

TODAY'S BRIEFING

- Review timeline for meetings and committee action
- Review transmitted materials
- Discuss seven proposed substantive changes:
 - STRATEGIC PLAN: Adapting goals to align with Mobility Framework
 - STRATEGIC PLAN: Streamlining performance measures
 - SERVICE GUIDELINES: Changing how transit service is added
 - SERVICE GUIDELINES: Changing how transit service is reduced
 - SERVICE GUIDELINES: Changing how transit service is restructured
 - METRO CONNECTS: Updating future network service proposals
 - METRO CONNECTS: Updating funding gap

TIMELINE FOR ACTION

ATT = Attachment to RTC packet

ATT 2

DATE	COMMITTEE	ACTION
Sept 15	RTC + ME	Discuss proposed policy updates
Oct 20	RTC	ID issues of interest + amendments
Oct 27	ME	Briefing on RTC issues, ID new ones?
Nov 17	RTC	Vote: legislation (+ amendments?)
Nov 30	ME	Vote: RTC as passed (+ amendments?)
Dec 7	Council	Vote: RTC/ME as passed (+amendments?)

RTC
Deadline

Dec 15

If either ME or Council amends, legislation must be re-referred to RTC

TRANSMITTED MATERIALS

- **Ordinance text**

ATT 1

- Adopt the three named policy documents
- Repeal previously adopted policies and reporting requirements
- Adopt new reporting and updating requirements

- **Three named attachments to the ordinance**

- A. Strategic Plan for Public Transportation
- B. Service Guidelines
- C. Metro Connects long-range plan

- **Supplemental materials (not for adoption)**

Summary: ATT 3

Can be amended

See ATT 4 for comparisons of adopted to proposed

POLICIES BEING UPDATED

A. Strategic Plan for Public Transportation

- Outlines Metro's goals, objectives, strategies, performance measures
- As adopted: 8 goals, 68 performance measures

B. Service Guidelines

- Set targets for the level of transit service
- Provide criteria to evaluate, modify, and develop transit service

C. Metro Connects

- Metro's long-range plan
- As adopted, plans for 70% growth in transit service (2015-2040)
- Better access for communities of color, low-income people

DIRECTION TO UPDATE POLICIES

2018

- **Motion 15252:** Requested updated Metro Connects cost estimates
- **Motion 15253:** Requested Metro develop Mobility Framework

2019

- Mobility Framework developed (with RTC, Council, Equity Cabinet)

2020

- Updated Metro Connects cost estimates presented to RTC
- **Motion 15618:** Adopted Mobility Framework recommendations, outlined process to update policy documents

CHANGES TO ALL DOCUMENTS

- Alignment with Mobility Framework: equity, sustainability, innovation
- Engagement with community members and partners
- Alignment with Metro Connects
- Updates to reflect recent developments
 - Metro as a mobility agency
 - Marine Division and flexible services added
 - Sound Transit 3
 - VISION 2050
 - 2020 Strategic Climate Action Plan
 - Equitable Transit-Oriented Communities policy
 - COVID-19

STRATEGIC PLAN **OVERVIEW**

- Ten-year plan (2021-2031)

- Mission

Provide the best possible public transportation services and improve regional mobility and quality of life in King County

- Vision

Metro will advance its mission by delivering a regional, innovative, and integrated mobility network that is safe, equitable, and sustainable

- Issues for today's discussion:

- Adapting goals to align with Mobility Framework
- Streamlining performance measures and creating an online reporting format

STRATEGIC PLAN
GOALS



ADOPTED GOAL	PROPOSED GOAL	DESCRIPTION OF CHANGE
Human Potential	Investments	Enhanced focus on meeting the mobility needs of <u>priority populations</u>
Environmental Sustainability	Sustainability	More specifics about <u>GHG reduction targets</u>
--	Innovation	New goal for <u>innovative technologies</u>
Safety	Safety	Added focus on passengers and employees
Economic Growth & Built Environment	Transit-Oriented Communities	Focus on transit-supportive land use and affordable housing
--	Access	New goal to improve access to transit
Service Excellence	Service Quality	More focus on service metrics
Quality Workforce	Workforce	Focus on contractors, populations that face barriers to employment
Financial Stewardship	Stewardship	Focus on aligning investments with values
Public Engagement	Engagement	Focus on shared decisions and <u>co-creation</u>



