



## King County

### Metropolitan King County Council REGIONAL TRANSIT COMMITTEE

#### STAFF REPORT

AGENDA ITEM: 4 DATE: April 20, 2011

PROPOSED NO.: 2011-0114 PREPARED BY: John Resha and Paul Carlson

#### **SUBJECT:**

An ordinance relating to public transportation; adopting the Strategic Plan for Public Transportation 2011-2021 (Plan) and Metro Transit Service Guidelines (Guidelines).

#### **ORDINANCE SUMMARY**

Proposed Ordinance 2011-0114 would adopt the proposed Plan and Guidelines and is intended to replace the previously adopted comprehensive plan, strategic plan, financial policies and fare policies for the King County Metro Transit System.

The Plan is aligned with the King County Strategic Plan 2010-2014, which is a countywide strategic plan for King County government operations.

The Plan contains includes eight primary goals with a series of objectives and strategies to achieve/advance these goals. The Plan goals are:

- Goal 1: Safety.** *Support safe communities.*
- Goal 2: Human Potential.** *Provide equitable opportunities for people from all areas of King County to access the public transportation system.*
- Goal 3: Economic Growth and Built Environment.** *Encourage vibrant, economically thriving and sustainable communities.*
- Goal 4: Environmental Sustainability.** *Safeguard and enhance King County's natural resources and environment.*
- Goal 5: Service Excellence.** *Establish a culture of customer service and deliver services that are responsive to community needs.*
- Goal 6: Financial Stewardship.** *Exercise sound financial management and build Metro's long term sustainability.*
- Goal 7: Public Engagement and Transparency.** *Promote robust public engagement that informs, involves, and empowers people and communities.*

**Goal 8: Quality Workforce.** *Develop and empower Metro's most valuable asset, its employees.*

The Plan also identifies proposed measures that will be used to evaluate progress toward achieving/advancing the goals. The Plan does not identify targets for those measures as targets are directly associated with financial decisions. Performance measure targets would be proposed with biennial budgets.

In addition to the new Plan, Proposed Ordinance 2011-0114 includes the proposed guidelines for identifying and prioritizing decision-making related to the KC Metro Transit Network (Network). The Guidelines contain specific quantitative methodologies to guide the establishment of the Network, as well as priorities that would guide additions, reductions and management of the Network from service-change to service-change. The Guidelines are intended to increase the transparency of Transit Division and County decision-making by formally identifying and adopting quantitative methodologies in association with the Plan.

## **BACKGROUND**

Ordinance 15962 updated and adopted the Comprehensive plan for Public Transportation in November 2007 (distributed as Tab 1 of the 2011 Strategic Plan Notebook). This update built on Comprehensive plan originally adopted by resolution of the former municipality of metropolitan Seattle, also known as Metro, and included a policy basis for Transit Now service and capital programs.

Ordinance 15963 adopted a Strategic Plan for Public Transportation 2007-2016, which included specific policy guidance for implementation of transit services (distributed as Tab 2 of the 2011 Strategic Plan Notebook). This plan was an update to previously adopted six-year transit development plans. This plan was then amended in 2009 to reflect current financial conditions affecting implementation as well as updating the Transit Program Financial Policies (distributed as Tab 2 of the 2011 Strategic Plan Notebook).

Motion 10728 adopted fare policies in 1999 (Attachment 1 to this staff report). These adopted policies have not been updated and do not reflect the current fare collection system and practices that have been enacted into King County Code.

Proposed Ordinance 2011-0114 is intended to consolidate these various policies guiding the Metro Transit System and increase the transparency of decision making. The Plan and Guidelines are not meant to be a radical departure from the current policies, however, they are meant to make transparent and codify those best practices that transit division staff have used to develop and evolve the current Metro Transit System.

## ISSUE SUMMARY

Issue		Policy Question(s)	
1	Use of the Guidelines	1	Should reporting and review of the results of the adopted transit policies explicitly identify a process associated with the responsible policy bodies, the RTC and the King County Council?
2	Centers	2a	Should the list of Transit Activity Centers be amended to reflect other key regional connection points?
		2b	Do the proposed guidelines accurately reflect the regional value of different types of centers or should there be a greater differential reflected in the Guidelines?
3	Social Equity Factors in the Guidelines	3	When combined and viewed collectively, do the following adequately support and achieve the Human Potential and Social Equity priorities described in the Plan? <ol style="list-style-type: none"> <li>1. The proposed quantitative conversion of Federal Title VI Minority and Low Income,</li> <li>2. The scoring allocated to connecting regional and broadly defined activity centers throughout the county, and</li> <li>3. The use of methodologies to provide additional service levels in areas of high reliance on transit.</li> </ol>
4	Representing Geographic Value in the Network	4a	Do the percentage-based thresholds support the primary priority of providing services in corridors where people most desire transit travel, and is there an appropriate emphasis on economic activity?
		4b	Does the overall proposed interpretation of geographic value described in the Guidelines and represented through the proposed Network appear to fairly support local and regional objectives?
5	Prioritization when reducing service	5	Does the proposed prioritization when reducing services provide sufficient guidance?
6	Prioritization when adding service	6a	Should addressing standing loads (as proposed) be the first priority when managing or adding transit service or should addressing on time performance be the first priority?
		6b	When addressing the backlog of underserved corridors, should there be more explicit guidance provided?
7	Prioritization when managing the Network	7	Is the framework for managing the Network sufficient based on a reasonable application of policy or is additional policy guidance needed?

## ANALYSIS

This staff report will focus on identified issues and policy questions.

### **Issue 1: How will the Guidelines be used and how will the Regional Transit Committee (RTC) interact with the use of the Guidelines?**

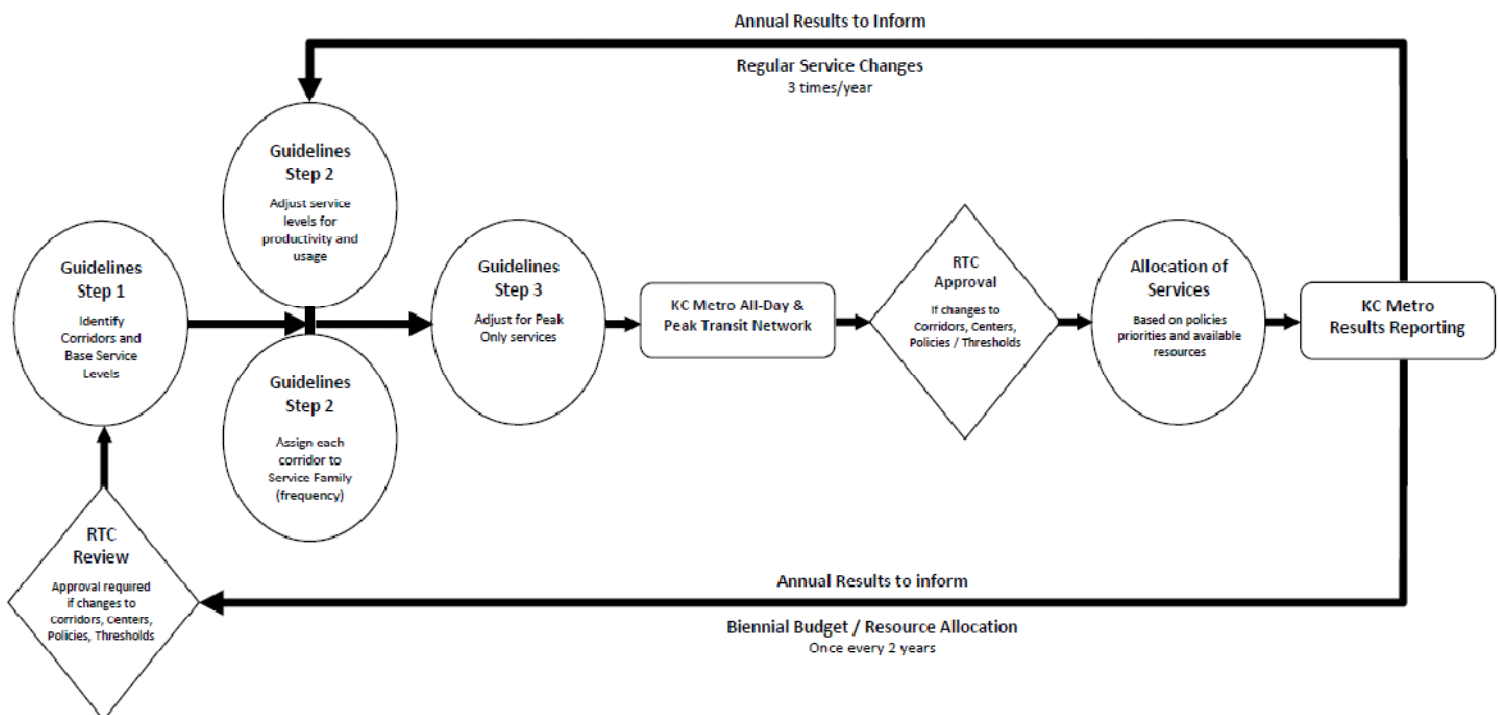
The Plan and Guidelines are proposed to be adopted by ordinance and will guide the transit division and County in making financial / implementation decisions that include the specific investment of dollars in transit services and the ongoing management of those services.

The transit division is on a biennial budget cycle, requiring the division to plan and justify multiple years of operations. The division also manages the transit system through service changes that occur three times per year.

Should Proposed Ordinance 2011-0114 be adopted, any changes to the adopted Plan or Guidelines, including the list of Activity Centers and Corridors within the Network must go through an approval process by the King County Council following a review and supportive recommendation by the RTC.

