



**King County**

**Transportation, Economy and Environment Committee**

**STAFF REPORT**

<b>Agenda Item:</b>	8	<b>Name:</b>	John Resha and Paul Carlson
<b>Proposed No.:</b>	2012-0233	<b>Date:</b>	July 25, 2012
<b>Invited:</b>	Victor Obeso, Manager, Service Development, King County Transit Division Matt Hansen, Supervisor, Market Development, Transit Division		

**SUBJECT**

A motion accepting the Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery, as required by Ordinance 17143, Section 7.

**SUMMARY:**

Proposed Motion 2012-0233 accepts the Metro Transit Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery, dated June 15, 2012. Transmittal of this Plan fulfills a requirement established in Ordinance 17143, approving the Strategic Plan for Public Transportation 2011-2021 ("Transit Strategic Plan") and the King County Metro Service Guidelines ("Service Guidelines").

**BACKGROUND:**

In 2011, the Council provided direction to the Transit Division regarding alternative transit service. In Section 7 to Ordinance 17143, the Transit Division was required to develop a five-year implementation plan for alternatives to traditional transit service. Section 7 is reprinted as Attachment 1 to this staff report.

The Regional Transit Task Force and subsequently the Regional Transit Committee ("RTC") explored the concept of alternative services both as a cost-saving measure and as a way to serve communities where fixed-route service may not be cost-effective. Transit Strategic Plan Strategies 2.1.1, 2.1.3, and 6.2.3 encourage Metro Transit to develop alternative services. Section 7 was included in Ordinance 17143 to ensure that this effort would receive attention.

Again in 2011, with the adoption of Ordinance 17169, approving the temporary Congestion Reduction Charge, the Council directed the Transit Division to implement alternative or "right-sized" transit service, consistent with Ordinance 17143 and the

Strategic Plan.<sup>1</sup> Ordinance 17169 called for implementation of at least 5,000 hours and up to 20,000 hours of alternatives to traditional transit service by June 2012.

Following enactment of Ordinance 17169, the Executive announced that three lower-ridership routes would be converted to Dial-A-Ride Transit ("DART") service in February 2012 to achieve the required early implementation of alternative service, with an estimated annual savings of more than \$400,000 per year. This action affects approximately 18-20,000 service hours. In each case<sup>2</sup>, a portion of the route will have DART<sup>3</sup>, or demand responsive, service available.

## ANALYSIS

The RTC encouraged the Transit Division to consider a broad mix of alternative services. Appendix A to the Five-Year Plan reviews transit industry best practices including Metro Transit's existing alternative services (community shuttles, commuter vans, custom bus, Access Transportation, Dial-a-Ride Transit ("DART") and taxi scrip). Three tables summarize alternative services elsewhere in the United States: (1) examples of communities with successful alternative transportation delivery models; (2) examples of successful flexible transportation services; and (3) examples of successful approaches to providing rural mobility. Appendix F, Case Studies, describes 39 specific programs in four categories: ridesharing, flexible transit, community vans and shuttles, and personal transport.

Because this is an implementation plan, not a countywide policy, it falls within the Transportation, Economy and Environment Committee's jurisdiction. The RTC has followed development of the Five-Year Implementation Plan and was briefed on it at RTC's June 27 meeting. RTC members were supportive of the transmitted Plan, encouraged Metro Transit to move quickly once it is approved, and expressed their desire to be updated regularly on its progress. A letter from Chair Dunn and Vice Chair

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<sup>1</sup> See Section 10 Ordinance 17169, Attachment 2 to this staff report.

<sup>2</sup> In East King County, **Route 251** has been redesignated as the **Route 931** DART service. The route connects the University of Washington-Bothell and Cascadia Community College campuses with the Redmond Transit Center via downtown Woodinville, N.E. Woodinville-Duvall Road and Avondale Road N.E. The demand responsive service area is between North Creek and downtown Bothell.

In South King County, **Route 149** has been redesignated as the **Route 907** DART service. This route connects the Renton Transit Center and Enumclaw via State Route 169. Demand responsive service areas include parts of Renton, Black Diamond, and Enumclaw.

**Route 186** connects the Auburn Sounder Station and Enumclaw via State Route 164. The peak period service continues as the Route 186, providing a connection to the Sounder commuter rail service. Midday offpeak and Saturday service has been redesignated as the **Route 915** DART service. Demand responsive service areas include parts of Auburn and Enumclaw.

<sup>3</sup>DART routes operate on a fixed schedule but offer variable routing by using vans that can go off regular routes to pick up and drop off passengers within a defined service area. DART does not go door-to-door, but a rider can make reservations for transit service closer to a desired location, subject to availability.

Sternoff is Attachment 6 to this staff report, and a letter from the Suburban Cities Association Regional Transit Committee Caucus is Attachment 7.

The implementation plan is required to be consistent with Regional Transit Task Force recommendations and the Service Guidelines. It is to include:

- A review of transit industry best practices for alternative service delivery;
- Consideration of local service needs;
- Stakeholder involvement;
- Cost-benefit analysis;
- A summary of constraints to implementation and methods to reduce barriers for change;
- Strategies to build ridership;
- Recommendations; and
- A timeline for implementation.

**Five-Year Implementation Plan** – The Implementation Plan consists of:

**Background and Context** (pages 2-3) – this describes the Regional Transit Task Force work, the Strategic Plan for Public Transportation and King County Metro Service Guidelines, and the legislative direction to develop the Five-Year Implementation Plan;

**Description of Alternative Services** (pages 4-5) – a table showing current Metro services, which was previously presented to the RTC; and

**Opportunities for Alternative Service Delivery** (pages 6-9) – this section discusses how Metro’s financial situation effects alternative services and describes the first three areas within the County where alternative services will be explored. Metro will plan for alternative service in three funding environments:

(1) Diminishing or unstable<sup>4</sup> funding (the current situation, because the Congestion Reduction Charge is a partial, temporary source of replacement funding) – in this case, Metro will implement alternative services when a fixed route proposed for elimination is the last transit link for a community;

(2) Stable funding (enough resources to prevent budget cuts for more than two years) – in this case Metro will consider providing alternative services even if the eliminated fixed route is not the last transit link, and Metro will also consider providing alternative services where restructuring frees up resources; and

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<sup>4</sup> Council staff notes that in 2013-2014 time period of the of the five-year plan, Metro may also be engaged in a process of reducing fixed route bus service because with the Congestion Reduction Charge expiring and assuming no additional stable funding is forthcoming, economics will require significant service reductions.

(3) Growing resources; in which Metro would consider complementing fixed route services with alternative services. Metro proposes to further define when and how this might happen, with stakeholder participation in the discussion.

**Three Candidate Areas (pages 7-9)** – Given the current “diminishing or unstable” funding environment, Metro proposes to begin with three candidate areas (Southeast, Northeast, Vashon Island), shown on the map on page 8. These areas are characterized as being “surrounded by or adjacent to rural areas where fixed route service is not productive or cost-effective.” The criteria for choosing these three areas are listed on page 7 and potential options for the three areas are described on page 9.

**Process for Community Collaboration (pages 10-11)** – this section describes a seven-step process for identifying potential service reductions and alternative service options.

In Step 1, Metro will identify current services that may be candidates for replacement with alternative service. This will be part of the process, defined by the Service Guidelines, which calls for review of lower-performing bus routes. This review of lower-performing bus routes has already been used to develop the June 2012 and September 2012 transit service changes.

In Step 2, Metro reaches out to a community served by a fixed route that might be replaced with some form of alternative service.

In Step 3, Metro will propose two or three alternatives, based on four criteria including (1) the ability to expand travel options; (2) maintaining access to important trips such as ongoing medical services; (3) social equity and geographic value impacts; and (4) cost-effectiveness.

Step 4 is the community response, which may include alternative proposals and a commitment to participate by implementation partners.

In Step 5, Metro will choose one or more forms of alternative service.

Step 6 is the formal approval, through Council adoption of a service change ordinance, of elimination of the fixed-route service to fund the alternative service demonstration project.

Step 7 commits Metro to providing regular reports on the alternative services provided, including evaluation based on measures of “access” and “cost-effectiveness,” both of which are discussed further in Appendix E., Measuring Success.

**Timeline and Planning (pages 12-13)** – a five-year timeline is shown; starting with engagement of the public in the candidate communities targeted for late 2012.

For 2013-2014, the timeline calls for multiple actions:

- Start demonstration programs in one, two, or all three of the candidate areas.
- Integrate the “community collaboration model” into fixed-route restructure planning and outreach.
- Continue stakeholder discussions, coordinated with the process of updating the Strategic Plan for Public Transportation.
- Updates to the RTC and County Council.
- Evaluate initial demonstrations.

In 2015-2017, the Plan calls for continued route evaluation, reconvening stakeholder groups, and providing additional alternative services “appropriate to the revenue environment, or when an opportunity arises to partner with local jurisdictions and organizations.”

**Policy Changes for Further Consideration/Conclusion** (pages 14-15) – this section discusses policy changes to consider, focusing on King County Code language that limits Metro’s flexibility in implementing some concepts. Appendix C, Constraints to Implementation, contains more information on this issue.

**Appendices** (pages A-1 to A-59) - Also included in the Plan are nine appendices, containing a variety of background information. Appendix A: Review of Best Practices; Appendix F: Case Studies; and Appendix I: Product Matrix, provide information about Metro alternative services and other forms of alternative service, chiefly in the U.S. but also in Canada and the United Kingdom.

The Five-Year Implementation Plan addresses the requirements of Ordinance 17143, Section 7 and outlines a process for engaging with stakeholders in three parts of the county. This process would allow affected communities to engage with the Transit Division to identify the benefits and drawbacks of potential alternative service options.

The Five-Year Plan also states clearly that implementation must be consistent with Council direction on the use of transit budget resources and Council approval of bus route changes necessary to implement any specific alternative service options.

Accordingly, the Five-Year Implementation Plan appears to establish a process for establishing alternative services that is workable and sensitive to community input and needs, while preserving the Council’s role in setting budget priorities and defining bus routes.

## **REASONABLENESS**

Approval of Proposed Motion 2012-0233 and the attached Five-Year Implementation Plan constitutes a reasonable business decision.

**ATTACHMENTS:**

1. Ordinance 17143, Section 7
2. Ordinance 17169, Section 10
3. Proposed Motion 2012-0233
4. Five-Year Implementation Plan for Alternatives To Traditional Transit Service Delivery, June 15, 2012
5. Executive's Transmittal Letter
6. Regional Transit Committee letter
7. Suburban Cities Association letter

**Ordinance 17143**

**Section 7 (Five-year implementation plan for alternative service)**

SECTION 7. By June 15, 2012, the executive shall transmit to the council, for acceptance by motion, a five-year implementation plan for alternatives to traditional transit service delivery consistent with the recommendations from the 2010 regional transit task force and guidance from the King County Metro Service Guidelines. This plan should, at a minimum, include:

- A. A review of alternative service delivery best practices in the transit industry;
- B. Consideration of local service needs;
- C. Stakeholder involvement;
- D. Costs and benefits of all evaluated alternative service delivery options;
- E. A summary of constraints to implementation and methods to reduce barriers for change;
- F. Strategies to build ridership, such as through marketing, where resources are available to do so;
- G. Recommendations for alternative service delivery; and
- H. A timeline for implementation actions.



**Ordinance 17169, Section 10**

SECTION 10. A. The executive is requested to begin implementing, by the June 2012 service change, new right-sized services provided at reduced operating costs to replace a minimum of five thousand annual service hours and up to twenty thousand hours of traditional transit services in east and south King County communities along the urban growth boundary and adjacent to rural areas, including currently served rural areas. For the purposes of this subsection, "right-sized services" means services that are appropriately scaled to the market served and the mobility needs of the local community,

B. To ensure a smooth transition, implementation should, to the extent practicable, include the following elements:

1. Consideration of local service needs;
2. Stakeholder involvement, including input from and coordination with community agencies or organizations willing to partner with Metro transit;
3. Provision of modified fixed-route, dial-a-ride, Community Access Transportation, VanPool, VanShare or other flexible shared-ride concepts that address local mobility needs and can be provided at a reduced operating cost; and
4. Transit route and facility modifications as may be necessary to accommodate any new service concept.





**KING COUNTY**  
**Signature Report**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**July 23, 2012**

**Attachment 3**

**Motion**

**Proposed No. 2012-0233.1**

**Sponsors Hague**

1           A MOTION accepting a Five-Year Implementation Plan  
2           for Alternatives to Traditional Transit Service Delivery, as  
3           required by Ordinance 17143, Section 7.

4           WHEREAS, the King County council adopted the King County Metro Transit  
5 Strategic Plan for Public Transportation 2011-2021 (“Strategic Plan”) and Service  
6 Guidelines in July 2011, and

7           WHEREAS, strategies 2.1.1 and 2.1.3 of the Strategic Plan encourage Metro to  
8 design and offer a variety of products and services, including non-fixed-route transit, that  
9 meet different mobility needs and provide value to all parts of King County, and

10           WHEREAS, strategy 6.2.3 of the Strategic Plan calls for Metro to “develop and  
11 implement alternative public transportation services and delivery strategies,” and

12           WHEREAS, section 7 of Ordinance 17143, which adopted the Strategic Plan,  
13 included specific requirements requiring the King County executive to transmit a five-  
14 year implementation plan for alternatives to traditional transit service delivery by June  
15 15, 2012, and

16           WHEREAS, section 10 of Ordinance 17169, which approved the temporary  
17 congestion reduction charge in August 2011, includes specific direction concerning  
18 alternative service delivery and, in particular, calls for Metro to begin implementing new,  
19 right-sized services provided at reduced operating costs, and

20 WHEREAS, Metro staff conducted required research, compiled supporting  
21 materials and developed an implementation plan;

22 NOW, THEREFORE, BE IT MOVED by the Council of King County:

23 The King County Metro Transit Five-Year Implementation Plan for Alternatives  
24 to Traditional Transit Service Delivery, which is Attachment A to this motion, is hereby  
25 accepted.

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KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Larry Gossett, Chair

ATTEST:

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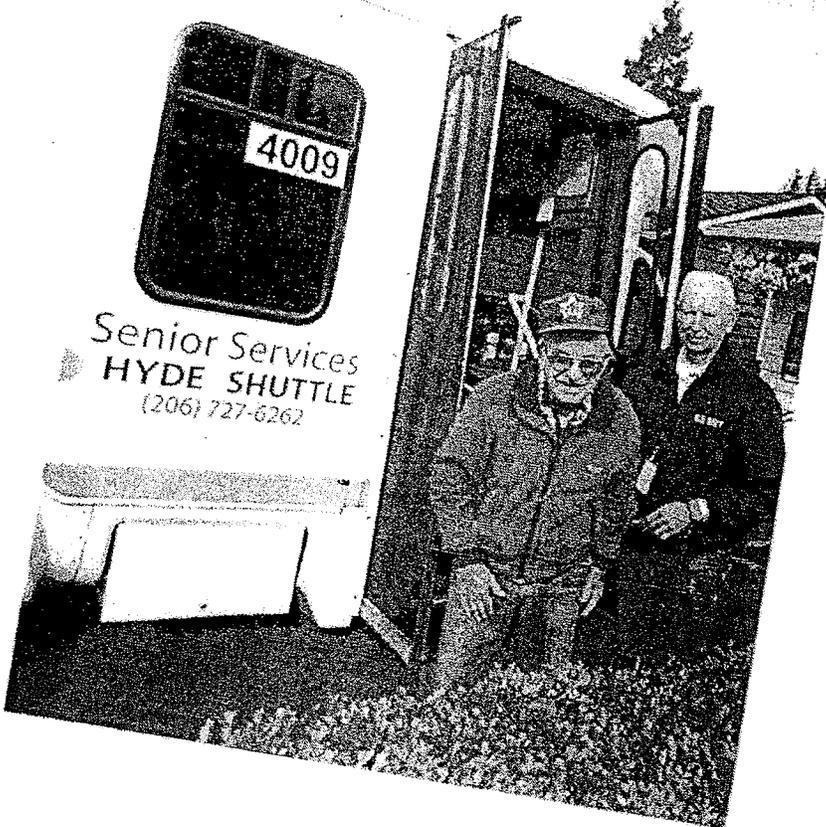
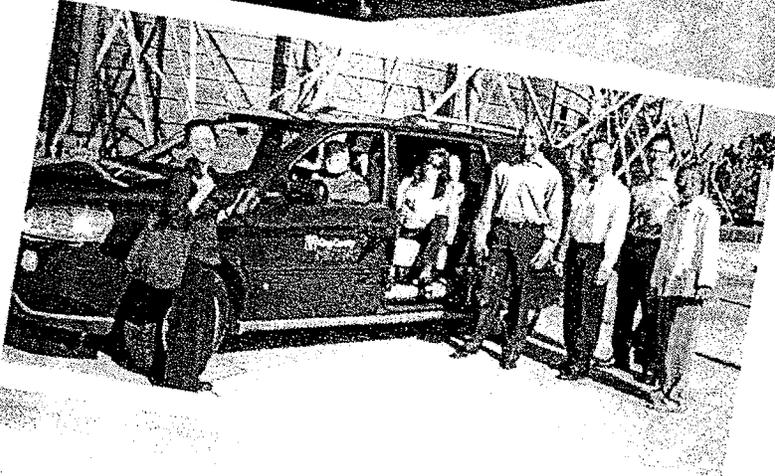
Anne Noris, Clerk of the Council

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** A. Five-year implementation plan for alternatives to traditional transit service delivery--  
June 15 2012



2012-0233  
Attachment A

King County  
**METRO**

*We'll Get You There*

# Attachment

King County  
Metro Transit  
**Five-year**  
implementation plan  
for alternatives to  
traditional transit  
service delivery

June 15, 2012

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King County Metro Transit  
**Five-year implementation plan for alternatives  
to traditional transit service delivery**

June 15, 2012



*We'll Get You There*

Department of Transportation  
Metro Transit Division  
King Street Center, KSC-TR-0415  
201 S. Jackson St  
Seattle, WA 98104  
206-553-3000 TTY Relay: 711  
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Alternative Formats Available

206-263-5277 TTY Relay: 711

12025/comm 

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**Note:** Appendix I is formatted to fit 8.5" x 14" (legal size) paper.

## ■ EXECUTIVE SUMMARY

As the primary public transportation provider in King County, Metro Transit strives to provide transportation choices that make it easy for people to travel in the county and the region. This requires us to find a fair and acceptable way to deliver transportation options throughout the county.

To meet this challenge, we offer a variety of public transportation services, including fixed-route service, ridesharing, paratransit service, Dial-a-Ride Transit, and community shuttles. The variety of these services reflects the variety in travel needs that we seek to meet. It also reflects Metro's commitment to providing efficient, cost-effective service that taxpayers, riders, and providers can all be proud of. Alternative service delivery options reflect Metro's commitment to meet community mobility needs in the most cost-effective manner possible.

This five-year plan is intended to guide Metro's decision-making about the provision of alternatives to fixed-route service in King County between 2012 and 2017. It outlines how and where we will pursue alternative service delivery options and the process we will follow when working with communities to choose alternative products. It also recommends candidate areas for the first demonstration projects.

Metro will make adjustments during the next five years based on information learned from the demonstration projects to be done in the first communities in 2013 and 2014. We will also continue to address any issues that arise in collaboration with local communities and stakeholders. The array of possible alternative products is continuously changing, and Metro should explore new technologies and delivery methods as they emerge if they show potential for use in King County.

Metro's vision, as spelled out in the *Strategic Plan for Public Transportation 2011-2021*, includes the following introductory statement:

Metro provides safe, efficient and reliable public transportation that people find easy to use. The agency offers a cost-effective mix of products and services, tailored to specific market needs. Its fixed-route bus system meets most public transportation needs, particularly in areas of concentrated economic activity or urban development and along the corridors that link them. Metro also offers alternative public transportation options for people who cannot use the fixed-route system. No matter what community they live in or whether they have special needs because of age, disability or income, people can use public transportation throughout King County.

This plan is an important first step in realizing Metro's vision. If we are successful, Metro will broaden the set of resources and service types that is available for us to use when considering how to meet mobility needs in any environment in King County. Our goal will be to put services of the right size, scale, and type into each community we serve.



## ■ BACKGROUND AND CONTEXT

Public transportation improves quality of life by providing mobility to those who need or choose to use it. It connects commuters to jobs, students to schools, and residents to recreation. It offers travel options to those who cannot drive, and provides assurance to drivers that other mobility options exist should they need them.

As the major public transportation provider in King County, Metro Transit plans and operates transit services throughout the county in line with county, regional, state, and federal planning policies. There are places in King County where fixed-route transit is not the most cost-effective way to address certain mobility needs. In such areas, alternative service delivery methods allow Metro to meet these travel needs.

Over the past several years, the combination of Metro's financial conditions, the County Council's legislative actions, and Metro's strategic planning have all led to an increasing role for alternative service delivery.

### Regional Transit Task Force

Since 2008, the weak economy has caused a significant downturn in sales-tax revenues, a major funding source for Metro. As a result, King County and Metro have taken many actions to improve the cost effectiveness and productivity of Metro's services. One of these actions was the formation of the Regional Transit Task Force in 2010. The County Council and Executive asked the task force to consider a policy framework to guide future service investments or—if necessary—contraction of the county's transit system.

After seven months of intensive deliberations, the task force delivered a set of recommendations that focused on three areas:

1. Transparency and clarity
2. Cost control
3. Productivity

### Strategic plan and service guidelines

The task force's recommendations were incorporated into Metro's Strategic Plan for Public Transportation 2011-2021, which was adopted by the County Council in July 2011. The plan specifically calls for an expanded role for alternative service delivery in achieving a cost-effective, equitable public transportation system.

Strategies 2.1.1 and 2.1.3 in the strategic plan encourage Metro to design and offer a variety of products and services, including non-fixed-route transit, that meet different mobility needs and provide value to all parts of King County. Strategy 6.2.3 calls for Metro to "Develop and implement alternative public transportation services and delivery strategies." The plan also notes that "Fixed-route transit service is not cost-effective in some areas of King County because of the land uses, infrastructure, or density. However, people in these areas still have mobility needs and by circumstance or choice, require public transportation services..."

The new service guidelines that are part of the strategic plan outline how Metro should achieve these objectives.<sup>1</sup>

### Ordinance 17143

In addition to the guidance provided by the strategic plan, Ordinance 17143, which adopted the plan, includes specific requirements related to alternative service delivery. Section seven requires the King County Executive to transmit a five-year implementation plan for alternatives to traditional transit service delivery by June 15, 2012. This plan should include, at a minimum:

1. A review of alternative service delivery best practices in the transit industry.
2. Consideration of local service needs.

<sup>1</sup> See Strategic Plan for Public Transportation 2011-2021. Service Guidelines section, pages 16-17.

3. Stakeholder involvement.
4. Costs and benefits of all evaluated alternative service delivery options.
5. A summary of constraints to implementation and methods to reduce barriers for change.
6. Strategies to build ridership (i.e., through marketing), where resources are available.
7. Recommendations for alternative service delivery.
8. A timeline for implementation.

### Ordinance 17169

Ordinance 17169, which was adopted by the County Council when it approved the temporary congestion reduction charge in August 2011, includes specific direction concerning alternative service delivery. Section 10 requires Metro to "begin implementing, by the June 2012 service change, new right-sized services provided at reduced operating costs." In compliance with this directive, the County Executive announced that three bus routes would be converted to Dial-a-Ride Transit (DART) service in February 2012. This manner of "right sizing" used smaller DART vehicles with some flexible routing to provide transportation at lower costs than fixed-route bus service. More fixed-route service will be converted to DART service in June 2012.

After these initial conversions, Metro will extend alternative service delivery products to communities according to the plan outlined in Section 5, Timeline and Planning. As part of this plan, Metro will work with various communities to look for and develop other service concepts that meet public transportation needs and are cost-effective.

#### "Right-sized" services

Section 10 of the Congestion Reduction Charge ordinance, approved by the King County Council in August 2011, called for the "right sizing" of targeted fixed-route services operating in south and east King County as part of an effort to reduce operating costs. The primary objective was to provide a more efficient and appropriate level of service that would continue to meet a community's mobility needs. The ordinance called for between 5,000 and 20,000 annual hours of traditional fixed-route service to be "right sized" by June 2012.

In response, Metro chose Routes 149, 186, and 251, operating within or adjacent to rural areas of south and east King County, to transition to DART. Routes 149 and 251 were changed entirely to DART services (renumbered as 907 and 931), along with midday and Saturday service on Route 186 (which became DART Route 915). Changing these routes to DART service allowed Metro to continue operating along the same routing with more appropriate and economical smaller vehicles while also offering "off-route" deviations into designated DART areas along the way.



## DESCRIPTION OF ALTERNATIVE SERVICES

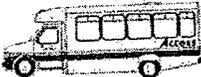
We divide alternative service options into two categories: those that Metro provides or supports (Access paratransit service, Dial-a-Ride Transit, VanPool and other rideshare options, custom bus, and community shuttles) and those provided by private organizations or businesses. Some of the private options, such as car sharing, volunteer driver programs, and employer-provided shuttles, already exist in King County. Others, such as bike sharing, are not here now but could potentially be used here. Appendix I is a detailed list of possible alternative products, both Metro-branded and private.

As mentioned above, Metro already offers a wide range of existing transportation options that serve communities throughout King County. The two main challenges are that some of these services are limited to special populations, and many King County residents are not aware that these programs exist or are not familiar with how to use them.

The chart below shows Metro's "family of services."

Current products, usage, and budget <sup>2</sup>			
Fixed-route service (60-, 40-, and 30-foot coaches; transit vans)			
			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
109,583,654	\$4.03	\$442,147,051	\$1.13
Dial-a-Ride-Transit (DART) service (transit vans)			
			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
817,030	\$7.30	\$5,964,808	\$1.13
Custom bus (40- and 30-foot coaches)			
			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
193,464	\$7.74	\$1,496,885	\$4.40
Vanpool/Vanshare, MetroPool (commuter vans)			
			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
2,849,585	\$1.69	\$4,810,170	\$2.06 <sup>3</sup>

<sup>2</sup> Source: 2010 Annual General Manager Report

Taxi scrip			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
32,502	\$9.98	\$323,134	50% of meter
Community Access Transportation			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
250,369	\$4.59	\$1,149,193	\$0 to \$0.50
Access paratransit service (transit vans)			
			
Annual boardings	Average operating cost/boarding	Annual operating cost	Average fare revenue/boarding
1,229,039	\$38.64	\$48,795,947	\$0.25

As we evaluate how to improve or better manage services in a corridor, Metro will consider the entire family of services we provide for potential use in that corridor, as well as services that are provided or could be provided by other parties. This will give us the broadest possible set of tools for managing the public transportation system.

Two of the most successful community transportation services in King County operated by partner agencies and supported by King County Metro are the Hyde Shuttle and Snoqualmie Valley Transportation.

The Hyde Shuttle is a free van service for seniors 55 or older and people with disabilities living in Burien, Des Moines/Normandy Park, Federal Way, Renton, SeaTac/Tukwila, Seattle, Shoreline/Lake Forest Park, and the Snoqualmie Valley. Senior Services' Hyde Shuttle helps fill gaps in transit service and provides a higher level of service than Metro buses or Access Transportation.



In 2010, the Hyde Shuttle provided about 75,000 one-way trips to 2,500 customers with a fleet of 28 vehicles (provided by Metro Transit).

Snoqualmie Valley Transportation (SVT) serves the cities of North Bend, Snoqualmie, Preston, Fall City, Carnation, Duvall, and Monroe. In 2003, the service evolved from serving seniors and persons with disabilities exclusively to serving all residents in the service area. In 2008 the Snoqualmie Nation began collaboration with SVT, providing more vans and drivers in exchange for an expansion of area coverage.

SVT provided about 26,000 rides in 2010 with eight vans.

<sup>3</sup> Pursuant to King County Code 4.150.130, vanpool fares will maintain a target of recovering 100 percent of the operating and capital costs, and at least twenty-five percent of the cost of administering the vanpool program.

## ■ OPPORTUNITIES FOR ALTERNATIVE SERVICE DELIVERY

As a county-wide transit agency, Metro provides service in urban, suburban, and rural areas, which include low-density rural areas, urban areas on the rural fringe, and smaller urban “islands” surrounded by rural land. Some areas have limited fixed-route service to begin with, so any reduction or elimination of service in those areas could have significant impacts on riders and communities there.

Where population density is low, fixed-route services may not be cost-effective. It may make more sense to meet travel needs in the area with products like carpools and vanpools, community-access transportation, employer transportation programs, flexible transit services, shared taxis, and taxi scrip.

The Service Guidelines section of the *King County Metro Transit Strategic Plan for Public Transportation (2011-2021)* lays out Metro’s process for evaluating the performance of fixed-route transit service. We first group routes by market, then rank them by riders per platform hour and passenger miles per platform mile. Routes that perform in the bottom 25 percent of their category become candidates for potential changes.

Metro will plan for the use of alternative services in three possible funding environments:

1. **Diminishing or unstable funding.** In this environment, Metro will implement alternative services when a fixed-route service proposed for elimination is the last public transit connection in a community. Metro’s current funding environment is unstable because the Congestion Reduction Charge (a stop-gap funding measure approved by the King County Council in 2011) will end in June 2014.
2. **Stable funding.** In a stable funding environment—defined as having enough resources to prevent budget cuts for more than two years—we would consider providing alternative services where an eliminated service is not the last public transit connection available, or where resources are available through restructuring the transit network. As in the diminishing or unstable funding environment, the resources to implement alternative services would come from the reduction or elimination of fixed-route service.
3. **Growing resources.** In this funding environment, Metro would consider complementing existing fixed-route services with alternative services. We will further define how and when that expansion might take place during the first two years of implementation of this plan, and will involve stakeholders in that process.

In the first and second funding environments (unstable and stable funding), candidate alternative service areas would be chosen largely based on a route’s performance and the social equity and geographic value of the service provided. Metro’s service guidelines require that where service exists today, some form of publicly-supported mobility will continue to be provided in areas surrounded by or adjacent to rural areas, regardless of a route’s productivity (if it is the last connection in the area). So poorly performing fixed-route services that operate through or next to rural areas or serve “urban islands” within rural areas are candidates for replacement with alternative transportation services.

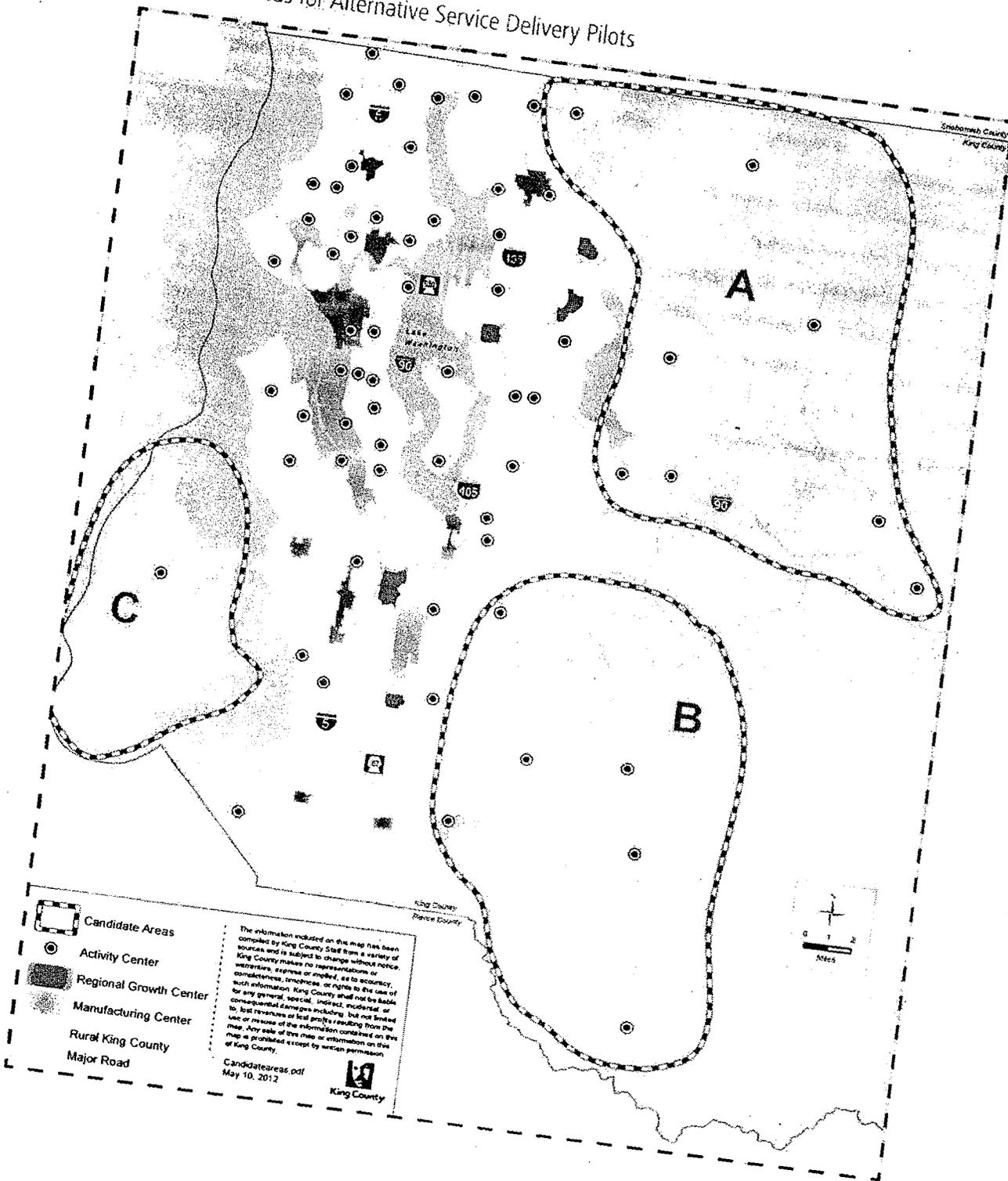
In the third funding environment, with growing resources, Metro might identify candidate alternative service areas based on feedback from communities about unmet travel needs. Alternative services could respond to travel needs not easily accommodated by fixed-route transit, or could be designed to make the fixed-route service more efficient and effective. This could involve adding service in underserved corridors or supporting “last-mile” and neighborhood connections to transit activity centers and regional growth centers.

### First candidate areas for alternative transportation services

During the first two years of this five-year plan (2012-14), Metro expects to be in a stable or unstable funding situation, so alternative transportation services will focus on areas surrounded by or adjacent to rural areas where fixed route service is not productive or cost-effective. Initial candidate areas (southeast King County, Vashon Island, and the Snoqualmie Valley) are shown on the map in Fig. 1. They were chosen based on the following criteria:

- Adjacent to or surrounded by rural area
- Analysis of route productivity
- Analysis of land use, equity, and geographic value (corridor analysis)
- Elimination of the community's last public transit fixed-route or DART connections
- Potential for partnerships with agencies, jurisdictions, or other service providers
- Potential cost savings
- Ability to replicate the alternative service in other areas
- Community acceptance in an area
- Geographic distribution throughout King County

FIG. 1  
Candidate Areas for Alternative Service Delivery Pilots



By delivering an alternative service in any candidate area, Metro's objective would be to provide the same level of mobility—or better—at a lower cost than current fixed-route service. Our intention when modifying what services are provided in an area, and how they are provided, would be to make the investment in mobility for the area more meaningful to the people who live there.

Below are some examples of potential alternative transit services in the candidate areas.

### ■ Southeast King County

**Existing Metro service:** Routes 143 (weekday peak hours only) and 907 (DART).

#### **Opportunities for alternative service**

Potential alternative service for Route 143 would provide peak-period service between Black Diamond and Renton via Maple Valley. Alternative service should connect with fixed-route service.

Route 907 operates on weekdays, during midday hours only, about every 90 minutes. It connects Black Diamond with Enumclaw, Maple Valley, and Renton. It also provides off-route service within designated DART areas, including Black Diamond, where it serves an area west of the town center. This service was "right-sized" through conversion to DART in February 2012. Because it is the only transit service going through Black Diamond during midday, alternatives could be considered in conjunction with any significant reduction or elimination of Route 907.

### ■ Vashon Island (south King County)

**Existing Metro service:** Routes 118 and 119 (all day)

#### **Opportunities for alternative service**

Any potential alternative service for providing midday and evening transportation on Vashon and Maury islands would include connections with Washington State Ferries.

Routes 118 and 119 provide weekday service on the major corridors along Vashon and Maury islands, with most trips timed to connect with Washington State Ferries. Route 118 operates on Vashon Island between the North Dock and either Burton or Tahlequah, and Route 119 operates along the north half of Vashon and Maury islands. Both routes combine to operate about every 30 minutes during weekday peak periods and about every 90 minutes during midday. Route 118 also operates about every 90 minutes on Saturdays.

A reduction of service during midday on either route, or both, could result in a loss of coverage or span of service. Loss of evening service on Route 118, which provides last trips connecting with arriving ferries, could also warrant consideration of alternative options.

### ■ Snoqualmie Valley (east King County)

This is an unincorporated rural area in the Snoqualmie Valley between the cities of Duvall and Snoqualmie.

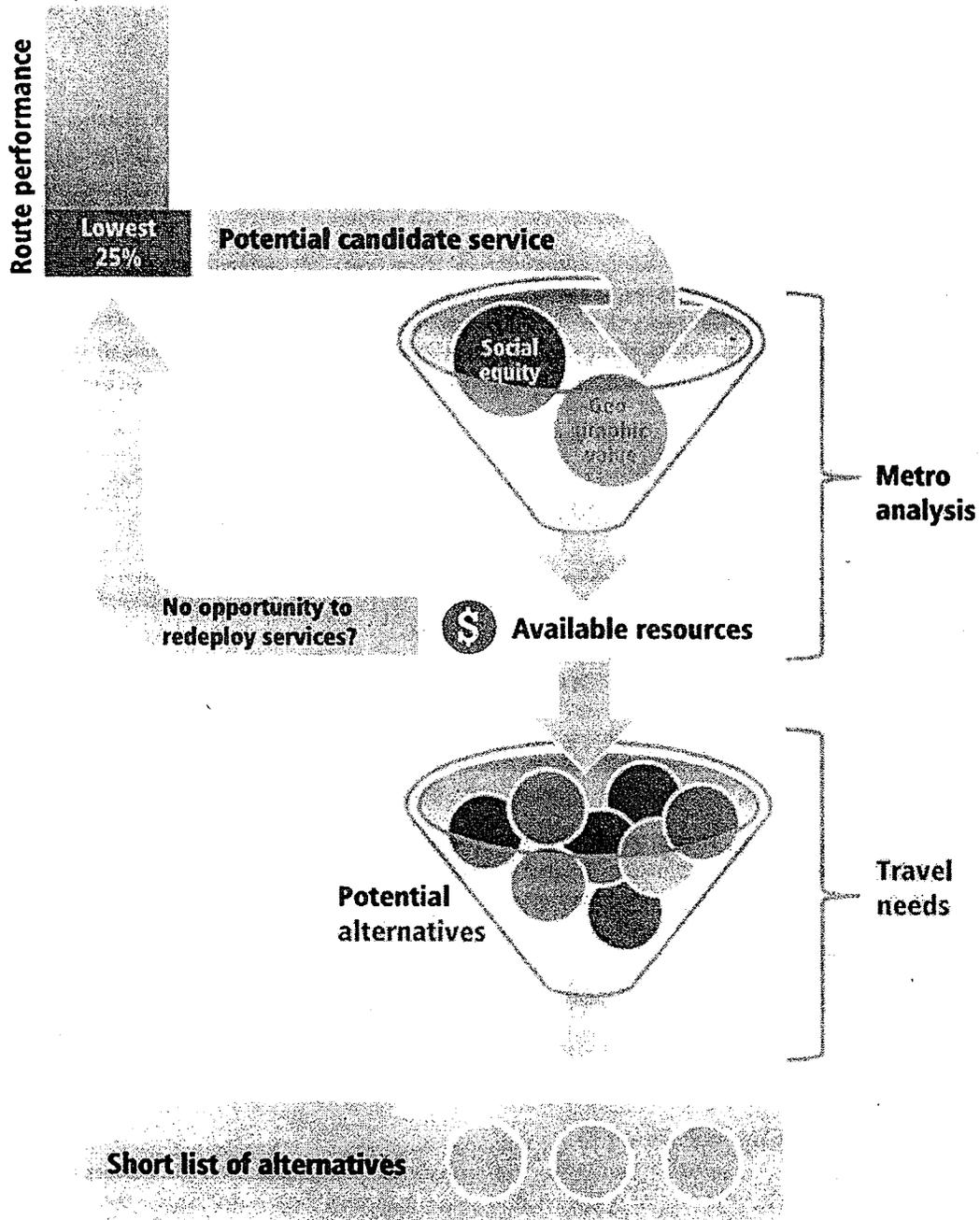
**Existing Metro service:** Routes 209 and 224. Route 224 provides all-day weekday service connecting Fall City with Redmond, Duvall, and Carnation.

#### **Opportunities for alternative service**

Potential alternative service for all or part of Route 224 could include connections with lower Snoqualmie Valley communities. Alternative routing of Route 209 to serve Snoqualmie Ridge would remove the connection now made in Fall City between upper and lower Snoqualmie Valley communities, which also would warrant consideration of alternative service, especially on lost route segments.

# PROCESS FOR COMMUNITY COLLABORATION

FIG. 2  
Identifying Opportunities



Metro will use the following process to plan and implement alternative services:

1. Use our service guidelines to identify current services that may be candidates for replacement with an alternative service. The first step is to analyze the productivity of each route in the system. Routes with productivity in the lowest 25 percent will be analyzed for possible elimination, restructuring, or other remediation (see Appendix H).
2. Where a route has been identified for possible replacement with an alternative service, Metro will meet with community stakeholders to identify existing transportation providers, service gaps, and mobility needs.

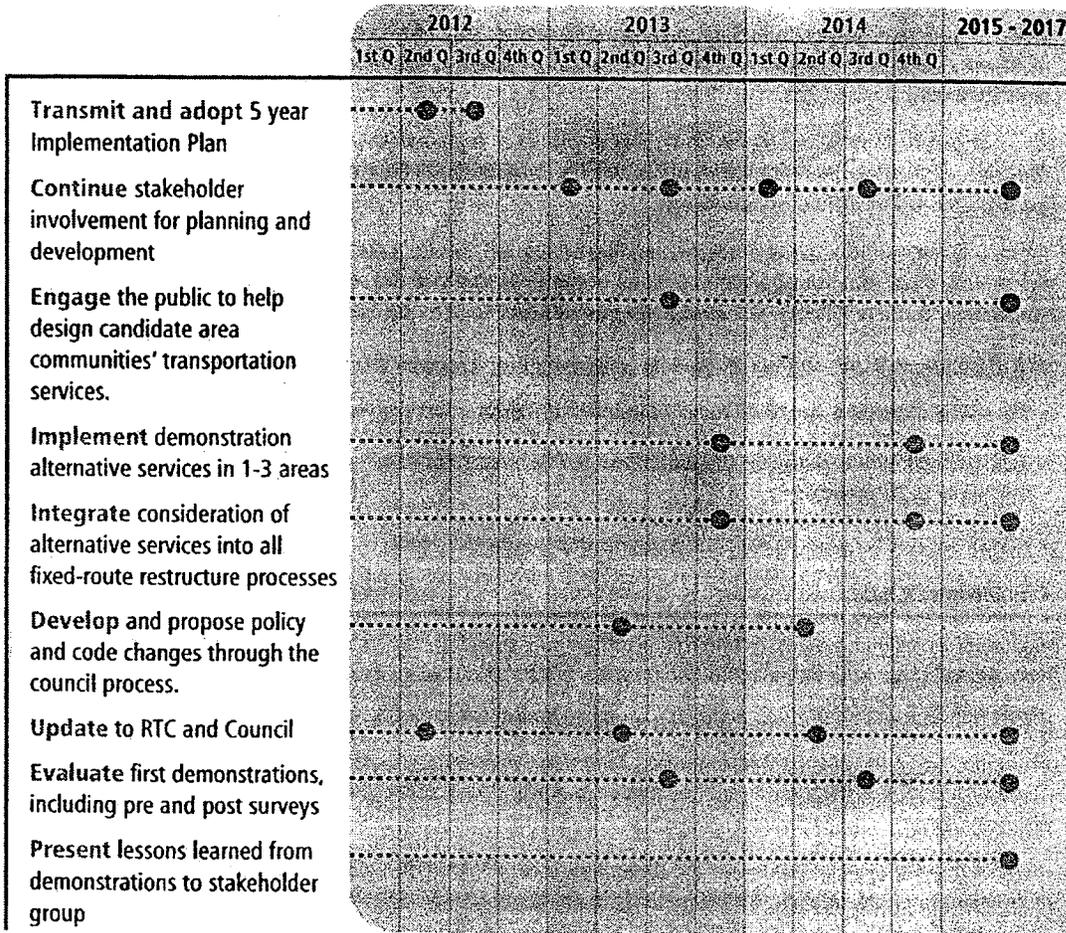
The local jurisdictions served by the route, along with local organizations, service providers, schools, churches, employers, and the general public, will be considered the primary stakeholders in this process, and will be invited to participate.

Metro will find out from users of the existing fixed-route bus service how and why they use the service, what other transportation options might be available to the community, and what connections to the public transit network the current users need to maintain.

3. Metro will propose two or three alternative service options, based on the following criteria:
  - The ability to expand access to travel options for residents in the community
  - How well the option maintains the public's access to "important trips"—e.g., the trip to ongoing, critical medical services
  - Maintenance or improvement of social equity and geographic value
  - Cost-effectiveness
4. Communities may propose an option that is different or modified from what Metro proposes. This is also the opportunity for implementation partners to formalize their commitment to a service.
5. Metro will choose one or more alternative products for implementation.
6. Using the service change ordinance process, Metro will seek the approval of the King County Council to eliminate fixed-route services in the candidate area in order to fund the alternative service demonstration.
7. Metro will create regular reports on the alternative service(s) provided, and will evaluate the alternative service(s) annually for future funding, per the measures identified in Appendix E, Measuring Success.