ATTACHMENT 4 **ADOPTED vs PROPOSED**

Issue	Adopted	Proposed	Comparison	Summary
<p>STRATEGIC PLAN Goals</p> <p>Investments</p>	<p>Human Potential. Provide equitable opportunities for people from all areas of King County to access the public transportation system.</p> <p>Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education and other destinations.</p> <p>Outcome: More people throughout King County have access to public transportation products and services.</p>	<p>Invest upstream and where needs are greatest (INVESTMENTS)</p> <p>Invest in and measure the outcomes of services, programs, and improvements in geographic areas, at times of day, and within priority populations where there are unmet needs. Lead with racial justice.</p> <p>Outcome: Priority populations have greater access to mobility products and services and use them to meet their needs.</p> <p>Create and promote products, services, programs, and partnerships that are accessible and easy to use and understand.</p> <p>Outcome: Metro better serves customers by reducing barriers to mobility.</p>	<p>((Human Potential. Provide equitable opportunities for people from all areas of King County to access the public transportation system.)) Invest upstream and where needs are greatest (INVESTMENTS)</p> <p>((Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education and other destinations.))</p> <p>Outcome: More people throughout King County have access to public transportation products and services.))</p> <p><u>Invest in and measure the outcomes of services, programs, and improvements in geographic areas, at times of day, and within priority populations where there are unmet needs. Lead with racial justice.</u></p> <p><u>Outcome: Priority populations have greater access to mobility products and services and use them to meet their needs.</u></p> <p><u>Create and promote products, services, programs, and partnerships that are accessible and easy to use and understand.</u></p> <p><u>Outcome: Metro better serves customers by reducing barriers to mobility.</u></p>	<p>Enhanced focus on meeting the mobility needs of priority populations.</p>
<p>STRATEGIC PLAN Goals</p>	<p>Environmental Sustainability. Safeguard and enhance King County's natural resources and environment.</p> <p>Reduce greenhouse gas emissions in the region.</p> <p>Reduce single-occupant vehicles less.</p> <p>Support climate resilience.</p> <p>Reduce (normalized) greenhouse gas emissions.</p>	<p>Address the climate crisis and environmental justice (SUSTAINABILITY)</p> <p>Reduce demand for single-occupant and high-emissions transportation modes and increase transit ridership.</p> <p>Outcome: Transportation-related emissions decrease, in part because fewer people drive alone, and more people ride transit.</p> <p>Help King County achieve its GHG emissions reduction and other climate goals through Metro's operations.</p> <p>Outcome: King County and Metro achieve GHG reduction targets for government operations.</p> <p>Partner with communities to prepare for the impacts of climate change and support resilience in disproportionately affected communities.</p> <p>Outcome: Metro's efforts help King County communities become more resilient to climate change impacts.</p>	<p>((Environmental Sustainability. Safeguard and enhance King County's natural resources and environment.)) Address the climate crisis and environmental justice (SUSTAINABILITY)</p> <p>((Help-))Reduce demand for single-occupant and high-emissions transportation modes and increase transit ridership ((greenhouse gas emissions in the region)).</p> <p>Outcome: Transportation-related emissions decrease, in part because fewer ((P))people drive ((single-occupant vehicles less)) alone, and more people ride transit.</p> <p>((Minimize Metro's environmental footprint)) Help King County achieve its GHG emissions reduction and other climate goals through Metro's operations.</p> <p>Outcome: ((Metro's environmental footprint is reduced (normalized against service growth))) King County and Metro achieve GHG reduction targets for government operations.</p> <p><u>Partner with communities to prepare for the impacts of climate change and support resilience in disproportionately affected communities.</u></p> <p><u>Outcome: Metro's efforts help King County communities become more resilient to climate change impacts.</u></p>	<p>Updated goal is more specific about Metro's role in GHG reduction (based on updated targets in 2020 SCAP¹).</p> <p>New objective on Metro's role in climate resilience.</p>

Attachment 4 shows comparisons in track change, map, and route list formats for select issues.  in staff report indicates that details are in ATT 4.

STRATEGIC PLAN GOALS

🔍 ATT 4

ADOPTED GOAL	PROPOSED GOAL	DESCRIPTION OF CHANGE
Human Potential	Investments	Enhanced focus on meeting the mobility needs of <u>priority populations</u>
Environmental Sustainability	Sustainability	More specifics about <u>GHG reduction targets</u>
--	Innovation	New goal for <u>innovative technologies</u>
Safety	Safety	Added focus on passengers and employees
Economic Growth & Built Environment	Transit-Oriented Communities	Focus on transit-sustainable and affordable housing
--	Access	New goal to improve accessibility
Service Excellence	Service Quality	More focus on customer experience
Quality Workforce	Workforce	Focus on removing barriers to employment
Financial Stewardship	Stewardship	Focus on aligning investments with strategy
Public Engagement	Engagement	Focus on shared decision-making and <u>transparency</u>

Policy question:
Do the goals reflect the adopted Mobility Framework and aspiration for Metro's network?

