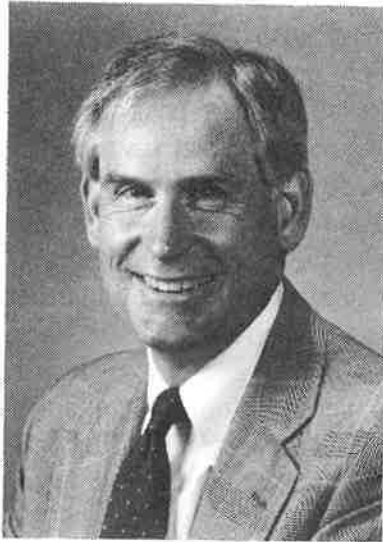


## LUNCHEON SPEECH

### Transportation in the Seattle Area

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I am glad that many of you found my job title amusing. Since many of you are in the public sector, you may not realize that the private sector also has its bureaucracy. For many years people at Boeing have asked me why I became involved in local and regional politics. My response has been that I have enjoyed having something outside of my job where I can see things happen quickly.

I have found that there are both similarities and differences between the public and private sectors. For example, Boeing has a very unique culture, that is very analytical, engineering, and schedule oriented. At Boeing, I am always told to pay more attention to the details and less to

the big picture. In the public sector, where I operate the same way, people tell me I need to focus more on the big picture, and less on the details.

I have been involved in government in this region for over a decade. A large part of my time has been spent on transportation issues, either through METRO or the Council of Governments. This includes involvement with both HOV facilities and public transit. I think the central challenge we currently face in the Puget Sound region is transportation; specifically how do we do a better job of managing existing resources, such as our financial and economic resources, our environmental resources, and our people resources.

I believe that the major problem we are dealing with in trying to promote greater utilization of high-occupancy commute modes is a marketing problem. I suggest that the single occupant vehicle, rather than the private automobile, is our competitor. Our goal should be to find niches in the transportation market for particular products that we can dominate, and in so doing, reduce the dependence on the single occupant automobile. I do not believe that we will be able to reduce the number of cars significantly; I think we are going to have to live with what we have today. This indicates a marketing problem to me. How do we define markets that are appropriate for the technologies that we have available including rail, buses, vanpooling, and carpooling.

The population of the Puget Sound region is approximately 2.7 million. We have seen a steady population and employment growth over the last decade. We have also seen an increase in the number of drivers and the number of cars per capita. Like many metropolitan areas, these trends have resulted in increased traffic congestion and

decreased mobility. Metro buses are often caught in the traffic congestion, which lowers our service productivity. This year we had to add about 50,000 hours of bus service just to maintain our headways.

Air Quality is also an issue in the region. Seattle has been a non-attainment area for carbon monoxide for many years and we were recently named an ozone non-attainment area as well. We will have to work hard at finding ways to reduce air pollution levels in the region. Reducing the use of single-occupancy vehicles is made harder given recent trends toward suburbanization, two wage earner households, and relatively low gasoline prices and parking rates. I think it is important to note that federal tax policies favor free parking, while providing only a \$15.00 tax break for transit use.

We have been relatively innovative in the approaches taken to try to address these issues. We have adopted a number of land use policies that focus on concentrating development. Last year the state enacted relatively strong growth management legislation. This provides local elected officials with not only the tools, but also the incentives to start developing plans for dealing with growth, land use, and transportation issues.

In addition, we have been working through the Summit process, or Gang of 21, on governmental structure issues. We are trying to maintain a local focus, so that each process is designed to meet specific local needs. The purpose is to establish a collaborative approach that builds on the growth management legislation that the state put together in the last year. This includes insuring that all the basic elements necessary for comprehensive land use planning are located in one policy body. These elements will be located in what we are calling the

new Metro King County government. This group would have control over both land use and transportation policies and would work with local jurisdictions to establish the goals and strategies for those plans.

We have also worked very hard in the area of travel demand management. Elements of this program include a commuter pool and metro vanpool program, a market development group, trip reduction ordinances, the guaranteed ride home program, the U pass program at the University of Washington, and other support elements. Metro's market development group has done a good job of identifying the types of people who do and don't use the bus and how the transit product can be made more of an attractive alternative to people.

Finally, we have been working on the idea of efficient highways. This means how do we move more people, not more vehicles. The HOV system is the key element of this approach. We currently have some 50 miles in operation and another 50 miles under construction. The new bus tunnel is a major component of this system. It appears that the tunnel has led to increased ridership on many of the routes currently using it.

It is important to note the change in focus that has occurred within the Washington State Department of Transportation. Over the past few years, the Department has changed its focus from highways only, to a broader view of moving people rather than vehicles. The Department has been very supportive of public transportation in this change of focus. The aggressive stance of FHWA in support of HOV lane developments has also been very positive. We now need to look more closely at the use of HOV lanes on arterial streets.

I would like to close by noting the goals recently adopted by the Metro Council. First, we want to make transit a competitive alternative to the single occupant automobile. Second, we want to present a plan to the voters in 1992 that addresses a long-term program for transit in the region. Third, we want to be sure the transit and transportation components are tied to the land use and growth management goals and policies. We have also established goals relating to human relations, basic services, financial structure, and the transit dependent population.

In conclusion, I think we can be very proud of the public and private efforts that have been undertaken in this region to try to address our transportation and land use problems. We will need to continue these efforts, but I think we have developed a strong base to work from.