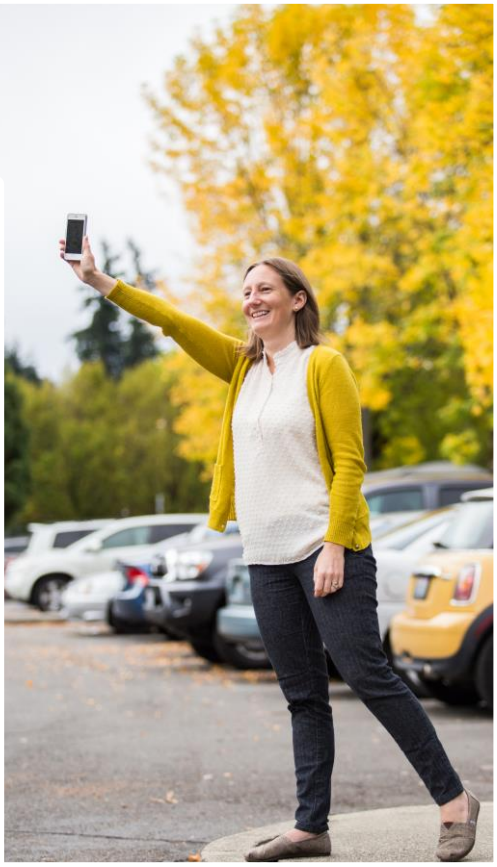

Alternative Services Program Report

A report written in response to King County Ordinance 17941, Section 113 Proviso 5

Prepared by King County Metro Transit
September 2016

2016

Contents

Executive Summary 3

Introduction and Context 7

Alternative Services Program Overview 7

Alternative Services Program Delivery 16

Community Chapters 31

Bothell-Woodinville 33

Burien 43

Duvall 57

Kirkland and Kenmore 67

Mercer Island 73

Redmond 89

Sammamish 104

Southeast King County 107

Snoqualmie Valley 114

Vashon Island 139

Executive summary

Starting with the recession of 2008, fluctuating funding and growing demand for mobility motivated county decision makers to begin developing a way to provide innovative alternatives to fixed-route service in communities that do not have the land use, density, or topography to support a productive fixed-route transit network.

The alternative services concept has since evolved to a four-year demonstration program with dedicated funding for the 2015-2016 biennium (2015/16 Biennial Budget Ordinance 17941).

Work on the demonstration program has been guided by the priorities established by the funding ordinance: service reduction mitigation, delivery against the Five-year Plan, and developing complementary services. This report responds to a requirement of that same legislation to provide a comprehensive description of the implementation of the program's first 18 months.

Current projects

As of June 2016, King County Metro Transit's Alternative Services demonstration program is working with 10 communities on 14 projects. Community outreach has been central to each of these projects with our needs-based process contributing to a sense of shared ownership and improving the likelihood of success. Seven of our current projects are in response to the first program priority, mitigating the effects of service reductions. The remaining seven are "Five-Year Plan" projects, which meet the second program priority.[1] See page 4 for a map showing where these projects are located, their phase and whether they are Community Shuttle projects or involve new products.

Current status of the Alternative Services program work in each community is described briefly below.

Bothell-Woodinville

The project team is just completing the community outreach process with the resulting solution concepts (Community Van, Real-Time Rideshare, Commuter Van Promotion, Woodinville Tourism District Promotional Partnership, and a Community Education Campaign) being presented to decision makers this summer.

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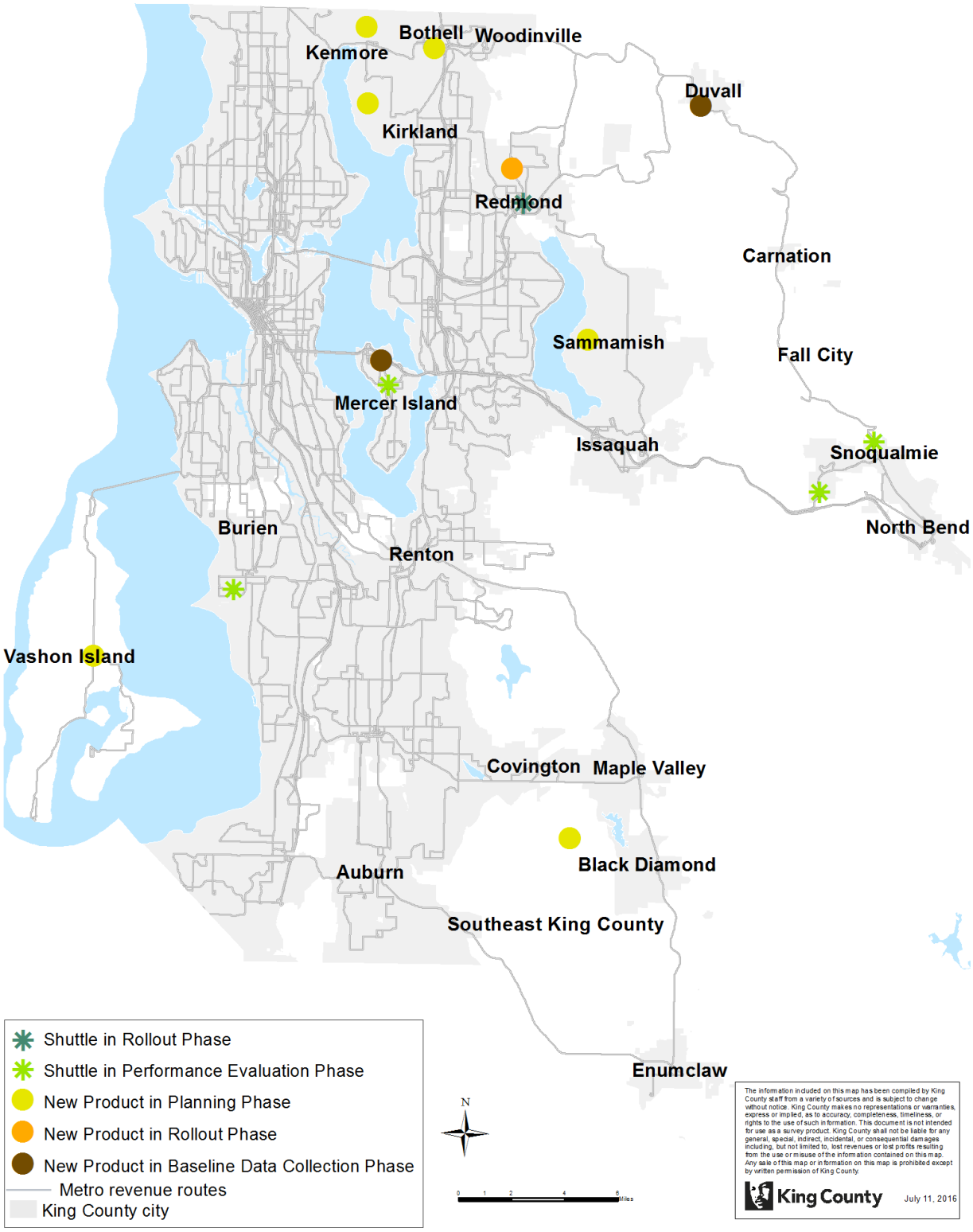
[1] Ordinance 18110, which amended the 2015 /2016 Biennial Budget (Ordinance 17941), gave rise to the Bothell-Woodinville Alternative Services project.

Alternative Service projects – As of June 2016



Burien

Community outreach was completed in early 2015 and, in partnership with the City of Burien, Metro launched the Burien Community Shuttle Route 631 in June 2015. The service is currently exceeding all the performance targets for which we have data.

Duvall

Community outreach was completed in late 2015 and, in partnership with the City of Duvall, the Duvall Community Van and Community Transportation Hub began service in early June 2016.

Kirkland and Kenmore

Community outreach for the North Kenmore and Kirkland-South Kenmore Alternative Services projects started in June and will continue through the summer.

Mercer Island

Community outreach completed in early 2015, and, in partnership with the City of Mercer Island, Metro launched the Mercer Island Community Shuttle, Route 630, in June 2015. Current performance is near target levels. The Mercer Island TripPool became available to users in May 2016. The TripPool project is in the baseline data collection phase.

Redmond

Community outreach occurred throughout 2014 and 2015. Redmond Real-Time Rideshare became available to users in January 2016. The Redmond LOOP entered its soft launch phase in June 2016.

Sammamish

Community outreach is scheduled to begin in fall 2016.

Southeast King County

Community outreach completed in late 2015 and implementation planning for Emergency Ride Home, a Commuter Rideshare Promotion, and Community Van, is underway. The first phase of associated fixed route and Dial-a-Ride transit changes was implemented during the March and September 2015 service changes. The second phase is proposed for the March 2017 service change.

