ATTACHMENT 6

This attachment contains excerpted pages from the 2015 Updates of the:

- Strategic Plan for Public Transportation 2011-2021 (Attachment A dated April 27, 2016) and
- King County Metro Service Guidelines (Attachment B dated April 27, 2016)

These are the pages containing revised wording developed through the RTC deliberative process. The changes are shown in the Matrix (Attachment 5).

OBJECTIVES	STRATEGIES	MEASURES
		• Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers* • Vanpool boardings • Transit mode share by market • Student, reduced fare (youth, seniors, people with disabilities) and low-income fare permits and usage. • Accessible bus stops • Access registrants • Access boardings/number of trips provided by the Community Access Transportation (CAT) program • Requested Access trips compared to those provided • Access applicants who undertake fixed-route travel training

* These two metrics measure the accessibility of the county using the transit system, or what can be accessed via transit within a given time from a given location. Because buses run on schedules, trip times can vary greatly depending on the exact time the trip begins. For this reason, we compute the number of jobs and households that a person can reach from particular locations at multiple different times, averaged throughout the day. For the countywide measures, we conduct the same computations, but we choose multiple starting locations throughout the county. These results provide a picture of how many jobs the average King County resident can access via transit within 30 minutes.

Centers

Centers are at the heart of the Puget Sound Regional Council's approach to growth management in Vision 2040. PSRC designates regional growth centers and manufacturing/industrial centers as places that will receive a significant proportion of population and employment growth compared to the rest of the urban area. Concentrating growth in centers allows cities to maximize the use of existing infrastructure, make more efficient investments in infrastructure, and minimize the environmental impact of growth. Consequently, centers receive priority in regional and local investments in the infrastructure and services that support growth.

Regional growth centers are focal points of more dense population and employment. Linking these centers with a highly efficient transportation system allows the region to reduce the rate of growth in vehicle miles traveled by expanding transportation choices.

Manufacturing/industrial centers are employment areas with concentrated manufacturing and industrial land uses that cannot be easily mixed with other activities. They should continue to accommodate a significant amount of regional employment, and good access to the region's transportation system will contribute to their success.

In addition to PSRC's designated centers, Metro has identified "transit activity centers" in King County. These centers are served by and reflect the current transit network and are areas of the county that are important for Metro to serve to connect communities throughout the county. They are typically associated with higher levels of transit in their land-use context. Transit activity centers are further explained in the King County Metro Service Guidelines.

Regional growth, manufacturing/industrial, and transit activity centers are collectively referred to as "centers" in this strategic plan.

FIGURE 3: **Regional growth, manufacturing/ industrial, and transit activity centers**
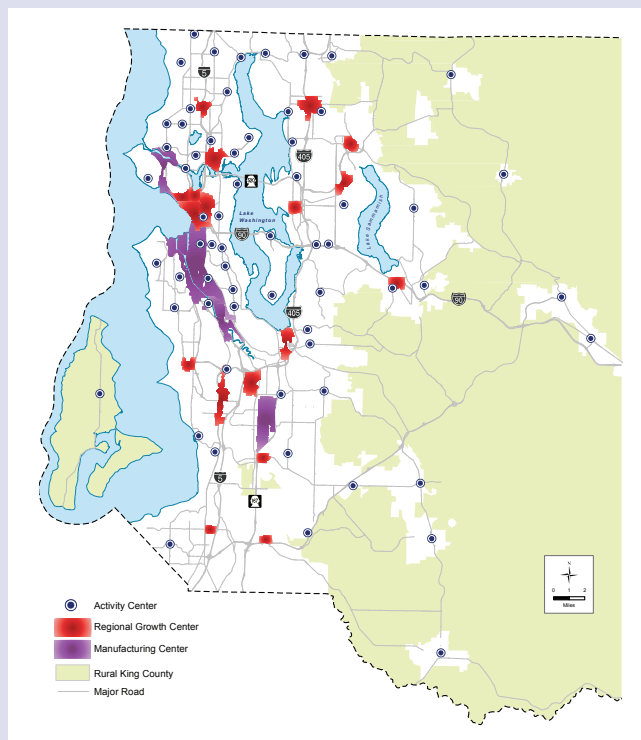
Access to transit

If people are going to use the public transportation system, they must be able to reach transit service and then get from transit service to their final destinations.

People's access depends on factors such as their proximity to bus stops or train stations, the quality of walking and biking pathways they can use to reach those places, the availability of parking spaces at park-and-rides, and the type and amount of transit service provided at the access point.

Metro will work with jurisdictions, public and private partners, transit agencies and the PSRC to identify where improvements are needed and actions that can be taken to address them. Partnerships among Metro, other transit agencies and local jurisdictions will be essential to improving transit access.