As the transit division has described the process, the Plan and its policies form the basis for the Guidelines. The Guidelines are used to identify the Network and regularly prioritize the services used to determine the Network, as shown in the Network Identification and Management Chart.

### **Network Identification and Management Chart**



The Proposed Strategic Plan states that Metro will report on Strategic Plan measures. A Route Performance Report associated with Guidelines' use and resulting performance of transit system and individual routes will be completed on an annual basis. While it has been stated that annual reporting will occur and that the RTC will receive the annual reporting associated with the Plan and Guidelines, the proposed ordinance and its attachment do not require this reporting to the RTC.

**Policy Question 1:** Should reporting and review of the results of the adopted transit policies explicitly identify a process associated with the responsible policy bodies, the RTC and the King County Council?

## **Issue 2: Centers<sup>1</sup>**

The guidelines use a blend of different types of Centers to represent key locations in communities throughout King County where individuals live or travel to work, school, shop, receive medical services, or recreate and provide connection points for travel by transit throughout King County. These Centers fall into two categories:

- *Regional Centers* including regional growth and manufacturing/industrial centers as identified in the region's Vision 2040 growth management plan.
- *Transit Activity Centers* including activity centers having "moderate concentrations of commercial development and housing that serve as a focal point for the local community", and Transit Division identified locations such as major medical, places of higher education and transit hubs.

The list of Centers developed and used in the All Day and Peak Network process is found on page SG-17 and would be adopted if Proposed Ordinance 2011-0114 is adopted. (we need to label this list differently so this is not the case)

In the Guidelines, All Day and Peak Network Step 1 – Identifying corridors and initial service levels, the Social Equity and Geographic Value factors (page SG-4), a corridor is awarded points for connecting a minimum of two centers if the corridor is the primary connection. If a designated primary connection connects two or more Regional Centers, 10 points are awarded in the scoring process (5 points as a primary connection between regional growth, manufacturing and industrial centers and 5 points as a primary connection between activity centers). If a corridor is the primary connection between Transit Activity Centers, it would only receive 5 points. And if the transit corridor does not provide a primary connection between centers identified on the list found on page SG-17 the corridor receives no points for these factors.

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<sup>1</sup> Reference to the Activity Centers identified in the Plan is being amended to Transit Activity Network for clarity purposes, and will constitute a technical amendment ultimately within a proposed Striking Amendment.

Additionally, the Land Use factors of step one account for the relative size of the centers through the points awarded based on the number of households and number of jobs within 1/4 mile of a bus stop along a corridor, normalized by the corridor's length.

Finally, the importance centers to transit usage is reflected in Step 2 methodology – that adjusts Step 1 service levels through the productivity measures of Load and Cost Recovery , and Span to increase service levels above those determined in the Step 1 process.

**Policy Question 2a:** Should the list of Activity Centers be amended to reflect other key regional connection points?

**Policy Question 2b:** Do the proposed guidelines accurately reflect the regional value of different types of centers or should there be a greater differential reflected in the Guidelines?

### **Issue 3: Social Equity Factors in the Guidelines**

From a regulatory standpoint and relative to Human Potential and social equity, the Metro Transit System is subject to the federal Civil Rights Act. The Federal Transit Administration (FTA), which provides significant funding for public transportation identifies<sup>2</sup> that:

"Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." (42 U.S.C. Section 2000d)."

Within the FTA's Circular FTA C 4702.1A<sup>3</sup> requirements for compliance with Title VI include:

**REQUIREMENT TO COLLECT DEMOGRAPHIC DATA.** In order to comply with 49 CFR Section 21.9(b), recipients to which this chapter applies shall collect and analyze racial and ethnic data showing the extent to which members of minority groups are beneficiaries of programs receiving Federal financial assistance.

**REQUIREMENT TO SET SYSTEMWIDE SERVICE STANDARDS** In order to comply with 49 CFR Section 21.5(b)(2) and (7), Appendix C to 49 CFR part 21, recipients to which this chapter applies shall adopt quantitative system-

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<sup>2</sup> The FTA's Civil Rights program found at [http://www.fta.dot.gov/civilrights/civil\\_rights\\_5088.html](http://www.fta.dot.gov/civilrights/civil_rights_5088.html)

<sup>3</sup> Federal Circular FTA C 4702.1A found at [http://www.fta.dot.gov/civilrights/title6/civil\\_rights\\_11706.html](http://www.fta.dot.gov/civilrights/title6/civil_rights_11706.html)

wide service standards necessary to guard against discriminatory service design or operations decisions.

REQUIREMENT TO SET SYSTEM-WIDE SERVICE POLICIES. In order to comply with 49 CFR Section 21.5(b)(2) and 49 CFR Section 21.5(b)(7), Appendix C to 49 CFR part 21, recipients to which this chapter applies shall adopt system-wide service policies necessary to guard against service design and operational policies that have disparate impacts. System-wide policies differ from service standards in that they are not necessary based on a quantitative threshold.

REQUIREMENT TO EVALUATE SERVICE AND FARE CHANGES. In order to comply with 49 CFR Section 21.5(b)(2), 49 CFR Section 21.5(b)(7) and Appendix C to 49 CFR part 21, recipients to which this chapter applies shall evaluate significant system-wide service and fare changes and proposed improvements at the planning and programming stages to determine whether those changes have a discriminatory impact.

REQUIREMENT TO MONITOR TRANSIT SERVICE. In order to comply with 49 CFR Section 21.5(2), 49 CFR Section 21.5(b)(7) and Appendix C to 49 CFR part 21, recipients to which this chapter applies shall monitor the transit service provided throughout the recipient's service area.

This Circular provides methodologies for compliance with each requirement that include a specific focus on minority and low income populations. While these requirements and specific methodologies do not prohibit the use of additional methodologies, the Transit Division must, at a minimum, meet these requirements and methodologies. In the Guidelines, Step 1 – Identifying corridors and base service levels, use of the Title VI-related data and methodologies are proposed as a way to integrate social equity into the Guidelines. Using this methodology allows Metro to use an existing process, rather than creating separate methodologies and data collection requirements.

Additionally, the Guidelines use a variety of broadly identified Activity Centers to connect apparent holes in the Network and ensure an equitable distribution of transit services throughout King County. The Guidelines, Step 2 – Adjusting service levels for usage and productivity, further support the Human Potential objectives of the Plan by suggesting increases to base service levels where populations have a higher usage and reliance on public transportation.

**Policy Question 3:** When combined and viewed collectively, do the following adequately support and achieve the Human Potential and Social Equity priorities described in the Plan?

1. The proposed quantitative conversion of Federal Title VI Minority and Low Income,
2. The scoring allocated to connecting regional and broadly defined activity centers throughout the county, and
3. The use of methodologies to provide additional service levels in areas of high reliance on transit.

## Issue 4: Representing Geographic Value in the Network

When the Regional Transit Task Force was developing their recommendations, which now serve as a key basis for the Plan and Guidelines, a member of the RTTF offered the following comment on the subject of geographic value,

"The system needs to be fair throughout the County. I don't know exactly how define fair, but I'll know it when I see it."

The task force went on to discuss the concept of "fairness" as a multi-faceted approach that:

- Balances access to transit services with the productivity of the system;
- Has a relationship to revenues but not a formula, so that the average citizen could potentially use the transit system regardless of whether they actually use it; and
- Is focused on economic vitality and growth connecting people to the places they want to go including jobs, post-secondary education, and housing.

Geographic Value is reflected in the Guidelines in the following ways:

- Scoring for Land Use Factors, which results in higher scores and ultimately more transit service needs identified through scaled scores for both housing and jobs;
- Broadly defining Centers in a way that fills in gaps in the Network; and
- Measuring Productivity in two distinct groupings to create a scoring system through which each service is measured only against routes with similar productivity expectations.<sup>4</sup> These groupings are:
  1. Routes that serve the Seattle core
  2. Routes that do not serve the Seattle core

While the Guidelines do use cost recovery by time of day as a measure to potentially increase base service levels, the Guidelines do not, rely on either tax or farebox revenues. Revenues would instead be reported as a performance measure for Goal 6 Financial Stewardship.

**Policy Question 4a:** The thresholds for Step 1 Land Use Factors are proposed to be a percentage of the highest scores for households and jobs within 1/4 mile of stops (normalized for a corridor mile). These threshold percentages are as follows:

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<sup>4</sup> Transit routes serving the Seattle Core are serving the highest density centers of downtown Seattle, First Hill/Capitol Hill, South Lake Union, Uptown and the University District with higher levels of service. Best practices within the transit industry suggest that these higher density areas should be resulting in higher levels of transit productivity.



Measure*	Threshold	Points	Average HH / Jobs per corridor**	Average Corridor Length	Average HH / Jobs per Corridor Mile	# of Corridors per category
Households (HH) within ¼ mile of stops per corridor mile	75% of Max.	10	15,956	4.50	3,545	8
	50% of Max.	7	18,599	7.53	2,451	14
	25% of Max.	4	12,847	8.97	1,430	31
	<25% of Max.	0	7,411	12.63	629	60
Jobs within ¼ mile of stops per corridor mile	50% of Max.	10	103,696	4.92	22,083	10
	33% of Max.	7	97,136	7.41	13,377	9
	16% of Max.	4	94,756	11.68	8,466	19
	<16% of Max.	0	18,221	11.19	1,720	75

\*For this analysis, Countywide Households = 794,162 and Countywide Jobs = 1,078,238

\*\*Households and/or Jobs in the County may align with one, multiple or no corridors

Do the above percentage-based thresholds support the primary priority of providing services in corridors where people most desire transit travel, and is there an appropriate emphasis on economic activity?

