

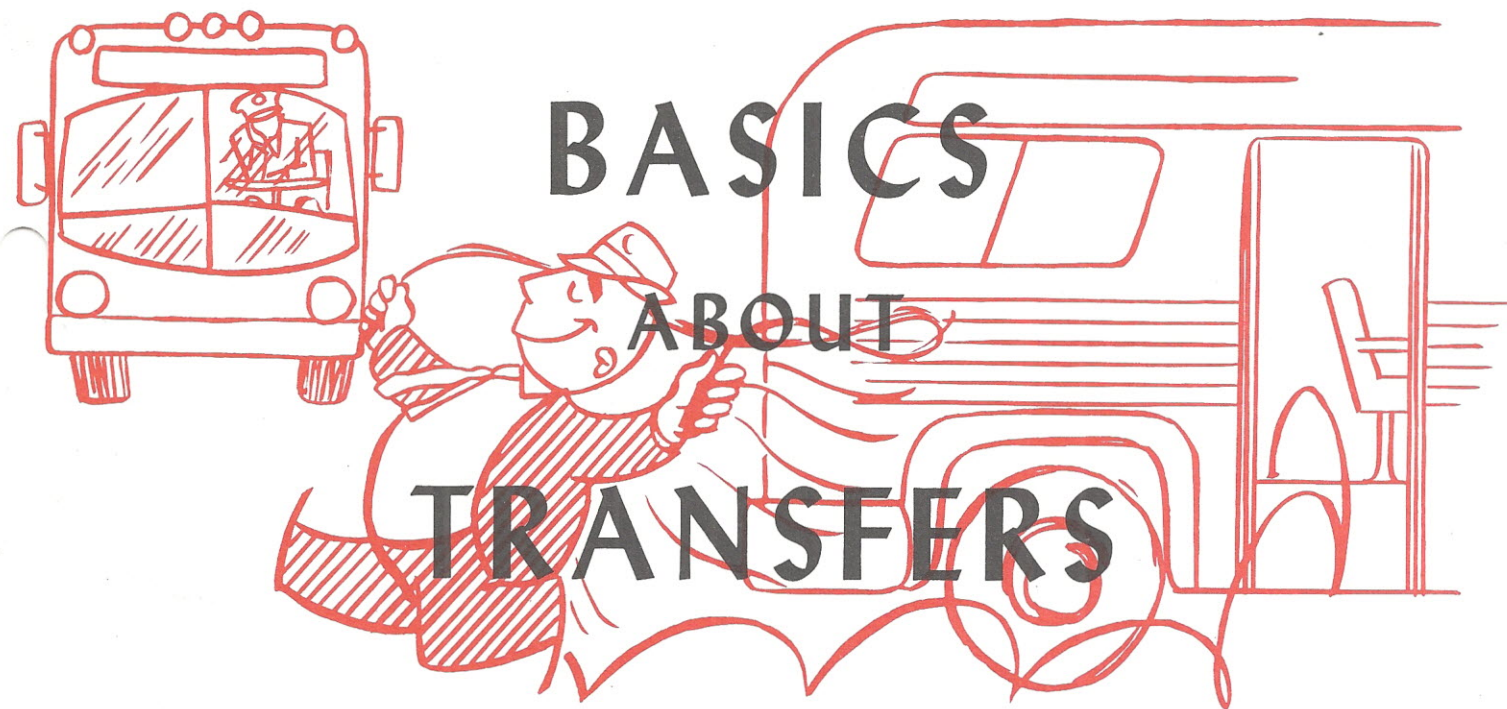
The

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OF THE TRANSIT INDUSTRY



GLOBE TICKET COMPANY

112 N. 12th STREET, PHILADELPHIA, PA. 19107

A Nation-Wide Service

BASICS ABOUT TRANSFERS

CONCEPT

Why should some passengers have the privilege of using not only one route, but two or possibly more routes for the same or nearly the same fare as a direct trip? Why not use a fare structure that charges a full fare for each part of the trip? After all, when a passenger uses two or more vehicles in order to reach his destination, he must be picked up and let off several times, instead of just once. It is also possible that his mileage, in the average,

may be somewhat greater than that of his brother passenger who can use a single vehicle for his journey.