STRATEGIC PLAN

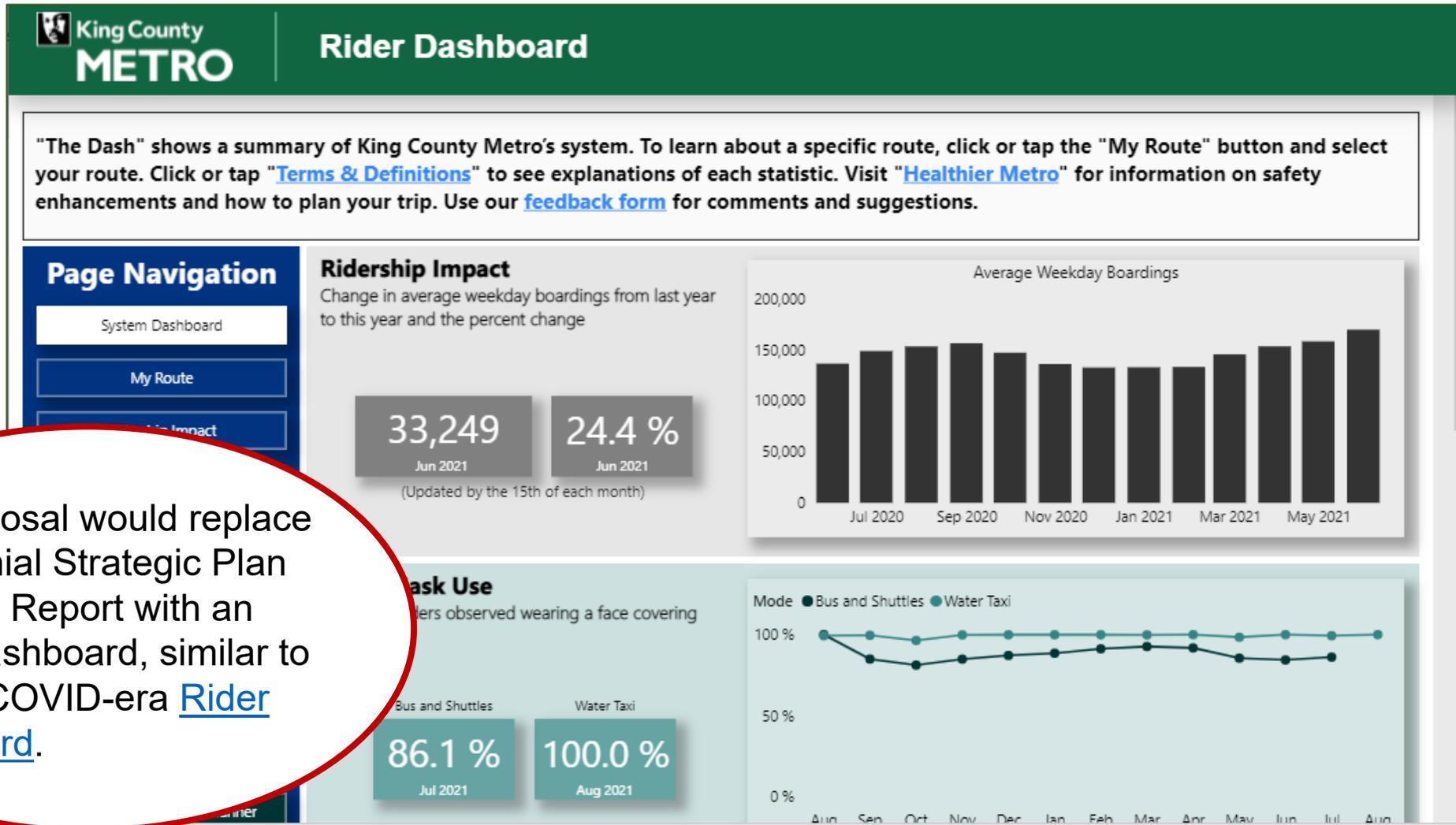
PERFORMANCE MEASURES



GOAL	PROPOSED PERFORMANCE MEASURES
Investments	Commute times, Accessibility, Reduced fare trips
Sustainability	Emissions, Vehicle Miles Traveled, Metro emissions, Green infrastructure
Innovation	Pilot program ridership & locations, Equity in service, <i>Accessibility</i>
Safety	Customer safety satisfaction, Assaults & disturbances, Preventable collisions, Emergency preparedness
Transit-Oriented Communities	Housing units, Commercial space, Affordable housing near transit
Access	Transit access methods, Proximity to transit, Customer satisfaction, P&Rs
Service Quality	Ridership, Customer satisfaction, ORCA transfers, Quality of service index
Workforce	Job satisfaction, Workforce demographics & representativeness
Stewardship	Funding gap, Cost per (boarding, mile, hour), State of good repair
Engagement	Co-creation engagement, Equitable contracting, Engagement satisfaction
Metro Connects Progress	Ridership, Transfers, Customer satisfaction, Proximity to transit, Transportation emissions, Vehicle miles traveled, Safety satisfaction, Assaults, Funding gap



STRATEGIC PLAN PERFORMANCE MEASURES



The proposal would replace the biennial Strategic Plan Progress Report with an online dashboard, similar to Metro's COVID-era [Rider Dashboard](#).

STRATEGIC PLAN

PERFORMANCE MEASURES

 ATT 4

GOAL	PROPOSED PERFORMANCE MEASURES
Investments	Commute times, Accessibility, Reduced fare trips
Sustainability	Emissions, Vehicle Miles Traveled, Metro emissions, Green infrastructure
Innovation	Pilot program ridership & locations, Equity in service, <i>Accessibility</i>
Safety	Customer safety satisfaction, Assaults & disturbances, Preventable collisions, Emergency preparedness
Transit-Oriented Communities	Housing units, Commercial space, Affordable housing
Access	Transit access methods, Proximity to transit, C
Service Quality	Ridership, Customer satisfaction, ORCA trans
Workforce	Job satisfaction, Workforce demographics & i
Stewardship	Funding gap, Cost per (boarding, mile, hour),
Engagement	Co-creation engagement, Equitable contracting,
Metro Connects Progress	Ridership, Transfers, Customer satisfaction, Proxim emissions, Vehicle miles traveled, Safety satisfaction, As

 **Policy question:**
 Do the performance measures and dashboard provide adequate, understandable, actionable information?

SERVICE GUIDELINES

OVERVIEW

- Provide criteria to evaluate, modify, and develop transit service
- Changes from adopted include:
 - **Equity:** prioritized in adding or reducing transit service
 - **Climate change:** prioritize land use density and ridership productivity
 - **Flexible services:** metrics to plan and evaluate flex services
 - **Marine:** metrics to plan, evaluate, and modify Marine services
- Issues for today's discussion:
 - Changing how transit service is added
 - Changing how transit service is reduced
 - Changing how transit service is restructured

SERVICE GUIDELINES

A NOTE ON EQUITY

ATT 5

The proposed Service Guidelines would make equity more of a factor when modifying service:

- **Broader definition of equity:** Would expand from two to five factors
 - Two factors (adopted): Race, Income
 - Five factors (proposed): Race, Income, Disability, Foreign-born, Limited English-speaking*
- **Higher priority:** Equity would have a higher priority when transit service is added or reduced
- **New equity metrics:** Metro has developed three new equity metrics to use when prioritizing service additions or reductions

*These five factors are the definition of “priority populations” from the Mobility Framework

SERVICE GUIDELINES

A NOTE ON EQUITY

Because of the higher prioritization of equity, equity will be as important in managing the transit system as the key performance measures that are included in the annual System Evaluation report.

Measures proposed for the System Evaluation report are:

Type of Measure	Measures Proposed
Ridership	Average daily ridership
Productivity	Rides per platform hour
	Passenger miles per platform mile
Passenger Loads	Average of maximum load per trip
Reliability	Trips arriving more than five minutes late

? **Policy question:**
Should the proposed equity metrics be identified as key performance measures in the System Evaluation report?