**Policy Question 4b:** Does the overall proposed interpretation of geographic value described in the Guidelines and represented through the proposed Network appear to fairly support local and regional objectives?

#### **Issue 5: Prioritization when reducing service**

The Guidelines propose a hierarchical order of priorities that would guide the Transit Division through service reductions. The priorities include:

- First: Reduce the lowest productivity services while identifying and maintaining key minimum service level connections;
- Second: Restructure services to improve efficiency and reduce the net service delivery hours;
- Third: Make focused reductions in the remaining lower productivity services; and
- Fourth: Reduce lower productivity services in already underserved corridors.

Under the proposed Guidelines, reductions would generally be maximized in each priority/category without compromising the integrity of the Network before moving to the next priority/category to make additional reductions.

For example, the concept/reduction scenario discussed at the April 7, 2011 RTC workshop included:

- First: Reduction of 220,000 hours of low productivity services from a pool of 770,000 hours, while also identifying 177,000 of community connecting services to be maintained;
- Second: Restructure of 1.85 million hours to reduce/save 256,000 hours;

- Third: Reduction of 124,000 additional hours of lower productivity services to achieve the total of 600,000 hours reduced; and
- Fourth: No hours were reduced from the fourth priority.

**Policy Question 5:** Does the proposed prioritization when reducing services provide sufficient guidance?

### **Issue 6: Prioritization when adding service**

The Guidelines propose a hierarchical order of priorities that would guide the Transit Division when adding services<sup>5</sup>. The priorities include:

- First: Address overcrowding and standing loads (estimated at approximately 16,000 service hours)
- Second: Add service hours to address the reliability of the service versus the schedule (estimated at approximately 32,000 service hours)
- Third: Add service to the corridors identified as "underserved" to meet the identified service levels of the Network (estimated at approximately 638,000 service hours)
- Fourth: Add additional service to the most productive services in an effort to grow and improve existing routes

When adding service to the system under the proposed Guidelines, individual services within each category in numerical scoring order, would be reviewed and addressed in some manner before moving to the next route or priority category.

**Policy Question 6a:** Should addressing standing loads (as proposed) be the first priority when managing or adding transit service or should addressing on time performance be the first priority?

**Policy Question 6b:** When addressing the backlog of underserved corridors, should there be more explicit guidance provided?

### **Issue 7: Prioritization when managing the Network**

Strategy 6.1.1 of the Plan (page 31) identifies that in addition to adding or reducing services, Metro will apply objective guidelines to managing the system. The Guidelines, would suggest that the priorities for reducing and adding service would **also** apply to ongoing management of the Network. In its broadest form, this could translate to looking at a scenario that could reduce lowest productivity services, after providing for geographic value and social equity protected services; significantly restructure the Network for additional savings; and then reinvest those reduction and restructure savings using the prioritization for adding service.

The Plan and Guidelines are silent as to how aggressive the Network should be managed but assume a reasonable application of the policies.

**Policy Question 7:** Is the framework for managing the Network sufficient based on a reasonable application of policy or is additional policy guidance needed?

**Issue 8: Technical Changes**

A series of technical changes that do not change the policy context of the Plan or Guidelines have been identified.

Staff has been directed to include these technical changes in the drafting of a Striking Amendment for Proposed Ordinance 2011-0114 along with other changes identified.

**ATTACHMENTS**

1. Motion 10728, Fare Policies

**ATTENDING**

Kevin Desmond, General Manager, Transit Division  
Victor Obeso, Manager, Service Development, Transit Division

01/20/99

Introduced By:

Rob McKenna  
Maggi Fimia

at

Proposed No.:

1999-0244

MOTION NO. 10728

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A MOTION approving public transportation fare policies for use in establishing transit rates of fare.

WHEREAS, transit fare policies guide the setting of transit fares, and

WHEREAS, on August 3, 1998, the King County council approved Motion 10527, establishing a policy that transit fares shall be reviewed at least every two years to ensure transit financial policies and revenue requirements are met, and

WHEREAS, on October 8, 1998, the King County executive proposed legislation making changes to the King County paratransit program, including revisions to the paratransit fare structure, and

WHEREAS, on March 29, 1999, the King County council approved Ordinance 13441 making many of the executive-proposed changes to the paratransit program but deferring action on proposed fare changes until they could be considered in the context of a general transit fare policy review, and

WHEREAS, on December 6, 1991, the municipality of metropolitan Seattle adopted the ADA plan which included a fare policy to increase paratransit fares to the equivalent of a one zone, off-peak bus fare, and

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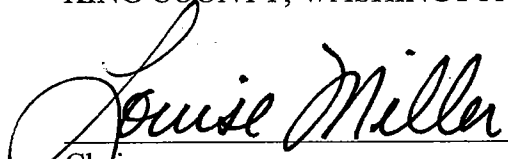
WHEREAS, the regional transit committee and the King County council have reviewed the transit fare policies;

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

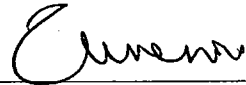
The transit fare policies attached to this motion as Exhibit A are hereby approved.

PASSED by a vote of 10 to 0 this 19th day of July, 1999.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

  
Chair

ATTEST:

  
Clerk of the Council

Attachments: Transit Fare Policies

## Transit Fare Policies

### Basic Fare Structure

1. Two-Zone Fare Structure. For peak period service, there shall be a difference between fares for one-zone and two-zone trips to recognize the additional cost of service.
2. Peak Surcharge. There shall be a difference between peak period and off-peak period fares to recognize the higher costs of peak service.
3. Transfers. Transfers shall be free subject to time-of-day and zone limitations.
4. Discounts for Fare Prepayment. Discounts shall be provided for long-term fare prepayment and to encourage transfer from cash fares. The discount may reflect the extent of the prepayment.
5. Weekend/Holiday All Day Pass. All day passes may be sold on weekends and holidays at a cost of two times the one-zone off-peak fare.

### Discounts for Special Rider Groups

6. Discounts for Seniors and Persons with Disabilities. The cash fare for Seniors and Persons with Disabilities shall be provided at a discount of at least 50% of the regular adult one-zone peak fare. Attendants and assistive animals shall ride free.
7. Discounts for Children and Youth. Up to four children under five years of age may ride free with a fare-paying adult. There shall be discounts for youths from ages five through seventeen and persons over seventeen years of age who attend regular sessions of junior or senior high school.
8. Family Fares. Up to four children/youths may ride free with a fare-paying adult on Sundays and holidays.
9. Discounts for Low Income Persons. A discount on fares for low-income persons shall be provided through human service agencies. The annual limit on the amount of such discounts shall be adjusted in response to the need and the financial constraints of King County Metro and the human service agencies.

**Paratransit Fare Structure**

10. Rate of Fare Fares charged for paratransit service shall be set at levels that encourage the use of less costly transportation services wherever reasonable alternatives are available, with the intent of achieving parity with regular adult fares within a period of no less than six years. Subsidies shall be provided if paratransit fare increases would jeopardize the essential mobility of low-income persons. To further encourage less costly alternatives to paratransit, King County Metro shall subsidize a substantial discount for trips taken by paratransit riders on vehicles licensed as taxis in King County and its municipalities.

**Regional Fare Policies**

11. Phasing King County Metro shall phase its participation in regional fare integration to coincide with implementation of regional express bus service, commuter rail service, smart card fare media and light rail service.
12. Passes King County Metro shall replace most of its passes with a system of regional passes good, at face value, on any system in the region.
13. Transfers Sound Transit cash transfers shall be valid for one-zone travel on King County Metro.
14. Discounts King County Metro shall participate in the use of Sound Transit's Fare Integration Fund to ensure equal sharing of the regional fare discounts.
15. Fare Reconciliation As part of the regional fare reconciliation process, King County Metro shall receive pass sale revenues resulting from the shift from King County Metro passes to regional passes when those regional passes are used primarily for travel on King County Metro.
16. Monitoring King County Metro shall periodically review the regional fare coordination and transfer policies and make adjustments as needed in response to unanticipated impacts upon revenues and service.

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario  
 Approximate reduction by category and hours remaining

More than 25K hour reduction								
Route	Corridor			Restructured?	Frequency			Remaining Hours
	To	From	Via		Peak	Off Peak	Night	
18	Replacement service provided by D Line			Yes	N/A	N/A	N/A	0
28	Replacement service provided by Routes 5 and 24			Yes	N/A	N/A	N/A	0
43	Replacement service provided by Routes 8 and 48				N/A	N/A	N/A	0
66	Replacement service provided by Route 80			Yes	N/A	N/A	N/A	0
72	Replacement service provided by Routes 80 and 372			Yes	N/A	N/A	N/A	0
73	Replacement service provided by Route 80			Yes	N/A	N/A	N/A	0

