

## Metro Service Guidelines Task Force

### March 4 Meeting Requests and Follow-up Items

Number	Follow up item	Presentation or white paper
1.1	Expand roster to include email and phone numbers.	Updated version attached
1.2	Explain how Metro has redeployed hours when new light rail operations come online.	White paper attached
1.3	Provide the data sets Metro has to help identify the destinations of low-income riders (as opposed to the origin of their trip).	Meeting 3
1.4	Provide information on why revenue hours are not used in performance measurement.	Meeting 2 presentation
1.5	Give examples of at least two routes that were increased and at least two that were decreased using service guidelines methodology.	Meeting 3
1.6	Provide a list of transit facility improvements that have been made in recent years.	White paper attached
1.7	Describe a change to service where there has been community push-back. Have these changes resulted in measurably longer commute times? What has happened to ridership?	Meeting 3
1.8	Provide information on how Metro's performance on the two measures (rides per platform hour and passenger miles per platform hour) compares to that of other comparably sized transit agencies.	Meeting 2 presentation
1.9	Provide a list of co-funding agreements or community service partnerships and how you factor these into the evaluation of service.	White paper attached
1.10	Compare transit service provided for low income riders and peak period riders.	White paper attached
1.11	Provide more information on DART – where services are located, how DART works, and difference from the Hyde shuttle.	White paper attached
1.12	Provide basic timeline/frequency of service changes per year.	White paper attached
1.13	Describe how new corridors/routes are added in service guidelines.	Meeting 2 presentation
1.14	Describe how the lists in the service guidelines turn into service changes.	White paper attached
1.15	Explain if the bottom 25% of Seattle core is mainly commuter service from the suburbs.	Meeting 2 presentation
1.16	Provide more information about peak service and how it is incorporated in the service guidelines.	Meeting 2 presentation
1.17	Review the Seattle Core and Non-Seattle Core distinction and how we redeploy hours.	Meeting 2 presentation
1.18	Review Seattle Prop 1 Investments related to service guidelines investment needs.	White paper, with 1.9 attached
1.19	Rationale behind the 50/25/25 balance between productivity, social equity and geographic value.	Meeting 3
1.20	Evaluate if every city in King County has at least one activity or regional growth center.	Meeting 2 presentation
1.21	Explain if there is a minimum level of service identified for cities.	Meeting 2 presentation
1.22	Describe how park-and-rides are factored into the service metrics.	Meeting 2 presentation

Presented at Meeting 2	Presented at Meeting 3	White Paper
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## General Information: Service Guidelines Task Force Roster and Emails

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## **Redeployed hours with new Link Light Rail service**

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**Task Force Follow Up Item 1.2:** Explain how Metro has redeployed hours when new light rail operations come online.

**Background:** Link Light Rail is a significant investment in the Puget Sound region’s public transportation network. When new light rail stations come online, Metro and Sound Transit work together to optimize the investments by reducing redundancy and extending the benefit of the investment through improved bus connections to adjacent communities. Metro uses historical service redeployment guidelines as well as the service restructures and service design sections of the service guidelines to provide direction on where and how to change service.

### **Service redeployment guidelines**

When the Central Puget Sound Regional Transit Authority (Sound Transit) was formed in 1998, King County adopted a motion providing service redeployment guidelines for reinvestment of resources freed-up as a result of Sound Transit services. These guidelines sought to improve mobility and increase transit ridership, providing a “seamless” regional transit system and focused on:

1. Maintaining local service in those portions of corridors served by Sound Transit where riders would otherwise experience a net loss in transit service.
2. Providing service improvements that connect with regional service, to enhance service integration, including new feeder or circulator routes and improved frequencies/spans of service on existing services.
3. Providing service improvements that do not directly connect with Sound Transit service, to enhance transit service.

In addition, these guidelines state that the use of redeployed resources should be consistent with each agency’s planning documents and financial policies. Redeployed resources should not be used for service that duplicates any Sound Transit service or competes for the same travel market, unless Sound Transit and the partner agency agree to jointly improve service levels along a corridor. The full text of these guidelines is available as Attachment A to this white paper.

### **Service restructures (for more information, reference the service guidelines, pages SG-12-SG-13)**

Service restructures are changes to multiple routes along a corridor or within an area, including serving new corridors in a manner consistent with service design criteria. Restructures may be prompted for a variety of reasons and in general are made to improve the efficiency and effectiveness of transit service or to reduce net operating costs when Metro’s operating revenue is significantly reduced from historic levels. Restructures are triggered by several key reasons:

- Sound Transit or Metro service investments (such as new Link Light Rail or RapidRide bus rapid transit)
- Corridors above or below All-Day and Peak Network frequency

- Services compete for the same riders
- Mismatch between service and ridership
- Major transportation network changes
- Major development or land use changes

Under all circumstances, whether adding, reducing or maintaining service hours invested, service restructures shall have a goal to focus service frequency on the highest ridership and productivity segments of restructured services, to create convenient opportunities for transfer connections between services and to match service capacity to ridership demand to improve productivity and cost-effectiveness of service.

In addition, Metro specifically considers:

- Impacts on current and future travel patterns served by similarly aligned transit services;
- Passenger capacity of the candidate primary route(s) relative to projected consolidated ridership; and
- The cost of added service in the primary corridor to meet projected ridership demand relative to cost savings from reductions of other services.

Restructures will be designed to reflect the following:

- Service levels should accommodate projected loads at no more than 80 percent of the established loading guidelines.
- When transfers are required as a result of the restructures, the resulting service will be designed for convenient transfers and travel time penalties for transfers should be minimized.
- A maximum walk distance goal of ¼ mile in corridors where service is not primarily oriented to freeway or limited-access roadway. Consideration for exceeding this goal may be given where the walking environment is pedestrian-supportive.

As a result of this guidance, Metro tends to reinvest the resources from a community back into that community when implementing a restructure. Metro looks at ridership patterns and makes assumptions about what people will do in the newly designed network. Service Planners do their best to accommodate expected loads and potential growth so that future service quality issues are minimized when restructuring. Metro uses restructures to improve the transit network for existing riders to the extent possible and to attract new riders to the transit system.

**Service Design Guidelines (for more information, reference the service guidelines, pages SG-14-SG-17)**

Metro uses service design guidelines when restructuring the system and redeploying hours that reflect industry best practices for designing service. The use of service design guidelines can enhance transit operations and improve the rider experience. These guidelines range from guidance on how to provide connections to which roadways to use to operate the service. The full set of design guidelines is available on pages SG-14-17 of the service guidelines.