SERVICE GUIDELINES

ADDING SERVICE



Proposal would use three priorities to add transit service

- **Priority 1 = Reduce Crowding:** add service to overcrowded routes
- **Priority 2 = Improve Reliability:** add service to routes that run late
- **Priority 3 = Grow Service:** fill gap between existing and target service using three factors:

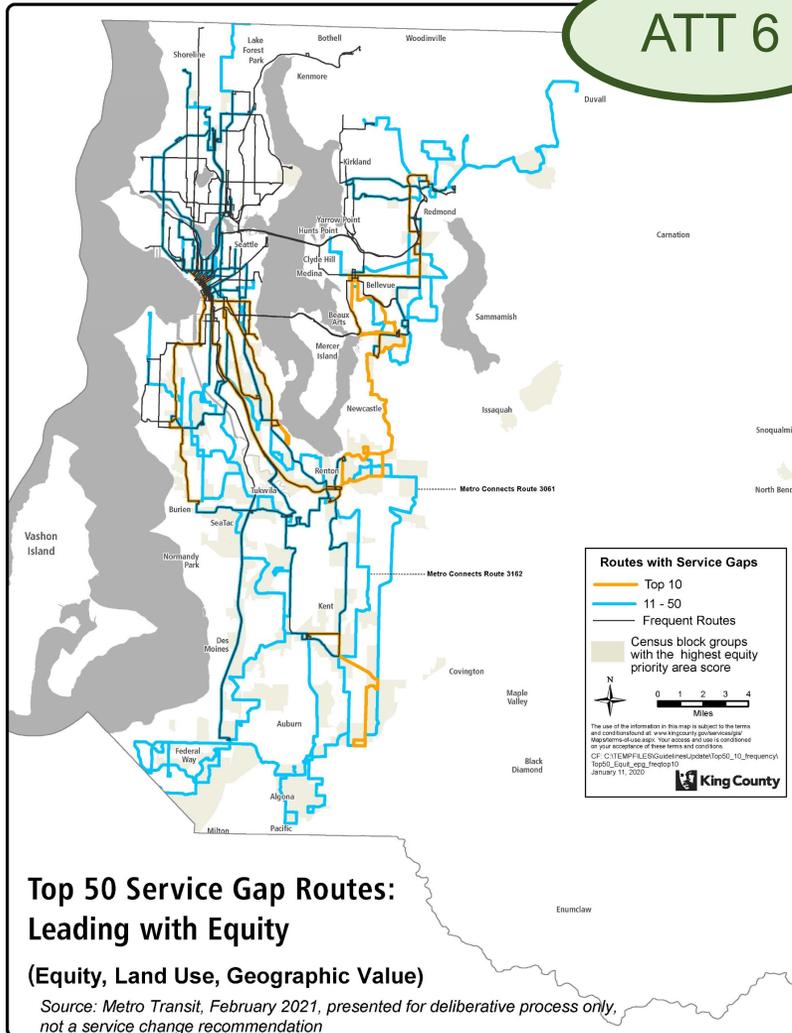
Factors proposed for Priority #3	Prioritization	Weight
Equity One of the new equity metrics would be used	1 <i>(formerly #3)</i>	25% <i>(10 points)</i>
Land Use Land use density based on # households, P&R stalls, jobs, low-income jobs, students w/in ¼ mile	2 <i>(formerly #2)</i>	50% <i>(20 points)</i>
Geographic Value Connections between Centers	3 <i>(formerly #1)</i>	25% <i>(10 points)</i>



SERVICE GUIDELINES

ADDING SERVICE

ATT 6



The map to the left shows a possible representation of prioritization of routes for Priority #3 (Service Growth) if equity is prioritized first

Note: This map was prepared during deliberations in early 2021, is not a service recommendation

Policy question: Does the proposed prioritization of equity first and land use second lead to a service network that meets the County's goals?

SERVICE GUIDELINES
REDUCING SERVICE



Proposal would use two metrics to reduce transit service:

- **Equity:** One of the new equity metrics would be used
- **Productivity:** Two measures would be used, for how many riders and how long they ride



Priority	Proposed Conditions for Order of Service Reduction
1	Routes in bottom 25% of both productivity measures, with low equity score (score of 1-3)
2	Routes in bottom 25% of both productivity measures, with high equity score (score of 4-5)
3	Routes in bottom 25% of one productivity measure, with low equity score (score of 1-3)
4	Routes in bottom 25% of one productivity measure, with high equity score (score of 4-5)
5	Routes in bottom 50% of one or both productivity measures, with low equity score (1-3)
6	Routes in bottom 50% of one or both productivity measures, with high equity score (4-5)