LEGEND  
 Route is completely deleted

10K-25K hour reduction								
Route	Corridor			Restructured?	Frequency			Remaining Hours
	To	From	Via		Peak	Off Peak	Night	
2 N	Replacement service provided by Route 13			Yes	N/A	N/A	N/A	0
4 N	Replacement service provided by Route 3			Yes	N/A	N/A	N/A	0
4 S	Replacement service provided by Routes 3 S, 8, and 48			Yes	N/A	N/A	N/A	0
14 N					N/A	N/A	N/A	0
22	Replacement service provided by C Line				N/A	N/A	N/A	0
23	Replacement service provided by Route 131			Yes	N/A	N/A	N/A	0
25					N/A	N/A	N/A	0
26	Replacement service provided by Routes 5 and 71			Yes	N/A	N/A	N/A	0
30	Sand Point	U. District	NE 55th St	Yes	30	30	30	11,000
41	Northgate	Seattle CBD	I-5	Yes	Better than 15	15	30	43,000
55	Replacement service provided by C Line and Route 128			Yes	N/A	N/A	N/A	0
67	Replacement service provided by Route 80			Yes	N/A	N/A	N/A	0
68	Replacement service provided by Route 80 and 372			Yes	N/A	N/A	N/A	0
71	U. District	View Ridge	NE 65th St	Yes	30	30	30	22,000
75	Northgate	U. District	Sand Point Way NE, NE 125th St	Yes	15	30	30	32,000
99					N/A	N/A	N/A	0
106	Renton	Othello Station	Skyway, Rainier Beach, S Beacon Hill	Yes	15	30	30	28,000
200	Replacement service provided by Route 209				N/A	N/A	N/A	0
238	UW Bothell/CCC	Totem Lake	Kingsgate	Yes	60 or Worse	60 or Worse	N/A	10,000
271	Bellevue	U. District	SR-520	Yes	Better than 15	15	30	31,000

5K-10K hour reduction								
Route	Corridor			Restructured?	Frequency			Remaining Hours
	To	From	Via		Peak	Off Peak	Night	
10	Capitol Hill	Seattle CBD	15th Av E, E Madison St	Yes	15	30	30	18,000
12	Interlaken Park	Seattle CBD	19th Av E, E Madison St	Yes	15	30	30	16,000
15 EX	Replacement service provided by D Line			Yes	N/A	N/A	N/A	0
17	Ballard	Seattle CBD	Fremont, South Lake Union	Yes	30	30	30	20,000
21	Westwood Village	Seattle CBD	High Point, 35th Av SW	Yes	30	30	30	20,000
27	Colman Park	Seattle CBD	Yesler Way, Leschi	No	30	N/A	N/A	5,000
33	Discovery Park	Seattle CBD	Gilman Av W, 22nd Av W, Thorndyke Av W	Yes	30	N/A	N/A	7,000
39	Othello Station	Columbia City	Seward Park	Yes	15	30	N/A	8,000
51					N/A	N/A	N/A	0
116 EX	Replacement service provided by C Line and Route 54 EX			Yes	N/A	N/A	N/A	0
139					N/A	N/A	N/A	0
152	Replacement service provided by Sounder and Route 190				N/A	N/A	N/A	0
158	Replacement service provided by Sounder and Routes 164, 165 and 168				N/A	N/A	N/A	0
159	Replacement service provided by Sounder and Routes 164, 165 and 168				N/A	N/A	N/A	0
161	Replacement service provided by Routes 150 and 169				N/A	N/A	N/A	0
179	Replacement service provided by Routes 177, 181 and 577			Yes	N/A	N/A	N/A	0
196					N/A	N/A	N/A	0
202	Replacement service provided by Routes 204 and 550			Yes	N/A	N/A	N/A	0
209	North Bend	Issaquah	Snoqualmie, Fall City	No	60 or Worse	60 or Worse	N/A	6,000
233	Bellevue	Eastgate	Overlake, Crossroads	Yes	60 or Worse	60 or Worse	N/A	7,000
236	Woodinville	Totem Lake	Kingsgate	Yes	60 or Worse	60 or Worse	N/A	10,000
242	Replacement service provided by Route 542				N/A	N/A	N/A	0
248	Avondale	Kirkland	NE 85th St	No	60 or Worse	60 or Worse	60 or Worse	13,000
250					N/A	N/A	N/A	0
251	UW Bothell	Redmond	Woodinville, Cottage Lake	No	60 or Worse	60 or Worse	N/A	6,000
252	Replacement service provided by Route 311			Yes	N/A	N/A	N/A	0
257	Replacement service provided by Route 311			Yes	N/A	N/A	N/A	0
265					N/A	N/A	N/A	0
901	Mirror Lake	Federal Way	312th Av SW	Yes	N/A	N/A	N/A	0
903	Twin Lakes	Federal Way	SW Campus Dr, 1st Av S	No	60 or Worse	60 or Worse	N/A	4,000
913					N/A	N/A	N/A	0
927					N/A	N/A	N/A	0



April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario  
 Approximate reduction by category and hours remaining

Less than 5K hour reduction									
Route	Corridor				Restructured?	Frequency			Remaining Hours
	To	From	Via	Peak		Off Peak	Night		
1	Kinross	Seattle CBD	10th Av W, Seattle Center	Yes	15	30	30	13,000	
2 EX	PEAK ROUTE			Yes	15	N/A	N/A	7,000	
7	Rainier Beach	Seattle CBD	Rainier Ave S	Yes	Better than 15	Better than 15	15	73,000	
7 EX	Replacement service provided by Link Light Rail and Route 7								
14 S	Mount Baker	Seattle CBD	S Jackson St	Yes	15	30	30	21,000	
36	Beacon Hill	Seattle CBD	Beacon Ave S	No	Better than 15	Better than 15	15	69,000	
34 EX	Replacement service provided by Link Light Rail and Route 39								
35					N/A	N/A	N/A	0	
38					N/A	N/A	N/A	0	
42	Replacement service provided by Routes 7 and 8								
45	Replacement service provided by Routes 13 and 31								
46	Replacement service provided by Routes 17 and 31								
53				Yes	N/A	N/A	N/A	0	
57	Replacement service provided by Route 56								
79	Replacement service provided by Route 80								
81					N/A	N/A	N/A	0	
82					N/A	N/A	N/A	0	
83					N/A	N/A	N/A	0	
84					N/A	N/A	N/A	0	
85					N/A	N/A	N/A	0	
101	Renton	Seattle CBD	MLK Jr Wy S, I-5	No	Better than 15	30	30	35,000	
105	Renton	Renton Highlan	NE 4th St, Union Av NE	No	30	30	60 or Worse	12,000	
107	Renton	Rainier Beach	West Hill, Rainier View	No	30	30	60 or Worse	20,000	
110	Replacement service provided by Route 140								
111	PEAK ROUTE			Yes	30	N/A	N/A	8,000	
114	PEAK ROUTE			Yes	30	N/A	N/A	3,000	
118 EX	Replacement service provided by C Line and Route 118								
118 S	Vashon	N Vashon	Valley Center	No	60 or Worse	60 or Worse	N/A	6,000	
118 EX	Replacement service provided by C Line and Route 119								
119 S	Vashon	N Vashon	Valley Center	No	60 or Worse	60 or Worse	N/A	3,000	
121	PEAK ROUTE			No	30	N/A	N/A	8,000	
123	PEAK ROUTE			No	30	N/A	N/A	3,000	
125	Westwood Village	Seattle CBD	South Seattle CC, 16th Av SW	No	15	30	60 or Worse	20,000	
129	Replacement service provided by Route 128								
132	Burien	Seattle CBD	Des Moines Mem Dr, South Park	Yes	30	30	60 or Worse	24,000	
133	Replacement service provided by Routes 80 and 120								
134					N/A	N/A	N/A	0	
148	Renton	Fairwood	S Puget Dr, Royal Hills	No	30	60 or Worse	60 or Worse	10,000	
150	Kent	Seattle CBD	Tukwila	No	15	15	30	57,000	
155	Tukwila	Fairwood	S 180th St, S Carr Rd	No	60 or Worse	60 or Worse	N/A	7,000	
157	Replacement service provided by Sounder								
162	Replacement service provided by Routes 80, 101, 271, 560								
167					N/A	N/A	N/A	0	
169	Renton	Kent	Kent East Hill	No	30	30	30	25,000	
173	Replacement service provided by A Line and Route 124								
175					N/A	N/A	N/A	0	
177	PEAK ROUTE			Yes	Better than 15	N/A	N/A	11,000	
180	Burien	Auburn	Kent, SeaTac	No	30	30	30	44,000	
181	Auburn/GRCC	Federal Way	15th St SW, Lea Hill Rd	No	30	30	60 or Worse	28,000	
186	Enumclaw	Auburn	Auburn Wy S, SR-164	No	30	60 or Worse	N/A	7,000	
187	Twin Lakes	Federal Way	312th Ave SW	Yes	60 or Worse	60 or Worse	N/A	4,000	
197	PEAK ROUTE			Yes	30	N/A	N/A	7,000	
201					N/A	N/A	N/A	0	
203					N/A	N/A	N/A	0	
205				Yes	N/A	N/A	N/A	0	
210					N/A	N/A	N/A	0	
211	Replacement service provided by Routes 212 and 550								
213					N/A	N/A	N/A	0	
214	PEAK ROUTE			No	15	N/A	N/A	7,000	
217	Replacement service provided by Route 554								
219					N/A	N/A	N/A	0	
221	Education Hill	Eastgate	Redmond, Overlake, Crossroads	No	30	30	60 or Worse	25,000	
232	PEAK ROUTE			No	30	N/A	N/A	5,000	
237	Replacement service provided by Routes 342, 532 and 535								
240	Bellevue	Redmond	Factoria, Newcastle, Renton Highlands	No	30	30	60 or Worse	31,000	
243	Replacement service provided by Routes 271 and 372								
245	Kirkland	Factoria	Overlake, Crossroads, Eastgate	No	15	30	30	36,000	
246	Eastgate	Bellevue	Somerset, Factoria, Woodridge	No	60 or Worse	60 or Worse	N/A	5,000	
249	Overlake	Bellevue	Sammamish Viewpoint, Northup Way	No	60 or Worse	60 or Worse	N/A	8,000	
255	Totem Lake	Seattle CBD	Juanita, Kirkland, S Kirkland	Yes	Better than 15	15	30	38,000	
260	Replacement service provided by Routes 234 and 255								
268	Replacement service provided by Route 545								
269	Issaquah	Overlake	Sammamish, Bear Creek	No	30	N/A	N/A	11,000	
277					N/A	N/A	N/A	0	
280					N/A	N/A	N/A	0	
308					N/A	N/A	N/A	0	
312	PEAK ROUTE			Yes	Better than 15	N/A	N/A	11,000	
331	Kenmore	Shoreline	Lake Forest Park, Aurora Village TC	No	30	30	60 or Worse	17,000	
342	PEAK ROUTE			Yes	30	N/A	N/A	4,000	
346	Aurora Village	Northgate	Meridian Av N	No	30	30	60 or Worse	14,000	
346	Shoreline CC	Northgate	N 130th St, Meridian Av N	No	30	30	60 or Worse	11,000	
347	Mountlake Terrace	Northgate	15th Av NE, 5th Av NE	No	30	30	60 or Worse	17,000	
348	Richmond Beach	Northgate	Richmond Beach Rd, 15th Av NE	No	30	30	60 or Worse	18,000	
908	Renton Highlands	Renton	NE 7th St, Edmonds Av NE	Yes	N/A	N/A	N/A	0	
909	Kenndale	Renton	Edmonds Av NE	Yes	60 or Worse	60 or Worse	N/A	3,000	
910				Yes	N/A	N/A	N/A	0	
912	Replacement service provided by Routes 149 and 168								
914	Replacement service provided by Routes 164, 165, 168 and 169								
916	Replacement service provided by Routes 164, 165, 168 and 169								
918	Replacement service provided by Routes 150 and 180								
919	Replacement service provided by Routes 180 and 917								
925				Yes	N/A	N/A	N/A	0	
930	Redmond	Totem Lake	Willows Road	No	60 or Worse	N/A	N/A	2,000	
935	Kenmore	Totem Lake	Finn Hill, Juanita	No	60 or Worse	60 or Worse	N/A	4,000	