**Changes for Major Investments in the Transportation System (including Link Light Rail and RapidRide service)**

Metro restructures the bus service around the Link Light Rail network as new stations open. Metro also restructures service around other major transportation network investments, such as new RapidRide service. All restructuring efforts include extensive public outreach. Past, current and future efforts include:

- **2009 Central Link Light Rail:** Metro restructured the network in Southeast Seattle and South King County to integrate Link Light Rail into the transit network. Metro reduced duplication between bus routes and Link, revised routes to serve the Link stations and improve frequencies of routes, connecting Link with the surrounding neighborhoods. The restructures were designed to facilitate connections and allow for growth in ridership on the bus and rail network and to maintain local service on portions of Light Rail corridors that would otherwise have experienced a loss of service. After about three years of service, weekday daily transit rides on Metro and Sound Transit services in the project area (including the 2010 changes) had increased by nearly 30 percent.
- **2010 Central Link Light Rail – SeaTac Airport and RapidRide A Line:** The second part of the changes related to Central Link Light Rail and the start of RapidRide A Line were implemented once Link was extended to SeaTac Airport and the RapidRide A Line started service. In 2014, A Line ridership had increased by over 80 percent over the baseline.
- **2011 RapidRide B Line:** To best integrate RapidRide B Line into the transit network, Metro restructured service in Bellevue, Redmond, Kirkland, Overlake, Totem Lake and Eastgate. This restructure focused on improving service quality issues, increasing frequency of the resulting network, reducing duplication, improving service levels in areas that did not have enough service, and reducing low performing service. In 2014, B Line ridership had increased by over 30 percent over the baseline.
- **2012 RapidRide C and D Lines:** Changes to the transit network were designed to improve the effectiveness of transit and provide better connections for riders. Metro reduced low-performing routes by more than 65,000 hours and invested those hours to relieve crowding, improve reliability, and improve corridors that were below their target service levels. Fifteen routes with low productivity were reduced or deleted, and three were revised substantially with the goal of attracting more riders. The average productivity of routes that were reduced was 25.6 rides per hour, while the average productivity of routes receiving investments was 36.2 rides per hour. After one year of service, ridership in the project area increased by nearly 9 percent on weekdays, 5 percent on Saturdays and 11 percent on Sundays. In 2014, C Line ridership had increased by over 75 percent over the baseline and D Line ridership had increased by over 40 percent over the baseline.

- **2016 University Link Extension:** Metro is currently planning potential changes to the transit network around Capitol Hill and University of Washington – Husky Stadium stations. Northeast and Central Seattle feature some of Metro’s highest performing routes and hours could be redeployed to improve the connections offered, encourage more ridership and provide a more usable network of transit services. Alternatively a more minimal restructure could defer the most significant changes until the next northern expansion of Link Light Rail in 2021. Changes will go into effect in March 2016. For more information, visit <http://metro.kingcounty.gov/programs-projects/link-connections/>.
- **2016 South 200th Link Extension:** Metro does not expect to make major changes to the service network for this extension as this station is already served by RapidRide A Line.

Metro expects to also make revisions to the transit network for the following planned extensions:

- 2021 Northgate Link Extension
- 2023 Lynnwood Link Extension
- 2023 East Link Extension



**Attachment A: Service Redeployment Guidelines from 1998**

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**ATTACHMENT A  
SERVICE REDEPLOYMENT GUIDELINES**

These guidelines are based on the overall regional goal of improving mobility and increasing transit ridership and the commitment to providing the region's residents with a "seamless" regional transit system. They have been developed to determine the best uses of redeployed resources, those resources freed up as a result of the implementation of *Sound Move*.

Many of the proposed Sound Transit rail and bus services will replace, in whole or in part, existing bus routes. Transit agencies will then have the opportunity to redeploy resources that are currently used to operate those routes. The resources consist of the vehicles and funding sources that are used for those routes. There may not be a one-for-one replacement of service hours, but this confirms the assumption that Sound Transit services are meant to add to, rather than replace, the existing services provided by transit agencies in the region.

It is understood that the service decisions that will be made once we are in the position to reallocate hours must recognize that we develop seamless services and also respect the local input process. Service planning and allocation decisions involve community input, participation by affected jurisdictions, as well as current bus patrons among others. Agency governing boards have the final authority where, when, and how services are operated.

The following priorities should guide the use of redeployed resources by the region's transit agencies:

1. Maintain local service in those portions of corridors served by Sound Transit where riders would otherwise experience a net loss in transit service.
2. Service improvements that connect with regional service, to enhance service integration. Examples include:
  - New feeder or circulator routes.
  - Improved frequencies and/or spans of service on existing connecting routes, especially improvements that increase the consistency of headways and/or service spans between local and regional service.
3. Service improvements that do not directly connect with Sound Transit service, to enhance transit service. Examples include:
  - Additional service to meet ridership growth.
  - Expansion of service to new areas.
  - Longer spans of service.
  - Limited stop or express service in corridors other than those identified as Sound Transit corridors.

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Additional guidelines for redeployed resources are as follows:

- The use of redeployed resources should be consistent with each operating agency's Six-Year Plan, service guidelines, and/or financial policies.
- Redeployed resources should not be used for service that duplicates any Sound Transit service, or competes for the same travel market, unless Sound Transit and the partner agency agree to jointly improve service levels along a corridor.

#### PROPOSED PROCESS

After review by the Regional Transit Executives' group, the guidelines will be presented to each of the transit agency's governing boards for approval. The following monitoring process is suggested to ensure adherence to the approved guidelines.

Service changes, in connection to the redeployment of hours, will be reviewed for consistency with the adopted guidelines by the Transit Operators' Committee of the PSRC. This will occur annually as redeployment takes place and will not need to be revisited thereafter. A report outlining how the guidelines have been followed will be prepared by the Transit Operators' Committee and presented to the PSRC Transportation Policy Board and the governing boards of each transit agency. Sound Transit, in cooperation with the other transit agencies, will prepare a final report on the use of redeployed hours at full service implementation of Regional Express, Sounder, and Link.

## Transit Facility Improvements

**Task Force Follow Up Item 1.6:** Provide a list of transit facility improvements that have been made in recent years.

**Background:** Metro invests in and operates a number of capital facilities to support service delivery within King County. These facilities range from bus bases, the Downtown Seattle Transit Tunnel, electric trolley infrastructure, transit oriented development projects, RapidRide, bicycle infrastructure, and speed and reliability improvements.

Metro has not compiled a comprehensive list of transit facility improvements that have been made in recent years, but has categorized facility related expenses from 2010-2014. Below is a list of those expenses. A combination of state and federal grants augment local funds for these projects.

### **PUBLIC TRANSPORTATION FUND- CAPITAL FACILITY RELATED EXPENSES, 2010-2014**

	2010	2011	2012	2013	2014
<b>Asset Maintenance</b>	\$11,380,440	\$8,981,024	\$18,335,849	\$12,226,971	\$20,703,340
<b>Operating Facilities</b>	\$9,530,859	\$10,385,650	\$923,861	\$1,218,890	\$1,252,596
<b>Passenger Facilities</b>	\$3,317,611	\$3,332,659	\$2,891,459	\$3,156,484	\$2,594,630
<b>RapidRide</b>	\$9,788,580	\$8,094,846	\$15,382,199	\$18,186,623	\$7,781,098
<b>Speed &amp; Reliability Improvements</b>	\$1,646,684	\$2,180,048	\$2,285,226	\$2,128,927	\$657,761
<b>Trolley Modifications</b>	\$644,238	\$255,267	\$369,478	\$521,742	\$847,046
<b>Transit Oriented Development</b>	\$685,366	\$21,818,693	\$712,109	\$7,967,673	\$1,540,329
<i>Northgate</i>	\$41,481	\$310,016	\$155,654	\$277,169	\$175,076
<i>Convention Place</i>	\$216,891	\$30,827	--	--	\$1,098,606
<i>South Kirkland</i>	\$53,078	\$194,019	\$533,423	\$7,687,819	\$266,647
<i>Burien</i>	\$373,916	\$21,283,831	\$23,609	\$2,685	--
<b>Miscellaneous Expenses*</b>	\$3,105,409	\$510,451	\$636,627	\$1,502,331	\$6,250,878
<b>TOTAL</b>	\$40,099,187	\$55,558,638	\$41,536,809	\$46,909,641	\$41,627,678

\*Miscellaneous Expenses varies from year to year. Tunnel retrofits, the SR-520 Urban Partnership, planning documents, comfort stations, and reimbursable expenses are included in this category.



