

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.

- **Different parts of the county have different travel demands.** The Service Guidelines Task Force recognizes that transit mobility needs to take different forms throughout King County and acknowledges that a different structure of services types may help align transit service solutions with these needs. This will require a more refined recognition of the different land use patterns in the county and the purposes of that transit service.
- **Measure performance of routes against similar services.** The current guidelines have two service types, and all services within those two service types are evaluated equally against each other. However, the cost and demand characteristics of different types of service are inherently dissimilar.
- **Right-size service and seed new markets.** Consider the range of service types to enhance services to lower density communities and seed new markets. Some greater emphasis in alternative services should be placed on supporting new markets where land use patterns, job and population growth, and infrastructure investments suggest opportunities for an emerging transit corridor.
- **Create better connections between centers.** Transit services should help support mobility between non-Seattle centers and to connect people to jobs, particularly for low-wage job centers throughout King County. To accomplish this goal there needs to be a better understanding about the origins and destinations of both current and potential riders.
- **Maintain and improve services that meet productivity objectives.** Making adjustments to the Service Guidelines will create some tradeoffs in the level of service provided throughout the system. Changes to the Guidelines must continue to focus on making each of the different service types more productive. Productivity will result in higher ridership and fare revenues, and lower cost per rider.
- **Maintain and improve services that meet social equity objectives.** Social equity should be a key consideration in maintaining, improving, and allocating service. Access to transit is a crucial determinant in social and economic opportunity, health outcomes, and affordable housing choices. King County Metro should find opportunities to better serve traditionally underserved, transit-dependent and isolated communities, such as those with limited English proficiency, low-income and no-income populations, people of color, people with disabilities, seniors, and those

with limited transportation options (within the context of applicable federal laws, such as Americans with Disabilities Act [ADA] and others).

- **Maintain and improve services that meet geographic value objectives.** Each part of the county should feel value for the transit services it receives. Those services will not always be in the form of fixed-route scheduled service. Metro may deploy a variety of service types to create value throughout the county. When reducing service, Metro should consider the relative impacts to all areas of the county and work to minimize or mitigate significant negative impacts in any one area.
- **The demands for transit service far outweigh current available resources.** There are considerable unmet needs across the transit system – both as defined by the Service Guidelines in the near term and as identified by the PSRC and addressed in the King County Metro Long Range Plan now under development.
- **Value all forms of partnerships, including direct financial support, improved transit speed and reliability, and with cities that make land use and infrastructure decisions that would support transit access and ridership.** Land use and traffic operations are critical to transit success, and jurisdictions control both. Jurisdictions should incorporate transit-supportive land use and transit operating priorities in planning and development. Metro/King County should emphasize partnership opportunities and consider funding to incentivize those opportunities.

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, Service Guidelines, and Long Range Plan.

- Make changes to the Service Guidelines:
 - Modify service types to create a peak policy emphasis creating greater protection in future reduction scenarios for peak-only service; create a new service type category for Dial-a-Ride (DART) and Community Shuttle services; and change the names of the other categories of service to Urban and Suburban.⁵
 - Better reflect geographic value and social equity when reducing service and making service investments per the service guidelines.⁶
 - Revise the point system to allow for a scaling of points for geographic value to place more value on centers.⁷
 - Revise the point system to allow for a scaling of points for social equity. Maintain the value of social equity corridors to the system.

⁵ See Appendix 3, slide titled “Service Type Option 5: Peak Policy Emphasis.”

⁶ See Appendix 4: Key Assumptions Behind Task Force Recommendations.

⁷ Centers refers to PSRC-designated regional growth centers, PSRC-designated regional manufacturing/industrial centers, and Metro-identified transit activity centers. See the Glossary in Appendix 5 for further definition.

- Add consideration for all park-and-rides into the analysis.
 - Develop minimum service standards for each service type.
- Make changes to the planning process:
 - Use the service planning and community engagement process to more thoroughly and explicitly address issues regarding origin and destination, including frequency of service. Discussions about origins and destinations should be part of ongoing community outreach (see recommendation below), not just when service reductions or additions are being planned.
 - Develop and implement a mobility metric to assess how well connected centers are to the jobs and households across King County, and the time it takes to travel to/from households and centers. Use this metric to enhance the connectivity of the transit network over time.
 - Use the planning process to better identify the needs of transit riders and potential riders, including traditionally isolated or disadvantaged communities, such as those with limited English proficiency, low-income and homeless populations, people of color, people with disabilities and Access users, youth, elderly people, and those who are currently unserved or underserved by transit.
 - Increase transparency of Metro’s process and help jurisdictions plan for the future by conducting regular outreach throughout the county and integrating the Service Guidelines with Metro’s Long Range Plan.
 - Better communicate the schedule or timeline for when Metro will be making changes in different areas of the county, well in advance of those anticipated changes. This schedule could be established as part of the implementation of an approved Long Range Plan.
 - When making investments in the transit network, Metro will consider regional planning efforts, changes to the transportation network and productivity, geographic value and social equity impacts.
- Enhance the alternative services program:
 - Since Metro has a broad suite of products and services, is an industry-leader in its alternative services program, and has demonstrated that alternative services cost less to provide than fixed route services, the alternative services program should be expanded to better meet mobility needs of King County. The recent budget action adding new resources for alternative services for 2015/16 was a good start. Alternative services may be used to address several system needs not being met by current transit services: (1) replace poorly performing, fixed-route services under certain circumstances; (2) provide better connections between centers; (3) serve rural communities; and (4) serve emerging markets to “seed” potential new routes.
 - Metro will consider redesigning and reallocating services and/or using alternative services to preserve mobility in individual communities. This approach should be used when looking for efficiencies within the network and prior to or in connection with