Evolving transportation system

The Puget Sound region's transportation system is constantly changing and adapting to the mobility needs of its residents, presenting numerous opportunities and challenges for Metro.

Metro has long worked closely with other agencies to plan and provide efficient, integrated travel options that enhance public transportation in King County. Metro works particularly closely with Sound Transit to realize efficiencies, achieve savings, and deliver better transit service for the people of our region. We also partner with Pierce Transit, Community Transit, Kitsap Transit, Everett Transit, Washington State Ferries and the King County Water Taxi as well as the Washington State Department of Transportation, PSRC, local and regional jurisdictions, and businesses such as Microsoft that provide direct transit service to their employees. The focus is on customers—offering them information about various agencies' services in one place, coordinating schedules for convenient transfers between agencies and modes, making fare payment simple, and collaborating in other ways to create a seamless, easy-to-use transportation network. This form of integration is critical because so many people cross county lines as part of their work commutes.

Metro collaborates on some of the region's most important transportation projects to ensure that public transportation continues to play a vital role in the region's broader transportation system. These projects include:

- **Sound Transit's Link light rail:** Sound Transit extended Central Link light rail to Seattle's Capitol Hill and the University of Washington in 2016 and has funding to extend Link north to Lynnwood, east to Redmond/Overlake and south to Kent/Des Moines by 2023. The agency is developing plans to further expand. To optimize the public's investments in fast, high-capacity transit services, Metro will continue to work with Sound Transit and local jurisdictions to revise bus networks and supporting infrastructure in coordination with Link extensions. The goal is to improve the public transportation system's efficiency, effectiveness and ease of use.

- **Major highway projects:** Public transportation is an essential part of major transportation projects in the Puget Sound region. Metro provides public transportation service to mitigate the impacts of major projects—and is also affected by changes to the transportation infrastructure in the region. With financial support from partners, public transportation will continue to play a major role in the Alaskan Way Viaduct and Seawall Replacement Project, the SR-520 Bridge Replacement Project, and other transportation infrastructure projects.

Objective 2.1 Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education, and other destinations.

Metro strives to provide transportation choices that make it easy for people to travel throughout King County and the region. Metro provides a range of public transportation products and services, and coordinates and integrates its services with others. *Intended outcome: More people throughout King County have access to public transportation products and services.*

- **Strategy 2.1.1: Design and offer a variety of public transportation products and services appropriate to different markets and mobility needs.**

  The traditional fixed-route transit system is the largest of Metro's services, but it cannot meet every public transportation travel need. Metro provides a range of public transportation products and services to augment the fixed-route transit system and provide geographic value throughout King County.
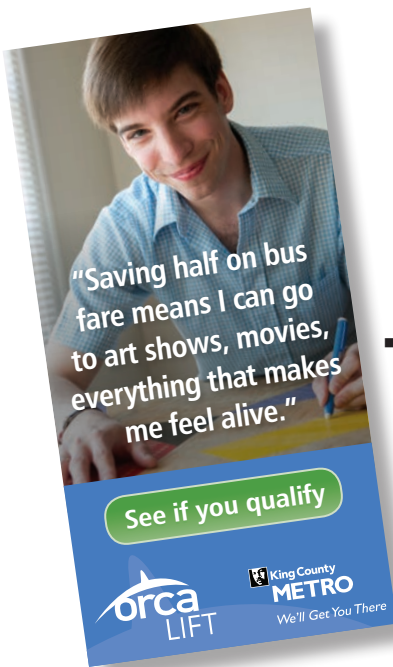
  Within the fixed-route system, Metro provides several levels of service: very frequent, frequent, local, hourly and peak. Each level can be matched to the community served. Metro's companion piece to the strategic plan, the King County Metro Service Guidelines, considers data for productivity, social equity, and geographic value to help identify which level of service will be appropriate for transit corridors throughout King County.

  Corridors that have the potential for high ridership give Metro opportunities to focus transit service and facility investments. Metro is pursuing these opportunities through the RapidRide program. Six RapidRide lines are in operation, and additional lines could be developed in the future. Communities can leverage Metro's transit investments with supportive development along each line.

  In other parts of the county, fixed-route transit—even at an hourly or peak-only level—is not efficient. In these cases, Metro will work with the community to create alternative service options such as community shuttles, real-time rideshare, community vans, or other innovative ways to provide mobility responsive to community needs. Metro will foster local partnerships and work with local partners to develop and implement these alternative transit services.