SERVICE GUIDELINES

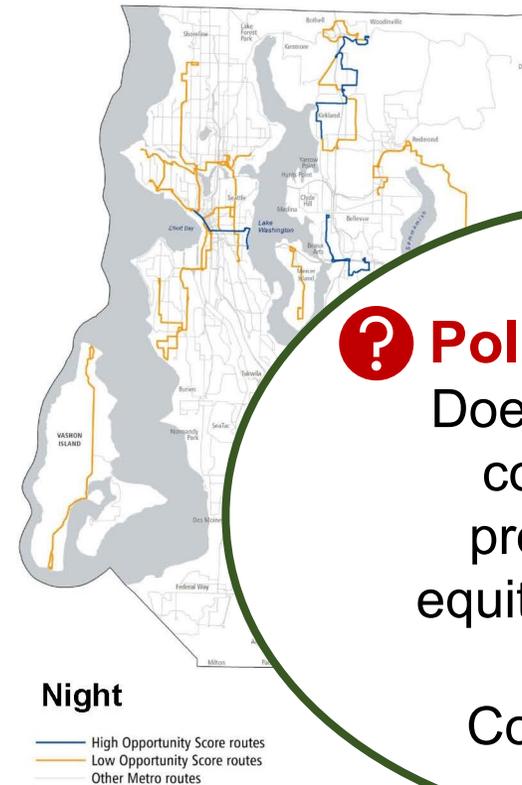
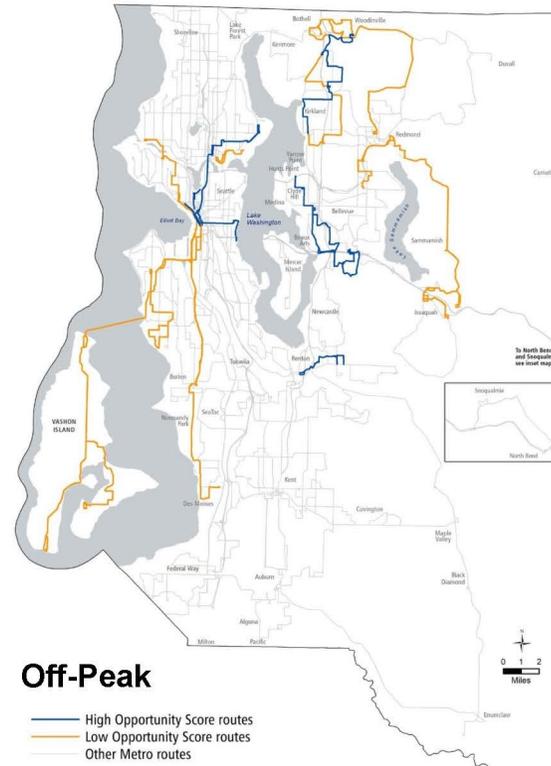
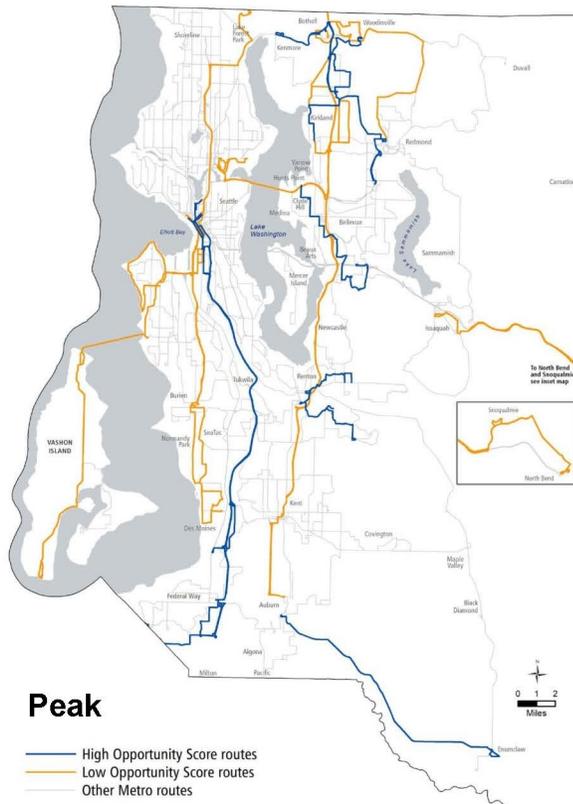
REDUCING SERVICE

Potential Priority Reductions by Time Period

(Bottom 25% of both productivity measures)

*This information is meant to be illustrative of how Metro would use the policy to identify candidates for reductions and is not an official proposal for reductions. This information was prepared for deliberative discussions only.

ATT 7



? Policy question:
Does the proposed combination of productivity and equity for reductions meet the County's goals?

SERVICE GUIDELINES

RESTRUCTURING SERVICE



- Transit service is restructured for:
 - Major transportation network changes (Link light rail extension)
 - Major development or land use changes
 - Mismatch between service and ridership
- Proposal would add a new policy on service restructures:

When Sound Transit or another agency's service fully or partially replaces an existing Metro service, those service hours can be redeployed elsewhere in the county to meet the priorities for adding service.

RESTRUCTURING SERVICE

ATT 4

- Transit service is restructured for:
 - Major transportation network changes (Link light rail extension)
 - Major development or land use changes
 - Mismatch between service and ridership
- Proposal would add a new policy on service restructures:

When Sound Transit or another agency's service for an existing Metro service, those service hours can be reallocated in the county to meet the priorities for adding service.

? **Policy question:**
Would reallocating duplicative service during a restructure meet the County's goals?

METRO CONNECTS **OVERVIEW**

- Metro Connects would propose two future transit networks:
 - 2025 Network would be replaced with Interim Network (~2035)
 - 2040 Network would be replaced with 2050 Network
- Issues for today's discussion:
 - Updating future network service proposals
 - Updating funding gap