## Metro Service Partnerships

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**Task Force Follow Up Item 1.9:** Provide a list of co-funding agreements or community service partnerships and how you factor these into the evaluation of service.

**Task Force Follow Up Item 1.18:** Review Seattle Prop 1 Investments related to service guidelines investment needs.

**Background:** Metro has a variety of service partnerships that meet different needs and serve different purposes. These partnerships fall into the following categories:

- Agency Partnerships
- Transit Now Partnerships
- Financial Partnerships
- Community Mobility Contracts Program
- Community Access Transportation
- Custom Bus Service and School Routes
- Special Event Service

### Agency Partnerships

- **Sound Transit:** Sound Transit contracts with Metro for scheduling and operations/maintenance of their buses based on an established cost model. Metro currently operates 250,583 annual platform hours of Sound Transit Express Bus Service, and has operated Sound Transit bus service since 2010. Metro and Sound Transit also coordinate their service. Sound Transit procures and owns separate fleets for their services; these coaches are stored at Metro bases.
- **University of Washington and Snoqualmie Valley Transportation:** Metro provides scheduling and technical support to the UW's Dial-a-Ride program and for services provided by Snoqualmie Valley Transportation as part of the County's Alternative Services program.
- **WSDOT (Alaskan Way Viaduct Service):** This partnership funds additional service on 11 routes (18X, 21, 54, 55, 56, 113, 120, 121, 122, 125, 358) to help mitigate transportation impacts caused by the Alaskan Way Viaduct replacement tunnel construction project. Funding supports approximately 46,000 annual service hours.
- **WSDOT (Regional Mobility Grant):** Funds from the state's Regional Mobility Grant program support two routes (140 and 168), totaling approximately 12,000 annual service hours.
- **King County Marine Division:** Metro partners with the King County Department of Transportation Marine Division to operate approximately 9,000 annual service hours on shuttles in West Seattle that serve the West Seattle Water Taxi. Route 118 on Vashon Island is partially funded by this partnership (360 hours annually) to serve the Vashon Island Water Taxi. Metro charges the Marine Division the fully allocated rate (full cost of operations, including driver time, benefits, maintenance, and fuel costs) to operate these services.

**Evaluation of Service:** Sound Transit service is not included in Metro's service evaluation. The service provided by Snoqualmie Valley Transportation is evaluated as part of Metro's alternative service

program. Additional service provided for Alaskan Way Viaduct mitigation and the Regional Mobility Grant is considered part of Metro's normal service and is evaluated three times per year as contractually stipulated, and as part of the Service Guidelines. Metro does not evaluate UW's Dial-a-Ride program or shuttle service for the water taxis.

### **Transit Now Partnerships**

Transit Now was a 0.1% sales tax passed by King County residents in 2006. In light of the recession and decreased Metro revenues, much of revenue generated from the tax increase has been used to preserve existing service. However, some partnerships have endured the recession, and partner investments provide approximately 25,000 hours of service annually. All Transit Now service is charged to partners at 1/3 of the full cost to operate the service, except where noted in the table below.

### **Transit Now Service Investments**

<b>Partner</b>	<b>Service</b>	<b>Partner investment (annual service hours)</b>	<b>Total investment (annual service hours)</b>
Seattle	Partial funding of service on 21 routes	14,700	44,000
Seattle Children's Hospital	Enhancements on route 75	2,300	7,000
First Hill Employers	Enhancements on routes 193, 303, and 309	1,800	5,300
Issaquah, Sammamish, Redmond, and Microsoft	Enhancement on routes 244 and 269	1,400	9,000
Kent	Established new DART route 913	1,100	3,200
Auburn	Established new DART route 910 <sup>1</sup>	1,200	500
Auburn and Pierce Transit	Established Pierce Transit route 497, with service from Lakeland Hills to Auburn <sup>2</sup>	900	1,500

<sup>1</sup> Auburn pays 45% of the cost of this route

<sup>2</sup> Metro pays Pierce Transit 40% of the cost of this route

**Evaluation of Service:** Transit Now investments are rolled into normal Metro service and evaluated per the Transit Now agreement. Routes receiving investment undergo the same evaluation procedures as other system routes.

### **Financial Partnerships**

**Bridging the Gap Levy (Seattle):** Passed in 2006, this property tax increase in Seattle funds nearly 10,000 service hours on 11 routes at the full cost to operate the service (5, 10, 21, 40, 41, 48, 49, 82, 83, 84, and route 120 which is fully funded through this levy). This property tax expires in 2016.

### **Community Mobility Contracts Program**

**Community Mobility Contract (Seattle):** The Community Mobility Contract (CMC) program allows cities to purchase additional bus service from Metro at full cost to operate the service, plus vehicle costs. Seattle is the first city to participate in this program, with purchases enabled by an increase in license tabs and Seattle's sales tax approved by voters last fall. The Financial Partnership that Seattle is funding will bring 223,000 additional annual hours of transit service to the city starting in June 2015. These hours will increase service on bus routes having 80 percent or more of their stops within Seattle's city limits (hereafter, "Seattle routes"; note that this designation is *not* the same as "Seattle core routes" and is used only in relation to the CMC).

In coordination with Seattle's Department of Transportation, Metro will add Seattle-funded service hours to routes this June and September. The investment in service will focus on:

- **Overcrowding (Investment Priority 1).** Trips will be added on the crowded routes listed in the Metro 2014 Service Guidelines Report – the top priority in the Metro Service Guidelines for adding service. All identified Seattle route needs are included.
- **On-time performance (Investment Priority 2).** Service hours will be added to improve schedule reliability on the bus routes identified as having poor on-time performance in the 2014 Service Guidelines Report – the second highest priority in the Metro Service Guidelines for adding service hours. All identified Seattle route needs are included.
- **Transit corridors below their target service levels (Investment Priority 3).** Service hours will be added on some transit corridors that need more service as determined in the 2014 Service Guidelines Report.
- **Frequent Transit Network.** Service hours will be invested in the frequent transit network as identified in Seattle's Transit Master Plan.

**Seattle CMC Investments and Relationship to Metro's Service Guidelines:** To guide investment decisions, Proposition 1 called for Seattle to use not just Metro's Service Guidelines, but the Seattle Transit Master Plan as well. Investments are in line with Seattle's goal of creating an all-day, frequent transit network. Its investments in all-day services are aimed at developing a transit system with extended frequency and expanded night and weekend trips.

- Seattle is addressing 100% of the needs associated with overcrowding (investment priority 1) and reliability (investment priority 2) identified for Seattle routes by Metro's 2014 Service Guidelines Report. These investments constitute 15% of Seattle's total investment.
- Seattle is addressing approximately 23% of the target service level needs (investment priority 3) identified for Seattle routes. These investments constitute 17% of Seattle's total investment.
- In total, approximately 32% of Seattle's 223,000 service hour investment aligns with priority 1, 2, and 3 needs as identified in the 2014 Service Guidelines Report. The remaining investments are split between peak, off-peak, and night service. Investments will target 85% of routes classified as Seattle routes.

