Metro Service Guidelines Task Force

Report and Recommendations

October 2015

[photos, logo, etc.]

King County METRO

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Metro Service Guidelines Task Force

October __, 2015

King County Executive Dow Constantine
401 Fifth Ave., Ste 800
Seattle, WA 98104

King County Councilmembers Rod Dembowski, Reagan Dunn, Larry Gossett, Jane Hague, Kathy Lambert, Joe McDermott, Larry Phillips, Dave Upthegrove, Pete von Reichbauer
King County Administration Building
516 Third Ave., Ste 1200
Seattle, WA 98104

Dear County Executive Constantine and Councilmembers:

We, the members of the Metro Service Guidelines Task Force, are pleased to provide you with our recommendations in response to Ordinance 17941. This ordinance charged us with reviewing: (1) how King County Metro measures transit service performance as reflected in the Metro Service Guidelines; (2) how well the goals of geographic value and social equity are included in the Service Guidelines; (3) how well Metro's policies for purchase of additional services are working; and (4) how well Metro's guidelines for alternative services are working.

As a group, we represent communities across King County and diverse perspectives. We met eight times between March and October 2015 as a full task force. Most of us also participated in a technical workshop in August. At our meetings, we received briefings and materials from Metro, and held spirited discussions. The principles and recommendations in this report are the result of our discussions and represent our consensus agreement.

The task force will meet one last time in [date TBD] to hear from the staff about how they are putting our recommendations to use. We look forward to learning about this implementation.

Thank you for giving us the opportunity to provide advice on the Service Guidelines to ensure that Metro's services serve the varied needs of King County communities. We also want to express sincere thanks to Metro staff for their responsiveness to our questions and assistance throughout the process.

Sincerely yours,

Metro Service Guidelines Task Force Members

(signatures on reverse)

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Nancy Backus

_____

Amy Biggs

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Vic Bishop

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Josh Brown

_____

Tim Burgess

_____

Fred Butler

_____

John Chelminiak

_____

Suzette Cooke

_____

Dorene Cornwell

_____

Lauren Craig

_____

Chris Eggen

_____

Mahnaz Eshetu

_____

Jim Ferrell

_____

Hilary Franz

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George Frasier

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Patrick Green

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Josh Kavanagh

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Matt Koltnow

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Scott Kubly

_____

Matt Larson

_____

John Marchione

_____

Gordon McHenry

_____

Lynn Moody

_____

Shefali Ranganathan

_____

Tom Rasmussen

_____

Carla Saulter

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Jon Scholes

_____

Edna Shim

_____

Jim Stanton

Ex Officio:

_____

Kevin Desmond

_____

Mike Harbour

Metro Service Guidelines Task Force Members

Name	Representation	Name	Representation
Nancy Backus	City of Auburn	Matt Larson	City of Snoqualmie
Amy Biggs	Snoqualmie Valley Transportation	John Marchione	City of Redmond
Vic Bishop	ETA	Gordon McHenry	Solid Ground
Josh Brown	Puget Sound Regional	Lynn Moody	Hopelink
Tim Burgess	City of Seattle	Shefali Ranganathan	Transportation Choices Coalition
Fred Butler	City of Issaquah	Tom Rasmussen	City of Seattle
John Chelminiak	City of Bellevue	Carla Saulter	Rider
Suzette Cooke	City of Kent	Matt Larson	City of Snoqualmie
Dorene Cornwell	Mobility advocate (replaced Jonathan Porter)	John Marchione	City of Redmond
Lauren Craig	Puget Sound Sage	Gordon McHenry	Solid Ground
Chris Eggen	City of Shoreline	Lynn Moody	Hopelink
Mahnaz Eshetu	ReWA	Shefali Ranganathan	Transportation Choices
Jim Ferrell	City of Federal Way	Tom Rasmussen	City of Seattle
Hilary Franz	Futurewise	Jon Scholes	Downtown Seattle
George Frasier	Green River College	Edna Shim	Children's Hospital
Patrick Green	Bellevue College	Jim Stanton	Microsoft
Josh Kavanagh	University of Washington	**Ex Officio**	**Representation**
Matt Koltnow	Transit Advisory Commission	Kevin Desmond	King County Metro
Scott Kubly	Seattle Department of Transportation	Mike Harbour	Sound Transit

NOTE: Paul Bachtel and David Freiboth were appointed to the task force but resigned during the deliberations.