- **Strategy 2.1.2: Provide travel opportunities and supporting amenities 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 serves historically disadvantaged populations with a wide variety of public transportation services and supporting amenities such as bus stops, bus shelters, seating, lighting, waste receptacles. and public information. All buses on the fixed-route system are accessible for most people with disabilities, complementary paratransit services are available for eligible individuals with disabilities who cannot use regular bus service, and facilities are accessible in compliance with the Americans with Disabilities Act. Metro offers other services as well, such as the innovative Community Transportation Program which includes the Taxi Scrip Program, Transit Instruction Program, and Community Access Transportation (CAT). Metro also provides programs such as Jobs Access and Reverse Commute

"Saving half on bus fare means I can go to art shows, movies, everything that makes me feel alive."

See if you qualify

(JARC), a federal program that is intended to connect low-income populations with employment opportunities through public transportation. Metro also works with local school districts to respond to student transportation needs. Metro regularly reports on its services in compliance with Title VI of the Civil Rights Act of 1964.

Strategy 2.1.3: Provide products and services that are designed to provide geographic value in all parts of King County.

Metro provides public transportation products and services that offer flexible travel options for King County residents and visitors. Metro makes public transportation investments that are appropriate to the land use, employment densities, housing densities, and transit demand in various communities. Metro will continue to provide public transportation to all communities currently served by transit.

There should be a relationship, but not an exact formula, between the tax revenue created in an area of King County and the distribution of public transportation products and services. Service design should also recognize all of the revenues (taxes and fares) generated in the various areas of King County.

Public transportation investments are critical for economic prosperity and the future growth of the region. Metro should get the greatest number of workers to and from job centers. Metro will support access to destinations that are essential to countywide economic vitality.

- **Strategy 2.1.4: In areas that are not well-served by fixed-route service or where geographic coverage service gaps exist, seek to complement or "right-size" transportation service by working with partners to develop an extensive range of alternative services to serve the general public.**

Innovative public transportation services and delivery strategies may meet mobility needs more effectively than regular bus service does in areas not well-suited to fixed-route transit. Metro will seek to replace poorly performing fixed-route services under certain circumstances, to provide better connections to, from and between centers, to serve rural communities, and to seed new routes that would serve emerging markets. These services may also be less costly and more cost-effective than traditional bus service. Metro is exploring opportunities to expand effective and lower-cost alternatives to fixed-route bus service to a broader range of users.

Metro will work with Sound Transit, WSDOT, local cities and others to explore affordable opportunities to increase park-and-ride capacity and enhance transit access. Tactics for responding to demand include managing existing lots including ensuring adequate signage, maximizing occupancy of existing spaces, considering additional potential for leased lots and shared parking, and creating new parking stalls. When creating new capacity, Metro will strive to meet multiple goals that respond to parking capacity demand while also creating mixed-use, transit-supportive development.

Metro will also pursue strategies to improve first/last mile connections and improve education and marketing. Metro will explore opportunities to improve bike and pedestrian access to park-and-rides and other hubs through improved connections, internal circulation, and enhanced facilities such as secure bike storage.

Objective 3.3: Support compact, healthy communities.

Communities that are compact and friendly to pedestrians and bicycles are most easily served by transit. Such communities foster healthier, more active lifestyles while reducing auto-dependency and associated road investments. By the same token, transit service can support and encourage development that is more compact. *Intended outcome: More people regularly use public transportation products and services along corridors with compact development.*

- **Strategy 3.3.1: Encourage land uses, policies, and practices that promote transit-oriented development and lead to communities that have good access to transit and that transit can serve efficiently and effectively.**
  Metro encourages the development of transit-supportive, pedestrian-friendly communities by working with jurisdictions and providing services to transit-oriented developments. Metro recommends strategies for jurisdictions and agencies to make communities more transit-friendly. Metro also partners with jurisdictions, other agencies and the private sector to spur transit-oriented development through redevelopment opportunities at, or adjacent to, park-and-rides, transit hubs and stations along major transit corridors.

- **Strategy 3.3.2: Support bicycle and pedestrian access to jobs, services, and the transit system.**
  Metro collaborates with local jurisdictions, transit agencies and others to enhance bike and walk connections to transit. Metro develops programs and facilities to improve bicyclists' and pedestrians' connections to transit. Metro also collaborates with public and private partners to enhance the use of bicycles for commute and non-commute purposes to help reduce drive-alone travel. Metro provides three-position bike racks on transit vehicles and is working to increase the availability of secure bicycle parking at new and existing Metro transit facilities. Metro will also explore opportunities to coordinate with local jurisdictions to address safety and security concerns and improve wayfinding measures for all populations. Metro will seek opportunities to improve nonmotorized access and facilities at park-and-rides and major transit hubs.
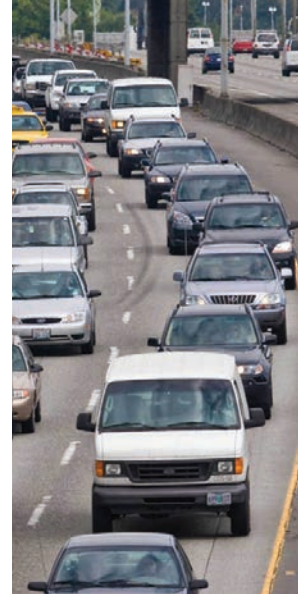
and other innovative public transportation services and delivery strategies that keep costs down while providing mobility to people throughout King County.