### City of Seattle CMC Investment Priorities<sup>1</sup>

(in hours of service)	Service Guidelines Hours of Need	Seattle Investment Hours	Difference	% of Needs Met
Priority 1: Overcrowding	12,000	12,000	0	100%
Priority 2: On-time Performance	21,000	21,000	0	100%
Priority 3: Target Service Level	173,000	39,000	134,000	23%
<b>Total</b>	<b>206,000</b>	<b>72,000</b>	<b>134,000</b>	<b>35%</b>
<sup>1</sup> Based on Spring 2014 data			<b>Total Seattle Investment: 223,000</b>	

Seattle is investing in 10 of the 19 Seattle routes identified as priority 3 investment needs (below target service level) in Metro's 2014 Service Guidelines Report. Below is a list of the 19 Seattle routes that were identified as below their target service level in Metro's 2014 Service Guidelines Report; bolded text indicates the routes in which Seattle is investing.

#### Seattle Investment in Priority 3 Needs, by Route

##### Metro Priority 3 Routes<sup>1</sup>

5	27	60	<b>72/73</b>
<b>11</b>	30	68	<b>74EX</b>
<b>14</b>	<b>33</b>	71	<b>9EX</b>
16	<b>40</b>	72	<b>C/D Line</b>
<b>24</b>	48	125	
<b>25</b>	49	66EX	

<sup>1</sup> Bold indicates Seattle investment routes

The Seattle investment represents a growth in overall King County Metro service of approximately 6%. Metro's Service Guidelines require an annual evaluation of the entire system. The Guidelines anticipate an ever-evolving system with its overall performance affected by a variety of factors including development patterns, service levels and structure, new regional transit services, and economic growth and recession. Seattle's investments will be a factor in the performance of services in Seattle and throughout the system; however, they will not be the sole factor, and it cannot be determined to what extent the resulting performance would be different without these investments.

Seattle's initial investments are expected to meet existing service quality needs (overcrowding and on-time performance) and generate additional ridership and demand over time. However, a sharp jump in the number of trips could cause routes receiving investment to initially have lower productivity scores.

**Evaluation of Service:** Per the contract between King County and Seattle, Metro will include all of Seattle's purchased service in its annual Service Guidelines analysis. Metro will continue to evaluate the



full system to identify service gaps and changes in system performance. Metro will continue to use these data to evolve the system; resulting changes to routes in which Seattle is investing will be handled jointly with Seattle and in accordance with the contract.

### **Community Access Transportation**

Metro's Community Access Transportation (CAT) program expands mobility options for people with disabilities and seniors by developing partnerships with social service agencies and jurisdictions in King County, such as the North Bend Senior Center or Senior Services. Metro provides vehicles and operating funds to assist social service agencies in setting up their own transportation services. A CAT program may serve a specific location, such as a senior center or operate as a community shuttle, taking seniors and people with disabilities to appointments, shopping and activities within the community. These partnerships help offset rider demand from more expensive Access service.

Metro currently partners with 27 social services agencies, most of which provide van service to their clientele. Major partnerships include:

- **Solid Ground Circulator:** Following the end of the downtown Ride Free Area, Seattle, King County, and Solid Ground established a free circulator in downtown Seattle. Metro provides vehicles, and Solid Ground operates the service.
- **Domestic Violence Emergency Transportation Program:** A partnership with ten social services agencies, this program provides emergency taxi rides for low-income victims of domestic abuse.
- **Senior Services:** In partnership with Metro, the Washington State Department of Transportation, and Aging and Disability Services, Senior Services operates 38 "Hyde Shuttle" vans, offering free rides to senior citizens in locations throughout King County.

**Evaluation of Service:** Not legally mandated.

### **Custom Bus Service**

#### **Contract-based revenue, charged at partial/direct rate for operating and maintenance costs**

Service contracts for each service specify the funding and revenue structures for custom bus services. While fare revenue is generated from these services, and at contractually prescribed thresholds, they are not necessarily fully funded from a stable revenue source. The custom bus program recovers about 80% of Metro's direct operating and maintenance costs.

- **Boeing:** One custom route (952) with approximately 6,400 annual service hours operates from Auburn to Boeing's Everett Plant in the morning, stopping at freeway stations and park-and-rides along the way. The service operates in the reverse direction in the afternoon.
- **Lakeside/University Prep:** Ten routes with approximately 4,800 hours of service annually.

**Evaluation of Service:** Not legally mandated.

### **School Service Program**

#### **Revenue-backed, charged at direct rate for operating and maintenance costs**

- **Mercer Island School District:** Three routes with approximately 1,300 hours of service annually.
- **Bellevue School District:** Five routes with approximately 1,900 hours of service annually.
- **Lake Washington School District:** One route with 360 hours of service annually.

**Evaluation of Service:** Not legally mandated.

#### **Special Event Service**

Metro partners with the Seattle Seahawks, the Seattle Sounders, and the University of Washington to provide extra bus trips to and from Husky Stadium and Century Link Field on game days. Metro charges the full cost to operate the service for each service hour operated for this special service, and credits the event organization for any farebox revenue that is collected on the bus.

**Evaluation of Service:** Partners evaluate service on an ad hoc basis to assess demand for services. For instance, special shuttles to Seattle Sounders games were suspended due to low demand (though extra coaches are added on regular Metro service on an as-needed basis).

## Comparing Low Income and Peak Riders

**Task Force Follow Up Item 1.10:** Compare transit service provided for low income riders and peak period riders.

Metro does not provide service specifically for low-income riders or commuters; riders within these populations can use the entire suite of Metro's services. Metro does include low-income populations in the Service Guidelines analysis. Furthermore, Metro has identified the number of boardings on routes that are classified as "low-income" or "minority," based on the percentage of people who board the bus in low-income or minority census tracts compared to the county average.

### Service Guidelines Analysis

Metro strives to provide equitable access to public transportation for everyone in the community and to deliver value throughout King County. This is achieved using service guidelines to help define criteria and processes for analyzing and planning transit service that focus on social equity and geographic value. Metro uses low-income and minority populations as indicators of social equity. The guidelines define a process for determining a social equity score that makes up 25 percent of each corridor's total service-level score, described below:

- Metro determines low-income and minority census tracts along routes and corridors using the most recent and best available census data. Map 1 below shows the distribution of both minority and low-income census tracts across King County.
- Metro classifies routes and corridors as low-income or minority, based on the percentage of people who board buses in those areas compared to the county average.
- Metro uses these classifications in the social equity portion of the corridor analysis.

The 2014 Service Guidelines Report identified the number of hours and percentage of total investment need that was identified on low-income and minority routes and corridors, compared to the system totals (2014 Service Guidelines Report, page 7). The shaded columns in the table below indicate the percentage of investment need on minority and low-income routes and corridors for the first three investment priorities

<b>Service Hour Distribution by Priority Investment Category</b>					
<b>Investment Category</b>	<b>Estimated total hours needed</b>	<b>Hours on minority routes/corridors</b>	<b>% of need on minority routes/corridors</b>	<b>Hours on low-income routes/corridors</b>	<b>% of need on low-income routes/corridors</b>
Passenger Crowding	22,200	9,900	<b>45%</b>	6,800	<b>31%</b>
Schedule Reliability	38,650	17,600	<b>46%</b>	20,650	<b>53%</b>
Corridors Below Target Service Level	486,500	350,200	<b>72%</b>	308,300	<b>63%</b>

Metro follows the requirements and guidance of Title VI of the Civil Rights Act of 1964, the Federal Highway Act of 1973, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990. Collectively, these laws prohibit discrimination on the basis of race, color, national origin, sex, age, and disability.

Whenever Metro makes a change of more than 25 percent of service hours within the system or on a route, or shifts a bus stop more than one-half mile, we conduct a Title VI analysis to determine whether the changes have a disparate impact on minority populations or disproportionate burdens on low-income populations. This practice is adopted in Metro's strategic plan.