Snoqualmie Valley

Community outreach in the Snoqualmie Valley started in 2012 and concluded in early 2015. With the Snoqualmie Tribe and Snoqualmie Valley Transportation as partners, Metro launched the Snoqualmie Valley Shuttle, Route 629, in September 2013. The Snoqualmie Valley Shuttle is exceeding two of three performance targets for which we have data. In February 2015, Metro and the City of Snoqualmie launched the Snoqualmie Community Shuttle, Route 628. Current performance of the Route 628 is near target levels.

Vashon Island

Community outreach is nearly complete with solution concepts, including Community Van, Community Hub, a Real-Time Rideshare program, and Open Door Access, being presented to the community this summer.

A look ahead

In addition to moving all of the currently active demonstration projects through their project lifecycles, Metro is planning to spend the remaining two-and-a-half years of the demonstration program sustaining pilot operations; completing the set of active mitigation projects; initiating community-generated projects to develop complementary services; developing, testing and evaluating new alternative service offerings; and further developing the program to make it more robust, scalable, and sustainable.

Introduction and context

Alternative Services program overview

In recent years there has been a growing recognition that certain areas of the county are not well-served by fixed-route transit. These areas may not have the land use, density, or topography to support a productive fixed-route transit network. Starting with the recession of 2008, fluctuating funding levels and growing demand for mobility motivated County decision-makers to take steps towards the development of a program that would provide innovative alternatives to fixed-route in these communities. Since then the alternative services concept has evolved from an idea, to a plan, to a full demonstration program with dedicated funding and staff. An outline of the legislative and funding history for alternative services is presented below followed by a program-level summary. A near-term look ahead closes the chapter with a description of the type of projects and new pilot services we may see on the horizon.

Legislative and funding history

July 2011 – King County adopted Metro's Strategic Plan for Public Transportation 2011-2021, which called for an expanded role for alternative service delivery in achieving a cost-effective, equitable public transportation system.

September 2012 – King County accepted the King County Metro Transit Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery, which identified candidate areas for the first three alternative services demonstration projects (the Snoqualmie Valley, Vashon Island, and Southeast King County). Through amendment, a fourth demonstration project was added to focus on suburban connections to urban transit.

September 2014 – Metro reduced service on more than 30 of its lowest performing routes to cover a budget shortfall.

November 2014 – With approval of the 2015/2016 Biennial Budget (Ordinance 17941), the county established a 2015-2018 alternative services demonstration program with $12 million in funding during the 2015-2016 biennium. This ordinance also directed Metro to prioritize alternative services projects as follows:

A. *Service reduction mitigation, which shall focus on mitigating significant impacts that are a result of September 2014 service changes;*

B. *Complete alternative services delivery plan reinvestment and restructure, which shall initiate community planning process for the two outstanding areas identified in the Five-year Alternative Services Delivery Plan – SE King County and Vashon Island; and,*

C. *Complementary service, which is intended to complement the fixed route or DART service in a Metro growth scenario.*

As shown in Table 1 below, seven active projects address Priority A: Mitigation and seven address Priority B: Five-year Plan. Priority C: Complementary Services projects will be chosen from a set of community-generated project ideas resulting from a call for letters of interest that will be advertised in the third quarter of 2016.

Table 1: Active Alternative Services projects by priority and phase – as of June 2016

Priority A: Mitigation	
Burien Community Shuttle Route 631	Performance Evaluation
Mercer Island Community Shuttle Route 630	Performance Evaluation
Snoqualmie Community Shuttle Route 628	Performance Evaluation
Mercer Island TripPool	Baseline Data Collection
Kirkland-South Kenmore Alternative Services Project	Planning
North Kenmore Alternative Services Project	Planning
Sammamish Alternative Services Project	Planning
Priority B: Five-Year Plan/Related Legislation	
Snoqualmie Valley Shuttle Route 629	Performance Evaluation
Duvall Community Van	Baseline Data Collection
Redmond Real-Time Rideshare	Implementation
Redmond LOOP	Implementation
Bothell-Woodinville Alternative Services Project[2]	Planning Phase
Southeast King County Alternative Services Project	Planning Phase
Vashon Island Alternative Services Project	Planning Phase
Priority C: Complementary Service	Scoping

[2] Ordinance 18110, which amended the 2015 /2016 Biennial Budget (Ordinance 17941), gave rise to the Bothell-Woodinville Alternative Services project.

Ordinance 17941 also included the proviso to which this report is responding. Specifically, Proviso 5 states:

> *Of this appropriation, $500,000 shall not be expended or encumbered until the executive transmits a report on the implementation of the first eighteen months of a 2015-2018 alternative services demonstration program and a motion approving the report, and the motion is passed. The motion shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion.*
>
> *The report shall include for each alternative service implementation, but not be limited to:*
>
> *A. A description of each alternative service implementation by community served, including, but not limited to, an assessment of the number of riders affected, geographic coverage, access and linkage to the regional transit network, and the services being or planned to be delivered;*
>
> *B. A description of the community collaboration, engagement and partnerships for each alternative service implementation;*
>
> *C. Start-up costs, annual costs, including credit for any reinvestment of current services, and grant and fare revenues for each implementation; and*
>
> *D. Baseline performance measures and targets for the demonstration period for each implementation.*
>
> *The executive must file the report and motion required by this proviso by September 1, 2016, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the transportation, economy and environment committee, or its successor.*

April 2015 – Metro was awarded funding for the Community Trip Reduction Initiative as part of King County's Congestion Mitigation and Air Quality (CMAQ) grant process. This included funding to support the Duvall Alternative Services project.

September 2015 – the King County Budget and Fiscal Management Committee passed Ordinance 18110, which amended the 2015/2016 Biennial Budget (Ordinance 17941), requiring Metro to develop a plan for providing alternative services between the University of Washington Bothell and Cascadia College (UW Bothell/Cascadia College campus) and the cities of Woodinville and Bothell. This ordinance gave rise to the Bothell-Woodinville Alternative Services project.

Today's Alternative Services program rests on a foundation of broad legislative and budgetary support. What was once a vision for better serving hard-to-serve parts of the county has become a growing reality with innovative new services in operation in communities throughout the county.

Program Summary

As a result of working in partnership with 10 communities throughout King County, the Alternative Services demonstration program now (June 2016) has 14 pilot projects underway. These projects are in various phases, from planning to operational. We have partner communities throughout the county, from Duvall in the north to Enumclaw in the south, Sammamish in the east, and Vashon Island in the west. The community chapters that make up the bulk of this report provide detailed information on these projects.

Program-level staffing started in mid-2015. By December of that year, a team of three staff members was working full-time on program development, community outreach, project planning and management, contract negotiation, and operational support. Successful program delivery has also required staff support and collaboration from other groups throughout the Transit division, with these staff costs absorbed by the respective operating units.

Alternative Services program costs through May 2016 (the latest month for which data are available) are summarized in Table 2. One-time vehicle/startup and operating costs are included for pilot projects that are either up and running or have incurred startup costs. Operating costs for these pilots include service operations, fuel, vehicle maintenance, insurance, and emergency-ride-home benefits. Program-level staff salaries are included in the Program Administration costs shown at the bottom of the table along with program expenses which include general promotion and the acquisition of vehicles for projects in planning.

Table 2: Alternative Services program costs summary

	Vehicle/Startup Costs	Operating Costs			
		2013[5] (Oct-Dec)	2014[5]	2015	2016 (Jan-May)
Burien Community Shuttle Route 631	$133,126	$0	$0	$124,523	$90,622
Duvall Community Van[1]	$169,835	$0	$0	$0	$0
Mercer Island Community Shuttle Route 630[2]	$483,205	$0	$0	$167,386	$122,641
Mercer Island TripPool	$177,611	$0	$0	$0	$0
Redmond Real-Time Rideshare	$56,281	$0	$0	$0	$0
Redmond LOOP	$74,474	$0	$0	$0	$0
Snoqualmie Valley Shuttle Route 629[3]	$292,589	$89,645	$315,746	$359,758	$138,828
Snoqualmie Community Shuttle Route 628	$339,527	$0	$0	$297,068	$150,554
Program Administration [4]	$111,693	$0	$0	$111,445	$128,435
Total	**$1,838,341**	**$89,645**	**$315,746**	**$1,060,180**	**$631,080**

[1] $78,656 in Vehicle/Startup costs paid from grant revenue

[2] $70,410 in Vehicle/Startup costs paid from grant revenue; Operating Costs include the City of Mercer Island annual contribution of $80,000;

[3] $63,863 in Vehicle/Startup costs paid from grant revenue; Operating Costs include the Snoqualmie Tribe contribution of $50,000 per year paid in monthly installments directly to Snoqualmie Valley Transit

[4] Includes program-level staff salaries, general promotion expenses and vehicle acquisition costs for projects in planning.