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Executive Summary

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In 2010, the Regional Transit Task Force, a group of stakeholders appointed by the King County Executive, developed a groundbreaking set of policy recommendations for transit in King County. The task force called for transparent, performance-based guidelines for making service decisions and emphasizing productivity, social equity and geographic value. Based on these recommendations, King County Metro developed the Metro Service Guidelines to help the agency make decisions about adding, reducing and changing transit service to deliver productive, high-quality service where it is needed most. The service guidelines were put through what could be considered a significant stress test in 2014 to guide a major service reduction. These reductions spurred questions as to whether the guidelines strike the right balance to serve the county's growing population.

In November 2014, the King County Council established the King County Metro Transit Service Guidelines Task Force. The Council charged the task force with reviewing and making recommendations on: (1) how King County Metro measures transit service performance as reflected in the Metro Service Guidelines; (2) how well the goals of geographic value and social equity are included in the Service Guidelines; (3) how well Metro's policies for purchase of additional services are working; and (4) how well Metro's guidelines for alternative services are working.

County Executive Constantine appointed the members of the Service Guidelines Task Force to include representatives of communities across the county and of diverse perspectives. The Service Guidelines Task Force met eight times between March 4 and October 7, 2015, and held two technical workshops in August. The task force received briefings in Metro's service planning process, the service guidelines, performance measurement, and the ways Metro incorporates geographic value and social equity in their programs and policies.

Key Areas of Discussion

To carry out its charge, the Service Guidelines Task Force focused its review and discussion on the following key aspects of the guidelines and Metro's planning process:

- **Target service levels** for the All-Day and Peak Network of transit services and Metro's method for scoring corridors on the factors of productivity, social equity and geographic value. Target service levels factor into Metro's investment priorities about where to put service in the county in times of growth.
- The **service types** that Metro uses to classify service into categories to evaluate route performance.
- The **performance measures** Metro uses to assess the service each route is providing. Metro currently uses: (1) rides per platform hour; and (2) passenger miles per platform mile.
- **Peak-only transit service** that operates primarily between residential areas and employment centers in one direction during peak travel times.

- The importance of connections between the three types of **centers** across King County that form the basis for the countywide transit network and the importance of connecting people to the major destinations they would like to access.
- Metro's **Alternative Services** Program, which brings transportation services to parts of King County that do not have the infrastructure, density or land use to support traditional fixed-route bus service, or where there are gaps in the coverage of fixed-route service.
- Metro's process to develop a **Long-Range Public Transportation Plan** to consider what the transit system should look like in 2040.

Principles

The Service Guidelines Task Force developed the following principle statements to help guide Metro's development of policy changes to the Metro Service Guidelines, and the Strategic Plan and other Metro planning efforts.

[insert principles]

Recommendations

The Service Guidelines Task Force recommends the following changes and actions related to the Metro Service Guidelines, and other Metro service policies and programs. The task force understands that Metro plans to integrate many of these recommendations into updates to its Strategic Plan and Service Guidelines at the end of 2015 and to the Long Range Plan in mid-2016.

[insert recommendations statements (i.e., a short version)]

Metro Service Guidelines Task Force

Report and Recommendations

I.   Background

In 2010, the Regional Transit Task Force, a group of stakeholders appointed by the King County Executive, developed a groundbreaking set of policy recommendations for transit in the county. These recommendations helped to reshape how King County evaluates transit services and makes service decisions. The Regional Transit Task Force called for transparent, performance-based guidelines emphasizing productivity, social equity and geographic value.