### **Boardings on Peak Routes**

Of the 214 routes evaluated in the 2014 Service Guidelines Report (based on spring 2014 data), 203 operate in the peak period. In 2014, approximately 50% of Metro boardings occurred in the peak period. About 40% occurred in the off-peak period, and over 10% of boardings occurred at night.

In the 2014 report, Metro identified 86 peak-only routes. Approximately 50,000 weekday riders use these 86 peak routes. Metro's VanPool program offers an alternative to fixed route service by allowing riders to form small groups to meet their travel demands. In 2014, Metro's VanPool program served approximately 3.5 million riders. Based on the 2013 Rider/Non-Rider Report, 71 percent of Metro's riders identified as "commuters."

### **Boardings on Low-Income Routes**

Based on the 2014 Service Guidelines Report, Metro identifies 90 routes as having a higher percentage of people who board the bus in low-income census tracts than the county average. Approximately 55% of Metro's boardings occur on routes identified as "low-income". Based on the 2013 Rider/Non-Rider Report, 25 percent of all riders identified as "low-income" (earning less than \$35,000 per year).

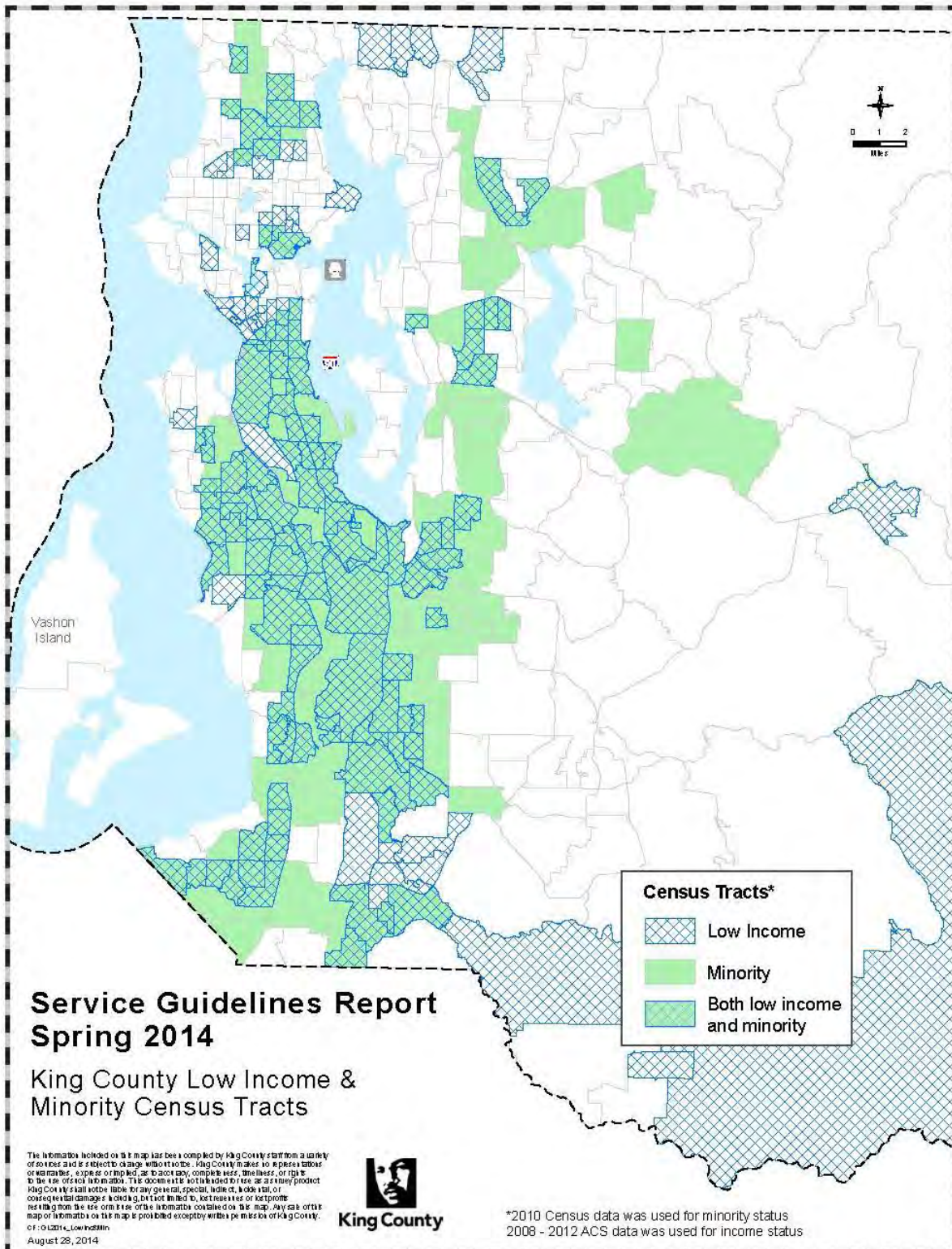
### **Boardings on Minority Routes**

Based on the 2014 Service Guidelines Report, Metro identifies 107 routes as having a higher percentage of people who board the bus in low-income census tracts than the county average. Over 50% of Metro's boardings occur on routes identified as "minority". Based on the 2013 Rider/Non-Rider Report, 26 percent of all riders identified as "minority."

### **2013 Rider/ Non-Rider Survey**

Metro conducts an annual survey with King County residents who are transit riders and non-riders with the objective to identify and track demographic and transit use characteristics, provide a reliable measure of market share, and track customer awareness of Metro services and programs. The 2013 Rider/ Non-Rider Survey provides information about the demographic characteristics including gender, age, employment status, income, household composition, race/ethnicity, and access to vehicles (pages 40-42). The summary tables of this information are provided on the following pages.

Map 1: King County Low Income and Minority Census Tracts



**Figure 9: Demographic Characteristics of Metro Riders**

- Riders are somewhat more likely to be men (51%) than women (49%). This holds true across all rider segments.
- The gender split in the general population is 51 percent female and 49 percent male.
- Regular Riders are younger than Infrequent Riders.
  - Nearly two out of five Regular Riders are between the ages of 25 and 44.
  - One out of three Infrequent Riders are 55 and older.
- Moderate Regular Riders are older than Frequent Regular Riders but younger than Infrequent Riders.

	All Riders (n=1,395) (n <sub>w</sub> =1,395)	All Regular Riders (n=1,207) (n <sub>w</sub> =887)	Frequent Regular Riders (11+ trips) (n=776) (n <sub>w</sub> =573)	Moderate Regular Riders (5–10 trips) (n=420) (n <sub>w</sub> =304)	Infrequent Riders (1–4 trips) (n=188) (n <sub>w</sub> =508)
<b>Gender</b>					
Male	51%	51%	51%	52%	51%
Female	49%	49%	49%	48%	49%
<b>Age</b>					
16–17	3%	3%	3%	4%	2%
18–24	13%	15%	14% (D)	16%	8%
25–34	20%	19%	21%	15%	22%
35–44	19%	20%	22%	17%	16%
45–54	18%	17%	16%	20% (B)	19%
55–64	16%	16%	17%	13%	15%
65 plus	13%	10%	7%	15% (B)	18% (AB)
Mean	43.2	41.4	40.8	42.9 (B)	46.2 (ABC)
<i>Columns may sum to more or less than 100% due to rounding.</i>					

- Two out of three Frequent Regular Riders are employed full time, making this segment Metro’s core customer segment.
  - 10 percent are students who are not working.
- Consistent with the higher percentage of older Riders, more than one out of five Infrequent Riders and 14 percent of Moderate Regular Riders are retired.
- There are few differences in household incomes across the different Rider segments, with median household incomes ranging from \$60,984 for Moderate Regular Riders to \$68,400 for Infrequent Riders.
  - Frequent Regular Riders are more affluent than Moderate Regular Riders due to a higher percentage with household incomes of \$150,000 or greater.