[5] Costs incurred during this time were funded through service hour savings from fixed-route service restructures.

Table 3 shows ridership for the four services currently in the performance measurement phase. In 2015, the most recent full year, these Alternative Services routes had 56,813 boardings (note that two of these routes launched in June 2015).

Table 3: Alternative Services program ridership summary (number of boardings)

Route	2013 Oct-Dec	2014	2015	2016 Jan-May
Burien Community Shuttle Route 631			9,735 [1]	8,598
Mercer Island Community Shuttle Route 630			16,328 [1]	13,040
Snoqualmie Valley Shuttle Route 629	3,848	16,518	18,235	8,610
Snoqualmie Valley Shuttle Route 628			12,515 [2]	6779
Total	**3,848**	**16,518**	**56,813**	**37,027**

[1] June - December
[2] February - December

Table 4 shows fare revenue from Alternative Services pilot projects that are in service and collecting fares. With the exception of the Snoqualmie Valley Shuttle (Route 629), fare revenue includes both ORCA and cash payments. Fares collected on Route 629 are cash donations only, and are not based on Metro's regular fare structure.

Table 4: Alternative Services program fare revenue summary

	2013 Oct-Dec	2014	2015	2016 Jan-May
Burien Community Shuttle Route 631	$0	$0	$4,477[1]	$4,154
Mercer Island Community Shuttle Route 630	$0	$0	$37,131[1]	$21,427
Snoqualmie Valley Shuttle Route 629	$2,227	$7,029	$5,216	$1,524
Snoqualmie Valley Shuttle Route 628	$0	$0	$14,078[2]	$6,491
Total	**$2,227**	**$7,029**	**$60,902**	**$33,596**

[1] June - December
[2] February - December

Table 5 summarizes performance relative to targets for operational services. Year-over-year performance on every measure has increased for every route as these projects become better known and used. The community chapters contain more details about these measures and performance over time.

Table 5: Performance measurement summary

Measure	Snoqualmie Community Shuttle Route 628		Snoqualmie Valley Shuttle Route 629		Mercer Island Community Shuttle Route 630		Burien Community Shuttle Route 631	
	Target	2016 Actual	Target	2016 Actual	Target	2016 Actual	Target	2016 Actual
Average Daily Ridership	72	63	81	85.9	132	121	68	81
Cost/ boarding	$15.28	$17.72	$12.81	$13.34	$4.79	$5.72	$7.74	$6.76
Vehicle Capacity Used	46%	40%	69%	73%	69%	64%	31%	35%

Looking forward to what's ahead

In addition to moving all of the active demonstration projects through the project lifecycle, we plan to spend the next two-and-a-half years on the efforts outlined below.

Sustain pilot operations

Most of the current Alternative Services pilot projects have two-year pilot periods (the Snoqualmie Valley Shuttle/Route 629 has as five-year pilot period). The partnership agreements for these services stipulate that the service may continue for at least another pilot period, as long as funds are available and both King County and its partner agree that the service is meeting performance expectation.

In the next two-and-a-half years, projects currently in planning will enter two-year pilot periods and current pilot projects may be extended for another two-year pilot period. Table 6 shows estimated two-year operating costs for such projects. Note that the two-year operating costs for projects in the planning phase are budget placeholder estimates based on assumptions about the services that will be implemented.

Table 6: Estimated two-year operating costs

Projects In Service	Estimated Costs
Route 630 – Mercer Island Community Shuttle	$ 588,000
Route 629 – SVT Shuttle	$ 728,000
Route 628 – Snoqualmie Community Shuttle	$ 677,000
Route 631 – Burien Community Shuttle	$ 437,000
Duvall Community Van	$191,200
Mercer Island TripPool	$165,000
Projects In Planning	**Estimated Costs**
Redmond LOOP	$127,600
Bothell-Woodinville	$ 352,000
SE King County	$317,600
Vashon	$382,400
Total	**$3,965,800**

Continued 2014 service reduction mitigation

The 2015/2016 Biennial Budget Ordinance 17941 established mitigation of Metro's September 2014 service reductions as the first priority of Metro's Alternative Services program. We identified seven candidate communities with significant coverage loss and no underlying service. We are engaged with five of these communities: Burien, Mercer Island, Snoqualmie, Kirkland/Kenmore, and Sammamish (see the respective community chapters for project descriptions).

The remaining two candidate communities are Lake Forest Park and Shoreline. As part of the September 2014 service reductions, both lost evening service on Route 331. We are currently working with both cities to scope a community outreach effort to identify impacts from this reduction in service.

Community-generated projects

The budget ordinance identified as this program's third priority alternative services projects that complement Metro's existing fixed-route bus and Dial-a-Ride Transit (DART) network. To address this priority, the program will request letters of interest in the third quarter of 2016, and then select projects from the resulting community-generated ideas. Metro will be giving special consideration to communities with high proportions of low-income or minority

populations who depend on public transportation. Prioritization criteria for projects will include

- time-based service gaps
- geographic coverage service gaps
- rural communities or emerging transit markets
- market potential
- partnership opportunities

New services

Part of the Alternative Services program's mission is to develop, test, and evaluate new transportation services that take advantage of innovative ideas, unique partnerships, or emerging technology. We view our community partnerships as opportunities to create customized services that respond to community needs, but also as opportunities for us to learn about new ways of providing mobility to the public. New services that have already been developed are described in the Alternative Services Program Delivery chapter. We are also considering other new ideas, including:

- Microtransit: Also known as "dynamically routed buses," microtransit combines paid-driver bus service with dynamic routing apps. This service would allow riders to "hail" a ride instantly through an app. Drivers would pick up riders and take them to their destinations, picking up other riders along the way. There is no fixed route, allowing fewer vehicles to provide service to a larger geographic area and because the service provides rides only when customers request them, there is no need for them to follow a timetable.

- TNC/Taxi Promotional Partnerships: We are exploring opportunities for the Transportation Network Companies (TNC) industry to complement Metro's fixed-route bus network. This may involve special discounts, coordinated marketing, or new specialized services. These opportunities would also be available to the taxi industry when applicable.

- Open Door Access: We're exploring the use of Metro's Access Transportation paratransit service and other eligibility-based services for use by the general public. Such use would be on a space-available basis and would not displace eligible riders.

Program development

As the Alternative Services program matures, we'll focus on making it more robust, scalable, and sustainable. Key efforts will include improving the program's branding and communication strategy; standardizing outreach and rollout processes for greater efficiency; redrafting internal policies to ensure consistency and accelerate decision making; and continuing to develop our evaluation methodology. Developing the program's internal structure will allow us to begin scaling up our output so we can work with more communities and complete more projects in less time.

Alternative Services program delivery

Community outreach needs-based model

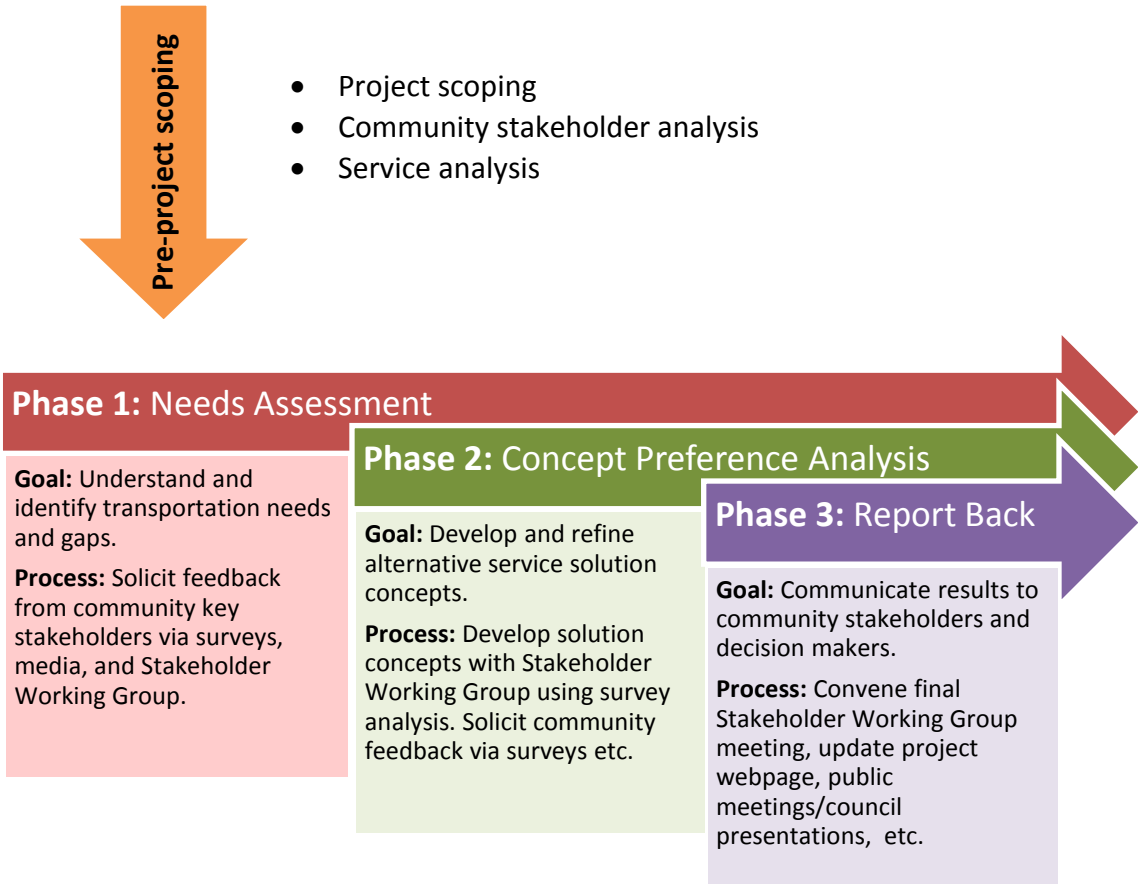
Community outreach is central to the planning of an Alternative Services project. A thorough outreach process allows us to establish a strong community partnership, understand mobility needs, and tailor a project to those needs. Our needs-based community outreach process also allows community members to help design the service solution which contributes to a sense of shared ownership and improves the likelihood of success.