A. Development and Use of Service Guidelines

Based on the Regional Transit Task Force's recommendations, King County Metro developed the Metro Service Guidelines. Metro also recognized the importance of service guidelines in Strategy 6.1.1 of its *Strategic Plan for Public Transportation 2011 – 2021*, which calls for it to "Manage the transit system through service guidelines and performance measures." Metro uses the guidelines "to make decisions about expanding, reducing and managing service, to evaluate service productivity, and to determine if service revisions are needed because of changes in rider demand or route performance. Guidelines are also intended to help Metro respond to changing financial conditions and to integrate its services with the regional transportation system" (Service Guidelines Task Force Notebook, p. 4.1).

Since adopting the Service Guidelines, Metro has analyzed performance, documented the analysis in annual *Service Guidelines Report*, updated the guidelines and adjusted service. An annual *Service Guidelines Report* shows how Metro uses the guidelines to plan, assess and change service. Each report presents the results of the analysis of annual data, allowing Metro to compare service each year to identify trends and areas needing improvement. The annual analysis determines: (1) where and how much service should be provided (the results of the target service level analysis, which identifies the productivity, social equity and geographic value of corridors throughout the county); (2) how service is performing (through route performance analysis on each route in the system); and (3) where investments should be made to maintain the quality of service (to address overcrowding and reliability).

In short, the service guidelines help Metro "make decisions about adding, reducing and changing transit service to deliver productive, high-quality service where it is needed most" (*2014 Service Guidelines Report,* p. 4.31).

In 2014, the service guidelines were put through what could be considered a significant stress test—guiding a major reduction in service. The service reductions spurred some questions as to whether the guidelines strike the right balance to serve the county's growing population.

B. Creation of and Charge to the Task Force

In November 2014, the King County Council established the King County Metro Transit Service Guidelines Task Force, and charged it with "reviewing and making recommendations regarding:

"1. How transit service performance is measured as specified in the Metro Service Guidelines to reflect the varied purposes of different types of transit service

"2. Approaches to evaluating how the goal of geographic value is included in the Metro Service Guidelines, including minimum service standards

"3. Approaches to evaluating how the goal of social equity is included in the Metro Service Guidelines

"4. Financial policies for purchase of additional services within a municipality or among multiple municipalities

"5. Outline guidelines for alternative services implementation" (Ordinance 17941, adopting the 2015/2016 King County Biennial Budget).

County Executive Constantine appointed the members of the Service Guidelines Task Force to include representatives of communities across the county and of diverse perspectives. (See list of members following the cover letter of this report.) John Howell of Cedar River Group facilitated the task force.

C. Task Force Meetings

The Service Guidelines Task Force met eight times between March 4 and October 7, 2015. Most of the members also attended a technical workshop in August (August 13, repeated on the 17th). The initial meetings included getting the task force's agreement on a set of ground rules for its work together (Appendix 1), and briefings by Metro staff to give members a grounding in Metro's service planning process, the Metro Service Guidelines, performance measurement, geographic value and social equity. The remaining meetings included robust discussion on these topics, which led to the development of a set of principles and recommendations. The flow of meeting topics was as follows:

Meeting #	Date	Topics Covered
1	March 4	Review of task force charge, agreement on ground rules, presentation on Metro overview and service guidelines
2	April 1	Presentations on performance measurement and geographic value
3	April 30	Presentation on social equity; discussion of transit system values
4	May 21	Review of social equity write-up; discussion of geographic value, service allocation and service types
5	June 3	Review of geographic value and service allocation write-up; interactive presentation on alternative services; discussion of service types
6	June 16	Discussion of preliminary draft principles and recommendations; interactive presentation on policies for purchasing service
--	Aug. 13 & 17	Technical workshop on target service level analysis and service types analysis
7	Sept. 17	Review of draft recommendations and report, follow up from Technical Workshops
8	Oct. 7	Review of final draft recommendations and report

D. Key Areas of Task Force Discussion

To carry out its charge, the Service Guidelines Task Force focused its review and discussion on the following key aspects of the guidelines and Metro's planning process.

Metro's Use of the Guidelines

As noted above, Metro uses the service guidelines to meet changing needs for transit service and to deliver efficient, high-quality service. The service guidelines provide direction in the following areas:

- Setting target service levels
- Evaluating system performance by service type
- Restructuring service
- Designing new service
- Making service investment and reduction decisions.

