

# Changes to Strategy Language between the Strategic Plan for Public Transportation, 2007-2016 and the Previous Six Year Transit Development Plan, 2002-2007 [REVISED]

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## **Monitoring and Management Strategies**

### Strategy M-1: Measuring Plan Progress

Establish a series of targets for measuring success in meeting the objectives of the Six-Year Plan in each of four long-range policy areas, ~~as shown in Table 3-4~~. Evaluate progress using these targets periodically and at the time of Six-Year Plan updates.

### Strategy M-2: Customer Satisfaction

Regularly monitor customer satisfaction using measures that assess system changes and improvements through regular surveys of riders and non-riders.

### Strategy M-3: Service Performance Evaluation

Regularly monitor and report bus service performance and ridership system-wide and at the route level to identify services that may require modification, expansion or termination based on their performance. measures agencies. Develop and recommend to the RTC an approach to peer agency comparison that identifies:

- The appropriate of performance;
- The major factors, internal and external, that vary among transit and affect performance;
- The extent to which those factors can be tracked for a small group of peer agencies to inform the performance comparisons, and
- A list of five peer agencies considered to be most comparable to King County Metro Transit based upon agency characteristics and the ability to track major performance-related factors.

## Service Strategies

### Strategy S-1: Service Consolidation

Pursue efficiencies in existing services in major transit corridors including, but not limited to, those listed in ~~Table-Exhibit~~ 4-1. Reinvest savings from these efforts within the planning subarea in which they are generated.

### Strategy S-2: Service Design

Improve transit on-time performance through ~~service design, shortening of route length; adjustments in routing, splitting of unreliable through-route pairs, and schedule maintenance of existing services; adding of recovery time between trips, moving routes between operating bases, and adding time or trips to schedules to account for slower travel speeds or recurring overloads.~~

Schedule maintenance hours shall be reserved in amounts equal to one-third of new service investments up to 0.5% of total annual service hours with the remaining two-thirds of new service hours allocated according to Strategy IM-3. The schedule maintenance hour allocation shall be achieved in accordance with the timetable established in Strategy IM-3 without regard to subareas. Schedule maintenance hours that are not used for schedule maintenance in each year shall be used for new service. To the extent that schedule maintenance requirements exceed the service hours available under this policy, reduction of existing services within the same subarea will be used to fund schedule maintenance needs.

In the event that schedule maintenance hours are proposed at a level exceeding 0.5% of total annual service hours by the Department of Transportation, the Regional Transit Committee shall review this proposal and recommend any change in allocation policy to the Metropolitan King County Council.

### Strategy S-3: Core Service Connections

Improve service levels on existing routes and create new routes serving established urban and manufacturing/industrial centers and urban areas where, because of population or employment clusters, ridership and transit use is projected to be the highest. Improve frequencies as listed in Exhibit 1-2 and shown in Exhibit 4-4 to support existing demand and attract more riders on a core network of key connections as listed in Table 4-2 and shown in Figure 4-1. Improvements in core services will be made consistent with *Transit Now* program.

### Strategy S-4: Transit Improvements and Land Use

Identify areas of urban King County to become eligible for enhanced transit service when they meet the following criteria:

- By meeting or exceeding prorated established housing and population targets, or
- By encouraging higher density development and pedestrian activity through adopted regulations and policies that promote mixed-uses, establish minimum densities, reduce parking requirements, and carry out other efforts that support transit supportive development.

Preference will be given to areas that realize community or neighborhood development consistent with these criteria.

### Strategy S-5: Bus Rapid Transit

~~Coordinate with the appropriate jurisdictions and agencies to define the project elements and costs associated with the development of~~ Design, develop and implement RapidRide, a Bus Rapid Transit (BRT)-system identified in ~~Figure~~ Exhibit 4-4. Utilizing West Subarea new and existing service hours, move towards full implementation of BRT service in the Aurora Avenue North Corridor and develop strategies for implementation of a future BRT system<sup>6</sup>. Pursue grant funds and work with local jurisdictions to leverage additional funds to enhance the service frequency, speed, reliability, amenity and identity of RapidRide services funding by the *Transit Now* program.

Strategy S-6: ~~Park and Ride Services~~ Transit Access in Rapidly Developing Areas

~~Provide more~~ Expand service coverage in areas with rapidly developing population growth of sufficient density to support transit service, and with a street network that accommodates non-circuitous transit routing and pedestrian access. For developing areas that do not meet these criteria, provide service capacity at newly built-~~or~~, expanded or leased park-and-ride lots as warranted by ridership demand at those locations. When identified as a subarea priority, make a portion of the new service investment available for innovative vanpool programs to support park-and-ride lot based transit service.