## TIMELINE AND PLANNING

FIG. 3  
Alternative Service Delivery Timeline



## 2012

- Transmit and adopt five-year implementation plan
- Engage the public to help design transportation services in candidate communities

## 2013-14

- Start one-to-three demonstration alternative-service programs using the identified process for community collaboration. The process begins with the candidate areas of Southeast King County, Vashon Island, and the Snoqualmie Valley.
- Integrate the community collaboration model into all fixed-route restructure planning and outreach processes in order to consider an array of alternative services.
- Sustain engagement with stakeholders to further define how alternative services can complement the fixed-route network under a scenario of growing resources, and how to change adopted policy to create an environment for success. Coordinate this activity with other updates to the strategic plan and service guidelines.
- Provide updates to the Regional Transit Committee and King County Council.
- Evaluate first demonstrations.

## 2015-17

- Continue to evaluate first demonstrations.
- Reconvene stakeholder group to discuss lessons learned and future direction of program.
- Start additional alternative services appropriate to the revenue environment, or when an opportunity arises to partner with local jurisdictions and organizations to provide services.

## ■ POLICY CHANGES FOR FURTHER CONSIDERATION

1. Consider whether to open Metro-supported Community Access Transportation to the general public rather than targeting special populations. This would require changing Section 28.94.045 of the King County Code, which relates to eligibility for use of Community Access Transportation.
2. Explore and negotiate the conditions in which the cap on DART service hours could be raised under Metro's labor agreement with the operators' union (Amalgamated Transit Union Local 587).
3. Work with taxi providers to explore issues relating to the provision of shared-use taxi feeder service, such as taxicab availability in suburban and rural areas, fare coordination with Metro's fixed-route bus service, and accessible vehicles.
4. Consider adjustments to King County Metro Transit's Rates of Fare Ordinance to reflect new types of service.
5. Explore changes to the taxi scrip program to broaden its applicability.
6. Explore lifting restrictions on Metro funding for new alternatives, such as bicycle programs.

## ■ CONCLUSION

In order to be successful in putting the right type of service in place, Metro will need to find the best fit among many interests and needs. Among the factors we must consider are:

- The policy basis of Metro's strategic plan (productivity, social equity, geographic value).
- The function of existing service.
- Mobility needs in the community.
- What Metro services are currently available.
- What resources Metro has available.
- The availability of services provided by other (non-Metro) parties.
- Available partner resources.

When Metro and local community stakeholders can properly configure these factors – in the context of the design and performance of the fixed-route system – the likelihood of implementing alternative services that truly work for a community is high. If we are successful, Metro and community partners will together develop services that:

- Maintain and improve mobility at a lower cost.
- Are easy to use.
- Are affordable to users.
- Connect with regional transit services.
- Allow local point-to-point connections within the area served by the alternative service.

FIG. 4  
Key Issue Areas



## ■ APPENDICES

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B: STAKEHOLDER INVOLVEMENT .....	A-10
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**Note:** Appendix I is formatted to fit 8.5" x 14" (legal size) paper.

## ■ APPENDIX A: REVIEW OF BEST PRACTICES

King County Ordinance #17143 requires King County Metro Transit to review “best practices in alternative service delivery in the transit industry.”

The term “best practices” is used very loosely in the context of projects or businesses. Generally, it refers to a standard way of doing things that multiple organizations can use.

A key point to keep in mind when applying best practices is the ability to balance the unique qualities of an organization with the practices that it has in common with others. Some practitioners offer an alternative idea, called “contextual practice,” in which the notion of what is “best” varies with the context. It’s important not to assume that one organization’s best practices can be applied in another context with equal success.

Metro’s alternative service products team pursued best practices by doing a literature search for reports, articles, and websites with state-of-the-art information on alternative service delivery methods and alternative products. Information gleaned from this search is reflected in the case studies (Appendix F) and bibliography (Appendix G). Staff members also looked at transit agencies and other organizations using new or unique approaches to providing mobility to low-density communities in their service areas. Tables 1-3 have information on some of these public transportation service providers and the innovative approaches they are using.

### Alternative service delivery methods

#### **Mobility management**

Transit systems are reinventing their service delivery models by creating full ranges of well-coordinated mobility services that focus on:

- Individual travel needs.
- Partnerships among multiple transportation providers.
- A full range of travel options.
- A single point of customer access to multiple travel modes.

Alternative delivery options normally involve providing some type of resources to social service agencies, cities, or other community organizations that are willing to coordinate the operation of mobility services for their clients (and potentially for a broader set of residents in the community). The resources provided can include some combination of operating funds, vehicles, fuel, comprehensive or collision insurance, maintenance, and the training of volunteer drivers. King County Metro Transit’s Community Access Transportation program is based on this type of model.

In turn, the agencies provide some combination of the following: volunteer drivers, scheduling, bookkeepers, liability insurance, and transportation service for their customers.

This approach has been implemented in rural, small-urban, and urban areas, and has succeeded in all demographic settings. The common thread in these successes has been the building of multi-modal provider coalitions such as Ride Connection in Portland, Oregon.

#### **Flexible transportation services**

Flexible transportation service is an especially valuable alternative in communities where mobility markets are defined by low or irregular demand.

Flexible transportation service includes a wide range of hybrid service types that are not fully demand-responsive or fixed-route. The primary types of flexible service are defined in the box on the next page.

#### **Sharing unused capacity**

Other organizations are exploring new ways to create mobility by sharing unused private capacity. This new

### Types of flexible transportation services

**Route deviation**—Vehicles operate on a regular schedule along a regular route, with or without marked bus stops, and deviate to serve requests within a zone around the path. The extent of the zone may be precisely established or flexible.

**Point deviation**—Vehicles serve requests within a zone and also serve a limited number of stops within the zone without any regular path between the stops.

**Demand-responsive connector**—Vehicles operate in demand-responsive mode within a zone, with one or more scheduled transfer points that connect with a fixed-route network. A high percentage of ridership consists of trips to or from the transfer points.

**Request stops**—Vehicles operate in conventional fixed-route, fixed-schedule mode, but switch to demand-responsive operation for limited portions of their routes.

**Zone route**—Vehicles operate in demand-responsive mode along a corridor, with established departure and arrival times at one or more end points.

Source: *A Guide for Planning and Operation of Flexible Public Transportation Services*, TCRP Report 140, Transportation Research Board, Washington, D.C., 2010.

approach to community transportation, still in its infancy, has been made possible through the use of information technology. It has given rise to such solutions as car sharing, dynamic ridesharing, and community-based volunteer transportation services—particularly those in which volunteers can earn credits in exchange for providing rides.

### Expanding multi-modal options

Transit agencies across the country are increasingly acknowledging the importance of integrating other modes of transportation into their bus services. For example, encouragement of bicycling as a means of access to transit hubs can provide new mobility for those who have few options for getting to the closest park-and-ride lot or transit center. By expanding bicycle carrying capacity on transit vehicles, improving bicycle infrastructure near transit facilities, improving bicycle parking choices, and providing right-of-way for bike sharing stations, transit agencies are recognizing the role of non-motorized options as smart ways to link to transit in all types of geographic areas.

### Alternative product best practices

The case studies in Appendix G provide information on alternative transportation products that are being tried or used in the U.S.

and elsewhere, including the locations and types of setting in which these products work. The mix of products is evolving and will continue to do so over the next five years.

For example, bike sharing systems are springing up in cities throughout the U.S., and comparative data from different systems is just now becoming available. The technology of bike sharing has changed rapidly over the past five years. Initial systems in the U.S. were hard-wired, and stations needed to be sunk into concrete. The Bixi system in Montreal revolutionized the bike-sharing industry by introducing solar-powered stations that were modular and did not need to be attached to the ground.

Car sharing is another industry that has evolved greatly since the late 1990s. After spreading throughout the U.S. and Canada, it is now branching into new types of delivery models. Rental car companies, initially reluctant to embrace car sharing, are now getting into this business. In addition, peer-to-peer car sharing, in which individuals put their own cars into a fleet by means of a third-party broker and social networking, is also taking off. Legislation approved by Washington State lawmakers in March 2012 ensures that this type of program can now be operated in the state and opens the door for companies to come here and set up business.

Dynamic ridesharing, which allows matches to be made on a spur-of-the-moment basis, is also an evolving possibility, thanks to the widespread adoption of smartphones. One of its attractions is its responsiveness to variability in people's commuting schedules.

Table 1: Communities with successful alternative transportation delivery models

Agency	Service Area Characteristics	Innovative Services
<b>Denver RTD</b> (Colorado)	Provides public transportation for 40 cities in eight counties around Denver. Service area population of more than 2.8 million in 2,348 square miles.	RTD has a "family of services" program.  Vanpool and Access-a-Cab programs provide alternatives to some paratransit services, saving more than \$2 million per year while serving more people.  RTD partners with a number of localities and agencies for services that it does not provide.
<b>COAST</b> (rural Washington and Idaho)	A nonprofit social service agency in rural eastern Washington that provides specialized and public transportation services to residents of eight counties (three in Washington and five in Idaho) within a 22,000 square-mile service area.	<ul style="list-style-type: none"> <li>▪ Serves as a broker</li> <li>▪ Operates vehicles</li> <li>▪ Operates a vehicle insurance pool</li> <li>▪ Provides training services</li> <li>▪ Operates with both paid and volunteer drivers</li> <li>▪ Orientation toward customers is reflected in comprehensive client list.</li> </ul>
<b>Transit Authority of River City</b> (Louisville, Kentucky)	Serves 14 million customers in five counties in Kentucky and southern Indiana.	TARC's Adventure Bus provides transportation services to qualified nonprofit organizations that offer programs that enrich the lives of at-risk youths from low-income families in the greater Louisville area. There is also a Job Hunter bus that provides preplanned transportation to job fairs.
<b>PACE</b> (northeastern Illinois)	Serves the suburban area of Chicago Regional Transit Authority (a six-county region).	Shared-ride taxi program in Ozaukee County that started in the 1970s for riders who are elderly and disabled; later expanded to serve general public. Second-largest vanpool program in U.S.
<b>Savannah Mobility Management</b> (Georgia and South Carolina)	Serves the four-county, two-state region surrounding Savannah. Started by Chatham Area Transit.	Nonprofit board created to provide connections between downtown Savannah and the new International Trade and Convention Center via integrated services, including several types of free-fare services. Funded by surcharges levied by the city's major hotels.
<b>State of Wisconsin</b>	Sixty-nine of 72 Wisconsin counties are actively practicing mobility management.	The State of Wisconsin used its New Freedom funds to hire 19 mobility managers throughout the state. By 2010, that number had grown to 55.
<b>Detroit, Michigan</b>	Suburban Mobility Authority for Regional Transportation (SMART) Community Partnership Program.	In partnership with 73 local communities that operate more than 246 small buses, SMART provides links to job-growth areas and to every city, township, and village in its district. It also offers community forums, coordinated dispatching, preventive maintenance, joint capital purchases, and travel training, and has saved \$2.7 million.

Agency	Service Area Characteristics	Innovative Services
<b>Portland, Oregon</b>	The Ride Connection program involves 20 community service partners and has been serving Clackamas, Multnomah, and Washington counties for more than 20 years.	Ride Connection, a non-profit community organization operating in close collaboration with TriMet, has helped the agency trim its paratransit costs by nearly \$2 million. The program provides administrative functions and volunteers as well as paid drivers.

Table 2: Examples of successful flexible public transportation services

Agency	Service Area Characteristics	Flexible Services Offered
<b>Mason County Transportation Authority (Washington)</b>	This area had 377,706 passenger trips in 2008.  Service area: 961 square miles Population served: 58,000	Allows a deviation of up to one mile from regular bus routes for those who experience difficulty getting to bus stops. Also offers service to the general public in a limited geographic zone through a contract with the school district.
<b>St. Joseph Transit (Missouri)</b>	Municipal bus company for the City of St. Joseph, Missouri.  Service area: 49.5 square miles Population served: 75,000 (2008)	Operates flexible public transportation service on each of its eight regular routes. Provides a fixed-route system with route deviation and request stops.
<b>Potomac and Rappahannock Transportation Commission (Virginia)</b>	A multi-jurisdictional agency serving two counties and three cities in northern Virginia.  Service area: 360 square miles Population served: 425,000	Operates OmniLink, a flexible public transportation service, on six routes. OmniLink is a route-deviation system blended with fixed-route characteristics that serves in place of a separate paratransit system.
<b>Pierce Transit (Washington)</b>	Second-largest transit agency in Washington State.  Service area: 414 square miles Population served: 767,000	Operates flexible public transportation on three routes in mid- to low-density areas. Deviated fixed routes are called Bus PLUS. Buses follow a fixed route and schedule but deviate into neighborhoods on request. Paratransit service does not operate in areas served by Bus PLUS.
<b>Jacksonville Transit Authority (Florida)</b>	Independent state agency that provides public transportation services throughout the Jacksonville area.  Service area: 841 square miles Population served: 795,566	Ride Request provides flexible public transportation service in several areas throughout the region. Ride Request is a demand-responsive connector service available on reservation or request. There are also two routes that follow a fixed route but deviate off-route upon request.
<b>Charleston Area Regional Transportation Authority (ARTA) (South Carolina)</b>	Provides public transportation services throughout the Charleston area.  Service area: 73 square miles Population served: 630,000 (2007)	Operates four flexible-zone routes, known as CARTA at Night, that operate after most regular bus service has ended. These routes serve urban and established suburban neighborhoods in hard-to-serve areas.

Table 3: Examples of successful approaches to providing rural mobility

Agency	Service Area Characteristics	Innovative Approaches
<b>Treasure Valley Transit (Idaho)</b>	Rural transportation provider for a 300-mile service area spanning eight counties, and also serves Malheur County in Oregon. Operates 18 peak-hour vehicles with a staff of 42. Provided more than 145,914 trips in 2010.	Uses an innovative approach to work with communities, develop demonstrations, and tailor service to needs. TVT has never had to pull service from a community, and in many cases has expanded service.
<b>Idaho Transportation Department (ITD)</b>	The Local Mobility Management Networks (LMMN) cover the counties of Ada, Boise, Canyon, Elmore, Gem, and Owyhee.	ITD has given each of 17 mobility networks, composed of stakeholders, decision-making powers related to FTA funding in rural areas.
<b>Capital Area Rural Transportation System (CARTS) (Texas)</b>	A transportation system serving 169 communities, seven counties, and two non-urbanized areas within a 7,500-square-mile region.	Developed a new rural hybrid service design called "fixed-schedule" service. Passengers can still be picked up at the curb, but they must adhere to a schedule. Improved productivity.
<b>South East Transit Authority (Zanesville, Ohio)</b>	A public, non-profit transportation service provider for two counties in southeastern Ohio	Implemented a successful service transporting children to and from the local Early Start program by adding a paid part-time attendant to ride with the children. Addressed growing population of single mothers.
<b>ITN Network (Portland, Maine)</b>	A volunteer driver program that became the first model program for ITN America. Serves 13 communities in the greater Portland, Maine area.	Charges different fares for individual travel and shared-ride service; riders willing to wait longer, be flexible in their pick-up times, and incur longer ride times pay less.
<b>JAUNT (Virginia)</b>	Six-county rural transit system operates 48 vehicles during peak hours. Provided 304,624 trips in 2010.	Launched a new mobility manager program to mentor human-service agencies. Includes opportunities for the agency to partner with JAUNT to address unmet transportation needs, ways the agency may be able to pool resources or share vehicles with another human service agency, and/or ways the agency could use private providers.
<b>Ben Franklin Transit (Washington)</b>	Serves six cities and two counties in central Washington.	Operates a vanpool program that has become the fourth largest in the nation, despite the low population density of the service area.

## METRO'S EXISTING ALTERNATIVE PRODUCTS

### Community shuttles (Community Access Transportation)

Metro creates partnerships with jurisdictions or agencies to help them set up their own transportation services. The county provides 8-, 12-, or 15-passenger accessible vans and operating grants to cover expenses such as gas, maintenance, and labor. Agencies provide insurance, scheduling, drivers, and monthly ridership reports. Today, Metro provides vehicles and operating funds to 26 agencies under such partnerships.

This service is currently set up for people with special transportation needs, but it could be revised to include the general public. Community shuttles fill gaps in transit service, and are adaptable to meet the needs of the community. This type of service is also a cost-effective alternative to paratransit service for persons who are elderly or who have disabilities.

King County has four community shuttle programs: the Maple Valley shuttle, the Hyde Shuttle, Snoqualmie Valley Transportation, and Senior Services shuttles. Eligibility requirements to use the shuttles vary by service. The Maple Valley Shuttle and Snoqualmie Valley Transportation serve youths age 13 and older, and the Hyde and Senior Services shuttles are limited to riders who are elderly or have disabilities.

### Maple Valley Shuttle

The Southeast Regional Shuttle (Greater Maple Valley Community Center Shuttle) offers rides within its service area to transportation-dependent residents who are age 13 and older. Communities served include Maple Valley, Black Diamond, Covington, Hobart, Kanaskat-Palmer, Lake Morton, Lake Sawyer, and Ravensdale.

Service is available Monday through Friday from 8:30 a.m. to 4:45 p.m. Same-day reservations are accepted, and users pay 50 cents per trip.

### Hyde Shuttle

The Hyde Shuttle is a free van service for seniors age 55 or older and people of all ages with disabilities. More than 30 vans provide free rides to hot-meal programs, medical appointments, senior centers, grocery stores, and other local destinations. The vans operate Monday through Friday from 8 a.m. to 4 p.m., and trips must be reserved in advance. Hyde Shuttles currently operate in the following communities:

- Beacon Hill – southeast Seattle
- Burien – Highline
- Central Seattle (First Hill, Capitol Hill, Central Area and the International District)
- Des Moines – Normandy Park
- Federal Way
- Northeast Seattle
- Northwest Seattle
- Queen Anne/Magnolia/Interbay
- Renton
- SeaTac/Tukwila
- Shoreline – Lake Forest Park
- Snoqualmie Valley
- West Seattle

The shuttles are equipped with lifts, and provide personalized transportation with trained drivers.

The Hyde Shuttle could potentially serve a greater portion of the county's population if the following two conditions were met:

1. If the King County Code were changed to lift eligibility restrictions.
2. If more operating funding were available to provide service to more communities and/or to expand service hours to evenings and weekends.

## Snoqualmie Valley Transportation

Snoqualmie Valley Transportation is a nonprofit project of the Mount Si Senior Center and the Snoqualmie Tribal Nation. It provides transportation within the Snoqualmie Valley for anyone age 13 or older. Communities served include North Bend, Snoqualmie, Preston, Fall City, Carnation, Duvall, and Monroe.

Rides cost 50 cents for the general public and 25 cents for seniors. The service is provided with six vehicles by volunteer drivers Monday through Friday from 6 a.m. to 8 p.m. Residents can call for service the day they need transportation or make reservations for up to two weeks in advance.



Snoqualmie Valley Transportation began in 1998 as a service that was exclusive to senior and disabled residents. It was expanded to include all Snoqualmie Valley residents in 2003. This expansion was a response to a perceived need to provide public transportation to low-income residents and/or those who did not meet the age or disability qualifications to use the service. The Snoqualmie Nation started its collaboration with Snoqualmie Valley Transportation in 2008 by providing more vans and drivers in exchange for coverage of a larger territory.

Many residents are now taking Snoqualmie Valley Transportation rather than owning second cars.

## Commuter vans (VanPool/ VanShare)

Metro's commuter van programs (VanPool and VanShare) provide vans to groups of five or more riders commuting to and from a common work location. Riders must commute at least one day each week using the Metro-provided vehicle. The county provides a 7-, 8-, 12-, or 15-passenger van, maintenance, gas, insurance, a reservation system, and guaranteed rides home in cases of emergency. Van riders must provide liability insurance, a volunteer driver, a backup driver, a bookkeeper, and monthly reports.

VanShare makes the last-mile connection between a public transportation terminal (Sounder stations, transit centers) and a final destination (usually a work site). Of the 139 vanshares currently on the road, more than 50 percent are in South King County (Kent, Renton, SeaTac, and Tukwila).

A small number of employers (including Amgen, Seattle Children's, and Starbucks) have employees who VanShare with 5-person plug-in electric vehicles. This demonstration program, called MetroPool, is expected to expand when more companies offer charging stations for electric vehicles.



## Custom Bus

Custom Bus is an express bus service designed to meet the specific needs of commuters and students who subscribe to the service. Users travel to locations not well served by fixed-route transit. Buses make a minimum of one round trip each day.

Employers and schools contract with Metro for these customized express-bus routes. Current participating employers include Boeing, Lakeside School, and University Prep.

Fares are set to cover 100 percent of the operating costs and riders pay for the service with a monthly pass or daily cash fare.

## Access Transportation

Metro's paratransit service is available within three-quarters of a mile of its fixed-route service for persons who are elderly or disabled and cannot take the bus. Access service extends further than is required by the Americans with Disabilities Act (ADA) in eastern King County, and the Transit Now Initiative passed by voters in 2006 added Access service in pockets of rural King County that are not served by regular buses. Local communities fund Access services that go beyond ADA requirements, and these additional services may be cut if there is no funding available.

Getting There, a transportation resource center created in partnership with Harborview Medical Center, evaluates 5,000 customers a year to determine eligibility for Access Transportation. Eligible customers are certified as either "fully eligible" (they will always have a barrier to riding the bus or light rail by themselves because of permanent limitations) or "conditionally eligible" (the barriers they face when riding the bus or light rail might not always be present). Customers eligible to ride Access may go anywhere that Metro buses or Link light rail go, during the days and times when those services operate. Customers may need door-to-door service (the driver helps customers get on or off the van, offers a steadying hand, and walks them to or from the door at their destinations) or hand-to-hand service (the driver hands customers off to caregivers at their destinations).



Reservations are made from one to three days ahead.

At times when demand for Access Transportation service is high, Metro also contracts with taxi companies to provide additional Access service.

Access service is the most expensive alternative transportation option for Metro.

## DART

Metro's Dial-a-Ride Transit (DART) service offers variable routing in some areas within King County. DART operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses. Vans can go off regular routes to pick up and drop off passengers within a defined service area. They do not go door-to-door. A limited number of off-route deviations can be made on any given trip; reservations must be made at least two hours in advance.



DART service is available to everyone, and the user cost is the same as for a regular bus ride. DART service hours and days vary from route to route. DART service is currently available in the following communities:

**West Seattle** (Water Taxi Shuttle provided by King County Ferry District)

**South King County:** Federal Way, Enumclaw, Black Diamond, Maple Valley, Renton, Auburn, Kent, and Algona-Pacific

**East King County:** Newcastle, Coal Creek, Issaquah, Lake Sammamish Plateau, Bothell, Woodinville, Redmond, Kenmore, Juanita, Kingsgate

Expansion of DART service would require renegotiating the existing labor contract with ATU Local 587, because the current contract limits DART service to 3 percent of total service hours provided by Metro.

## Taxi scrip

King County provides taxi scrip that pays for 50 percent of a taxi trip for low-income King County residents age 18 to 64 who have disabilities, or those who are age 65 and over. Registered participants can buy up to six books of taxi scrip from Metro at a 50-percent discount each month. The customer pays the cab driver the meter fare using taxi scrip instead of money. Most taxi companies accept taxi scrip.



Our existing taxi scrip program could be expanded to serve riders in locations that were previously served by transit routes and are not suited for other service products. However, given that the cost per boarding is more than twice the cost for fixed-route service, a lower level of subsidy, such as 25 or 30 percent, rather than the existing 50 percent, should be considered for the general public to save costs.

## PRIVATE TRANSPORTATION OPTIONS

There are a wide range of transportation options that are not currently provided or supported by Metro. These include bike sharing and bike libraries, car sharing (both traditional and peer-to-peer), carpools, flexible carpools (also called dynamic ridesharing), jitneys, moped loan programs, private shuttles, school buses, shared taxis, slug lines (also called casual carpooling), and volunteer driver programs.

Some of these options, such as car sharing, private shuttles, and volunteer driver programs, are currently provided in Metro's service area by employers, social service agencies, or private businesses. Other options—bike sharing, bike libraries, slug lines, moped loan programs, jitneys, and use of school buses—do not currently operate in King County, but may have the potential to be started in a local community.

The various types of products are defined, and the benefits, constraints, and conditions under which they succeed are listed in Appendix I. Some (such as jitneys and traditional car sharing) are best suited for dense urban areas, while others (such as moped loan programs, bike libraries, and peer-to-peer car sharing) can work well in suburban and even rural settings.

## ■ APPENDIX B: STAKEHOLDER INVOLVEMENT

From January through April of 2012, Metro engaged stakeholders and the public to help shape the process we will use to implement alternative service delivery.

The goals of public involvement were as follows:

- To inform stakeholders and the public about the policy objectives and define what we mean by "alternative service delivery."
- Get feedback from stakeholders and the public about Metro's plan concerning which market conditions should trigger an alternative service delivery approach, as well as the process for implementing alternative service delivery (who initiates it, how transportation needs are assessed, who needs to be involved, and how those involved determine what alternative services will best meet local needs).

### Approach

Stakeholders invited to participate in the process include agencies and people whose participation will be needed to make alternative service delivery effective and sustainable, including transit users themselves.

In reaching out to the public, we targeted the following groups:

- Transit riders who use routes that may be candidates for alternative service.
- Transit-dependent riders.
- Transit riders already using alternative services.
- Organizations that serve populations with special needs.
- Transportation advocacy organizations.
- Employers.
- Jurisdictions that would be likely partners with Metro in delivering alternative services.

### Process

Metro invited a broad group of stakeholders representing those who are likely to be affected by the implementation of alternative service delivery to attend a series of meetings. At the meetings, they learned about how Metro identifies candidate routes for alternative service delivery and were asked for feedback about our proposed process for selecting an alternative service. We used their feedback to further refine the implementation plan in an iterative process that concluded with stakeholders having the opportunity to review a draft of what will be presented to the Metropolitan King County Council.

### Invited stakeholders

*(Alphabetized by organization)*

Bellevue College: Deric Gruen, sustainability and resource conservation manager

Boeing: Liz Warman, community relations

Advisory committees: Jane Kuechle, former member, Regional Transit Task Force and Transit Advisory Commission

Advisory committees: Ed Miller, former member, Regional Transit Task Force and Transit Advisory Commission

B Line Sounding Board: David Johnson, former member

Cascade Land Conservancy: Alison Van Gorp

Central Seattle Community College: Melissa Coan

City of Algona: Dave Hill, mayor

City of Auburn: Dennis Dowdy, public works director

City of Bellevue: Franz Loewenherz, senior transportation planner

City of Black Diamond: Seth Boettcher, public works director  
City of Bothell: Steve Anderson, assistant city manager  
City of Burien: Steve Roemer, public works director  
City of Carnation: Ken Carter, city manager/interim public works director  
City of Clyde Hill: Craig Olson, public works director  
City of Covington: Richard Hart, community development director  
City of Des Moines: Grant Fredricks, public works director  
City of Duvall: Amy Ockerlander, councilmember  
City of Enumclaw: Chris Searcy, public works director  
City of Federal Way: Jeanne Burbidge, councilmember  
City of Issaquah: Sheldon Lynn, public works engineering director  
City of Kenmore: Jennifer Gordon, public works operations manager  
City of Kent: Cathy Mooney, senior transportation planner  
City of Kirkland: Ray Steiger, public works director  
City of Lake Forest Park: Frank Zenk, director of public services  
City of Maple Valley: Steve Clark, public works director  
City of Medina: Joe Willis, public works director  
City of Mercer Island: Rich Conrad, city manager  
City of Milton: Leticia Neal, public works director  
City of Newcastle: Mark Rigos, public works director  
City of Normandy Park: Stacia Jenkins, councilmember  
City of North Bend: Ron Garrow, public works director  
City of Pacific: Jay Bennett, public works director  
City of Redmond: Chester Knapp, senior planner  
City of Redmond: Kim Allen, councilmember  
City of Renton: Jim Seitz, transportation planning  
City of Renton: Dan Hasty, transportation planning  
City of Sammamish: Laura Philpot, public works director  
City of SeaTac: Tom Gut, public works director  
City of Shoreline: Mark Relph, public works director  
City of Snoqualmie: Nancy Tucker, public works director  
City of Tukwila: Bob Giberson, public works director  
City of Woodinville: Tom Hansen, public works director  
City of Yarrow Point: Sara McMillon, clerk-treasurer  
Eddie Bauer: Karl Weiss, transportation program manager  
Four Creeks Unincorporated Area Council: peter eberle, president

Greater Maple Valley Community Council: Steve Hiester, president  
Highline Community College: Victoria England, CTR coordinator  
Hopelink: Alina Aaron, mobility manager  
Kent Youth and Family Services: Mike Heinisch, director  
King County Council: Jane Hague, councilmember  
King County Council: Kathy Lambert, councilmember  
King County Mobility Coalition: Michelle Zeidman, coordinator  
Microsoft: Jim Stanton (former member, Regional Transit Task Force)  
Muckleshoot Tribe: Carl Abbott, planning director  
North Highline Community Council: Barbara Dobkin, president  
North Seattle Community College: Melissa Coan  
Office of King County Councilmember Jane Hague: Kimberly Nuber  
Office of King County Councilmember Julia Patterson: Emiko Atherton  
Office of King County Councilmember Kathy Lambert: Christine Jensen  
Paccar: Amber Eslinger  
Providence Health and Services: Sandy Haynes  
Seattle Department of Transportation: Peter Hahn, director  
Seattle-KC Human Services Coalition: Julia Sterkovsky, executive director  
Senior Services: Cindy Zwart, director, transportation program  
Shoreline Community College: Stuart Trippel  
Snoqualmie Tribe: Jon Jenkins, manager, Snoqualmie Valley Casino  
Snoqualmie Valley Transportation: Jonathon Nelson, transportation coordinator, Mt Si Senior Center  
Snoqualmie Valley Transportation Benefit District: Michelle Twohig  
South Seattle Community College: James Lewis, transportation coordinator  
Starbucks: Brent Stavig, employee transportation coordinator  
Suburban Cities Association: Monica Whitman, senior policy analyst  
Transition Snoqualmie Valley: Diane Muir, secretary  
Transportation Choices Coalition: Rob Johnson, executive director  
University of Washington: Joshua Kavanaugh, director, transportation services  
University of Washington: Nate Jones, transportation services  
Upper Bear Creek Community Council: Kevin Coughlin  
UW Evans School: Becky Edmonds, Hopelink transportation researcher  
Vashon-Maury Island Community Council: Tim Johnson  
West Hill Community Council: Bill Bowden, president

Metro hosted three meetings, summarized below.

January 24, 2012 (Fall City) – We informed stakeholders about what Metro has been asked to do regarding alternative service delivery and why. We used a case study to help people think of an example of where an alternative service might be considered, and had participants meet in small groups to answer questions about how they would like to be approached by Metro if they were served by a candidate route, who Metro should approach, and what that engagement process might look like.

February 29, 2012 (Kent) – Metro reported back on the themes we heard at the January meeting, and provided more information about our research into alternative services. We also presented a more refined implementation approach and asked for feedback on it.

March 29 (Woodinville) – Metro provided an overview of emerging concepts – how Metro will identify alternatives, different funding environments, policy considerations, and the community collaboration model. Stakeholders reflected on these concepts, asked questions, and provided further input to refine them.

Meeting notes and materials from each meeting were provided to all invitees after the meeting (see enclosed Public Comment CD).

### General public process

The following tools were used during March and April of 2012 to engage the general public in providing feedback on this plan.

- **Website**—The website provided an overview of what Metro is planning and solicited feedback via an online questionnaire on the development of the Five-Year Implementation Plan.
- **Online questionnaire**—The questionnaire collected information from transit users, organizations, service providers, employers, and jurisdictions on their transportation needs and resources, as well as their input on the plan.
- **Email notifications**—We used these to let people know about the opportunity to provide feedback. Recipients included people who have subscribed to rider alerts for potential candidate routes and subscribers to the Metro Matters email list. We also sent notes to employee transportation coordinators, jurisdictions, unincorporated area councils (UACs) and the UAC newsletter, and community partners, who were asked to help engage their constituents in providing feedback.
- **Presentations**—We made presentations to community and stakeholder groups upon request. On March 20, 2012, Metro made a presentation to the Transit Advisory Commission, a group of riders who advise Metro and King County on the issues and concerns of transit riders. Meeting notes reflecting their comments about this plan are included on the enclosed Public Comment CD.

### What we heard from the public

Members of the public were invited to weigh in on this plan by learning more online and completing an online survey that asked a range of questions about plan concepts. The questions tested people's perceptions and expectations about replacing fixed-route service with alternatives and gathered feedback that will help Metro implement this plan more effectively. There were three survey tracks, for individuals, jurisdictions, and community organizations/businesses.

Of 169 people who completed the survey, 73 percent said they were very or somewhat supportive of the idea of Metro providing alternative services where regular fixed-route bus service is not cost effective. Respondents expressed concerns about:

- The reliability of alternative service.
- Having to use a reservation system, which they perceived as inaccessible to transit-dependent populations.

- Overcrowding.
- General uneasiness with the loss of fixed-route service. People like the idea of alternative service if it provides service in days, times, or locations that currently do not have service – in other words, if it adds to what is available now.

In general, respondents expect alternative services to take longer, be less convenient, and be harder to use than regular fixed-route service. However, they are not familiar with most of the alternatives that Metro already provides or could provide. They are somewhat familiar with Metro VanPool service, the King County Water Taxi, and carpool promotions. The top criteria for a replacement service were that it should:

1. Connect people to the same destinations and transfer points.
2. Cost the same as or less than current service.
3. Provide service during the same time of day as current service.
4. Meet the needs of transit-dependent, disabled, elderly, or low-income residents.

Asked whether there are other alternatives that Metro hasn't considered but should consider, most respondents suggested various forms of service that Metro has already identified. Beyond specific alternative services, respondents suggested that we increase park and rides, provide fixed-route service using smaller vehicles, try increasing fixed-route service where it is not cost-effective (because current service levels do not attract riders), and learn from several projects being implemented by other agencies. These suggestions will help Metro flesh out the set of alternatives that will be considered during the implementation phase.

We gathered information from organizations already providing some kind of transportation service and from jurisdictions about their transit goals as part of their master plans. Both types of organizations were asked whether they had conducted transportation needs assessments and if they would be willing to share this information with Metro. We'll use data from those willing to share it to strengthen Metro's implementation plan and identify possible partners with whom we can work to assure that alternative services are sustainably implemented.

Complete survey results can be found on the enclosed Public Comment CD.

## ■ APPENDIX C: CONSTRAINTS TO IMPLEMENTATION AND METHODS TO REDUCE BARRIERS

Any assessment of alternative transportation products must consider potential constraints to implementation. A product might have a long start-up time for implementation, or only be likely to succeed in a high-density area if heavily subsidized, or—as with non-motorized options like bike sharing—might not appeal to those with physical limitations.

Dynamic ridesharing, vanpooling, and shared-ride taxis require large pools of potential riders traveling to the same area in order to succeed, although minimum requirements to form shared-van groups are sometimes reduced during special promotions.

Use of school buses to provide additional mobility to people living in rural areas is limited by the fact that vehicles are usually available only when school is in session, and even then for only limited hours on weekdays.

Another potential constraint to implementation is the mindset of Metro's current customers, who may choose to convert to a different travel mode if their only bus route is eliminated. They may see the loss of their fixed-route service as a "take-away." Any alternative transportation products that Metro offers to replace that service need to be seen as providing the same or greater value. Change can be difficult, and there are various hurdles to overcome as we work to inform, educate, and generate trial on the new alternative modes.

For more details on the constraints relating to individual products, see Appendix D.

To ensure that alternatives to fixed-route service have the best possible chance to succeed, Metro will need to address barriers to operation that currently exist for many of the transportation products with potential application in King County.

These barriers include the following:

### Resources

Metro's planning for alternative services has thus far been done with existing staff resources. Implementation may require additional staffing and involve additional costs. Also, feedback provided at the public meetings indicated a desire for a survey of bus riders on routes that have the potential to be cut back. If such surveys are included in the process, funds for them would have to be included in the budget.

Where alternative service replaces bus service, we assume that the cost savings from reducing the bus service would pay for the alternative service. If we expand alternative services beyond those tied directly to bus service cuts, funding would have to come from another source, such as a local partner.

### Labor contract

Metro's ability to provide its DART service to the general public on a contract basis is limited by Section 3.10 of our existing labor contract with the operator's union (Local 587 of the Amalgamated Transit Union) to 3 percent of Metro's total service hours. This limits our ability to provide alternative service via the DART program.

The next negotiations regarding this labor contract will start in 2013, and will provide an opportunity for Metro and the union to consider revisions to this limit on DART service hours.

### King County Code

There are several sections of the King County Code that relate to alternative products:

Section 28.94.020 defines DART service and allows for route deviation. Metro does not view this section of the code as a barrier to providing alternative service.

Section 28.904.035 defines Access Transportation, Metro's paratransit service. The code focuses on attributes of the service (eligible populations, span of service, three-quarters-of-a-mile buffer, curb-to-curb, etc.) The eligibility requirements define who can and cannot use Access Transportation.

Section 28.94.045 defines Community Access Transportation and identifies some attributes of this service (eligible populations, span of service, door-to-door or hand-to-hand, subscription service for eligible individuals, etc.) This section also establishes community partnership services. The major constraint is that the code does not say this type of service can be used by the general public.

Section 4.150.130 provides policy direction regarding fare recovery. It says that vanpool fares have to recover 100 percent of operating and capital costs and 25 percent of administrative costs.

This section may need to be modified or waived to allow for "free" service (e.g. Trip Pool) if Metro does not have a mechanism to collect fares.

If dynamic ridesharing included a fee, as some envision, the definition of "for-hire driver" might need to be changed to distinguish dynamic ridesharing from taxi service.

#### Need for staffing, administration, and funding at partner agencies

The level of staffing and administrative responsibilities at partner agencies will be largely dependent on the type of service chosen. While Metro could pay part of these costs, local agencies may have to acquire new staff or reassign a portion of existing staff time to support the program. Metro may also be in a position to provide enhanced services, above those supported by the savings achieved through reducing regular bus service. This might present an opportunity for agencies to obtain a higher level of transportation service in exchange for partnership funding.

#### Monitoring and reporting

In most cases, service quality measures, such as on-time performance, will be monitored in some way. In some cases, such as DART service, monitoring will be reported to Metro. In other cases, performance might be reported by or to a local organization.

#### Fare coordination

Fare issues could vary greatly depending on the type of service. Fare coordination with Metro is desirable if the alternative service is primarily a feeder service to Metro. This is less important if the alternative service is primarily a neighborhood or regional service. In some cases, like carpooling, a fare might not be appropriate or would be worked out between the individuals sharing the ride.

#### Taxi limitations in non-urban areas

In many non-urban areas of King County, taxis are not available or not reliable. Taxi operators are often independent contractors who affiliate with a larger association for dispatch and marketing services. These operators choose when and where they want to work and cluster toward high-density areas such as downtown Seattle or the airport. Setting up taxi programs in rural and suburban environments is likely limited to the availability of taxi service in the area. Some rural areas do have one or two rural taxi operators.

#### Travel information

There may be constraints on Metro's ability to incorporate new travel information into our existing trip planning program, maps, and stop signage. The level of rider information support that is available through our existing information channels, such as the Rider Information Office, is another consideration.

How these barriers will be addressed also depends on what role Metro would like to assume in promoting alternative products. Some of these issues would not come into play if Metro simply takes the role of facilitator to make sure residents are aware of the services available in their communities. However, if we decide to take a more active role by providing subsidies, vehicles, or training, or even branding of products with the King County logo, there may be legal, financial, and policy implications that will need to be reviewed.

## Promoting Trip Pools

### *An example of a potential strategy to build ridership*

Trip pools provide a vanpool connection to transportation hubs. They follow a defined route with regular stops during commute hours.

Metro did a demonstration trip pool project in summer 2011. If we were to offer this service again, signs on Trip Pool vehicles could indicate their routes, and transit and Trip Pool routes could share signs at the roadside and at park-and-rides.

Trip pool vehicles would have a different appearance from Metro's commuter vans, but would incorporate—and benefit from—Metro's branding while providing appropriately sized vehicles for rural trips.

Promotion of new Trip Pool service would focus on the distribution of information regarding the service and strategies to attract riders. All distribution methods will be used; electronic, print, and broadcast. Community profiles will be considered to address issues of language and culture in all collateral elements.

To attract Trip Pool riders, Metro might first develop community outreach networks to identify potential riders and to help us in our outreach efforts. Municipal leaders in target areas will be asked to assign community coordinators to be the program's local faces—people with whom residents can relate. Rideshare staff would consult with these coordinators and meet with employers, civic organizations, and elected officials to gain access to residents in their preferred environments. Brochures and posters would be part of a package developed for the community networks to distribute to residents, and would be made available in local businesses and municipal buildings.

Trip-Pool-specific incentive programs would stimulate recruitment of volunteer drivers and riders and/or reinforce ridership frequency. Commute coach program incentives might be made available to people who coach newly forming groups. These coaches could receive \$100 for each successful group they mentor, up to five groups. Monthly rideshare reward drawings could award \$50 gift cards to 50 riders who record seven trips in a month. These incentives would help both the growth and retention of ridership.

Additional incentives for Trip Pool service might include a free commute for the driver and/or personal use of the vehicle during non-commute hours.

RideshareOnline provides several web-based tools that would support the formation of Trip Pool groups and ongoing ridership development. Social media sites that Metro already uses could let participants and potential participants know about the service, promote incentive programs, and provide interactive communication with current and potential riders.

## ■ APPENDIX D: STRATEGIES TO BUILD RIDERSHIP

When people think about Metro, they usually picture buses. But in fact we provide a wide range of transportation choices. Alternative service delivery is a good fit with our mission, which is to provide “the best possible public transportation services and improve regional mobility and quality of life in King County.”

When introducing these new service products to the marketplace, Metro should take care to present them as integrated parts of its range of mobility options, and avoid the appearance that some of its products compete with others. It’s also important to avoid alienating customers who have relied on fixed bus routes that are being replaced with alternative service.

### Potential ridership-building strategies

- Brand the array of alternative products with a new name for this program.
- Incorporate the messaging for alternative products into all of Metro’s marketing materials, including the website and online trip planner.
- Use signs at Metro facilities (e.g., park-and-rides) to show that Metro sanctions certain activities, such as casual carpooling.
- Increase the use of social networking to get the word out about options.
- Target mailings to particular neighborhoods.
- Make presentations to community or other stakeholder groups (since alternative service usually targets a specific clientele, area, or community).
- Promote alternative service products through community blogs, newspapers, and bulletin boards.
- Promote alternative service products at senior centers, neighborhood associations, local business groups, community fairs, and events at colleges or local schools.
- List and describe all alternative services on Metro’s website.
- Form more partnerships with community agencies and owners of major destinations (e.g., shopping centers).
- Open existing services that are currently available only to special populations to the general public.
- Fill unused seats in vehicles already on the road through programs such as real-time ride-matching, slug lines, shared-ride taxis, and use of school buses.
- Offer more amenities, such as Wi-Fi, on vehicles.
- Encourage people to try out an alternative product by temporarily reducing barriers to entry (e.g., Metro’s VanPool program has promotions that reduce the number of riders needed to form a new vanpool group).

The most successful strategy used by Metro’s Rideshare Operations group is to provide short-term incentives such as gift cards for people who join or establish a carpool or vanpool, track their use over a period of time by means of an online calendar, and meet a certain participation level. Rewards are also provided for participants who recruit other riders.

### Promoting new modes

Start-up discounts, employer subsidies and promotions, street-teaming (putting staff members on the street to talk directly with people passing by), and promotion through social media are some of the means that Metro has used successfully to build ridership for innovative transportation options.

In Metro’s community shuttle program, partner agencies promote their own programs. Services such as the Hyde Shuttle and the Snoqualmie Valley shuttle are not considered Metro services, but partnership grants. Agencies normally promote the shuttles in the following ways:

- Transportation fairs
- Program brochures
- Targeted mailings
- Community blogs or newspapers
- Senior/community center bulletins
- Community events

- Listing in FindARide.org, 2-1-1, and with other transportation resource centers such as the King County Mobility Coalition travel ambassador program or Metro's Transportation Resource Center at Harborview.

With modes like car sharing and bike sharing, the vehicles and branded facilities add to awareness of their existence and help create a market through curiosity.

Slug lines (casual carpools) usually require little promotion other than word-of-mouth because of their visibility and the high motivation to reduce tolling costs and use HOV lanes for a faster commute. Although they are normally not administered by any organization, they often have websites devoted to answering questions from potential users.

Each type of program will have unique promotional characteristics and opportunities. The overarching goal will be to demonstrate the value the program provides within the range of transportation choices Metro provides. Potential riders will always want to know how a particular mode is beneficial to their specific needs.

Metro has a unique ability to cast a wide net with promotional messaging for these choices through its sizable bus riding community. As noted, word-of-mouth is huge, and the more we can make the hundreds of thousands of daily Metro riders aware of these choices, the easier and more effective our localized promotional efforts will be to increase usage and ridership.

## ■ APPENDIX E: MEASURING SUCCESS

The Metropolitan King County Council's direction and guidance in Metro's *Strategic Plan for Public Transportation 2011-2021* suggest several criteria for measuring the success of the Alternative Service Delivery program. These measures can be grouped into the two broad categories of access and cost-effectiveness.

### Access

Strategies 2.1.1 and 2.1.3 in our strategic plan encourage Metro to offer a variety of services to meet mobility needs that may not be best served with fixed-route transit. The plan further states that despite some areas not being good candidates for fixed route service, "...people in these areas still have mobility needs and by circumstance or choice, require public transportation services..." The strategic plan also commits Metro to maintaining service in areas that are next to or surrounded by rural areas.

The success of these strategies can be measured directly by the access provided by, and use of, alternative services. These services should extend or maintain access to public transit in areas where there is currently no fixed-route service or where that service is not effective. The typical measure for access is the number or percentage of people who live within walking distance to transit. A potential measure of the alternative service delivery products could be the number of people who live farther than walking distance from fixed-route transit who now have access to transit.

### Cost-effectiveness

When evaluating the cost-effectiveness of a service, we compare use of the service with the cost to provide it. Strategy 6.2.3 in Metro's strategic plan and direction from the County Council in ordinance 17169 both encourage Metro to use alternative services as a way to reduce costs or at least provide service in a more cost-effective way. One of the major contributing factors to Metro's alternative services program is the recognition that fixed-route transit is not cost-effective in some areas of King County.

The cost-effectiveness of any alternative service can be measured directly and would be an excellent measure of success for the alternative service delivery program. With the cost-effectiveness calculated, it would be possible to compare the effectiveness of any alternative service with the effectiveness of any other alternative, as well as that of fixed-route transit. In fact, a potential benchmark for the cost-effectiveness of alternative service would be the cost-effectiveness of fixed-route transit in a similar operating environment.