Most of the task force's discussion focused on the following areas of the guidelines.

Target service levels. Metro organizes its services in an All-Day and Peak Network. Metro uses three overall factors to set target service levels in this network: productivity, social equity and geographic value.

- *Corridor Productivity:* Metro views corridor productivity as the potential market for transit based on the land use characteristics of the corridor, as well as current transit use on a corridor. Metro assesses corridor productivity by looking at the numbers of:
    - o Households
    - o Jobs and students
    - o Ridership.
- *Social equity:* Metro aims to serve areas that have many low-income and minority residents, and others who may depend on transit. Metro assesses social equity by looking at numbers of:
    - o Riders boarding in low-income census tracts
    - o Riders boarding in minority census tracts.
- *Geographic value:* Metro aims to respond to public transportation needs throughout the county. Metro assesses geographic value by looking at:
    - o Connections to regional growth centers and manufacturing/industrial centers
    - o Connections to transit activity centers.

To quantify and balance these factors, Metro uses a point system. The proportions and possible scores are as follows:

- *50 percent for productivity.* A corridor can have a score of between 0 and 20 for productivity (10 points for the number of households, and 10 points for the number of jobs and the student enrollment).
- *25 percent for social equity.* A corridor can have a score of between 0 and 10 total for social equity (5 points for low-income and 5 points for minority). A corridor scores 0 if it has fewer people boarding transit than the average boarding the system in all low-income or minority

census tracts combined, or scores 5 if it has more boardings than the system average in those areas.

- *25 percent for geographic value*. A corridor can have a score of between 0 and 10 for geographic value. Corridors receive 5 points if they are the primary connection between transit activity centers, as designated in the Strategic Plan, and receive up to 10 points if they are the primary connection between regional growth or manufacturing/industrial centers.

Service types. Service types classify service into categories based on chosen criteria. Metro analyzes productivity in **Peak, Off-Peak, and Night** periods based on the market the route serves, using the following two service types:

- *Seattle Core routes* serve the greater downtown Seattle area (including downtown, First Hill, Capitol Hill, South Lake Union, and Uptown) and/or the University District, and connect these areas with any area in King County.
- *Non-Seattle Core routes* serve and operate wholly within other areas of Seattle and King County.

Route measures of performance and productivity: Metro uses two measures to assess the actual route usage and service performance of each route:

- *Rides per platform hour*—Total number of riders divided by the total hours a bus travels, from the time it leaves its base until it returns
- *Passenger miles per platform mile*—Total miles traveled by all passengers, divided by the total miles the bus operates from the time it leaves its base until it returns.

Peak-only service. Peak-only service operates only during peak travel periods (6-9 a.m. and 3-6 p.m. weekdays), primarily in one direction. Peak-only service typically brings riders from residential areas to job centers. All-day routes also offer service during peak periods, but this is not included in the definition of peak-only service.

Investments and reductions. When resources are available to make investments in service, Metro follows the order of its investment priorities. Metro bases investment need on two factors that demonstrate service quality (overcrowding and reliability) and on an analysis of unmet need, called target service levels. When resources are available, Metro uses the following priorities to make investment decisions:

- *Priority 1:* Reduce passenger overcrowding.
- *Priority 2:* Improve schedule reliability.
- *Priority 3:* Achieve target service levels.
- *Priority 4:* Become more productive.

The factors of productivity, social equity and geographic value come into play if or when the investment reaches Priority 3.

When Metro needs to make decisions to reduce or restructure service, Metro analyzes the top 25 percent and the bottom 25 percent of performance on the two measures above for each service type. Bus routes within each of the service types are compared against one another.

Centers in King County

Centers are activity nodes throughout King County that form the basis for the countywide transit network. There are three types of centers: regional growth centers, manufacturing/industrial centers, and transit activity center. (See Appendix __. Centers in King County.) The PSRC has identified regional growth centers and manufacturing/industrial centers as part of the *VISION 2040* plan. Centers are defined by the PSRC as:

- Manufacturing/Industrial Center – an area of intensive manufacturing and/or industrial activity.
- Regional Growth Center – a defined focal area within a city or community that has a mix of housing, employment, retail and entertainment uses. It is pedestrian-oriented, which allows people to walk to different destinations or attractions.