- **Strategy 6.2.4: Provide alternative or "right-sized" services in the context of overall system financial health and the need to reduce, maintain or expand the system.**

  Metro will extend alternative service delivery products to communities according to market characteristics and resources available. Alternative or "right-sized" services can provide cost-effective mobility options for communities. Depending on Metro's financial standing and financial outlook, it may provide these services as a cost-effective alternative to a fixed-route service or as a complement to the public transit network.

  When financial challenges require Metro to consider service reductions, alternative services can provide a lower-cost service option in low-density areas that are surrounded by or adjacent to rural areas, or provide a lower-cost service in place of an existing fixed route in other areas. When revenues are stable or growing, Metro will consider alternative services in other corridors to provide a cost-effective complement to existing public transit services.

Objective 6.3: Seek to establish a sustainable funding structure to support short- and long-term public transportation needs.

New, sustainable funding sources are critical if Metro is to continue current operations and achieve the region's goals and vision for the future. Additional and sustainable revenue sources, along with changes in the way service decisions are made and public transportation resources are allocated, will allow Metro to support the growth and economic development of King County. *Intended outcome: Adequate funding to support King County's short- and long-term public transportation needs.*

- **Strategy 6.3.1: Secure long-term sustainable funding.**

  Even with efficiency measures, Metro's resources must increase over time to meet growing customer demand. New, sustainable funding sources are crucial to ensure that Metro can support existing transit service and plan for future growth. Funding that reduces Metro's reliance on sales tax revenue, which fluctuates significantly as economic conditions change, is also critically important for maintaining the transit system. Metro is exploring several potential revenue sources that would improve Metro's funding situation. Among these potential sources are fares, grants, advertising, and partnerships with local jurisdictions and businesses. Metro places high priority on funding sources that enable sustained operations over time and on one-time revenue sources that allow implementation of a particular project or program. When revenue-backed funding expires or a partner ends a partnership with Metro, Metro will strive to continue the service if resources are available and if the service supports Strategic Plan and Service Guidelines goals. If sufficient resources are not available, Metro will seek efficiencies in existing service in the same general area, or propose a restructure in collaboration with the affected communities, to support the continuation of revenue-backed service that supports Strategic Plan and Service Guidelines goals. If these options are not feasible, Metro may reduce service to pre-grant or partner-contribution levels.

Measuring strategies

The strategies in the plan support the objectives. Strategies will be assessed using discrete, quantifiable metrics to determine if they are being successfully implemented and are having the intended impact. Strategies could be assessed in a variety of ways and measurement techniques may change over time. The performance measures for assessing strategies are listed in Table 3. These measures focus on different aspects of the public transportation system, including transit use, productivity, cost, social equity and geographic value. Specific thresholds and targets for these measures will be established in Metro's business plans.

TABLE 3: **Strategy performance measures**

	GOAL 1: SAFETY
1	Preventable accidents per million miles
2	Operator and passenger incidents and assaults
3	Customer satisfaction regarding safety and security
4	Effectiveness of emergency responses
	GOAL 2: HUMAN POTENTIAL
1	Population within a $\frac{1}{4}$-mile walk to a transit stop
2	Number of jobs within a $\frac{1}{4}$-mile walk to a transit stop
3	Number of students at universities and community colleges that are within a $\frac{1}{4}$-mile walk to a transit stop
4	Percentage of households in low-income census tracts within a $\frac{1}{4}$-mile walk to a transit stop
5	Percentage of households in minority census tracts within a $\frac{1}{4}$-mile walk to a transit stop
6	Population within $\frac{1}{2}$ mile of stops with frequent service
7	Number of jobs within $\frac{1}{2}$ mile of stops with frequent service
8	Households within specific ranges of distance from frequent service
9	Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population)
10	Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers
11	Vanpool boardings
12	Transit mode share by market
13	Student and reduced-fare (youth, seniors, people with disabilities) and low-income fare permits and usage
14	Accessible bus stops
15	Access registrants
16	Access boardings/number of trips provided by the Community Access Transportation (CAT) program
17	Requested Access trips compared to those provided
18	Access applicants who undertake fixed-route travel training

Scoring: The following table shows the measures of corridor productivity, social equity and geographic value and the points that would be assigned (out of a total 40) to determine the corridor's preliminary score in the corridor analysis.