The cost per rider would allow a valid comparison. The full cost of similar services would need to be compared. Where an alternative service is not more cost-effective than fixed-route transit in a similar environment, the performance and/or cost structure of the alternative service should come under review.

## ■ APPENDIX F: CASE STUDIES

### Introduction

There are only so many transportation modes: bus, van, taxi, car, motorcycle, scooter, bicycle, and walking. But there are infinite variations on the way these modes are offered, delivered, and managed.

This paper attempts to define the most common transportation products available as alternatives to fixed route transit service, provide case studies from places where they are being used or where pilot projects have been done, and share lessons learned about where these types of products are most effective.

It became apparent during this literature search that there is a continuum of transportation modes, ranging from bus and van services with drivers and vehicles provided by an agency to non-wheeled modes (i.e., pedestrian transportation). The continuum includes services provided by third parties as well as private vehicles owned by the travelers themselves (i.e., cars, motorcycles, scooters, and bicycles). While Metro-provided service is the target of Metro's current project, the development and promotion of the alternative transportation options operated by others may hold the most promise for serving a large segment of King County residents in the future.

### Ridesharing

**Carpool**—A group of two or more persons who commute together in a privately owned vehicle. Carpools are primarily used to commute to work. There are also organizations that help families create carpools to take children to and from school.

#### Case study: [DividetheRide.com](#)

- A free internet-based service for families throughout the country, with the highest concentration of users living in the Northeast.
- Helps families organize carpools for kids' activities, particularly after-school pick-up.
- Carpools are created with families parents already know and trust.
- Started in 2006.
- Thousands of carpools formed.
- Created and operated by Horizon Marketing Group to help people save money on gas, reclaim some of their time, make kids' activities possible for more families, fight childhood obesity, and save the planet.
- Note: this service was recently discontinued.

#### Contact:

Sean Childs  
Divide the Ride Team  
Horizon Marketing Group  
[seanc@horizonmarketing.com](mailto:seanc@horizonmarketing.com)

#### Where this works

In general, regular commuting carpools are most successful when people:

- Live near each other.
- Work together or near each other.
- Travel far enough to work that the time required for pick-up and drop-off doesn't add significantly to the total commute time.
- Have similar work hours.
- Get along.

The two most important factors that will encourage more carpooling in the future will be the active participation of employers and the application of technology.<sup>4</sup>

<sup>4</sup> "Carpooling trends in Canada and abroad" in Transport Canada 8/26/2010  
[www.tc.gc.ca/eng/programs/environment-utsp-casestudy-cs73e-carpooling-889.htm](http://www.tc.gc.ca/eng/programs/environment-utsp-casestudy-cs73e-carpooling-889.htm)

**Dynamic ridesharing**—A system that lets drivers and passengers make one-time ride matches close to their departure times, convenient and flexible enough to be used on a daily basis.

**Case study: Goose Networks** (beta service for Microsoft employees, Redmond, Washington)

- Before launching Goose Express, a no-strings carpool network for commuters with irregular schedules that is sponsored by the Washington State Department of Transportation (WSDOT), Goose Networks did a beta test of its pioneering text-message-powered ride matching service. Between September 2006 and January 2007, Microsoft employees living in downtown Seattle were eligible to use a text-based version of the service at no cost. Participants used the service to find ride-sharing partners to and from the Microsoft campus in real time by sending free text messages from their mobile phones.
- To reward users, the beta service automatically split the fuel cost of every trip between rider and driver (GooseGas).
- Goose Networks also provided the following incentives for users:
  - \$10 gas credit when registering.
  - \$10 gas card when first being matched as a driver.
- To plan trips on the go, users sent text messages to request drivers or passengers. If a match was available, both rider and driver were notified via email and/or text message and directed to a neutral meeting spot.

**Contact:**

Zachar Corker  
Parkio (formerly Goose Networks)  
206-574-6673 ext. 7  
www.parkio.com

**Case study: Avego Carpool Pilot Project** (State Route 520, Washington)

- Avego teamed up with Nelson/Nygaard, a consulting firm, and the Washington State Transportation Center (TRAC) at the University of Washington to collaborate with the Washington State Department of Transportation on this pilot carpool project.
- Avego combines GPS and GIS with existing telecommunications systems to match drivers with passengers. A GPS-enabled iPhone, which sits on a car's dashboard, runs the Avego application.
- On any given day, commuters who don't want to drive use an iPhone or any regular cell phone to check the availability of drivers online. To advertise available seats, drivers turn on the Avego system in their cars. If someone along their route wants a ride, the system works out a match and notifies them.
- Like a taxi meter, the Avego device tracks the cost of the journey, based on the distance traveled.
- The project began in October 2010.
- The goal was to get 250 pre-screened drivers willing to offer empty seats in their personal vehicles to a pool of 750 pre-screened riders commuting along SR-520.
- The final report was completed in fall 2011.

**Contact:**

Shamus Misek  
Rideshare Program Manager  
WSDOT Public Transportation Division  
Olympia, WA  
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**Where this works**

The biggest challenge has been creating critical mass. Lessons learned:

- Only a fraction of those identified as potential users of dynamic ridesharing will want to participate.
- Many travelers do not have sufficient incentive to share rides. For them, the cost or time savings don't outweigh the perceived benefits of driving alone.

- Of those who do want to share a ride, some will prefer conventional ridesharing programs or transit rather than dynamic ridesharing.
- Dynamic ridesharing is most likely to appeal to people who are comfortable with computer and cell phone messaging.
- Registration and screening by the ride-sharing service reduces concerns about safety and security.
- Dynamic ridesharing appeals to people who are interested in saving time and money on their commutes, but are not able to commit to a regular ridesharing arrangement.
- Dynamic ridesharing appeals to people willing to share a ride for environmental or social reasons but who cannot do so on a regular basis.
- The number of participants must be high enough to provide users with a good chance of finding a ridesharing match.

**Slug lines (casual carpooling)**—Informal carpools that form when drivers and passengers meet without specific prior arrangement at designated locations and commute together in privately owned vehicles.

**Case study: Casual carpooling** (San Francisco Bay area, California)

- Originated because regular carpools on the Bay Bridge and Interstate 80 are required to have three or more people in a car, and carpools are able to bypass the long delays at the Bay Bridge toll plaza. In the evenings, carpools can take advantage of the carpool-only on-ramp to the bridge and carpool lanes on I-80 and I-880.
- Casual carpools are not “run” by any organization or authority. They have worked well for more than 30 years, based on a few simple rules that have evolved among drivers and passengers. There are a number of East Bay meeting locations
- Drivers drop passengers off at a few designated locations in downtown San Francisco.
- Tolls began being charged for carpools on July 1, 2010. It’s not clear that a standard has evolved for sharing the toll.
- Participants normally form as many carpools as possible (no more than three people per car). In the afternoon in San Francisco, however, if there is still a substantial line of passengers after 6 p.m., drivers are urged to take as many people as their vehicles can hold.
- Riders and drivers are free to wait for another driver or rider. Such choices are respected without comment or disapproval.

**Contact:**

[www.Commute.org](http://www.Commute.org)

**Shared taxis/jitneys**—Falling somewhere between taxis and conventional buses, these informal vehicles for hire are found throughout the world. They are smaller than buses and usually take passengers on a fixed or semi-fixed route without timetables (they usually leave when all seats are filled). Most will stop anywhere to pick up or drop off passengers.

Shared taxis range from standard four-seater cars up to minibuses. Many are privately owned and have an anarchic operating style, lacking central control or organization. In many U.S. cities, the term “jitney” refers to an unlicensed taxi.

**Case study: Shared Ride Taxi** (Washington County, Wisconsin)

- Provides public shared-ride services throughout Washington County and into the northern portion of Menomonee Falls.
- Origin or destination must be in Washington County.
- Operates Monday through Saturday from 5 a.m. to 10 p.m., and Sunday from 8 a.m. to 4 p.m.
- Provides service to and from Washington County Commuter Express park-and-ride lots at the reduced rate of \$1 for a one-way trip.
- One-day advance notice must be given for specialized door-to-door service for persons with disabilities.

**Contact:**

262-338-2908

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**Case study: Taxi Feeder Service, Ben Franklin Transit (Tri-Cities area, Washington)**

- Taxis provide service in scarcely populated areas and carry passengers to transfer locations such as bus terminals or stops.
- Serves only neighborhoods with a few riders or with roads that are inaccessible to larger buses.
- Agency contracts with a local taxi company through an RFP process.
- Taxi fare ranges from \$1 to \$3, depending on pickup location. Customers pay regular bus fare when boarding the bus.
- Not a door-to-door service.
- Available Monday through Friday 6 a.m. to 6 p.m. and Saturday 8 a.m. to 6 p.m.

**Contact:**

Kathy McMullen, Service Development Manager, Ben Franklin Transit  
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**Case Study: Atlantic City Jitney Association (Atlantic City, New Jersey)**

- The longest operating non-subsidized transit company in the U.S., started in 1915.
- Thirteen-passenger minibuses travel the entire city on four routes.
- Stops are located at all hotels and attractions.
- Available 24 hours a day, every day of the year.
- Fare for a single ride is \$2.25
- With New Jersey Transit, provides free two-way shuttle service between the Atlantic City Rail Terminal and all casinos.
- New jitneys using compressed natural gas were put in service in 2010.

**Contact:**

Atlantic City Jitney Association  
609-344-8642

**Case study: Jitney service (Miami, Florida)**

- In 1992 Miami set aside \$46 million dollars to contract jitneys at \$15-21 per hour when Hurricane Andrew struck Miami to provide transportation for Miami residents who had lost their residences and had no transportation. Within two weeks jitneys were operating 12 fixed routes in Dade County.
- After this, further regulations were imposed on jitneys until they operated in basically the same manner as a fixed-route bus system.
- Today jitneys operate along 21 fixed routes in Miami
- Jitney drivers may operate only during certain hours and cannot overlap with Metrobus' routes more than 30%.
- Jitneys are a major source of transportation for service workers from outlying areas into downtown Miami.

**Contact:**

Miami Mini bus  
305-759-2221

**Case study: Jitney service (San Diego)**

- San Diego legalized its jitney services in 1979. Over the next four years, 100 vehicles provided about 15,000 rides per week.
- Regulation of the jitney market by city officials brought an end to unregulated jitneys during the 1980s.
- The legal jitneys operated primarily in commercial strips, military bases, and tourist spots, and transported people between downtown and the airport at one-fourth the price of a taxi.

**Contact:**

San Ysidro Business Association  
619-428-5200

**Case study: Jitney service (Detroit)**

- Nearly one-third of Detroit households are without cars.
- Retired autoworkers, church deacons, and others charge a small fee to give people with low incomes rides to where they shop and work.
- Most jitney drivers will not serve the whole shopping center, but will attach themselves to one store.
- Owners of stores vouch for certain drivers by issuing them cards that are placed prominently in windshields.
- As of January 2000, the jitney business was thriving in Detroit because the police preferred not to enforce the regulations.
- Drivers charge much less than taxis.

**Contact:**

Jitney Express  
313-340-1000  
or  
The Detroit Bus Company  
hello@thedetroitbus.com  
333-444-BUS1

**Where this works**

Jitneys are common in many countries throughout the world, but they started in the U.S. and Canada in the early 1900s. Local regulations, demanded by streetcar companies, killed the jitney in most cities. Since the 1973 oil crisis, jitneys have reappeared in some areas of the U.S., particularly in inner city areas once served by streetcars and private buses.

An increase in bus fares usually leads to a significant increase in jitney usage. Jitneys are seen by economists as a "market-friendly" alternative to public transportation, although in North America they often augment conventional public transit. Although concerns over fares, insurance liabilities and passenger safety have kept legislative support lukewarm for jitneys, in some area, such as New York City and northern New Jersey, jitneys are regulated but still remain popular.

Miami has the country's most comprehensive jitney network.

**Trip pool**—A van that serves as a connector to a transportation hub, following a defined route with regular stops during regular commute hours. Trip pools are limited to one inbound and one outbound trip per day.

**Case study: King County Metro in cooperation with Avego (Seattle, Washington)**

- A 10-week demonstration of the trip pool concept was operated between July 18 and September 23 of 2011.
- The service operated between the Overlake Transit Center and Capitol Hill.
- The purpose of the demonstration project was to test the feasibility of operating fixed-route, scheduled service using commuter vans and volunteer drivers.
- The objectives were to identify issues, problems, and opportunities associated with using smartphones to fill empty seats, and to identify issues related to operating fixed-route service using the vanpool model.
- During the demonstration, service grew from an initial three days a week to five days a week, and from two trips a day (one morning and one afternoon/evening) to four trips a day.
- The service provided a total of 400 rides to 235 unique riders. Sixty percent were one-time users, and the remaining 40 percent were repeat riders.

**Contact:**

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**Vanpool**—Groups of five to 15 people commuting together in an agency-provided van.

**Case study: STAR Vanpool Program (Metropolitan Transit Authority, Houston, Texas)**

- Serves an eight-county area.
- More than 700 vanpools.
- Three fare plans: monthly, daily, and part-time.
- STAR customers are automatically enrolled in the Emergency Ride program.

**Contact:**

Customer Service  
Houston Metro  
713-224-RIDE

**Case study: King County Metro's Vanpool Program (Seattle, Washington)**

- Largest program in the U.S.
- 933 vehicles.
- Ridership of more than two million.
- Provides vans, staff, support, maintenance, fuel, and insurance to groups of 5-15 people who commute together between home and work.
- Volunteer driver from the group both drives and rides the van for free.
- Monthly fee based on the commute's round-trip mileage, the size of the van, and the number of people in the vanpool.
- Riders pay for 100 percent of the capital, operating, and insurance cost and 70 percent of the direct administrative cost.

**Contact:**

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**Where this works**

Vanpooling is particularly suitable for longer commutes of 10 miles or more each way.

**Van share**—Passenger vans are made available to commuters to bridge the distance between a transportation terminal and the workplace or home.

**Case study: King County Metro's VanShare program (Seattle, Washington)**

- Serves as a "first mile" or "last mile" connection to a transit or ferry terminal.
- Program started by King County Metro Transit in 2001.
- Had 142 vehicles in use in 2010.
- Ridership in 2010 was 296,494.
- There are about 50 vanshare groups in downtown Seattle, about 50 at the Sounder station in Tukwila, about 10 at the Fauntleroy Ferry Terminal, and a handful each from the Sounder stations in Kent and Auburn and the Eastside. There are also a couple of groups on Vashon Island.
- Riders pay for 100 percent of the capital, operating, and insurance cost and 70 percent of the direct administrative cost.

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**Case study: Metra Feeder Service (Pace, Chicago, Illinois)**

- A Pace van is parked at a Metra station near the worksite.
- 5-13 participants can take the train and then use the van to complete their commute.
- To qualify for the program, at least half of the participants must purchase a Metra monthly pass or 10-ride ticket.
- Each participant pays \$58 per month to cover all the costs associated with the van (Metra fares and parking are not included in this rate).

**Where this works**

Mostly serves destination-end worksites in urban and suburban settings, although there are some vanshares on Vashon Island near Seattle.

**Flexible transit**

**Paratransit**—The federal government, via the Americans with Disabilities Act of 1990, requires the provision of access to public transportation for persons with disabilities. The act mandates curb-to-curb service for those whose disabilities prevent their using accessible non-commuter fixed-route bus service. Paratransit provides next-day, shared-ride service within three-quarters of a mile on either side of non-commuter fixed-route bus service during the times and on the days those routes are operating.

**Case study: King County Metro Access (Seattle, Washington)**

- Metro contracts for this service.
- The fleet has 500 vehicles.
- Vehicles are maintained at four facilities, including a new base in Kent.
- Twenty hybrid vehicles were added to the fleet in 2011.
- Access provided 1.2 million trips in 2010.
- The operating cost in 2011 was \$39.17 per passenger ride.

**Contact:**

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**Case study: Pierce Transit Shuttle (Tacoma, Washington)**

- A shared-ride service for customers who are unable to ride a regular Pierce Transit bus.
- Provides door-to-door service or, in some instances, transportation to transit centers or bus stops to connect with regular bus service.
- Provided with vans equipped for wheelchairs.
- Cost of a one-way ride is 75 cents.

**Contact:**

Pierce Transit  
253- 581-8100

**Flexible transit services**—Small bus or van services that offer variable routing in some service areas. Does not go door-to-door, but operates on a fixed schedule that has more flexibility than regular transit service.

**Case study: Use of Shelton School District buses (Mason County Transportation Authority, Shelton, Washington)**

- Mason Transit has contracted with the Shelton School District since 1998 to provide supplemental service with school buses to outlying areas in Mason County.
- Service is provided for a couple of hours after 5 p.m. Monday through Friday.

- The service is only operated when school is in session (most recently September 6, 2011 through June 14, 2012). No service is provided on transit holidays or when school is not in session.
- Service is available to the general public as well as school children.
- In 2010 there were 10,810 boardings.
- Riders must call the Customer Service Center one hour in advance to request a ride.
- The school buses follow specific routes, but will deviate for customers.
- Mason Transit pays the school district an hourly rate plus a per-mile rate. In 2010, the hourly reimbursement was \$24.42 with a minimum of two service hours charged per service day for each of the four zone routes. The per-mile charge was \$1.20.
- Service is provided north to Hoodspoint, south to Kamilche, and East to Pickering, Timberlakes, Agate, Shorecrest, Lake Limerick, and Mason Lake. The area covered is about 400 square miles.

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 Mason Transit  
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Dave O'Connell  
 Mason Transit  
 360-426-9434

**Case study: Bus Plus Point/Route Deviation Service, Pierce Transit (Tacoma, Washington)**

- Bus Plus routes have fixed routes and schedules, but will deviate off the route upon request to designated Bus Plus stops.
- Principal users are people with disabilities, students, commuters, and youths.
- Total Bus Plus ridership in 2006 was 120,000.
- Productivity is three passengers per hour.
- Cost per trip in 2006 was \$18.71 (compared with \$4.50 per trip on fixed-route service and \$34.00 on paratransit service).

**Contact:**

Pierce Transit  
 253-581-8002

**Case study: Community Bus Service, Broward County Transit (Palm Beach, Florida)**

- Eighteen municipalities in Broward County have partnered with Broward County Transit (BCT) to provide community bus/connector service.
- The service is designed to increase the number of destinations within city limits that residents can access through public transit.
- All community buses connect to BCT fixed routes.
- The service operated 59 buses in 2011.
- Productivity ranges from 2.7 to 25.1 passengers per hour.
- The type of service provided (e.g., fixed-route demand-response and deviated fixed-route), schedules, routes, and fares are determined by each municipality. Five municipalities charge fares.
- BCT provides the vehicles and an annual operating stipend of \$15 per revenue service hour for each service.
- Those cities that provide their own wheelchair-accessible vehicles receive a capital cost allowance of \$13,295.20 per year per vehicle in revenue service.
- BCT also provides bus stop signs, timetables, and driver training.

**Contact:**

Broward County Transit  
 954-357-8300

## Community vans and shuttles

**Community Access Transportation**—King County Metro Transit created this service category to make use of an increasing number of high-quality retired Access and VanPool vehicles as well as to create new, innovative programs.

### Case study: Snoqualmie Valley Transportation (Snoqualmie, Washington)

- Serves the cities of North Bend, Snoqualmie, Preston, Fall City, Carnation, Duvall, and Monroe.
- Headquartered in the North Bend Senior Center.
- In 2003, expanded from serving seniors and residents with disabilities to all residents in the service area.
- In 2008, the Snoqualmie Nation began providing more vans and drivers.
- Operated with eight lift-equipped vans.
- Operates Monday through Friday from 6 a.m. to 10 p.m.
- Provided 26,000 rides in 2010, more than 90 percent to the general public.

#### Contact:

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### Case study: Hyde Shuttle (Seattle, Washington)

- Operated by Senior Services' Transportation Program.
- A coordinated, community-based paratransit program created in 1997 to provide affordable, accessible, user-friendly transportation to seniors age 55 and older and people with disabilities.
- Targets people who need a higher level of assistance than regular transit provides, people who do not qualify for paratransit service due to strict eligibility requirements, rural populations, and immigrant and refugee elders with limited English.
- Uses both paid and volunteer drivers to provide service.
- The shuttles are donation-based.
- Hours of operation are Monday through Saturday, 8 a.m. to 4 p.m.
- There are currently 28 vehicles in the fleet (King County Metro vans).
- Metro purchases and provides routine maintenance for the vans and replaces aging vehicles in the fleet.
- Metro also provides scheduling software, technical assistance, and operating funds.
- Through the years, Senior Services has built a broad base of community support for the Hyde Shuttles. Collaborations and partnerships with Metro, Aging and Disability Services, the Puget Sound Regional Council, the King County Housing Authority, suburban cities, senior centers, agencies serving refugee, immigrant, and limited-English-speaking populations, and other human services agencies enabled them to expand operations as well as customize service to meet the individual needs of the communities and populations served.
- Provided 74,890 one-way trips covering 349,778 miles to 2,536 riders (unduplicated count) in 2010.

#### Contact:

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### Case study: TAP (Snohomish County, Washington)

- Operated by Senior Services of Snohomish County.
- Provides transportation for older adults and people with disabilities who live in Snohomish County's rural areas.

- Established in 1997.
- Brings passengers from rural areas to the paratransit-service corridor (within 3/4 mile of a Community Transit bus route, as required by the Americans with Disabilities Act) to connect them with Metro's DART or Access Transportation service, or with Everett Paratransit service.
- Takes clients to work, social events, senior centers, medical appointments, shopping.
- Operates six wheelchair-equipped, 12-14 passenger buses.
- Makes about 23,000 trips per year.
- Won the 2011 Urban Community Transportation System of the Year award from the Community Transportation Association of America.

**Contact:**

Danette Klemens, Mobility Manager  
 Senior Services, Snohomish County Transportation Coalition  
 425-423-8517

**Custom bus**—A pre-arranged service designed to meet specific group or individual needs. Can be provided as part of a system's fixed-route service, using accessible buses that are available off-peak or by using accessible spare fixed-route buses.

Case study: Golden Gate Transit Club Buses (Marin and Sonoma Counties, California)

- The Golden Gate Bridge, Highway, and Transportation District (GGBHTD) offers a Club Bus program.
- A "club" of commuters is responsible for organizing and administering their own commuter service and contracting with a charter company.
- GGBHTD began operating this service in 1972.
- Between 1970 and 1990, GGBHTD approved a 50-percent subsidy for six clubs operating 15 buses. In the 1990s the subsidy was reduced to 30 percent, and in 2009 it was at 20 percent.

**Contact:**

Ron Downing  
 Director of Planning  
 Golden Gate Bridge, Highway and Transportation District  
 rdowning@goldengate.org

Case study: Massachusetts Bay Transportation Authority (MBTA) Commuter Bus Program

- Between 1987 and 2000, MBTA provided operating subsidies to private bus companies participating in the Commuter Bus Program.
- The program enabled MBTA to respond to the need for transit in lower-density parts of the region.
- Rather than contracting with private carriers, this program subsidized the operation of publicly available, regularly-scheduled commuter coaches.
- Funding for the program's subsidies was eliminated in 2009 due to the state budget deficit.

**Contact:**

Mary Ellen Grogan  
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Case study: King County Metro Custom Bus

- The program was begun in 1979 as a partnership between Boeing and Metro.
- Boeing recognized the need to provide employees with transportation to the new transit-inaccessible corporate headquarters in Everett, Washington.
- Dedicated buses picked up employees near their residences or at transit hubs for a direct trip to the Boeing campus.

- Over the years, other companies and private schools have partnered with Metro to create their own custom bus routes.
- Employers are required to pay the full cost of the service, which includes King County Metro buses and drivers.
- Metro provides route planning, drivers, insurance, emergency response, and other services.
- The employers can apply for state and federal grants. To receive these funds, the buses must be open to the public.

**Contact:**

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 Rideshare Operations  
 King County Metro  
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**Where this works**

Employment decentralization to low-density areas with easy freeway access are not well matched to traditional bus and rail lines as travel patterns between home and work are generally indirect, dispersed, and cover long distances. Commuter buses generally travel more than 20 miles and go through several jurisdictions.

**Private shuttles (employer transportation programs)**—Some transportation needs, especially when many people are traveling from a variety of locations to a single work site, can be effectively provided through an employer. Buses are provided exclusively for employees as a fully subsidized benefit.

Case study: San Mateo County Employer-Sponsored Shuttle Program (San Bruno, California)

- An innovative coalition between Samtrans, Caltrain, the Bay Area Air Quality Management District, local businesses, San Mateo County public agencies, and the Air District.
- Public/private partnership in which public agencies share shuttle costs with participating local employers.
- Shuttles meet riders at the BART or Caltrain station and transport them to various business sites in San Mateo County to provide the “last mile” bridge between the transit station and the work site.
- Some shuttles offer an individual pass for purchase, and some shuttles are free to riders (dependent on funding)

**Contact:**

Richard Fontela  
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 alliance@commute.org

Case study: Microsoft Connector (Redmond, Washington)

- Launched in 2007.
- Operates 23 routes, 66 buses (combination of 45' coaches and 25-30' vehicles). There is also a bike shuttle (a van pulling a trailer that accommodates 12 bikes) that serves cyclists trying to cross SR-520.
- Makes stops in neighborhoods from King County north to Mill Creek and South Everett, and south to Maple Valley and Kent.
- Provides a convenient, productive, and comfortable means for commuting to work at the Microsoft campus in Redmond.
- This is a free service available to all full-time Microsoft employees.
- Provides about 2500 one-way trips per day.
- Features include bike racks, Wi-Fi connectivity and AC power ports.
- Has several pickup times in the morning between 6:20 and 9:30 a.m. and several departure times from Redmond in the evening between 4:30 and 7:30 p.m.

**Contact:**

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 Transportation Manager, Microsoft

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#### **Where this works**

The success of privately-provided commuter buses is due to the flexible and direct service to employment areas not well covered by public transit. Commuters are drawn to the bus service as it reflects their preferences and commute routes. Even highly-paid professionals who are able to drive alone to work and can afford rising gas prices choose the bus for more productive use of the commute, made possible by on-board wireless internet service.

#### Personal transport

**Car sharing**—A neighborhood-based transportation service that allows people to use a car when needed, without the costs and responsibilities of ownership. It converts automobile use from a product to a service. Cars of various sizes are kept in small parking lots all over a city.

#### **Case study: City Carshare (San Francisco Bay Area)**

- Non-profit organization.
- Launched in San Francisco in 2001.
- Has more than 100 car locations in San Francisco.
- One of 18 organizations around the world that helped launch the CarSharing Association.
- Launched a pilot program in partnership with Spride CarShare in 2010 to put privately owned vehicles into use for car sharing. The State of California passed legislation to allow car owners to share their vehicles without losing their insurance.

#### **Contact:**

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#### **Case study: Zipcar (North America, Britain, and Europe)**

- Founded in 2000 in Cambridge, Massachusetts.
- In October 2007, merged with rival Flexcar.
- By 2009, Zipcar became the world's largest car-sharing service, sharing 6,000 vehicles among 275,000 drivers in 49 U.S. cities as well as Vancouver, Toronto, and London.
- In 2010, Zipcar bought London-based car-sharing firm Streetcar in its bid to expand across Europe.

#### **Contact:**

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#### **Where this works**

- Density is one of the most important factors indicating the viability of car sharing.
- Other factors that should be taken into account include the difficulty and cost of parking, low rates of vehicle ownership, and a mix of land uses. Residents of urban neighborhoods with restricted on-street parking and households with lower incomes are particularly amenable to car sharing.
- The three most important market segments are residents, businesses, and transit transfers.
- Assuming that 30 percent of North American drivers live in higher-density, multi-modal neighborhoods and 20 percent of these have low-annual-mileage vehicles (less than 6,000 miles per year), about 6 percent of current privately owned vehicles could shift to car sharing.

**Scooters/mopeds**—A moped is a two-wheeled vehicle that is a hybrid of motorized and human pedaling power. The top speed is usually 30 miles per hour.

A scooter does not have pedals, can exceed 30 miles per hour, is typically gas-powered, and can have two or three wheels. A motorcycle license endorsement is usually required to drive a scooter.

Case study: Wheels 2 Work (North Yorkshire, U.K.)

- This program provides mopeds for a six-month period to applicants age 16 or older who live in North Yorkshire.
- Applicants must need transportation for employment, training, or education.
- The daily journey must be a practical distance for a moped.
- Service is provided where no suitable alternative form of transport is available.

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<http://wheels2work.co.uk/casestudies.html>

**Where this works**

Moped loan programs can work in any setting, but are particularly suited for rural areas that lack public transportation options. They work well for young people who lack the financial means to drive or own a car, which can keep them from getting a job or taking college classes. Bicycling can be impractical in rural areas due to the long distances involved.

**Bike sharing**—An innovative, healthy travel option that complements a public transit system for “last-mile” connections. Bikes checked out at kiosks are used to make short trips (80 percent of trips are less than 30 minutes). Most systems use high-tech, utilitarian bicycles docked at kiosks located every 900 feet. Users return the bikes to any kiosk in the system. The first 30-60 minutes of use are free.

Case study: Nice Ride (Minneapolis, Minnesota)

- Launched in June, 2010.
- Has 700 bikes available from 73 stations.
- In 2010, the program had 29,000 24-hour subscriptions and 1,300 one-year subscriptions
- Non-profit model draws on federal funding and private dollars.
- Uses BIXI bicycles
- Shuts down for the winter.

**Contact:**

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612-436-2074

Case study: Capital Bikeshare (Washington, D.C.)

- Started in September 2010.
- Operates in Arlington, Virginia and Washington, D.C. Other cities in Maryland and Virginia plan to join.
- Operated by Alta BikeShare using BIXI bicycles.
- Has 1,100 bikes.
- Has more than 110 stations.
- Rush-hour use has increased by 82 percent since 2007.

**Contact:**

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MetroBike LLC  
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202-684-8126

**Case study: Boulder B-Cycle (Colorado)**

- Launched in May 2011.
- Had 140 bikes and 17 stations by the end of 2011.
- Operated by a community nonprofit.
- Collects members' ride data, such as trip distance and duration, calories burned, and carbon offset, and uploads this information to members' personal pages at boulderbicycle.com.

**Contact:**

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ljones@bicycle.com

**Where this works**

Bike sharing started in Europe and is now used in 177 systems throughout the world. The largest system has 60,000 bikes in Hangzhou, China.

Bike sharing started in the U.S. in 2007. Today there are about 16 bike-share systems operating in the U.S., and many more planned. The target markets are tourists, residents, and commuters.

Demand for bike sharing depends on a combination of residential and employment density, tourist attractions (museums, parks, libraries, etc.), commercial, retail, and service locations, and transit station locations.

Bike shares are replacing trips that would otherwise be taken using cars or cabs. Bikes are engaging new or previously car-dependent audiences.

**Taxi scrip**—A program that pays a percentage of the cost of a taxi ride for low-income seniors, adults with disabilities, or, in some municipalities, to anyone traveling in a certain area or at specific times of day.

**Case study: TAXIBUS (Rimouski, Quebec, Canada)**

- The city of Rimouski has a population of 31,000.
- The city has used the TAXIBUS service in place of a bus transit system since 1993.
- On weekdays, taxis make stops on a predetermined schedule to pick up and drop off passengers. Passengers can travel between any two of 350 designated stop points.
- All trips must leave within 15 minutes of the scheduled time.
- Riders must call the dispatcher in advance.
- The city government subsidizes the cost of the ride beyond a nominal fee. The average fare is \$2.64.
- The service requires a municipal subsidy of about \$180,000 per year.

**Contact:**

Joceyne Dufour  
La Societe des transports de Rimouski  
418-723-5555  
taxibus.ctak@globetrotter.net

**Case study: Access-a-Cab, Denver Regional Transportation District (RTD)**

- Implemented in 1997.
- Alternative to paratransit service for riders with disabilities.
- Changed from voucher to user-side subsidy in 2000.
- Rider pays the first \$2. The RTD pays the next \$12, and the rider pays any fare over \$14.
- In 2010 this program saved the RTD \$1,364,166.
- Provided 118,968 rides in 2010.

**Contact:**

Jeff Becker  
Senior Manager of Service Development  
Jeff.becker@rtd-denver.com  
303-299-2148

**Where this works**

Taxi scrip programs are ideal for smaller cities with low-density populated areas. Municipalities in Ontario and western Canada use variations on the Rimouski model, often to supplement fixed-route bus systems.

**Volunteer Transportation Assistance**—Use of volunteers to provide rides to older adults in private vehicles, using a reimbursement or transportation credit system.

**Case study: Senior Services' Volunteer Transportation Program (King County, Washington)**

- Largest volunteer driver program in King County.
- Began in 1975.
- Successfully coordinates a network of more than 600 volunteer drivers who use their own vehicles to transport seniors and people with disabilities to medical and other essential appointments.
- In 2011, the cost per trip was \$15.57.
- This service model does not work for everyone, including refugee and immigrant populations and those unable to provide advance notice.
- Senior Services plans to expand its program by offering a system based on the TRIP model (see below), which offers a low startup cost and is easily adapted to an existing transportation program.

**Contact:**

Cindy Zwart, Director  
Senior Services Transportation Partnership  
cindyz@seniorservices.org  
206-727-6255

**Case study: TRIP (Transportation Reimbursement and Information Program) (Riverside, California)**

- Began in 1993.
- Provides transportation for older adults who do not drive and have no public services available where they live or who are unable to use the public services that do exist.
- Empowers riders to ask for rides from people they know without feeling like they are asking for charity.
- Riders recruit their own drivers, usually friends and neighbors.
- Both riders and drivers convey documents to a sponsor.
- Riders are reimbursed, and give this money to their drivers.
- Sponsor, riders and drivers interact in a manner that results in administrative efficiency and cost effectiveness.
- As of 2009, TRIP had provided 1.4 million miles of service to 583 passengers in a service area of 7,200 square miles.
- The cost per ride in 2011 was just \$5.40.
- TRIP is now serving older adults in Kansas City, MO; Crystal Lake, IL; Marin County, CA; and Mystic Valley, MA.

**Contact:**

Independent Living Partnership  
951-653-0740 x24  
www.TRIPtrans.org

**Case study: ITNGreaterMercer (Mercer County, New Jersey)**

- New nonprofit community-based transportation service for seniors and persons with visual impairment in Mercer County.
- Provides 24/7 transportation for seniors.
- Transportation is provided primarily by volunteers, but is supplemented with several paid drivers.
- All members have a debit transportation account so the drivers never need to worry about collecting ride fees.
- ITNGreaterMercer never restricts the destination, trip purpose, or frequency of its members' rides.
- The program tries to keep volunteers in their own towns as much as possible.

**Contact:**

info@itngreatermercerc.org  
609-452-1491

**Where this works**

This model works in rural as well as urban and suburban communities.

Right now ITN is working on a project called ITNEverywhere to address the needs of smaller communities with no public transportation. It uses the business innovations of the Independent Transportation Network as the core of a suite of software programs that will access unused private capacity. Until now, there have been shared rides have been provided via separate silos – the rideshare silo, the car-share silo, the volunteer transportation silo. ITNEverywhere will bring these together.

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## ■ APPENDIX H: LOW PERFORMING ROUTES

### How to read the table

Route performance is evaluated by two measures, rides per platform hour (Rides/ Plat Hr) and passenger miles per platform mile (Pass Mi/Plat Mi) in three time periods: peak, off-peak, and night. If no value is listed in the performance fields, it is because the route does not operate during that time period. Furthermore, Metro routes are divided into two markets, those that serve the Seattle core (downtown Seattle and the University District) and those that do not. Poor performance is evaluated relative to the market served. If a route is in the bottom 25 percent for any measure, that cell is shaded black and the font is bold white. If a route is in the top 25 percent for any measure, that cell is shaded blue and the font is bold black.

Source: Spring 2011 Automatic Passenger Counts and 2011 Corridor Analysis

Spring 2011 Routes by Market in the Bottom 25% for Both Performance Measures in at Least One Time Routes that DO NOT serve Seattle Core

Route	Between	Peak		Off Peak		Night	
		Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi
118	Vashon Island	23.3	4.6	9.6	2.4	4.6	1.0
119 <sup>1</sup>	Vashon Island	16.3	4.8	13.9	3.1	2.5	0.3
129 <sup>2</sup>	Riverton Heights and Tukwila	7.9	0.8				
139 <sup>3</sup>	Burien and Highline Community Hospital	20.9	2.9	14.8	2.5	8.0	1.1
149 <sup>4</sup>	Enumclaw and Renton via Maple Valley	3.7	2.2	4.6	2.7		
200	North Issaquah and Downtown Issaquah	9.3	1.7	14.7	3.8		
209	North Bend and Issaquah	10.4	5.6	12.8	8.1	5.4	2.3
219 <sup>5</sup>	Newcastle and Factoria	4.2	0.5				
222 (241)	Bellevue and Eastgate via Beaux Arts and Factoria	15.6	3.3	16.0	4.7	8.3	2.4
224	Redmond and Fall City via Duvall, Stillwater and Carnation	4.4	1.4	4.8	1.7		
236	Woodinville and Kirkland	9.8	2.8	9.3	3.3	4.8	1.3
238	Bothell and Kirkland	13.6	3.7	14.1	4.6	6.3	2.1
246	Bellevue and Eastgate via Factoria	9.6	1.8	8.5	2.0		
247	Kent/Renton and Overlake via Eastgate	4.8	1.3				
249	Bellevue and Overlake via South Kirkland	15.6	4.5	14.9	5.3	5.0	1.4
251 <sup>6</sup>	Bothell and Redmond via Woodinville	8.6	2.9	9.8	3.5	5.9	1.3
908DART	Renton Highlands and Renton	7.8	2.0	6.6	1.8		
909DART	Kennydale and Renton DART	12.5	3.1	10.8	2.8		
910DART	N Auburn and Supermall			7.5	1.7		
913DART	Riverview and Kent	4.3	1.2	4.3	1.1		
925DART <sup>7</sup>	Newcastle and Factoria	1.0	0.5				
926DART	Eastgate and Crossroads DART	8.4	2.2	7.4	1.9		
927DART	Issaquah and Sammamish	6.0	2.6	5.2	2.1		
930DART	Redmond and Totem Lake	8.4	2.7				
935DART <sup>8</sup>	Kenmore and Totem Lake	4.8	1.7	3.4	1.2		
Spring 2011 Thresholds		Peak		Off Peak		Night	
Bottom 25%		9.8	2.9	12.7	3.3	8.8	2.6
Top 25%		27.0	7.2	27.4	9.3	20.3	6.2

- 1 Scheduled to discontinue Night service in June 2012
- 2 Route scheduled for deletion in June 2012 (other service in area includes routes 128, 132)
- 3 Scheduled to discontinue night service in June 2012
- 4 Converted to DART (Route 907) in February 2012
- 5 Route scheduled for deletion in June 2012 (other service in area includes route 240)
- 6 Converted to DART (Route 931) in February 2012
- 7 Route scheduled for deletion in June 2012 (other service in area includes route 240)
- 8 Scheduled to discontinue midday service in June 2012

Spring 2011 Routes by Market in the Bottom 25% for Both Performance Measures in at Least One Time Routes that serve Seattle Core

Route	Between	Peak		Off Peak		Night	
		Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi
21	Arbor Heights and Seattle CBD* via 35th Ave SE and 4th Ave S	24.9	7.4	24.2	9.9	14.0	5.1
22	White Center and Seattle CBD via Alaska Junction and SODO	25.2	8.3	20.3	8.8		
24	Magnolia and Seattle CBD	39.2	10.7	29.3	9.0	13.8	4.9
25	Laurelhurst and Seattle CBD via U District	18.7	4.9	13.1	4.9		
25	Laurelhurst and Seattle CBD via U District	18.7	4.9	13.1	4.9		
31	Magnolia and U District via Fremont	35.2	9.7	24.4	9.6		
33	Magnolia and Seattle CBD	47.9	11.1	30.5	8.5	15.0	4.2
35	Harbor Island and Seattle CBD	8.6	1.6				
37	Alaska Junction and Seattle CBD via Alki	16.6	6.4				
39	Rainier Beach and Seattle CBD via Seward Park and Beacon Hill	28.0	7.7	23.6	8.5	9.9	3.4
42	Pioneer Square and Columbia City	9.1	1.8	10.3	2.5		
46	Shilshole and University District via F2Fremont	19.8	4.2	6.6	1.2		
56	Alki and Seattle CBD	30.4	10.1	23.2	8.8	11.4	4.2
60	Broadway and White Center via Georgetown and Beacon Hill	31.3	9.3	29.8	9.5	16.1	4.7
70	U District and Seattle CBD via Eastlake	39.8	10.4	32.2	10.2	15.9	3.5
79EX	Lake City and Seattle CBD	18.5	5.9				
84	Owl: Seattle CBD and Madison Park via Madrona					7.7	2.2
99	International District and Waterfront	32.0	7.4	21.1	5.1		
116EX	Fauntleroy and Seattle CBD	12.4	5.3				
118EX	Seattle CBD and Vashon Heights and Tahlequah via Ferry	13.7	5.7				
119EX	Seattle CBD and Vashon Heights and Dockton via Ferry	13.0	7.2				
121	Des Moines and Seattle CBD via Burien	25.2	10.4	21.6	9.3		
123EX	Burien and Seattle CBD	15.2	7.5				
134	Burien and Seattle CBD via Georgetown	10.6	4.1				
157	Lake Meridian P&R and Seattle CBD	11.5	7.1				
161	Kent East Hill and Seattle CBD	15.2	7.5				
Spring 2011 Thresholds		Peak		Off Peak		Night	
Bottom 25%		18.6	7.9	29.4	9.8	17.7	5.8
Top 25%		42.0	12.9	52.6	15.2	32.0	8.4

\*CBD = Seattle Core Business District

continued

Continued from previous page

**Spring 2011 Routes by Market in the Bottom 25% for Both Performance Measures in at Least One Time Routes that serve Seattle Core**

Route	Between	Peak		Off Peak		Night	
		Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi	Rides/ Plat Hr	Pass Mi/ Plat Mi
175 <sup>1</sup>	W Federal Way and Seattle CBD	11.4	7.0				
192	Star Lake P&R and Seattle CBD	15.6	7.8				
202	Mercer Island and Seattle CBD	12.3	4.4				
205EX	Mercer Island and U District via First Hill	17.4	5.2				
210	Issaquah and Seattle CBD via Factoria	10.7	5.0				
211EX	Issaquah Highlands P&R and First Hill via Eastgate	16.9	4.8				
250	Overlake and Seattle CBD	9.2	4.5				
261	Overlake and Seattle CBD via Crossroads and Bellevue	17.2	7.2				
265	Overlake and First Hill via Rose Hill and Seattle CBD	11.0	5.6				
266	Redmond and Seattle CBD via 148th Ave NE and SR 520	13.5	7.1				
272	Eastgate and U District via Houghton P&R	14.3	6.1				
277	Juanita and U District via Houghton P&R	13.0	5.1				
600 <sup>2</sup>	South Base and Seattle CBD	11.5	1.9				
661	NE 145th and Seattle CBD via I-5			5.2	3.7		
Spring 2011 Thresholds		Peak		Off Peak		Night	
Bottom 25%		18.6	7.9	29.4	9.8	17.7	5.8
Top 25%		42.0	12.9	52.6	15.2	32.0	8.4

\*CBD = Seattle Core Business District

- 1 Route 175 scheduled for elimination in June 2012 to be replaced by new route 178
- 2 Route 600 scheduled for elimination in June 2012 to be replaced by new route 601

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## ■ APPENDIX I: PRODUCT MATRIX

### King County products

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where It works	Applications
<b>Product: Access</b>						
Access provides door to door ADA paratransit service using accessible vans for ADA eligible customers who have a disability that prevents them from riding the bus and are registered for the service.	Average cost per boarding is \$38.64.	Complies with the requirements of the ADA. Provides equal access to public transit for people who have a disability that prevents bus use.	Less cost effective in areas where Access ridership is low. Ridesharing is essential to reducing the cost of the service.	All transit agencies in U.S.	In areas served by fixed route bus service.	Currently available where fixed route service is provided.
<b>Bus</b>						
Bus service on fixed routes and schedules available to general public.	Average cost per boarding is \$4.03. Cost to users based on existing Metro fare schedule.	Provides consistent, cost-effective transportation service to general public and significantly reduces SOV usage in urban/suburban areas where it is used.	Less cost effective in areas where population density is low due to low ridership and fixed cost of service.	All transit agencies in U.S.	Works best in urban and suburban areas with significant population demand for mass transit services.	Service available in all urban, suburban and most rural communities.
<b>CAT-Community Shuttles</b>						
King County creates partnerships with jurisdictions or agencies to set up their own transportation service. The County provides 8, 12, or 15 passengers accessible vans and operating grants to cover expenses such as gas, maintenance and labor. Agencies provide insurance, scheduling, drivers and monthly ridership reports. The service is currently set up for people with special transportation needs, but could be revised to include the general public.	Average cost per boarding is \$4.59. Cost per boarding w/o grant funds is about \$20-23.	Fills gaps in service. Cost effective alternative to ADA Paratransit Service and is adaptable to meet the needs of the community.	Partnering agency or jurisdiction needed to run the service; Vehicles need to be purchased to meet demand; budget would have to be adopted to cover expansion.	King County; Snohomish County; Portland, Oregon	Could be implemented anywhere. Service is adaptable to meet the needs of the community.	Currently implemented through community organizations.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Applications
<b>Custom Bus</b>						
Custom Bus is an express bus service designed to meet the specific needs of commuters and students who subscribe to the service who travel to locations not well served by fixed route transit. Buses make a minimum of one round-trip each day.	Average cost per boarding is \$7.74. Employers and schools contract with Metro for these customized express bus routes. Fares are set to cover 100% of the operating costs and riders pay for the service with a monthly pass, or daily cash fare. This can be done through a cost-sharing arrangement with a "Premium monthly pass."	Ability to provide revenue-backed service to areas not served by fixed route. The service provides a fast trip time, using limited number of passenger stops, freeway express stops in areas where fixed route service is not provided. Provides access to transit to King County residents who work outside King County.	Cost is more than regular transit service. Requires employer investment.	Participating employers include Boeing, Lakeside School and University Prep.	Routes generally operate on freeways and stops on major arterials. The service allows for close-in loading and unloading for the commuter at the work or school end of the trip and operates at times compatible with commuters' shift or school schedule requirements.	Allows for cost sharing among employer groups and institutions. It is a viable option to replace regular transit service where there is a service need.
<b>DART</b>						
Metro's Dial-a-Ride Transit (DART) offers variable routing in some areas within King County to the general public by using vans that can go off regular routes to pick up and drop off passengers within a defined service area, allowing passengers to arrange for transit service closer to a location. DART does not go door-to-door. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses.	Average cost per boarding is \$7.30.	Ability to provide revenue-backed service to areas not served by fixed route. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses. Smaller vehicles can be deployed appropriate to customer demand in area.	Users need to plan trips in advance and may not be able to travel when they want to. Metro's contract with Local 587 limits DART operations to 3% of the total annual service hours provided by Metro. (DART service currently accounts for 2.7%.)	Most transit agencies offer some type of flexible transit service with route deviation.	Works best where there is consistent rider demand that can be met by a smaller vehicle. Service adaptable to meet customer demand in a defined service area.	DART service is being used in suburban and rural areas of King County where fixed-route service does not or would not have enough ridership.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Applications
<b>Taxi Scrip</b>						
County provides Taxi Scrip equivalent to 50% of taxi trip for low-income King County residents age 18 to 64 who have a disability or age 65 and over for taxi trips. Registered participants purchase taxi scrip from Metro at a 50 percent discount. Customer pays driver the meter fare using taxi scrip instead of money. Most taxi companies accept taxi scrip. Existing taxi scrip could be expanded to service riders in locations previously served by transit routes that are not suited for other service products.	Average cost per boarding is \$9.98.	Fills gap in service; service is adaptable to meet the needs of the community. Service for guaranteed ride home, errands, field trips or weekend service	Taxi scrip is currently only available for low-income residents 18 - 64 who have a disability or age 65 and over. Taxi service is not readily available in areas of the county.	Traditional taxi scrip programs available to seniors and persons with disabilities in available nationwide.	Works best in densely populated areas already served by taxicabs.	Established program in King County for low income, disabled, and senior populations.
<b>Trip Pool</b>						
Serves as a connector to a transportation hub that follows a defined route with regular stops during regular commute hours limited to one inbound and one outbound trip per day. County provides 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customers provide volunteer drivers.	Under review	Fills gap in service; reduced SOV at park and ride lots; service available to transport riders to local transportation hubs; reduces congestion/SOV trips	Requires volunteer drivers. Limited to one round trip per day per Trip Pool.	None.	Could be implemented at any employer site or serve any community.	This is a viable option for customers in urban or rural areas who may lose transit service. Pilot run in 2011 between Capitol Hill and Redmond.
<b>Vanpool/Vanshare/MetroPool</b>						

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Applications
The program provides a van to groups of 5 or more commuters commuting to and from a common work location. Rider must commute at least one day each week on the Metro provided vehicle. County provides 5 (EV), 7, 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customer provides liability insurance, volunteer driver, backup driver, bookkeeper and monthly reports.	Average cost per boarding is \$1.69. Average cost to customer of \$100/month.	Fills gap in service; reduces overload on buses; provides transit service in areas underserved by fixed route; reduces congestion/SOV trips. VanShare extends the reach of transit service and can reduce SOV trips to P&R lots.	Vanpool, VanShare and MetroPool require 5 or more people to form a group. They require volunteer drivers and bookkeepers. VanShare requires a fare payment in addition to the one charged by the transit service to which it connects.	King County, nation-wide	Could be implemented at any employer site or serve any community.	Established program in King County for commuter trips.
<b>Water Taxi (passenger-only ferry)</b>						
Passenger-only ferry service is available to the general public and links Vashon Island to Downtown Seattle and West Seattle to Downtown via a 77-foot catamaran with capacity for 150 passengers and 18 bicycles.	Average cost per boarding is \$12. Funded through a property tax, which barely covers the cost of operating the service.	Short crossing time, fun trip.	Limited locations for the boats to dock in areas with the needed population density; connections between the docks and residential areas and employment sites; financial constraints; striking the right balance between speed and impacts on equipment and maintenance.	Baltimore, New York, Hawaii	Works best in areas isolated by bodies of water with limited transportation options available.	When the King County Ferry District was established, there were five demonstrations proposed. These included service between Kirkland & Madison Park/ UW Eastside to South Lake Union; Kenmore to Madison Park or Sandpoint; and Renton to the west side or South Lake Union.