LEGEND  
 Route is completely deleted

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
Action by Reduction Priority

<b>Reduce low productivity services</b>		
<b>All-day corridors not on the network</b>		
Route	Period	Change to service
14 N	OffPeak	Delete
22	Peak	Delete
22	OffPeak	Delete
38	Peak	Delete
38	OffPeak	Delete
42	Peak	Delete
42	OffPeak	Delete
51	OffPeak	Delete
53	Peak	Delete
81	Night	Delete
82	Night	Delete
84	Night	Delete
99	Peak	Delete
99	OffPeak	Delete
134	Peak	Delete
139	Night	Delete
200	Peak	Delete
200	OffPeak	Delete
203	Peak	Delete
203	OffPeak	Delete
912	OffPeak	Delete
913	Peak	Delete
913	OffPeak	Delete
919	OffPeak	Delete
927	Peak	Delete
927	OffPeak	Delete

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
Action by Reduction Priority

**Reduce low productivity services**

**Peak routes failing one or both criteria**

Route	Period	Change to service
34	Peak	Delete
45	Peak	Delete
46	Peak	Delete
79	Peak	Delete
110	Peak	Delete
116	Peak	Delete
118 EX	Peak	Delete
119 EX	Peak	Delete
129	Peak	Delete
161	Peak	Delete
162	Peak	Delete
175	Peak	Delete
196	Peak	Delete
201	Peak	Delete
210	Peak	Delete
211	Peak	Delete
217	Peak	Delete
219	Peak	Delete
250	Peak	Delete
260	Peak	Delete
265	Peak	Delete
268	Peak	Delete
277	Peak	Delete

**Overserved All-day corridors**

Route	Period	Change to service
23	Night	Reduce to hourly
118	Night	Delete
119	Night	Delete
236	Peak	Reduce to hourly
236	Off Peak	Reduce to hourly
236	Night	Reduce to hourly
238	Off Peak	Reduce to hourly
238	Night	Reduce to hourly
251	Peak	Reduce to hourly
935	Peak	Reduce to hourly

**Appropriately service level All-day corridors**

Route	Period	Change to service
118	Off Peak	Reduce frequency
119	Off Peak	Reduce frequency
150	Off Peak	Reduce Saturday to 30-min frequency
209	Peak	Reduce to 2-hourly
209	Off Peak	Reduce to 2-hourly
251	Off Peak	Reduce to 2-hourly
269	Peak	Eliminate reverse peak direction
930	Peak	Reduce to hourly
935	Off Peak	Reduce to 2-hourly

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
Action by Reduction Priority

<b>Restructure corridors</b>
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**Queen Anne**

Route            Change to service

1	Reduce frequency, change interline
2N	Delete Route
2N EX	Begin at Nickerson/15th W
3N	Extend all trips to SPU, increase frequency
4N	Delete Route
13	Increase frequency

**Ballard/Fremont/Magnolia**

Route            Change to service

5	Eliminate Northgate variant, operate via Fremont/Dexter
5 EX	Add trips, begin in Blue Ridge
15	Delete Route
15 EX	Delete Route
17	Revise to operate via Leary Way/Fremont
17 EX	Add trips
18	Delete Route
18 EX	Add trips, extend span of peak trips
24	Revise to operate to Ballard and "Arts". Revise route in Magnolia
26	Delete Route (see U. District below as well)
26 EX	Add trips
28	Delete Route
28 EX	Add trips
30	Delete Route between Seattle Center and U. District
31	Add "turnback" trips between SPU and UW, extend span.
32	New peak route serving 28th Ave W in Magnolia
33	Reduce to Peak Only
48	Extend to downtown Ballard via 24th Ave NW.
62	Replace Route 75 between Lake City and Ballard
D	New Rapid Ride D Line

**Central Seattle**

Route            Change to service

2S	Revise to use Madison Street, live-loop Seattle CBD
3S	No change
3S TB	Convert 4 South trips to 3 South TB trips
4S	Delete Route
10	Revise to use Madison Street, live-loop Seattle CBD, reduce frequency
11	Improve frequency at all times.
12	reduce frequency, live-loop Seattle CBD
14N	Delete Route
14S	Eliminate service past Mt Baker TC, live-loop in ID during off-peaks
27	Convert to peak-only
43	Delete

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
Action by Reduction Priority

<b>Restructure corridors</b>
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**U. District/NE Seattle**

Route	Change to service
25	Delete
30	Operate between Sand Point and U. District only.
41	Operate between Northgate and Seattle CBD
66	Reduce to Peak Only
67	Delete Route
68	Delete Route
70	Operate full-time and through-route with Route 36
71	Operate as shuttle to U. District via Thackeray/Latona
72	Delete Route
73	Delete Route
75	Operate between Northgate and U. District
80	New route between Northgate, U. District and Seattle CBD
83	Delete Route
372 TB	Add evening/midday/Weekend service to make up for loss of Route 72
373	Operate all-day on weekdays to make up for loss of Route 73

**West Seattle**

Route	Change to service
21	Eliminate service to Arbor Heights and end at Westwood Village
21 EX	Add trips.
35	Delete Route
54	Delete Route
54 EX/116	Retain some peak service between Fautleroy and Seattle CBD
55	Delete Route
56	Add peak local service.
57	Delete Route
85	Delete Route
125	Eliminate service to Shorewood and end at Westwood Village
128	Extend route to Rt 55 terminal, improve frequency and add span of service.
C	Replace Route 54

**Rainier Valley/Duwamish/Burien**

Route	Change to service
7	Eliminate service to Prentice Street.
7 EX	Operate as shuttle to Othello Station.
23	Delete Route, replace by Route 131
39	Operate as shuttle between Othello Station and Columbia City
106	Operate as shuttle between Renton and Othello Station
121	Cut some trips due to Route 123 being shifted to SR-509
123	Revise to operate on SR-509.
124	Revise to serve Georgetown and use Airport Way
131/166	Operate as new Route between Burien and Kent via Des Moines
131TB	Revise to use Route 23 path between White Center and Seattle CBD. Improve day frequency to 30-mins
132TB	Shorten route to only operate between Burien and Seattle CBD. Improve day frequency to 30-mins
156	Extend route to Des Moines, reduce frequency to hourly

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
Action by Reduction Priority

<b>Restructure corridors</b>
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**Renton Highlands**

Route            Change to service

105	No change
908	Delete Route
909	No change

**Kent/Kent East Hill/Star Lake**

Route            Change to service

152	Delete Route
158	Delete Route
159	Delete Route
164	Improve peak to 30-minutes (assumes the loss of grant funding)
165	New route serving 132nd Ave SE and SE 240th St
168	Improve peak to 30-minutes (assumes the loss of grant funding)
192	Add trips to make up for loss of Routes 158, 159 and 162

**Federal Way**

Route            Change to service

177	Revise to serve Federal Way TC
179	Delete Route
181	No change
187	Revise to serve SW 312th St
197	Begin/end at Federal Way TC
901	Delete Route
903	No change

**Bellevue-Eastgate-Issaquah**

Route            Change to service

222	Extend to Issaquah to replace Route 271
234	Extend to Eastgate via BC and replace Route 271
235 (230W)	Extend to Eastgate via BC and replace Route 271
243	Delete Route
271	Operate between Bellevue and the U. District

**Kirkland/Totem Lake**

Route            Change to service

236	Operate between Woodinville and Totem Lake only, reduce to hourly off-peaks
237	Delete route
238	Operate between UWB/CCC and Totem Lake only, reduce to hourly off-peaks
239	New route connecting Totem Lake and Overlake
252	Delete
255	Shorten to Totem Lake TC
257	Delete
311	Add service to account for loss of 252 and 257
342	Shorten route to operate only between Kenmore and Bellevue
930	No change
935	No change