THRESHOLDS AND POINTS USED TO SET SERVICE LEVELS

Factor	Measure	Threshold	Points
Corridor productivity	Households and park-and-ride stalls (with a factor of 1.1 to include carpools) within ¼ mile of stops per corridor mile	>3,000 Households & park-and-ride stalls/Corridor mile	10
		>2,400 Households & park-and-ride stalls/Corridor mile	8
		>1,800 Households & park-and-ride stalls/Corridor mile	6
		>1,200 Households & park-and-ride stalls/Corridor mile	4
		>600 Households & park-and-ride stalls/Corridor mile	2
	Jobs and student enrollment at universities and colleges within ¼ mile of stops per corridor mile	>10,250 Jobs & students/Corridor mile	10
		>5,500 Jobs & students/Corridor mile	8
		>3,000 Jobs & students/Corridor mile	6
		>1,400 Jobs & students/Corridor mile	4
		>500 Jobs & students/Corridor mile	2
Social equity	Percent of boardings in low-income census tracts	Above system average	5
		Just below system average (.5 standard deviations[5])	3
		Below system average	0
	Percent of boardings in minority census tracts	Above system average	5
		Just below system average (.5 standard deviations[5])	3
		Below system average	0
Geographic value	Primary connection between regional growth, manufacturing/industrial centers	Yes	10
	Primary connections between transit activity center and regional growth, manufacturing/industrial centers	Yes	7
	Primary connection between transit activity centers	Yes	5
	Other connection to any center	Yes	2

[5] Standard deviation is a measure of how spread out the numbers are. It is a statistic that describes the average difference between the values in the dataset and the average value of that dataset.

Service levels

All-day services are categorized by level of service into four levels, plus peak-only and alternative services. Service levels are primarily defined by the frequency and span of service they provide. The table below shows the typical characteristics of each level. Some services may fall outside the typical frequencies, depending on specific conditions in the corridor served.

SUMMARY OF TYPICAL SERVICE LEVELS

Service Level	Service Level: Frequency (minutes) and Time Period			Days of Service	Hours of Service
	Peak	Off-peak	Night		
Very frequent	15 or more frequent	15 or more frequent	30 or more frequent	7 days	16-24 hours
Frequent	15 or more frequent	30	30	7 days	16-24 hours
Local	30	30 - 60	--*	5-7 days	12-16 hours
Hourly	60	60	--	5 days	8-12 hours
Peak-only	8 trips/day minimum	--	--	5 days	Peak
Alternative Services	Determined by demand and community collaboration process				

*Night service on local corridors is determined by ridership and connections.

- **Very frequent** services provide the highest levels of all-day service. Very frequent corridors serve very large employment and transit activity centers and very dense residential areas.

- **Frequent** services provide high levels of all-day service. Frequent corridors generally serve major employment and transit activity centers and very dense residential areas.

- **Local** services provide a moderate level of all-day service. Local corridors generally serve regional growth centers and residential areas with low to medium density.

- **Hourly** services provide all-day service at 60 minute frequencies. Corridors generally connect low-density residential areas to regional growth centers.

- **Peak-only** services provide specialized service in the periods of highest demand for travel. Peak services generally provide service to a major employment center in the morning and away from a major employment center in the afternoon.

- **Alternative** service is any non-fixed-route service directly provided or supported by Metro. These are further described in the "Planning Alternative Services" section, p. 23.

EVALUATING AND MANAGING SYSTEM PERFORMANCE

Metro manages the performance of bus routes to improve the efficiency, effectiveness and quality of the transit system. Performance management guidelines are applied to individual routes to identify high and low performance, areas where investment is needed, and areas where resources are not being used efficiently and effectively.

Service types and route productivity

When comparing the productivity of individual bus routes, Metro classifies them by service type, which indicates the primary market served as well as other characteristics of service described below. These service types allow Metro to measure the performance of routes against similar services.

- **Urban** routes primarily serve the densest parts of the county: the PSRC-designated Regional Growth Centers of Seattle Downtown, First Hill/Capitol Hill, South Lake Union, the University Community, and Uptown.

- **Suburban** routes primarily serve passengers in suburban and rural areas in Seattle and King County.

- **Dial-A-Ride Transit and shuttles** are those that provide flexible, community-based service that has different characteristics than the fixed-route system. These services are held to different standards than those outlined for the fixed-route network below. These standards are under development and will be included in Metro's annual service guidelines reports. These services are described in more detail in the "Planning Alternative Services" section, p. 23.

High and low performance thresholds differ for routes that serve urban areas and those that serve suburban areas. Regional growth centers in the Seattle core and the University District have the highest job and residential densities in the county. Because the potential market for transit is so high, routes serving these areas are expected to perform at a higher level. These routes comprise the Urban category and are given higher performance thresholds compared to other routes. The other routes, which make up the Suburban category, meet important transit needs of areas that generally have lower job and residential densities. Performance thresholds are lower for these routes because they are different from markets served in other areas of King County. Service types are based on these two primary market types, as well as other characteristics of service, to ensure that like services are compared.