Private sector products

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Bike library</b>						
A community-based system allowing users to check out and borrow bicycles on a daily, weekly or several month basis.	This type of system usually operates out of storefront locations within a community. These locations need to be staffed, often by volunteers, and the bikes need to be maintained.	Usually low cost for both operator and user. Works well for tourist market and low-income populations.	If bicycles are borrowed on a long-term basis, they are not available to others during that time period.	Fort Collins, Colorado; Arcata, California; Annapolis, Maryland.	Small towns, college towns.	Could be a good option for downtown areas in suburban or rural areas that do not have a high enough density to support traditional bike sharing. Could be part of a multi-modal transportation center.
<b>Bike sharing</b>						
A public bike system with high-tech, 3-speed utilitarian bikes available for short trips. Provider pays for bicycles and maintains bikes; helmets may be available for rent at the stations for a small added cost. The first 30 - 60 minutes are free. Suitable for residents, employees, students and tourists.	Most systems financed through public/private partnerships, using a combination of corporate sponsorships and federal grants for capital and user revenue and station sponsorships for operating.	Provides "last mile" connection to transit; health benefits; creates a new mobility option in urban centers. Has been transformative in most of the cities where implemented; actually found to increase safety for cyclists; promotes tourism; creates jobs; gets new segment of community on bicycles.	Combination of public/private funding must be raised to launch system; King County helmet law; topography and weather present unknowns for estimating demand	Washington, D.C., Boston, Montreal, Miami, Boulder, Denver, Minneapolis, London	Urban and suburban city centers with high residential density, employment density, tourist attractions and transit hubs. Used for short-distance trips of three miles or less and for "last mile" connections to transit	Bike share program proposed for implementation in late 2012 by Bike Share Partnership Team (Cities of Seattle, Redmond, Kirkland, King County, UW, Seattle Children's, Microsoft, Cascade Bicycle Club, Sound Transit, PSRC). First launch area would be Downtown Seattle, SLU, Capitol Hill, U District, Sand Point. Would expand to other Seattle neighborhoods and other parts of King County as system grows.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Car sharing (traditional)</b>						
A neighborhood-based transportation service that allows people to use a car when needed, without the costs and responsibilities of ownership. Provider pays for vehicles, gas, insurance, parking. Different types of cars and pick-up trucks in the fleet. Target market is residents of urban neighborhoods where vehicle ownership is low and parking difficult.	Annual membership plus hourly charge	Makes it more practical for people to use transit on a regular basis when they have access to a car on an occasional basis. Cars available to those who need them only occasionally without the cost of ownership. Also used by businesses as an alternative to fleet cars.	In most services, cars must be returned to the same location where they were rented. To be successful, the financial model relies on each car making multiple trips per day.	Seattle, Portland, Washington, D.C., Chicago, San Francisco, Boston, Toronto, Vancouver, B.C., London, many cities in Europe	High-density residential neighborhoods and suburban city centers; employment sites; university campuses	Zipcar already operating in areas of the County where the business can succeed; would require a subsidy in areas of lower density.
<b>Car sharing (peer-to-peer)</b>						
A new type of car sharing service that allows private individuals to rent out and get paid for use of their personal cars on a part-time basis.	Private individuals determine the hourly rate they want to charge; a third party broker takes about a 40 percent cut and provides insurance and marketing through social media.	Allows individuals to make money during the time their cars are not being used; individuals putting cars into the fleet have the flexibility to set their own rates and determine the hours they want to make their cars available. Brings car sharing down to the community level even more than traditional car sharing. Takes advantage of unused capacity.	Service quality depends on ratings by users. A bill being adopted in the Washington State legislature will provide the legal framework for the insurance. This product has not yet been tested in Washington.	San Francisco Bay Area; Portland, Oregon	Has the potential to work in suburban and rural areas where traditional car sharing does not tend to succeed.	Zipcar has just announced that it is getting into the peer-to-peer car sharing business. There are other companies that also provide this service in other areas and may end up doing business in King County.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Carpools</b>						
A group of two or more persons who commute together in a privately owned vehicle on semi-regular schedule. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool. Target market is commuters, families taking kids to after-school activities.	For a round-trip commute of 30 miles with gas at \$3.65 per gallon, and no parking cost, RideshareOnline.com calculates an annual cost for driving alone at \$5238 per year and half that amount for a two-person carpool.	Makes more efficient use of a vehicle that would otherwise be making a solo trip; saves money on gas, tolls and parking; provides access to HOV lanes; fills gap in service; reduces overload on buses	Must synchronize schedules with other riders in carpool; Viability of pay and ride software is still to be determined	RideshareOnline provides free web-based carpool matching; DividetheRide.com is a free internet-based service serving families throughout the country; Avego, RideAmigos and Zebigo have implemented various carpool and pay pilots	Anywhere	Potential for expansion for public and private events and to reduce drop-off traffic at schools.
<b>Flexible carpools (dynamic ridesharing)</b>						
Emerging technology that facilitates the ability of drivers and passengers to make one-time ride matches close to their departure time via their computer or smart phone. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool.	Requires a net public cost of about \$0.69 per boarding (estimate from a 2008 study)	Allows part-time, spur-of-the-moment ridesharing; registration and screening by the rideshare service reduces concerns about security; having car pool partners meet in cyberspace rather than at physical locations eliminates the requirements for curb space, adjacent parking and residential density.	Creating "critical mass" has been the main issue. Number of participants must be high enough that users have a good chance of finding a match.	Demonstrations done by Avego on SR 520; by Goose Networks at Microsoft.	Works best at high-tech companies. Requirements for success are: 1) an institutional sponsor committed to the project; 2) sufficient incentives, such as scarce parking spaces provided to projects participants; and 3) sufficient marketing to create critical mass.	Has great potential for use in King County. More demos planned by Avego and Metro Rideshare Operations.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Jitney</b>						
A mode of transport that falls between taxis and conventional buses. Private, for-hire taxis or vans take general public on a fixed or semi-fixed route without timetables, usually leaving when all seats are filled. Target market is commuters, shoppers, and tourists.	Service generally costs less than taxicabs	Frequent trips and unsubsidized when unregulated.	Jitney service is now regulated in most cities and operates in much the same manner as fixed-route bus.	Miami, Detroit, New York, Atlantic City	Most successful in inner cities with little regulation.	Best potential in high-density areas of King County.
<b>Moped loan program</b>						
Mopeds (two-wheeled vehicles which are a hybrid of both motorized and human pedaling power) are loaned for a temporary period (in some programs to allow participants to get to work or to get an education). Basic equipment such as helmets, lights, etc. Agency provides the vehicle, insurance, training, servicing, provides personalized transportation plan for when program ends.	Ensures participants value the program by requiring safety training and a small payment toward upkeep and safety equipment.	Provides residents with transportation in areas with little or no existing fixed-route service.	Case study customers were generally young adults. After the 6-12 month loan period, many of the youths buy a car, which is not a sustainable solution. Only resolves the transportation problem for a temporary period unless participants are allowed to buy the moped, perhaps at a subsidized price.	Edington, Bridgwater, Somerset and other rural areas in the U.K.	Targeted to rural areas with few or no public transportation options, but could work anywhere.	Could work well in rural areas, but would need to be run by an agency. Could consider letting participants keep the bikes, using a payment plan. Could also consider use of electric bikes.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Private shuttles</b>						
Contracted transportation service that generally provides a driver and motor coaches, vans or accessible vehicles exclusively for employees through an employer, often as a fully subsidized benefit. Although the target market is employees, hospital shuttles may serve patient families in addition to employees.	A 25-passenger shuttle bus costs about \$100-\$175K per year to operate. Passenger revenue generally covers only the cost of administration.	Fills a very specific niche market for a distinct clientele. Benefits include direct service at low or no cost to user and provision of passenger amenities, such as Wi-Fi. Frequent service is also typical of employee shuttles between worksites.	Transportation limited to direct employees; could be conflicts between public and employer-based service at transit facilities.	King County Microsoft Connector, Seattle Children's shuttle Bay Area - Golden Gate Transit Club buses MBTA, Massachusetts	Works where people are traveling from a variety of locations to a single work site, especially when the employer is located in a place that is not adequately served by public transit.	In Massachusetts, MBTA provided operating subsidies to open the program to the public. Enabled MBTA to respond to need for transit in lower density parts of the region.
<b>School buses</b>						
Supplemental service to outlying areas is provided to the public with school buses through a contract with a school district; buses deviate from their route to pick up residents who call ahead for a reservation.	Greatly reduced cost for serving low-density areas, compared with provision of fixed-route service by transit agency.	Provides supplemental transportation service on buses already traveling to outlying areas; Does not necessitate additional labor and capital investment on the part of the transit agency Provides an added transportation option to residents who may have few other options at times when it's available. Makes more efficient use of an existing resource.	Only available on days when school is in session and during very limited hours	Mason Transit has a contract with Shelton School District	In most any area with a school district whose buses have low demand at certain times of day.	Has potential to be used as a flexible transportation service in King County rural areas

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Shared-ride taxi</b>						
Private or contracted taxi provides subsidized or flat fee service to the general public. Mix of models available including service along a transit route at set intervals, picking up and dropping passengers off at bus stops or taxi dispatched at customer request. Service may be mileage-based fee (taxicab) or flat fee (for-hire vehicle). It is a shared-ride service, so the cab may pick up and/or drop off passengers during the ride.	A study done by the Center for Urban Transportation Research in Florida in 2002 provides a figure of \$8.19 as the cost per trip.	Can provide basic mobility at times of lower demand when it would otherwise be cost-prohibitive to provide fixed-route service. Reduces the cost of a solo taxi ride and provides a mobility option to get to and from transit hubs.	Could be difficult for private providers to use public infrastructure and challenging to establish a fare structure that meets the needs of the taxi driver, Metro and the user. Service quality can be difficult to ensure.	Washington County, Wisconsin; Ben Franklin Transit; Ann Arbor	Need enough people for shared taxis to be worthwhile. Could end up being most successful in areas of the County where fixed-route service is also most successful.	Could be used to provide late night or weekend service. Could provide supplemental fixed-route service in certain areas or at certain times of day. In some areas, could be the primary service. Metro could contract out some service or form partnerships with taxi companies.
<b>Slug lines (casual carpooling)</b>						
Informal carpools that form when drivers and passengers meet without specific prior arrangement at designated locations and commute together in a privately owned vehicle.	How much individuals pay for a ride is up to each driver. This is normally worked out by the individuals sharing the ride. The driver saves money on tolls. There is no clear standard for sharing the toll or splitting the cost of gas.	Allows part-time, spur-of-the-moment ridesharing; saves money; not run by any organization.	No clear standard has evolved for payment since tolls for carpools started in the Bay Area; normally a limited number of drop-off points. Studies have shown that the biggest constraint is not fear for safety, but concerns about time.	San Francisco, New York, Washington, D.C. area; Houston	Works where carpools can take advantage of HOV lanes and bypass long delays at toll plazas. Carpoolers normally wait in queues near on-ramps to bridges and freeways, sometimes at major park-and-ride lots.	Has potential in King County when tolling goes into affect.

Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
<b>Volunteer drivers</b>						
Use of volunteers to provide rides to older adults in private vehicles, generally using a reimbursement or transportation credit system. Available to seniors and persons with disabilities.	Some programs use public funds for reimbursement of a driver's expenses and/or to offset organizational costs related to providing volunteer transportation to persons with special transportation needs. With ITNAmerica programs, members can also trade in their existing vehicle to pay for rides.	Volunteer driver programs provide an alternative transportation option for seniors and persons with disabilities who do not qualify for paratransit services. Provides mobility to older adults without the need to ask for favors. Service is adaptable to meet the needs of the community.	Availability of sponsoring organizations to run volunteer driver program; sufficient volunteer drivers to meet demand.	Riverside, California; Mercer County, New Jersey, Washington (e.g. Senior Services in King County)	Anywhere sponsoring organization is available.	Could be set up through an agency

# Have a say Email and Phone Feedback



## 1. Date received

	Response Percent	Response Count
Date	100.0%	2
answered question		2
skipped question		0

## 2. Contact Information

	Response Percent	Response Count
Your name:	0.0%	0
Address:	0.0%	0
Address 2:	0.0%	0
City/Town:	0.0%	0
State:	0.0%	0
ZIP:	0.0%	0
Email Address:	100.0%	2
Phone Number:	0.0%	0
answered question		2
skipped question		0

**3. Comment:**

**Response  
Count**

2

**answered question** 2

**skipped question** 0

**4. Feedback received via**

**Response  
Percent      Response  
Count**

**Facebook** 0.0% 0

**Council correspondence** 0.0% 0

**Executive correspondence** 0.0% 0

**Metro management correspondence** 0.0% 0

**Phone** 0.0% 0

**Email**  100.0% 2

**answered question** 2

**skipped question** 0

**Q1. Date received**

- |   |            |                      |
|---|------------|----------------------|
| 1 | 05/04/2012 | May 7, 2012 8:31 AM  |
| 2 | 04/30/2012 | May 1, 2012 12:21 PM |

**Q2. Contact Information**

- |                |                           |                      |
|----------------|---------------------------|----------------------|
| 1              |                           |                      |
| Email Address: | duff@nobiomassburn.org    | May 7, 2012 8:31 AM  |
| 2              |                           |                      |
| Email Address: | Troy.Taylor@microsoft.com | May 1, 2012 12:21 PM |

**Q3. Comment:**

- |   |  |                      |
|---|--|----------------------|
| 1 | Hello, Since Rt 24 will stop at 9:30pm and Rt. 33 will stop at 10:10pm weeknights, alternative late night service must be provided for NW Magnolia, especially in the heavily populated area near the intersection of West Government Way and 34th Ave West. I belong to Citizens Coalition for Trees, an environmental group that counts most of its members in this area. We frequently travel about the city to evening meetings that adjourn later than Rts. 24 and 33 will operate. Do not abandon us!! Please respond, per King County statute, with specific alternative public transportation options being considered for our area. Thank you. Duff Badgley Citizens Coalition for Trees 206-283-0621 | May 7, 2012 8:31 AM  |
| 2 | How do I find out if my route is one that is being considered? 232? tt Troy Taylor O365 Global Release Management Desk: 425.538.6509 : Cell 206.510.8169   | May 1, 2012 12:21 PM |

**Q5. Project**

- |   |                              |                      |
|---|------------------------------|----------------------|
| 1 | Alternative Service Delivery | May 1, 2012 12:21 PM |
|---|------------------------------|----------------------|



## Planning for Alternative Service Delivery Stakeholder Meeting #1

### Agenda

Tuesday, Jan. 24, 2012

Fall City Library | 33415 SE 42nd Place, Fall City, WA

4-6 p.m.

#### Meeting goals:

- ∞ Inform invited stakeholders of Metro's policy directive concerning alternative service delivery.
- ∞ Gather feedback from invited stakeholders about how they envision Metro implementing alternative service delivery.

- 4:00 p.m. Welcome and introductions**  
DeAnna Martin, community relations, King County Department of Transportation (KCDOT)
- 4:10 p.m. Overview and background**  
Matt Hansen, supervisor, Market Development, King County Metro Transit
- 4:20 p.m. Case Study Presentation: The Route 224**  
Stephen Hunt & Jim Arrowsmith, transit planners, Metro's Service Development  
Don Okazaki, transit planner, Metro's Accessible Services  
Syd Pawlowski, supervisor, Metro's Rideshare Operations
- 4:50 p.m. Small group conversation: How and with whom should Metro partner to implement alternative service delivery effectively?**  
DeAnna Martin, community relations planner, KCDOT
- 5:20 p.m. Small group report out**
- 5:35 p.m. Next steps**  
DeAnna Martin, community relations, KCDOT
- 6:00 p.m. Adjourn**

**King County Metro Transit  
Alternative Service Delivery  
Stakeholder Meeting 1  
January 24, 2012  
4:00-6:00 p.m.  
Fall City Library**

**Participants:** Nancy Tucker, City of Snoqualmie; Jim Stanton, Microsoft; Michelle Zeidman, King County Mobility Coalition; Peter Eberle, Four Creeks UAC; Ed Miller, Bus rider; Cindy Zwart, Senior Services; Amara Oden, SnoValley Senior Center; Nate Jones, University of Washington; Alina Aaron, Hopelink; Chester Knapp, City of Redmond; Steve Hiester, Greater Maple Valley UAC; Deric Gruen, Bellevue College; Craig Olson, City of Clyde Hill; BJ Libby, Snoqualmie Valley Transportation

**Metro Staff:** Matt Hansen, Market Development; Eileen Kadesh, Market Development; Syd Pawlowski, Rideshare Operations; Jim Greenwald, Rideshare Operations; Park Woodworth, Paratransit/Rideshare Operations; Don Okazaki, Accessible Services; Stephen Hunt, Long Range Planning & Performance Measurement; Jim Arrowsmith, Service Development; DeAnna Martin, Communications

**Welcome and introductions**

DeAnna Martin welcomed participants, provided an overview of the meeting goals and agenda, and asked participants and staff to introduce themselves and share their interest in this topic.

**Overview and background**

Matt Hansen provided an overview of the legislation and policy that has initiated this planning process. (See handout, "Background on Alternative Service Delivery Models")

**Case Study Presentation: The Route 224**

Stephen Hunt & Jim Arrowsmith provided an overview of Metro's service guidelines and approach to identifying candidate routes. Jim Arrowsmith presented information about Route 224 as an example of a candidate route for alternative service delivery. Don Okazaki presented community vans as one alternative that might be considered as an alternative to the Route 224 and what would be needed to implement it. Syd Pawlowski presented the same information for the Vanpool/Trip pool. (See handouts, "Alternative Service Delivery Implementation," "Route 224," "Transportation Options," "Alternative Service Option: TripPool," and "Alternative Service Option: Community Vans.")

Questions and comments from participants in response to this were:

- ∞ How does route 224 compare to all other routes within the system? What are the thresholds under which a candidate route is selected?
- ∞ Define the universe of the problem. How many routes are we talking about that fit the 224 conditions? What is the scope of candidates for alternative service delivery?
- ∞ A one-size fits all approach isn't going to work.

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- ∞ Share the list of low-performing routes that fall below 25% of the productivity measures.
- ∞ We need to make sure we meet the social and geographic needs throughout the county. We can't leave any community un-served, don't consider alternative service delivery where there is a social and geographic requirement/necessity to provide service.
- ∞ Identify ways to partner resources for public and private use. For example, community vans that are operated for a particular agency and their clientele also serving the general public.
- ∞ What are the resources available for alternative service delivery? Is it only through the reduction of fixed route service that these resources become available for investment in alternatives?

**Group conversation: How and with whom should Metro partner to implement alternative service delivery effectively?**

Participants sat in groups of 4 with a staff note taker. They were asked to respond to the following questions:

1. Who should Metro approach in your community to begin this conversation? How?
2. Look at the process Metro has outlined. How do you envision this working? What's missing? Fill in any details you think would make this work effectively?
3. Are there alternatives we haven't thought of that should also be considered?

At the conclusion of their small group conversation, each group reported out on what they had discussed:

**Group 1**

- ∞ Contact senior centers within a community for a meeting. It has to be done face-to-face for the 75-100 year olds.
- ∞ Attend community council meetings, i.e. the Greater Maple Valley Community Council meets once a month.
- ∞ Advertise in the paper.
- ∞ Need more demographics – why do people ride the bus?
- ∞ Talk to the bus drivers
- ∞ Go to City Council or the local jurisdictions
- ∞ Volunteer drivers – senior services may cut driver reimbursement if state funding is reduced – this is of concern
- ∞ Schools and students should also be involved
- ∞ Religious institutions should be involved. They know about the needs in the community.
- ∞ Don't understand the whole process – need to understand the problem
- ∞ Logistics need clarity for various alternatives being considered – where will extra vehicles be stored? What if vans break down?
- ∞ It's hard as a sponsoring organization of an alternative service – from the reports we are required to complete to needing additional staff support to manage the

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service. This needs to be made more transparent to potential partners and resources allocated to address these challenges.

- ∞ Expand the population that can use alternative services being provided by social and human service organizations.
- ∞ Need bike racks on the vans.
- ∞ Need to consider the safety of rural roads.

**Group 2**

- ∞ Start with the riders – find out why they are using the service
- ∞ In tracking the costs, always include social equity and geographic value as factors
- ∞ Distinguish choice riders versus transit dependent riders, e.g. the Snoqualmie Ridge Homeowners Association
- ∞ Always link to the service guidelines
- ∞ Do mailers or surveys of people within a certain distance of the route being considered for alternative service
- ∞ Add depth to the matrix – what are the barriers to operating these alternatives listed. Be transparent and realistic about expectations for partners.
- ∞ Take small numbers of options to the community – keep it simple and appropriate to the context
- ∞ Make the costs of options clear
- ∞ Downstream the consequences of the elimination of a fixed route service, e.g. implications on Access users
- ∞ Analyze the transit network and options, not just a single route
- ∞ Understand the whole set of services being provided in an area and use the resources available to adjust or beef of what's being provided regardless of the provider
- ∞ Make limitations/constraints clear up front, i.e. 587 limit on contract hours, federal requirements, and county ordinances

**Group 3**

- ∞ Question 1 – Gather community info:
  - Do surveys
  - Identify key community contacts – who's who: schools, church groups, councils, community associations – ask, "What will work best?"
  - Ask for help!
  - Use local papers
  - Interview the bus driver
  - Bus team: interview riders
- ∞ Question 2 – Partner with the community to do outreach. Group travel needs by:
  - Intra-community travel
  - Specific travel outside the community
  - Commuters

Design of the service should follow function derived from these categories. Then, find creative partnerships to implement the design.

- ∞ Question 3 – a pool of drivers (made up of residents of a community or neighborhood) be formed that would be on call to others needing transportation. They would be available through phone or on-line “booking” system” operating in real time. (This is commonly referred to as “dynamic ridematching”). The drivers could be paid per trip or miles travelled, or some combination of both.

#### Group 4

- ∞ Need more employment data
  - Contact employers
  - Use cities’ business license lists
- ∞ Ask communities for known major destinations
  - Contact major community resources, e.g. food banks and schools
- ∞ Let the route purpose-guideline results guide the outreach process – is the route commute oriented, providing all-day mobility, meeting special needs, a shopping shuttle?
- ∞ Look for a connection between the purpose of the service provided and the actual use to generate a cost/benefit
- ∞ Identify mobility needs not being met within the community, look to:
  - Community groups
  - Parent groups
  - Jurisdictions
  - Areas adjacent to the service area
  - Tribes
  - Chambers of commerce – tourism
  - Agricultural resources – workforce access?
  - Community centers/libraries
  - Senior centers
  - Advocacy organizations
  - Limited English proficiency populations
  - Transportation Management Associations
  - Nonprofits, e.g. Transportation Choices Coalition, Bicycle Clubs
  - Employers/other agency-operated shuttles
- ∞ Push Rideshare Online – provide incentives to use Rideshare
  - Extra seats in cars is the biggest untapped resource
  - Do more marketing in rural/smaller city areas
- ∞ Work with the community to define mobility need
- ∞ Highlight the opportunity provided by alternative service delivery
- ∞ Use a community visioning process – not just Metro saying this is what the service will look like
- ∞ Empower communities to take an active role in designing the service – consider community-branding the services so there is community ownership of the product
- ∞ Leverage non-Metro existing resources
- ∞ Seek opportunities to expand alternative service products besides just with service reductions.
- ∞ Make sure partners have sustainable funding for continued service
- ∞ Do partners have resources to match – what value is the product providing?

After each group reported out, participants encouraged Metro to:

- ∞ Look at work done at the state level by the Agency Council on Coordinated Transportation on doing alternative service delivery using school buses. (Contact Don Chartock 360-705-7928)
- ∞ Ask questions of the community that would appeal to personal and organizational benefit – would be people being willing to pay more for more desirable service?
- ∞ Have as much specificity as possible as you go through the political process.

### **Next Steps**

DeAnna provided an overview of next steps and what participants could expect between now and the next face-to-face meeting. Namely:

- ∞ Notes and materials will be shared with those who attended as well as those who could not attend, but requested follow up
- ∞ Public comment and additional outreach is being planned
- ∞ Additional input or support engaging others may be sought from this group between now and the next meeting
- ∞ Another meeting will be scheduled for mid-March where participants will have the opportunity to review the draft plan and provide feedback

## **Background On Alternative Service Delivery Models**

Metro's new *Strategic Plan for Public Transportation 2011-2021* and two King County ordinances adopted in 2011 (17143 and 17169) call for Metro to offer alternative service options in areas of the county where regular fixed-route bus service is not cost-effective.

Initially (this February), Metro will "right-size" service in three areas by converting fixed-route services that have low ridership into dial-a-ride transit (DART) routes. DART uses smaller vehicles on flexible routing, and costs less than fixed-route bus service. Metro may also use other alternative services to preserve public transportation options in areas where the only fixed-route service does not meet the performance thresholds in Metro's service guidelines.

Following those initial conversions, Metro may extend alternative service delivery products to communities where these products would improve mobility and cost less than fixed-route bus service. Potential products include Community Access Transit, vanpools, taxi scrip, car sharing, flexible carpools, shared taxis and volunteer driver programs. Metro will continuously look for and develop other service concepts that meet public transportation needs and are cost-effective.

## **Approach to a Five-Year Plan**

1. Use Metro's service guidelines to identify which current services may be candidates for replacement with an alternative service.
2. Develop an inventory of travel demand and local needs in the candidate areas. Analyze how current services are used and gather information from local individuals and groups.
3. Identify alternative services that could meet local needs at a cost lower than fixed-route bus service. Select options based on responsiveness to local needs, availability of local partners to help implement and/or fund the service, and savings from reduction of fixed-route service.
4. In the early years of the five-year program, consider alternative services in areas where a reduction of fixed-route service would eliminate the area's only public transit connection. Use the experience gained in these initial conversions to implement alternative service more broadly in later years.

### **Timeline:**

2012-13: Start at least three pilot alternative service programs

2014-17: Start additional alternative services when the only bus service connections in an area are eliminated or when an opportunity arises to partner with local jurisdictions and organizations to provide services

## **Alternative Service Delivery Authorizing Legislation**

The following documents approved by the King County Council direct Metro to develop alternative service delivery options:

- Metro's *Strategic Plan for Public Transportation 2011-2021*
- Ordinance 17143, adopting the strategic plan
- Ordinance 17169, adopting the 2011 Congestion Relief Charge

### **Strategic Plan**

The King County Council adopted the *Strategic Plan for Public Transportation 2011-2021* in July 2011. The strategic plan was the culmination of a two-year effort and was guided by the recommendations of the 2010 Regional Transit Task Force.

Three strategies form the basis of Metro's alternative service delivery program. Strategies 2.1.1 and 2.1.3 encourage Metro to design and offer a variety of products and services (including non-fixed-route transit) that meet different mobility needs and provide value to all parts of King County. Strategy 6.2.3 states that Metro will "Develop and implement alternative public transportation services and delivery strategies." The plan also notes that "Fixed-route transit service is not cost-effective in some areas of King County because of the land uses, infrastructure, or density. However, people in these areas still have mobility needs and by circumstance or choice, require public transportation services..." The service guidelines that are part of the strategic plan outline how Metro should achieve these objectives (pages SG-16 and SG-17 in the Service Guidelines section of the *Strategic Plan for Public Transportation*).

### **Ordinance 17143**

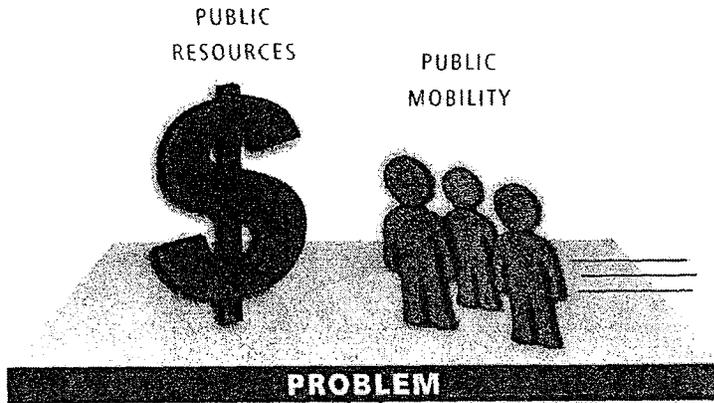
Ordinance 17143 adopted the strategic plan. This ordinance included specific requirements related to alternative service delivery. Section seven requires that by June 15, 2012 the County Executive shall transmit a five-year implementation plan for alternatives to traditional transit service delivery. This plan should include at a minimum:

1. A review of alternative service delivery best practices in the transit industry;
2. Consideration of local service needs;
3. Stakeholder involvement;
4. Costs and benefits of all evaluated alternative service delivery options;
5. A summary of constraints to implementation and methods to reduce barriers for change;
6. Strategies to build ridership, such as through marketing, where resources are available to do so;
7. Recommendations for alternative service delivery; and
8. A timeline for implementation actions.

### **Ordinance 17169**

The King County Council adopted Ordinance 17169, approving the temporary Congestion Reduction Charge, in August 2011. This ordinance includes specific direction concerning alternative service delivery. Section 10 requires Metro to "begin implementing, by the June 2012 service change, new right-sized services provided at reduced operating costs." In compliance with this directive, the County Executive announced that three bus routes would be converted to DART service effective February 2012.

# Alternative service delivery implementation



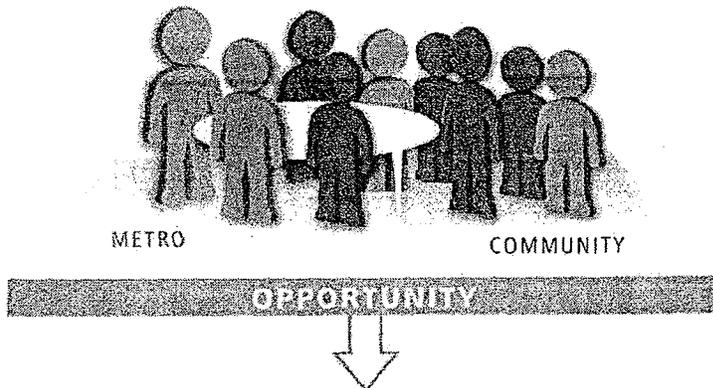
**PROBLEM:**

Spending too much money while providing too few travel options

**Identify services to be improved**

- Money spent
- Mobility provided
- Available alternatives

Alternative Service Delivery  
**PROCESS**



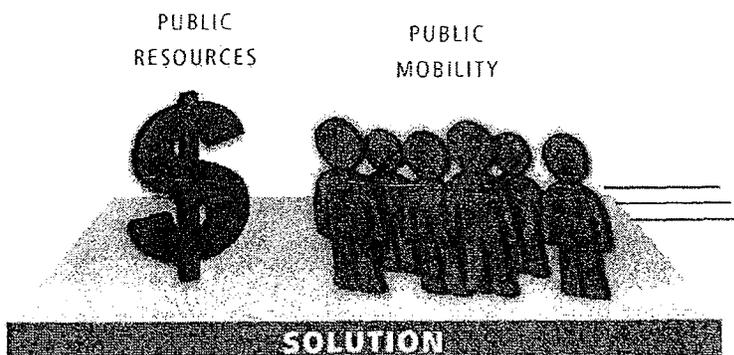
**OPPORTUNITY:**

Metro considers better ways to use public resources

**Collaboratively identify mobility needs**

- Current travel options
- What travel options are desired
- Potential community partners

Alternative Service Delivery  
**PRODUCT(S)**



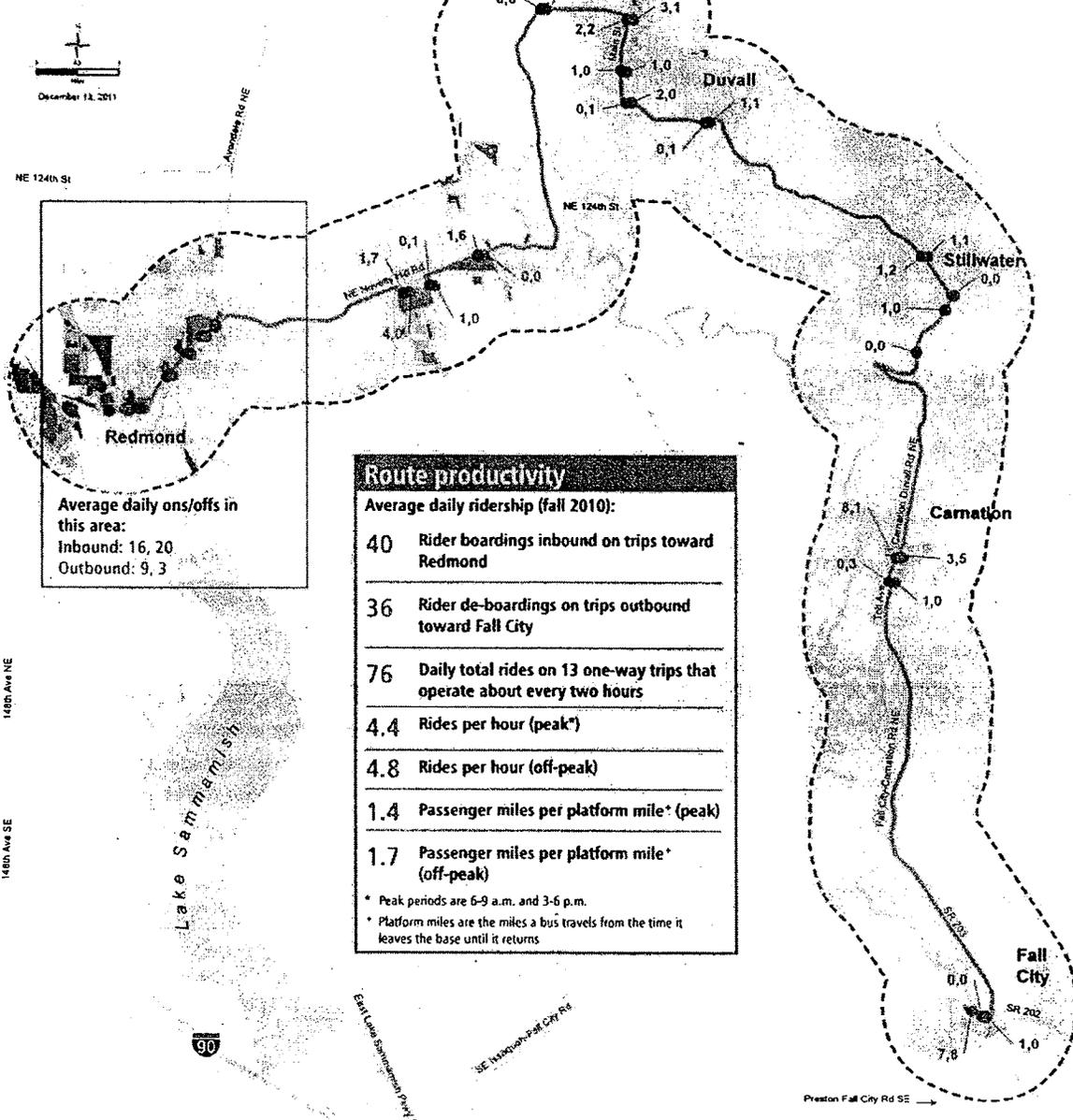
**SOLUTION:**

Public resources better meet the community's mobility needs

**Deliver alternative service**

- Tailored travel options
- Community buy-in
- More cost effective

# Route 224



**Average daily ons/offers in this area:**  
 Inbound: 16, 20  
 Outbound: 9, 3

Route productivity	
Average daily ridership (fall 2010):	
40	Rider boardings inbound on trips toward Redmond
36	Rider de-boardings on trips outbound toward Fall City
76	Daily total rides on 13 one-way trips that operate about every two hours
4.4	Rides per hour (peak*)
4.8	Rides per hour (off-peak)
1.4	Passenger miles per platform mile* (peak)
1.7	Passenger miles per platform mile* (off-peak)
* Peak periods are 6-9 a.m. and 3-6 p.m.	
* Platform miles are the miles a bus travels from the time it leaves the base until it returns	

Costs	5,000 annual service hours	About \$439,000 per year to operate (40-foot bus at \$89 per hour)	\$23 per rider
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Household density	
within one mile buffer around Route 224	
[White box]	0 - 1 households per acre
[Light gray box]	2 - 4 households per acre
[Medium gray box]	5 - 6 households per acre
[Dark gray box]	7 - 10 households per acre
[Black box]	> 10 households per acre
*2010 census block data	

Map key	
—	Route 224
- - -	One mile buffer zone
●	RT 224 Inbound bus stops
⊙	RT 224 Outbound bus stops
1, 1	Average daily inbound on/offers** at selected stops
1, 1	Average daily outbound on/offers** at selected stops
**Fall 2010 ridership data	

**King County METRO**  
 We'll Get You There

# Case Study: Route 224



We'll Get You There

## Description

Route 224 serves Fall City, Redmond, and several small communities in between. It is the only public transportation service for the Redmond Ridge urban planned development. It gives riders connections to other bus routes at the Redmond Transit Center, Duvall and Fall City.

Route 224 operates on weekdays only. Its ridership justifies only infrequent service—about one trip every two-to-three hours between about 6 AM and 7 PM.

The limited data available indicates that most Route 224 riders travel to Redmond or return. A few riders travel between valley communities or to Fall City. Information is not available about how many riders transfer to other routes.

It appears unlikely that many riders use Route 224 for work commutes, given the route's infrequent service and circuitous routing. It is likely that people who use Route 224 do not have other transportation options.

The route is about 28 miles long and has 23 stops in each direction. Most of the stops get some use. Route 224 buses travel long distances on rural roadways where there is little or no transit demand. It is not possible to site bus stops on these roadways because there is no place to pull off the road, and buses cannot stop in the road because of posted speed limits and safety concerns.

## Current Route 224 Timetable

Weekday Route Map & Snow Route

### To REDMOND (Weekday):

334th Pl SE & SE 42nd Pl	SR-203 & Bird	Main & Stewart	Redmond Ridge Dr NE & Marketplace	161st Av NE & NE 83rd Bay 5
5:55amH	6:02amH	6:18amH	6:27amH	6:45amH
7:03am	7:10am	7:26am	7:35am	7:56am
9:58am	10:05am	10:21am	10:30am	10:48am
1:03pm	1:10pm	1:26pm	1:39pm	1:59pm
3:06pm	3:13pm	3:31pm	3:42pm	4:04pm
5:23pmH	5:30pmH	5:48pmH	5:59pmH	6:22pmH
6:30pm	6:37pm	6:53pm	7:04pm	7:24pm

### To FALL CITY (Weekday):

161st Av NE & NE 83rd Bay 5	Redmond Ridge Dr NE & Marketplace	Main & Stewart	SR-203 & Bird	334th Pl SE & SE 42nd Pl
8:46am	8:57am	9:07am	9:26am	9:41am
11:51am	12:02pm	12:12pm	12:31pm	12:46pm
1:43pm	1:56pm	2:08pm	2:29pm	2:46pm
3:44pmH	3:57pmH	4:09pmH	4:30pmH	4:47pmH
4:57pm	5:11pm	5:23pm	5:44pm	6:01pm
6:26pmH	6:40pmH	6:52pmH	7:13pmH	7:30pmH

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# Transportation Options



We'll Get You There

## King County-branded transportation options

Products	Product Description	Where it works	Application in King County
<b>Access</b>	Provides door-to-door ADA paratransit service using accessible vans for ADA-eligible customers who have a disability that prevents them from riding the bus some or all of the time and who register for the service.	In areas served by fixed-route bus service.	Widespread
<b>Bus</b>	Bus service on fixed routes and schedules. Service is available to general public.	Works best in areas of higher population density	Widespread
<b>CAT - Community Shuttles</b>	King County creates partnerships with jurisdictions or agencies to set up their own transportation service. The County provides 8, 12, or 15- passenger accessible vans and operating grants to cover expenses such as gas, maintenance and labor. Agencies provide insurance, scheduling, drivers and monthly ridership reports.	Could be implemented anywhere. Service is adaptable to meet needs of the community	The service is currently set up for people with special transportation needs, but could be revised to include the general public.
<b>Custom Bus</b>	Custom Bus is an express bus service designed to meet the specific needs of commuters and students traveling to locations not well served by fixed-route transit. Employers and schools contract with King County Metro for these customized express bus routes. Also open to the general public. Buses make a minimum of one round-trip each day.	Routes generally operate on freeways and major arterials. The service allows for close-in loading and unloading for the commuter at the work or school end of the trip and operates at times compatible with commuters' shift or school schedule requirements.	Boeing, Lakeside School
<b>Flexible public transportation service (DART)</b>	Metro's Dial-a-Ride Transit (DART) offers variable routing in some areas within King County to the general public by using vans that can go off regular routes to pick up and drop off passengers within a defined service area. DART does not go door-to-door. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses. DART is operated by Hopelink under a contract with Metro.	Rural areas, small urban cities, selected applications in urban and suburban areas	Potential for expansion to new areas of King County where fixed-route service is not performing well.