METRO CONNECTS

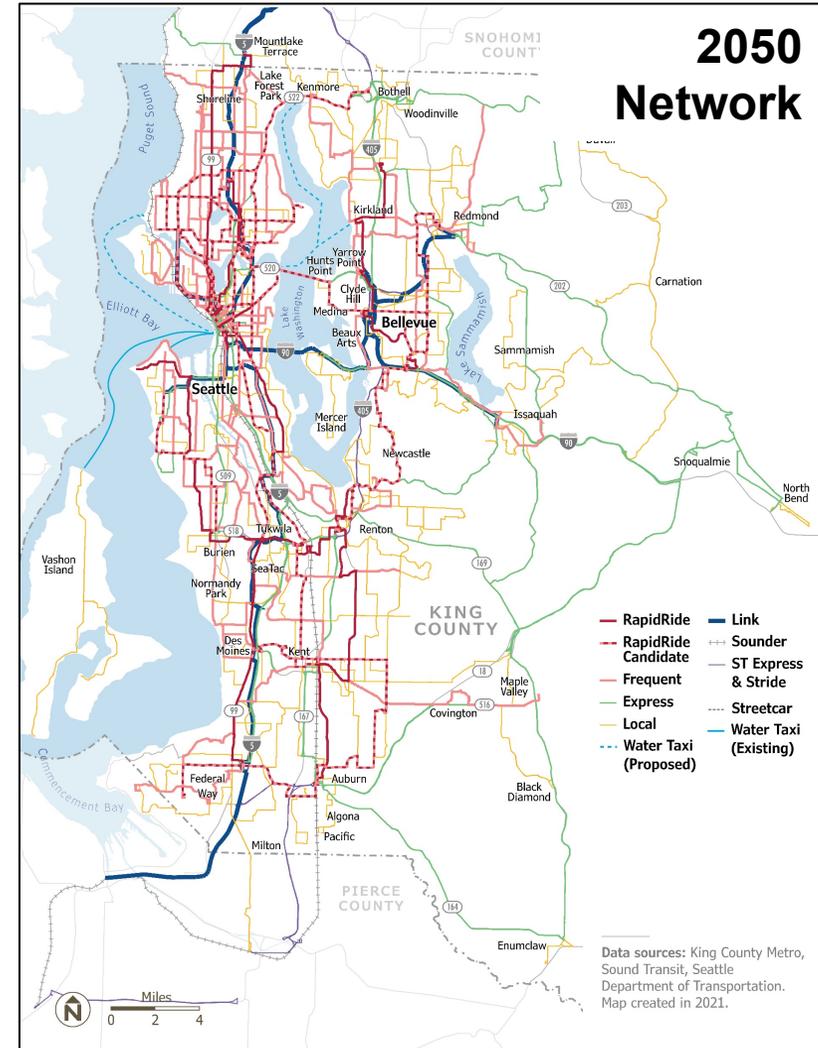
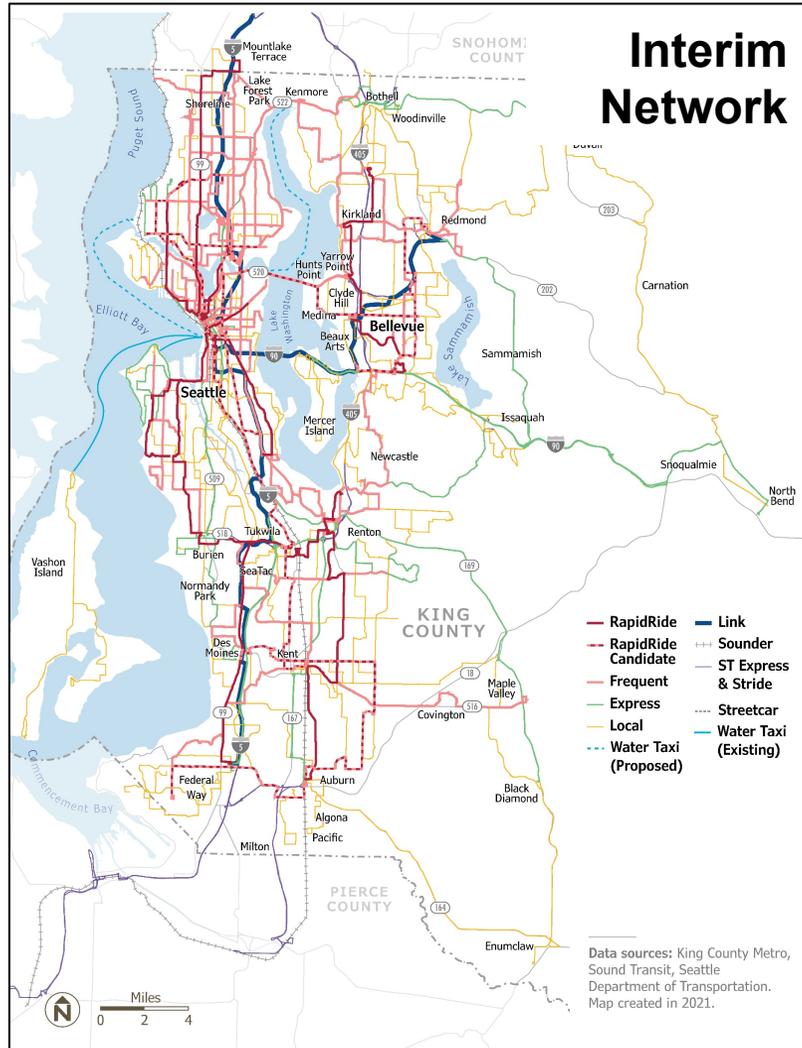
FUTURE SERVICE NETWORKS

- Key changes from adopted:
 - More frequent service and all-day service
 - Added service to address S King County equity gaps
 - RapidRide lines decrease from 26 in adopted 2040 Network to 19-23 in proposed 2050 Network
 - Future RapidRide lines become “candidates” rather than named lines

	2019 Actual	Interim Network	2050 Network
Annual Service Hours (Total)	3.855 million	5.5 million	7.25 million
Annual Ridership	121.4 million	150 million	200 million
RapidRide lines (Total)	6	13-15	19-23

METRO CONNECTS

FUTURE SERVICE NETWORKS



METRO CONNECTS

FUTURE SERVICE NETWORKS

FOR CONTEXT ONLY, staff report and ATT4 show corridor- and route-level changes between adopted and proposed (info from technical report)