The performance management analysis uses route productivity measures to identify fixed-route service where performance is strong or weak as candidates for addition, reduction, or restructuring for each service type.

The measures for evaluating fixed-route service productivity are **rides per platform hour** and **passenger miles per platform mile**.

- **Rides per platform hour** is a measure of the number of riders who board a transit vehicle relative to the total number of hours that a vehicle operates (from leaving the base until it returns).

- **Passenger miles per platform mile** is a measure of the total miles riders travel on a route relative to the total miles that a vehicle operates (from leaving the base until it returns).

Two measures are used to reflect the different values that services provide in the transit system. Routes with a higher number of riders getting on and off relative to the time in operation perform well on the rides-per-platform-hour

PLANNING ALTERNATIVE SERVICES

King County is a diverse county with different travel demands in different parts of the county. The King County Metro Alternative Services Program brings a range of mobility services to parts of King County that do not have the infrastructure, population density, or land use to support traditional fixed-route bus service.

Prioritization criteria

The Alternative Services Program aims to right-size and complement existing fixed-route and Dial-A-Ride Transit (DART) service. Right-sizing may include restructuring underperforming fixed-route bus services and mitigating the impact of lost or reduced fixed-route service. Complementary alternative services may address: the need to serve rural communities, the need to seed emerging markets, and gaps in time-of-day service or geographic coverage of existing fixed-route services. These time-based or geographic coverage gaps might include areas with a concentration of shift jobs, industrial locations, or areas of potential transit activity that are geographically isolated. By employing Alternative Services products like TripPool or Community Vans to fill service gaps, right-size services, or complement existing services, Metro will enhance mobility options for residents while making optimal use of finite transit dollars. The diagram below shows the current range of alternative services. As new potential alternative services products, such as Trip Pool, become available, Metro will explore how best to implement these products and consider how subsidies, fares and promotional efforts can expand these programs and ensure their success.

Existing Alternative Services	Community Shuttle	Community Van	Real-Time Rideshare	TripPool
VanShare VanPool Rideshare Matching DART and CAT	Metro route with a Flexible Service Area, provided through community partnerships.	A fleet of Metro vans for local group trips that are scheduled by a local transportation coordinator to meet locally identified transportation needs.	Leveraging mobile applications to enable private carpool ridematching to take place in real-time.	Real-time ridesharing between home neighborhood and a transit center. Uses Metro Vans and ORCA fares.

Alternative service projects may be initiated by Metro identifying communities that meet one or more of the prioritization criteria listed below or by a competitive process involving a letter of interest by local jurisdictions or community organizations, evaluated against the prioritization criteria listed below. When considering where to implement alternative service projects, Metro will give special consideration to communities with high proportions of low-income or minority populations who depend on public transportation. Prioritization criteria for alternative service efforts in communities include:

1. Fixed-route transit service performs below service guidelines performance standards (measured in rides/platform hour, and passenger miles/platform mile)

2 Time-based service gaps

3 Geographic coverage service gaps

4 Rural communities or emerging transit markets (as identified through land-use targets, designated growth areas, demonstration of local transportation needs, and Metro's Long-Range Public Transportation Plan)

5 Market potential, considering jobs, student enrollment, household density, park-and-rides, high concentrations of low-income or minority populations, and proximity to centers, the regional transit network, and major institutions

6 Partnership opportunities for service or infrastructure with jurisdictions or communities as described in the "Working with Partners" section, p. 25.

Metro will use the Alternative Services Program's 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, minorities, 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 and others). This community planning process will consider needs identified by riders and potential riders for access to social service agencies, health care facilities, jobs, education, and other destinations.

Community partnerships

Demonstrated partner participation is a key component of a successful alternative services project. A local partner organization, such as a municipality or nonprofit organization, must be actively engaged and contributing to the development and implementation of the project. Partnerships may include sharing the cost or staffing of community engagement, planning, equipment, contracted services, promotions, or other project elements and may involve either cash or in-kind contributions from the partner organization. Local jurisdictional partners may also enact transit-supportive land-use policy or may make infrastructure investments that support transit. Types of partnership are further described in the partnership section, p 25.

Performance evaluation

The Alternative Services Program conducts demonstration projects that are intended to identify new service offerings. These may include a range of transportation options that cannot be compared directly with each other or with fixed-route service. Each service needs to be evaluated independently. Given the experimental nature of the different projects under the Alternative Services umbrella, performance evaluation efforts will focus on product testing and continuous service improvement.