**King County-branded transportation options**

Products	Product Description	Where it works	Application in King County
<b>Taxi Scrip</b>	County provides Taxi Scrip equivalent to 50% of the cost of a taxi trip for low-income King County residents age 18 to 64 who have a disability or age 65 and over for taxi trips. Registered participants purchase taxi scrip from Metro at a 50 percent discount. Customer pays driver the meter fare using taxi scrip instead of cash. Most taxi companies accept taxi scrip.	Works best in densely populated areas already served by taxicabs.	Existing taxi scrip could be expanded to serve riders in locations previously served by transit routes not suited for other service products.
<b>Trip Pool</b>	Serves as a connector to a transportation hub that follows a defined route with regular stops during regular commute hours limited to one inbound and one outbound trip per day. County provides 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customer provides volunteer driver, backup driver, and bookkeeper.	Could work well in replacing transit routes with low ridership. Could be marketed at employer sites to employees needing to link to transit, where park-and-ride lots are at capacity and a reserved parking stall could be provided for the Trip-Pool vehicle.	Good potential for more demonstrations in King County
<b>Vanpool</b>	County provides 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customer provides volunteer driver, backup driver, and bookkeeper. Vanpool groups have fixed membership, origins and destinations, and trip times.	Long distance trips that are not served well by traditional transit service. Best market is large employment centers in areas with limited public transit service.	Widespread
<b>Vanshare / MetroPool</b>	The program provides a vehicle to groups of 5 or more commuters commuting to and from a common work location. Rider must commute at least one day each week on the Metro provided vehicle. County provides 5-passenger electric vehicles for the MetroPool program and 7, 8, 12, or 15-passenger vans for the Vanshare program. Program includes maintenance, fuel, insurance, reservation system and guaranteed ride home. Customer provides liability insurance, volunteer driver, backup driver, bookkeeper and monthly reports.	Train stations, ferry terminals, transit terminals (bus, light rail, heavy rail). Connects transit commuters to their destination by providing "last mile" option.	Good potential for expansion in King County where dedicated parking can be provided at transit hubs.
<b>Water Taxi (passenger-only ferry)</b>	Passenger-only ferry service is available to the general public on two routes, linking Vashon Island to Downtown Seattle and West Seattle to Downtown.	Connecting travellers to dense employment areas	As determined by the King County Ferry District

## Private sector transportation options

Products	Product Description	Where it works	Application in King County
<b>Bike sharing</b>	A public bike system with high-tech, 3-speed utilitarian bikes available for short trips. Provider pays for bicycles and maintains bikes; helmets may be available for rent at the stations for a small added cost. The first 30-60 minutes are free. Target market is residents, employees, students and tourists.	Urban and suburban city centers with high residential density, employment density, tourist attractions and transit hubs. Used for short-distance trips of three miles or less and for "last mile" connections to transit.	Bike share program model under analysis by the Bike Share Partnership Team (Cities of Seattle, Redmond, Kirkland, King County, UW, Seattle Children's, Microsoft, Cascade Bicycle Club, Sound Transit, PSRC).
<b>Car sharing</b>	A neighborhood-based transportation service that allows people to use a car when needed, without the costs and responsibilities of ownership. Provider pays for vehicles, gas, insurance, parking. A new type of car sharing (Spride, Whipcar) allows private individuals to rent out and get paid for use of their personal cars on a part-time basis. Target market is residents of urban neighborhoods where vehicle ownership is low and parking difficult.	High-density residential neighborhoods and suburban city centers; employment sites; university campuses	Zipcar already operating in areas of the County where the business can succeed; would require a subsidy in areas of lower density. A car share model that allows private individuals in neighborhoods to rent their personal cars on a part-time basis is being explored.
<b>Carpools</b>	A group of two or more persons who commute together in a privately owned vehicle on semi-regular schedule. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool. Target market is commuters, families taking kids to school-related activities.	Anywhere	Potential for expansion for public and private events and to reduce drop-off traffic at schools.
<b>Flexible carpools</b>	Emerging technology that facilitates the ability of drivers and passengers to make one-time ride matches close to their departure time via their computer or smart phone. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool.	Congested corridors and tolled corridors	Has potential in King County when tolling goes into effect. Could be implemented at park and ride lots or other central gathering places. Avego applying lessons learned from WSDOT-funded demonstration on SR 520.

**Private sector transportation options**

Products	Product Description	Where it works	Application in King County
<b>Jitney</b>	A mode of transport that falls between taxis and conventional buses. Private, for-hire taxis or vans take general public on a fixed or semi-fixed route without timetables, sometimes leaving only when all seats are filled. Target market is commuters, shoppers, people going to medical or other appointments, and tourists.	Most successful in inner cities with little regulation.	Best potential in high-density areas of King County.
<b>Moped loan program</b>	Mopeds (two-wheeled vehicles which are a hybrid of both motorized and human-pedaling power) are loaned for a temporary period (in some programs to allow participants to get to work or to get to school). Basic equipment such as helmets, lights, etc. Agency provides the vehicle, insurance, training, servicing, provides personalized transportation plan for when program ends.	Used in rural areas in the U. K. with few or no public transportation options. Service could be demonstrated in many different types of areas.	Could work in rural areas, but would need to be run by an agency. Could consider letting participants keep the vehicles, using a payment plan. Could also consider use of electric bikes.
<b>Private shuttles</b>	Contracted transportation service that generally provides a driver and motor coaches, vans or accessible vehicles exclusively for employees or other distinct groups (e.g. retirement communities), often as a fully subsidized benefit.	Works where people are traveling from a variety of locations to a single work site or between worksites, especially when the employer is located in a place that is not adequately served by public transit. Also works where people have a common trip origin and need transportation to meet a wide variety of needs.	In Massachusetts, MBTA provided operating subsidies to open the program to the public. Enabled MBTA to respond to need for transit in lower density parts of the region. Metro could examine subsidizing operations of private vehicles in exchange for the operator allowing the general public on board.
<b>School buses</b>	Supplemental service to outlying areas is provided to the public with school buses through a contract with a school district; buses deviate from their route to pick up residents who call ahead for a reservation.	In most any area with a school district whose buses have low demand at certain times of day.	Has potential to be used as a flexible transportation service in King County rural areas

Private sector transportation options			
Products	Product Description	Where it works	Application in King County
<b>Shared taxi</b>	Private or contracted taxi provides subsidized or flat fee service to the general public. Mix of models available including service along a transit route at set intervals, picking up and dropping passengers off at bus stops or taxi dispatched at customer request. Service may be mileage-based fee (taxicab) or flat fee (for-hire vehicle). It is a shared-ride service, so the cab may pick up and/or drop off passengers during the ride.	Ben-Franklin Transit uses this model as a last-mile connection from fixed-route service. Would require a subsidy to be successful, either by subsidizing operations or by paying fares.	Could be used to provide late night or weekend service. Could provide supplemental fixed-route service in certain areas or at certain times of day. In some areas, could be the primary service. Metro could contract out some service or form partnerships with taxi companies.
<b>Slug lines (casual carpooling)</b>	Informal carpools that form when drivers and passengers meet without specific prior arrangement at designated locations and commute together in a privately owned vehicle.	Works where carpools can take advantage of HOV lanes and bypass long delays at toll plazas. Carpoolers normally wait in queues near on-ramps to bridges and freeways, sometimes at major park-and-ride lots.	Has potential in King County when tolling goes into effect and in corridors with HOV lanes. Could be implemented at park-and-ride lots or other central-gathering places.
<b>Volunteer drivers</b>	Use of volunteers to provide rides to older adults in private vehicles, generally using a reimbursement or transportation credit system. Available to seniors and persons with disabilities.	Anywhere a sponsoring organization is available.	Could be set up through an agency to administer ride-matching and administration of any subsidy to the volunteer drivers.

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## Alternative Service Option: TripPool

### What is a TripPool?

- ∞ A van that operates with at least two volunteer drivers, following a defined route with regular stops during commute hours.
- ∞ Service starts at or near the beginning of a "canceled" transit route's origin and follows a route designed to meet the needs of riders—for example, Fall City to Redmond on SR 202 (current Route 224)
- ∞ Driver has flexibility to make adjustments to the route to respond to the marketplace.
- ∞ Riders board at predetermined locations and/or through a trip reservation system.
- ∞ Each TripPool is limited to one inbound and one outbound trip per day, M-F.
- ∞ Connects to a transportation center.
- ∞ Fares and payment mechanism undetermined, but could be same as one-zone bus service.

### Requirements

- ∞ A minimum of two volunteer drivers.
- ∞ Drivers must be 21 and have clean driving records.
- ∞ No minimum ridership.
- ∞ Partnership with community organization(s) sponsoring the service.

### Metro provides:

- ∞ Vehicle, maintenance, fuel, insurance.
- ∞ Reserved parking at the Redmond Park-and-Ride and trip origin.
- ∞ Taxi ride home from Redmond Park-and-Ride if passenger misses the TripPool.

### Sponsoring organization provides:

- ∞ Information about potential users to determine routes, schedules, stops.
- ∞ Access to promotional channels to build ridership.
- ∞ TripPool parking area, if other than a park-and-ride lot.

### How does TripPool work?

- ∞ Vans available at an origin location in a neighborhood or city center.
- ∞ Key-management system may be used to provide access to van keys and gas card for fueling.
- ∞ Volunteer driver leaves origin at specific departure time to pick up riders along route.
- ∞ Volunteer drivers may be added to respond to increased demand.
- ∞ Deviations to route may be accommodated by mobile phone dynamic ridematching.
- ∞ TripPool parking spaces reserved at transportation center.

**How does a TripPool find riders?**

- ∞ Metro and community partner use RideshareOnline.com to create a neighborhood network.
- ∞ Community members may download free mobile phone applications to request rides.
- ∞ TripPool vans clearly identified and could use existing bus stops as pick-up points.

**How does a TripPool differ from VanPool and VanShare?**

- ∞ No minimum number of riders is required.

**TripPool benefits**

- ∞ Provides a low-cost, flexible public transportation option to neighborhoods and communities.
- ∞ Can serve neighborhoods not accessible by full-sized coaches.
- ∞ Decreases number of single-occupant-vehicle trips along neighborhood corridors.
- ∞ Provides customized routing and scheduling options to accommodate a changing marketplace.
- ∞ Volunteer driver rides free, plus has personal use of vehicle outside commute hours.
- ∞ Provides riders a guaranteed ride home (taxi scrip) if stranded.



## **Alternative Service Option: Community Vans**

### **What is a Community Van?**

Metro's Community Van program provides resources to community partners, such as nonprofit agencies or local jurisdictions, to set up their own van shuttle service to meet local community needs. For example, the Mount Si Senior Center provides door-to-door service for seniors and people with disabilities in Snoqualmie Valley. For the general public, the van service provides transportation from the customer's home to the closest bus stop. Metro provides vans and some operating expenses for the service.

### **Requirements**

- ∞ A community nonprofit or jurisdiction (city or town) can choose to operate a community van.
- ∞ Metro will work with a community to help find a nonprofit or jurisdiction to operate a community van.

### **How does a Community Van work?**

- ∞ An eligible community partner fills out a Community Van application form to explain how their service will work and estimate their expenses and how many rides they will provide each month. Metro will work with the community partner to develop a budget and service model to make sure it meets the requirements for the community van program.
- ∞ Community partners sign an agreement with Metro to provide van service in their community.
- ∞ The community partner must meet the requirements for the community van program in their agreement, such as driver standards, driver training, monthly reporting and site inspections
- ∞ The community partner will be provided with a van, maintenance and some operating expenses to cover gas, insurance and labor to run the service. The van remains the property of King County.

### **What are the benefits of a Community Van?**

For the community and residents:

- ∞ Provides a public transportation option to neighborhoods and communities that can be customized to meet their needs.
- ∞ Decreases the number of single-occupant vehicle trips in their community, reducing traffic congestion.

For Metro:

- ∞ Provides a low-cost transportation option to communities affected by service cuts.
- ∞ Provides a more flexible transportation option to accommodate a changing marketplace.



## Planning for Alternative Service Delivery Stakeholder Meeting #2

### Agenda

Wednesday, Feb. 29, 2012

Kent Memorial Park Building | 850 Central Ave N., Kent, WA

10 a.m.-12 p.m.

#### Meeting goals:

- ∞ Reflect back what Metro heard and respond to questions raised at first stakeholder meeting on Jan. 24 in Fall City.
- ∞ Gather feedback from invited stakeholders on a proposed process for implementing alternative service delivery.

#### 10:00 a.m. Welcome and introductions

DeAnna Martin, community relations, King County Department of Transportation (KCDOT)

#### 10:10 a.m. Overview of Fall City meeting, reflect back what Metro heard

Matt Hansen, supervisor, Market Development, King County Metro Transit

#### 10:20 a.m. Review of research on alternative services, what it takes for them to work

Matt Hansen, supervisor, Market Development, King County Metro Transit

#### 10:35 a.m. Proposed model for implementing alternative service delivery

Stephen Hunt, transit planner, Long-Range Planning & Performance Management, King County Metro Transit & Don Okazaki, transit planner, Accessible Services, King County Metro Transit

#### 10:50 a.m. Discussion and feedback

DeAnna Martin, community relations, KCDOT

#### 11:50 a.m. Next steps

DeAnna Martin, community relations, KCDOT

#### 12:00 p.m. Adjourn

**King County Metro Transit  
Alternative Service Delivery  
Stakeholder Meeting 2  
February 29, 2012  
10:00 a.m. – 12:00 p.m.  
Kent Memorial Park Building**

**Participants:** James Lewis, South Seattle Community College; Peter Eberle, Four Creeks Unincorporated Area Council; Nate Jones, University of Washington; Monica Whitman, Suburban Cities Association; Dan Hasty, City of Renton; Cathy Mooney, City of Kent; Chester Knapp, City of Redmond; Dave Hill, Mayor of Algona; Emiko Atherton, Office of Councilmember Julia Patterson; Richard Hart, City of Covington; Councilmember Jeanne Burbidge, City of Federal Way; Councilmember Stacia Jenkins, City of Normandy Park; and Becky Edmonds, Hopelink/University of Washington

**Metro Staff:** Matt Hansen, Market Development; Syd Pawlowski, Rideshare Operations; Jim Greenwald, Rideshare Operations; Park Woodworth, Paratransit/Rideshare Operations; Anne Brusklund, Paratransit/Rideshare Operations; Don Okazaki, Accessible Services; Stephen Hunt, Long Range Planning & Performance Management; Jim Arrowsmith, Service Development; DeAnna Martin, Communications

**Welcome and Introductions**

DeAnna welcomed participants and provided an overview of the meeting goals and agenda. Participants and staff introduced themselves.

**Overview of Fall City meeting**

Matt provided a brief summary of the meeting process and major themes that emerged from the first stakeholder meeting.

**Review of research on alternative services, what it takes for them to work**

Matt described how Metro has interpreted the council directive to research best practices for alternative service delivery. Metro has been researching both delivery models as well as specific alternative services.

Specific alternatives are unique to the communities where they have been implemented. Therefore, Metro's research has sought to uncover the universe of alternatives, how they work, and what conditions make them work well. (See handouts entitled "Transportation Options: King County," and, "Transportation Options: Private Sector.") Matt walked through a PowerPoint presentation highlighting the universe of alternative products, how they work, and what conditions make them work well. (See handout entitled, "Alternative Transportation Products.")

While listening, participants were asked to keep in mind what markets the product being discussed is likely to serve, e.g. all-day or peak; how this product might work in their community; and who would use it and how would they learn about it.

Questions and ideas about particular products from participants included:

Regarding Access paratransit service:

- ∞ Who qualifies for it and how?
- ∞ Can the eligibility be expanded?
- ∞ Where is service currently being provided?
- ∞ Is it subsidized by any other sources of funding?
- ∞ Metro should look at facilities improvements to make fixed route more accessible so that Access isn't needed.

Regarding Vanpool:

- ∞ Has Vanpool been successful for providing south-end connections, e.g. Lake Tapps to Sumner?
- ∞ If this service grows, will it compete with Sounder service and take up valuable parking space at stations?
- ∞ Metro should explore having Vanshares connect at places like grocery stores or churches instead of only at transit centers.

#### **Proposed model for implementing alternative service delivery**

Stephen and Don provided an overview of the process Metro is proposing for implementing alternative services. Stephen provided background on Metro's use of the newly adopted service guidelines to surface routes that would be candidates for alternative service delivery.

Don shared a draft "community choice" process that Metro would use to engage with a community once a candidate route has been identified. The process would provide the community the opportunity to pick from products Metro thinks would best meet the needs of the community and/or propose something else that they think would work better. (See handouts entitled, "Alternative service delivery: identifying opportunities," and, "Alternative service delivery: community choice model.")

#### **Discussion and feedback**

Concerns and questions from participants included:

- ∞ Was the intent of the plan to look at low-performing routes or to expand alternatives to attract more riders?
- ∞ What about areas that have lost service in recent history, or lose service in the context of a restructure – will they have the opportunity to identify alternatives?
- ∞ Clarification about what happens to routes performing in the bottom 25%. Do they go away anyway? Response: The guidelines call on Metro to look at the bottom 25%, not eliminate them. Looking at them means exploring whether there's a better way to provide the service.
- ∞ Will Metro have the resources to ride these candidate routes and talk to riders?
- ∞ When will the conversation happen about more broad-scale alternative service delivery – as a means to expand service, not just in lieu of fixed route?

Response: Metro's current approach is to look at bottom 25% for first 5 years, try it out, see what works, then could expand in longer-term.

- ∞ Desire to see a list of the bottom 25%.
- ∞ Concern about rural areas whose needs are very different than suburban cities. Desire for rural communities not to be left out of the conversation when it comes time to select an alternative.

Ideas from participants about how to address these concerns or what to incorporate into the plan included:

- ∞ Metro's plan needs to identify the need for policy changes or other issues that may come up related to things like:
  - CAT eligibility – can these vans serve the general public;
  - Access service coverage;
  - Driver contracting – to be addressed in negotiations with 587 union;
  - Dynamic ridesharing – given government constraints and barriers to participation that surfaced during the 520 testing of this product;
  - Private shuttles – would Metro subsidize service that isn't open to the public?
- ∞ The plan should be narrowed down to a couple of alternatives that will be recommended.
- ∞ It needs to be clear at what point in the process the analysis is happening to determine cost and constraints that make sense for a given area.
- ∞ Metro could set a standard that an alternative would be x% less expensive than fixed route service.
- ∞ Metro should look at under-served corridors as candidates for alternative services that would be a more cost-effective than fixed route, and would compliment existing fixed route service. Alternatives should not only be considered using resources that come from a reduction in fixed route service, but also in addition to fixed route service. Response: Metro can expand current alternatives already offered and welcomes partners to do it.
- ∞ Metro should consider working towards land use/infrastructure changes and solutions that reduce the needs for a trip, e.g. transit oriented development as an answer to build in Redmond so people can afford to live there instead of having to commute there from Duvall. Or, help a senior center identify changes to its programming so travel needs can be met by other service.
- ∞ Metro will have to do "due diligence" to discover what the riders and a community need. This has to be a part of the plan. Metro will have to talk to the people who use the service as part of the community choice model.
- ∞ Keep a broad range of options; don't limit it right out the gate. What works for one community may or may not work for another.
- ∞ Consider adding an emissions reduction standard that an alternative would meet that could be tied to fuel type or source. The standard should be connected to Metro's participation in meeting regional standards for emissions reduction.
- ∞ Be clear in the plan that it will take a lot to implement 3 demonstrations in the first years, but that Metro can expand its thinking about when and where to

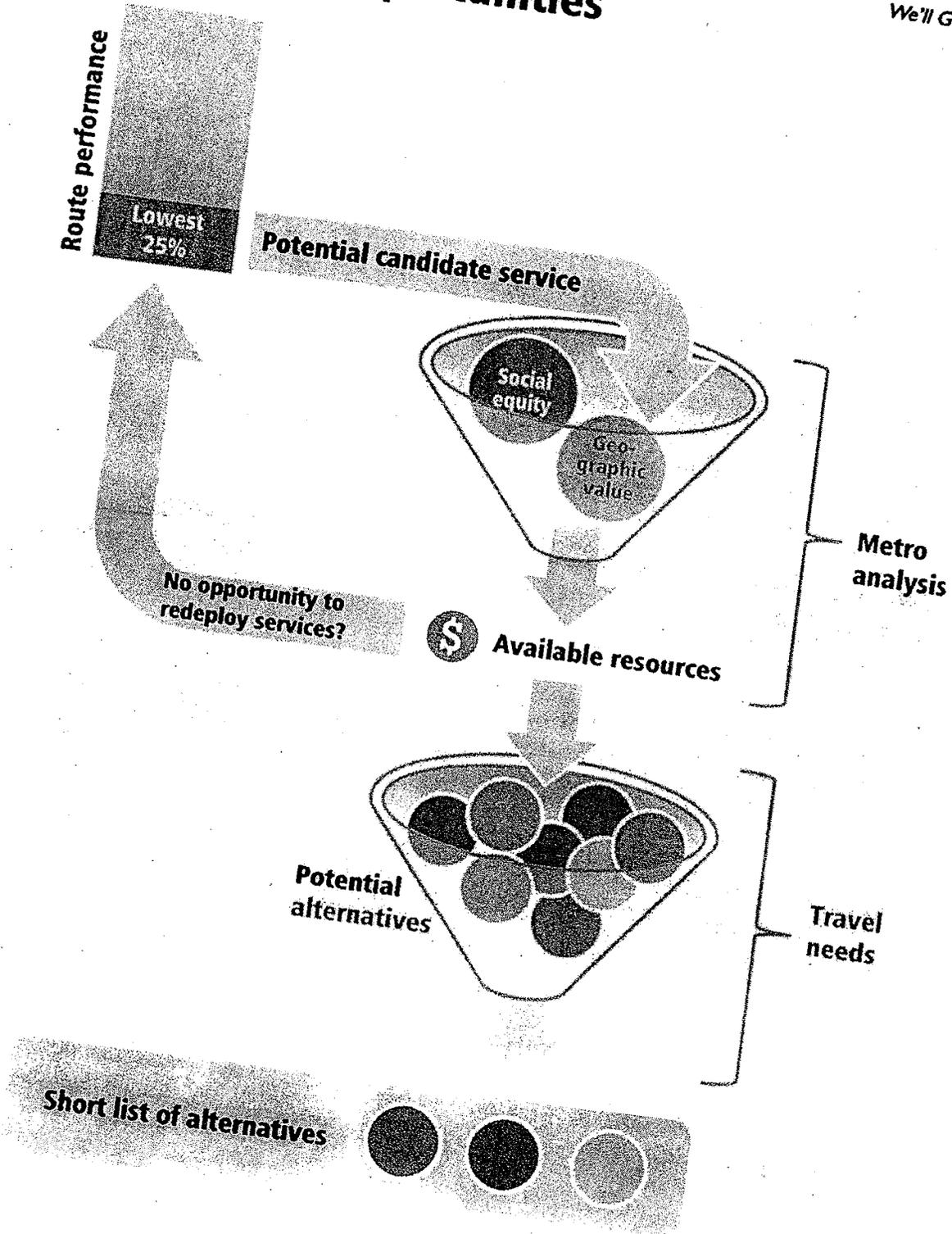
*Alternative Service Delivery  
Stakeholder Meeting 2 – Kent*

implement alternative service delivery after seeing what works and having some experience with the process.

**Next steps**

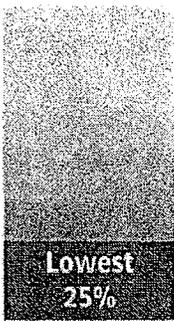
DeAnna thanked participants for coming and announced that the third and final stakeholder meeting would be scheduled for late March to take place in Woodinville. Participants were welcomed to call or email with additional thoughts or questions in the meantime. And, a request was made of staff to present to all the subarea boards to provide a briefing on the process.

# Alternative service delivery: identifying opportunities



# Alternative service delivery: community choice model

Route performance



Potential candidate service

Metro provides info on potential alternatives

Metro identifies future gaps in transit service

Community identifies additional travel needs

Metro suggests 2 or 3 possible alternative products and resources to pay for them

Community stakeholders submit service proposal, which may include other service options

Metro selects alternative service for funding

- Monthly reports
- Annual funding review



# Transportation options

King County

Products	Product Description	Cost Considerations	Qualities	Limitations	Editing from presentation	Where it works	Applications
Access	Product provides door to door ADA paratransit service using accessible vans for ADA eligible customers who have a disability that prevents them from riding the bus and are registered for the service.	Cost per boarding is \$39.17	Complies with the requirements of the ADA. Provides equal access to public transit for people who have a disability that prevents bus use.	Less cost effective in areas where access riding is low. Ridership is essential to reducing the cost of the service.	All transit agencies in U.S.	In areas served by fixed route bus service.	Currently available where fixed route service is provided.
Bus	Bus service on fixed routes and schedules available to general public.	Cost per boarding is \$4.16. Cost to users based on existing Metro fare schedule.	Effective transportation service to general public and significantly reduces OD usage in urban/suburban areas where it is used.	Less cost effective in areas where population density is low due to low ridership and fixed cost of service.	All transit agencies in U.S.	Works best in urban and suburban areas with significant population demand for mass transit services.	Service available in all urban, suburban and most rural communities.
CAT - Community Shuttles	King County creates partnerships with jurisdictions or agencies to set up their own transportation service. The County provides B, 12, or 15 passenger accessible vans and operating grants to cover expenses such as gas, maintenance and labor. Agencies provide insurance, scheduling, drivers and monthly ridership reports. The service is currently set up for people with special transportation needs, but could be revised to include the general public.	Cost per boarding with grant funding is less than \$5. Cost per boarding who grant funds is about \$20-23.	Fills gaps in service. Cost effective alternative to ADA Paratransit Service. Service and is adaptable to meet the needs of the community.	Partnership agency or jurisdiction needed to run the service. Vehicles need to be purchased to meet demand, budget would have to be applied to cover expansion.	King County, Snohomish County, Portland, Oregon	Could be implemented anywhere. Service is adaptable to meet the needs of the community.	Currently implemented through community organizations.
Custom Bus	Custom Bus is an express bus service designed to meet the specific needs of commuters and students who subscribe to the service who travel to locations not well served by fixed route transit. Buses make a minimum of one round-trip each day.	Employers and schools contract with King County Metro for these customized express bus routes. Rates are set to cover 100% of the operating costs and users pay for the service with a monthly pass, or daily cash fare. This can be done through a cost-sharing arrangement with a Premium monthly pass.	Ability to provide revenue backed service to areas not served by fixed route. The service provides a fast and time using limited number of passenger stops in areas where fixed route service is not provided. Provides access to transit to King County residents who work outside King County.	Cost is more than regular transit service. Requires employer investment.	Participating employers include Boeing, Lakeside School and University Prep.	Routes generally operate on close-in loading and unloading facilities. The service allows for freeways and stops on major highways and stops at major employers, growth and institutions. It is a viable option to replace regular transit service where there is a service need.	Allows for cost sharing among employers, growth and institutions. It is a viable option to replace regular transit service where there is a service need.

# Transportation options

King County



We'll Get You There

Products	Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where It Works	Applications
DART	Metro's Dial-a-Ride Transit (DART) offers variable routing in some areas within King County to the general public by using vans that can go off regular routes to pick up and drop off passengers within a defined service area, allowing passengers to arrange for transit service closer to a location. DART does not go door-to-door. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses.	Cost per boarding is \$6.17	Ability to provide revenue-backed service to areas not served by fixed route. It operates on a fixed schedule, but one that has more flexibility than regular Metro Transit buses. Smaller vehicles can be deployed appropriate to customer demand in area.	Users need to plan trips in advance and may not be able to travel when they want to. Metro's contract with Local 587 limits DART operations to 3% of the total annual service hours provided by Metro. (DART service currently accounts for 2.7%.)	Most transit agencies offer some type of flexible transit service with route deviation.	Works best where there is consistent rider demand that can be met by a smaller vehicle. Service adaptable to meet customer demand in a defined service area.	DART service is being used in suburban and rural areas of King County where fixed-route service does not or would not have enough ridership.
Taxi Scrip	County provides Taxi Scrip equivalent to 50% of taxi trip for low-income King County residents age 18 to 64 who have a disability or age 65 and over for taxi trips. Registered participants purchase taxi scrip from Metro at a 50 percent discount. Customer pays driver the meter fare using taxi scrip instead of money. Most taxi companies accept taxi scrip. Existing taxi scrip could be expanded to service riders in locations previously served by transit routes that are not suited for other service products.	Cost per boarding is \$9.98	Fills gap in service; service is adaptable to meet the needs of the community. Service for guaranteed ride home, errands, field trips or weekend service.	Taxi scrip is currently only available for low-income residents 18 - 64 who have a disability or age 65 and over. Taxi service is not readily available in areas of the county.	Traditional taxi scrip programs available to seniors and persons with disabilities in available nationwide.	Works best in densely populated areas already served by taxicabs.	Established program in King County for low-income, disabled, and senior populations.
Trip Pool	Serves as a connector to a transportation hub that follows a defined route with regular stops during regular commute hours limited to one inbound and one outbound trip per day. County provides 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customers provide volunteer drivers.	Under review.	Fills gap in service; reduced SOV at park and ride lots; service available to transport riders to local transportation hubs; reduces congestion/SOV trips.	Requires volunteer drivers. Limited to one round trip per day per Trip Pool.	None	Could be implemented at any employer site or serve any community.	This is a viable option for customers in urban or rural areas who may lose transit service. Pilot run in 2011 between Capitol Hill and Redmond.
Vanpool/ Vanshare/ MetroPool	The program provides a van to groups of 5 or more commuters commuting to and from a common work location. Rider must commute at least one day each week on the Metro provided vehicle. County provides 5 (EV), 7, 8, 12, or 15-passenger van, maintenance, gas, insurance, reservation system and guaranteed ride home. Customer provides liability insurance, volunteer driver, backup driver, bookkeeper and monthly reports.	Cost per boarding for vanpool and vanshare is \$1.95. Average cost to customer of \$100/month.	Fills gap in service; reduces overload on buses; provides transit service in areas underserved by fixed route; reduces congestion/SOV trips. Vanshare extends the reach of transit service and can reduce SOV trips to P&R lots.	Vanpool, VanShare and MetroPool require 5 or more people to form a group. They require volunteer drivers and bookkeepers. VanShare requires a fare payment in addition to the one charged by the transit service to which it connects.	King County, nation-wide	Could be implemented at any employer site or serve any community.	Established program in King County for commuter trips.

# Transportation options

King County



We'll Get You There

Products	Product Description	Cost Considerations	Benefits	Constraints	Other Locations	Where It Works	Applications
Water taxi (passenger-only ferry)	Passenger-only ferry service is available to the general public and links Vashon Island to Downtown Seattle and West Seattle to Downtown via a 77 foot catamaran with capacity for 150 passengers and 18 bicycles.	Cost is about \$12 per trip. Funded through a property tax, which barely covers the cost of operating the service.	Short crossing time, fun trip	Limited locations for the boats to dock in areas with the needed population density, connections between the docks and residential areas and employment sites; financial constraints; striking the right balance between speed and impacts on equipment and maintenance.	Baltimore, New York, Hawaii	Works best in areas isolated by bodies of water with limited transportation options available.	When the King County Ferry District was established, there were five demonstrations proposed. These included service between Kirkland & Madison Park/UW, Eastside to South Lake Union, Kenmore to Madison Park or Sandpoint, and Renton to the west side of South Lake Union.

## Transportation options

Private sector



We'll Get You There

Products	Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it works	Application in King County
Bike library	A community-based system allowing users to check out and borrow bicycles on a daily, weekly or several month basis.	This type of system usually operates out of store-front locations within a community. These locations need to be staffed, often by volunteers, and the bikes need to be maintained.	Usually low-cost for both operator and user. Works well for tourist market and low-income populations.	If bicycles are borrowed on a long-term basis, they are not available to others during that time period.	Fort Collins, Colorado; Arcata, California; Annapolis, Maryland.	Small towns; college towns.	Could be a good option for downtown areas in suburban or rural areas that do not have a high enough density to support traditional bike sharing. Could be part of a multi-modal transportation center.
Bike sharing	A public bike system with high-tech, 3-speed utilitarian bikes available for short trips. Provider pays for bicycles and maintains bikes; helmets may be available for rent at the stations for a small added cost. The first 30 – 60 minutes are free. Suitable for residents, employees, students and tourists.	Most systems financed through public/private partnerships using a combination of corporate sponsorships and federal grants for capital and user revenue and station sponsorships for operating.	Provides "last mile" connection to transit; health benefits; creates a new mobility option in urban centers. Has been transformative in most of the cities where implemented, actually found to increase safety for cyclists; promotes tourism; creates jobs; gets new segment of community on bicycles.	Combination of public/private funding must be raised to launch system; King County helmet law, topography and weather present unknowns for estimating demand.	Washington, D.C.; Boston, Montreal, Miami; Boulder, Denver, Minneapolis, London	Urban and suburban city centers with high residential density, employment density, tourist attractions and transit hubs. Used for short-distance trips of three miles or less and for "last mile" connections to transit.	Bike share program proposed for implementation in late 2012 by Bike Share Partnership team (Cities of Seattle, Redmond, Kirkland, King County, UW Seattle, Children's Microsoft, Cascade Bicycle Club, Sound Transit, SRNC). First launch area would be Downtown Seattle (SU, Capitol Hill, U District, Sand Point). Would expand to other Seattle neighborhoods and other parts of King County as system grows.
Car sharing (traditional)	A neighborhood-based transportation service that allows people to use a car when needed, without the costs and responsibilities of ownership. Provider pays for vehicles, gas, insurance, parking. Different types of cars and pick-up trucks in the fleet. Target market is residents of urban neighborhoods where vehicle ownership is low and parking difficult.	Annual membership + hourly charge.	Makes it more practical for people to use transit on a regular basis when they have access to a car on an occasional basis. Cars available to those who need them only occasionally without the cost of ownership. Also used by businesses as an alternative to fleet cars.	In most services, cars must be returned to the same location where they were rented. To be successful, the financial model relies on each car making multiple trips per day.	Seattle, Portland, Washington, D.C., Chicago, San Francisco, Boston, Toronto, Vancouver, B.C., London; many cities in Europe.	High-density residential neighborhoods and suburban city centers; employment sites; university campuses.	Zipcar already operating in areas of the County where the business can succeed. Would require a subsidy in areas of lower density.

# Transportation options

Private sector

Products	Product Description	Cost Considerations	Benefits	Challenges	Existing Implementations	Where it works	Application in King County
Car sharing (peer-to-peer)	A new type of car sharing service that allows private individuals to rent out and get paid for use of their personal cars on a part-time basis.	Private individuals determine the hourly rate they want to charge; a third party broker takes about a 40 percent cut and provides insurance and marketing through social media.	Allows individuals to make money during the time their cars are not being used. Individuals putting cars into the fleet have the flexibility to set their own rates and determine the hours they want to make their cars available. Brings car sharing down to the community level even more than traditional car sharing. Takes advantage of unused capacity.	Service quality depends on ratings by users. A bill being adopted in the Washington State legislature will provide the legal framework for the insurance. This product has not yet been tested in Washington.	San Francisco Bay Area; Portland, Oregon	Has the potential to work in suburban and rural areas where traditional car sharing does not tend to succeed.	Zippcar has just announced that it is getting into the peer-to-peer car sharing business. There are other companies that also provide this service in other areas and may end up doing business in King County.
Carpools	A group of two or more persons who commute together in a privately owned vehicle on semi-regular schedule. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool. <b>Target market is commuters, families taking kids to after-school activities.</b>	For a round-trip commute of 30 miles with gas at \$3.65 per gallon, and no parking cost, RideshareOnline.com calculates an annual cost for driving alone at \$5238 per year and half that amount for a two-person carpool.	Makes more efficient use of a vehicle that would otherwise be making a solo trip; saves money on gas, tolls and parking; provides access to HOV lanes; fills gap in service; reduces overload on buses.	Most synchronize schedules with other riders in carpool. Viability of pay and ride software is still to be determined.	RideshareOnline provides free web-based carpool matching; DividetheRide.com is a free internet-based service serving families throughout the country; Avego, RideAmigos and Zebugo have implemented various carpool and pay pilots.	Anywhere	Potential for expansion for public and private events and to reduce drop-off traffic at schools.
Flexible carpools (dynamic ridesharing)	Emerging technology that facilitates the ability of drivers and passengers to make one-time ride matches close to their departure time via their computer or smart phone. Free web-based and emerging pay-and-ride software programs available to facilitate matching. Cost-sharing is handled either among passengers or via third party tool.	Requires a net public cost of about \$0.69 per boarding (estimate from a 2008 study)	Allows part-time, spur-of-the-moment ridesharing; registration and screening by the rideshare service reduces concerns about security; having car-pool partners meet in cyberspace rather than at physical locations eliminates the requirements for curb space, adjacent parking and residential density.	Creating "critical mass" has been the main issue. Number of participants must be high enough that users have a good chance of finding a match.	Demonstrations done by Avego on SR 520; by Goose Networks at Microsoft.	Works best at high-tech companies. Requirements for success are: 1) an institutional sponsor committed to the project; 2) sufficient incentives, such as scarce parking spaces provided to projects participants; and 3) sufficient marketing to create critical mass.	Has great potential for use in King County. More demos planned by Avego and Metro Rideshare Operations.
Jitney	A mode of transport that falls between taxis and conventional buses. Private, for-hire taxis or vans take general public on a fixed or semi-fixed route without timetables, usually leaving when all seats are filled. <b>Target market is commuters, shoppers, and tourists.</b>	Service generally costs less than taxicabs	Frequent trips and unsubsidized when unregulated.	Jitney service is now regulated in most cities and operates in much the same manner as fixed-route bus.	Miami, Detroit, New York, Atlantic City	Most successful in inner cities with little regulation.	Best potential in high-density areas of King County.

## Transportation options

Private sector



We'll Get You There

Products	Product Description	Cost Considerations	Benefits	Constraints	Existing Implementations	Where it Works	Application in King County
Moped loan program	Mopeds (two-wheeled vehicles which are a hybrid of both motorized and human pedaling power) are loaned for a temporary period (in some programs to allow participants to get to work or to get an education). Basic equipment such as helmets, lights, etc. Agency provides the vehicle, insurance, training, servicing, provides personalized transportation plan for when program ends.	Ensures participants value the program by requiring safety training and a small payment toward upkeep and safety equipment.	Provides residents with transportation in areas with little or no existing fixed-route service.	Case study customers were generally young adults. After the 6-12 month loan period, many of the youths buy a car, which is not a sustainable solution. Only resolves the transportation problem for a temporary period unless participants are allowed to buy the moped, perhaps at a subsidized price.	Edington, Bridgewater, Somerset and other rural areas in the U.X.	Targeted to rural areas with few or no public transportation options, but could work anywhere.	Could work well in rural areas, but would need to be run by an agency. Could consider letting participants keep the bikes, using a payment plan. Could also consider use of electric bikes.
Private shuttles	Contracted transportation service that generally provides a driver and motor coaches, vans or accessible vehicles exclusively for employees through an employer, often as a fully subsidized benefit. <b>Although the target market is employees, hospital shuttles may serve patient families in addition to employees.</b>	A 25-passenger shuttle bus costs about \$100-\$175K per year to operate. Passenger revenue generally covers only the cost of administration.	Fills a very specific niche market for a distinct clientele. Benefits include direct service at low or no cost to user and provision of passenger amenities, such as Wi-Fi. Frequent service is also typical of employee shuttles between worksites.	Transportation limited to direct employees; could be conflicts between public and employer-based service at transit facilities.	King County Microsoft Connector, Seattle Children's shuttle Bay Area - Golden Gate Transit Club buses MBTA, Massachusetts	Works where people are traveling from a variety of locations to a single work site, especially when the employer is located in a place that is not adequately served by public transit.	In Massachusetts, MBTA provided operating subsidies to open the program to the public. Enabled MBTA to respond to need for transit in lower density parts of the region.
School buses	Supplemental service to outlying areas is provided to the public with school buses through a contract with a school district; buses deviate from their route to pick up residents who call ahead for a reservation.	Greatly reduced cost for serving low-density areas, compared with provision of fixed-route service by transit agency.	Provides supplemental transportation service on buses already traveling to outlying areas. Does not necessitate additional labor and capital investment on the part of the transit agency. Provides an added transportation option to residents who may have few other options at times when it's available. Makes more efficient use of an existing resource.	Only available on days when school is in session and during very limited hours.	Mason Transit has a contract with Shelton School District.	In most any area with a school district whose buses have low demand at certain times of day.	Has potential to be used as a flexible transportation service in King County rural areas.
Shared-ride taxi	Private or contracted taxi provides subsidized or flat fee service to the general public. Mix of models available including service along a transit route at set intervals, picking up and dropping passengers off at bus stops or taxi dispatched at customer request. Service may be mileage-based fee (taxicab) or flat fee (for-hire vehicle). It is a shared-ride service, so the cab may pick up and/or drop off passengers during the ride.	A study done by the Center for Urban Transportation Research in Florida in 2002 provides a figure of \$3.19 as the cost per trip.	Can provide basic mobility at times of lower demand when it would otherwise be cost-prohibitive to provide fixed-route service. Reduces the cost of a solo taxi ride and provides a mobility option to get to and from transit hubs.	Could be difficult for private providers to use public infrastructure and challenging to establish a fare structure that meets the needs of the taxi driver, Metro and the user. Service quality can be difficult to ensure.	Washington County, Wisconsin; Ben Franklin Transit, Ann Arbor.	Need enough people for shared taxis to be worthwhile. Could end up being most successful in areas of the County where fixed-route service is also most successful.	Could be used to provide late night or weekend service. Could provide supplemental fixed-route service in certain areas or at certain times of day. In some areas, could be the primary service. Metro could contract out some service or form partnerships with taxi companies.

# Transportation options

Private sector



We'll Get You There

Products	Product Description	Cost Considerations	Benefits	Challenges	Where it works	Application in King County	
Slug lines (casual carpooling)	Informal carpools that form when drivers and passengers meet without specific prior arrangement at designated locations and commute together in a privately owned vehicle.	How much individuals pay for a ride is up to each driver. This is normally worked out by the individuals sharing the ride. The driver saves money on tolls. There is no clear standard for sharing the toll or splitting the cost of gas.	Allows part-time, spur-of-the-moment ridesharing; saves money; not run by any organization.	No clear standard has evolved for payment since tolls for carpools started in the Bay Area; normally a limited number of drop-off points. Studies have shown that the biggest constraint is not fear for safety, but concerns about time.	San Francisco, New York, Washington, D.C. area; Houston	Works where carpools can take advantage of HOV lanes and bypass long delays at toll plazas. Carpoolers normally wait in queues near on-ramps to bridges and freeways, sometimes at major park-and-ride lots.	Has potential in King County when tolling goes into effect.
Volunteer drivers	Use of volunteers to provide rides to older adults in private vehicles, generally using a reimbursement or transportation credit system. <b>Available to seniors and persons with disabilities.</b>	Some programs use public funds for reimbursement of a driver's expenses and/or to offset organizational costs related to providing volunteer transportation to persons with special transportation needs. With 77America programs, members can also trade in their existing vehicle to pay for rides.	Volunteer driver programs provide an alternative transportation option for seniors and persons with disabilities who do not qualify for paratransit services. Provides mobility to older adults without the need to ask for favor. Service is adaptable to meet the needs of the community.	Availability of sponsoring organizations to run volunteer driver program; sufficient volunteer drivers to meet demand.	Riverside, California; Mercer County, New Jersey; Washington (e.g. Senior Services in King County)	Anywhere sponsoring organization is available.	Could be set up through an agency



## Planning for Alternative Service Delivery Stakeholder Meeting #3

### Agenda

Thursday, March 29, 2012

Carol Edwards Center | 17401 133rd Avenue NE, Woodinville, WA  
10 a.m.-12 p.m.

#### Meeting goals:

- Provide an overview of Metro's emerging concepts for implementing alternative service delivery that will form the basis of the 5-year implementation plan.
- Engage in dialogue with participants around questions, concerns, and ideas regarding these concepts.

- 10:00 a.m. Welcome and introductions**  
DeAnna Martin, community relations, King County Department of Transportation
- 10:10 a.m. Overview of route performance**  
Stephen Hunt, transit planner, Strategic Planning and Analysis, King County Metro Transit
- 10:30 a.m. Overview of emerging concepts**  
Matt Hansen, supervisor, Market Development, King County Metro Transit
- 10:50 a.m. Facilitated Q&A, conversation, and feedback with Metro staff members**  
DeAnna Martin, community relations, King County Department of Transportation
- 11:50 a.m. Next steps**  
Matt Hansen, supervisor, Market Development, King County Metro Transit
- 12:00 p.m. Adjourn**

**King County Metro Transit  
Alternative Service Delivery  
Stakeholder Meeting 3  
March 29, 2012  
10:00 a.m. – 12:00 p.m.  
Carol Edwards Center**

**Participants:** Christine Jensen, Office of Councilmember Kathy Lambert; Elmer Sams, Snoqualmie Valley Transportation & Mt Si Senior Center; Nate Jones, University of Washington Transportation Services; Peter Eberle, Four Creeks UAC; Will Knedlik, Seattle Transit Riders Union; Chester Knapp, City of Redmond; David Egan, bus and Access user; Cathy Mooney, City of Kent; Monica Whitman, Suburban Cities Association; Paul Carlson, King County Council central staff

**Metro Staff:** Matt Hansen, Market Development; Syd Pawlowski, Rideshare Operations; Jim Greenwald, Rideshare Operations; Anne Bruskland, Paratransit/Rideshare Operations; Don Okazaki, Accessible Services; Stephen Hunt, Long Range Planning & Performance Management; Doug Johnson, Service Development; DeAnna Martin, Communications

**Welcome and Introductions**

DeAnna welcomed participants and provided an overview of the meeting goals and agenda. Participants and staff introduced themselves.

**Overview of route performance**

Stephen provided an overview of how Metro's service guidelines will be used to help surface potential candidate routes for alternative services. The guidelines call for Metro to look at bus routes that fall in the bottom 25% of performance thresholds for ways to improve productivity. (See attached handout, "Alternative service delivery: identifying opportunities.")

Participants raised the following concerns, questions, and ideas:

Why are "rides per platform hour" and "rider miles per platform mile" the only two measures being used? How does grouping routes into similar markets create a valid comparison? There are many ways productivity and comparisons could be made. There's a concern that suburban route statistics might be skewed by exurban route statistics. Metro should make sure this isn't happening, perhaps by looking at urban boundaries as a way to create comparable markets.

There was concern expressed that DART routes are being measured against large fixed-route buses. Why are DART routes being compared equally with fixed routes service when they are less expensive to begin with? How does cost to provide the service and mobility generated get factored in to performance measurement? It seems important to compare like services with like services when doing performance

measurement, such as using the number of seats and the size of a vehicle as a way to group comparable services.

Participants felt it is important to be more specific about how Metro is defining a "last connection." Specifically, is there a geography standard related to distance that people would have to go to access transit. Metro has proposed June and September service changes that will leave some Arbor Heights residents having to go over a half mile to reach transit or Newcastle without any service. Are those changes considered eliminating the community's last connection?

### **Overview and conversation about emerging concepts for alternative service implementation**

Matt Hansen engaged in a back-and-forth conversation with participants where he talked about various concepts Metro is moving forward with as part of the plan and report being submitted to council. Participants raised questions, shared perspectives, and offered ideas as he walked through each concept.