Employment Status	All Riders		All Regular Riders		Frequent Regular Riders		Moderate Regular Riders		Infrequent Riders	
	(n=1,395) (n_w=1,395)	(n=1,207) (n_w=887)	(A)	(A)	(B)	(B)	(C)	(C)	(D)	(D)
<b>Employed FT</b>	52%	59%	(D)	67%	(CD)	45%	41%			
<b>Employed PT</b>	9%	11%		9%		12%	6%			
<b>Self-Employed</b>	6%	3%		2%		5%	12%			
<b>Student (not working)</b>	10%	10%		10%		11%	8%			
<b>Homemaker</b>	2%	2%		2%		2%	3%			
<b>Retired</b>	13%	8%		5%		14%	21%			
<b>Unemployed</b>	5%	4%		2%		6%	6%			
<b>Disabled / Other</b>	3%	3%		2%		4%	2%			
<b>Income</b>										
Less than \$35K	25%	27%		26%		29%	26%			
\$35K-<\$55K	17%	17%		17%		16%	15%			
\$55K-<\$75K	18%	18%		17%		20%	17%			
\$75K-<\$100K	13%	13%		12%		14%	14%			
\$100K-<\$150K	15%	14%		14%		13%	16%			
\$150K or more	12%	12%		14%	(C)	8%	13%			
<b>Median</b>	\$64,591	\$62,642		\$64,640		\$60,984	\$68,400			

Columns may sum to more or less than 100% due to rounding.

- The majority of Metro Riders live in a household with more than one person 16 years of age and older.
- Regular Riders’ average household size is greater than that of Infrequent Riders.

	All Riders (n=1,395) (n <sub>w</sub> =1,395)	All Regular Riders (n=1,207) (n <sub>w</sub> =887)	Frequent Regular Riders (11+ trips) (n=776) (n <sub>w</sub> =573)	Moderate Regular Riders (5–10 trips) (n=420) (n <sub>w</sub> =304)	Infrequent Riders (1–4 trips) (n=188) (n <sub>w</sub> =508)
<b>Household Composition</b>					
Single-Person Household	26%	23%	21%	27%	30%
Multi-Person Household	74%	77%	79%	73%	70%
Average Household Size	2.22	2.32 (D)	2.34	2.27	2.05
<b>Race /Ethnicity</b>					
White	74%	71%	71%	71%	78% (a)
Black	6%	8%	7%	8%	4%
Asian	11%	12%	12%	11%	9%
Amer. Indian /Alaska Native	3%	3%	3%	2%	5%
Hispanic	5%	6%	5%	6%	4%
Mixed Race	1%	2%	1%	2%	<1%
<b>Access to Vehicle(s)</b>					
% w/ Driver’s License	86%	82%	80%	87% (B)	93% (A)
% w/ Vehicle Available	89%	86%	85%	89%	93% (A)
# of Vehicles	1.7	1.6	1.6	1.7	1.8 (A)

Columns may sum to more or less than 100% due to rounding.

- Metro’s Regular Riders are somewhat more diverse than Infrequent Riders.

- The majority of Riders have a driver’s license and have a vehicle available. Vehicle availability is significantly higher among Infrequent Riders than Regular Riders.



## DART Service, Accessible Services, CAT, and the Hyde Shuttle

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**Task Force Follow Up Item 1.11:** Provide more information on DART – where services are located, how DART works, and difference from the Hyde shuttle.

This paper provides more detail about the different products and services that Metro provides through DART and Accessible services, as well as information about the Hyde Shuttle. It then provides more detail about Metro's DART program. For reference, Metro motor bus costs \$4.41 per boarding and trolley bus costs \$3.23 per boarding. Cost per trip information is for 2013.

- **DART:** Metro's Dial-A-Ride Transit (DART) offers variable routing in some areas within King County. By using vehicles that can go off regular routes to pick up and drop off passengers within a defined service area, DART service may allow a rider to arrange for transit service closer to a particular location. DART does not go door-to-door. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses. The cost per boarding of DART service is \$8.86. A DART trip fares are \$2.75 in peak periods and \$2.50 in off-peak periods.
- **Access Transportation:** Access Transportation is Metro's paratransit service, which provides mobility for riders who cannot take the bus or rail because of their disability. This service is required under the federal Americans with Disabilities Act of 1990. Access users are required to have a certification letter from Metro's Accessible services. Access users can schedule trips anywhere that a Metro bus or light rail goes at that time and on that day of the week. Reservations can be made one to three days before a trip. The cost per boarding of Access transportation is \$45.89. An access trip fare is \$1.75.
- **Downtown Seattle Circulator:** Through a partnership with Seattle and Solid Ground, a shuttle service targeting free rides to people living on low incomes and those who access health and human services in the downtown area. Two buses – one seating 19 people, the other 23 – run a fixed 4.5 mile route, Mondays through Fridays, stopping at each of the seven downtown and First Hill stops about every 30 minutes.
- **Hyde Shuttles:** Through a partnership with Senior Services and WSDOT, the Hyde Shuttle program provides transportation, for seniors and people with disabilities, to hot meal programs, medical appointments, senior centers, grocery stores, and other local destinations. Shuttles only travel within their local service area. At this time, they operate in Auburn, Beacon Hill, Burien, Central Seattle, Des Moines/Normandy Park, Federal Way, Northeast Seattle, Northwest Seattle, Queen Anne/Magnolia/Interbay, Renton, SeaTac/Tukwila, Shoreline/Lake Forest Park, Snoqualmie Valley, and West Seattle. These services do not require a fare; in lieu of fares, donations are accepted.
- **Taxi Scrip:** The Taxi Scrip Program serves low-income King County residents ages 18 to 64 who have a disability or are age 65 and over. Once registered, people can buy up to seven books of taxi scrip each month from Metro at a 50 percent discount to help meet transportation needs. People can buy scrip either by mail or in person at Metro's Customer Services Office in the King Street Center building. Most taxi companies accept taxi scrip.

- **Community Access Transportation Program (CAT):** Metro’s Community Access Transportation (CAT) Program expands mobility options for people with disabilities and seniors by developing partnerships with social service agencies and jurisdictions in King County, such as the North Bend Senior Center or Senior Services. Metro provides vehicles and operating funds to assist social service agencies in setting up their own transportation services. A CAT program may serve a specific location, such as a senior center or operate as a community shuttle, taking seniors and people with disabilities to appointments, shopping and activities within the community. The cost per boarding of Access transportation is \$5.63. These partnerships help offset rider demand from more expensive Access service.

### **Overview of DART at Metro**

Metro offers a variety of public transportation products and services appropriate to different markets and mobility needs, including Dial-a-Ride Transit (DART). DART is open to the general public with no eligibility requirements, and the user cost is the same as for a regular bus ride. The service is designed to operate on a fixed schedule, but with variable routing; DART vehicles can go off regular routes to pick up and drop off passengers within the defined service area. A limited number of these off-route deviations can be made on any given trip, and door-to-door service is not provided. Reservations for off-route pickups and drop-offs can be made for 30 days at a time and up to 30 days in advance, but must be made at least two hours in advance.