Metro will identify performance measures that reflect the unique nature of each service and different performance measures may be used to evaluate different types of services. Performance will be measured against the market potential for each project area. The market potential will be estimated prior to project launch based on the project's stated goals and the community's market characteristics, including population and demographic, land-use, and employment statistics. Past transit performance will also be factored into the development of market potential goals.

Metro will monitor and evaluate performance of all alternative service projects to ensure that service quality, customer satisfaction, and cost effectiveness objectives are being met. Performance measures may include usage/ridership rates and cost per boarding/ride. To the extent possible, performance of alternative services will be measured against similar services.

Conversion to fixed route

Communities with successful alternative service partnerships could transition to fixed-route bus service under certain circumstances. If funding is available, the partner jurisdiction or community is supportive, the alternative service is regularly over capacity, the density has increased, and the cost per boarding justifies a greater investment in transit, then Metro can consider converting an alternative service into fixed-route bus service.

WORKING WITH PARTNERS

A partnership is a relationship in which Metro and an external organization work together to help advance opportunities and conditions for travelers to use alternatives to driving alone. Partnerships enable Metro to leverage public and private resources to design and deliver services, facilities, access, policies, program/product design and incentives. Partners have included local, regional and state agencies; employers, institutions, schools, community and human service organizations, other transit providers, property owners or managers, and other businesses and entities.

Metro forms a variety of partnerships with local jurisdictions, community organizations, and other stakeholders. These partnerships are mainly related to service and infrastructure. The guidelines for partnerships are described in more detail below. When a proposed partnership agreement addresses specific routes and services, Metro shall confirm that the proposal incorporates adequate public outreach to the affected communities; when a Metro service change includes partnership investments, Metro shall ensure adequate public outreach to affected communities.

Service partnerships

Metro seeks to actively collaborate with cities, communities and private companies to explore service partnerships that:

- Are mutually beneficial to the agency and customers

- Extend service in complementary ways to current fixed-route bus service

- Extend mobility benefits to communities that have corridors below their target service level

- Enable more service hours, or extend service efficiencies

- Support transit options for low-income workers.

Services provided via a partnership may reflect the needs identified by the partner and may be implemented in a variety of ways, including alternative services. More information about alternative services partnerships can be found in the Planning Alternative Services section.

For fixed-route service, Metro is open to forming partnerships with cities, communities and private companies that would fully or partially fund transit service. The "Adding, Reducing and Changing Service" section establishes investment priorities for new Metro resources: Priority 1, Passenger loads (crowding); Priority 2, Schedule reliability; Priority 3, All-Day and Peak-Only Network (corridors connecting centers); and Priority 4, Route productivity. Metro will use new Metro resources to address priorities 1 and 2 first; Metro encourages partners to do the same.

Metro will make exceptions to these investment priorities to leverage partner funding according to the following:

1 Service funded fully by Metro's partners generally will be implemented at the next feasible service change subject to operational infrastructure constraints and contract terms[†].

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† Operational infrastructure constraints include but are not limited to bus fleet availability to run new service (including potential maintenance downtime requirements), base capacity limitations, and operator availability.

(2) On corridors identified for priority 3 investments (as below their target service levels in the All-Day and Peak-Only Network), Metro will direct new Metro resources remaining after addressing priority 1 and 2 needs—subject to operational infrastructure constraints—to those corridors for which partners agree to fund at least one-third of investments to help meet target service levels, regardless of these corridors' positions in the prioritized investment list (as published in the annual Service Guidelines Report).

Infrastructure partnerships

Local jurisdictional partners may also enact transit-supportive land-use policy or may make infrastructure investments that support transit. These partnerships can include:

- Zoning measures that support increased density and mixed-uses within Urban Growth Areas

- Investments in cycling and pedestrian facilities that significantly enhance access to transit service

- Parking management programs that provide new sources of park-and-ride spaces or transit layover or make more efficient use of off-street parking to support transit ridership and /or operations

- Urban design guidelines that support transit and active transportation

- In-fill over greenfield development prioritization

- Street network connectivity improvements

- Other land-use measures that contribute to higher concentrations of potential transit riders.

PLANNING AND COMMUNITY ENGAGEMENT

For each major service change, Metro will undertake a significant planning process that includes outreach to involve the public in shaping the change. Through the outreach, Metro planners will better understand community mobility needs, where people are traveling and when, and how to provide the best service possible. During the planning process, Metro typically will engage with the community through several phases of outreach, and will complete a comprehensive community engagement report at the end that summarizes the results of this work and how public input was used to shape a final recommendation for change.

Each outreach effort will be guided by several goals:

- Transit planners are informed by members of the public who are reflective of those who may be affected by the change.

- Metro's outreach process is transparent, accessible, welcoming and understandable. Participants understand what is being considered, the timeline and how decisions are made, and that their input is valuable and welcome.

