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**BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

In re Application No. D-079116 of  
CWA, INC., D/B/A CENTRAL  
WASHINGTON AIRPORTER,  
for a Certificate of Public Convenience and  
Necessity to Operate Motor Vehicles in  
Furnishing Passenger and Express Service as  
an Auto Transportation Company

Docket No. TC-021402

**DIRECT TESTIMONY OF  
LARRY WICKKISER  
FOR  
CWA, INC. D/B/A CENTRAL WASHINGTON AIRPORTER**

February 27, 2003

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**A. QUALIFICATION OF WITNESS**

Q. PLEASE STATE YOUR FULL NAME AND BUSINESS ADDRESS.

A. I am Larry Wickkiser, and my address is 1416 Whitehorn Street, Ferndale, Washington, 98248.

Q. WHERE DO YOU WORK?

A. I work at Wickkiser International Companies, Inc. (“WIC”) in Ferndale, Washington.

Q. WHAT IS YOUR CURRENT POSITION?

A. I am currently the President of WIC.

**B. CWA OVERVIEW**

Q. WHAT IS CWA’S ADDRESS?

A. CWA’s address is P.O. Box 9364, 2410 South 26<sup>th</sup> Avenue, Yakima, Washington, 98903

Q. GENERALLY DESCRIBE FACILITIES AT THIS LOCATION.

A. That location has CWA’s administrative offices, a two-bay mechanical garage, a toilet dump, and a vehicle wash station.

Q. DOES CWA OFFER ANY TRANSPORTATION SERVICES CURRENTLY?

A. It does not.

**C. CWA’S PROPOSED SERVICE**

Q. WHAT SERVICE DOES CWA PROPOSE TO PROVIDE IN ITS APPLICATION?

A. CWA will provide an airporter service certificated under RCW 81.68.040.

Q. WHAT ROUTE WILL CWA SERVE?

A. CWA’s airporter will run between Yakima, Ellensburg, Cle Elum, Amtrak’s Seattle station, and Sea-Tac Airport. CWA will not pick up and drop off a passenger within King County.

Q. DO YOU HAVE A COPY OF CWA’S APPLICATION?

A. I do. It is Exhibit One to my testimony.

1 Q. ARE THE STATEMENTS IN THAT APPLICATION STILL TRUE?

2 A. They are still true.

3 D. CWA MANAGEMENT

4 Q. WHO WILL MANAGE AND OPERATE CWA?

5 A. Larry Wickkiser, Richard Johnson, LeRoy Browell, and Randy Ammerman.

6 Q. WHAT WILL THEIR DUTIES BE?

7 A. Mr. Johnson and I will handle general management, Mr. Browell will handle marketing,  
8 and Mr. Ammerman will initially handle operations

9 Q. DO YOU HAVE ANY EXPERIENCE PROVIDING PASSENGER SERVICE?

10 A. Yes, I do. I have been the president of WIC for the past eighteen years. WIC operates  
11 Airporter Shuttle, which for eighteen years has provided a scheduled airport  
12 transportation service with ten round-trips daily between Sea-Tac Airport and Blaine,  
13 Ferndale, Bellingham, Mount Vernon, Anacortes, Oak Harbor, Stanwood and Marysville,  
14 including intercounty transportation for the areas served. WIC also has operated Bellair  
15 Charters, which provides charter service, for the past twelve years. Examples of Bellair  
16 Charters' services include a three-year contract with Skagit Transit to run the San Juan  
17 ferry parking shuttle during the summer months, a three-month parking shuttle for St.  
18 Joseph Hospital and a shuttle service for the 2002 Skagit Valley Tulip Festival. My  
19 experience with Airporter Shuttle and Bellair Charters has familiarized me with all  
20 aspects of transportation service and operations, including regulations, safety, driver  
21 training, insurance, operations, maintenance, dispatch, reservations and marketing.

22 Q. DO AIRPORTER SHUTTLE AND BELLAIR CHARTER HAVE WUTC  
23 CERTIFICATES AUTHORIZING THEM TO OFFER THOSE SERVICES?

24 A. Yes. The certificates are attached as Exhibit Two.

25 Q. HOW MANY PASSENGERS DOES AIRPORTER SHUTTLE CARRY PER YEAR?  
26

1 A. In 2002 Airporter Shuttle carried 107,788 passengers, and in 2001 Airporter Shuttle  
2 carried 100,379 passengers. Airporter Shuttle expects to carry its one-millionth customer  
3 in April 2003.

4 Q. HOW MANY PASSENGERS DOES BELLAIR CHARTER CARRY PER YEAR?

5 A. In 2002 Bellair Charters carried approximately 30,000 passengers.

6 Q. DOES YOUR EXPERIENCE AT AIRPORTER SHUTTLE AND BELLAIR CHARTER  
7 HELP YOU UNDERSTAND HOW TO OPERATE A TRANSPORTATION SERVICE  
8 PROPERLY?