reducing service. By using this approach, Metro will attempt to mitigate the loss of service to communities.

- Use the alternative services community planning process to better identify the needs of transit riders and potential riders, including traditionally isolated or disadvantaged communities, such as those with limited English proficiency, low-income and homeless populations, people of color, people with disabilities and Access users, youth, elderly people, and those who are currently unserved or underserved by transit (within the context of applicable federal laws, such as Americans with Disabilities Act [ADA] and others).
 - Significantly increase funding support to plan and deliver more alternative services where fixed-route service is not cost effective. The range of alternative services could include Dial-a-Ride (DART), community shuttle, van pool, TripPool, car pool, ride share, bikeshare, and partnerships with private transportation providers. The funding support should not come at the expense of existing efficient, productive services.
 - Enhance the planning for alternative services by facilitating discussions between municipalities, employers and residents to identify unmet needs and opportunities for alternative services and partnerships.
 - Create a new metric for measuring performance of alternative services and differentiate the types of alternative service in evaluating their performance.
 - Explore opportunities to further integrate private service providers as a way to augment the Metro-provided alternative services.
 - Expand and enhance the van pool program as part of the Alternative Services program, specifically the TripPool component of Alternative Services. Consider modifications to increase the subsidy for TripPool services that extend transit services. Metro should explore whether a lower fare could increase the demand for TripPools. Increase promotional efforts including short-term fare incentives to expand TripPool program.
- Make changes to partnerships and land-use initiatives:
 - Metro will actively collaborate with private parties and communities to explore public - private partnerships that: (1) are mutually beneficial to the agency and customers; (2) extend service in complementary ways to current fixed route service; (3) extend mobility benefits to communities that have corridors below their target service level; and (4) enable more service hours, or extend service efficiencies. Examples could include (but are not limited to) integrated planning for private employer shuttle services, incentives for ORCA distribution to disadvantaged populations, and lease agreements for private service access to public Park and Rides.
 - Identify potential new community partnerships that would support transit options for low-income workers. Work with employers to identify service options.
 - Develop and implement a strategy that utilizes Park and Ride resources more effectively and adds capacity. Increase management of Park and Rides, including better utilization of current facilities through parking permit programs, increasing enforcement, as well as making modest near-term investments (e.g., re-striping and/or evaluating effectiveness of current leased parking lots/spaces and considering additional spaces). In addition,

- develop plans for future investments in new or expanded park and ride capacity (exploring both ownership and leased options) in concert with other partners (FTA, WSDOT, Sound Transit, local jurisdictions, or private companies).
- Work with jurisdictions to create investments that improve service, attract transit riders, and achieve land use goals that support transit services.
 - Continue and expand engagement with private transportation operators (employee and residential shuttles, transportation network companies, taxis, and other commercial transportation entities) to enable complementary use of Metro services and facilities with those operators.
- Support new funding, continued operational efficiencies, and a vision for the future of transit service in King County:
 - There is a need for new resources (e.g., consideration of taxes, fees and fare revenues) to support the growth of transit services valued by all parts of the county. To achieve this goal Metro must continue its work focused on transparency, efficiency and accountability.
 - Identify a network of transit services through the Long Range Plan that can be supported by stakeholders throughout King County. This network will include new transit corridors and connections between centers. The network will include both fixed-route service as well as a variety of alternative services, products and ADA Paratransit, depending on the diverse travel needs of the local community. This network will be a reflection of local jurisdictions' planning efforts.
 - Develop a policy proposal to integrate the values of the Service Guidelines into the long-range planning process and resulting plan. The Long Range Plan should reflect productivity, social equity, and geographic value principles identified by the Strategic Plan and the task force. It should also describe how Service Guidelines investment priorities interact with the expansion of the transit network, as identified in the Long Range Plan. As a result, Metro will be able to better prioritize investments in the near and long-term.