These questions may well be asked in the quest for an equitable as well as sustaining fare structure. Yet the realization is inescapable that, on virtually all transit systems worthy of the name, the opportunity furnished to the passenger for reaching his destination by the use of several vehicles has become the normal, common privilege attached to the use of public transportation. And, in our present day, it assumes all the more importance with the greater emphasis placed on the use of rapid transit for quick, comfortable and unimpeded travel into and out of central city areas, in coordination with surface transit feeding into the rapid transit arteries at strategic points.

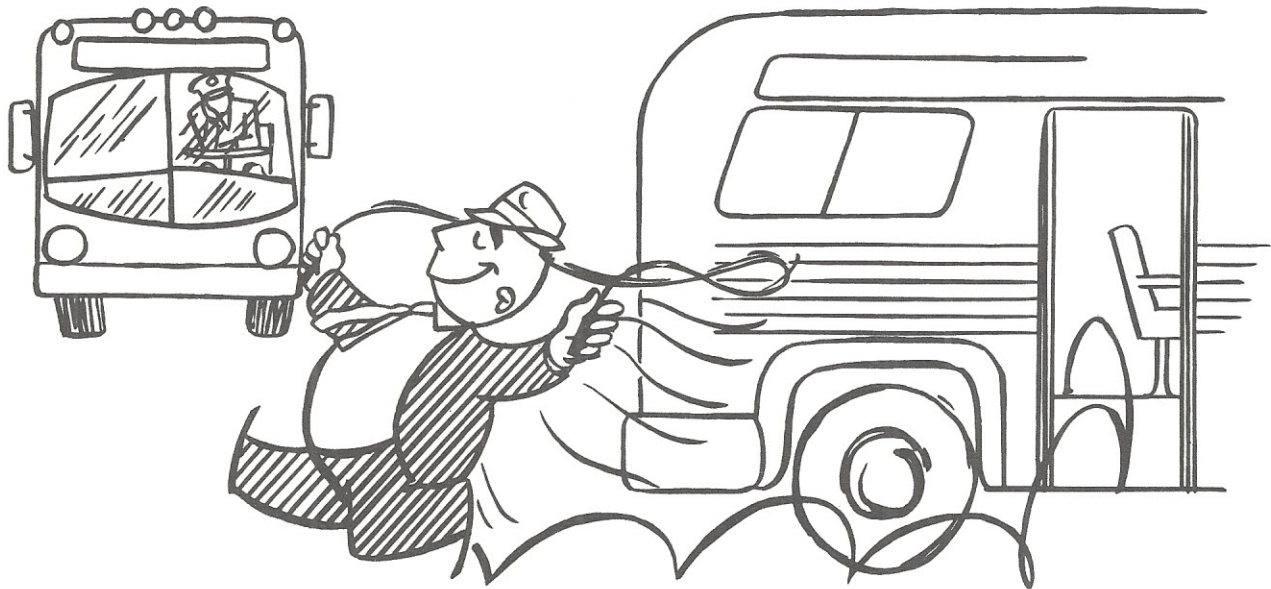
For clear and critical appraisal of principles followed or contemplated it helps at times to go back to fundamentals. One can look back



to see how public transportation, as we know it, evolved from transportation by one's own or hired means, such as horse, chaise, horse and carriage, etc., always on a basis of "transportation from starting point to final destination." Public transportation, with some exceptions, and because of its nature changed this concept to one which deals in "transportation from a convenient point to a convenient point, as near as possible to one's final destination."

The essential basis is "transportation from and to convenient points." Public transportation can be sold only on that basis, and it is in competition with point to point carry by means of owned or hired individual means, such as private automobile or taxicab.

As communities grew into complex units, they faced greater and greater problems in their efforts to establish systems of transit lines with salable service concepts, and it soon be-



came economically impractical to attain this goal with networks of routes that were capable of providing convenient service to large numbers of residents, without telling them: "Sorry, we cannot carry you near enough to your home or whatever your destination is, without asking you to ride to a certain point and have you transfer at that point to a different route that will carry you to within convenient distance from your destination." And it is quite conceivable that, in explanation, to this statement might be added: "We are sorry that this will inconvenience you, because you have to give up your place in one vehicle, get off into the weather and suffer the delay of waiting for a vehicle of the connecting line. But, considering the low cost to you at which you get this transportation, it is the best that we can do for you."