9 A. Yes, it does.

10 Q. PLEASE DESCRIBE THE QUALIFICATIONS OF OTHER CWA MANAGERS.

11 A. Richard Johnson has a Masters of Business Administration from the University of  
12 Western Ontario in London, Canada's leading business school, and four years of  
13 experience with WIC. Randy Ammerman has thirty years of experience in the  
14 motorcoach industry. LeRoy Browell has ten years of experience in marketing both  
15 consumer products and services, such as the airporter services.

16 E. CWA OPERATIONS

17 Q. DOES CWA HAVE AN EQUIPMENT LIST?

18 A. Yes. It is attached as Exhibit Three.

19 Q. PLEASE DESCRIBE THE INFORMATION ON THIS LIST.

20 A. The list shows the vehicles that CWA will use to provide the proposed service and the  
21 vehicle capacity. CWA will use MCI MC9 motorcoaches with state of the art Series 50 4  
22 cycle engines. The coaches will have videocassette players, restrooms and reclining  
23 seats.

24 Q. LET'S DISCUSS CWA'S PROPOSED VEHICLE MAINTENANCE. WILL CWA  
25 HANDLE ITS OWN MAINTENANCE?

26

1 A. CWA will subcontract routine services such as fluid changes and vehicle inspections to A  
2 & A Motorcoach. It will transfer the vehicles to the WIC maintenance facility in  
3 Ferndale for more substantial maintenance, like suspension work.

4 Q. DESCRIBE THE TYPES OF PERIODIC MAINTENANCE THAT CWA WILL  
5 CONDUCT.

6 A. Exhibit Four shows the maintenance that CWA will conduct at each 6,000 and 18,000  
7 mile interval. CWA will subcontract the 6,000 mile inspection to A & A Motorcoach and  
8 the 18,000 mile inspection to WIC.

9 Q. WILL CWA CONDUCT PRE-TRIP VEHICLE INSPECTIONS? IF SO, PLEASE  
10 DESCRIBE THEM.

11 A. CWA will train its drivers how to conduct a pre-trip inspection. The pre-trip checklist  
12 will follow the Vehicle Inspection Report ("VIR") attached as Exhibit Five.

13 Q. WILL CWA MAINTAIN VEHICLE MAINTENANCE FILES? IF SO, PLEASE  
14 DESCRIBE THEM.

15 A. CWA will maintain vehicle maintenance files. The files will contain two sections.  
16 Section One includes all permanent data on the vehicle, such as titles and licenses.  
17 Section Two includes all the maintenance records. CWA will track all VIR inspection  
18 report information on a computer database. The database is organized by vehicle  
19 number, for ease of use.

20 Q. PLEASE DESCRIBE CWA'S PROCEDURES FOR KEEPING ITS VEHICLES  
21 CLEAN.

22 A. CWA will hire A & A Motorcoach to clean the vehicle's interior and exterior after each  
23 run.

24 Q. WILL YOU HAVE PROCEDURES TO ASSIST DISABLED PASSENGERS? IF SO,  
25 PLEASE DESCRIBE THOSE PROCEDURES.

26

1 A. CWA will hire A & A Motorcoach to provide the disabled with transportation, until  
2 CWA either secures its own lift-equipped vehicles or retrofits existing vehicles. CWA's  
3 expectation is that cost of the lift will be shared with the Federal Transit Administration  
4 under the "5311 ADA" intercity grant program.

5 Q. DOES CWA HAVE OR WILL IT HAVE INSURANCE?

6 A. CWA is in the process of acquiring insurance from either National Interstate or Lancer.  
7 Both companies have expressed interest in insuring CWA, because of their good  
8 experience with WIC. On conditional approval of this application by the WUTC, CWA  
9 will complete an insurance contract with one of the vendors. CWA will submit a  
10 certificate of insurance to the WUTC prior to the start of any operations.

11 Q. LET'S DISCUSS CWA PROCEDURES FOR KEEPING VEHICLES RUNNING ON  
12 SCHEDULE. HOW WILL CWA ENSURE THAT BUSES ARRIVE AT THE  
13 SCHEDULED TIMES?

14 A. CWA will use WIC's 24-hour dispatch facility, which will track each run's position.

15 Q. WHAT HAPPENS IF A VEHICLE BREAKS DOWN AND CANNOT PICK UP  
16 PASSENGERS AT THE SCHEDULED TIME? DOES CWA HAVE REPLACEMENT  
17 VEHICLES?

18 A. CWA has a back-up vehicle in Yakima. It also has partnerships with two motorcoach  
19 companies, A & A Motorcoach in Yakima and Puget Sound Charters in Renton, that will  
20 dispatch vehicles to help CWA in an emergency.