As we developed Metro's five-year Alternative Services implementation plan (adopted in September 2012), we worked with the public to craft a community collaboration approach to outreach for Alternative Services projects. We've adapted this approach as the program has evolved; the current approach is described below and represented in Figure 1.

We use a three-phase process to engage residents, local jurisdictions, and organizations to facilitate community-based decision making. Phase 1 focuses on identifying and prioritizing needs and gaps in the partner community's transportation system. In Phase 2, Metro staff develop solution concepts and present them to the community in order to gather feedback on likely usage and behaviors. This feedback is then used to fine tune the recommended solution set. In Phase 3, we report back to the community stakeholders and decision makers.

Before starting community outreach, Metro typically meets with city staff to scope the project and learn more about the community and identify stakeholders. We also analyze existing Metro service in the community.

Figure 1: Alternative Service program three-phase community outreach process



Depending on the nature of the project, we may do additional engagement activities to learn from the public and help shape the proposed service solution concept(s). These other activities might include the following:

- Provide briefings or hold listening sessions with local community groups or city councils
- Hold public meetings
- Contract with a market research company to conduct a statistically-valid market research study
- Staff tables at local community organization meetings or events such as senior center lunches or farmers markets
- Send staff members to ride key routes and interview riders or talk with riders at transit activity centers
- Invite individuals to provide feedback via online surveys or paper comment cards

Bringing Alternative Service solutions to market

As shown in Figure 2, the Alternative Services program has developed five new service solutions to date: Community Shuttle, Community Van, Community Transportation Hub, Real-Time Rideshare, and TripPool. In addition to these, Alternative Services projects may also involve promoting some of Metro's existing services such as Vanpools or SchoolPool.

In communities where none of these solutions meets the identified need, we may develop new customized services. In all cases, Metro works with the communities to get them involved with the promotion and introduction of the services in their local markets. This collaboration can take many forms, but the intent is to get each community to take on a sense of responsibility for the project and help make people aware of the new service and its benefits.

Metro supports the communities every step of the way, and helps with their customer information and promotional strategies if needed.

The remainder of this section provides an overview of the five new alternative service solutions we have developed to date.

Figure 2: New Alternative Services solutions

Community Shuttle

- Metro route with a Flexible Service Area, provided through community partnerships

Community Van

- Metro vans for local group trips scheduled by a Community Transportation Coordinator to meet local needs.

Community Transportation Hub

- Online or physical one-stop-shop for transportation information and resources.

Real-Time Rideshare

- Promoting app-based real-time ride matching with incentives and emergency ride home benefits.

TripPool

- Real-time ridesharing between home neighborhoods and transit centers using Metro Vans.

Community Shuttle

Metro route with a Flexible Service Area, provided through community partnerships.

A community shuttle is a smaller Metro bus route that works in two ways: there is a fixed-route portion with regular stops, and there's also a Flexible Service Area where riders may call ahead to schedule a pickup or drop-off. The vehicle is usually a cutaway passenger van with 13-21 seats. The vehicles are driven by paid drivers employed by a King County vendor. Dispatching for pickups and drop-offs is also contracted to the same vendor.

Customer benefits

- ORCA fare integration with the fixed-route bus network means customers can transfer from a community shuttle to other fixed-route service.
- Timetable information is available through Metro's TripPlanner.
- The Flexible Service Area allows riders to pre-book customized pickups and drop-offs, making this a good option for riders who have difficulty walking to bus stops.

Community benefits

- Provides service at a lower cost than regular fixed-route bus service.
- Improves air quality by reducing the number of private vehicles on the road.

Community Van

Metro vans for local group trips scheduled by a Community Transportation Coordinator to meet local needs.

This new transportation pilot program offers prearranged, recurring, or one-time group trips that meet locally identified transportation needs. Metro owns the vans and provides fuel, maintenance, and vehicle insurance.

Trips are scheduled in advance and vans are driven by volunteers whose driving records are vetted by Metro. Trips are coordinated by a part-time Community Transportation Coordinator, hired by the local jurisdiction and partly funded by Metro. This coordinator promotes Community Van trips and raises awareness in the community about area transportation options. The coordinator is the main communication contact with community members in

person, by telephone, by email, or online, letting riders and other community members know how to join Community Van group trips and/or volunteer to drive.

Community Van riders are picked up at prearranged stops along the way to the destination. Riders pay standard Metro fares, and the trips are free for volunteer drivers. Partner jurisdictions define and prioritize Community Van trips, provide advice on community needs, promote services through existing communication channels, and provide parking spaces for vans. They also provide administrative oversight and a work station for the Community Transportation Coordinator.

In addition to vehicles, fuel, maintenance, insurance, screening of volunteer drivers, and part-time Community Transportation Coordinator funding, Metro provides the coordinator with training and staff oversight to promote and implement transportation products and services.

Customer benefits

- Travel to destinations that may not be easily reachable via other transit options
- Evening and weekend trips in areas where demand isn't great enough to support fixed-route bus service
- Reliable recurring trips
- Pay one standard Metro fare for a round trip
- Access to HOV lanes and carpool parking
- Access to vehicles for groups

Community benefits

- Trips are planned and scheduled to meet community needs.
- Reduces local traffic congestion and improves air quality by sharing the ride.
- Promotes community cohesion with face-to-face interaction.

Community Transportation Hub

Online or physical one-stop-shop for transportation information and resources.

This is an online and/or physical one-stop-shop for community members to find local transportation options. Physical hubs provide accessible places for community members to meet others interested in sharing the ride to common destinations. They also serve as a place for community members to meet with the Community Transportation Coordinator about the Community Van and other local travel options.

A physical hub might include kiosks with information on Metro and other local transportation services, maps, parking for Community Vans, and possibly other transportation resources such as a TripPool stop, shared rental bikes, or paper rideshare matching for people who don't have access to online ridesharing apps.

Online Hubs can be accessed 24 hours a day, seven days a week. In addition to finding information about area transportation options, potential riders can learn about Community Van trips, find others interested in sharing the ride to a common destination, request to join a vanpool, contact the Community Transportation Coordinator, and find out about events happening in their community.

Customer benefits

- Easy, one-stop access to transportation resources and area travel options.
- Access to online hubs is available 24/7.
- Physical hubs provide a great place to meet and share the ride to common destinations.

Community benefits

- One-stop shopping for transportation resources and options.
- Physical hubs can serve as a gathering place for community members to rideshare.
- Physical hubs can serve as gathering places to meet the Community Transportation Coordinator and learn about transportation options.
- Hubs promote ridesharing, which in turn reduces local traffic congestion and improves air quality.

Real-Time Rideshare

Promoting app-based real-time ride matching with incentives and emergency ride home benefits.

This concept provides informal carpooling that's coordinated via a mobile application (app) called iCarpool. Using the app, individuals driving in their personal cars can offer rides to other people going the same way. In the case of promoting Real-Time Rideshare commute trips, Metro may collaborate with employer sites to get the word out.

The iCarpool app allows users to find each other, rate other users, and even reimburse the driver for a portion of the travel costs. It also integrates with RideshareOnline.com, King County Metro's ridesharing platform, allowing users to track their trips and qualify for rewards and incentives from Metro.