Transit activity centers are designated by Metro as areas of activity that include major destinations and transit attractions, such as large employment sites, significant healthcare institutions and major social service agencies. These centers support geographic value in the distribution of the network. Each transit activity center identified by Metro meets one or more of the following criteria:

- Is located in an area of mixed-use development that includes concentrated housing, employment, and commercial activity
- Includes a major regional hospital, medical center or institution of higher education located outside of designated regional growth centers
- Is located outside other designated regional growth centers at a transit hub served by three or more all-day routes.

Local jurisdictions may nominate additions to the list of transit activity centers. These nominations must meet one or more of the above criteria, plus the following additional criteria:

- Pathways through the transit activity center must be located on arterial roadways that are appropriately constructed for transit use.
- Identification of a transit activity center must result in a new primary connection between two or more regional or transit activity centers in the transit network, either on an existing corridor on the All-Day and Peak Network or as an expansion to the network to address an area of projected all-day transit demand. An expansion to the network indicates the existence of a new corridor for analysis.
- Analysis of a new corridor using step-one of the Target Service Level analysis process must result in an assignment of 30-minute service frequency or better.

Alternative Services

Metro's Alternative Services Program brings service to parts of King County that do not have the infrastructure, density or land use to support traditional fixed-route bus service, or where there are gaps in the coverage of fixed-route service. In such areas, alternative transportation services may be a better match for community transportation needs. Alternative services may also be more cost-effective. For

such areas of the county, Metro works with the community and other partners to develop alternative services to serve community transportation needs. In developing these services, Metro seeks to:

- Collaborate with stakeholders to design a service that meets their needs
- Partner with communities to deliver and market these services
- Develop services that can be sustained over time.

Metro's existing alternative services are: VanPool, VanShare, Community Access Transportation (CAT), Dial-a-Ride Transit (DART), Community Shuttles, Community Hub and Flexible Rideshare. Community partnerships are especially important in developing the latter three. Examples of these services are: The Valley Shuttle (Snoqualmie Valley), Route 628 Issaquah Highlands to North Bend, the Burien Community Shuttle, the Mercer Island Community Shuttle, and the Redmond Flexible Rideshare. Projects are in planning in Duvall, Vashon Island and Southeast King County.

Long-Range Plan

Metro is currently in the process of developing a Long-Range Public Transportation Plan to consider what the transit system should look like in 2040. The process includes discussion with and multiple forms of input from community members, jurisdictions, stakeholders and the public. Many issues raised in the Service Guidelines Task Force are part of the Long-Range Plan process, including how the transit network will connect centers in the county, where future service investments should be made, how new markets should be seeded, and what funding and partnerships are needed to develop a robust transit network. Participation in the Long-Range Plan by stakeholders around the county will be key in determining the future of transit in King County. The Long Range Plan is expected to be submitted to the King County Council for review and adoption in mid-2016.

II.   Principles and Recommendations

The task force members discussed and agreed on a set of broad principles and a set of specific recommendations.

A. Principles

The Service Guidelines Task Force developed the following principle statements to help guide Metro's development of policy changes to the Service Guidelines, and the Strategic Plan and other Metro planning efforts.

[insert principles]

B. Recommendations

The Service Guidelines Task Force recommends the following changes and actions related to the Metro Service Guidelines. and other Metro service policies and programs. The task force understands that Metro plans to integrate many of these recommendations into updates to its Strategic Plan and Service Guidelines at the end of 2015 and to the Long Range Plan in mid-2016.

[insert recommendations]

Appendices

Appendix 1: Task Force Ground Rules

As adopted by the Service Guidelines Task Force at its March 4, 2015, meeting

1. All meetings will be open to the public.

2. Meetings will start and end on time.

3. The task force is comprised of people with a variety of perspectives and interests. Differences of opinion are to be expected and will be respected by the task force and its members. Task force discussions will be characterized by careful deliberation and civility.