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
 Action by Reduction Priority

<b>Restructure corridors</b>
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**Mercer Island**

Route            Change to service

202	Delete Route
204	Add peak service, reduce off peak to hourly.
205	Delete Route
213	Delete and revise Route 203 to serve Covenant Shores

**Newcastle**

Route            Change to service

114	Revise to serve S. Bellevue P&R (transfer to Route 550) and end/begin in Bellevue CBD
925	Delete Route

**Auburn**

Route            Change to service

910	Delete Route
917	Extend to serve North Auburn (replacing Route 910). Operate every 90 minutes

April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
 Action by Reduction Priority

**Reduce services above low productivity threshold**

**All-day corridors not on the network**

Route	Period	Change to service
51	Peak	Delete
53	OffPeak	Delete
139	Peak	Delete
139	OffPeak	Delete
213	OffPeak	Delete
280	Night	Delete
914	OffPeak	Delete
916	OffPeak	Delete
918	Peak	Delete
919	Peak	Delete

**Peak Corridors above the 25% threshold**

Route	Period	Change to service
2 EX	Peak	Reduce the number of trips
7 EX	Peak	Delete
111	Peak	Reduce the number of trips
123	Peak	Reduce the number of trips
133	Peak	Delete
157	Peak	Delete
167	Peak	Delete
173	Peak	Delete
177	Peak	Reduce the number of trips
214	Peak	Reduce the number of trips
232	Peak	Eliminate reverse-peak trips
242	Peak	Delete
308	Peak	Delete
312	Peak	Shorten to begin at Kenmore, reduce trips



April 7, 2011 RTC Workshop 600,000 annual hour reduction scenario.  
 Action by Reduction Priority

**Reduce services above low productivity threshold**

**All-day corridors with appropriate service**

Route	Period	Change to service
7	OffPeak	Reduce Saturday service to every 15 minutes
101	OffPeak	Reduce Sunday to hourly
101	Night	Eliminate night service on Sunday
105	OffPeak	Reduce Saturday to hourly service
107	OffPeak	Reduce Weekend to hourly service
118	OffPeak	Eliminate Saturday service
148	OffPeak	Reduce midday to hourly service
150	OffPeak	Reduce mid-morning to 30-minute service
155	OffPeak	Eliminate Saturday service
166	OffPeak	Reduce to hourly on Saturday
169	OffPeak	Reduce to hourly on Sunday
180	OffPeak	Reduce to hourly on Sunday
181	OffPeak	Reduce Weekend to hourly service
186	OffPeak	Eliminate Saturday service
187	Night	Eliminate Night service
221	OffPeak	Reduce Saturday to hourly service
221	Night	Eliminate weekend night service
222	OffPeak	Reduce Off-Peak to hourly service
222	Night	Eliminate night service.
233	Peak	Reduce peak to hourly
233	OffPeak	Reduce off peak to hourly service
240	OffPeak	Reduce Saturday to hourly service
245	OffPeak	Reduce Weekend to hourly service
246	Peak	Reduce to hourly peak service
246	OffPeak	Reduce to 2-hourly midday service
248	OffPeak	Reduce off peak to hourly service
248	Peak	Reduce peak to hourly service
249	Peak	Reduce peak to hourly
249	OffPeak	Eliminate Saturday service
251	OffPeak	Eliminate Saturday service
331	OffPeak	Reduce Saturday to hourly service
345	OffPeak	Reduce Saturday to hourly service
346	OffPeak	Reduce Saturday to hourly service
347	OffPeak	Reduce Saturday to hourly service
348	OffPeak	Reduce Saturday to hourly service
903	Peak	Reduce to hourly service
903	OffPeak	Reduce to hourly service
903	Night	Eliminate night service
909	OffPeak	Eliminate Saturday service

## METRO SERVICE GUIDELINES QUESTIONS

City of Seattle Staff

March 22, 2011

1. Status of Service Guidelines: Will the Service Guidelines, which are now an appendix to the proposed Transit Strategic Plan, be adopted by the County Council along with the Plan? Can Metro subsequently change the guidelines administratively or will future changes require County Council review and approval?

Response: The Guidelines will be adopted by council – RTC staff are outlining the guidelines use and adoption process.

2. Development of the All-Day & Peak Network:
  - a. What does the All-Day & Peak Network developed after Step 3 look like in comparison to the current Metro service network in terms of total service hours, cost and number of routes?

Response: The answer is reflected in the growth scenario description provided at the 4/7 workshop; the scenario identifies over 600,000 annual hours of investment priorities compared to current network.

- b. At one of the RTC workshops can you walk RTC members through the analysis you did in Step Two of the allocation process to adjust service levels? Perhaps you can pick some examples to illustrate what you did.
    - c. What criteria were used to identify the selected corridors and routes in the new network?
    - d. Can you provide a map and table of the corridors and routes?
    - e. Does the All-Day & All-Day Peak Network replace the current core route network? If so, why is Metro abandoning the current core route network?

Response: Items b-d were addressed at the 3/30 workshop. The 113 all-day corridors analyzed incorporate the current Metro core network as adopted in prior plans. Frequency on each corridor is established via measurable factors, which can change over time as development or population shifts occur, implementing the Strategic Plan objectives and strategies (policies).

3. Service Restructure Guidelines:
  - a. How do service restructures fit into the development of the All-Day & Peak Network proposed in the Strategic Plan?

Response: Restructures change the organization of individual routes but do not change the all-day service corridors; over time the performance of

the restructured route network will be part of Step 2 (service adjustments based on ridership and capacity) in establishing service levels on the All-day and Peak Network.

- b. How do service restructure guidelines fit with the process for making decisions on the addition or reduction of service?

Response: They are the second priority in addressing the reduction of low productivity service. Rather than eliminate all low productivity routes, an assessment is made to determine if there are opportunities to restructure these routes and continue to serve at least some of the current riders of those routes.

- c. How many existing routes (and which ones) had service adjusted either up or down due to application of the cost recovery, load, and service span guidelines?

Response: Approximately one-third of the 113 analyzed corridors were adjusted up based on All-day Network, Step 2 factors. This step does not adjust any corridor downward in service levels from the initial service level set in Step 1.

4. Service Addition or Reduction Guidelines:

- a. Will Metro exhaust the adds or cuts for each guideline before moving onto consideration of the next lower priority guideline? What does it mean to have the guidelines listed in order of priority?

Response: The prioritization of adds and cuts is intended to direct Metro to propose service adds or cuts in order of the priorities described. However, the priorities do not suggest that all adds or cuts are exhausted in priority order. For example, the second priority for cutting low productivity service is to consider if these routes can be restructured to be more efficient and effective, and to examine opportunities for alternative or reduced service levels in areas where service is to be preserved rather than eliminated completely. Although less specifically addressed, the prioritization of adds to underserved corridors is intended to provide order of priority that will be guided by budget availability and policy direction regarding how much to spread investment over the highest priority corridors (as identified by the guidelines).

- b. Under the service investment guidelines for adding service Productivity has a lower priority than All-Day and Peak Network. What is the rationale for that? (page SG 14) Why is Productivity given a lower priority than all the other factors listed on page SG 14?

Response: Productivity is given the highest priority in all additions or reductions. The guidelines suggest that the first place to look for service

resource savings (or for resources to add to other parts of the system) is in the least productive routes. In a situation in which resources are available to grow the system, service quality (address overloads and address schedule lateness) are intended to keep service working well so that it can be as productive and effective as possible. In the third priority – invest in underserved corridors – the guidelines reflect policy direction and suggest that while productivity must be emphasized, geographic value and social equity must also be considered.

- c. Why should through-routes not be given priority for investments to address schedule reliability and passenger load? (page SG14)

Response: While through-routes have more schedule reliability issues due to their length and their travel through downtown Seattle congestion, they also represent a cost effective use of buses and service hour resources. The guideline does not suggest they cannot be addressed but that they are a lower priority due to their complexity and the cost (or ‘non-cost-effectiveness’) of correcting their lateness problems. Emphasis of transit priority corridors to minimize chokepoints and slow travel is ultimately the more cost effective solution.

#### 5. Service Allocation Scenarios

- a. We are also interested in having Metro generate several scenarios showing outcomes of using the proposed guidelines for an addition of service, reduction of service, and no change in service level.
- b. We would also like to have Metro show what service impacts might result if service hours were to be cut in 2012-2013 assuming (1) No new revenue; (2) \$20 VLF activated by Council at end of this year with Metro starting to collect revenue by end of May 2012.

Response: At the 4/7 RTC workshop Metro presented one scenario of significant system reductions which could occur if no new revenue source is available in the near term. Ultimately, the establishment of a biennial budget for 2012-13 and whether or not there are new revenue sources available will determine Metro’s near-term course.

6. Why are you establishing two sets of thresholds for transit service – one for the Seattle core and another for outside the core? How is this consistent with the Regional Transit Task Force’s (RTTF) recommendations to establish the same criteria for each transit family service type (e.g., commuter, frequent, local and hourly service)

Response: The concept of service families remains a key part of the plan in establishing Metro’s All-day and Peak Transit Network, which is consistent with the RTTF recommendations. The description of Service Families can be found on

SG-7. Assessment of the performance characteristics of the Service Families (attachment to 3/30 RTC workshop packet) illustrates that, regardless of service family/type, East subarea services perform worse than West and South. In order to balance geographic value considerations, Metro determined that the most significant difference in performance was in whether a route serves the Seattle core (downtown Seattle and surrounding urban centers, plus the U District).