There was particular concern about making sure Metro doesn't leave transit-dependent people out of options when an alternative is implemented. In particular, Metro needs to consider how those who have chosen to live near a fixed route in a rural or suburban community might be affected if that fixed route were to be eliminated.

Some of the ideas discussed are that Metro needs to have a solution for those with disabilities where a fixed route goes away. This could be to ensure Access continues to serve that area or make sure that the alternative selected will serve people with disabilities.

Others expressed the idea that Metro should tailor the alternative to the community, not the individual. For example, when a route goes away, don't only focus on existing riders to identify an alternative. Consider the needs of those who aren't using transit service already. Metro also sees the importance of making sure a community knows about the alternative and how to access it.

### *Different revenue environments*

Matt provided an overview of three different revenue environments alternative services will be considered within: an environment of unstable or decreasing revenue, stable or maintaining existing revenue, or growing revenues. Alternatives will be implemented differently in each of these environments. In the first scenario, alternative services are not additive and must come at the cost of something else. However, there are alternatives available now that just take some partnership to implement.

Participants had the following suggestions:

- Define a timeframe for different revenue environments.

*Alternative Service Delivery  
Stakeholder Meeting 3 – Woodinville*

- In a “decreasing” revenue environment, Metro should be looking at routes that are performing well for cheaper ways to provide that service.
- Jurisdictions should be able to use this plan if they are facing cuts in service.
- Change Metro policy to ensure Metro has a reserve during unstable funding periods.
- Where a jurisdiction is experiencing an underserved corridor, they want to be able to consider alternatives to support mobility along the corridor, e.g. Route 930 in Redmond.

One participant warned Metro of unintended cost consequences of implementing an alternative service. Whatever Metro provides has to be open to everyone. What will increases in demand do to the cost of the alternative and will it really be a cost savings?

There was also concern expressed about routes on underserved corridors being candidates for cuts and a desire to look at them differently – perhaps as candidates for alternatives instead.

Matt asked participants to email him ideas for what Metro could fix right now using existing alternatives already being provided in a different way to address these concerns.

*Policy considerations*

Matt introduced some of Metro’s thinking about policy considerations in order to implement alternative services.

Initial questions raised by participants were:

- How do we engage current transportation providers in expanding their service where there is no Metro service currently being provided?
- How can jurisdictions add mobility at lower cost as they grow?

Each example of asking other transportation providers to meet more mobility needs has complexities. Metro can’t provide public resources to provide transportation that is only serving privately-defined groups of people, e.g. employees of a business.

Participants offered the following ideas:

- Mt Si Senior Center would welcome more vehicles and resources to provide more mobility.
- Snoqualmie Valley Transportation could operate service to Lake Ames area that includes all-day and weekend service so no one is stuck.
- Leverage Metro transit resources to pay private shuttle providers to operate a circulator to connect Willows Road to the employment center in Redmond.
- Move to a mobility management function in the future... track empty seats in all available modes for members of the public to get a ride where they need to go by matching their needs with the seats available. Mobility management could be coordinated by Metro or a partner agency or jurisdiction.

- Pool resources – private, public, etc... Have one group do coordinated dispatch. Snoqualmie Valley Transportation is a model for this.
- Work better with jurisdictions and others to market what DART can do so riders can take advantage of it going off-route.
- Community Access Transportation (CAT) providers are interested in serving the general public. They have seats available.

Don Okazaki provided some background on the CAT program. The program provides vans for organizations that serve the general public, but the vans are only used to transport organization's clients. This is one way Metro "right sizes" Access service because it has to serve Access users as well.

Another concern expressed related to policy considerations had to do with Access eligibility. Several participants feel it's too far to go to Harborview from outlying areas to qualify for Access. They felt Metro should make it easier to qualify for Access by putting evaluation centers in more locations throughout the county.

Don provided clarification about the purpose of the Access eligibility process. Access qualification is about assessing how someone can or can't ride the bus. It has proven too expensive to expand to other locations at this time. He also shared that Access goes above and beyond federal ADA requirements already. One participant wanted to know if Metro can quantify the amount of resources being expended to go above and beyond ADA requirements.

One idea offered that would require a policy change would be to provide Access service where fixed route service doesn't go. This would address the needs of disabled riders who depend on public transportation and live in areas where they face the potential of losing fixed route service.

Matt shared that Metro really doesn't want to over-promise and under-deliver as the agency embarks on implementing alternative services. He indicated that people would see changes and implementation within the first two years, during which time Metro wants to learn and adapt based on experience.

*Community collaboration model – See handout entitled, "Alternative service delivery: community choice model"*

Participants expressed concerns about how Metro will engage the community and in what ways. A particular concern was expressed that Metro engage the community beyond just jurisdictions and unincorporated area councils, and that Metro reach out to and include churches and schools.

A suggestion was made to use language of "converting" rather than "eliminating" both in the report and heading out to talk to a community.

Matt shared that the model keeps open all the possibilities at first indicating that Metro is open to trying new things.

One participant found this very hopeful. He shared a story about a man in May Valley who had a bus he wanted to be able to provide transportation to his community with, but was unable to get any resources to do it. With this model, his idea might get consideration and resources to meet the community's mobility needs.

Another participant cautioned Metro that "guinea pig" communities are fragile. People live on the outskirts because they have to, not because they want to. We need to be careful and considerate of the unique needs of these communities.

And, a question was asked about how Metro has engaged taxi cab operators in this planning process.

#### *Continuing stakeholder involvement*

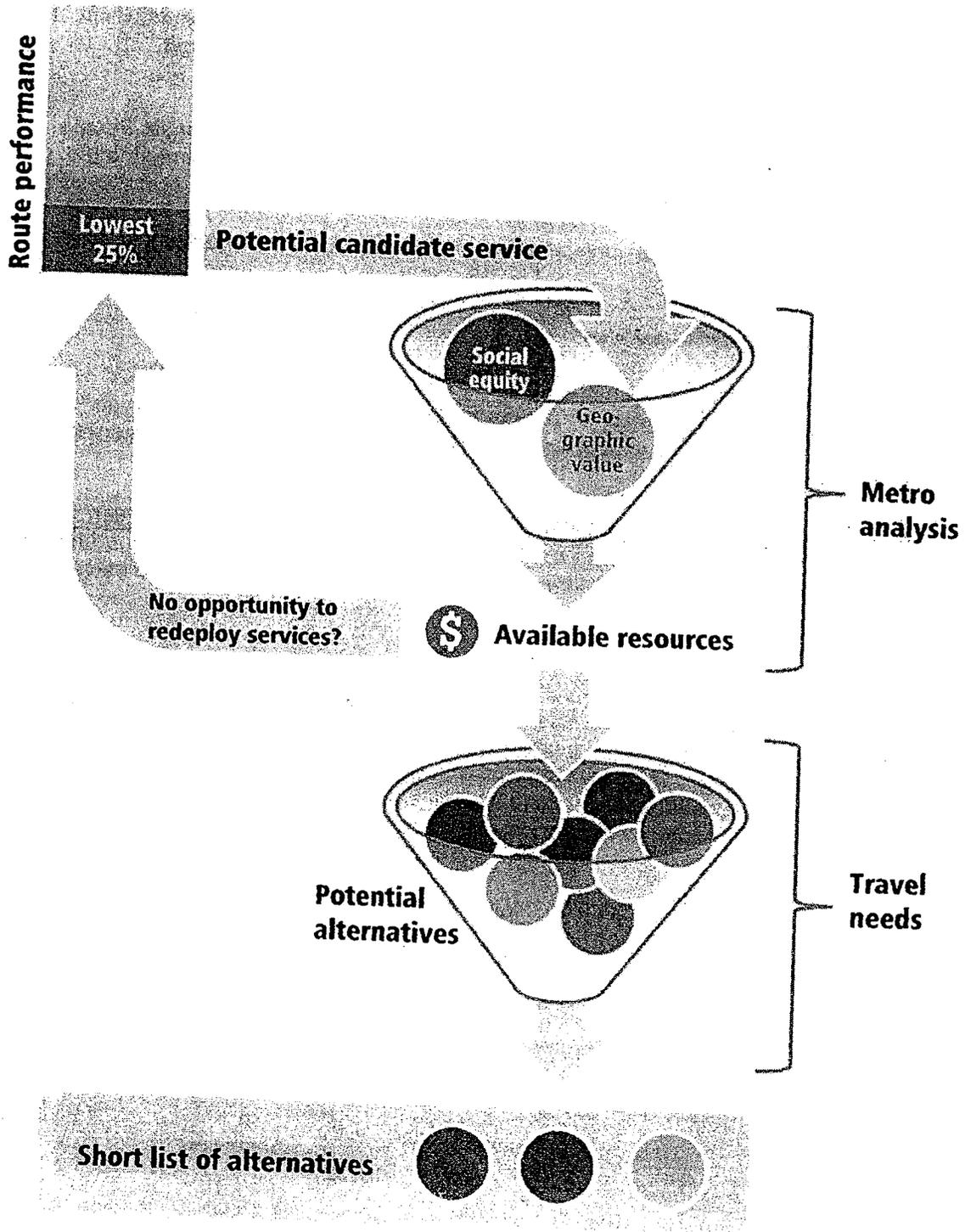
Participants were supportive of future opportunities to learn about what Metro is doing and learning either through email or face-to-face communication. One idea would be to reconvene the stakeholder group after the demonstrations to share lessons learned and consider what's next.

It was suggested that Metro proactively engage taxi operators in advance to learn from them about how best to engage them. It was also suggested that it will be important to elected officials to see how geographic value and social equity will factor into decision-making about alternative services.

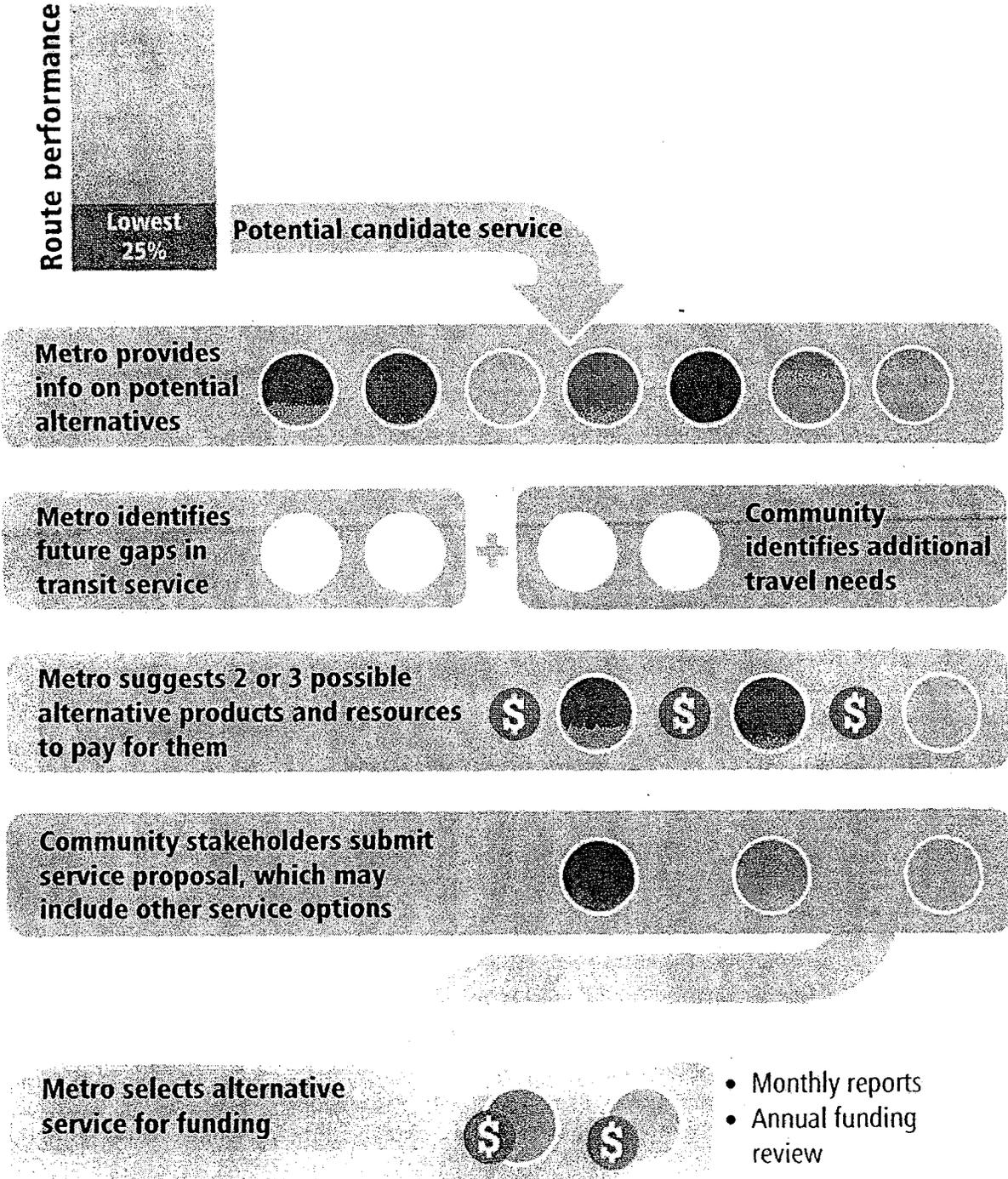
#### **Next steps**

Participants were thanked for their time and attendance. This was the third and final meeting of the stakeholder meeting series. DeAnna shared that some website content and an online survey would be available soon for the general public to comment on the plan concepts. She asked participants to stay tuned and help spread the word to their constituents when the comment period comes.

# Alternative service delivery: identifying opportunities



# Alternative service delivery: community choice model



1. Are you filling out this survey on behalf of a business or organization?

	Response Percent	Response Count
Yes	9.1%	21
No	90.9%	209

If yes, what business or organization are you officially representing? 17

answered question 230

skipped question 0

2. Is your organization a city government or other jurisdiction within King County?

	Response Percent	Response Count
Yes	42.9%	9
No	57.1%	12

answered question 21

skipped question 209

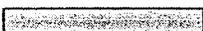
**3. What is the population of the jurisdiction you represent?**

	Response Percent	Response Count
Zero to 10,000 	33.3%	2
10,001 to 20,000	0.0%	0
20,001 to 50,000 	16.7%	1
50,001 to 100,000 	33.3%	2
100,001 to 500,000 	16.7%	1
More than 500,000	0.0%	0
<b>answered question</b>		<b>6</b>
<b>skipped question</b>		<b>224</b>

**4. How would you describe the density/land use in the jurisdiction you represent? (Check all that apply.)**

	Response Percent	Response Count
Urban 	66.7%	4
Suburban 	83.3%	5
Rural 	33.3%	2
Other (please specify) 	16.7%	1
<b>answered question</b>		<b>6</b>
<b>skipped question</b>		<b>224</b>

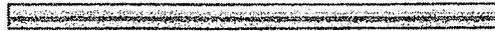
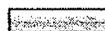
**5. Is transit a part of your jurisdiction's transportation master plan?**

		Response Percent	Response Count
Yes		66.7%	4
No		33.3%	2
answered question			6
skipped question			224

**6. If transit is part of your jurisdiction's transportation master plan, how would you describe your transit goals?**

	Response Count
	2
answered question	2
skipped question	228

**7. Have you done a transportation needs assessment for your community?**

		Response Percent	Response Count
Yes		83.3%	5
No		16.7%	1
answered question			6
skipped question			224

**8. If you have done a transportation needs assessment for your community, would you be willing to share this data with Metro as part of our community outreach process related to implementing alternative services?**

		Response Percent	Response Count
Yes		80.0%	4
No		20.0%	1
<b>answered question</b>			<b>5</b>
<b>skipped question</b>			<b>225</b>

**9. How may we contact you about your transportation needs assessment data?**

		Response Percent	Response Count
Name:		100.0%	2
Organization:		100.0%	2
Email Address:		100.0%	2
Phone Number:		100.0%	2
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>228</b>

**10. What type of assistance would your jurisdiction provide to develop alternative services in your community should the opportunity present itself? (Check all that apply)**

	Response Percent	Response Count
Help with outreach to engage stakeholders	75.0%	3
Funding if available	75.0%	3
Transportation needs assessment	75.0%	3
Management or coordination of service delivery	25.0%	1
Vehicles	25.0%	1
Parking space	75.0%	3
Drivers	0.0%	0
Other (please specify)		1
answered question		4
skipped question		226

**11. Which Metro Transit bus route(s) provide service to your business or organization?**

	Response Count
	8
answered question	8
skipped question	222

**12. If Metro were to replace any of the routes that serve your business or organization with alternative service, how would you expect it to affect transportation service to your business or organization?**

**Transportation service would...**

	Response Percent	Response Count
Get better	25.0%	2
Stay the same	0.0%	0
Get worse	37.5%	3
Don't know	37.5%	3
<b>answered question</b>		<b>8</b>
<b>skipped question</b>		<b>222</b>

**13. Would transportation service be closer or farther away from your business or organization?**

	Response Percent	Response Count
Closer	12.5%	1
The same	37.5%	3
Farther away	12.5%	1
Don't know	37.5%	3
<b>answered question</b>		<b>8</b>
<b>skipped question</b>		<b>222</b>

**14. Rank the following transportation improvements from most important (1) to least important (5) for your business or organization.**

	1	2	3	4	5	Response Count
More frequent transportation service	28.6% (2)	14.3% (1)	28.6% (2)	28.6% (2)	0.0% (0)	7
Transportation service provided earlier	14.3% (1)	14.3% (1)	14.3% (1)	42.9% (3)	14.3% (1)	7
Transportation service provided later	28.6% (2)	14.3% (1)	0.0% (0)	14.3% (1)	42.9% (3)	7
Closer transportation service	0.0% (0)	37.5% (3)	37.5% (3)	12.5% (1)	12.5% (1)	8
Direct transportation access to more destinations	25.0% (2)	12.5% (1)	12.5% (1)	12.5% (1)	37.5% (3)	8
<b>answered question</b>						<b>8</b>
<b>skipped question</b>						<b>222</b>

**15. Does your business or organization provide bus passes?**

	Response Percent	Response Count
Yes	87.5%	7
No	12.5%	1
Don't know	0.0%	0
<b>answered question</b>		<b>8</b>
<b>skipped question</b>		<b>222</b>

**16. About how many people are affiliated with your business or organization?**

	Response Percent	Response Count
Less than 10	12.5%	1
10-50	0.0%	0
50-100	25.0%	2
100-250	12.5%	1
250-500	0.0%	0
500-1,000	0.0%	0
1,000-5,000	25.0%	2
More than 5,000	25.0%	2
Don't know	0.0%	0
	<b>answered question</b>	<b>8</b>
	<b>skipped question</b>	<b>222</b>

**17. How many people visit your business or organization on a daily basis?**

**Number of average daily visits**

	Less than 10	10-50	50-100	100-250	250-500	500-1,000
Employees	28.6% (2)	14.3% (1)	14.3% (1)	0.0% (0)	14.3% (1)	14.3% (1)
Customers	28.6% (2)	28.6% (2)	0.0% (0)	14.3% (1)	0.0% (0)	0.0% (0)
Other visitors	60.0% (3)	20.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)

**18. What percentage of visitors use the bus on a daily basis to get to your business or organization?**

**Percentage of average daily bus riders**

	Less than 10%	11-25%	26-50%	51-75%	76-100%
Employees	66.7% (4)	16.7% (1)	0.0% (0)	0.0% (0)	16.7% (1)
Customers	57.1% (4)	14.3% (1)	14.3% (1)	0.0% (0)	14.3% (1)
Other visitors	100.0% (6)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)

answered question

skipped question

**19. Does your business or organization provide transportation services?**

	Response Percent	Response Count
Yes	50.0%	6
No	50.0%	6

answered question 12

skipped question 218

**20. What kind of transit service(s) does your business or organization provide?**

	Response Percent	Response Count
Bike check-out system	14.3%	1
Carpool promotion/incentives	42.9%	3
Car sharing	28.6%	2
Community van service	42.9%	3
Custom bus	0.0%	0
School buses, use of	14.3%	1
Shuttles, private	14.3%	1
Taxi, shared	0.0%	0
Vanpool/van share	71.4%	5
Volunteer drivers	0.0%	0
Other (please specify)	14.3%	1

**answered question** 7

**skipped question** 223

**21. How many people use the transit service(s) provided by your business or organization?**

	Response Percent	Response Count
0 to 50	14.3%	1
51 to 100	28.6%	2
101 to 500	14.3%	1
501 to 1,000	0.0%	0
1,001 to 5,000	14.3%	1
5,001 or more	28.6%	2
<b>answered question</b>		<b>7</b>
<b>skipped question</b>		<b>223</b>

**22. Who uses the transit service(s) provided by your business or organization? (Check all that apply)**

	Response Percent	Response Count
Employees	85.7%	6
Clients	42.9%	3
Constituents	28.6%	2
General public	57.1%	4
Other (please specify)	28.6%	2
<b>answered question</b>		<b>7</b>
<b>skipped question</b>		<b>223</b>

**23. Would your business or organization be potentially willing to serve the general public with the transit service(s) it provides?**

		Response Percent	Response Count
Yes	<input type="checkbox"/>	40.0%	2
No	<input type="checkbox"/>	60.0%	3
answered question			5
skipped question			225

**24. What would your business or organization need in order to serve the general public with the transit service(s) it provides? (Check all that apply)**

		Response Percent	Response Count
Change in organizational policy	<input type="checkbox"/>	50.0%	1
More capacity	<input type="checkbox"/>	0.0%	0
More funding	<input type="checkbox"/>	50.0%	1
Other (please specify)			1
answered question			2
skipped question			228

**25. During what hours does your business or organization provide transit service(s)?  
(Check all that apply)**

		Response Percent	Response Count
Morning commute hours	<input checked="" type="checkbox"/>	100.0%	7
Midday	<input checked="" type="checkbox"/>	85.7%	6
Afternoon/evening commute hours	<input checked="" type="checkbox"/>	85.7%	6
Night (before midnight)	<input type="checkbox"/>	14.3%	1
Late night/early morning (Midnight and after)	<input type="checkbox"/>	0.0%	0
answered question			7
skipped question			223

**26. What geographic communities are served by the transit service(s) provided by your  
business or organization?**

	Response Count
	6
answered question	6
skipped question	224

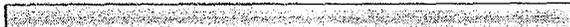
**27. Do the transit service(s) provided by your business or organization meet the needs of those you serve?**

	Response Percent	Response Count
Yes 	71.4%	5
No 	28.6%	2
answered question		7
skipped question		223

**28. If the transit service(s) provided by your business or organization do not meet the needs of those you serve, what would allow you to meet those needs?**

	Response Count
	2
answered question	2
skipped question	228

**29. We'd like to ask you some optional demographic questions that will help us ensure that we're hearing from the whole community. Are you willing to provide us with demographic information?**

	Response Percent	Response Count
Yes 	97.1%	200
No 	2.9%	6
answered question		206
skipped question		24

**30. How many people, including yourself, live in your household?**

	Response Percent	Response Count
1	26.0%	51
2	47.4%	93
3	12.2%	24
4	7.7%	15
5 or more	6.6%	13
<b>answered question</b>		<b>196</b>
<b>skipped question</b>		<b>34</b>

**31. Number of persons in your household who regularly ride the bus:**

	Response Percent	Response Count
None	7.1%	14
1	56.1%	110
2	28.6%	56
3	6.1%	12
4	1.0%	2
5 or more	1.0%	2
<b>answered question</b>		<b>196</b>
<b>skipped question</b>		<b>34</b>

**32. Your age:**

	Response Percent	Response Count
15 or younger	0.5%	1
16-17	1.0%	2
18-19	0.0%	0
20-24	3.1%	6
25-34	20.9%	41
35-44	13.3%	26
45-54	18.4%	36
55-64	30.1%	59
65 or older	12.8%	25
<b>answered question</b>		<b>196</b>
<b>skipped question</b>		<b>34</b>

**33. If you have a disability, please indicate what kind. (check all that apply)**

	Response Percent	Response Count
Mobility	60.7%	17
Vision	35.7%	10
Hearing	17.9%	5
Cognitive	14.3%	4
Other (please specify)		7
<b>answered question</b>		<b>28</b>
<b>skipped question</b>		<b>202</b>

**34. Do you consider yourself...**

	<b>Response Percent</b>	<b>Response Count</b>
African-American <input type="checkbox"/>	2.1%	4
Asian-American (Pacific Islander) <input type="checkbox"/>	3.6%	7
American Indian/Alaska Native	0.0%	0
Hispanic (Mexican, Mexican American, Chicano or Latino) <input type="checkbox"/>	1.6%	3
Multiple Ethnicities <input type="checkbox"/>	5.7%	11
White (Caucasian) <input checked="" type="checkbox"/>	87.0%	167
Other (please specify)		2
<b>answered question</b>		<b>192</b>
<b>skipped question</b>		<b>38</b>

### 35. What is the primary language you speak at home?

	Response Percent	Response Count
Chinese (Traditional)	1.0%	2
English	98.5%	191
Japanese	0.0%	0
Korean	0.0%	0
Russian	0.0%	0
Spanish	0.5%	1
Somali	0.0%	0
Tagalog	0.0%	0
Ukrainian	0.0%	0
Vietnamese	0.0%	0
Other (please specify)		2
<b>answered question</b>		<b>194</b>
<b>skipped question</b>		<b>36</b>

**36. How many cars are owned by those in your household?**

	Response Percent	Response Count
0 <input type="checkbox"/>	23.6%	46
1 <input type="checkbox"/>	31.3%	61
2 <input type="checkbox"/>	32.8%	64
3 <input type="checkbox"/>	9.2%	18
4 or more <input type="checkbox"/>	3.1%	6
<b>answered question</b>		<b>195</b>
<b>skipped question</b>		<b>35</b>

**37. What is your annual household income?**

	Response Percent	Response Count
Less than \$7,500 <input type="checkbox"/>	1.6%	3
\$7,500 to \$15,000 <input type="checkbox"/>	4.3%	8
\$15,001 to \$25,000 <input type="checkbox"/>	2.7%	5
\$25,001 to \$35,000 <input type="checkbox"/>	10.1%	19
\$35,001 to \$55,000 <input type="checkbox"/>	9.6%	18
\$55,001 to \$75,000 <input type="checkbox"/>	15.4%	29
\$75,001 to \$100,000 <input type="checkbox"/>	16.0%	30
\$100,000 to \$140,000 <input type="checkbox"/>	23.9%	45
\$140,000 or more <input type="checkbox"/>	11.7%	22
Don't know <input type="checkbox"/>	4.8%	9
<b>answered question</b>		<b>188</b>
<b>skipped question</b>		<b>42</b>

**38. What city do you live in?**

	Response Percent	Response Count
Algona	0.0%	0
Auburn	1.1%	2
Bellevue	3.7%	7
Black Diamond	0.0%	0
Bothell	0.5%	1
Burien	0.0%	0
Carnation	0.5%	1
Clyde Hill	0.0%	0
Covington	0.0%	0
Des Moines	0.5%	1
Duvall	0.0%	0
Enumclaw	0.0%	0
Federal Way	1.6%	3
Four Creeks unincorporated area	0.5%	1
Greater Maple Valley unincorporated area	0.0%	0
Issaquah	0.5%	1
Kenmore	1.6%	3
Kent	0.5%	1
Kirkland	1.6%	3
Lake Forest Park	0.5%	1
Maple Valley	1.1%	2
Medina	0.0%	0

Mercer Island	0.5%	1
Milton	0.0%	0
Newcastle	0.0%	0
Normandy Park	0.0%	0
North Bend	1.1%	2
North Highline unincorporated area	0.0%	0
Pacific	0.0%	0
Redmond	3.2%	6
Renton	0.5%	1
Sammamish	1.6%	3
SeaTac	0.5%	1
Seattle	65.8%	125
Shoreline	2.1%	4
Snoqualmie	0.5%	1
Tukwila	0.5%	1
Upper Bear Creek unincorporated area	1.1%	2
Vashon-Maury Island unincorporated area	3.7%	7
West Hill unincorporated area	0.5%	1
Woodinville	1.6%	3
Yarrow Point	0.0%	0
Other	2.6%	5

If you chose "Other," please specify: 6

answered question 190

skipped question 40

**39. Which of the following Metro services do you use on a regular basis? (check all that apply)**

		Response Percent	Response Count
Bus		99.5%	187
DART (Dial-a-ride transit)		3.2%	6
Access paratransit		1.6%	3
Water taxi		7.4%	14
Vanpool or Van share		0.5%	1
Rideshare		0.0%	0
Community van service (for example: Hyde Shuttle or Snoqualmie Valley Transportation)		0.0%	0
Taxi scrip		0.0%	0

If you checked bus, which route(s) do you use regularly? 99

answered question 188

skipped question 42

**40. How often do you use these services?**

		Response Percent	Response Count
3 or more days a week		75.7%	143
1 to 2 days a week		9.5%	18
Occasionally (less than once a week)		13.8%	26
Never		1.1%	2
answered question			189
skipped question			41

**41. How do you use these services? (check all that apply)**

		Response Percent	Response Count
To get to/from work		75.5%	142
To get to/from school		17.6%	33
To get to/from volunteering		21.3%	40
To get to/from church		10.1%	19
For shopping/errands		57.4%	108
For fun/recreational/social		56.9%	107
For appointments		52.1%	98
For special events		40.4%	76
For jury duty		14.9%	28
To get to the airport		33.5%	63
Other		9.6%	18
answered question			188
skipped question			42

**42. If you could change one thing about your current transit service, what would it be?**

	Response Percent	Response Count
Make service come more often	39.8%	72
Make service more direct	11.6%	21
Make trips faster	11.6%	21
Make service less crowded	8.3%	15
Provide service at different times, such as at night or on weekends	14.9%	27
I would not change anything	13.8%	25
	<b>answered question</b>	<b>181</b>
	<b>skipped question</b>	<b>49</b>

**43. In what city or cities are the top three destinations you reach by transit?**

City list

	Algona	Auburn	Bellevue	Black Diamond	Both
Destination 1	0.0% (0)	0.8% (1)	16.9% (22)	0.0% (0)	1.5% (2)
Destination 2	0.0% (0)	2.1% (2)	18.8% (18)	1.0% (1)	3.1% (3)
Destination 3	0.0% (0)	0.0% (0)	12.5% (8)	0.0% (0)	0.0% (0)

**44. How far do you travel now to reach transit?**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Less than a mile</b>		<b>70.1%</b>	<b>131</b>
<b>1-5 miles</b>		<b>23.0%</b>	<b>43</b>
<b>6-10 miles</b>		<b>4.3%</b>	<b>8</b>
<b>More than 10 miles</b>		<b>2.7%</b>	<b>5</b>
		<b>answered question</b>	<b>187</b>
		<b>skipped question</b>	<b>43</b>

**45. How do you reach the transit services you use now?**

		<b>Response Percent</b>	<b>Response Count</b>
<b>By foot</b>		<b>85.6%</b>	<b>160</b>
<b>By bicycle</b>		<b>8.6%</b>	<b>16</b>
<b>By wheelchair</b>		<b>1.1%</b>	<b>2</b>
<b>By car</b>		<b>18.7%</b>	<b>35</b>
<b>Via a park-and-ride</b>		<b>8.0%</b>	<b>15</b>
<b>Picks me up at my house</b>		<b>0.5%</b>	<b>1</b>
		<b>Other (please specify)</b>	<b>2</b>
		<b>answered question</b>	<b>187</b>
		<b>skipped question</b>	<b>43</b>

**46. How supportive are you of the idea of Metro providing alternative service where regular fixed-route bus service is not cost-effective?**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Very supportive</b>		<b>46.9%</b>	<b>91</b>
<b>Somewhat supportive</b>		<b>25.8%</b>	<b>50</b>
<b>Neutral</b>		<b>16.5%</b>	<b>32</b>
<b>Not very supportive</b>		<b>7.7%</b>	<b>15</b>
<b>Not supportive at all</b>		<b>3.1%</b>	<b>6</b>
<b>If not supportive, what are your concerns?</b>			<b>42</b>
<b>answered question</b>			<b>194</b>
<b>skipped question</b>			<b>36</b>

**47. If a route that you ride were identified as a candidate for replacement with alternative service, how would you like to be informed and involved in the process of choosing an alternative service? Please choose your top three methods.**

	First preference	Second preference	Third preference	Rating Average	Response Count
Survey by mail	24.4% (32)	50.4% (66)	25.2% (33)	2.01	131
Survey by email	74.1% (129)	19.5% (34)	6.3% (11)	1.32	174
Survey in person (on the bus)	16.3% (14)	34.9% (30)	48.8% (42)	2.33	86
Through an organization I am affiliated with	19.2% (5)	38.5% (10)	42.3% (11)	2.23	26
Through my city's transportation planners	6.7% (2)	43.3% (13)	50.0% (15)	2.43	30
Public meeting or open house	14.1% (10)	29.6% (21)	56.3% (40)	2.42	71
Stakeholder or community sounding board process	12.5% (3)	29.2% (7)	58.3% (14)	2.46	24
			Other (please specify)		12
			<b>answered question</b>		<b>196</b>
			<b>skipped question</b>		<b>34</b>

**48. How would you expect it to affect your service if Metro were to replace a route you use with an alternative, such as a vanpool, van service that followed a fixed route with a volunteer driver, or community access van operated by a local organization? (check all that apply)**

		<b>Response Percent</b>	<b>Response Count</b>
It would take more time		40.5%	79
It would take less time		8.7%	17
It would be more convenient		9.2%	18
It would be less convenient		49.2%	96
It would be easier to use		6.2%	12
It would be harder to use		44.1%	86
There would be no change in my service		3.6%	7
I don't know		34.9%	68
		<b>answered question</b>	<b>195</b>
		<b>skipped question</b>	<b>35</b>

**49. How familiar are you with the following list of alternative services that Metro already provides?**

	Very familiar	Somewhat familiar	Not at all familiar	Response Count
Access paratransit service	11.3% (21)	36.0% (67)	52.7% (98)	186
Community Access Transportation	4.8% (9)	30.5% (57)	64.7% (121)	187
Custom Bus	5.9% (11)	11.8% (22)	82.3% (153)	186
Dial-A-Ride Transit (DART)	14.1% (26)	36.4% (67)	49.5% (91)	184
Taxi Scrip	6.0% (11)	27.3% (50)	66.7% (122)	183
Vanpool/Van Share	26.3% (49)	52.2% (97)	21.5% (40)	186
Water Taxi	28.7% (54)	37.8% (71)	33.5% (63)	188
			<b>answered question</b>	<b>188</b>
			<b>skipped question</b>	<b>42</b>

**50. How familiar are you with the following list of alternative services Metro could provide by partnering with the private sector?**

	Very familiar	Somewhat familiar	Not familiar at all	Response Count
Bike check-out system	9.2% (17)	25.9% (48)	64.9% (120)	185
Carpool promotion/incentives	15.6% (29)	45.7% (85)	38.7% (72)	186
Car sharing	15.2% (28)	36.4% (67)	48.4% (89)	184
School buses, use of	4.9% (9)	15.3% (28)	79.8% (146)	183
Shuttles, private	7.6% (14)	29.9% (55)	62.5% (115)	184
Taxi, shared	6.0% (11)	21.9% (40)	72.1% (132)	183
Volunteer drivers	4.4% (8)	16.6% (30)	79.0% (143)	181
			<b>answered question</b>	<b>186</b>
			<b>skipped question</b>	<b>44</b>

**51. Are there any alternatives not listed in the previous question that you think Metro should include?**

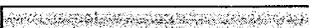
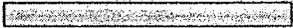
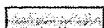
		Response Percent	Response Count
No	<input type="checkbox"/>	78.4%	127
Yes	<input type="checkbox"/>	21.6%	35

If yes, please specify: 33

answered question 162

skipped question 68

**52. If your fixed-route bus service were to be replaced with an alternative service, which of the following criteria would be most important to you for choosing a replacement service? (Please indicate your top three choices)**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Cost the same as, or less than, current service</b>		52.2%	97
<b>Cover the same geographic area</b>		40.9%	76
<b>Connect me to the same destinations or transfer points</b>		66.7%	124
<b>Be Metro branded</b>		12.4%	23
<b>Provide service during the same times of day</b>		48.4%	90
<b>Provide flexibility in destinations</b>		12.4%	23
<b>Provide flexibility in time of use</b>		31.7%	59
<b>Meet the needs of people who are transit-dependent, disabled, elderly, or low-income</b>		45.2%	84
<b>Meet the needs of people who aren't currently using the bus</b>		16.1%	30
		<b>Other / comment:</b>	27
		<b>answered question</b>	186
		<b>skipped question</b>	44

**53. If an alternative were chosen to replace a bus route that you use, what would be the three best ways to let you know about the alternative service available?**

	First preference	Second preference	Third preference	Rating Average	Response Count
Personal visit on the bus	19.4% (12)	35.5% (22)	45.2% (28)	2.26	62
Mail	25.5% (27)	50.0% (53)	24.5% (26)	1.99	106
Email	71.5% (118)	17.6% (29)	10.9% (18)	1.39	165
Rider alert posted at bus stop	18.6% (18)	36.1% (35)	45.4% (44)	2.27	97
Through an organization I am affiliated with	15.0% (3)	45.0% (9)	40.0% (8)	2.25	20
From my city	22.2% (2)	55.6% (5)	22.2% (2)	2.00	9
News media	6.7% (2)	40.0% (12)	53.3% (16)	2.47	30
Community blog	0.0% (0)	18.2% (2)	81.8% (9)	2.82	11
Public meeting or open house	11.1% (4)	27.8% (10)	61.1% (22)	2.50	36
			<b>answered question</b>		<b>187</b>
			<b>skipped question</b>		<b>43</b>

**54. If an alternative service were chosen to replace a bus route that you use, how important would it be to you to have some sort of reservation system available for the alternative service?**

	Response Percent	Response Count
Very important	42.9%	78
Somewhat important	26.4%	48
Neither important nor unimportant	20.9%	38
Somewhat unimportant	3.3%	6
Very unimportant	6.6%	12
answered question		182
skipped question		48

**55. If an alternative service were chosen to replace a bus route that you use, how comfortable would you be with using a website to find or secure a ride via the alternative service?**

	Response Percent	Response Count
Very comfortable	57.4%	108
Somewhat comfortable	20.2%	38
Neither comfortable nor uncomfortable	10.6%	20
Somewhat uncomfortable	6.9%	13
Very uncomfortable	4.8%	9
Why?		52
answered question		188
skipped question		42

**56. How would replacing fixed-route bus service with alternative service affect the transportation in your community? (check all that apply) It would be more...**

	Response Percent	Response Count
Efficient <input type="checkbox"/>	11.7%	21
Productive <input type="checkbox"/>	8.9%	16
Convenient <input type="checkbox"/>	7.8%	14
Easy to understand <input type="checkbox"/>	2.2%	4
Easy to use <input type="checkbox"/>	4.4%	8
Difficult to understand <input type="checkbox"/>	26.1%	47
Difficult to use <input type="checkbox"/>	28.9%	52
Inconvenient <input type="checkbox"/>	42.8%	77
I don't know <input type="checkbox"/>	43.9%	79
None of the above <input type="checkbox"/>	1.1%	2
Other (please specify)		21
<b>answered question</b>		<b>180</b>
<b>skipped question</b>		<b>50</b>

**57. If a fixed-route bus service in your neighborhood were replaced with alternative service, how would your (or your organization's) use of transit be affected? I/we would use transit...**

	Response Percent	Response Count
More than current use	6.9%	13
Less than current use	25.4%	48
The same as current use	21.7%	41
I don't know	46.0%	87
	answered question	189
	skipped question	41

**58. How satisfied are you with Metro's plan for replacing routes that are not cost-effective with alternative service?**

	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Rating Average	Response Count
I feel:	13.3% (25)	35.1% (66)	37.2% (70)	8.0% (15)	6.4% (12)	2.59	188
							answered question 188
							skipped question 42

**59. Please share any additional feedback you have about Metro's alternative service delivery project.**

	Response Count
	76
answered question	76
skipped question	154

60. In 1-3 years, Metro will be implementing alternative service delivery in several demonstration projects. If you would be interested in serving on a sounding board, being engaged if a project is implemented in your area, or participating in an ongoing stakeholder process please provide your name and contact information.