Real-Time Rideshare potentially takes advantage of thousands of empty seats on our roads today. It's a modern approach to a proven means of reducing traffic congestion. Ridesharing makes better use of existing transportation infrastructure, making it a cost-effective alternative service.

Participants who register and log their trips through RideshareOnline.com are eligible to enroll in the Emergency Ride Home program, which provides trips home (up to eight per year) in cases of emergency for participants who took a Real-Time Rideshare trip in the morning of the same day. Rides can be provided by Transportation Network Companies or by taxis.

Customer benefits

- Creates more affordable and available transportation choices for people who want to travel car-free.
- Provides people who need to drive with an easy way to share their rides with other community members. Users can rate each other after the ride.
- Allows users to share trip costs with the driver fairly and securely.
- Allows drivers to share rides without commitment or fixed schedules.

Community benefits

- Ridesharing reduces the number of private vehicles on the road, which in turn improves traffic flow, air quality, and carbon emission rates for everyone.
- Reduces parking demand.

TripPool

Real-time ridesharing between home neighborhoods and transit centers using Metro Vans.

This "first-mile connection" pilot program provides a rideshare connection between a user's home neighborhood and transit. TripPool is oriented toward commuter markets where park-and-ride facilities are over capacity. Metro provides commuter vans, which make one round trip each workday to a park-and-ride or transit center, where they have access to reserved parking. Volunteer drivers pick up and drop off registered riders along the way. Trip requests, pickup locations, and fares are coordinated by riders and drivers on their smartphones through the free mobile app iCarpool.

The driver of the trip pays no fare. An in-app currency called "ride credits" is used to charge riders for using the app. The charge is a flat fee of $1.50 for the first five miles plus $0.26 for each additional mile. Riders who link their iCarpool and RideshareOnline.com accounts will be reimbursed for any in-app charges over a one-zone peak fare ($2.75). Additional reimbursement for the full cost of the trip is available for any participants who register their

ORCA card numbers in their RideshareOnline.com accounts. This keeps riders from having to pay twice (once for TripPool and once for their bus trips).

Fares include reserved parking, gas, insurance, maintenance, roadside assistance, and Emergency Ride Home assistance. Volunteer drivers are commuters themselves, and are both screened by the iCarpool vendor and vetted by Metro's Rideshare Operations team to ensure that their driving records are clean.

Customer benefits

- Guaranteed parking space for the TripPool van at a park-and-ride facility
- Vehicle, fuel, maintenance, insurance are included
- Metro supports volunteer driver recruitment and ride coordination
- Options for people with regular and variable work schedules
- Emergency Ride Home program provides a back-up plan during unforeseen emergencies

Community benefits

- Increases effective capacity of park-and-rides
- Reduces local traffic congestion by helping people share the ride
- Provides an additional transportation choice for people who live beyond walking distance from a transit stop
- Improves air quality by reducing the number of private vehicles on the road
- Reduces spillover into areas around the park-and-ride, i.e., "park-and-hide"

Delivery in action

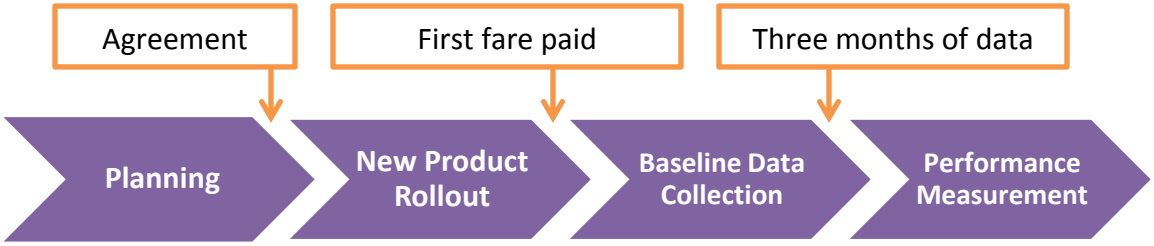
Metro works to make sure the public views these new Alternative Services delivery models as part of our portfolio of transportation offerings. Each new alternative service project is an opportunity to show the public how we're providing new and innovative transportation solutions to their area—solutions that serve people in better and in more cost-efficient ways.

In many cases, Metro will integrate the alternative service product into its existing transit support systems such as the website, and if appropriate to the product, trip planner, bus stop flags, fare collection system, timetables, maps, and schedules. With this approach, the public has the ability to see the many choices available to them though common customer-interface and support systems. The Alternative Service program also showcases the partnerships Metro has formed with various jurisdictions. Many products are co-branded with the partner agency to add credibility and relevance to the offerings.

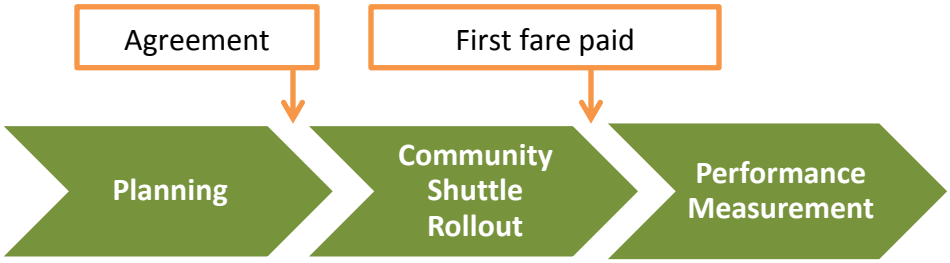
The remainder of this report looks at 14 projects in 10 communities. We divide these projects into two categories:

- **New Products** (includes TripPool, Community Van, and Real-Time Rideshare)
- **Community Shuttles**

New products are those that Metro has not tested before. We'll spend about three months gathering baseline data for these products before establishing performance targets. Projects involving new products will be in one of the following four phases:



Community Shuttles are similar to Metro DART routes, so we have prior experience and comparable data with which to establish performance targets. Projects involving Community Shuttles will be in one of the following three phases:



The table on the next page provides the following:

- Details about the milestones that define the beginning and ending of a phase
- A list of projects that, as of June 2016, are in each phase
- By phase, the kind of information that is available in the community chapters that follow

Table 7: Project phases

Phase	Begins	Ends	Projects in this phase	Information available
Planning	When Metro and the jurisdiction first meet to discuss an Alternative Services project.	When an agreement to implement a project has been established between the jurisdiction and Metro.	• Bothell-Woodinville • North Kenmore • Sammamish • South Kenmore - Kirkland • Southeast King County • Vashon Island	• Community outreach
		-Then-		
New Product Rollout	After an agreement has been made.	When the first fare is paid.	• Redmond Real-Time Rideshare	• Community outreach • Service description • Performance measures
Baseline Data Collection	After the first trip is made.	When three months of trip data is collected.	• Duvall Community Van • Mercer Island TripPool	• Community outreach • Service description • Service costs • Performance measures
		-Or-		
Community Shuttle Rollout	After an agreement has been made.	When the first fare is paid.	• Redmond LOOP	• Community outreach • Service description • Service costs • Performance measures and targets
		-Then-		
Performance Measurement	After three months of trip data is collected/after the first fare is collected.	As determined by partners.	• Burien Community Shuttle/Route 631 • Mercer Island Community Shuttle/Route 630 • Snoqualmie Community Shuttle/Route 628 • Snoqualmie Valley Shuttle/Route 629	• Community outreach • Service description • Service costs and revenue • Performance measures and targets

The community chapters that follow have been structured to address the requirements of King County Ordinance 17941, Section 113 Proviso 5 (see *Legislative and funding history,* in the Alternative Services Program Overview chapter).

To guide readers through these chapters, we excerpt this proviso language below and provide definitions of key phrases and information about how material responding to the proviso is presented in the community chapters.

> *Of this appropriation, $500,000 shall not be expended or encumbered until the executive transmits a report on the implementation of the first eighteen months of a 2015-2018 alternative services demonstration program. The motion shall reference the subject matter, the proviso' ordinance, ordinance section and proviso number in both the title and body of the motion. The report shall include for each alternative service implementation…*

In this report, "alternative services implementation" refers to the full set of alternative services project activities undertaken with a community. The community chapters describe all of the projects started from the beginning of the program through June 2016. Note, however, that at the time of this writing, May 2016 is the latest month for which cost, revenue, and ridership data are available.

> *A. A description of each alternative services implementation by community served, including, but not limited to, an assessment of the number of riders affected, geographic coverage, access and linkage to the regional transit network, and the services being planned or delivered;*

For this report, we interpret "number of riders affected" as market potential, or the likely users of an Alternative Services solution.[3] We present market potential estimates in the chapters describing the Bothell-Woodinville, Burien, Duvall, Mercer Island (for Mercer Island Community Shuttle/Route 630 only), Snoqualmie, and Vashon projects.