- The outreach process is meaningful. Regardless of how participants feel about the final result, they can see how public input shaped what is being considered and the final result.

Outreach should be scaled relative to the magnitude of the change being considered as well as the potential impacts of the change on riders.

For each outreach effort, Metro should identify the demographics of those who may be affected by the change being considered. Then, outreach strategies should be designed to inform and solicit input from these populations, creatively seeking to engage those who would not otherwise learn about our process via mainstream communication channels.

These outreach strategies should include, but not be limited to, the following:

- posting of information at bus stops or onboard buses and at community gathering places such as libraries, schools, and community centers

- conversations with people on the bus and at stops, community events, and information tables

- public meetings

- questionnaires

- conversations with community or stakeholder groups

- online and/or mailed information, social media, news releases, and advertisements

- community advisory groups or sounding boards

- outreach to community groups in the Community Service Areas of unincorporated King County

- translation and distribution of materials in accessible formats and/or provision of interpretation for populations with limited or no English proficiency and people with disabilities

APPENDIX 1: CENTERS IN KING COUNTY

The list of centers associated with the All-Day and Peak-Only Network is adopted by the King County Council as part of the service guidelines. To plan its service, Metro utilizes the 18 Regional Growth Centers, four Manufacturing/Industrial Centers, and 64 Transit Activity Centers.

Regional Growth and Manufacturing/Industrial Centers

The Puget Sound Regional Council designates regional growth centers and manufacturing/industrial centers as places that will receive a significant proportion of population and employment growth compared to the rest of the urban area.

Regional Growth Centers

Auburn

Bellevue Downtown

Burien

Federal Way

First Hill/Capitol Hill

Issaquah

Kent

Northgate

Overlake

Redmond

Renton

SeaTac

Seattle Downtown

South Lake Union

Totem Lake

Tukwila

University Community

Uptown

Manufacturing/Industrial Centers

Ballard/Interbay

Duwamish

Kent

North Tukwila

Transit Activity Centers

Each transit activity center identified below 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 a designated regional growth centers

- Is located outside other designated regional growth centers at a transit hub served by three or more all-day routes.

The size of these transit activity centers varies, but all transit activity centers represent concentrations of activity in comparison to the surrounding area. Transit activity centers are listed below:

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 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 Institute of Technology

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 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)

Partnership: A relationship in which King County Metro and an external organization work together to help advance opportunities and conditions for travelers to use alternatives to driving alone. Partnerships enable Metro to leverage public and private resources to design and deliver services, facilities, access, policies, program/product design and incentives. Partners have included local, regional and state agencies; employers, institutions and schools; community and human service organizations; other transit providers, property owners or managers; and other businesses and entities. Partnerships as described in the Service Guidelines do not indicate a legal relationship and are not the same as vendor or contractor relationships.

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-minutes: The total number of minutes traveled by all passengers on the bus.

Passenger crowding: *See Crowding.*

Peak-only service: Routes that operate primarily during peak travel periods on weekdays from 5:00-9:00 a.m. and 3:00-7:00 p.m., primarily in one direction. Peak-only service connects passengers between residential areas and job centers and back.

Productivity: 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:** The potential market for transit based on the number of households, park-and-ride stalls, jobs and students along the corridor. Higher concentrations of people support higher use of transit.

2. **Route productivity:** The actual use of transit, determined using two performance measures of ridership—rides per platform hour and passenger miles per platform mile.

Real-Time 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. This is one of Metro's alternative services.

Regional growth center: As defined in PSRC's Vision 2040 plan, 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: Every time a passenger boards a bus. This can also be referred to as a "boarding."

Ridership: Sum of rides over a specified time period. For purposes of the Service Guidelines corridor analysis, ridership is accounted for by measuring passenger loads. *See Load.*

Rides per platform hour: Total number of rides 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.*

Route: A single path of travel, with identified stops and scheduled service. Routes are typically identified with numbers, such as Route 1.

Schedule adherence: *See Schedule reliability.*

Schedule reliability: A measure used to determine how often a route is late, measured as the percentage of trips that, on average, arrive more than 5 minutes late. This threshold allows for variations in travel time, congestion and ridership.

Service restructure: Changes to multiple Metro routes along a corridor or within a large area consistent with the service design criteria in the Service Guidelines. Restructures may be prompted by a variety of circumstances, and in general are made to improve the efficiency and effectiveness of transit service as a whole, to better integrate with the regional transit network, or to reduce Metro's operating costs because of budget constraints.

Service types: Categories of service based on chosen criteria. Metro's current service types are Urban and Suburban.

- **Urban** routes primarily serve the densest parts of the county, including Seattle Downtown, First Hill/Capitol Hill, South Lake Union, the University Community, or Uptown

- **Suburban** routes primarily serve passengers in suburban and rural areas in Seattle and King County