	Response Percent	Response Count
Name:	98.6%	72
Company:	30.1%	22
Address:	90.4%	66
Address 2:	13.7%	10
City/Town:	94.5%	69
State:	93.2%	68
ZIP Code:	95.9%	70
Email Address:	95.9%	70
Phone Number:	71.2%	52
	<b>answered question</b>	<b>73</b>
	<b>skipped question</b>	<b>157</b>

**61. How did you hear about Metro's alternative service delivery project?**

	Response Percent	Response Count
News media <input type="checkbox"/>	4.1%	7
Blog <input type="checkbox"/>	9.9%	17
<b>Metro email alert</b> <input checked="" type="checkbox"/>	<b>76.0%</b>	<b>130</b>
Twitter <input type="checkbox"/>	2.3%	4
Facebook <input type="checkbox"/>	0.0%	0
From a friend <input type="checkbox"/>	4.7%	8
From my employer <input type="checkbox"/>	6.4%	11
From an organization I'm involved with <input type="checkbox"/>	5.3%	9
From my city <input type="checkbox"/>	4.7%	8
Other (please specify)		16
	<b>answered question</b>	<b>171</b>
	<b>skipped question</b>	<b>59</b>

**62. Do you feel you were notified in time to provide meaningful feedback in Metro's decision-making process?**

	Response Percent	Response Count
Yes <input checked="" type="checkbox"/>	88.1%	156
No <input type="checkbox"/>	11.9%	21
	<b>answered question</b>	<b>177</b>
	<b>skipped question</b>	<b>53</b>

**63. Please share any additional feedback you have about our outreach.**

**Response  
Count**

31

**answered question 31**

**skipped question 199**

**64. Metro is making increasing use of electronic tools to keep people informed about our transit service planning. If you would like to receive information from us via email, please fill out the information below.**

**Response  
Percent      Response  
Count**

**Name:**  94.4% 85

**ZIP Code:**  98.9% 89

**Email Address:**  94.4% 85

**answered question 90**

**skipped question 140**

**Page 2, Q1: Are you filling out this survey on behalf of a business or organization?**

1	City of Redmond	May 14, 2012 5:07 PM
2	City of Milton	May 11, 2012 10:02 AM
3	GE Capital	May 10, 2012 3:16 PM
4	Test	May 10, 2012 12:55 PM
5	Greater Redmond Transportation and its members	May 10, 2012 12:27 PM
6	Test	May 10, 2012 12:00 PM
7	Bellevue College	May 10, 2012 8:34 AM
8	Swedish Medical Group	May 8, 2012 12:56 PM
9	Bellevue School District	May 8, 2012 12:55 PM
10	Northwest Warning, Alert and Response Network	May 7, 2012 11:24 AM
11	Senior Services	May 3, 2012 1:12 PM
12	Group Health Transportation Assistance Program	May 2, 2012 11:52 AM
13	Tavon Center	May 2, 2012 9:51 AM
14	aging	May 2, 2012 6:40 AM
15	Seattle Pacific University	May 1, 2012 11:34 AM
16	but for seniors living along 132 between Des Moines and Burien	Apr 30, 2012 9:28 PM
17	Realistic Transition Program/Highline School District	Apr 30, 2012 12:46 PM

**Page 4, Q4. How would you describe the density/land use in the jurisdiction you represent? (Check all that apply.)**

1	Redmond is also adjacent to rural areas in east King county.	May 14, 2012 5:09 PM
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**Page 5, Q6. If transit is part of your jurisdiction's transportation master plan, how would you describe your transit goals?**

1	Our goal is for a robust transit network that provides mobility and access to serve growth and offer "real travel choices" between urban centers, neighborhoods, and regional destinations through a core network of frequent transit connections that operate throughout the day, and services, including alternative transit, that provide connections to that core network.	May 14, 2012 5:10 PM
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**Page 5, Q6. If transit is part of your jurisdiction's transportation master plan, how would you describe your transit goals?**

- 2 Maximize use of METRO Transit for Bellevue School District students in a cost effective manner. May 8, 2012 12:57 PM

**Page 8, Q9. How may we contact you about your transportation needs assessment data?**

1

Name: Terry Marpert May 14, 2012 5:11 PM  
Organization: City of Redmond May 14, 2012 5:11 PM  
Email Address: tmarpert@redmond.gov May 14, 2012 5:11 PM  
Phone Number: 425 556 2428 May 14, 2012 5:11 PM

2

Name: MARK R. HAZEN, TRANSPORTATION MANAGER May 8, 2012 12:59 PM  
Organization: BELLEVUE SCHOOL DISTRICT May 8, 2012 12:59 PM  
Email Address: hazenm@bsd405.org May 8, 2012 12:59 PM  
Phone Number: 425-638-9638 May 8, 2012 12:59 PM

**Page 9, Q10. What type of assistance would your jurisdiction provide to develop alternative services in your community should the opportunity present itself? (Check all that apply)**

- 1 Please not that resources and assistance provided would be dependent on the opportunity, and in all cases should add value and support, rather than supplant, resources provided by Metro. May 14, 2012 5:13 PM

**Page 10, Q11. Which Metro Transit bus route(s) provide service to your business or organization?**

1	216, 268, 269	May 10, 2012 3:18 PM
2	138	May 10, 2012 3:13 PM
3	A large variety	May 10, 2012 12:29 PM
4	271, 245, 221, 226	May 10, 2012 8:37 AM
5	Just about all	May 8, 2012 1:01 PM
6	ACCESS	May 2, 2012 9:52 AM
7	13, 17, 31	May 1, 2012 11:36 AM
8	132 122 rapid ride	Apr 30, 2012 12:54 PM

**Page 12, Q20. What kind of transit service(s) does your business or organization provide?**

1	Student Transit - Regular and Supplemental METRO Routes.	May 8, 2012 1:13 PM
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**Page 12, Q22. Who uses the transit service(s) provided by your business or organization? (Check all that apply)**

1	Bellevue School District Students	May 8, 2012 1:13 PM
2	Students	May 1, 2012 11:37 AM

**Page 14, Q24. What would your business or organization need in order to serve the general public with the transit service(s) it provides? (Check all that apply)**

1	Project Lifeline - Details available upon request.	May 8, 2012 1:14 PM
---	--	---------------------

**Page 15, Q26. What geographic communities are served by the transit service(s) provided by your business or organization?**

- |   |  |                       |
|---|--|-----------------------|
| 1 | King County, Sammamish County                | May 10, 2012 3:22 PM  |
| 2 | Bellevue & surrounding cities.               | May 8, 2012 1:16 PM   |
| 3 | Mainly the Seattle Area                      | May 8, 2012 1:02 PM   |
| 4 | Greater seattle area and beyond              | May 2, 2012 9:54 AM   |
| 5 | King County, Snohomish County, Pierce County | May 1, 2012 11:39 AM  |
| 6 | first hill                                   | Apr 30, 2012 12:33 PM |

**Page 15, Q28. If the transit service(s) provided by your business or organization do not meet the needs of those you serve, what would allow you to meet those needs?**

- |   |   |                      |
|---|---|----------------------|
| 1 | We provide bus passes, far fewer employees are able to use the bus because our location requires many to use 2 to 3 buses and commute can extend to 90 to 120 minutes each way if riding a bus. Employee groups still use vanpools, not more than previous location though. | May 10, 2012 3:22 PM |
| 2 | See Project Lifeline  | May 8, 2012 1:16 PM  |

**Page 17, Q33. If you have a disability, please indicate what kind. (check all that apply)**

- |   |   |                       |
|---|---|-----------------------|
| 1 | Mental illness (schizotypal personality))   | May 4, 2012 1:09 PM   |
| 2 | learning, developmental   | May 2, 2012 11:32 PM  |
| 3 | Old knees sometimes just give out and I have to take the bus if I have tried to walk to the local shopping area but can't make it back home up the hill.  | May 2, 2012 8:58 PM   |
| 4 | foot pain (prefer a seat to standing when on the bus)   | May 1, 2012 12:26 PM  |
| 5 | n/a   | Apr 30, 2012 1:34 PM  |
| 6 | I am 91 years old and no longer drive. On occasion I need to bus to medical and other appointments down town. A mid-morning/afternoon return would do it. | Apr 30, 2012 1:32 PM  |
| 7 | Mental  | Apr 30, 2012 12:24 PM |

**Page 17, Q34. Do you consider yourself...**

- |   |                            |                      |
|---|----------------------------|----------------------|
| 1 | black American             | Apr 30, 2012 1:34 PM |
| 2 | Pink, actually. Not White. | Apr 30, 2012 1:07 PM |

**Page 17, Q35. What is the primary language you speak at home?**

- |   |                        |                       |
|---|------------------------|-----------------------|
| 1 | American Sign Language | May 1, 2012 10:58 AM  |
| 2 | ASL                    | Apr 30, 2012 12:44 PM |

**Page 18, Q38. What city do you live in?**

- |   |  |                       |
|---|--|-----------------------|
| 1 | Minneapolis, MN  | May 4, 2012 1:13 PM   |
| 2 | Tacoma   | May 3, 2012 8:18 AM   |
| 3 | Buckley  | May 2, 2012 10:04 AM  |
| 4 | seattle  | May 1, 2012 12:34 AM  |
| 5 | ballard  | Apr 30, 2012 2:10 PM  |
| 6 | unincorporated King County - N of Redmond E of Woodinville | Apr 30, 2012 12:55 PM |

Page 18, Q39. Which of the following Metro services do you use on a regular basis? (check all that apply)

1	19, 24, 31, 33, 15, 18	May 11, 2012 11:21 AM
2	16	May 11, 2012 8:30 AM
3	17, 15, 18, 44, 31, 28	May 8, 2012 10:04 PM
4	311 & 522	May 7, 2012 8:31 PM
5	41, 65, 72, 75, 372, 522	May 7, 2012 3:36 AM
6	46	May 6, 2012 7:37 PM
7	51, 57, 128	May 6, 2012 5:22 AM
8	24	May 5, 2012 10:17 AM
9	68, 71, 76, 372, 72, 73, 48, , 3, 4, 7, 49	May 5, 2012 8:08 AM
10	16	May 4, 2012 9:29 PM
11	12	May 4, 2012 5:51 PM
12	49, 43, 10, 71, 72, 73	May 4, 2012 1:50 PM
13	various ones when I visit Seattle: 11, 358, 150, 7, 550, 174, 194	May 4, 2012 1:13 PM
14	358, 301, 346	May 4, 2012 2:07 AM
15	133	May 3, 2012 2:20 PM
16	15 17 18	May 3, 2012 1:28 PM
17	5, 48	May 3, 2012 10:21 AM
18	26, 28, 110, 4, 3	May 3, 2012 9:07 AM
19	54, 55, 21, 22, 560	May 3, 2012 9:07 AM
20	110 from Sounder Tukwila to FAA in Renton	May 3, 2012 8:18 AM
21	15	May 3, 2012 8:03 AM
22	23, 125, 128	May 2, 2012 11:33 PM
23	Genesee Hill	May 2, 2012 9:10 PM
24	ST566; 265; 245	May 2, 2012 1:54 PM
25	2, 10, 12, 5, 60, 7	May 2, 2012 10:42 AM
26	110	May 2, 2012 10:04 AM
27	303, 358, 2	May 2, 2012 8:34 AM

Page 18, Q39. Which of the following Metro services do you use on a regular basis? (check all that apply)

28	30, 74, 75	May 1, 2012 8:42 PM
29	3,4,16,10,11	May 1, 2012 6:02 PM
30	255 and 33 or 24	May 1, 2012 3:27 PM
31	24, 33, 19, 8	May 1, 2012 2:37 PM
32	5 358 49 28 26	May 1, 2012 2:21 PM
33	14	May 1, 2012 12:14 PM
34	181	May 1, 2012 10:44 AM
35	#71 and #30	May 1, 2012 10:18 AM
36	133, Direct to UW	May 1, 2012 8:47 AM
37	249, 250, 226, B	May 1, 2012 8:08 AM
38	30, 31, 45, 5, 16, 358, 71, 72, 73	May 1, 2012 6:48 AM
39	118, 54, 55, 560	Apr 30, 2012 9:13 PM
40	35, 39, 34	Apr 30, 2012 8:16 PM
41	19,24	Apr 30, 2012 8:01 PM
42	2 & 3	Apr 30, 2012 7:26 PM
43	269, 545, 43, 11, 10, 12	Apr 30, 2012 7:19 PM
44	41 & 348	Apr 30, 2012 6:59 PM
45	46, 44, 18, 15, 17, 75, 4, 3, and Link	Apr 30, 2012 6:40 PM
46	17, 13, 101, 140, 165	Apr 30, 2012 6:13 PM
47	21	Apr 30, 2012 6:12 PM
48	15, 44, 3/4	Apr 30, 2012 6:09 PM
49	28 local	Apr 30, 2012 6:04 PM
50	250, 545	Apr 30, 2012 5:58 PM
51	600	Apr 30, 2012 5:39 PM
52	237, 311 and 535 or 532 or 342 to get to Totem Lk	Apr 30, 2012 5:32 PM
53	522, 312, 125	Apr 30, 2012 5:16 PM
54	72, 372, 65, 309	Apr 30, 2012 4:50 PM

Page 18, Q39. Which of the following Metro services do you use on a regular basis? (check all that apply)

55	8, 43, 49, 60, 545	Apr 30, 2012 4:24 PM
56	175	Apr 30, 2012 4:22 PM
57	545, 268	Apr 30, 2012 3:58 PM
58	166, 918	Apr 30, 2012 3:45 PM
59	372	Apr 30, 2012 3:21 PM
60	26, 18, 255, 358, link	Apr 30, 2012 3:14 PM
61	2, 8, 11, 43, 48	Apr 30, 2012 3:07 PM
62	221	Apr 30, 2012 3:06 PM
63	216, 218, 554, 545	Apr 30, 2012 2:34 PM
64	41, 66, 347, 348, 68, 271, 555, 550	Apr 30, 2012 2:15 PM
65	15/18	Apr 30, 2012 2:10 PM
66	10, 11, 43, 35, 8	Apr 30, 2012 1:44 PM
67	14	Apr 30, 2012 1:40 PM
68	179, 181, 187, 197, A-Line	Apr 30, 2012 1:37 PM
69	17, 18, 44, 70	Apr 30, 2012 1:35 PM
70	17, 13, 26, 28, 7, 2, 2X, 30	Apr 30, 2012 1:33 PM
71	358	Apr 30, 2012 1:29 PM
72	45, 30	Apr 30, 2012 1:26 PM
73	54, 119, 118	Apr 30, 2012 1:15 PM
74	304, 303	Apr 30, 2012 1:12 PM
75	179	Apr 30, 2012 1:10 PM
76	345, 346, 347, 348, 66, 67, 16, 75, 44, 41, 10	Apr 30, 2012 1:10 PM
77	54, 18, 15, 554, 555, 21, 22, 120, 10, 12, 124, 174, 120,	Apr 30, 2012 1:04 PM
78	522, 312, 306	Apr 30, 2012 1:00 PM
79	234, 244, B Line, 226, 935	Apr 30, 2012 12:59 PM
80	249, 250 and ST 545	Apr 30, 2012 12:58 PM
81	15, 18, 1, 2, 8, 13	Apr 30, 2012 12:56 PM

**Page 18, Q39. Which of the following Metro services do you use on a regular basis? (check all that apply)**

82	232	Apr 30, 2012 12:55 PM
83	2	Apr 30, 2012 12:54 PM
84	44,46,5,18,28,15	Apr 30, 2012 12:47 PM
85	24, 33, 19, 358, 3	Apr 30, 2012 12:45 PM
86	36,60,131,132	Apr 30, 2012 12:43 PM
87	118	Apr 30, 2012 12:40 PM
88	5, 41	Apr 30, 2012 12:40 PM
89	358	Apr 30, 2012 12:35 PM
90	118	Apr 30, 2012 12:35 PM
91	118, 119, 54	Apr 30, 2012 12:31 PM
92	66, 70, 49, 71-74, 25, 65, 75, 3, 30, 68	Apr 30, 2012 12:27 PM
93	14, 43, 49	Apr 30, 2012 12:26 PM
94	234, 260, 522, 312, 255	Apr 30, 2012 12:15 PM
95	65.75.30.74.71.72.73.70.66.48.44	Apr 30, 2012 12:13 PM
96	14	Apr 30, 2012 12:13 PM
97	5,17,31,48	Apr 30, 2012 12:12 PM
98	37, 25	Apr 30, 2012 12:12 PM
99	24, 19	Apr 30, 2012 12:11 PM

**Page 18, Q45. How do you reach the transit services you use now?**

1	By Amtrak, if you're specifically referring to Seattle transit use.	May 4, 2012 1:13 PM
2	Sounder train	May 2, 2012 10:04 AM

Page 19, Q46. How supportive are you of the idea of Metro providing alternative service where regular fixed-route bus service is not cost-effective?

- |    |  |                       |
|----|--|-----------------------|
| 1  | While the City is 'somewhat supportive' of providing alternative service where fixed route service is not cost-effective, it will be important that concerns regarding how levels of alternative service are determined, what level of service is provided as a replacement, and ensuring costs are not shifted to the end rider, will need to be addressed. In addition, alternative transit should be included as part of comprehensive transit system that includes alternatives to fixed-route service as a complement to current transit service.   | May 14, 2012 5:21 PM  |
| 2  | I am concerned that alternate services won't meet my needs - that I won't be able to get where I need to go at the times I need to get there, on time.   | May 10, 2012 9:30 PM  |
| 3  | It depends on what alternative service replaces the fixed route. People depend on the fixed schedules and have scheduled their work and personal life around these schedules. If the other service is not available when needed certain populations will not be able to access/use transit at all and will have to use other means to get places.  | May 10, 2012 11:27 AM |
| 4  | See Project Lifeline for details.  | May 8, 2012 1:20 PM   |
| 5  | Would it be timely to meet the needs of disabled and senior bus riders? Would it be affordable for those living on very restricted incomes? Involve we disabled/seniors who cannot attend public meetings please.  | May 7, 2012 11:31 AM  |
| 6  | I need to know when I will be boarding, and what time I will get to work. The alternative options appear to me to be less definite and less flexible than catching a bus every half hour.  | May 5, 2012 10:19 AM  |
| 7  | Difficult to transfer  | May 4, 2012 9:32 PM   |
| 8  | But the alternative service has to be easy and convenient or I will be driving my car. I live in Arbor Heights and it is disappointing to learn that I will not have bus service on weekends or after 6pm at night.  | May 4, 2012 2:59 PM   |
| 9  | I would prefer to keep my existing fixed route service as is.  | May 3, 2012 2:22 PM   |
| 10 | The bulk of Metro riders are in the City of Seattle. Metro should spend it's time/money/energy in beefing up the runs in the city, more frequency, perhaps space the stops farther apart so there is less stopping every other block. Why spend any money on running a bus line or a van or whatever out to East Sweet Jesus in the sticks of King County? If people want to live in the boonies, let them drive their cars to get into town. Why are those of us who spend higher taxes, etc. living in the City of Seattle paying to support public transit to the goobers that want to live out in the hinterlands? | May 3, 2012 10:26 AM  |
| 11 | I need transportation from Sounder Tukwila to my work at the Renton FAA headquarters building in a timely manner and back to the Sounder in the afternoon like the 110 is now. I reach my destinations to get to work on time and to catch the Sounder in the afternoon. Another alternative may not be reimbursed by my company.  | May 3, 2012 8:23 AM   |
| 12 | but concerned about how flexible, thus usable it can be  | May 2, 2012 9:18 PM   |

Page 19, Q46. How supportive are you of the idea of Metro providing alternative service where regular fixed-route bus service is not cost-effective?

13	concern with physical safety, how crowded is the van, and the time schedule.	May 2, 2012 8:36 AM
14	I do not want to use a segregated service and one I cannot rely on the predictability of. I also believe that it is a value for our community to share the space of public transit, and I think it makes me a better person to get to know others in my area who I would not otherwise know. I also think that the visibility of the bus encourages others in my neighborhood to try it who would not think of trying it if it was invisible.	May 1, 2012 12:23 PM
15	I take the Direct bus from Olson/Meyer Park&Ride to UW, Carpools and Vanpools are not feasible due to work schedules.	May 1, 2012 8:49 AM
16	cost-effectiveness, speed of alternative service	May 1, 2012 6:49 AM
17	Still would need regular service during commute hours (lots of people) but could see alternative service on Vashon during off hours	Apr 30, 2012 9:16 PM
18	Van-pools, etc do not work for people who live far apart; DART doesn't work for people who need to go to work every day.	Apr 30, 2012 8:21 PM
19	Need more information to make a decision	Apr 30, 2012 8:03 PM
20	using transit to get to work where i need fixed and regular times	Apr 30, 2012 7:20 PM
21	I ride the 237 bus to Bellevue to work from Woodinville. It now takes 2 buses to get back to Woodinville because 237 bus does not run after 5:10PM. I feel that King Co Metro is not very sensitive to our needs and there are a group of regular riders that need this service.	Apr 30, 2012 5:37 PM
22	I'm afraid I'll lose my bus service. I'm afraid there will be no bus service left in the county except for Seattle and Bellevue	Apr 30, 2012 3:47 PM
23	I would want to see specifics as opposed to just saying alternative service is great wherever and whenever.	Apr 30, 2012 3:16 PM
24	I hope it would channel service to more highly used transit areas. I'm concerned that people who depend on transit for commuting would have a harder time relying on DART services.	Apr 30, 2012 3:00 PM
25	I am far less likely to use options such as a vanpool than I am to take to the bus. I would probably stop utilizing Metro's services if a bus were not available near my home.	Apr 30, 2012 2:37 PM
26	Alternative service is ambiguous, no notion is given to service response time, cost, or availability. Would need more definitions or proposals before judging support. Additionally, cost-effectiveness may be a poor metric for apportioning service as some routes may have a greater "social impact" or opportunity than just cost-per-passenger/mile	Apr 30, 2012 2:20 PM
27	I would need to know what the alternative for regularly scheduled service would be.	Apr 30, 2012 2:00 PM
28	It depends on the details. Metro doesn't have a good track record for making	Apr 30, 2012 1:42 PM

Page 19, Q46. How supportive are you of the idea of Metro providing alternative service where regular fixed-route bus service is not cost-effective?

- good decisions.
- |    |   |                       |
|----|---|-----------------------|
| 29 | I'm not sure how this affects my commute or the cost i would pay to use transit   | Apr 30, 2012 1:40 PM  |
| 30 | Not sure what the other options are   | Apr 30, 2012 1:31 PM  |
| 31 | Our schedules do not fit van pool schedules and we work weekends  | Apr 30, 2012 1:18 PM  |
| 32 | I can not afford to use anything but bus.   | Apr 30, 2012 1:06 PM  |
| 33 | Not familiar with the DART process for locations not on regular route; having to call in advance every time I wanted advance to take the bus would be a hassle.   | Apr 30, 2012 1:00 PM  |
| 34 | Our students are in specail education so it just needs to work for them to teach them independence.   | Apr 30, 2012 12:57 PM |
| 35 | Most concerned with loss of service to and from workplace.  | Apr 30, 2012 12:46 PM |
| 36 | Need more information. I transfer buses and not sure what the effect would be.  | Apr 30, 2012 12:44 PM |
| 37 | I am concerned people will not choose, or be able to use the alternative services available.  | Apr 30, 2012 12:42 PM |
| 38 | Not sure I know what it entails and if I can afford these "alternative" services.   | Apr 30, 2012 12:42 PM |
| 39 | I like the reliability and professional driving   | Apr 30, 2012 12:38 PM |
| 40 | I'd like specific info on what the alternatives proposed are.   | Apr 30, 2012 12:32 PM |
| 41 | How does it work? Will they come when I call?   | Apr 30, 2012 12:17 PM |
| 42 | Need more information about what exactly the proposal is. I personally am unable to take a bus at the current time because there is NO Metro service to King County airport where I work. Not to mention infrequent and time-consuming service from Maple Valley to downtown Seattle, where I used to work. | Apr 30, 2012 12:13 PM |

Page 19, Q47. If a route that you ride were identified as a candidate for replacement with alternative service, how would you like to be informed and involved in the process of choosing an alternative service?

Please choose your top three methods.

- |    |   |                       |
|----|---|-----------------------|
| 1  | It will be important to continue to keep jurisdictions involved. In addition, measures should be taken to inform the public, via mail, email, and on the bus contact.                       | May 14, 2012 5:21 PM  |
| 2  | Community Meeting   | May 11, 2012 11:22 AM |
| 3  | I don't think I live in an area being considered for this.  | May 11, 2012 9:17 AM  |
| 4  | Since no ability to write response for question 21... I would not be able to take transit as my work schedule hasn't allowed me to get a vanpool together. Therefore would not use transit. | May 10, 2012 11:27 AM |
| 5  | A public meeting or open house OR Stakeholder or community sounding board process would both be terrific as well.   | May 7, 2012 7:09 AM   |
| 6  | the FAA contact is Annjanette Cummins; she sends emails to FAA commuter personnel   | May 3, 2012 8:23 AM   |
| 7  | talk at the local senior center   | May 2, 2012 9:18 PM   |
| 8  | website   | May 1, 2012 12:30 PM  |
| 9  | Two weeks is not enough time to devote to this topic. I understand that that is what Metro is doing.  | May 1, 2012 12:23 PM  |
| 10 | newspaper   | May 1, 2012 7:52 AM   |
| 11 | website   | Apr 30, 2012 10:55 PM |
| 12 | Posted at the bus stop  | Apr 30, 2012 2:19 PM  |

Page 20, Q51. Are there any alternatives not listed in the previous question that you think Metro should include?

- |    |   |                       |
|----|---|-----------------------|
| 1  | Trip Pool and Flexible Carpools should be included as implementation options. In addition, as technology improves and new transportation options are developed, new options should be evaluated and included for implementation.  | May 14, 2012 5:25 PM  |
| 2  | Look for consolidation opportunities within and across neighbourhoods.  | May 11, 2012 11:26 AM |
| 3  | Project Lifeline - please contact for details.  | May 8, 2012 1:25 PM   |
| 4  | Metro should revamp and improve the Access services. Our employees have not been able to use it, which means they drive to work. I, myself, needed it at one time and it took at least an hour each way to commute to and from work and I live 10 minutes from work -even with traffic. During one trip, it took nearly 3 hours for me to get home from work. The van drove all over King County and it would be better if these rides were better organized to travel to the same area. As well, I needed this transportation because I couldn't walk very far without pain and yet I had to walk at least 1/2 block and up to 2 blocks to catch this service. If I walked 3 blocks, I could catch the regular bus, which was much, much more efficient. | May 8, 2012 1:17 PM   |
| 5  | My Route 24 bus stops a half block from my home for transit to appts and doctors. We cannot walk further or walk hills to reach transportation. We fear vans, taxis, etc. will be too expensive.  | May 7, 2012 11:42 AM  |
| 6  | Just simply increase the existing routes to levels where people can actually use them to get to work and home in a timely manner. From my perspective that's the biggest reason ridership is low in some areas.   | May 7, 2012 7:16 AM   |
| 7  | Fixed route van services (not van pool) that charge slightly higher prices than bus, but come more often and may offer express service, such as common in many Latin American cities  | May 5, 2012 8:15 AM   |
| 8  | Pony check-out system   | May 4, 2012 1:54 PM   |
| 9  | Short-notice dial-a-ride, where one can call in for a ride "as soon as possible".   | May 4, 2012 1:35 PM   |
| 10 | Partner with or create a service similar to Microsoft's Connector service.  | May 3, 2012 8:05 PM   |
| 11 | More park & rides to facilitate getting to more bus stops.  | May 3, 2012 9:12 AM   |
| 12 | assistance for the elderly who live alone..emergency help not needing 911, just help getting around, like to the grocery store..not sure what my needs will be  | May 2, 2012 9:29 PM   |
| 13 | Small vans under Metro-trained drivers, experienced drivers, and safe. NO PRIVATIZATION!!!! Hold 12-15 passengers. Stop more often at intersections where normal buses no longer stop.  | May 2, 2012 9:44 AM   |
| 14 | Smaller buses, run by Metro.  | May 1, 2012 2:41 PM   |
| 15 | I think that the actual cost savings to any alternative service delivery should be very carefully analyzed as I have observed Metro making mistakes in its cost analysis in the past, which happened to favor the option preferred by Metro from the outset.  | May 1, 2012 12:32 PM  |
| 16 | Keep the Direct 133 route, revise trip times as needed  | May 1, 2012 8:55 AM   |

Page 20, Q51. Are there any alternatives not listed in the previous question that you think Metro should include?

- |    |   |                       |
|----|---|-----------------------|
| 17 | Private ride system with pre-registration and security controls, as is done in west Marin County, CA (San Geronimo Valley)  | Apr 30, 2012 9:21 PM  |
| 18 | Restore Bus Route 35.   | Apr 30, 2012 8:32 PM  |
| 19 | Use other buses to provide service when normal service is lacking or non-existent. For example, the 46 is scheduled to be eliminated in September with no replacement scheduled to service Golden Gardens and Shilsho Bay Marina locations. If eliminated - send another bus (i.e. the 17 or a hybrid 44 down from the Government Locks) to pick-up and drop-off passengers in the service areas sited above. | Apr 30, 2012 7:09 PM  |
| 20 | DART for after hours on limited routes like 250, for example take 545 to Overlake then DART home.   | Apr 30, 2012 6:09 PM  |
| 21 | Contract the service out to the private sector. Post for bids from licensed bus providers. Maybe that was included in the private shuttles but it was not clear if that is what you meant.  | Apr 30, 2012 3:56 PM  |
| 22 | More safe and visible streets and passage ways to the route stops that are running regularly in the areas that are already less serviced  | Apr 30, 2012 2:25 PM  |
| 23 | The concept of having a (Metro) dedicated parking location (garage, spot, etc.) downtown, as a central location or starting point, for something like vanpool, car share, etc.  | Apr 30, 2012 2:02 PM  |
| 24 | Encourage greater use of existing routes to make them more cost-effective.  | Apr 30, 2012 1:46 PM  |
| 25 | Same fixed route, less frequent service.  | Apr 30, 2012 1:45 PM  |
| 26 | Maybe shared Taxis might be the same idea, but allowing a private companies to run vans on abandoned routes. In many places this option was preferable to the city buses (e.g., Dakar, Senegal) as it was less expensive, more often, you never had to stand, and the driver's assistant made sure you got off at the right stop.   | Apr 30, 2012 1:42 PM  |
| 27 | Form regional public transportation body that has funding power like TriMet in Portland   | Apr 30, 2012 1:37 PM  |
| 28 | what about access to something like Zipcar or some similar alternative.   | Apr 30, 2012 1:05 PM  |
| 29 | Additional bike racks, options to bring (friendly) dogs on board  | Apr 30, 2012 1:04 PM  |
| 30 | I would like you to consider a small loop bus or van around Magnolia to link passengers to the rapid ride hub from the circumference of Magnolia including Discovery Park to run every 15 minutes   | Apr 30, 2012 12:51 PM |
| 31 | Just a note here: whatever venue chosen would need to be completely accessible with trained drivers, and a working Orca system, unlike the current parrot transit system.   | Apr 30, 2012 12:45 PM |
| 32 | Use smaller busses/vans for low-ridership routes, but keep routes running.  | Apr 30, 2012 12:42 PM |
| 33 | Schedule smaller buses with Metro drivers   | Apr 30, 2012 12:16 PM |

Page 20, Q52. If your fixed-route bus service were to be replaced with an alternative service, which of the following criteria would be most important to you for choosing a replacement service? (Please indicate your top three choices)

- |    |   |                       |
|----|---|-----------------------|
| 1  | An alternative implemented as a replacement for fixed route should focus on meeting the needs of the community being served. This may or may not require the alternative to follow the exact same route, serve exactly the same destinations, or operate during the same times of the day. However, it should be clear that the needs of the community are being adequately met.  | May 14, 2012 5:25 PM  |
| 2  | Provide service during the day at significantly greater frequency. Provide greater connectivity through system-wide options.  | May 11, 2012 11:26 AM |
| 3  | I live on a well-used route #2, and occasionally use the #7 or #8 to access to some destinations. I am not sure I am a good candidate for this survey and would not expect that my main service would be replaced. I also occasionally use the #27.   | May 11, 2012 9:27 AM  |
| 4  | I am trying very hard to remain car-less by choice, and have relied on Metro bus service to connect to shopping needs, transfer points, and the locations of car-share vehicles. If the Genesee Hill neighborhood loses bus access during all but weekday commute hours, I don't see how to maintain the low car usage I have worked so hard for.   | May 10, 2012 9:37 PM  |
| 5  | Last mile service that takes you from the bus transit center to the door of the employer to enable bus use to expand to meet demand.  | May 10, 2012 12:35 PM |
| 6  | Provide the same close-by pickups/dropoffs, for those of us who cannot walk/climb further.  | May 7, 2012 11:42 AM  |
| 7  | Transfer passes accepted for other routes! Ensure connections to many other routes!   | May 7, 2012 7:16 AM   |
| 8  | Bus 46 IS going away, and leaving us with the nearest bus a mile away. We are 65 and 67 respectively, so this is a HUGE problem.  | May 6, 2012 7:42 PM   |
| 9  | hard to answer w/o knowing some project proposals   | May 5, 2012 8:15 AM   |
| 10 | To make sure that it picks up or coordinates its schedule to the sounder train, when southbound/northbound trains arrive at stops.  | May 3, 2012 9:11 AM   |
| 11 | see my above comment  | May 3, 2012 8:28 AM   |
| 12 | Increased frequency of operation.   | May 2, 2012 2:07 PM   |
| 13 | It would be great if 265 could run throughout the day using a smaller vehicle.  | May 2, 2012 1:54 PM   |
| 14 | Not likely. I live in a well-served area with busy busses.  | Apr 30, 2012 7:45 PM  |
| 15 | Our concern is that not only will 46 be replaced but it is scheduled to be eliminated with no replacement of service whatsoever. We live in a condo complex with over 180 occupants, next to Shilsho Bay Marina with many "live aboards", and next to Golden Gardens Park - one of the largest and busiest parks in all of King County. Right now we use the 46 to get to mid-town Ballard and from there we transfer to an 18, 17, or 15 to get to downtown Seattle. The same process is used in reverse to get back to Shilsho Bay/Golden Gardens | Apr 30, 2012 7:09 PM  |

Page 20, Q52: If your fixed-route bus service were to be replaced with an alternative service, which of the following criteria would be most important to you for choosing a replacement service? (Please indicate your top three choices)

	destination.	
16	Be reliable & consistent service - no volunteer drivers that may not show up	Apr 30, 2012 5:41 PM
17	I hope you mean that it would cost the same or less to me not to you. I don't care what it costs Metro.	Apr 30, 2012 3:56 PM
18	Don't require telephone. Usable on snow days.	Apr 30, 2012 3:19 PM
19	Connect more directly to rapid ride routes	Apr 30, 2012 2:18 PM
20	meeting the needs of people who are transit-dependant..etc seem to cover most of these.	Apr 30, 2012 1:44 PM
21	limited cost increase	Apr 30, 2012 1:34 PM
22	Increased schedule (when regular bus isn't running) & cheaper than taxi - the competition	Apr 30, 2012 1:04 PM
23	Provide the same service at same times, or more frequently.	Apr 30, 2012 1:03 PM
24	Be able to transport my bicycle	Apr 30, 2012 12:43 PM
25	Safe	Apr 30, 2012 12:31 PM
26	provide me with an alternative other than driving my car! (as I said before, there is NO bus service to 7300 Airport Way S)	Apr 30, 2012 12:17 PM
27	I am not in favor of any of the routes I use being *replaced* by alternative service. I would like to see them augmented, though, especially at night and on Sundays and holidays.	Apr 30, 2012 12:16 PM

Page 20, Q55. If an alternative service were chosen to replace a bus route that you use, how comfortable would you be with using a website to find or secure a ride via the alternative service?

- |    |   |                       |
|----|---|-----------------------|
| 1  | While many in our community have access to computers and the internet, a substantial portion does not.  | May 14, 2012 5:25 PM  |
| 2  | This is more about the reservation. I am not sure how people would otherwise know how to find the alternative service.  | May 11, 2012 9:27 AM  |
| 3  | Have access to all data, updates and a communication tool to use at work/home.  | May 10, 2012 3:35 PM  |
| 4  | We are techno-savvy and besides it gives the service a nicer more contemporary flavor.  | May 10, 2012 12:35 PM |
| 5  | Safety/security   | May 10, 2012 11:32 AM |
| 6  | Language, ability barriers.   | May 10, 2012 8:42 AM  |
| 7  | Our students need dependability.  | May 8, 2012 1:25 PM   |
| 8  | Would it truly be clear, simple and fast to use? Would it provide specific reservation confirmations? Would they pick up at our residence (or our destination for our return) ... and be on time?   | May 7, 2012 11:42 AM  |
| 9  | I am very comfortable with online applications, however, Metro's history of creating online applications has been to include only the minimum of information. Significantly more information needs to be available in online applications than currently is. For example: Metro transfer passes are not accepted on ST buses. | May 7, 2012 7:16 AM   |
| 10 | I'm pretty good at using websites   | May 7, 2012 3:39 AM   |
| 11 | I can use the internet, but it is more time consuming to go on line to find and/or secure a ride, too much unknown re getting to work on time.  | May 5, 2012 10:24 AM  |
| 12 | can't answer w/o knowing actual usability & performance. Currently the Metro trip planner is a very limited value— often gives grossly unreliable & inaccurate, convoluted directions   | May 5, 2012 8:15 AM   |
| 13 | Without a fixed schedule, I wouldn't know if it would work out or not   | May 4, 2012 5:57 PM   |
| 14 | But if it isn't quick and easy I will drive my car.   | May 4, 2012 3:02 PM   |
| 15 | I am on the computer constantly at work and one more thing I have to logon to accomplish becomes very laborious.  | May 3, 2012 8:05 PM   |
| 16 | Poorly worded scenario! Am I going to the website every day to find a ride, or is it a one-time deal?   | May 3, 2012 1:45 PM   |
| 17 | making an online reservation with anyone you don't know is not a good feeling.  | May 3, 2012 9:11 AM   |
| 18 | finding my way on a website is often incredibly frustrating and time consuming. A known schedule would be better  | May 2, 2012 9:29 PM   |
| 19 | Assuming the website makes the information readily available, and doesn't bury it.  | May 2, 2012 2:07 PM   |

**Page 20, Q55. If an alternative service were chosen to replace a bus route that you use, how comfortable would you be with using a website to find or secure a ride via the alternative service?**

20	I feel that metro would not provide/offer a service that is unsafe.	May 2, 2012 10:30 AM
21	Faceless systems like this rarely work as expected and prove time consuming.	May 2, 2012 10:11 AM
22	Not married to my computer and would not want to have to check it for service. Also, hundreds of users do not even have a computer. The bus route should have a schedule posted all of us can count on.	May 2, 2012 9:44 AM
23	I am familiar with the WWW	May 2, 2012 8:44 AM
24	I don't know how it works. Will it be difficult or confusing to use?	May 1, 2012 6:10 PM
25	I want a regular schedule that does not require my contacting anybody. Moreoever, I do not want Metro to assume that I have reliable, consistent, or any internet access. Finally, many websites are not accessible with assistive technology, which I use.	May 1, 2012 12:32 PM
26	Metro web sites are not usually very user-friendly, lack polish.	May 1, 2012 6:51 AM
27	It has to be a daily service. I need to get to work every day.	Apr 30, 2012 8:32 PM
28	Because I an very familiar with using a computer. However, I think that if an alternative service were chosen there would need some way for people who do not have access to a computer to find or secure a ride via that service.	Apr 30, 2012 7:31 PM
29	Availability and accuracy of information	Apr 30, 2012 7:30 PM
30	We have used the site/service for this purpose before (when we lived in downtown Seattle).	Apr 30, 2012 7:09 PM
31	Should provide mobile web site and/or smartphone apps too.	Apr 30, 2012 6:09 PM
32	I'm always on the web	Apr 30, 2012 5:41 PM
33	I work in technology, most technology is pretty easy to use for me.	Apr 30, 2012 4:29 PM
34	I already use similar services for Zipcar. i don't know if it would work for older or disabled people, though.	Apr 30, 2012 3:24 PM
35	I use Zipcar and mam	Apr 30, 2012 3:24 PM
36	I use the current website all the time.	Apr 30, 2012 3:21 PM
37	Won't be traveling with computer	Apr 30, 2012 3:19 PM
38	I am an IT professional and have used the web since 1995 (and Usenet since 1983).	Apr 30, 2012 2:24 PM
39	Using a website is not a problem when I'm at home. Using a website for a return trip might be more of a problem as I don't use a smartphone.	Apr 30, 2012 2:18 PM
40	i have no computer access at home..	Apr 30, 2012 2:14 PM

Page 20, Q55. If an alternative service were chosen to replace a bus route that you use, how comfortable would you be with using a website to find or secure a ride via the alternative service?

- |    |   |                       |
|----|---|-----------------------|
| 41 | I would have no confidence that the website would be usable and effective.  | Apr 30, 2012 1:46 PM  |
| 42 | I don't like your plan for alternative services.  | Apr 30, 2012 1:45 PM  |
| 43 | no problems using the internet. though if i am trying to secure a ride from a location that i can't access the internet their would be a problem                                | Apr 30, 2012 1:44 PM  |
| 44 | If it's all automated, I can reserve at any time of day from anywhere on my smartphone.   | Apr 30, 2012 1:03 PM  |
| 45 | It would be easiest if it was tied into Metro's Trip Planner tool.  | Apr 30, 2012 1:02 PM  |
| 46 | has to be a secured wesite that other people cannot get your personal information. (ie - home address, etc)   | Apr 30, 2012 1:02 PM  |
| 47 | Safety of ride matches  | Apr 30, 2012 12:44 PM |
| 48 | I have internet, but don't use it all the time. I do not have a smartphone, either.   | Apr 30, 2012 12:43 PM |
| 49 | It would annoying to have to visit a website regularly to arrange for a regular commute trip. I spend too much time on computers now and would rather not spend even more time. | Apr 30, 2012 12:36 PM |
| 50 | I know how to use the internet.   | Apr 30, 2012 12:30 PM |
| 51 | I use the web all of the time   | Apr 30, 2012 12:18 PM |
| 52 | I only have computer access at work.  | Apr 30, 2012 12:16 PM |

Page 20, Q56. How would replacing fixed-route bus service with alternative service affect the transportation in your community? (check all that apply)

It would be more...

- |    |   |                       |
|----|---|-----------------------|
| 1  | Again I would hope that this applied to very few routes that I use and certainly not my main ones.  | May 11, 2012 9:27 AM  |
| 2  | It could be inconvenient for most since most in my neighborhood can use the existing bus service. But for the elderly and disabled, unless you greatly change your existing programs, they are still not receiving the access to transportation that they need. | May 8, 2012 1:17 PM   |
| 3  | Difficult to truly predict, since we don't know ease and reliability of substitute methods.   | May 7, 2012 11:42 AM  |
| 4  | Depends how it is done.   | May 7, 2012 7:16 AM   |
| 5  | One bus takes up a lot less room than a similar number of seats in vans or other transportation modes.  | May 3, 2012 1:45 PM   |
| 6  | hard to say...depends on what is available  | May 2, 2012 9:29 PM   |
| 7  | I would support and use it if fixed-route buses were not available.   | Apr 30, 2012 7:09 PM  |
| 8  | I would want convenience, ease, efficient, etc. May not be with alternative srvc.   | Apr 30, 2012 5:41 PM  |
| 9  | I don't know but I assume that it would be more difficult   | Apr 30, 2012 3:56 PM  |
| 10 | Need more information to really comment.  | Apr 30, 2012 3:24 PM  |
| 11 | Our neighborhood needs more/reliable bus service, not less.   | Apr 30, 2012 3:24 PM  |
| 12 | It would have to be very well integrated with the current bus system so that information about the existence of alternate service would be very easy to find.   | Apr 30, 2012 3:18 PM  |
| 13 | Devil is in details, may be any of the above  | Apr 30, 2012 2:24 PM  |
| 14 | Depends on the service & routing  | Apr 30, 2012 2:18 PM  |
| 15 | take longer   | Apr 30, 2012 2:14 PM  |
| 16 | It depends doesn't it?  | Apr 30, 2012 1:42 PM  |
| 17 | It would depend on the replacement.   | Apr 30, 2012 1:03 PM  |
| 18 | Personally I would miss the professionally trained Metro driver.  | Apr 30, 2012 12:45 PM |
| 19 | potentially more complicated  | Apr 30, 2012 12:36 PM |
| 20 | Augment, not replace.   | Apr 30, 2012 12:16 PM |
| 21 | More crowded  | Apr 30, 2012 12:16 PM |

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.

- 1 There is some dissatisfaction with the focus on replacing routes that are not-cost effective through the alternative service delivery project in the steps identified above. A comprehensive transit system should include use of alternative transit services as part of the overall system to provide mobility options for people. To address this concern, the plan should identify how alternatives can be included as part of a comprehensive transit system, with clear strategies, or at a minimum a process, to provide an assessment of needs, and determination of how alternative transit can be implemented as a complement to the fixed route system.

May 14, 2012 7:57 PM
- 2 I would need to know more about the specifics of alternative service proposal in order to fully characterize support/opposition thereto. Inherently, I believe there remain a number of opportunities to revamp existing bus service so as to provide greater access and frequency, but require some out-of-the-box thinking around alternative outcomes in service.

May 11, 2012 11:29 AM
- 3 I wish the survey had specifically asked how I use routes that may be under consideration as my understanding of the routes in my neighborhood would not be under consideration, therefore the questions referring directly to my neighborhood bothered me. I know that the #42 is one under consideration and I sometimes use the #7 and #8, which I doubt are under consideration, but might be necessary connections. It was unfortunate that the stops light rail stops around the Asian Counseling and Referral Service are so far away from some of the facilities in the area. I have sometimes wondered if something similar could be used for very late night travelers and workers. Hours of operation and efficiency would be very important considerations for how well these would work.

May 11, 2012 9:36 AM
- 4 Please offer the community affected an opportunity for input prior to the changes of service.

May 10, 2012 12:37 PM
- 5 I'm somewhat dissatisfied because I haven't been able to find information on what routes Metro is considering. If Metro eliminates the 209 it will preclude me from using transit as it is my only late bus back to North Bend from Issaquah. I typically ride the 215 and when I work late take the 209 home. Do not reduce service to the Snoqualmie Valley as there are numerous people that depend on it.

May 10, 2012 11:36 AM
- 6 Until this survey, Bellevue School District has not been contacted by Metro for any input what so ever. Bellevue School District has a serious proposal - Project Lifeline - to address Metro's concerns if anyone there is interested.

May 8, 2012 1:28 PM
- 7 As stated before, please keep the elderly and disabled in mind when designing these plans. As well, you really and truly need to look into the current Access system and how inefficient it is. By the way, expecting someone who is disabled or even partially disabled to travel a block or more to transportation is NOT helpful. I'm also concerned that the alternative transportation will be as inefficient as the Access system. On one ride, I was picked up in Downtown Seattle, went to South Seattle to pick up two different people in two different spots, then went to Renton to drop off someone, back up to First Hill to pick someone else up. Then, back roads up North to Fremont where we drove around for 20 minutes looking for an address that the driver never found. Then, we drove to Ballard and dropped someone off. We finally then headed to the Northgate area in order to drop me off. If you think this is an unusual trip, you

May 8, 2012 1:26 PM

would be mistaken. I used Access regularly for approximately 2 months and this was the norm. As well, when I asked other passengers, they confirmed this was the usual way it went. In fact, on the example route I told you about, the passenger we picked up on First Hill went all the way North to at least the Northgate area was waiting to be dropped off in Skyway. This was completely ridiculous and just shows a complete lack of planning. Imagine the cost savings if this was streamlined and driver's wouldn't have to drive so far (probably earning overtime), users could get to their destinations more quickly and (very expensive) gas usage could be reduced.

- 8 Many of us who are disabled or seniors CANNOT attend your public stakeholder meetings! PLEASE involve us in your planning via email Surveys/Comments/Input - it's important because we may be harshly impacted. >>> genniethompson@comcast.net May 7, 2012 11:46 AM
- 9 In response to draft approach bullet point 2 - Information needs to be available via more than one communication medium. A community stakeholder meeting is a great start. However, please include more methods of communication that will draw in more citizens, especially citizens who currently do not ride, but who might if the service were usable for them. I suggest USPS mail, email, via news media (newspaper), and website. General Comments: I have lived in Renton for 16 years. I have never used the bus for commuting. I would like to be able to. I would save money and damage the environment much less by riding the bus. Bus service between Renton and the Eastside has never been adequate for me to ride the bus to work and back. Sometimes the issue has been the time of day. Sometimes the issue has been the lack of a bus route. Sometimes the issue has been the length of time to travel by bus. If these other issues were resolved for my current situation, the most significant issue for me currently would be lack of transferability between Metro and Sound Transit - which then reintroduces the three original issues. Since Metro and Sound Transit do not transfer between each other (as I was told by a driver), that typically doubles the cost of a bus trip. Instead of \$4-5 per day for commuting by bus suddenly the cost is \$9-10 and that makes commuting by bus not cost-effective for me. If I instead attempt to only take one system and then walk the distance that the other system serves, then I run into the issues of length of time to commute or of time of day. To be as clear as possible: pursue commuting riders with children. First, you will do a huge service to the parents. Second, you will reduce carbon emissions drastically as these are the folks who make several stops each day and drive lots of miles between home, childcare, school, work, and back again. Third, you will be reaching out to a young impressionable demographic and teaching them very early that riding the bus is a great way to go. (Why do all retail establishments market towards kids in an attempt to hook younger and younger shoppers??? Apply the same principle to riding the bus.) May 7, 2012 7:37 AM
- 10 I'm curious as to whether community stakeholders will provide useful input or just fight for preservation of existing fixed route bus service. May 7, 2012 3:41 AM
- 11 Believe it when we see it. We are VERY upset at losing the 46 bus, as it leaves the entire Shilshole community with NO bus service even though there are 5 condos with about 250 units plus liveaboards at Shilshole Marina plus visiting boaters at the marina, all with no bus service come September. May 6, 2012 7:45 PM
- 12 It appears West Seattle has been singled out for bus service cuts over all other May 6, 2012 5:28 AM

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.

- parts of the city. I have no car and depend on the bus service. How is it that we get rapid service to downtown but within our own community we get cut to the bone... in fact...eliminated service to our neighborhoods.
- 13 There has been some discussion of canceling the 24 in Magnolia. It is 3/4 mile to next stop at Blaine, or up and down steep hills to get to the bus at 22nd or 23rd? It is 3/4 mile to the village, up and down hills, so one may as well go to Blaine. At 67 with arthritis, I am not able to walk up and down the hills, and don't look forward to a 3/4 mile walk to get to the bus. The light rail, when it arrives, will miss Magnolia, so our only public transit is the bus. For routes that will be close to the light rail, stopping a route may be an alternative, but for those of us on Magnolia it is not. When light rail comes to 15th/Elliott, a possible alternative may be a shuttle from Magnolia to the light rail, or a parking area by the light rail. Until then the 24 is needed. May 5, 2012 11:16 AM
- 14 would like more info on how this will relate to improving & increasing service on the already overcrowded routes, and routes which need service 7-days/wk but do not have it. May 5, 2012 8:17 AM
- 15 I think that in some cases, such as with the 12, other bus routes available and no alternative service would be needed if Metro decided to cancel those routes. May 4, 2012 5:59 PM
- 16 As a transit rider & cyclist, I am in strongly favor of certain central streets being refurbished into bus / bike corridors (bus & bike lanes separated by a curb for safety). May 4, 2012 1:58 PM
- 17 I am highly supportive of Metro's efforts in reducing inefficiencies in its system. If there are areas being over-served with few riders, I strongly believe Metro should shift resources from those areas to other routes that are under-served. In fact, I believe Metro should outright eliminate routes or areas with scarce use of transit (places like Algona or Carnation). Or, at least reduce service to peak-hour only. I hope Metro will NOT consider ANY part of Federal Way, Kent or Renton in its cost-saving plans because these areas are under-served. May 4, 2012 2:20 AM
- 18 The alternatives I have been given for eliminating the 133 route will double my commute time and require either taking three buses or taking 2 buses and then walking .6 or .7 miles to my place of work. As it is now, the 133 goes directly to the UWMC. Our commute home will be equally as long as we will have to rely on the 43 or 25 route to downtown which are local, very slow runs - the #43 takes 27 minutes from the Montlake stop to downtown Seattle! May 3, 2012 8:07 PM
- 19 I appreciate the funding bind you're in. Mass transit must be a priority for local, regional and state governments - a robust mass transit system is more efficient, more cost effective and better for the environment. Keep doing good work. May 3, 2012 1:46 PM
- 20 MORE PARK & RIDES WITHIN THE CITY (e.g., West Seattle--there is only one and it is on Delridge way which is served only by the #120 bus). May 3, 2012 9:14 AM
- 21 It's a bit late for me to be saying this! But I am very dismayed by the fact that there will be no regular bus service during the day or evening for me and my family. We currently have the very good bus #15. I know it will continue as an express which is good for commuting but not for anything else. It looks like there is no bus service at all outside the commute, within a mile of our house. I am May 3, 2012 8:10 AM

practicing some distance walking but this is quite a bit for me to tackle, 2 miles a day. I suppose it will be good for me ... I may be getting a job whose hours are outside the regular commute. I have to say I don't like the idea of alternative service compared to regular. But, please do implement alternatives since regular is leaving.