> *B. A description of community collaboration, engagement, and partnerships for each alternative service implementation;*

[3] The number of riders affected by the deletion of Metro routes during the September 2014 service reduction can be found in the Background sections of the Burien, Mercer Island, and Snoqualmie Valley community chapters.

Community outreach is a central component of the Alternative Services project planning phase and is described fully at the beginning of this chapter. Stakeholder groups and outreach activities specific to each project are described in the community chapters.

Partnership is the foundation on which all successful Alternative Services programs are built. None of these projects can succeed without strong local commitment, which can be either a direct financial partnership or an in-kind partnership in which our partner provides promotional, staff, or other non-financial support. We list information on the specific form of partnership only for projects that are at or past the rollout phase.

C. *Start-up costs, annual costs, including credits for any reinvestment of current services, and grant and fare revenues for each implementation;…*

Start-up costs are the actual one-time costs of implementing a service, including capital costs for vehicle acquisition as well the costs of branding, launch promotion, and marketing. One-time program-level expenses, including the acquisition of vehicles for projects in planning and general promotion are included in the *Program Summary* section of the Alternative Services Program Overview chapter. Start-up costs are available only for projects in the Baseline Data Collection or Community Shuttle Rollout phases.

Annual costs are the actual operating costs from service launch through May 2016, presented on an annual basis. These costs include service operations, vehicle maintenance, fuel, insurance, and emergency ride home benefits. Program staff salaries are included in the *Program Summary* section of the Alternative Services Program Overview chapter (page 10). Annual operating costs are available only for projects in the Baseline Data Collection and Community Shuttle Rollout phases.

A calculation of **"**credits for any reinvestment of current services" only applies to the Snoqualmie Valley service restructure, which resulted in creation of the Snoqualmie Valley Shuttle/Route 629. See the introductory paragraph to the Snoqualmie Valley community chapter.

"Grant revenue" applies to Duvall, Mercer Island and Snoqualmie (for the Snoqualmie Valley Shuttle, Route 629). See the Service Cost and Revenue sections of those community chapters.

"Fare revenues" include both ORCA and cash fare payments allocated to the routes in the Performance Measurement phase.

D. *Baseline performance measures and targets for the demonstration period of each implementation.*

Baseline performance measures describe what we measure over the course of a pilot period – not data resulting from measurement. We describe performance measures for all projects except those in the Planning phase.

Targets are numeric values that correspond to a performance measure and represent an assessment of successful performance. For projects that are in the Community Shuttle Implementation or Performance Measurement phases, we've calculated numeric targets for each baseline performance measure.

In the preceding sections, we've explained Metro's Alternative Services methodology and some of the key terms we use. In the community chapters we describe how we've applied the program methodology to our projects in our 10 partner communities. We tell the story of how we came to be working with each community, what we learned when we began working with them, and the solutions we developed to address their transportation needs.

Community Chapters

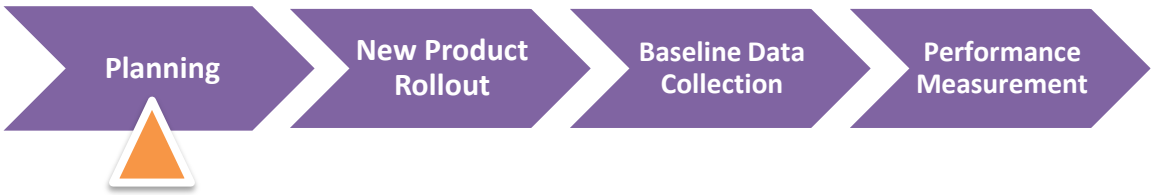
Bothell-Woodinville

Background

The communities of Bothell and Woodinville were identified as candidate communities for Alternative Services through legislation adopted by King County in September 2015.[4] Outreach began in the first quarter of 2016. A suite of alternative service solution concepts was developed during the second quarter and include Community Van, Real-Time Rideshare, Commuter Van, an education campaign, and a promotional partnership between the Woodinville Tourism District and the Transportation Network Companies (TNC) industry.

This project is currently in the Planning phase as we identify partners for moving specific solutions forward.

Figure 3: Project phase



Geographic coverage, access, and linkage to regional transit network

The service area for this project includes four permanent park-and-rides: Brickyard Road (443 stalls), Bothell (223 stalls), Woodinville (438 stalls), and Canyon Park (302 stalls). Potential connections to the regional transit network include existing Metro, Sound Transit, and Community Transit services on I-405, SR-522, SR-527, and other corridors. One census tract in this potential service area is designated in Metro's Service Guidelines as low-income, and two tracts in the southern edge of Woodinville are designated as minority tracts.

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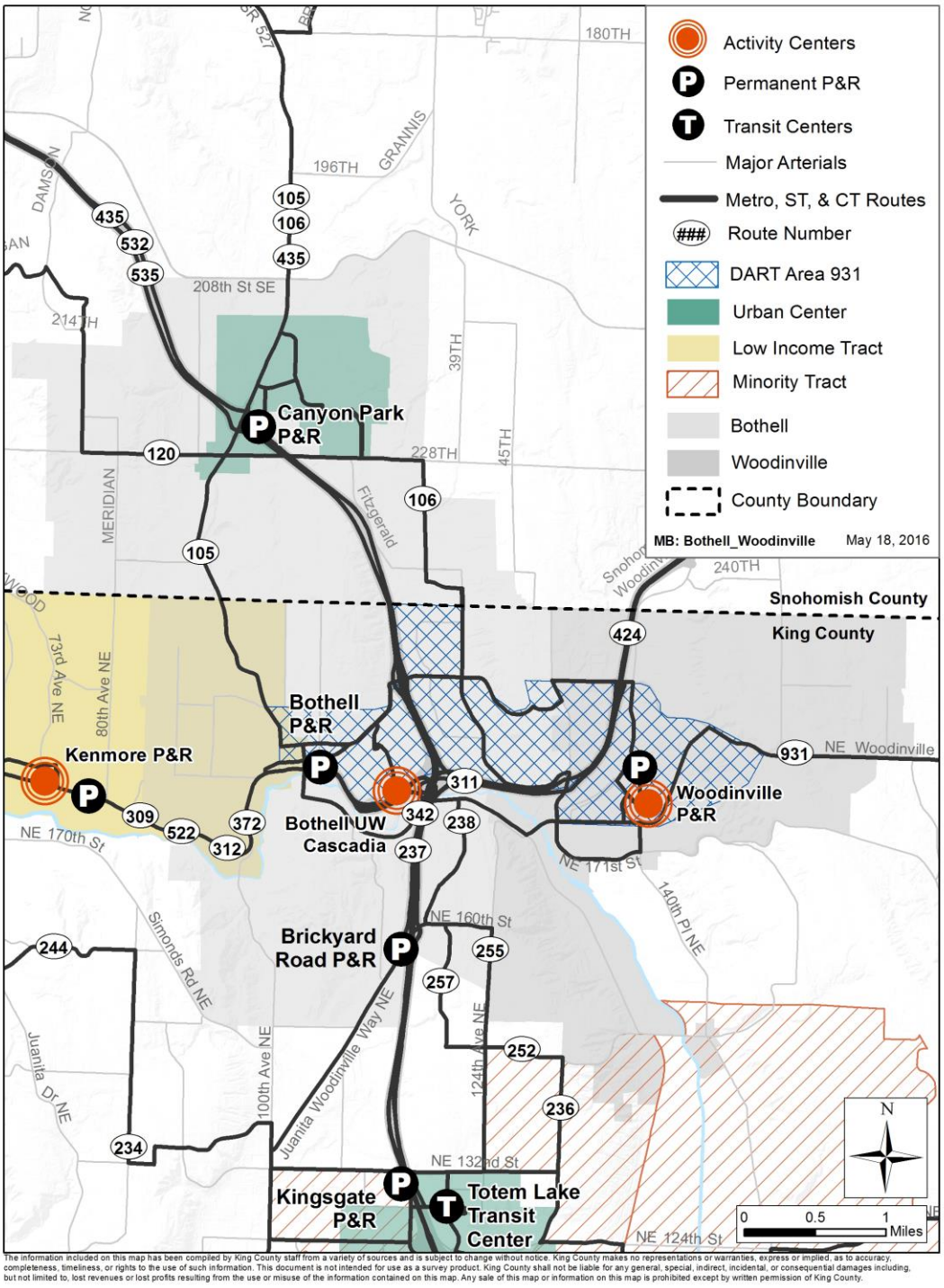
[4] In September 2015 Ordinance 18110 directed the Alternative Services program to develop a *"...plan for implementation of an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell, which shall be designed to address travel needs of college students and employees; individuals living or working in the cities of Woodinville and Bothell; and other transit consumers."*

Figure 4: Bothell-Woodinville Alternative Services project area map



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Community outreach

Who we worked with

Metro recruited representatives from local organizations and jurisdictions (listed below) to be part of the Stakeholder Working Group to guide and advise us in the outreach process.