4. The task force is encouraged to think creatively about potential solutions for the issues the group has been asked to address. Task force members will agree to keep an open mind to possible new ideas that meet the interests of all parties. Task force members will work to understand the different points of view and perspectives of other members. Questions to better understand each member's interests are encouraged.

5. The task force will operate by consensus. The goal will be to reach unanimous consensus in which all members can support, or live with the task force recommendations. If unanimous consensus cannot be reached differences of opinion will be noted and included as part of the task force final recommendations.

6. The task force is advisory to the County Council and County Executive. It is not a decisionmaking body.

7. The task force does not plan to take formal public testimony. However, the task force will accept questions or comments from the public at the conclusion of meetings.

8. Task force members are strongly encouraged to participate in every meeting to achieve continuity in discussions from one meeting to the next. If members cannot attend a meeting it is his/her responsibility to be informed about the topics discussed by the next meeting. An absent member may ask someone to attend a meeting on their behalf to listen to the discussion, but that person will not be able to participate in discussions or votes.

9. If a task force member cannot attend a meeting and wishes to make a statement regarding an issue that is on the agenda for that meeting, he or she may provide the facilitator or the project manager with a written statement, which will be read to the full group when the issue is being considered by those present at the meeting.

10. Meeting materials will be sent via email to task force members in advance whenever possible. Any handouts at meetings will be emailed to members who were not present.

11. Meeting summaries will be prepared and distributed via email to all task force members in a timely manner. The summaries will also be posted on the project web site.

12. Any member may speak to the media or other groups or audiences regarding issues before the task force, provided s/he speaks only for her or himself. Inquiries from the media regarding the progress of the group as a whole should be directed to the facilitator or project manager. Members will let the process reach its conclusion before describing potential strategies or ideas as task force recommendations. Members agree to bring issues or concerns to the task force before raising them with others in a public fashion.

13. It is understood that task force members cannot unilaterally make commitments on behalf of their respective organizations. However, each member will work hard to understand any issue or concern raised by their organization and will communicate those issues in a timely fashion to the full task force.

14. The facilitator will communicate with task force members between meetings to understand issues and search for consensus on solutions.

15. Metro staff will be responsive to the information requests from the task force. However, it may not be possible to meet all information requests. Any information requests outside of the task force meetings should be made through the Metro project manager or the facilitator

Appendix 2:
Centers in King County

Regional Growth Centers

Auburn
Bellevue Downtown
Burien
Federal Way
First Hill/Capitol Hill
Issaquah (to be added in the 2015 Service Guidelines Update)
Kent
Northgate
Overlake
Redmond
Renton
SeaTac
Seattle CBD
South Lake Union
Totem Lake
Tukwila
University District Uptown

Manufacturing/Industrial Centers

Ballard/Interbay
Duwamish
Kent
North Tukwila

Transit Activity Centers

Alaska Junction
Aurora Village Transit Center
Ballard (Ballard Ave NW/NW Market St)
Beacon Hill Station
Black Diamond
Bothell (UW Bothell/Cascadia Community College)
Carnation
Central District (23rd Ave E/E Jefferson St)
Children's Hospital
Columbia City Station
Covington (172nd Ave SE/SE 272nd St)
Crossroads (156th Ave NE/NE 8th St)
Crown Hill (15th Ave NW/NW 85th St)
Des Moines (Marine View Dr/S 223rd St)
Duvall
Eastgate (Bellevue College)
Enumclaw
Factoria (Factoria Blvd SE/SE Eastgate Wy)