Metro has provided DART service since the mid-1980s, and it has been operated by several different service providers. Most recently, Hopelink, a non-profit social service agency, has provided DART service for Metro. Metro currently operates 15 DART routes, primarily in East and South King County. Three of these DART routes (907, 915, and 931) were created in February 2012 as a way to appropriately scale services to the mobility needs of the community in accordance with King County Council Ordinance 17169. An additional DART route (906) was created in September 2013 as part of the integration of Renton transit service with the new RapidRide F line. As of March 2015, DART service totals to about 60,000 annual service hours and comprises less than 2% of Metro’s overall annual service hours. This percentage is less than the three percent cap, or the average 100,000 annual service hours, that can be operated by third parties, as permitted under the current ATU Local 587 Union contract. The existing Metro DART service network is depicted in the map at the end of this document, DART Routes Spring 2015, and is listed below:

- Route 773/775: West Seattle Water Taxi Shuttle (under contract with King County Ferry District)
- Route 901: Mirror Lake, Federal Way Transit Center
- Route 903: Twin Lakes, Federal Way Transit Center
- Route 906: Fairwood, Valley Medical Center, Southcenter
- Route 907: Enumclaw, Black Diamond, Maple Valley, Renton
- Route 908: Renton Highlands, Lake Kathleen
- Route 910: North Auburn, Supermall
- Route 913: Kent, NW Kent
- Route 914/916: Kent East Hill (Shopper Shuttle)

- Route 915: Auburn, Enumclaw
- Route 917: Algona-Pacific
- Route 930: Redmond, Kingsgate
- Route 931: Bothell, Woodinville, Redmond

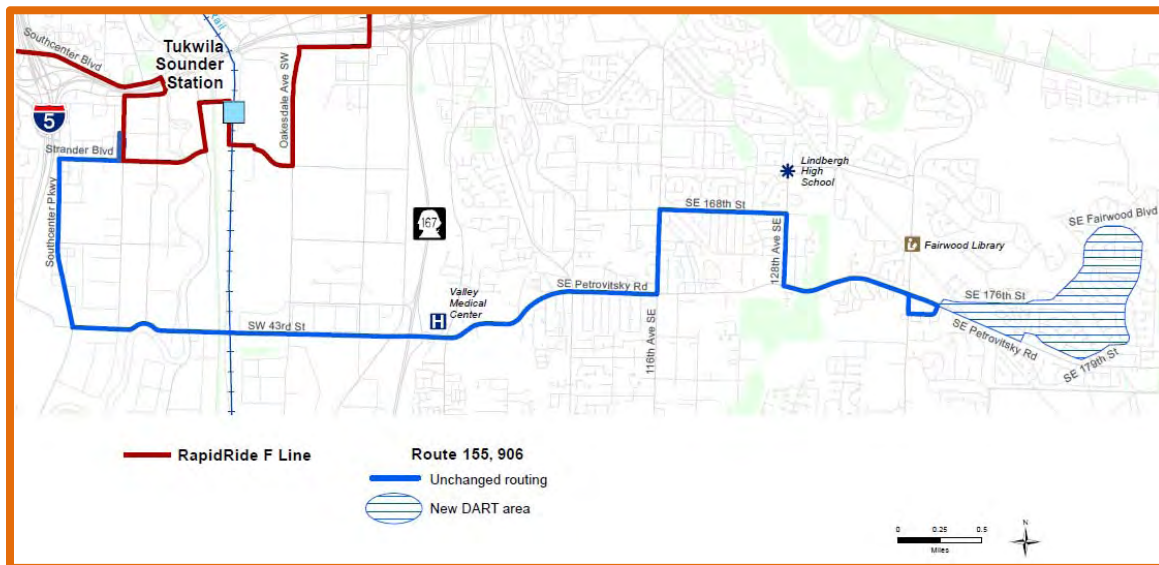
The key feature that differentiates DART from regular fixed route service is the ability to deviate from the fixed route to serve customers within a defined service area upon demand (with advance reservation). Defined service areas are traditionally located in neighborhoods at the end of a fixed route, enabling the DART vehicle to respond to requests for trips within the service area and then to return to service along the fixed routing.

Variable routing in defined service areas usually requires additional time, which is added to the schedule. For this reason DART service may take longer to operate along a routing than a traditional fixed route service. To ensure reliability, DART routes 901, 903 and 906 have limited flexibility in their schedules and do not deviate from the fixed routing during weekday peak periods when there is high commuter demand.

DART vehicles are smaller and more maneuverable than standard transit buses. These smaller vehicles have less interior space, no rear door, and limited room for standing riders, making them inappropriate for use on routes with higher ridership. Two types of vehicles are currently used to provide Metro's DART service:

- 19-passenger vans (there are about thirty-one in the fleet)
- 31-passenger vehicles (there are about six in the fleet) that are reserved for routes with greater rider demand, such as DART Route 901 in Federal Way.

The below depicts an example of DART service, Route 906.



### Route 906

In September 2013, Route 155 was transitioned to DART Route 906 as part of RapidRide F Line integration. It operates on a fixed route and schedule between Fairwood Center and Southcenter. DART Route 906’s flexible service area is in the residential neighborhood east of Fairwood Center, as shown in the map by the striped area.

While ridership is fairly stable, trips during peak periods are busy, with several requiring the larger 31 passenger vehicles. Due to tighter schedules and greater rider demand, service does not deviate from the fixed routing during peak periods.





## Timeline for service changes

**Task Force Follow Up Item 1.12:** Provide basic timeline/frequency of service changes per year.

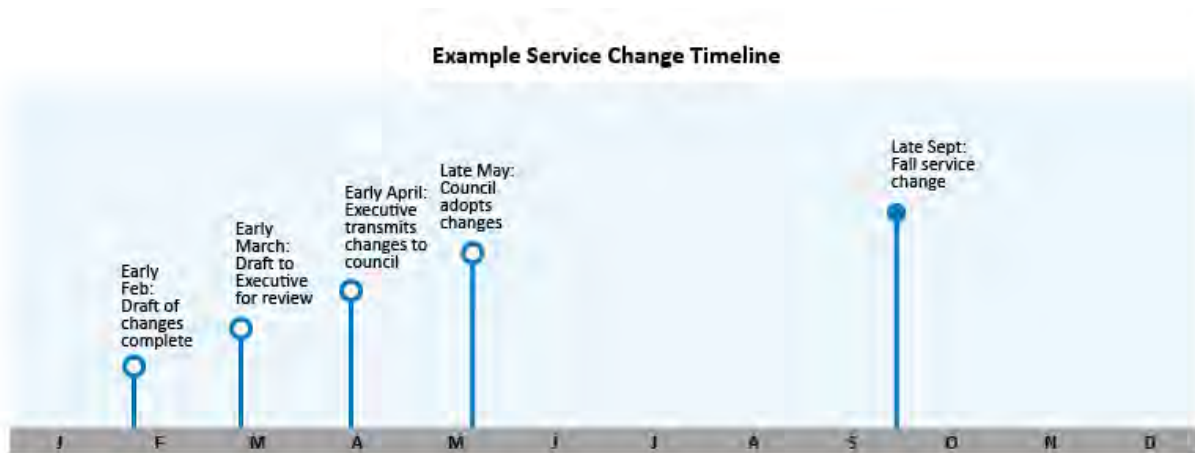
**Background:** As described in King County code (KCC 28.94.020), Metro is able to make administrative changes to the transit system if changes meet the following criteria:

- The individual or cumulative total of the established weekly service hours changes by twenty-five percent or less;
- The stops along a route do not change by more than one half mile<sup>1</sup>.