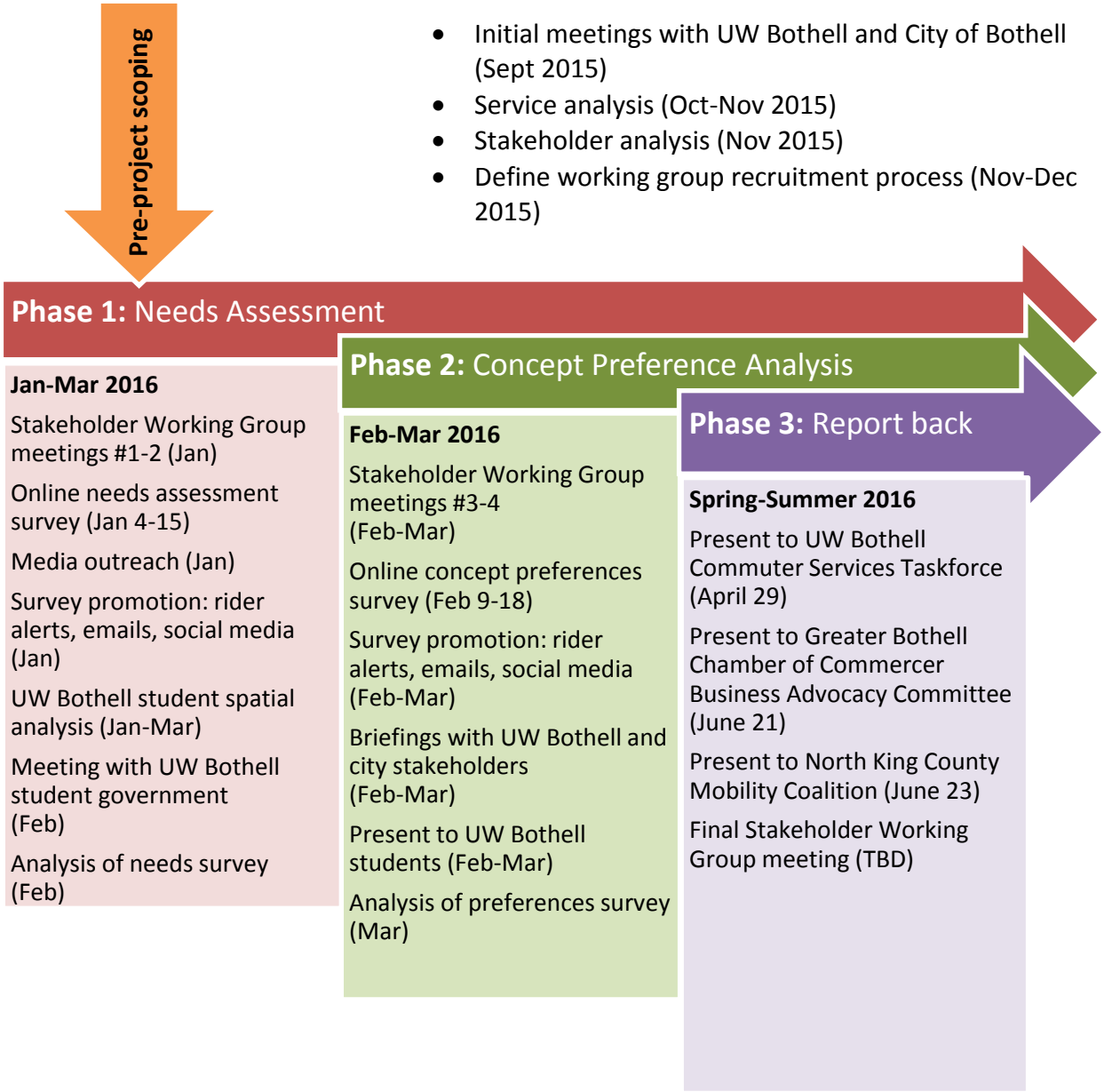
- Students, staff, and faculty at UW Bothell and Cascadia College
- Staff members from the cities of Bothell and Woodinville
- Northshore Senior Center
- Local businesses and chambers of commerce
- Current users of existing alternative services
- King County Councilmember Dembowski's office

Because student transportation to and from the UW Bothell/Cascadia College campus was specifically called out in the legislation for this project, Metro made a concerted effort to encourage student representation. In addition to recruiting student representatives from Cascadia College and UW Bothell for the Stakeholder Working Group, we invited all students to attend and participate in working group meetings. Metro staff members made presentations about the project to four UW Bothell classes and used the opportunity to ask students about their transportation needs. We also met with the Associated Students of the University of Washington Bothell, which provided insights and recommendations and helped distribute information about the surveys.

Outreach process

We are using a three-phase community outreach process to identify needs, understand solution preferences, and report back to the community. This process is described in the Alternative Services Program Delivery chapter. Our specific milestones and meeting dates are outlined in Figure 5 below.

Figure 5: Three Phase Community Outreach Process – Bothell-Woodinville



Phase 1: Needs Assessment

Metro started with a facilitated discussion in early Stakeholder Working Group meetings to learn about what is working and what isn't working with the current transit system, and to provide an overview of Metro's service history and a detailed service assessment of the project area.

Metro staff members then used the information they had gathered to create an online survey for Bothell and Woodinville residents and people who travel in the area. After this Phase 1

survey closed, we compiled the results and shared them with the Stakeholder Working Group to gain insights and facilitate discussion about how the Alternative Services program may be able to fill existing transportation gaps.

The needs assessment process described above identified the following transportation needs:

- Reliable service you can depend on
- Access to transit and park-and-rides
- On-demand service that's ready when you are
- Flexible service that can adapt to your changing schedule
- Information and awareness about existing service and transit tools

The assessment also identified the following transportation gaps:

- Lunchtime trips from the UW Bothell/Cascadia College campus and from business parks
- Students and staff members need to travel to campus from far-away communities
- Existing service is unreliable and often delayed by traffic
- Low awareness of existing service and tools
- Access to the Woodinville Tourism District
- General commute needs
- Access to transit is difficult, too far, and unsafe
- Parking garage congestion at UW Bothell campus

Phase 2: Concept preference analysis

In Phase 2, we explored specific alternative services concepts that Metro designed to meet the needs identified in Phase 1. Using alternative services materials and education pieces, the Stakeholder Working Group looked at the array of service solutions available and decided collectively which ones might work best to meet the needs identified in their community. We then shared these ideas with the general public for feedback. The concepts chosen by the Stakeholder Working Group were Real-Time Rideshare, Community Shuttle, Community Van, TripPool, and Vanshare. The group also agreed that an education campaign would be an important part of any Alternative Services solution, to increase awareness of existing services and tools.

The Phase 2 survey asked respondents if Metro had accurately understood the transit needs identified in Phase 1. It then described each alternative services concept in turn and asked for specific feedback on that concept. Our goals were to learn whether each concept would be likely to meet the identified need and to learn more about how people would use each concept if it were launched as a pilot service.

Our findings from the Phase 2 survey analysis supported our needs assessment from Phase 1 and indicated that a suite of different alternative service solutions would best address the varied needs in Bothell and Woodinville. In collaboration with the Stakeholder Working Group, we recommended a suite of solutions, including the following:

- **Community Van** to address the need for local midday trips.
- **Real-Time Rideshare** to address student transportation needs and to manage demand for on-campus parking.
- **Commuter Van Promotion (Vanshare and TripPool)** to address issues regarding commuter access to transit and to manage demand for parking at park-and-rides.

We're also suggesting the following partnership projects to support delivery of the services listed above and to meet identified transportation needs:

- Promotional partnership with the City of Bothell and the Woodinville Tourist District to improve employee and customer access to destinations in the tourism district.
- **Community education campaign** to increase awareness of Metro's transportation services and tools.

Phase 3: Reporting back and decision making

We are still in Phase 3 of the outreach process for this project. We have summarized and reported the information in the Bothell-Woodinville Alternative Services Proviso Report[5] to key stakeholder groups, including the Stakeholder Working Group; decision makers from the cities of Bothell and Woodinville; and UW Bothell and Cascadia College. We also shared a report on our community outreach activities via a project web page.

Partnership

No formal partnerships for service delivery have yet been established.

Services planned

The following service solutions are recommended for Bothell and Woodinville:

- **Community Van** – Provides prearranged group trips to meet locally-identified transportation needs using volunteer drivers (learn more in the Alternative Services

[5] Approved by King County on June 13, 2016.