If we think of the functions of public transportation as "to furnish transportation from any stopping point on the company's system to any other stopping point on that system",

as expressed in most charters, we can readily stumble on the thought that, what is so often referred to as "the transfer privilege" is much more an inconvenience falling onto those who happen not to live near a direct route, although, in terms of distance, their journey may be shorter than that of "direct" riders.

Since it is impractical to carry all riders by direct line from and to convenient points, it follows that some method of having certain passengers use two or more routes must be adopted, under fare plans that discriminate not at all or only in a minor way between the direct rider and the transfer rider.

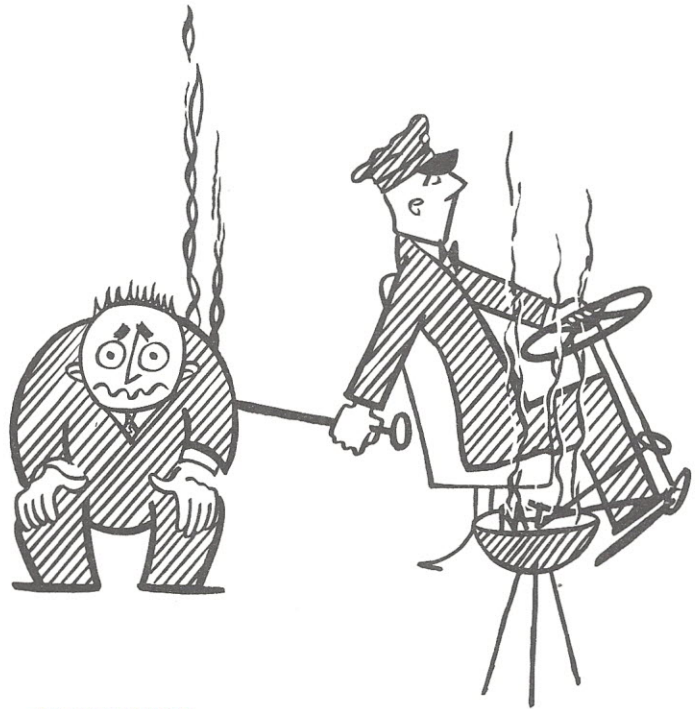
This principle then has to be incorporated into the method of handling fares. Since, under the procedures evolved in this country, the fare is collected on the first vehicle used by the patron, it becomes necessary to identify certain passengers in order that, when they transfer onto a vehicle of the next route, they can be recognized as having already paid their fare for the entire journey.

The means for such identification is our well known "transfer" and, under the thoughts just expressed, it must do a two-fold job, one positive, one negative. On the one hand it must identify, on the other it must prevent abuse of the system.

FUNCTION

What our identifying transfer should do is easily established. How it is to do it surely is worth much careful planning of design and procedure. Also there is the problem of consistent, well supervised carry-through that represents one of the most important phases of this part of fare control, often given insufficient attention.

To be sure, a transfer system is not a necessary evil, but a means by which transit companies extend the long reach of their service from patrons within convenient proximity of direct routes to those millions who can be reached and enlisted in patronizing the system, even though they must go to the inconvenience of using two or more routes.



FEATURES

What must our transfer do then and under what considerations?

We know that our transfer passenger, in order to reach his destination, must use two routes or possibly more, but his journey should be a continuous one, away from his starting point and be completed in the normal time required for such a trip, within the schedules and headways applying to the routes involved. The transfer, therefore, must identify the passenger as one who has paid his fare