7. Strategy 3.2.2 calls for coordinating and developing services and facilities with other providers to create an integrated and efficient regional transportation system. (page 22) The explanatory text says, "Where parallel services exist, Metro can restructure routes to create service that is more frequent, productive and reliable." How do you intend to do this? What process would you go through to determine where restructures are needed and how would it affect ridership, particularly on corridors that already have high ridership?

Response: Examples of these concepts were discussed at the 4/7 RTC workshop

8. Strategy 3.4.1 calls for serving centers and other areas of concentrated activity consistent with Transportation 2040. (page 24)
  - a. We request that the strategy be reworded to start off with, "Focus transit resources to support density and growth to"...serve centers and other areas of concentrated activity consistent with Transportation 2040. This would more explicitly make Metro's Strategic Plan more consistent with King County's Strategic Plan Goal 3 which states, "Focus transportation resources to support density and growth." This would also support the Regional Transit Task Force's recommendation to emphasize productivity.
  - b. Why are urban centers and activity centers given the same scoring – 5 points each in Step 1 of the guidelines process? Shouldn't urban centers be ranked higher because of the concentration of jobs and housing that support transit?

Response: An urban (aka Regional) center is considered both an Activity Center and a Regional Center. In the scoring, a corridor which serves as a primary connection between two Regional Centers is given 10 points. In this manner, primary connections between Regional Centers are valued twice as much as primary connections between Activity Centers. Furthermore, consideration of current ridership relative to capacity is given in Step 2, which recognizes the additional factors of demographics and density for corridors serving those Regional and Activity Centers with the most transit demand.

9. The Strategic Plan Goal 6: Financial Stewardship, Objective 6.1 emphasizes planning and delivery of productive service. An intended outcome is that service productivity improves (page 31). How do you intend to measure service productivity improvement and how often do you intend to measure this?

Response: Service productivity will be measured at the route level and at the system level using boardings per platform hour and passenger miles per platform mile. Over time, changes in these indicators will show whether it is increasing or decreasing. Additional measurement vis-à-vis transit agencies peers in the US will also illustrate Metro's performance relative to peers.

10. Strategy 6.2.3 states, "Develop and implement alternative public transportation services and delivery strategies."(page 32) How and when do you plan to augment your fixed-route system with innovative public transportation services and delivery strategies to keep costs down while providing mobility to people throughout King County? Will you be conducting labor negotiations to raise the 5 percent cap on use of non-current-contract drivers?

Response: The current labor agreement allows 3% of Metro's service hours to be delivered via contracted Dial-a-Ride (DART) service. It also provides that partnership arrangements may allow contracting of service in certain situations. Further, Community Access Transportation and Vanpool/Rideshare programs are not limited by this agreement. Additional and new alternative strategies are under development.

11. On the table regarding frequency of transit service based on total score (Page SG-5), why is there such a wide range from 25-40 points for very frequent service, which is a greater span than any of the other service family categories?

Response: The ranges were established as part of a calibration of the scoring relative to current corridor service frequencies, and the distribution of scores across the 113 all-day service corridors analyzed.

12. On Page SG-6, the plan states that the guidelines used to develop the All-Day and Peak Network will be applied over time to determine appropriate levels of service as areas of King County change (e.g. grow). How often is this planned? Shouldn't it be done at least every 5 years based on census data and building permit information?

Response: As stated in RTC meetings and workshops to date, Metro proposes the guidelines be applied and analyzed and performance reported annually. As noted in Chapter 3, page 41, Metro will report on Strategic Plan measures on a biennial basis.

13. On Page SG-9, the plan sets lateness thresholds that appear to be high. Why were these thresholds selected?

Response: This is Metro's proposal as a reasonable level of service quality relative to current conditions, in which approximately 95% of Metro's riders report being somewhat or very satisfied overall with Metro's services.

14. On Page SG-11, service design guidelines suggest that routes be spaced no less than one-half mile apart (excluding operations within a regional growth center or approaching a transit center) in order to avoid duplication of service? Are there exceptions for geographic considerations such as steep hills that impede pedestrian access to transit? Does the new walking distance methodology includes urban trails, stair connections, etc, or just linear sidewalks/walkways along the public right-of-way?

Response: The guidelines suggest reasonable distances for route spacing based on industry standard ¼ mile walk distance criteria. Actual restructure proposals consider more specific route and corridor characteristics including actual walking conditions, key destinations for travel and key connection points in the transit network, among many such considerations.

15. On Page SG-15, where are the all-day routes that do not provide service on all-day corridors of the All-Day and Peak Network (first priority for reducing service)?

Response: These were discussed and at the 4/7 RTC workshop.

**Response to memo from Norm Schwab, dated April 6 (memo text follows)**

- 1.) Ridership numbers – No ridership estimates have been generated at this point, however, Metro expects to attempt to make some estimates in the near future. It must be noted that ridership estimation is extremely difficult to do for restructures.
- 2.) Reductions to Productive Routes – Since Metro has not performed ridership calculations, the answer to the question cannot be answered exactly. However, if Metro assumes a productivity differential of between 10 and 20 rides/hour between the preserved low productivity routes and other routes that must be cut, retaining the 177,000 annual hours of service would cost the system between 1.8 and 3.6 million riders annually.
- 3.) Reductions in Service to Low Productivity Routes – There were four categories of reductions to low productivity routes. The first two categories, reductions to low productivity routes not on the all-day service network and reductions to peak routes that do not meet both peak route criteria, involve complete deletions of routes. For low productivity all-day corridors that are over-served or appropriately served, the first step would be to reduce service (in half in most instances) in an attempt to improve productivity above the low performance threshold. The lowest service level is “60 or worse,” so reducing a service from hourly to 2-hourly still meets the definition of being appropriately served.
- 4.) Restructuring Routes 12, 14 and 27 – These routes are part of a larger “Central Seattle” restructure that accounts for a total reduction of approximately 80,000

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annual hours. Routes 12, 14 and 27 only account for 30,000 hours of the total reductions. The big reduction is the complete elimination of Route 43 which saves 50,000 annual hours. Route 43 is completely duplicated by Routes 8 and 48.

- 5.) Restructuring Routes 25, 66 and 70 – These routes are part of a larger “U. District/NE Seattle” restructure that accounts for a total reduction of approximately 56,000 annual hours. Routes 25, 66 and 70 only account for a net reduction of approximately 39,000 hours of the total reductions (note that Route 70 actually gains hours). As part of this restructure a new Very Frequent route is created that connects Northgate, Roosevelt, U. District and downtown Seattle that replaces Routes 66, 67, 68, 71, 72 and 73. This new route costs approximately 80,000 annual hours to operate (this route would have the second highest number of annual hours in the entire Metro system, after Route 48). Route 25 is a low productivity route that was held out of the first part of the reduction scenario in anticipation of being part of a restructure scenario. Due to the fact that much of the route is duplicative of other service in the all-day network, the route ended up being completely eliminated.
- 6.) Restructuring Routes in SE and SW Seattle – The routes in this restructure are grouped together due to the overlap of service in the Duwamish and Georgetown areas. As part of this restructure Route 106 was converted into a light rail “feeder” to Othello Station. Also Route 131 was removed from the Georgetown and Airport Way corridor, so Route 124 was revised to cover these areas. So it is useful to merge the route groups together to make sure that all changes occur concurrently. Routes 2 EX and 7 EX are both restructured as part of restructures for Queen Anne and SE Seattle. Since we did not meet the complete target of reductions (600,000 annual hours) after reducing low productivity routes and restructuring, more service had to be reduced. Since both Routes 2 EX and 7 EX are duplicative of other Metro routes, it was felt these routes could be further reduced (2 EX) or eliminated (7 EX) instead of reducing unique service elsewhere in the network.
- 7.) Georgetown Reductions and Restructuring – Route 134 is a minor route with only 12 daily trips and is low productive, so it will not create a significant service gap in Georgetown. The bigger impact to service in Georgetown would be the removal of Routes 106 and 131 that was done as part of the restructures in SE and SW Seattle. However, these routes would be replaced by Route 124, which provides service every 15 minutes in the peak and every 30 minutes the rest of the day. As these are similar service levels to Routes 106 and 131 Georgetown would not experience a significant loss of service. Route 60 is not being changed in the Georgetown area.
- 8.) Public Process for Restructuring – Any significant service change, including service restructures are required to go through a public process as identified in Objective 7.1 and further clarified under Strategy 7.2.1 on page 35 of the Strategic Plan.





# Legislative Department Seattle City Council Memorandum

**Date:** April 6, 2011

**To:** Victor Obeso and David Hull, King County Metro  
Chris Arkills, King County Executive Office  
Paul Carlson, King County Council Central Staff

**From:** Norm Schwab, Council Central Staff

**Subject:** **April 7 RTC Workshop on Transit Strategic Plan Service Guidelines**

The City of Seattle has the following questions about Metro's 600,000 Service Hour Reduction Process. Councilmembers Bagshaw and Rasmussen may only ask a few of these at the workshop tomorrow in Burien. We would appreciate receiving an answer to all of the questions below if not answered at the workshop. If you need any clarification or follow-up on these questions, please feel free to call me at 684-9292. Thanks.