21 Q. LET'S DISCUSS CWA'S DRIVERS. HOW MANY WILL THERE BE?

22 A. CWA will hire twelve drivers based in Yakima. WIC will staff, initially interview, and  
23 train them.

24 Q. HOW WILL DRIVERS COMMUNICATE WITH CWA'S ADMINISTRATIVE  
25 OFFICES?

26 A. CWA will maintain radio contact with drivers using the Nextel two-way radio service.

1 Q. DOES CWA HAVE DRIVER HIRING POLICIES AND PROCEDURES?

2 A. Yes. CWA has an Operators Handbook and an Employee Handbook. The handbooks are  
3 based on the procedures that have been in place throughout the last eighteen years of  
4 WIC's operations. CWA also has a hiring procedure checklist, which is attached as  
5 Exhibit Six.

6 Q. WILL CWA TRAIN ITS DRIVERS?

7 A. Yes. WIC employs a full-time trainer who will train CWA's drivers.

8 Q. WHAT WILL CWA'S TRAINING PROCEDURES BE?

9 A. CWA's training program follows the curriculum listed in Exhibit Six. The training  
10 includes pre-hire inspections of past experiences and records, two days of in-class  
11 training and testing and three to five days of vehicle familiarization and on the road  
12 instructions.

13 Q. WILL CWA CONTINUE TO MONITOR DRIVER PERFORMANCE AFTER THEY  
14 BECOME EMPLOYEES?

15 A. Yes. CWA's safety manager will ride with its drivers twice each year and provide regular  
16 training and feedback for the drivers. CWA will also implement the procedures in the  
17 WUTC and WSP Guide to Achieving a Satisfactory Safety Record and Federal Motor  
18 Carrier Safety Regulations including, but not limited to the formal Accident Register,  
19 Accident Analysis and Accident Frequency Program, VIR procedures, drug and alcohol  
20 policies, and other procedures.

21 Q. WILL CWA COMPLY WITH DEPARTMENT OF TRANSPORTATION ("DOT")  
22 REQUIREMENTS, INCLUDING THE HOURS OF SERVICE RULES?

23 A. CWA will comply fully with all DOT requirements, including the hours of service rules.  
24 Because the Yakima base is over 100 air miles from Seattle and Sea-Tac, each driver will  
25 maintain a logbook.

26 Q. YOU STATED THAT CWA HAS A SAFETY MANAGER.

1 A. That is correct.

2 Q. WHO IS THE SAFETY MANAGER AND WHAT ARE HIS OR HER DUTIES?

3 A. Randy Ammerman is the safety manager. He is responsible for the daily operations of  
4 CWA, and he will arrange for CWA to contract with WIC for driver training and safety  
5 programs. He will also be responsible for implementing procedures in CWA's Operators  
6 Handbook and the Employee Handbook.

7 Q. HOW WOULD A PASSENGER OBTAIN A TICKET FOR CWA'S SERVICE?

8 A. Passengers may purchase tickets one of several ways. They may call a local or toll free  
9 number and make a reservation over the telephone, purchase a ticket online at  
10 [www.airporter.com](http://www.airporter.com), purchase a ticket for a local travel agent that has contracted with  
11 CWA, or purchase a ticket directly from the driver.

12 Q. HOW WILL CWA ADVERTISE IT'S SERVICE?

13 A. CWA has hired a marketing manager to advertise the service. We anticipate that direct  
14 sales calls will be used to introduce the service to local companies. CWA will advertise  
15 in local journals, newspapers, radio and TV. CWA will also participate in local trade  
16 shows.

17 Q. DO YOU KNOW WHAT A CONCESSION AGREEMENT IS?

18 A. I do. It is a contract that allows an airporter service to pick up and drop off passengers at  
19 Sea-Tac Airport.

20 Q. DOES CWA HAVE A CONCESSION AGREEMENT WITH SEA-TAC?

21 A. Not at this time. However, CWA has met with Sea-Tac Airport officials and received  
22 tentative approval to transport passengers to and from the airport.

23 Q. IS CWA FINANCIALLY CAPABLE OF OPERATING AN AIRPORTER SERVICE?

24 A. Yes. As Attachment Fifteen of Exhibit One (CWA's Application) shows, CWA has  
25 \$420,000 in assets and is financially sound.

26



1 Q. BASED ON THE INFORMATION YOU HAVE PROVIDED ABOVE, IS CWA FIT,  
2 WILLING AND ABLE TO PROVIDE THE SERVICE DESCRIBED IN THE  
3 APPLICATION?

4 A. Absolutely. CWA's management has substantial experience in operating a successful  
5 airporter service, and CWA has the resources necessary to do so.

6 Q. DOES THIS CONCLUDE YOUR TESTIMONY?

7 A. Yes.

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I declare under penalty of perjury under the laws of the State of Washington that the foregoing is true and correct.

EXECUTED this \_\_\_\_ day of February, 2003 at \_\_\_\_\_(city) in \_\_\_\_\_County, Washington.

\_\_\_\_\_  
Larry Wickkiser