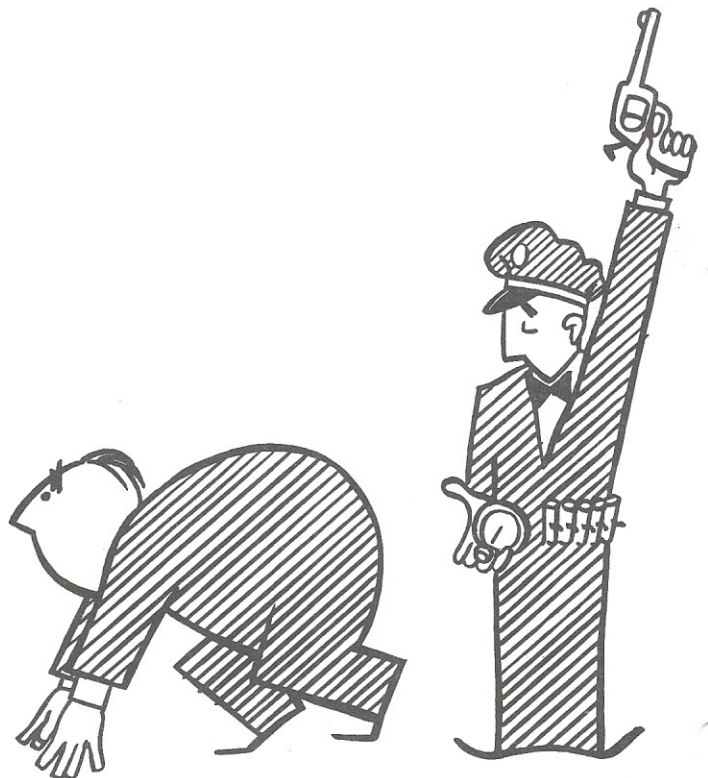
and possibly a transfer charge on a vehicle of the route on which his journey started.

It must indicate that the trip originated on a line which connects with the route on which the passenger continues. It must, therefore, identify that starting line. By doing so it furnishes the means of preventing abuse by passengers, ill intentioned, who may wish to obtain free rides on non-connecting lines or may try to return to or near their starting point via the issuing line or a route paralleling it. It must show when it was issued or how long it is valid, in close relationship to schedules and headways. This it must do effectively, under carefully considered principles. So it must signal date and time and, by doing so, insure that it will be used as intended for a continuous journey away from the starting point. The better it does this the more it helps to squelch temptation for trips into shopping areas and return on a transfer.

It can be used for special signals, useful in the identification of certain passengers under

special circumstances as well as to indicate the general conditions of its use and such specific privileges or restrictions as may be called for under certain circumstances.

These requirements are basic, they are the means for effective identification of transfer passengers. In whatever form we set up our transfer system, it will come the nearer to an effectively protective method, the better it attains the principles mentioned, not only in the drawing up of the required forms and the



establishment of attendant procedures but, and this is the more important and more difficult part, in continuously watchful execution.

PRINCIPLES AND ECONOMICS

With the changes that have occurred over the years in the types of vehicles used, in the number of people employed on them and in the principles and methods of operation, there have also been corresponding changes in the methods of fare collection and fare control. No sizable property could afford to operate with 1910 vintage vehicles, even though such vehicles' could be bought at a great saving. Yet we know that considerations of economy, often minor, may tempt transit companies to operate with a system of transfer control designed for vehicles, operation and traffic of that ancient vintage. There is the incipient danger that, while working toward a goal of more and more economical operation, and who would deny its good sense and reason, one could easily overlook the

proper goal and purpose of a matter of such seemingly small import as transfers. Yet, when it is remembered that transfer rides may easily represent one fourth of all rides granted, it is easy to see that, with such a large portion of the daily volume controlled by the transfer system, this system can be the source of substantial losses in legitimate fares, if not set up properly and carried out with earnest regard for satisfactory results.

An effective transfer system, of course, consists not only of the identification check that we have become accustomed to call a "transfer" but, and this is the more important part, of the methods, the training and the checking that make the system work and which insure as much as possible that the passenger to whom this identification check was issued uses it as intended and that no other person does so. Furthermore that such checks are issued as intended as well as recognized and honored as intended. That they are "issued as intended" is an important point. Just think of the difference in a transfer on which date

and line for instance are pre-indicated, as against a form that seems like a blank check, on which the driver or anyone else who may have contrived to obtain single or quantities of transfers, can punch in whatever date, time and possibly issuing line that suits his purpose!

Assuming that, by strict slashing, without regard for the effectiveness of the system, one could save twenty cents per thousand transfers on their cost, yet, in the process, one might easily have crippled the system to a point where, for every thousand transfers issued, several additional cash fares might be lost because of abuse now more easily

possible. How many cash fares can one afford to lose through additional abuse out of a saving of 20 cents on a thousand transfers?

One surely wouldn't take the tires off one's buses in order to economize; such vehicles would no longer be capable of earning money. Systems of fare control can be similarly crippled, unless the purpose which the system is to serve is kept uppermost in mind.

There is danger in simplification out of harmony with the end purpose. In each transfer system there are specific features that are tailored to the needs of an individual company. They are the ground and basis of its effectiveness.

