. Ongoing monitoring of rider sentiment related to this recommendation is recommended.

12.2.3 South County

Overall, members of the public we engaged with tended to have a mostly favorable view of recommended service changes for the Regional Routes and South County services. Despite the overall positive impression, some respondents felt neutral or did not support these recommendations. Additionally, a small sample size of survey responses from South County residents led us to focus more heavily on conversations with South County residents during ride-a-longs and at pop-ups to gauge local sentiments for these recommendations. Figure 47

summarizes survey respondents' level of support for the recommendations which target services in South County.

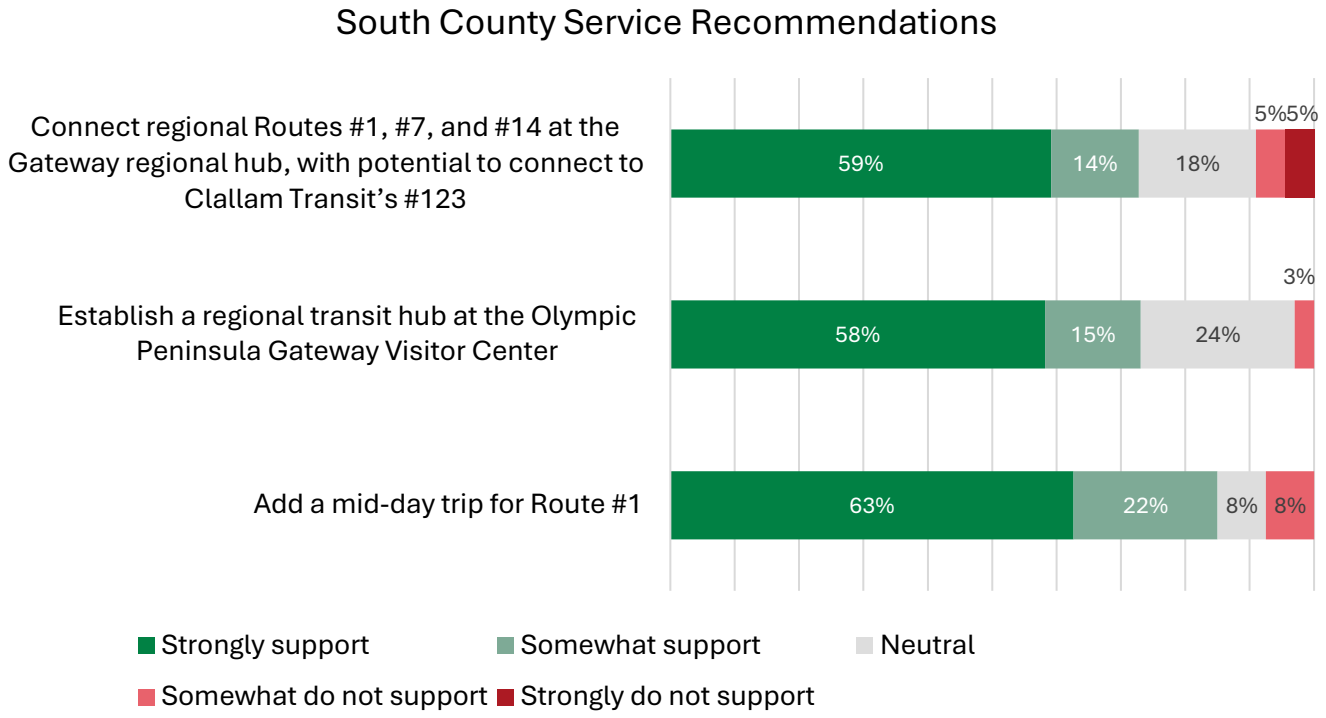

Figure 47. Survey Respondents' Level of Support for South County Recommendations

Increase Service to South County

We heard very favorable feedback on this recommendation (details provided in Section 7.1.3) from community members in Brinnon and Quilcene specifically, while about 70% of survey respondents supported this service change. Few comments suggested any concern about the service change, but some feedback pertaining to Route 1 and South County service in general was received; these comments are addressed in Table 42.

Table 42. Comments about the South County Recommendation and Service

Comment	How it is Addressed
There are no stops between the Black Point Turnaround stop and Triton Cove, this makes it very difficult to use Route 1 if you live in Dosewallips or Canal Tracts.	A lack of safe locations to pull off on Highway 101 presents difficulty when it comes to planning and implementing stops on this stretch of road. As a state highway, bus stop planning decisions are overseen by WSDOT. However, it is recommended that JTA staff engage with WSDOT to determine the

Comment	How it is Addressed
	feasibility of planning and implementing stops along State Routes in the future.
There are no stops on Route 14 – Kingston Express on Beaver Valley Road between Chimacum Corner and the Gateway Visitors Center. Adding a few more stops would make it easier for me and my neighbors to take the bus.	As with the previous comment, a lack of safe pull of locations along Route 19 present difficulty for planning and implementing stops on this segment. In the future, conversations between JTA staff and WSDOT should include discussion of implementing safe pullouts and stops on both Route 19 and Route 104.
Jefferson County owns the property the Brinnon Community Building sits on. This presents an opportunity to have charging, a Park & Ride, bus stop shelter (safer than students crossing/walking to Brinnon Store) at the site.	It is recommended that JTA continue conversations with Jefferson County and other stakeholders to identify opportunities for collaboration and cooperation. The Brinnon Community Center is an ideal site should JTA want to implement additional facilities in Brinnon in the future.
Have you considered implementing microtransit in South County?	The feasibility of microtransit in South County was explored through this project, however, due to low population and employment densities and great distances between locations in South County, microtransit is not likely to succeed in the area.