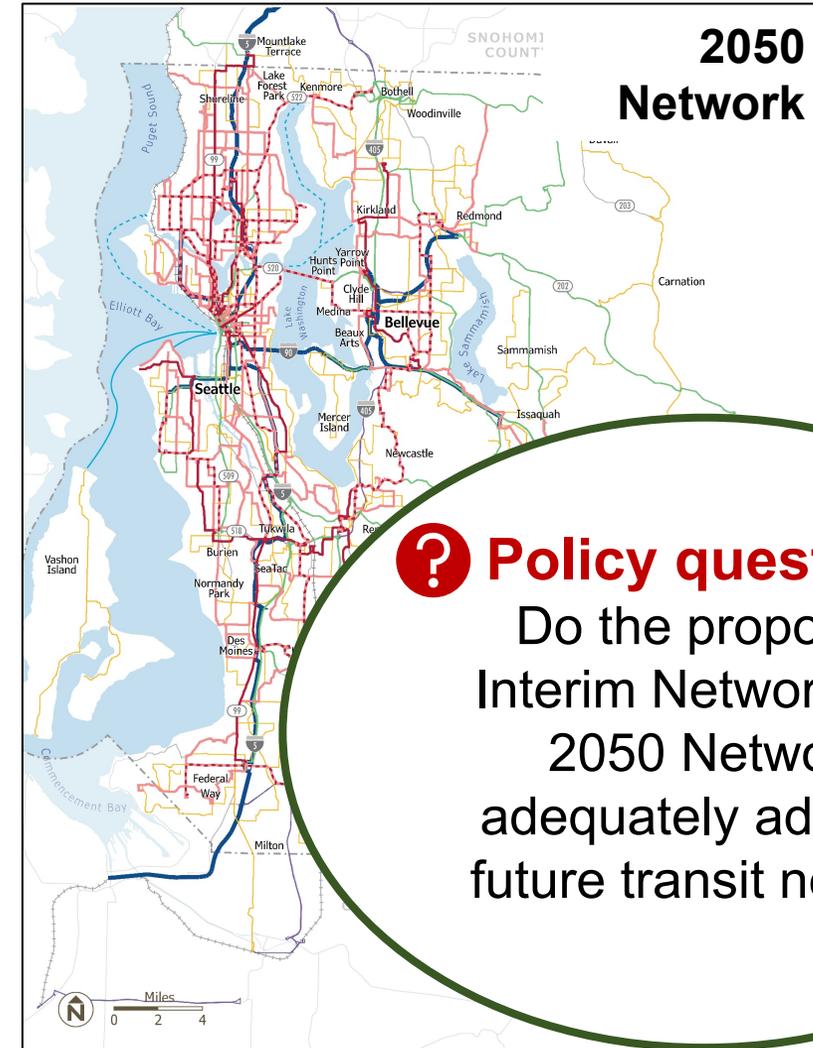
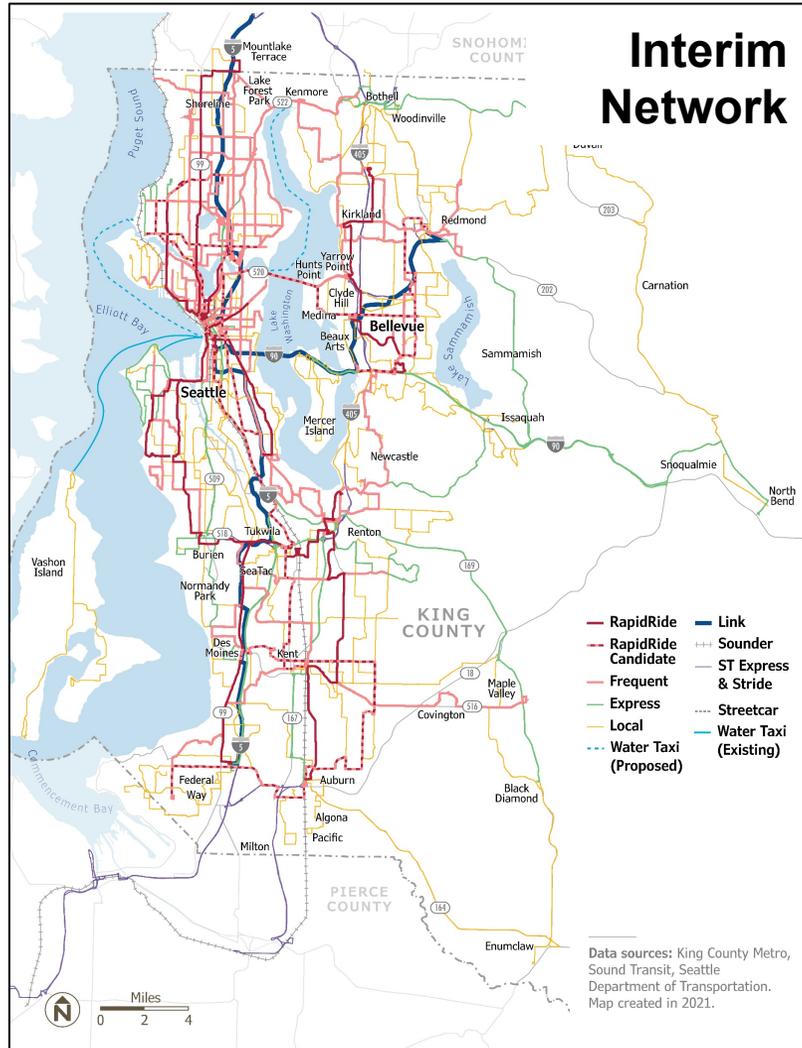
Corridor/Route Comparison Between 2025 and Interim Network⁷
For Context Only, Not For Adoption