- 22 We in West Seattle have been increasingly left out of Metro and all other transportation planning for Seattle...(including nobody I personally know having voted for the stupid tunnel, the preparations for which are already horrendous to us.) We have no time predictability for appointments of any kind in the city core or Pill Hill now where increasing numbers of us will be needing to go in the future and I see this only getting more intense in time. I am very unhappy about our losing our one bus line though I know it is not currently cost effective. I am 85 years old and purchased a house directly on this bus line as I anticipate I will be increasingly dependent on it in the years to come. I live alone and so far, am usually, but not always, able to both walk and drive yet that cannot be counted on indefinitely. So I am looking ahead at my own welfare which will potentially be very negatively impacted by some alternative service which requires me to anticipate my needs, make an appointment, meet a schedule etc. all of which I can predict will be increasingly difficult in the years to come...for me, and others like me. Perhaps there could be an alternate service with less costly equipment which would be on a predictable schedule. That would be better than leaving us with no transportation at all. This is all very upsetting. May 2, 2012 9:43 PM
- 23 I would like to see this applied in Arbor Heights where non-Express Route 21 service is being eliminated to provide mid-day, weekend and evening service (in that order of importance). May 2, 2012 2:38 PM
- 24 I am concerned about the cost May 2, 2012 10:47 AM
- 25 It is too early to tell how it may go. I need more information regarding specific routes potentially affected. May 2, 2012 10:13 AM
- 26 I think Metro is making a good effort to take care of public transit needs, but I feel the committee does not listen well to the stakeholders (us) and once a plan is determined, they may have all the public comments in the world, but the decision is already made, and public input is not considered. If those who comment or take surveys received feedback from Metro on the statistics of surveys and meeting comments, perhaps we would be more informed and less jaded about the process. I am not against alternative service. I am against services that ignore the poor, the disabled, the elderly. If Metro comes up with a service in Redmond, for example, that makes it easier for people to walk to a bus stop (thousands do not have a car to drive to a transit parking lot, you know) by frequent, low-cost small vans, alternative service could actually improve service! I am totally against privatization. You have no standards for the drivers; they will not be paid well; they will diminish service in order to maintain higher profits. For 40 years in Seattle, I have been proud of Metro, its general service, its connecting with other transit systems, and its unions to protect workers. Please do not jeopardize quality for sake of convenience or saving a dollar. As a senior citizen, my fares have increased dramatically this year, and I will support another increase in order to keep strong service run by Metro....) May 2, 2012 9:53 AM
- 27 Adding something like DART service to the Mercer Island transportation mix May 2, 2012 8:48 AM

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.

- would vastly expand our community's transit options. As it now stands, West Mercer Way is effectively without Metro service over most of its great length. As the population of the Island continues to age, it will become more and more important to provide access to transit, both for elderly citizens now unable to use transit and for relatives and caregivers who are now forced to use cars or taxis.
- 28 Question about van service for those with mobility problems, how hard/easy will it be to board. Kneeling buses are really nice and easy to board, climbing up steps or a high step up into a van is harder. If any alternative service is not Metro branded, how does a rider know they are the proper vehicle to board? Will alternative service run early in the morning or late at night? May 1, 2012 8:52 PM
- 29 Does not specify access for people in wheelchairs. May 1, 2012 2:25 PM
- 30 When people make their choices about where to live and work, they rely on existing bus service in making those choices. If Metro reduces my bus service further or requires me to book a reservation each time that I or my family needs to get somewhere, I am afraid that I would need to look at moving, which I do not want to do in this housing market, and I am afraid that I would not be alone in making that decision. Ultimately, messing with existing bus service could change housing patterns in the county for the worse, making people who rely on the bus to be in one neighborhood or area. That would not be good for our county. May 1, 2012 12:36 PM
- 31 It is not possible to answer some of the questions without knowing what the alternative would be. It does make sense to save money where there are fewer people because empty buses are a waste and the 181 seems pretty empty at night. May 1, 2012 10:47 AM
- 32 The route 133 that I ride is the only direct service to the UW from the Burien/West Seattle/White Center Area. It is used by several hundred faculty, staff and students daily. Eliminating it will force most of us back to cars or to a lengthy process finding a route downtown and having to transfer everyday each way causing most to have a commute each way of 1 1/2 hours versus 30 minutes or less now. We have suggested that they trim a few other routes slightly that are running many empty buses to preserve our 4 runs each way per day or to reduce them by one to 3 runs. Preserving some service is acceptable. The cost to have to drive and park at the UW which is limited would be approximately \$1500.00 plus another 1500-2000 in gas per year not counting wear and tear. The ridership has increased on this run over the past couple of years and now they have the extended buses which are all 90% full on every run. The new Rapid Ride routes are not effective because there are no Park&Ride lots linked to them. We need the service from the Park&Ride Lot. There are no reasonable alternatives to the Direct Service to the UW. Please do not eliminate this route! May 1, 2012 9:09 AM
- 33 Where the current service is reasonably reliable and provided by more than one bus, the addition of alternative options to expand service (for example, nights and weekends) would probably increase user satisfaction. Where the only service is provided by one bus, alternative service is likely to be an unsettling option -- especially if the existing bus is eliminated. People will have to see alternative options successfully implemented without fumbles and goofs at the early stages in order to have confidence in them as actual viable alternatives. Apr 30, 2012 11:03 PM

- 34 The alternatives described do not make sense for commuters working on Harbor Island. People who work there commute from various neighborhoods, some quite distant, so car pools, van pools, etc are not viable alternatives. Secondly, part of the reason for low ridership on Bus Route 35 is that the bus schedule is un-workable for office workers. There are two runs in the morning and two in the evening. The last of the evening runs leaves Harbor Island at 4:09 pm, an hour that most office workers cannot use. If Metro would change the second run to 5:00 more commuters could use the service. Apr 30, 2012 8:46 PM
- 35 It was odd that Seattle itself was not offered as a destination for transit use. I answered only Sea-Tac since all my other (routine) destinations are within Seattle proper. Apr 30, 2012 7:47 PM
- 36 The language at this moment is very vague and certainly does not provide any specifics to make an informed response or base a decision upon. I live in the Seattle of Seattle and I don't have any notion how the planning may impact my access to Metro routes currently available to me. Apr 30, 2012 7:33 PM
- 37 When we considered moving and actually moved into this condo complex - the bus service right out our front door was a huge positive factor in our decision. Now we are facing having that bus route eliminated (#46). The walk to the Government Locks is too far - especially on bad weather days. All we ask is to just provide service to get us to a connecting bus (44, 17, 18, or 15) so we can get into downtown Seattle for medical appointments, shopping, sporting events, entertainment, social activities, volunteering, transfers (especially to the Link), etc. I would seriously consider getting involved with your "volunteer driver" program if it meant that service to this area would continue and/or improve from its existing times of service. We have no weekend service with the current 46 fixed route. Apr 30, 2012 7:22 PM
- 38 I'll reserve judgment until I see what Metro finally comes up with. I appreciate the effort to provide SOMETHING for the people who use the route 28 local that is being eliminated north of NW103rd. St. in Broadview. If we could just get a small bus/van to get us to the Route 28 local service and to the QFC complex at 9999 Holman Road (it's our urban village) and back up to Broadview again that would be all we need. P.S. You did not include Seattle in the list of cities in one of the previous questions about what destinations we use transit for. Apr 30, 2012 6:16 PM
- 39 I would be very disappointed if you cut the 237 service any further. I have been riding the bus to Bellevue for the past 12 yrs and have had the 237 service has been dropped a number of times. I really depend on this to get to work each weekday. There are a number of consistent riders, so I don't understand why you would cut services further. The availability of buses to Bellevue from Woodinville is very limited and none on the weekend. Apr 30, 2012 5:45 PM
- 40 Why is "Seattle" not a choice on the list destinations most commonly reached by public transport? Apr 30, 2012 5:04 PM
- 41 A bike sharing scheme that covers most of the downtown core and areas around park and rides would be absolutely ideal for those that commute when bus service doesn't quite go the distance. Apr 30, 2012 4:31 PM
- 42 I whole-heartedly support an efficient, frequent, bus system. To that end, and Apr 30, 2012 4:12 PM

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.

efforts to replace lightly-used bus routes with alternate service is a step in the right direction, as long as the efficiencies gained are used to provide more frequent, direct service on heavily used routes. Metro cannot afford to keep running bus routes that are not frequented by riders, while having standing room only on other routes. For every rider that is pushed to alternate service, you could gain two in new riders when the routes are frequent, reliable, and direct.

43. I don't think you should eliminate any service at all. I'd rather that you make across-the-board cuts to the system. Reduce the hours on all routes and keep all routes active. I think it's a shame to cut routes to communities who finally got some service, no matter how piddly that service is. Apr 30, 2012 3:59 PM
44. There are several choices such as Rapid B in my neighborhood. We need transportation to special local events such as Blue Angels, political caucuses, high school graduation, Bellevue marathon. Apr 30, 2012 3:28 PM
45. If could be effective and useful for fulfilling service obligations and providing transit to outlying areas, I support alternatives to fixed-use transit. Fixed route, scheduled transit is easier for people to plan around. Any alternatives should be as dependable as current fixed route transit. Apr 30, 2012 3:27 PM
46. There really aren't enough details about how the service would really work and how people would find out about it--and if non-low-income or disabled people would be able to use it. Apr 30, 2012 3:26 PM
47. It is difficult to know exactly how one will be affected until the actual service is established. It could be more convenient, it could be far less convenient. It would definitely need to be periodically re-evaluated in order to assure maximum utilization and satisfaction. Right now, I live two miles from the nearest bus stop and seven miles from the nearest park & ride. Without door-to-door service, which is ridiculously economically unfeasible, I don't see how alternative service would make my life any better. I could be wrong, but I won't know until something is implemented. Apr 30, 2012 3:22 PM
48. My history with Metro's response has been principally negative. Routes 66/67 terminus was moved from 5th Ave and 112th Street to Northgate Transit Center. The stops at 8th Ave NE and Northgate Way were removed. These two changes transformed my commute from a single bus and 30 minutes one-way to two buses and 45+ minutes each way. My appreciation for increasing my commute time by 50% is LOW. So please understand that many people like myself have seen Metro make itself less attractive via service cuts and have little faith that transportation needs will be successfully met via these proposals. Apr 30, 2012 2:35 PM
49. I pay my property taxes. I paid for a monorail on my car tabs, twice, that is NON existent. I pay my sales taxes, and I always pay my full fare. I already walk over a mile on the weekends to use the local area transit, and walk 9 blocks to get to a bus during comuter hours to go to work during the week. I see too may empty coaches as I travel around and walk especially far to get to and from work at the stadium district. Apr 30, 2012 2:31 PM
50. It's great that you're involving the community in your planning, but I do wonder how much all the planning & communicating of changes costs compared to the amount saved by eliminating fixed routes. Apr 30, 2012 2:20 PM

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.

- 51 I am very supportive and pleased to know that Metro is looking into alternative transportation options for routes that are at risk of being eliminated as I am facing this dilemma now. It is my understanding that route 35 (to and from Harbor Island) is scheduled to be eliminated in September 2012, offering no other alternative for public transportation for employees on or off Harbor Island. This replacement concept seems to be a logical step and alternative to cancelling the route altogether. Apr 30, 2012 2:17 PM
- 52 Metro should focus on making fixed-route bus service work, rather than throw in the towel and move to an alternative that is unproven and, in my opinion, likely to be markedly inferior. Apr 30, 2012 1:47 PM
- 53 find out how often riders are skipping fares. There may be a reason why the route isn't cost effective Apr 30, 2012 1:46 PM
- 54 I ride Metro Route 45 between upper Queen Anne and my workplace at the University of Washington. Over the years, this route -- along with my reduced-fare UPass through UW -- has made it possible for our family to cut down from two cars to one. The pending elimination of this route, which seems to make sense from an efficiency standpoint, happens to have a negative effect on me. I will either have to walk twice as far to catch a bus in the morning (and walk further from the bus in the evening) or transfer. This would lengthen my commute to near the amount of time it would take me to walk the 4 1/2 miles to work. None of the new or amended routes proposed in the new transit plan would really replace the service Route 45 has provided for me. An alternative service delivery option could compensate for the elimination of this route if it offered a comparable level of services between upper Queen Anne and the University District. I would be very interested in seeing such service options implemented or, if such service is available now, in learning more about existing options. Apr 30, 2012 1:43 PM
- 55 This sounds fine but Metro should focus on raising revenue and being more efficient, and in PR efforts to inform the whole community (not just bus riders) of the benefit of a robust public transit system. I live 3 miles from downtown and you are gearing up to cut my direct service to downtown. I based my living decision on ease of public transit and now I am underwater in my mortgage and can't move AND the bus service is ending, but I am paying higher and higher taxes. I'm not happy with Metro's plan, especially since small, loud groups are able to get Metro to make concessions, but other populations of bus riders that aren't as well organized aren't given the same response. I am very disillusioned with the Metro planning process. Apr 30, 2012 1:42 PM
- 56 Please do not keep watering down your efficiency plans based on a few loud people at community meetings. Apr 30, 2012 1:40 PM
- 57 When you asked the question, "What city/cities do you use Metro service to get to.", you did not include Seattle. This worries me. Did you think that we wouldn't need to go to the biggest city in the county? Also, if you end regular bus service on Vashon/Maury Island we will have to drive at great expense and will have no need for Metro, nor will we have any reason to support it. The loss of the Water Taxi would be a shame and add a minimum of eight hours a week to our commute. If you cut bus service we won't need you in any way and can not and will not support Metro politically or financially. Apr 30, 2012 1:31 PM

- 58 I am currently concerned about the removal of route 34 and 39. Route 34 is 4 blocks from my house and goes to the I-90 transfer point I need every day. It's efficient and regularly used; however, it's also very infrequent. I sometimes catch it on the way to work in the morning, but if I miss it I need to walk 15+ blocks in the opposite direction and over a hill to get to Rainier. It's worth all of that instead of waiting for the next 34 to come by. If this route came more frequently I would be one of many more Seward Park/Lakewood/Columbia City neighbors who would increase patronage. As it is, on the way home I never catch it. Whatever time I'm able to make it back from Bellevue, the 34 is sure to have already come and gone, or be completely done for the day. I would take it over the 7 or 9 in a heartbeat if I was ever able to catch it. The only reason I don't take the 39 is because it doesn't stop at my transfer station... and it takes a whole hour to get downtown. This route could be improved instead of eliminated. The proposed replacement is the 50, but this may not help me get to my transfer station or downtown any quicker than walking the mile to the light rail or Rainier. There are enough riders to make this area a candidate for alternative service, but I have no idea how that's supposed to work. If it's any less convenient than the 34 is currently, I will instead choose to walk to Rainier every day. Another route of concern for me is the 232. I work on 112th near 24th and need to get to the Bellevue Transit Center to catch the 550. The first issue with the 232 is that it is never on time and One Bus Away doesn't know how to track it. This bus is like a phantom, which explains why people don't bother standing outside waiting for it. If the bus were predictable it would carry more people. The second issue I have is that it only goes one way down my street. I have to walk over half a mile in the morning from Bellevue KCLS. I would be surprised if this route survives, but there are enough people in my building who would consider taking the bus if they even thought it was an option. Most don't even know we have a bus route on our street. And apparently Vanpool doesn't come our direction. There are a number of people who take the 550 all the way to the library. Maybe there needs to be a Vanpool route between Kirkland and Bellevue along 112th.
- Apr 30, 2012 1:20 PM
- 59 Hopefully the alternative approach would REPLACE routes and timing that have ALREADY been lost - and not lead to additional closures. The less interconnect the route system the more it becomes impossible to use any of it. I am mainly thinking of using this for the lost ST560 route from Fauntelroy ferry dock to SeaTac for Vashon residents coming and going to the airport. The alternative is a \$30 taxi. Unfortunately the new C route doesn't even go to the airport, but increases the number of transfers from none to 2 - a ROYAL hassle when carrying lots of luggage (skis, heavy duffles, etc) to the airport. Hopefully this alternative would replace the 560 - i.e., go from ferry dock all the way to the airport drop off, as just going to Burien and forcing all the transfers render it completely useless. — Also your list of destinations does NOT include Seattle (downtown)!!!
- Apr 30, 2012 1:10 PM
- 60 Time flexibility would really increase our receptiveness to this.... We currently can't take Metro to church in most cases (not early enough on Sundays, not late enough on weeknights), but an alternative which provided on-demand service during lower-usage hours would make things more convenient.
- Apr 30, 2012 1:06 PM
- 61 Steps 2 and 3 should include more than a community stakeholder meeting. I recommend implementing a mail/email or phone survey, as well as conducting outreach via community blogs and local organizations to ensure that all types of riders are aware of their options and are able to provide input on needs and
- Apr 30, 2012 1:05 PM

gaps.

- 62 I get it. Financial constraints. Cost and strains. Ridership issues. It all makes sense. I don't use paratransit because I don't like the way it is designed. The system in place specifically. It's not user-friendly. I wouldn't want the same thing in a substitute. Drivers would need to be well trained in dealing with disabilities and other special needs situations. Vehicles would need to accommodate a number of pieces of mobility equipment, or it would be forced to revert to reservation only, which is something I would be 100% against. It's bus or nothing for me, so if you cut me off, I can't manage my life. And I can't pay someone else to do it either. I foresee a union issue here. I'd hate to think of a strike to make the point and I'm out yet again. Hopefully you've thought that through and negotiated. Notwithstanding these, what you're attempting makes perfect sense and I'm all for it. I need something on a schedule where I can be productive and route myself geographically on a timeline coordinated with changing weather conditions. Over many years I have seen quite a few fixed routes further out in County terminated due to lack of ridership, and a number of means to recreate have all but been extinguished. I would not sign on for any more of that, but would gladly substitute just about anything else. I feel, however, that just about every fixed route with the exception of those heavily used in-city should be replaced by some form of what you're suggesting. I feel I work hard and I liked recreate, and I feel you can find a way to minimize costs and service the few of us that still need to get around somehow and are willing to pay the Full Fare Every time we get on the bus! Apr 30, 2012 1:02 PM
- 63 I hope you will consider a community based van or shuttle that loops around Magnolia on a regular frequent basis. Ideally electric, and could be funded by Metro, community partnership. Paid and volunteer drivers. Apr 30, 2012 12:53 PM
- 64 It's important to both the environment and in decreasing traffic congestion to encourage local commuters to use public transit. Decreasing options and making the available options more difficult to use (you should never need a "reservation" to use public transit) will just do the opposite. Plus, adding additional vehicles (vanpools, carpools, etc.) will only make the problem worse. Get rid of the useless monorail and put in a subway, or build a real skytrain that has more than two stops, and get all this traffic off our streets, while providing commuters consistent and reliable options for public transit. Apr 30, 2012 12:50 PM
- 65 I walk 1/2 mile to a bus that is usually but not always 2-5 minutes late (226). A van might be more efficient for this route, especially if the students are moved to school buses. My impression of my morning commute is that there are 10 or less non-student riders. Apr 30, 2012 12:48 PM
- 66 I may have filled out this survey before, so I've left much of it blank. I really want to communicate one thing: I think my inner-city neighborhood is neglected: the bus service is being reduced, light rail won't go near it, and so on . . . I live on the Southwest side of Greenlake, at the bottom of Phinney Ridge. The only bus close by is the 358 and, I gather, the bus stop is likely to move further away in future. The number 5 might seem close to Metro planners, but it's up a very steep hill which is tough on the aging and infirm! and, in any case, the number 5 will no longer go to Northgate! And transfers take too long and are too uncomfortable in cold, wind, and rain. And the 48 to the U District is a mile away! For an inner-city neighborhood we're quite ill-served! Please take a look at the Apr 30, 2012 12:46 PM

Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project

map. Don't you think it should be easy to get to Ballard, Northgate, and the U District from Southwest Greenlake/bottom of Phinney Ridge? Well it's not! If we're to rely on transfers, then they must be faster. Otherwise our direct service should be improved. Honestly, I feel trapped here.

- 67 I think there would be more Vahson riders and income, if our bus service would be more reliable, have more afternoon availability, and weekend service, including Sundays. Apr 30, 2012 12:45 PM
- 68 This info might be better communicated with a diagram or chart. Apr 30, 2012 12:45 PM
- 69 Not sure if the bus I ride will be one of the routes that will be discontinued Apr 30, 2012 12:43 PM
- 70 please replace the 150 with a more effective alternative. it seriously almost stops everywhere....waste of time, gas, etc. most of the bus riders are always short money too. Apr 30, 2012 12:37 PM
- 71 I live in south Maple Valley and work for King County. My work location is at King County Airport; the closest bus stop to the airport is 1 mile away. I drive 24 miles each way to and from work; there is no Metro service available, even if I was willing to transfer. When I worked downtown Seattle, I rode the 143 or 149 bus between south Maple Valley and King Street Center. The bus was usually packed full with many people standing between Renton and downtown. It was irritating to see so many other destinations having more frequent service, shorter trips and less crowded buses. Southeast King County needs better service. Apr 30, 2012 12:26 PM
- 72 I am very concerned about the elimination of the Route 125 service on Sundays. My daughter works weekends and depends on it to go to and from work. I use Sunday service to attend church, concerts, and at times for work. I have neighbors who depend on bus transportation and use Sunday as a day to shop (they work other days). The corridor from Oregon street - SSCC - White Center will be left with no Sunday public transportation unless an alternative is provided. This affects many elderly and low income individuals. I would wish that the possibility of more limited service for the #125 route be considered for Sundays. Other alternatives could potentially be useful. Apr 30, 2012 12:24 PM
- 73 I have talked to more than 1 metro driver - the biggest issue that I see all the time is the folks that ride the bus and do not pay. Instead of changing routes because of monetary reasons I believe that the first thing that needs to occur is getting everyone to pay. When about 1/2 to 3/4 of the people on the bus are not paying that is an insult and when Metro is looking at cutting services then we have a huge issue. Please do not make any changes until after you get everyone to pay - why is this so hard. I work and am not making that much money but I pay everything I use the bus. I am so sick and tired of seeing people ride without paying - makes me wonder why I should pay since most are not!!!!!!!!!!!! Apr 30, 2012 12:20 PM
- 74 I don't drive. My neighborhood is well-served by Metro during peak hours on weekdays. My concern with alternative services is not to have any of the routes I take \*replaced\*. It is to add service at nights and on weekends and holidays. There are many events that I simply do not attend because of the transportation time involved. Apr 30, 2012 12:19 PM

**Page 21, Q59. Please share any additional feedback you have about Metro's alternative service delivery project.**

- 75 Hard to know answers without specifics. I really like my current service: Rt 37 connecting with Rt 25. Even though it takes 1.5 hours for me to get to work (25 min by car), the fact that I do not have to change and usually have enough space to work makes it worth the extra time. Please KEEP this service. Apr 30, 2012 12:19 PM
- 76 In your survey, question #16 does not list Seattle as a choice, though it is the destination I and many others use most. Apr 30, 2012 12:15 PM

Page 23, Q61. How did you hear about Metro's alternative service delivery project?

1	Metro website	May 8, 2012 10:10 PM
2	UAC newsletter	May 7, 2012 8:36 PM
3	Metro employee survey on Route 24 bus.	May 7, 2012 11:53 AM
4	I heard about it from no one. I chanced across it on your website while trying to research a bus trip for myself and my preschooler. I was unable to easily find this survey since the links were circular. I instead left my browser window open for 2 days until I could come back to it. Then I did some digging in the comments section and found where someone had posted a link to the actual survey. I still cannot find a link to the survey posted on the website.....	May 7, 2012 7:50 AM
5	Seattle Transit blog	May 5, 2012 8:19 AM
6	email	May 4, 2012 2:21 AM
7	from riders on my bus	May 3, 2012 2:28 PM
8	block captain	May 2, 2012 10:01 PM
9	Metro Web site	May 1, 2012 2:27 PM
10	Also, I am the project lead.... :)	May 1, 2012 1:56 PM
11	Metro web site	May 1, 2012 10:48 AM
12	I did not know abt it until I received your email.	Apr 30, 2012 5:45 PM
13	Got an email from Metro	Apr 30, 2012 5:42 PM
14	I dediced to go to Have-A-Say again.	Apr 30, 2012 2:34 PM
15	email	Apr 30, 2012 1:46 PM
16	Students	Apr 30, 2012 1:02 PM

Page 23, Q63. Please share any additional feedback you have about our outreach.

- 1 There is concern about the late notice regarding this survey, and that contact was indirect. Continuing to involve jurisdictions and community partners will be important.

May 14, 2012 8:01 PM
- 2 I am more interested in being involved in an ongoing process regarding general routes in the Central Seattle and how they move through downtown and connect areas to both Madrona, Central Area, downtown, and Queen Arine and how all routes move through downtown while ensuring that neighborhoods are served and do not lose connections to each other. As for the "yes"/"no" question above, I don't know.

May 11, 2012 9:40 AM
- 3 I am pleased to be able to now receive email notices -- and to participate in this survey. I've commuted to work by bus since 1975. Now retired, but still commute downtown to work 2-3 days a week .... and depend on bus transit to reach doctor and other medical appointments. Am also a senior, disabled and on a restricted income. CANNOT WALK MULTIPLE BLOCK OR BE FORCED TO CLIMB UP AND DOWN STEEP HILLS TO USE A RE-ROUTE OF OUR BUS 24 -- OR FOR YOUR ALTERNATIVE TRANSPORTATION PROPOSALS. Would like to continue participating in your planning on behalf of others like myself. Thank you

May 7, 2012 11:53 AM
- 4 In response to question 35 - For this topic, I fell upon the survey and topic by chance. As to the other half dozen topics that are listed on the website right now, I have not heard of them anywhere else and they all were closed for commenting and public input months ago. I will repeat that more communication methods must be utilized in order for Metro & ST to really get a feel for what would help citizens. A public meeting is a good place to start, however, a specific meeting time/place is not always accessible for everyone. Multiple public meetings on varying days of the week at varying times of day are necessary to get a good cross-section of the public able to participate. Building on public meetings, also include options to respond via email or mail. Yes, mailed surveys are expensive, however, you will be able to reach people who currently cannot use the system, but would like to and you'll be able to find out what they need to make it usable for them. Also consider the mass media. I suggest newspaper over TV or radio. Newspapers will give the citizen something concrete that they can hold on to and keep to remind themselves to respond to it. TV blurbs are too quick and brief and by the time the end of the nightly newscast, people have forgotten it with all the other information they just watched. A few people will reach out for pen/paper and write it down since they are probably at home. Radio is often listened to in the car where again the blurbs are too quick and brief and forgotten by the time they reach their destination and with radio, people cannot hope to write it down since they are driving.

May 7, 2012 7:50 AM
- 5 how are you getting feedback from folks who can't communicate with you so easily, such as those with limited English proficiency, low literacy, lack of computer access, etc? Lowest income riders depend the most on transit services and need to be heard as a priority

May 5, 2012 8:19 AM
- 6 Most of your outreach has been thru evening meetings - which are difficult to attend after commuting home. Most people who attended the meetings felt they were not heard as the majority of the conversation was about Rapid Line C which does not service the University District. Link light rail is commonly referred to as an alternative down the road to the U District, but West Seattle is not

May 3, 2012 8:11 PM

Page 23, Q63. Please share any additional feedback you have about our outreach.

included in the route. Basically it feels as though we are being cut off even more than previously. Rapid Line C is a slower service than the 54 Express route currently in place.

- 7 I very concerned about service that will work from the Sounder Tukwila so it meets the train and gets to the FAA headquarters building in a timely fashion. If that works, I'm probably fine. But the 110 bus works great for all of the FAA commuters who use it daily 5 days a week. Thanks. May 3, 2012 8:30 AM
- 8 If you have made any effort to personally discuss these plans with any of us out here who are scheduled to lose our only bus line to this area, I am unaware of it. You may have attempted to talk with us through the local Senior Center though if you did, I missed it. I am especially concerned about the the growing number of people approaching my age up here who are very upset about seeming to be left stranded by anything on a regular schedule. THAT is the kind of thing we need to be able to depend on as we get older. I am fortunate that I am more healthy than many, but I see increasing numbers of my friends for whom having a predictable way to do something is the ONLY way they can cope. A regular bus is our friend; without that, we can feel helpless in a tight situation, especially. Some of us don't use the internet much, don't blog or facebook and keep email for private use, only. We are not enamored with hi tec communication methods and prefer the good old telephone! and personal contact. I DO NOT CONSIDER EMAIL A CONSISTENTLY USABLE MEANS OF COMMUNICATION AND HAVE ATTEMPTED TO OMIT IT HERE BECAUSE OF THAT. DON'T COUNT ON IT. LOTS OF PEOPLE I KNOW JUST DON'T USE IT AT ALL. NOR FACEBOOK /TWITTER ETC. IF YOU REALLY CARE WHAT WE THINK, SEND PEOPLE INTO THE COMMUNITY TO ASK. May 2, 2012 10:01 PM
- 9 I would like to see this applied in Arbor Heights where non-Express Route 21 service is being eliminated to provide mid-day, weekend and evening service (in that order of importance). May 2, 2012 2:39 PM
- 10 I can only speak for myself. I seem to follow Metro activities as a personal interest because I depend 100% on buses to get around the region. Using email works well for me. In addition, as a senior, I seem to have more time to keep up on civic news. Many, many people I know with families and work and other commitments hardly ever seem to know what's going on with major changes both at Metro and elsewhere until there is a decision, and then, "Oh my gosh!" And many folks I know have no interest in the bus system or needs of others--they drive everywhere. So, not sure how Metro can do a better job of informing the public. May 2, 2012 9:59 AM
- 11 I think Metro has more and more shown itself to be responsive and proactive in seeking citizen input to its planning. May 2, 2012 8:51 AM
- 12 If I wasn't subscribed to the email list, I would not have heard about this. Flyers in the mail are the best way to inform me of things affecting my community. May 1, 2012 6:13 PM
- 13 "Alternative" has a negative ring to it. I'm not clear on what vehicles you would be using, but something with minibus, shuttle would sound better. May 1, 2012 2:27 PM
- 14 Throughout the proposed changes process, I have met many people who were not aware of Metro's proposed changes, and only when I told them did they May 1, 2012 12:41 PM

Page 23, Q63. Please share any additional feedback you have about our outreach.

- become aware. I have no reason to believe that this has changed and assume that many people are not aware of the current process. I was disappointed in the public meeting I went to in February as members of the public who attended had to find someone to give comments to in the room rather than the meeting being organized by Metro to effectively solicit comments from each person who attended.
- 15 This is better than in November. We felt blind-sided when we learned about what was going on – after November! Apr 30, 2012 8:55 PM
- 16 We heard about the demise of the Bus 35 route accidentally. We have yet to see any formal announcement. Apr 30, 2012 8:49 PM
- 17 This topic is not directly relevant to me. It would be ok if you just ignored my responses entirely. Apr 30, 2012 7:48 PM
- 18 Keep us informed as early in the process as possible. Apr 30, 2012 7:26 PM
- 19 Put Rider Alerts on all bus stops that will no longer be served by discontinued or truncated routes soon so people can plan what to do. If people have to qualify for ACCESS service the more time they have to prepare the better. You have to tell them sometime so the sooner the better. Apr 30, 2012 6:20 PM
- 20 Didn't have Seattle available as a frequent destination choice. Apr 30, 2012 6:16 PM
- 21 I think your website is very informative. It really gave me a very good understanding of the tremendous amount of work you've already done on this issue and the options that might be out there in the future. I hope it doesn't happen to my community but at least I have a better understanding if it does. Apr 30, 2012 4:01 PM
- 22 The metro web page (<http://metro.kingcounty.gov/have-a-say/>) was not clear that there was a survey under the graphical button with information on this subject. Expected "Help us shape the plan." would be called out stronger as a link to a survey. Apr 30, 2012 3:30 PM
- 23 I appreciate the alerts and notifications from Metro. Apr 30, 2012 3:25 PM
- 24 It sounds to me as if decisions have already been made and that the public will have to deal. Apr 30, 2012 2:34 PM
- 25 Even if you don't change anything for the worse, you erode our trust in Metro when you send out doomsday emails like this. I don't like getting emails that make my stomach hurt. Apr 30, 2012 1:35 PM
- 26 If Metro was able to advertise itself / market itself to the community, maybe it would help give a more personal face to its critical place in our infrastructure. The more people can relate to our public transit, the more they will likely use it and be willing to fund it. Also, the more we relate, the more we understand how our community needs it the most. Apr 30, 2012 1:24 PM
- 27 Your Have-A-Say web pages does NOT allow user input!!! It looks mainly to be broadcast - though the name makes it sound like a place for users to add their comments.... Apr 30, 2012 1:11 PM

Page 23, Q63. Please share any additional feedback you have about our outreach.

- 28 I appreciate the opportunity to provide feedback before final decisions have been made. Apr 30, 2012 12:52 PM
- 29 Keep doing the outreach and remember that folks have attended some of the meetings already and we have stated our concerns so why do we have to keep going to those meetings to state our concerns - are you not listening the first time or do you think that if you keep holding a number of them and when no one comes that means you can now make those changes because the community did not show up. That is not how this is done - but sure seems to be in Seattle. Apr 30, 2012 12:23 PM
- 30 I appreciate the timeliness of this email alert. I would like to receive more email alerts. I live in Greenwood and while the City of Seattle has been relatively good about construction project updates, Metro has not. In general, I find that Metro lags behind or does not cover the updates that are most important to me. Apr 30, 2012 12:21 PM
- 31 Distant suburbs such as Issaquah, Sammamish and Redmond need a high level of service to encourage alternatives to long commutes by car, and ease traffic and smog. More frequent times for buses such as the 216 would allow more people to ride. Apr 30, 2012 12:18 PM



**King County**

**Department of Transportation**  
Metro Transit Division  
Communications

## **Transit Advisory Commission**

### **EXCERPT OF MEETING NOTES**

**May 15, 2012**

**King Street Center 8<sup>th</sup> Floor Conference Room**

**201 South Jackson, Seattle**

**6:00 p.m. to 8:00 p.m.**

**Present:** Dorene Cornwell, Jackie Engler-Morris, Vickie Foster, Al Gil, Kumiko Huff, Carl Johnson, and Rosemary Namit-Toth

**Absent:** William Bowden, Chris Fankhauser, and Aaron Morrow

**Staff:** DeAnna Martin, KCDOT Community Relations Planner

**Members of the Public:** Mark Melnick

#### **Discussion of action related to Alternative Service Delivery 5-year implementation plan**

One person commented that he liked the plan in general and that it makes sense. Several people noted that it is unrealistic that alternatives like the Hyde Shuttle can go on forever. As demand increases, Metro needs to consider sustainable financing for those alternatives. This plan is one way to do that.

A question was asked about DART service and whether it is less expensive to operate. Staff answered yes, it is less expensive to operate.

When Metro embarks on 2-3 demonstration projects in the next two years, it is important to reach out directly to fixed-route riders who may lose their fixed-route bus service. Commission members suggested riding the routes to survey bus riders face-to-face.

Concern was expressed that some of the alternatives Metro has researched don't seem realistic. One member talked about her mother who was a single parent, raising two children, and working at a hospital. She depended on bus service to get to work and transport her family. She is someone for whom a "bike library" just doesn't make sense. It is important that Metro put out realistic alternatives that will meet real people's needs. This is also important in how Metro communicates to the public about this change. This commission member cautioned Metro not to pretend that alternative services are going to be great and meet everyone's needs. She felt that it is important for Metro to be

honest about the affects of eliminating fixed-route bus service – for example, “it will be more difficult to access transit and some people may be left out.”

For another member, people with mobility needs should be considered. In her words, “Transportation has to be transportation for all.” Some of the alternatives that Metro has researched won’t work for people with mobility issues. In her view, these alternatives shouldn’t be considered at all as a replacement for fixed-route bus service.

All members are genuinely concerned about who is going to be able to use alternatives that are selected and how they will be able to access them. While some appreciate the “thinking outside the box” that Metro is doing related to this effort, they don’t want people who already have a hard time accessing public transportation to have an even harder time accessing it.

A question was raised about what triggers would bring fixed-route bus service back to an area where it has been taken away. Will Metro be looking at changes in density and economic activity to determine when an alternative service needs to be replaced by fixed-route service? Staff shared that the service guidelines offer a framework for continually analyzing service throughout the county to determine what level of service is needed where. This analysis does include looking at changes in land use and employment activity.

Several members mentioned support for things like the creative carpooling UW students and employees are using to get to/from campus and the idea of vans with a reservation system providing service to connect people who live in rural areas to a transit center.

Another member encouraged Metro to be firm. He felt that at the end of the community engagement process, if an alternative can’t be identified, Metro’s answer might be that we can’t continue to serve this area.

Someone else really liked the product description matrix. She found this to be an extremely important piece to use future planning and implementation.

Members thanked Metro staff for coming and presenting on the plan. They welcome the idea of providing advice and reflection on implementation of alternatives in the future and are hopeful to be included in the ongoing stakeholder involvement process the agency engages in as demonstration projects are implemented and lessons are learned.

The commission asked that staff distribute these notes to Metro staff who will be moving this effort forward and include these comments as part of the public input appendix of the plan submitted to council.



# Attachment 5

June 12, 2012

The Honorable Larry Gossett  
Chair, King County Council  
Room 1200  
COURTHOUSE

Dear Councilmember Gossett:

As required by Ordinance 17143, I am transmitting for the King County Council's consideration and acceptance a motion that identifies a five-year implementation plan for alternatives to traditional transit service delivery, consistent with the recommendations from the 2010 Regional Transit Task Force and guidance from the King County Metro Service Guidelines.

Section 7 of Ordinance 17143, which adopted the King County Metro Transit Strategic Plan for Public Transportation 2011-2021, requires the King County Executive to transmit a five-year implementation plan for alternatives to traditional service delivery by June 15, 2012. In addition, Section 10 of Ordinance 17169, which approved the Congestion Reduction Charge, requires Metro to "begin implementing, by the June 2012 service change, new right-sized services provided at reduced operating costs."

The King County Metro Transit Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery is an important part of Metro's commitment to provide mobility options to communities throughout the County in the most cost-effective manner. The plan discusses how alternative services will be implemented under different revenue environments, recommends first communities for demonstrations and provides a process for continuing engagement with stakeholders as alternative products are tested and evaluated.

This plan was developed through extensive research of industry best practices, as well as outreach and involvement with local cities, elected officials, private non-profit and for-profit transportation providers and other community stakeholders. Additionally, a Regional Transit Committee (RTC) staff group, the Suburban Cities Association and a RTC workshop assisted in the development of this plan.

The Honorable Larry Gossett  
June 12, 2012  
Page 2

This plan supports Ordinance 16948, King County's "fair and just" ordinance. Section 2.B.14 of the ordinance calls for "Transportation that provides everyone with safe, efficient, affordable, convenient and reliable mobility options including public transit, walking, car pooling, and biking." Additionally, the five-year implementation plan report will also help the County show progress toward goals of the King County Strategic Plan. It supports the Service Excellence goals to "Engage in partnerships to solve problems, expand services, and inform decision-making" and "Strengthen King County's collaborative role with cities and communities." The plan also supports the Financial Stewardship goals to "Work with cities to identify opportunities to provide services more efficiently, such as contracting," and "Provide the public with choices about which services King County delivers within existing resources and for which services they would like to provide additional funding."

It is estimated that this report required 1,269 staff hours to produce, at an approximate cost of \$82,826. The estimated printing cost for this report is \$2,050.

Thank you for your consideration of this motion. The enclosed report will help King County residents understand how Metro is making the best use of the County's transit resources to deliver high-quality services that get people where they want to go.

If you have any questions, please contact Matt Hansen, Supervisor of Market Development, at 206-263-3598, or via e-mail at [matt.hansen@kingcounty.gov](mailto:matt.hansen@kingcounty.gov).

Sincerely,

Dow Constantine  
King County Executive

Enclosures

cc: King County Councilmembers  
    ATTN: Michael Woywod, Chief of Staff  
          Mark Melroy, Senior Principal Legislative Analyst, BFM Committee  
          Anne Noris, Clerk of the Council  
Carrie S. Cihak, Chief Advisor, Policy and Strategic Initiatives, King County  
    Executive Office  
Dwight Dively, Director, Office of Performance, Strategy and Budget  
Harold S. Taniguchi, Director, Department of Transportation (DOT)  
Kevin Desmond, General Manager, Metro Transit Division, DOT  
Victor Obeso, Manager, Service Development, Metro Transit Division, DOT  
Matt Hansen, Supervisor, Market Development, Service Development, Metro Transit  
    Division, DOT



**King County**

**Metropolitan King County Council**

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Attachment 4

July 24, 2012

The Honorable Larry Phillips, Chair  
The Honorable Pete von Reichbauer, Vice-Chair  
Transportation, Economy and Environment Committee  
Metropolitan King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104

Dear Chair Phillips and Vice-Chair von Reichbauer:

On behalf of the Regional Transit Committee (RTC), we write to comment on Proposed Motion 2012-0233, accepting the Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery. This Motion and Report respond to a requirement contained in section 7 of Ordinance 17143, which approved the Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines.

The Strategic Plan for Public Transportation directs the Transit Division to develop and implement alternative transit services and delivery strategies. Building on this policy direction, section 7 of Ordinance 17143 directed the County Executive to transmit a plan including, at a minimum:

- A review of transit industry best practices for alternative service delivery;
- Consideration of local service needs;
- Stakeholder involvement;
- Cost-benefit analysis;
- A summary of constraints to implementation and methods to reduce barriers for change;
- Strategies to build ridership;
- Recommendations;
- A timeline for implementation.

The RTC has followed the Five-Year Plan development closely this year, with a briefing in February, a workshop discussion session in April, and review of the transmitted Five-Year Implementation Plan in June. The RTC appreciates the Transit Division staff's outreach to stakeholders and its communications to the RTC. We believe that the Transit Division paid attention to what stakeholders had to say, and responded effectively.

In our judgment, the Five-Year Implementation Plan is a comprehensive start toward the development of alternatives to traditional transit service delivery. It addresses all requirements of Section 7.

At its June 27 meeting, the RTC reviewed the Five-Year Plan's proposal to start one to three demonstration programs in 2013-2014 in the candidate areas of Southeast King County, Vashon Island, and the Snoqualmie Valley. These programs are to be developed using the community collaboration process spelled out in the Five-Year Implementation Plan. The timing of implementation is affected by the community collaboration process and the need to identify resources for the alternative service through the approval of service change ordinances that reduce or eliminate fixed-route service. We acknowledge the importance of both these factors.

We encouraged the Transit Division to be bold as it works with stakeholders to find the right alternative service option for a given community. The RTC is eager for continuing updates on the progress in carrying out the Five-Year Implementation Plan.

In conclusion, we encourage your support of Proposed Motion 2012-0233 and the Five-Year Implementation Plan. Please let us know if you have any questions.

Very truly yours,



Reagan Dunn, Chair



Bob Sternoff, Vice-Chair



**Suburban Cities Association**  
6300 Southcenter Blvd Suite 206  
Tukwila Washington 98188

July 18, 2012

The Honorable Reagan Dunn  
Chair, King County Regional Transit Committee  
516 Third Ave, Rm. 1200  
Seattle, WA 98104

Dear Councilmember Dunn,

On behalf of the Suburban Cities Association Representatives to the Regional Transit Committee (RTC), I am writing to convey our feedback on the Alternative Services Plan. First, we appreciate the stakeholder involvement and collaborative approach used by Metro during the development of the five-year Alternative Service Delivery Plan. This stakeholder involvement and the continued dialogue between the Suburban Cities Association and King County Metro were very helpful in the development of this Plan.

We value that Metro recognizes that a 'one-size-fits-all' approach to bus service will not meet the individual needs of each community throughout the county. There are many different customers and markets throughout the system. In addition, there are a variety of access needs and resources that vary greatly among jurisdictions. If Metro is to create a comprehensive transit system that functions for everyone, the agency needs to continue to explore a variety of alternatives, products, and markets.

To create a comprehensive transit system, Metro must balance cost effective service delivery while meeting community needs throughout the county. We recognize that Metro is facing a reduced revenue environment and that it is critical that Metro explore and develop cost effective transit options that provide system-wide mobility. It is imperative that Metro determine how to monitor alternative service performance and how alternative transit service levels should be adjusted in the future. Lower operational costs that may be realized for alternative services should be reflected when allocating future transit service. Another fundamental point is fairness. A principal concern for Suburban Cities is that the cost for end users should be the same regardless of the type of transit service provided.

We believe that pilot projects should be started sooner rather than later. Critical work still needs to be done to ensure that customers become aware of the forthcoming service changes and to engage stakeholders in sustainable solutions that will provide a more comprehensive, well understood and connected transit system.

We encourage you to work with the Suburban Cities Association and local jurisdictions to identify existing transportation providers, service gaps, and local travel needs; particularly, for those jurisdictions who are too small to have their own transit staff. Ongoing stakeholder involvement and dialogue between the Suburban Cities Association and Metro will be important as this Plan continues to evolve. The Suburban Cities Association is eager to continue to partner with King County Metro in this effort.

Sincerely,

A handwritten signature in black ink that reads "Joan McGilton". The signature is written in a cursive, flowing style.

Joan McGilton  
Suburban Cities, RTC Caucus Chair

cc: Regional Transit Committee (RTC) Members  
King County Councilmembers  
Executive Dow Constantine  
Kevin Desmond, General Manager, King County Metro  
Victor Obeso, Deputy General Manager, King County Metro  
Matt Hansen, Market Development, King County Metro  
Paul Carlson, Principal Legislative Analyst, RTC