Establish a New Regional Transit Hub

This recommendation (details provided in Section 7.1.3) was received favorably by many survey respondents and community members, with 75% of respondents supporting the change. However, the related recommendation of connecting regional routes at the hub was highly contentious. Therefore, feedback on this and the next recommendation are combined in Table 43.

Connect Regional Routes into the New Regional Transit Hub

Introduced in section 7.1.3 of the Final Report, the recommendation to connect JTA regional routes into the new Regional Transit Hub builds off the previous recommendation and aims to enhance connectivity for South County and Port Ludlow residents. This recommendation received mixed support from survey respondents and conversations with community members. It became clear through these discussions that many residents in Chimacum and South County would be negatively impacted by this recommendation. Comments and feedback on these two recommendations are detailed in Table 43.

Table 43. Comments about the Olympic Peninsula Gateway Visitor Center and Connecting Regional Routes

Comment	How it is Addressed
Adding additional journey time to Route 1 to connect to the Regional Transit Hub would make an already long ride even longer. I do not think this is a good plan for our students.	Additional runtime needed to connect into the Regional Transit Hub is significant. Many South County residents provided feedback that journey time was more important than connectivity. This recommendation has been pushed back and is dependent on additional data such as stop-level ridership and journey time impacts. It is also dependent on the rerouting of Route 7.
Changing Route 1 to bypass part of Center Road between Chimacum Corner and State Route 104 impacts my ability to use JTA services at all. I get on the bus at Center Road and Eaglemount Road.	This sentiment was echoed by several people and survey respondents. This recommendation has been pushed back and is dependent on additional data such as stop-level ridership to understand the impact on current riders. It is also dependent on the rerouting of Route 7.
Bypassing Paradise Bay and southern Port Ludlow would make it harder for me to take transit.	This recommendation has been pushed back and is dependent on additional data such as stop-level ridership to understand the impact on current riders. It is also dependent on the rerouting of Route 1.

12.2.4 Supporting Recommendations

Through the first round of community engagement, it was made clear that JTA riders wanted to see implementation of several supporting features, including improvements in schedule readability, a "where's my bus?" tracking feature, travel training programs, and microtransit service. These features were refined throughout the project and presented to community members through the second round of engagement. Overall, feedback for the supporting recommendations was very strong. Figure 48 summarizes survey respondents' level of support for supporting service recommendations.