1. Ridership Numbers: In the Regional Transit Task Force process, Metro not only provided illustrations of service hour cuts but also showed the numbers of riders that were eliminated. Can you provide ridership numbers for all of the changes in your illustrative scenario, including by route?
2. Reductions to Productive Routes: Some of the offset for keeping 177,000 hours in low-productivity service in place for geographical value are taken by reducing higher productivity routes. Why were the selected routes for reductions chosen? What impact will the service reduction have on ridership? What percentage reduction in service does this represent for each of the routes in the "Priority 3" reduction category?
3. Reductions in Service to Low-Productivity Routes: Describe fully the steps you would take to reduce service, but not eliminate service, for the low-productivity routes listed on page 3 of the service reduction scenario. (Less frequent service, alternative service delivery method, etc.?) The example Route 251 is maintained to continue a "primary connection" on a route that serves "urban areas adjacent to rural areas," but frequency is reduced to every 2 hours, below service guidelines. How many other low productivity routes that were maintained received similar treatment?
4. Restructuring Routes 12, 14 and 27: In Table 2, you show a potential savings of 88,000 service hours through restructuring service on Routes 12, 14 and 27? This is a huge number of hours. (It appears that the number of weekday hours for these three routes are about 76,500 hours per year, combined.) Why is Route 27 shown for both restructure and reduction? What will the restructured service on these routes look like, e.g. routing, frequency, time of day, etc?
5. Restructuring Routes 25, 66 and 70: Similarly, Routes 25, 66 and 70 are targeted for "restructure" in Priority 2 with a reported savings of 56,000 hours, yet the three routes appear to only have 76,000 annual hours on weekdays, so the reduction essentially eliminates the

- routes. What does this restructure look like, how will it impact service along Eastlake, or in Montlake or north Capitol Hill? Why is Route 25 subject to both restructure and reduction?
6. Restructuring Routes in SE and SW Seattle: Also in Table 2, you have grouped a number of Southeast Seattle and Southwest Seattle routes into one grouping for restructuring (7X, 23, 34X, 39, 123, 131, 132)? Why was this done? What will the restructured service on these routes look like, e.g. routing, frequency, time of day, etc? Also notably, Routes 2X and 7x are subject to both restructure reduction in the Priority 3 list. Why? What does this mean?
  7. Georgetown Reductions and Restructuring: Using Georgetown as an example, although it is designated by Seattle's Comprehensive Plan as an urban village and by Metro as an activity center, please explain why Route 134 is being eliminated and Routes 131 and 60 are being restructured? What will the combined effect of these changes be on transit service to Georgetown?
  8. Public Process for Restructuring: How will the public process for route restructuring be done? How will Metro work with city governments on this?

cc: Councilmembers Bagshaw and Rasmussen  
Bill Bryant, Tracy Burrows and Cristina VanValkenburgh, SDOT  
Kathy Nyland and Bill LaBorde, Council Staff  
Rob Gala, OIR

Bellevue Staff Questions re: materials distributed at March 9<sup>th</sup> Meeting

Please consider this list to be preliminary as we'll be seeking more formal direction from our Council in coming weeks.

**Jobs and Mileage.** The Step One process for Land Use Jobs/Corridor Mile seems to reward proximity of clusters of jobs along the line and penalize connections between major transit activity areas. For example, the Route 271 between UW and downtown Bellevue serve a significant number of jobs, but the distance seems to diminish the points given the route travels along SR 520 corridor. We believe that like big center connections with major job draw should score higher. Additional rationale or clarification would be great. The principle that not all centers are the same.

Response: An urban (aka Regional) center is considered both an Activity Center and a Regional Center. In the scoring, a corridor which serves as a primary connection between two Regional Centers is given 10 points. In this manner, primary connections between Regional Centers are valued twice as much as primary connections between Activity Centers.

We also recognize that Step One may not capture all the elements that contribute to transit usage. To account for that, our Step 2 analysis considers actual usage and may increase the recommended service level accordingly. For instance, routes that are well used, as might be expected of routes that serve areas of high employment, are adjusted for higher service levels based on usage than was suggested by their initial Step One score.

As for your question about services on the SR 520 corridor, we have chosen to include mileage on corridor segments where this is no opportunity for adjacent land use, such as found on SR 520, I-90 and the West Seattle freeway. The rationale for this is that such distances contribute to the costs of providing service and should not be ignored, especially when emphasizing productivity. Where these services are well-used however, Step Two should bump up recommended service levels, thereby offsetting the 'distance' penalty. This two-step process helps prevent prescribing too much service to corridors that do not warrant it while enabling identification of corridor that warrant higher levels of service.

**Jobs/Housing Scoring.** The total possible points for jobs and housing are both 10. Would you please explain the rationale and assumptions used for assigning these points. We would appreciate an accounting of exactly how these points were assigned. We are interested in seeing forthcoming scenarios with more focus on job centers. Related to this question, we encourage you to show both daytime populations and residential populations for jurisdictions—a more accurate and full accounting of transit benefit for places like Bellevue where we draw more jobs as there is population on weekdays.

Response: In response to the recommendations of the Regional Transit Task Force to emphasize productivity, the proposed guidelines give higher points to the land use

factors of jobs and housing because these are seen as closely tied to productivity. The award of points for each of these categories is based on a percentage of the highest score. For example, the four tiers of the household score are 25% of the highest number of households per corridor mile, 50% and 75% accordingly. The distribution of employment is less dispersed however, with a high concentration of employment in the Seattle CBD. The thresholds for jobs are 16% of the highest number of jobs, 33% and 50% accordingly.

**Centers Definitions.** While defining centers similarly helps with distributing services more broadly to ensure either geographic value and/or social equity, perhaps some hierarchy among centers is warranted given the stronger transit performance in connecting the County's major job centers. Maybe tiers? It could be that downtown Bellevue service levels are being diluted when our center might, for scoring purposes, be compared to much smaller centers or be on par with activity centers. Or, perhaps differentiating between Centers (as defined by V2040—ours is one of two Metropolitan Centers) and your Activity Centers is a reasonable approach to better align service where demand is highest—this would suggest two groupings with Centers receiving more weight.

Response: One step in the guidelines process awards equal points for connections between activity centers, regardless of size. However, connections between two regionally designated regional growth or manufacturing-industrial centers do score additional points. So in effect, there is an acknowledgement of the difference between activity centers and regionally-designated centers in *Vision 2040*.

We could consider additional tiers within centers, however there is the balance between complexity and value added. It is important to consider the impact of identifying more centers. Where centers are already located on corridors that are identified as primary connections, adding more activity centers would have no impact on the score a corridor would receive and the suggested service levels. Where centers are located on corridors that are not identified as primary connections, adding more activity centers could result in an increase in scoring. However, identifying activity centers such that all corridors receive points for being a primary connection would essentially render that factor meaningless as a way of comparing corridors, because all corridors would qualify. This would mean that the Land Use (households/jobs) and Demographics (low-income/minority) would be the determinate factors distinguishing corridors.

The Step 1 process as set up now suggests a conservative level of service based in part on a projected transit market. Step 2 of the process increases the suggested service level based on actual use. So, if an area merits higher levels of service than is captured in Step 1, this will be suggested after Step 2.

**Eastside Interconnectivity.** We know that going forward, mapping the routes with some performance indicator like jobs and housing densities or ridership – (maybe width of the

line) could be helpful to portray the outline of the existing system and connections between the centers. We are certain our Council will want to see Eastside and intra-Bellevue connectivity portrayed graphically. That said, we obviously can't control our neighboring jurisdictions' land use densities or form, so we expect to see strong performance to/from Bellevue and weaker connections as we go to the outer rings of the County's boundary. We understand that you are developing profiles for all cities that might be available in time for the April 7<sup>th</sup> RTC workshop. We strongly encourage that these community profiles be developed as soon as possible. It will be important for city-by-city comparisons and ultimately, consensus-building. Also – we're interested in how and when you might develop scenarios for cuts and additions. Transparency, process and inclusion for the planning process will be very important to cities.

Response: Scenarios were developed for the April 7<sup>th</sup> RTC workshop.

While it is true that a jurisdiction cannot control density or urban form of neighboring jurisdictions, there are several ways a jurisdiction may influence the suggested service levels of a given corridor. The most direct and significant actions one can take is in encouraging development within the corridor and improving pedestrian access along the corridor. In the near term anything a jurisdiction can do to improve the speed of transit in the corridor, i.e. signal priority, queue jumps etc. will improve the attractiveness and productivity of transit and therefore the suggested service level. Also parking restrictions can have a significant influence on transit demand and therefore increase the productivity of a given route and the suggested service level on the corridor.

**Relationship to ST Routes.** We would like to see the relationship of the 113 Metro Corridors to ST Routes. My understanding is that your analysis did not account for ST routes. Our Council, and I'm sure others will want to understand how Metro complements ST service or how ST covers services in these corridors that "frees up" Metro service to go elsewhere. Not sure how to best show the connection/overlap between the two organizations or to what extent this analysis can be performed, but it would be an extremely helpful planning tool. Maybe it's something the PSRC and ST could develop together working with your data set from your 113 key corridors? This information may already exist.

Response: Metro did not include corridors for which Sound Transit provides all-day service on the list of 113 all-day corridors. However, Metro did take into account the existence of Sound Transit service in the process of scoring the 113 corridors. For example, the corridor connecting Bellevue and Renton via Newcastle and Factoria (currently served by Route 240) did not receive five points for providing the primary connection between two Regional Growth centers, because the I-405 corridor served by Sound Transit is the primary connection between Renton and Bellevue. The existence of Sound Transit service will be further acknowledged as Metro considers potential service restructures, as indicated on page SG-10 of the Service Guidelines, as well as in various aspects of service design, as indicated on pages SG-11 through SG-13. Additional

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information about ST routes and their relationship to Metro's analysis of all-day corridors is under development.