Fairwood (140th Ave SE/SE Petrovitsky Rd)
Maple Valley (Four Corners, SR-169/Kent-Kangley Rd)
Fremont (Fremont Ave N/N 34th St)
Georgetown (13th Ave S/S Bailey St)
Green River Community College
Greenwood (Greenwood Ave N/N 85th St)
Harborview Medical Center
Highline Community College
Issaquah Highlands
Issaquah (Issaquah Transit Center)
Juanita (98th Ave NE/NE 116th St)
Kenmore (Kenmore Park and Ride)
Kent East Hill (104th Ave SE/SE 240th St)
Kirkland (Kirkland Transit Center)
Kirkland (South Kirkland Park and Ride)
Lake City
Lake Forest Park
Lake Washington Technical College
Madison Park (42nd Ave E/E Madison St)
Magnolia (34th Ave W/W McGraw St)
Mercer Island
Mount Baker Station
Newcastle
North Bend
North City (15th Ave NE/NE 175th St)
Oaktree (Aurora Ave N/N 105th St)
Othello Station
Rainier Beach Station
Renton Highlands (NE Sunset Blvd/NE 12th St)
Renton Technical College
Roosevelt (12th Ave NE/NE 65th St)
Sammamish (228th Ave NE/NE 8th St)
Sand Point (Sand Point Way/NE 70th St)
Shoreline (Shoreline Community College)
Snoqualmie
SODO (SODO Busway/Lander St)
South Mercer Island
South Park (14th Ave S/S Cloverdale St)
South Seattle Community College
Tukwila International Blvd Station
Twin Lakes (21st Ave SW/SW 336th St)
Valley Medical Center
Vashon
Wallingford (Wallingford Ave N/N 45th St)
Westwood Village
Woodinville (Woodinville Park and Ride)

Appendix 3: Key Slides from Task Force Meetings

The following presentation slides from task force meetings on March 4, April 30 and June 3 introduce many of the policies and processes that were important in the Service Guidelines Task Force's discussion.

[insert slides on the following pages – see PDF]

Appendix 4:
Glossary

ACCESS service. See *Paratransit (ACCESS) service*.

Alternative services: Transportation services tailored to community needs that Metro plans and provides with community partners throughout King County. Often, these communities lack the infrastructure, density or land use to support traditional, fixed-route bus service. Metro's alternative services include VanPool, VanShare, Community Access Transportation (CAT), Dial-a-Ride Transit (DART), Community Shuttles, Community Hub and Flexible Rideshare. (See definitions of these services below.)

Base: A site where Metro buses are fueled, stored, and maintained. Bases include parking, fuel storage, cleaning, and maintenance and operation facilities. Metro has seven bases located throughout King County.

Centers: Activity nodes throughout King County that form the basis for the countywide transit network. See *Manufacturing/industrial center, Regional growth center* and *Transit activity center*.

Community Access Transportation (CAT): A program that complements paratransit (ACCESS) service by filling service gaps in partnership with nonprofit agencies, such as those serving seniors or people with disabilities. One of Metro's alternative services.

Community Hub: A local transportation center that Metro provides with a community partner, and that gives people access to various transportation resources according to community need. Examples of these resources are community vans, bikes and information. One of Metro's alternative services.

Community Shuttle: A route that Metro provides through a community partnership; these shuttles can have flexible service areas if it meets the community needs. One of Metro's alternative services.

Corridor: A major transit pathway that connects regional growth, manufacturing/industrial, and activity centers; park-and-rides and transit hubs; and major destinations throughout King County.

Dial-a-ride (DART) transit service: Scheduled transit routes in which individual trips may deviate from the fixed route to pick up or drop off a passenger closer to their origin or destination. DART routes may only deviate into pre-specified "DART areas." All current DART routes include a fixed route portion in which passengers can access service from regular bus stops.

Fixed route service: Scheduled transit routes in which trips are required to follow the same routing on every trip.

Flexible Rideshare: An on-demand carpool program using mobile and web-based applications to match up drivers with passengers who want to share a ride. Riders pay a small fare through the app, and drivers earn a per-mile fee. The program is being piloted in Southeast Redmond and Willows Road. One of Metro's alternative services.

Geographic value: Providing public transportation products and services throughout King County, connecting centers, and facilitating access to jobs, education and other destinations for as many people as possible. Metro provides services that are appropriate to the land use, employment densities, housing densities and transit demand in various communities.

Manufacturing/industrial center: Per PSRC's *VISION 2040,* an area of intensive manufacturing and/or industrial activity. PSRC expects these centers to accommodate a significant share of the region's manufacturing industrial employment growth.