Strategy S-7: Community Mobility

Improve community mobility options through increase in service levels on existing routes or through the creation of new service in transit-supportive higher household and/or employment density areas. Within each subarea, develop service proposals to serve residential and employment areas with the highest ridership demand and to promote circulation within communities. In the communities where flexible service and other King County Metro mobility products and services connecting to the all-day service network can be provided more cost-effectively than fixed-route service, those services should be expanded in conjunction with modifications and improvements to the existing system.

Strategy S-8: Specialized Transportation Services

Provide complementary paratransit services that comply with federal regulations to people who have disabilities that prevent use of regular public transportation in the service area.

Develop cost-effective alternatives to supplement federally mandated paratransit service and to provide transportation services to persons who are transportation-disadvantaged due to age, disability or income as shown in Exhibit 4-8. Explore ways to ~~help~~ include paratransit-eligible persons and other persons with disabilities and seniors on mobility ~~products and~~ services available to the general public, such as vanpools.

### Strategy S-9: Partnerships

~~Using a combination of fixed route service, transportation demand management actions and additional transit and HOV products, develop transportation alternatives to reduce single occupant vehicle (SOV) use in the targeted areas shown in Figure 4-5. Develop partnerships with local jurisdictions, employers and institutions, using pricing strategies and packaging services and products so that these alternatives benefit the partners and their employees, residents or community. to increase public transportation services and improve service effectiveness.~~

- Transit Now partnerships: Solicit and enter into partnership agreements with public or private entities to mutually fund new or improved transit services, where the partner contribution may be in the form of direct funding or investment that results in transit speed or reliability improvements. Dedicate a portion of new service hours for this purpose.
- Commute Partnerships: Enter into partnerships to improve public transportation use and reduce single-occupant commuting by developing and promoting alternate commute programs; and by managing parking and traffic to make public transportation options more attractive.

### Strategy S-10: Regional System Coordination and Integration

Work with the appropriate agencies to achieve integrated, cost-effective and efficient operation of public transportation services in King County addressing the needs of current and potential riders. Participate in transportation system planning efforts including state and regional projects of countywide significance to identify potential transit service and capital elements and funding.

### Strategy S-11: Student Mobility

Ensure that the mobility requirements of student passengers are recognized on a par with those in school districts that choose to participate in Student Transit programs. Participating districts will reimburse King County for all student transit expenses.

#### Strategy S-12: Special Events

Work with private and public agencies to develop strategies for using public transportation services to ~~address congestion due~~ offer alternatives to single-occupancy vehicle travel to special events. Strategies may include street use, transit priority, and other strategies under the jurisdiction of King County Metro or local governments. ~~By March 2003, report on these potential strategies to the Regional Transit Committee. The strategies shall address extending tunnel operating hours for expanded special event service where current requirements for 100 percent cost recovery are met.~~

#### Strategy S-13: Activity Center Circulation

Enhance circulation within activity centers through changes in transit service design and other programs to encourage transit use including, but not limited to, proposals for consideration of ride free areas. Preserve existing revenues and encourage financial partnerships with others to cover additional expenses associated with the provision of new services and programs for this purpose.

#### ~~Strategy S-14: Waterborne Transportation~~

~~Carry out a work program to determine the conditions when King County investment in waterborne transit may be appropriate determine under what conditions and circumstances King County could choose to participate in the provision of passenger ferry service. Coordinate the work program with appropriate stakeholders and others currently working on waterborne transportation issues.~~

#### Strategy S-14: Vanpooling and Ridesharing Services

Provide vanpool, vanshare and ridematch services; especially for trips that are not accessible or convenient by fixed-route transit service. Provide services to help form and maintain carpools and vanpools, and develop or promote other innovative and/or customized ridesharing services that provide alternatives to driving alone.

## Capital Strategies

### Strategy C-1: Maintenance, Replacement and Upgrade of Transit Capital Assets

Maintain, replace, and upgrade current facilities, equipment and systems based on ~~customary and reasonable public transportation and engineering practices~~ ongoing condition assessments, industry standards and ~~the anticipated use of such facilities, equipment~~ King County policies and systems procedures.

### Strategy C-2: Passenger Facilities

Improve transit passenger facility access, shelter, lighting, bus stop locations and other amenities to enhance the waiting environment. In addition to general improvements throughout the system, focus a portion of resources on ~~the target~~ RapidRide and Core Service Connection corridors identified in ~~Figure~~ Exhibit 5-4-2, through cooperation and coordination with local jurisdictions.

### Strategy C-3: Transit Speed, Safety and Reliability

Partner with state and local governments to improve transit operating efficiency ~~and route facilities~~, and to create speed, safety, and reliability improvements on important transit corridors. In cooperation with local jurisdictions, focus on the target corridors identified in ~~Figure~~ Exhibit 5-4-2.