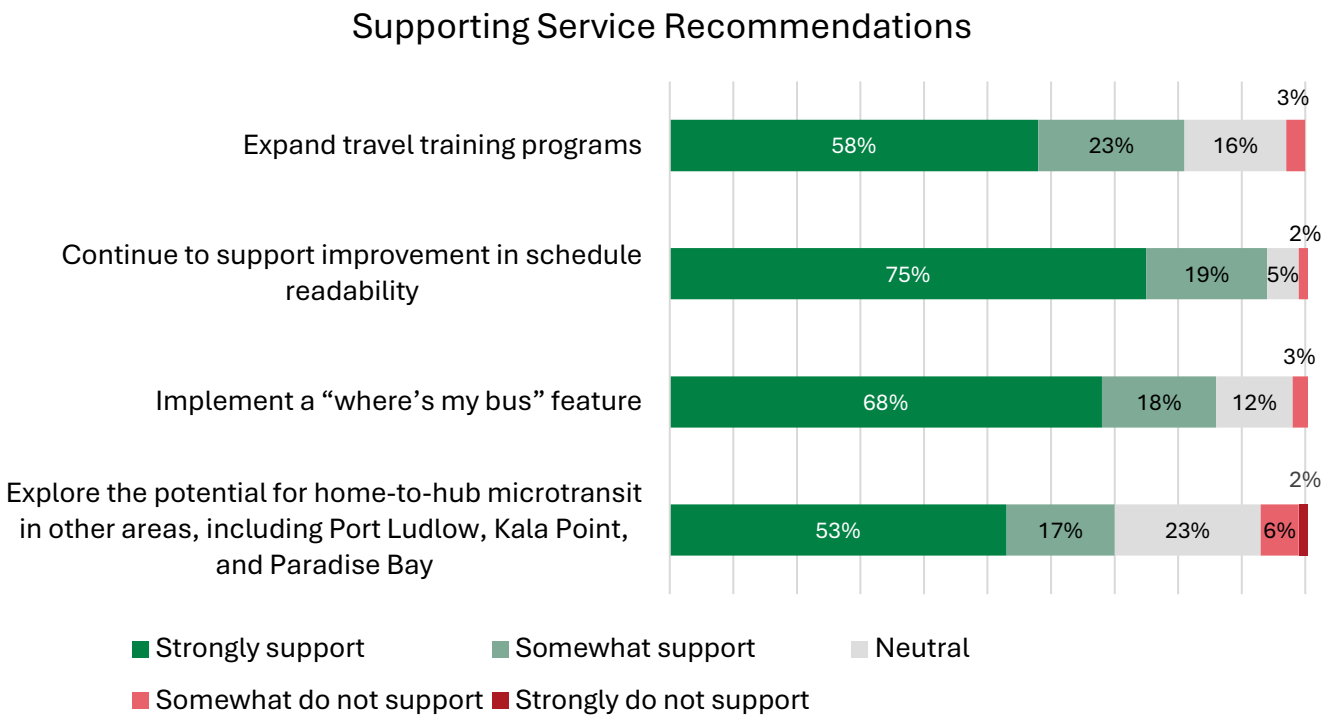

Figure 48. Survey Respondents’ Level of Support for Supporting Recommendations.

Few comments and specific pieces of feedback were given in response to the supporting service recommendations. At pop-up events and through the online survey, community members tended to express continued support for each of the supporting recommendations, especially improvements in schedule readability and implementation of a “where’s my bus?” feature. These two supporting recommendations were discussed the most and received the highest level of support from survey respondents.

12.2.5 Additional Feedback and Comments

Through the online survey and in-person pop-up events, community members were encouraged to provide additional feedback and comments about JTA services. This feedback is not necessarily related to the recommendations and thus was not addressed explicitly in the Final Report. However, they are included in

Table 44 for further consideration by JTA staff in the future.

Table 44. Additional Comments

Comment	How it is Addressed
JTA should establish a route that serves the Glen Cove area, Fort Townsend, and Kala Point.	Within the current operating budget, services to new locations cannot be added without removing service from others or creating detours on other routes. During the first round of public engagement Kala Point was identified as a potential location for microtransit in the future. Service to Glen Cove could be a candidate for an employee shuttle. These services will continue to be considered in the future.
JTA should introduce Sunday service.	Within the current operating budget, Sunday service cannot be added without removing service Monday through Saturday. Sunday service is not being recommended as part of the COA but will continue to be considered in the future.
JTA should expand the h**ours** of service later into the evening.	Within the current operating budget, expansion of service hours later into the evening or earlier in the morning cannot be accommodated without cutting frequency or route coverage. Additional span of service is not being recommended as part of the COA but will continue to be considered in the future.
JTA should expand i**ts service** to the Bainbridge Island Ferry.	Route 7 – Poulsbo connects to Kitsap Transit at the North Viking Transit Center which has further connections to the Bainbridge Island Ferry. Route 14 – The Kingston Express connects to the Kitsap Fast Ferry with seasonal service into Downtown Seattle. No additional regional connections or routes are being considered at this time.
I have concerns about microtransit co-mingling with DAR.	The design of microtransit services has not been finalized yet. This concern will be considered in the design of the pilot (and may be ironed out through the pilot).
JTA should be using smaller vehicles that run more frequently. I also have concerns about the associated emissions.	Reducing the size of vehicles will not directly lead to more frequent transit. JTA is planning for zero-emission buses, and the current vehicle size supports ridership growth, which all contribute to environmental goals. Future microtransit services may be operated on smaller vehicles.
Can JTA implement additional shelters?	JTA budgets annually for bus stop and shelter improvements. The placement and design of stops and shelters are evaluated in coordination with the City of Port Townsend, Jefferson County, and WSDOT to ensure accessibility, safety, and alignment with local infrastructure plans.

12.3 Changes to Recommendations

Based on feedback from members of the public, local stakeholders, and JTA staff and drivers during this round of engagement, a few specific changes to the service recommendations were made. These changes are summarized in Table 45.

Table 45. Draft Recommendation Changes

Recommendation	Change to Text
Introduction of New Route 6 (Port Townsend – Tri-Area Express).	The description of this recommendation was edited to clarify its intended goal of filling schedule gaps.
Establish a Tri-Area Transit Hub.	Reference to the planned industrial development on Four Corners Road was added for further consideration and future service planning.
Modification of Regional Routes 1 and 7 to serve the New Regional Transit Hub.	These recommendations have been pushed back and are dependent on additional data such as stop-level ridership to understand the impact on current riders. They are also dependent on each other (e.g., rerouting only Route 1 is not recommended).
Establishment of a New Regional Transit Hub at the Olympic Peninsula Gateway Visitors Center.	The recommendation language has been softened to not presume establishment of the hub. It has been changed to “explore opportunities to establish a new regional transit hub.”