Paratransit (ACCESS) service: Van-operated service that has no fixed route or schedule, and that provides trips to customers who have difficulty using Metro's fixed-route or DART service. Passengers must apply and be found eligible to use ACCESS service in advance of making a trip.

Park and Ride: A facility where transit passengers may park their automobile and catch a bus, vanpool or carpool to reach their final destination. Park-and-ride lots are built, owned and maintained by a number of different agencies; some are leased by Metro. Metro provides service to 140 park-and-ride lots throughout King County.

Passenger miles per platform mile: Total miles traveled by all passengers divided by the total miles the bus operates from the time it leaves its base until it returns. One of two measures Metro uses to assess the service performance of each route. See also, *Base* and Rides *per platform hour.*

Passenger overcrowding: A transit trip that on average has 25 to 50 percent more riders than seats (depending on service frequency) or has people standing for longer than 20 minutes. When service is chronically very crowded, it is poor quality and has a negative impact on riders. The passenger load thresholds are set to accept standing passengers on many Metro services. Metro takes action when crowding is at an unacceptable level or occurs regularly.

Productivity: A primary value for transit service in King County. It means making the most efficient use of resources and targeting transit service to the areas of the county with the most potential for use. Metro uses the term productivity in two important ways in the service guidelines:

1. **Corridor productivity** is the *potential* market for transit based on the number of households, jobs and students along the corridor. Higher concentrations of people support higher use of transit.
2. **Route productivity** is the *actual* use of transit, determined using two performance measures of ridership—rides per platform hour and passenger miles per platform mile.

Regional growth center: Per PSRC's *VISION 2040,* a defined focal area within a city or community that has a mix of housing, employment, retail, services and entertainment uses, and that is pedestrian-oriented. PSRC expects these centers to receive a significant portion of the region's growth in population and jobs.

Ride: A single passenger using a single transit vehicle for a segment of the person's trip. This can also be called a "boarding," which identifies every time a passenger boards a bus.

Ridership: The number of passengers who use the transit system on a route or corridor.

Rides per platform hour: Total number of riders divided by the total hours a bus travels from the time it leaves its base until it returns. One of two measures Metro uses to assess the service performance of each route. See also, *Base* and *Passenger miles per platform mile.*

Schedule reliability: A measure used to determine if a route is on time, measured as the percentage of transit trips that arrive between 1 minute early and 5 minutes late. If a route is on time less than 80 percent of the time (65 percent for weekday PM peak), it is a candidate for investment of service hours. This threshold allows for variations in travel time, congestion and ridership.

Service restructure: Changes to multiple Metro routes along a corridor or within an area, including serving new corridors, in a manner consistent with service design criteria in Metro's Service Guidelines.

Service types: Categories of service based on chosen criteria. Metro's current service types are Seattle Core and Non-Seattle Core.

Social equity: All people having full and equal access to opportunities that enable them to attain their full potential. As applied to transit, social equity involves ensuring there are travel opportunities for historically disadvantaged populations, such as low-income people, students, youth, seniors, people of color, people with disabilities, and others with limited transportation options. Metro measures social equity in a quantitative way using low-income and minority populations, in accordance with federal law.

Target service level: A goal amount of service Metro assigns each corridor in the All-Day and Peak Network, based on measures of productivity, social equity and geographic value. The All-Day and Peak Network analysis compares the target service levels to existing service to determine whether a corridor is below, at, or above the target levels. If a corridor is below its target service level, it is identified for investment need. See also, *Productivity*, *Social equity* and *Geographic value*.

Transit activity centers: Areas of activity that include major destinations and transit attractions, such as large employment sites, significant healthcare institutions and major social service agencies. Transit activity centers form the basis for an interconnected transit network throughout the urban growth area and support geographic value in the distribution of the network.

VanPool: A way for groups of five or more commuters to share a ride to work, using a Metro-supplied van. One of Metro's alternative services.

VanShare: A way for groups of five or more commuters to share the ride to or from a public transit link or transit hub. One of Metro's alternative services.