### Strategy C-4: Park-and-Ride Facilities

Expand park and ride capacity in congested corridors with full or overcrowded park and ride facilities ~~as identified in Figure 5-2~~. Support development of a series of small owned or leased park and ride lots along low density suburban routes in order to create artificially higher densities to enhance the ridership base. Use the Transit-oriented Development (TOD) program to further expand park and ride opportunities through joint use of new parking capacity and financing partnerships. Where these lots have unused capacity, encourage their use by vanpools and park-and-pools.

#### Strategy C-5: Replacement and Expansion of the Transit Fleet

Replace and expand the transit bus fleet so that the size, fleet mix, and ~~individual-fleet procurements~~ age are consistent with service projections and operating characteristics of the regular bus system. Replace and expand Vanpool fleet to maintain the appropriate mix of vehicle sizes to encourage and support vanpool program participants. Replace and expand Access paratransit vehicles to support efficient operations. Achieve more efficient and energy-friendly operations ~~using~~ with features including efficient propulsion systems, and non-traditional fuels ~~advanced maintenance technologies and integrated on-board systems on transit coaches~~. ~~Encourage expansion of the vanpool program~~.

#### Strategy C-6: Operating Base Expansion

Expand transit operating base capacity in the areas identified and as described in an adopted King County Metro Transit Operating Facilities Strategic Plan to support transit fleet growth projected to occur through the year ~~2020~~2030.

#### Strategy C-7: Terminals and Layover

Work with local jurisdictions to secure long-term agreements for use of on-street layover spaces. Coordinate with other transportation agencies and private developers to incorporate layover space and turnaround facilities into transit stations, transit centers, transportation projects and new development proposals where needed to support or improve current transit service. Consider off-street facilities for layover when on-street layover capacity is not available, and when dedicated layover space would result in significant operating savings, improved routing and/or operator safety.



Strategy C-8: Transit-Oriented Development

Encourage and support transit-oriented development at or near transit facilities to increase transit ridership by increasing activity and density in centers, and by increasing affordable housing and an appropriate mix of other land uses. Reduce transit facility development costs through joint development and/or public-private partnerships.

Individual TOD projects shall be evaluated using the following criteria, as applicable:

Transit

- Increased ridership
- New or improved transit facilities
- Improved operating environment
- Financial costs and benefits to King County DOT and King County Metro Transit

Other transportation goals

- Fewer vehicle miles traveled
- Increased non-motorized vehicle use

Local/Other King County goals

- Increased adjacent development
- Dwelling units near transit
- Affordable units
- Open space

## Implementation Strategies

### Strategy IM-1: ~~Implementation Priorities~~ Transit Now Program

~~Investment Priorities: For the period 2002 to 2007, available operating resources shall be invested in:~~

- ~~— Higher priority — Provide up to 65,000 annual service hours of new service resources or re-invest existing resources for the following purposes (not listed in priority order):~~
  - ~~— Bus rapid transit service in candidate corridors when identified as a subarea priority;~~
  - ~~— Selected new or expanded park and ride locations in King County identified in Strategy IM-2;~~
  - ~~— Services with overcrowding or showing the highest potential for growth in ridership. These include but may not be limited to those core network services identified as priority investment connections in Table 4-2;~~
  - ~~— Re-investment and restructuring of services to integrate with Sound Transit Regional Express and Sounder programs~~
- ~~— Lower priority — Provide new or re-invest existing bus service resources in the following amounts and for the following purposes:~~
  - ~~Use up to 100,000 annual service hours, including those investments resulting from implementation of Strategy IM-1, Section A) i), to improve additional peak period services, respond to ridership growth in key or to selected destinations with high peak period ridership potential~~are:
    - ~~— Use up to 200,000 annual service hours, including those investments resulting from implementation of Strategy IM-1 Section A) ii), to improve span of service and frequency towards 2007 target levels on the core network services identified as priority investment connections in Table 4-2;~~
    - ~~— Use up to 100,000 annual service hours, in addition to those investments resulting from implementation of Strategy IM-1.A to improve services identified as subarea priorities in the subarea-based community planning process.~~

King County Metro's priority is to implement the *Transit Now* program passed by voters in 2006 and shown in Exhibit 1-1, which includes service and capital support for these initiatives:

- RapidRide BRT. Use a target of 100,000 annual service hours between 2007 and 2016 to implement RapidRide BRT service in five corridors, consistent with service strategy S-5. The RapidRide corridors Shoreline/Downtown Seattle via Aurora Avenue North
- West Seattle/Downtown Seattle via West Seattle Bridge
- Ballard/Seattle Center/south downtown stadium area via 15th Ave Northwest and West Mercer Street with service or frequent connections to Ballard High School and the Ballard business district.
- Federal Way/Tukwila via Pacific Highway South
- Bellevue/Redmond via Crossroads and Overlake
- High Ridership Routes. Use a target of 350,000 annual service hours between 2007 and 2016 to improve service frequency and/or span of service on high ridership corridors on the core connections network, consistent with service strategy S-3 and shown in Exhibit 1-2.
- Service Partnerships. Enter into partnerships with public and/or private entities to serve established or emerging ridership markets, consistent with service strategies S-9 and F-3. A sustained fund supporting up to 90,000 annual service hours will be provided for this purpose, to be implemented between 2007 and 2013, matched by an additional 30,000 to 45,000 annual service hours funded by partner direct financial contributions, and by partner investments that will result in quantifiable transit speed and reliability improvements.
- New Service for Developing Areas. Add new service or improve existing services in rapidly developing areas in East and South King County within the Urban Growth Area, consistent with service strategy S-6. A target of 50,000 new annual hours of service will be deployed for developing areas between 2007 and 2016.
- Expanded paratransit service. Expand the service area for paratransit service to cover gaps within the fixed-route coverage areas as shown in Exhibit 4-3 and provide service to disabled users not served by Access through the Community Access Transportation Program.

- Expanded ridesharing and the vanpool program. Expand outreach efforts and provide incentives to increase program participation and facilitate ridesharing opportunities; promote ridesharing to smaller employers in King County, and in areas not served or underserved by the fixed-route transit system.

#### Strategy IM-2: Service Implementation Phasing

~~Optimize the timing and implementation of service and capital investments to maximize the efficient use of transit resources in meeting public transportation goals. Phase service to match completion dates of planned park and ride expansions, start-up of new Sound Transit services and to complete service investments consistent with priorities identified in Strategy IM-1 as new, sustainable service resources allow.~~

Provide a predictable schedule of service expansions that expand all elements of the *Transit Now* program concurrently and in all subareas, as show in Exhibit 1-3.

#### Strategy IM-3: Service Resource Allocation

The implementation of transit service hours as stated in strategy IM-1 and IM-2 above shall use the following framework for transit service allocation. Service hours used for service partnerships, schedule maintenance, contracted services or partnership agreements are exempted from subarea allocation requirements.

With the implementation of each 200,000 annual hours of service investments ~~described in Strategy IM-1~~ that are subject to the subarea allocation requirement and at the end of the 2007-2010 *Transit Now* program investments, each King County Metro planning subarea would receive a share of actual service hours implemented ~~as follows~~: East 40%, South 40% and Seattle/North King County 20%.

Measurement of the resulting share of hours will be based on the baseline bus route allocations that assign one-way routes that originate in a subarea or two-way routes that operate wholly within a subarea to that subarea. Further, all-day, two-way routes that operate between two subareas will be attributed in hours at 50% to each subarea. Any systemwide reduction in service investment shall be distributed among the subareas in proportion to each subarea's share of the total service investment.

#### Strategy IM-4: Subarea and Community Based Planning

Conduct a community planning process in which transit riders, local jurisdictions, unincorporated area councils, employers, and educational institutions participate in the design and implementation of significant changes to existing service. Use service and capital strategies consistent with the service priorities described in Strategy IM-1. Involve the community, local jurisdictions and subarea groups in the development of recommendations for updates of the ~~Six-Year~~Strategic Plan at least every two years or more frequently if changing conditions or priorities dictate. Utilize overall roles and responsibilities as shown in ~~Table~~Exhibit 6-14 and the service change process shown in Exhibit 6-5.

Plan updates shall address significant operating changes and capital improvements anticipated in the next ~~six~~ten years as well as any revision to adopted strategies necessitated by significantly changed circumstances affecting the transit program.

### **Financial Strategies**

#### Strategy F-1: Revenue-to-Operating Expense Ratio

Pursue a combination of farebox and other operations revenue to maintain a target bus operating revenue-to-operating expense ratio of at least 25 percent.

#### Strategy F-2: Grants

Pursue grants to fund projects that have been identified as necessary to support system service priorities or maintain the system as outlined in this plan.

#### Strategy F-3: Financial Partnerships

Pursue opportunities for partnerships and economic development with communities, employers, other transit agencies, federal and state governments and vendors to expand resources to support transit services and supporting capital facilities. Explore the use of advertising to support shelter program expansion and enhancements.

#### Strategy F-4: Financial Management

Ensure the maximum benefit is derived from available transit revenues by:

- Focusing capital expenditures on projects that directly support service investments;
- Refining capital improvement program expenditure assumptions to improve annual accomplishment rates;
- Revising lifespan assumptions to reflect actual experience when planning for the replacement of the transit fleet and other equipment and facilities; annual underexpenditure levels, and
- Increasing the amount of service in the operating program by reducing
- Replenishing the Transit Fare Stabilization and Operating Enhancement Reserve to enable the operating program to respond to unforeseen revenue or expenditure circumstances.