For service changes that exceed these criteria, the King County Council approves and adopts service change ordinances. To ensure that Metro is able to complete all internal work necessary for a service change, Council must adopt an ordinance for a service change about four months prior to the service change. A complete list of the major milestones necessary for major service changes are listed in the table below.

Milestone	Time before service change
Draft ordinance for Metro review	About eight months
Draft ordinance transmitted to Executive	About seven months
Ordinance transmitted to Council	About six months
Ordinance adopted by Council	About four months

An example, for a fall service change is shown in the timeline below. Starting in 2016, Metro will move from three service changes a year to two service changes a year.



Metro requires four months to implement a service change to develop schedules, prepare customer communications materials including signage, timetables, and online information, and identify and train drivers for specific routes.

<sup>1</sup>Metro also has the authority to change route numbers.





## From Service Guidelines Lists to Service Changes

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**Task Force Follow Up Item 1.14:** Describe how the lists in the service guidelines turn into service changes.

When Metro plans investments or reductions to the transit system, both the performance of routes (productivity and service quality) and how those routes serve the All-Day and Peak Network are analyzed. These investments and reductions are identified in the service guidelines, located within the King County Metro Strategic Plan.

The investment and reduction priority lists created in the service guidelines analysis are used by Metro service planning staff as a starting point to develop a service change package. They are not prescriptive, but do provide possible priorities for investments or reductions.

### **Planning for Investments or Reductions to Service**

The biennial budget provides direction as to whether investments or reductions will be made to current service levels. Metro will invest, reduce or maintain the system depending on this budget direction.

The top 25% and bottom 25% lists generated from the service guidelines analysis inform the planning process, but are not the sole determinants for what routes are targeted for changes to service levels. The use of the top 25% and bottom 25% lists are outlined in each of the three following service concepts.

#### **Service Investment Scenario**

(For more information, reference the service guidelines, pages SG-17 – SG-19)

The service guidelines identify four investment priorities:

- 1) Reduce passenger crowding
- 2) Improve schedule reliability
- 3) Services below their target service level
- 4) High-productivity routes

Metro's highest priority is the performance of the existing network. A route that is chronically overcrowded can negatively impact a route's reliability. As such, Metro prioritizes investments in the crowding and reliability needs of the routes.

Service investments are not dictated by a route's productivity. For example, a highly productive route may be overcrowded, warranting service investment. Similarly, a route in the bottom 25% in productivity may warrant investment to improve reliability.

#### **Service Reduction Scenario**

(For more information, reference the service guidelines, pages SG-19 – SG-20)

Routes that are in the bottom 25% in one or both productivity measures and operate on corridors that are above their target service levels have a higher potential for reduction than routes on corridors that are at or below their target service level. While routes listed in the bottom 25% for productivity are evaluated for service reductions, many factors are considered that may affect the decision to maintain a route's service level or restructure it to perform better.

Metro serves urbanized areas of east and south King County adjacent to or surrounded by rural land. Elimination of all service in these areas would result in significant reduction in the coverage that Metro provides. For example, service on Route 224 (Duvall-Redmond Transit Center) that ranks in the bottom 25% was maintained during the fall 2014 service cuts because it is a last connection in the network. To ensure that Metro continues to address mobility needs, ensure social equity and provide geographic value to people throughout King County, connections to these areas would be preserved when making service reductions, regardless of productivity.

The service guidelines identify four reduction priorities:

- 1) Reduce service on routes that are below the 25% productivity threshold in one or more measures for a given time period. Routes that overlap other routes, fail peak route criteria, or provide service at or above target levels are considered for reductions first.
- 2) Restructure service to improve efficiency.
- 3) Reduce service on routes that are above the 25% productivity threshold for a given time period. Routes that are relatively low-performing (25-50% productivity), overlap other routes, fail peak route criteria, or provide service at or above target levels are considered for reductions first:
- 4) Reduce services on routes that are below the 25% productivity threshold in one or more measures for a given time period on corridors identified as below their target service levels.

Within all of the priorities, Metro ensures that social equity is a primary consideration in any reduction proposal, complying with all state and federal regulations.

In the context of service reductions, Metro also considers the use of alternative services that can reduce costs on corridors with routes that are in the bottom 25% in one or both productivity measures. In this way, alternative services may help maintain public mobility in a cost-effective manner. These alternative services will be evaluated according to the measures and performance thresholds developed through the evaluation of the demonstrations called for in the alternative transit service delivery plan.

### **Service Restructure Scenario**

Service restructuring allows Metro to provide service at a reduced cost by consolidating and focusing service in corridors such as those in the All-Day and Peak Network.

Restructures are triggered by several key reasons:

- Sound Transit or Metro service investments (such as new Link Light Rail)
- Corridors above or below All-Day and Peak Network frequency
- Services compete for the same riders

- Mismatch between service and ridership
- Major transportation network changes
- Major development or land use changes

Routes included in the bottom 25% for productivity are sometimes targeted for restructuring to strengthen route productivity by modifying routes, removing unproductive segments or adding productive segments. Routes in the top 25% for productivity may also be included in restructures when the opportunity to strengthen a route is available.

Restructuring also allows Metro to make reductions while minimizing impacts to riders. Metro strives to eliminate duplication and match service to demand during large-scale reductions. As a result of service consolidation some routes may increase in frequency to accommodate projected loads, even while the result of the restructure is a reduction in service hours.

### **Service Planning Outreach**

A key component of service planning is the outreach process that happens throughout the development of a proposal to significantly change service levels. It involves riders, non-riders, elected officials, community leaders, city and County staff members, and social service agencies. Outreach targets historically under-represented populations, using translated materials or interpretation services as needed. Metro also does extensive public communication using direct mail, newspaper and radio ads, surveys and online information, and continually explores new media to reach a larger audience.

A typical community outreach effort for major service changes (e.g. spring and fall changes requiring King County Council approval) begins 18 months prior to implementation:

- **18 months prior to implementation** – Metro performs ridership and service guidelines data analysis; preliminary identification of needs, opportunities and deficiencies
- **12 months prior to implementation** – A Sounding Board of 15-20 community members is convened to further identify needs, opportunities and deficiencies based on Metro’s initial findings. The Sounding Board will meet 8-10 times before implementation. The first phase of general public engagement begins, continuing to identify current issues and needs. Several community meetings are held, with the Sounding Board in attendance. Organizations and communities are identified and reached out to for participation.
- **6-12 months prior to implementation** – The Sounding Board meets several times to develop Metro proposals based on community input and continuing Metro analysis.
- **6-8 months prior to implementation** – The second phase of general public engagement begins, with participation of affected communities, businesses, local stakeholders and the Sounding Board. Draft proposals, refined with community and Sounding Board input, are presented and further developed into a draft service ordinance.

- **6 months prior to implementation** – Service proposals are again refined based on community feedback and Sounding Board input and the draft ordinance is submitted to the King County Executive for Approval.

For smaller (administrative) service changes, Metro seeks community engagement in a variety of ways that are most appropriate to the circumstances of the change, including:

- Seeking involvement from key community groups or major employers in impacted areas
- Posting rider alerts onboard vehicles outlining service changes, with contact information for a Metro service planner
- Issuing email alerts with service change information and solicitation of comments
- Notifying affected areas through door-to-door staff interaction and solicitation of comment
- Contacting affected or potentially affected property owners during terminal and stop siting
- Holding targeted public meetings as need to address community concerns