Route/Corridor	To/From/Via	Comparable Existing Routes	For Context 2025 Network	For Context Interim Network
A Line	SeaTac – Federal Way – Des Moines	A Line	RR	RR
C Line	SLU – Westwood – West Seattle	C Line	RR	RR
D Line	Crown Hill – Seattle CBD - Ballard	D Line	RR	RR
E Line	Aurora Village – Seattle CBD – SR-99	E Line	RR	RR
F Line	Renton – Burien - Tukwila	F Line	RR	RR
G Line	Madison Valley – Seattle CBD – E Madison St	11, 12	RR	RR
H Line	Burien TC – Seattle CBD – Westwood Village	120	RR	RR
I Line	Renton – Auburn - Kent	160	RR	RR
J Line	University District – Seattle CBD - Eastlake	70	RR	RR
1012	Ballard – Children’s Hospital - Wallingford	44	RR	RR Candidate
1027 (K)	Totem Lake – Eastgate - Kirkland	255, 271	RR	RR Candidate
1028/3101	Crossroads – University District - Bellevue	B South, 271	RR (B), Local (271)	RR Candidate
1049	Kent Station – Seattle CBD - Southcenter	150	Frequent	RR Candidate
1052	Twin Lakes – Green River CC – Federal Way	181	RR	RR Candidate
1056	Highline CC – Green River CC - Kent	164, 166	RR	RR Candidate
1064	University District – Othello – Beacon Hill	36, 49	Frequent	RR Candidate
1071 (R)	Rainier Beach – Seattle CBD – Mount Baker	7	RR	RR Candidate
1993	Northgate TC – Ballard – Seattle CBD via Leary	40	RR	RR Candidate
1999	Redmond – Eastgate - Overlake	B Line	Frequent	RR Candidate
5	Shoreline CC – Seattle CBD	5	Frequent	Frequent
21	Arbor Heights – Westwood Village – Seattle CBD	21	Frequent	Frequent
67	Northgate – University District - Roosevelt	67	RR (part of J)	Frequent
107	Renton TC – Rainier Beach	107	Local	Frequent
250	Redmond - Kirkland	250 (formerly 248) ⁹	Frequent	Frequent
1002	Richmond Beach – UW – 15 th Ave NE	373	Frequent	Frequent
1007	Shoreline CC – Lake City – University District	75, 304	Local (75)	Frequent
1009	Bothell – UW – Lake City	372	RR	Frequent
1010	Ballard – Lake City - Northgate	D, 45, 75	Frequent	Frequent
1014	Loyal Heights – University District – Green Lake	45	Frequent	Frequent

Route/Corridor	To/From/Via	Comparable Existing Routes	For Context 2025 Network	For Context Interim Network
1074	Uptown – Rainier Beach – Yesler Terrace	106, 8	Frequent	Frequent
1075	Renton Highlands – Rainier Beach - Renton	105, 106	Frequent	Frequent
1202	Sand Point – Seattle CBD – Green Lake	62	Frequent	Frequent
1213	Seattle CBD – Volunteer Park – Capitol Hill	10	Frequent	Frequent
1214	Queen Anne – Mount Baker – Seattle CBD	3, 4	Frequent	Frequent
1215	Kenmore – Shoreline – North City	331	Frequent	Frequent
1220	SPU – Seattle CBD – Queen Anne	13	Frequent	Frequent
1505	SPU – Madrona – Seattle CBD	3, 4	Frequent	Frequent
1514	Covington – SeaTac - Kent	180, 168	Frequent	Frequent
1515	Kent – Twin Lakes – Star Lakes	183, 901	Frequent	Frequent
1994	University District – Northgate – Green Lake	26, 32, 62, 67	Frequent	Frequent
1995	Shoreline – Roosevelt – Haller Lake	26, 346	Frequent	Frequent
1996	University District – Northgate – Lake City	75	Frequent	Frequent
1997	Shoreline – Lake City – Haller Lake	41, 345	Frequent	Frequent
3991	Fairwood – Kent/Des Moines Station - SeaTac	156, 906	Local	Frequent
15	Blue Ridge – Ballard – Seattle CBD	15	Peak Only Express	Express
17	Sunset Hill – Ballard – Seattle CBD	17	Peak Only Express	Express
18	North Beach – Ballard – Seattle CBD	18	Peak Only Express	Express
37	Alaska Junction – Alki – Seattle CBD	37	Peak Only Express	Express
57	Alaska Junction – Seattle CBD	57	Peak Only Express	Express
102	Fairwood – Renton TC – Seattle CBD	102	Peak Only Express	Express
116	Fauntleroy Ferry – Seattle CBD	116	Peak Only Express	Express
118	Tahlequah - Vashon	118	Peak Only Express	Express
119	Dockton – Seattle CBD via ferry	119	Peak Only Express	Express
121	Highline CC – Burien TC – Seattle CBD via 1 st S	121	Peak Only Express	Express
122	Highline CC – Burien TC – Seattle CBD via DMM	122	Peak Only Express	Express
123	Burien – Seattle CBD	123	Peak Only Express	Express
143	Black Diamond – Renton TC – Seattle CBD	143	Peak Only Express	Express
2012	North Bend – MI Station – Issaquah HighInds	208	Express	Express

METRO CONNECTS FUTURE SERVICE NETWORKS



? Policy question:
Do the proposed Interim Network and 2050 Network adequately address future transit needs?

METRO CONNECTS FUNDING GAP

? Policy question:

Should an
unconstrained
plan be adopted?

- As proposed, Metro Connects is unconstrained
- The adopted Metro Connects was also unconstrained

	Interim Network	2050 Network
Annual Service Costs (Total)	\$1.092 billion	\$1.466 billion
Annual Service Costs (Funded)	\$669 million	\$742 million
% Service Costs Funded	61.3%	50.6%
Capital Costs YOE* \$ (Total)	\$11.5 billion	\$28.3 billion
Capital Costs YOE \$ (Funded)	\$4.4 billion	\$10.3 billion
% Capital Costs Funded	38.2%	36.4%

*YOE = Year of Expenditure

NEXT STEPS

- Coordinate with committee staff (Mary Bourguignon) with questions or amendment concepts
- October committee briefings will be based on today's discussion and issues of interest raised by committee members