Program Delivery chapter). While Community Van trips are open to everyone, the target market in this instance would be college students and faculty and business park workers who need to take trips to downtown Bothell or downtown Woodinville to access services in midday or evening, or on the weekend.

- **Real-Time Rideshare** – Provides informal carpooling that's coordinated using a mobile app called iCarpool (learn more in the Alternative Services Program Delivery chapter). While Real-Time Rideshare is open to everyone, the target market for this service includes students and faculty at UW Bothell and Cascadia College campus, who have dynamic and irregular schedules.

- **Commuter van options (Vanpool, Vanshare, and TripPool)** – To address peak commuter needs originating in Bothell and Woodinville, we're recommending a promotional effort to create new commuter van rideshare groups— including Vanpool, Vanshare, and TripPool. Vanpool and Vanshare are both well-established Metro rideshare services that provide scheduled trips to pre-formed groups of riders. TripPool is a "first-mile connection" pilot service that provides a real-time rideshare commuter option to connect registered riders to transit (learn more in the Alternative Service Program Delivery chapter). The target market for the TripPool pilot is Bothell and Woodinville residents who connect to transit via park-and-rides in their communities during peak commute times. The target market for Vanpool and Vanshare is workers in the Bothell and Woodinville employment centers, especially the business parks.

Market potential

Based on survey responses, we were able to estimate market potential, or the number of likely users for each solution in our suite of proposed services. Please note that the number of likely users cannot be treated as a ridership projection since many factors that influence ridership, including personal preference, are not taken into account. Moreover, our market potential methodology is limited by the fact that some source data come from a voluntary questionnaire of a small sample of the target community population.

Table 8: Bothell – Woodinville market potential estimation

	Community Van	Real-Time Rideshare	TripPool	Vanshare
Number of people in the total market (defined as the cities of Bothell and Woodinville) [1]	35,576	12,982	14,063	14,063
Proportion with a smart phone and a credit/debit card [2]	N/A	75%	75%	N/A
Proportion who leave for work at approximately the same time (two most popular 30-minute segments) [1]	N/A	26%	26%	26%
Proportion who live within 10 miles of an over-capacity park-and-ride [3]	N/A	N/A	80%	N/A
Proportion who are likely transit users [3]	15%	N/A	15%	15%
Target market	5336	2532	488	814
Market Potential Estimation				
"Very likely" to try the service (assumes a 20% capture rate) [2, 4]	27%	7%	12%	7%
"Somewhat likely" to try the service (assumes a 10% capture rate) [2, 4]	32%	20%	26%	16%
Market potential (number of likely users)	453	85	24	23

[1] Source: US Census Bureau, *American Community Survey 2009-2014 Five-Year Estimates*
[2] Source: King County Metro Alternative Services preference survey
[3] "Likely transit users" rate from King County Metro's Rider/Non-rider Survey
[4] Assumed "capture rate" determined by comparing observed behavior change relative to stated interest in behavior change in King County Metro's In Motion programs.

Service cost and revenue

This project is still in the Planning Phase. Service cost and revenue figures are not yet available.

Performance measurement

This project is still in the Planning phase. Performance measures and target are not yet available.

Summary

The Bothell Woodinville Alternative Services project is in the Reporting and Decision Making phase of our Community Outreach process. Service concepts, including Community Van, Real-Time Rideshare, Commuter Van Promotion, Woodinville Tourism District Promotional Partnership, and a Community Education Campaign will be presented to the community. No cost, revenue, or performance measurement information is available yet.

Burien

Background

In September 2014, Metro deleted Route 139 due to low performance, in accordance with the Service Guidelines.[6] Route 139 provided daily service for the neighborhood southwest of downtown Burien and had an average daily ridership of 96 boardings at the time of the Spring 2014 service change.[7] Deleting Route 139 created a midday service gap, so Burien was identified as a candidate for Alternative Services to mitigate this gap. Access to Highline Medical Center was a need identified by many users. In partnership with the community, we launched the Burien Community Shuttle/Route 631 in June 2015. This service provides mostly off-peak weekday service for local circulation and connection to the regional transit network.

The Route 631 is in the Performance Measurement phase.

Figure 6: Project phase

Geographic coverage, access, and linkage to regional transit network

The service area for Route 631 includes one permanent, 488-stall park-and-ride at the Burien Transit Center, which is in Burien's regional growth center. Connections to the regional transit network from the transit center include 10 bus routes (Metro and Sound Transit), including the RapidRide F Line. The entire Route 631 service area is identified in Metro's Service Guidelines as having a higher concentration of low-income and minority residents than average for the transit system as a whole. Four census tracts in the route's service area are designated in Metro's Service Guidelines as low-income and minority and another is designated low-income.

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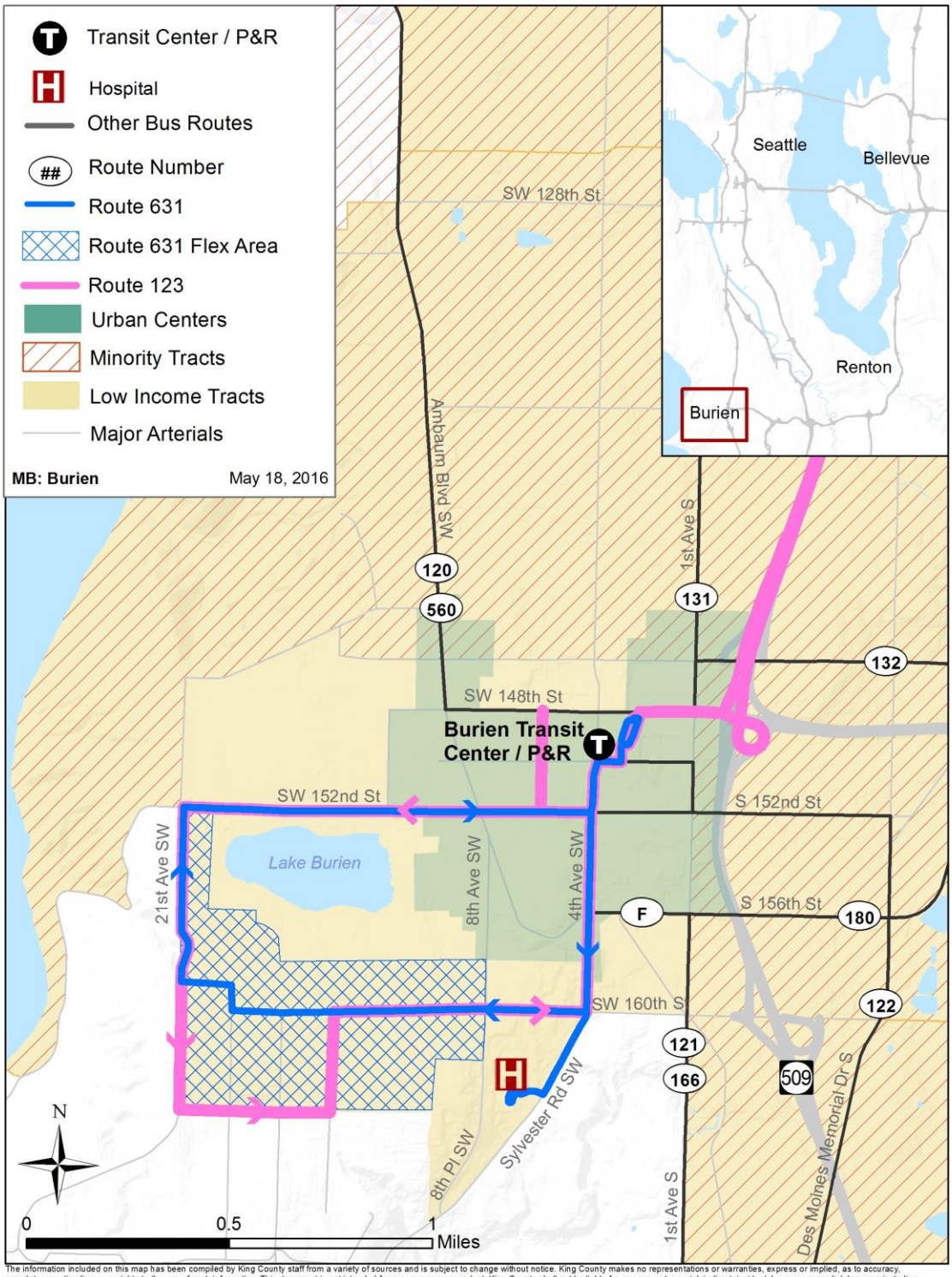
[6] King County Metro Strategic Plan for Public Transportation and Service Guidelines (July 2011)
[7] Number of boardings on the portion of deleted route 139 that was mitigated by the Alternative Services Project, i.e., weekdays 7:45AM to 4:30 p.m.

Figure 7: Burien Alternative Services project area map



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Community outreach

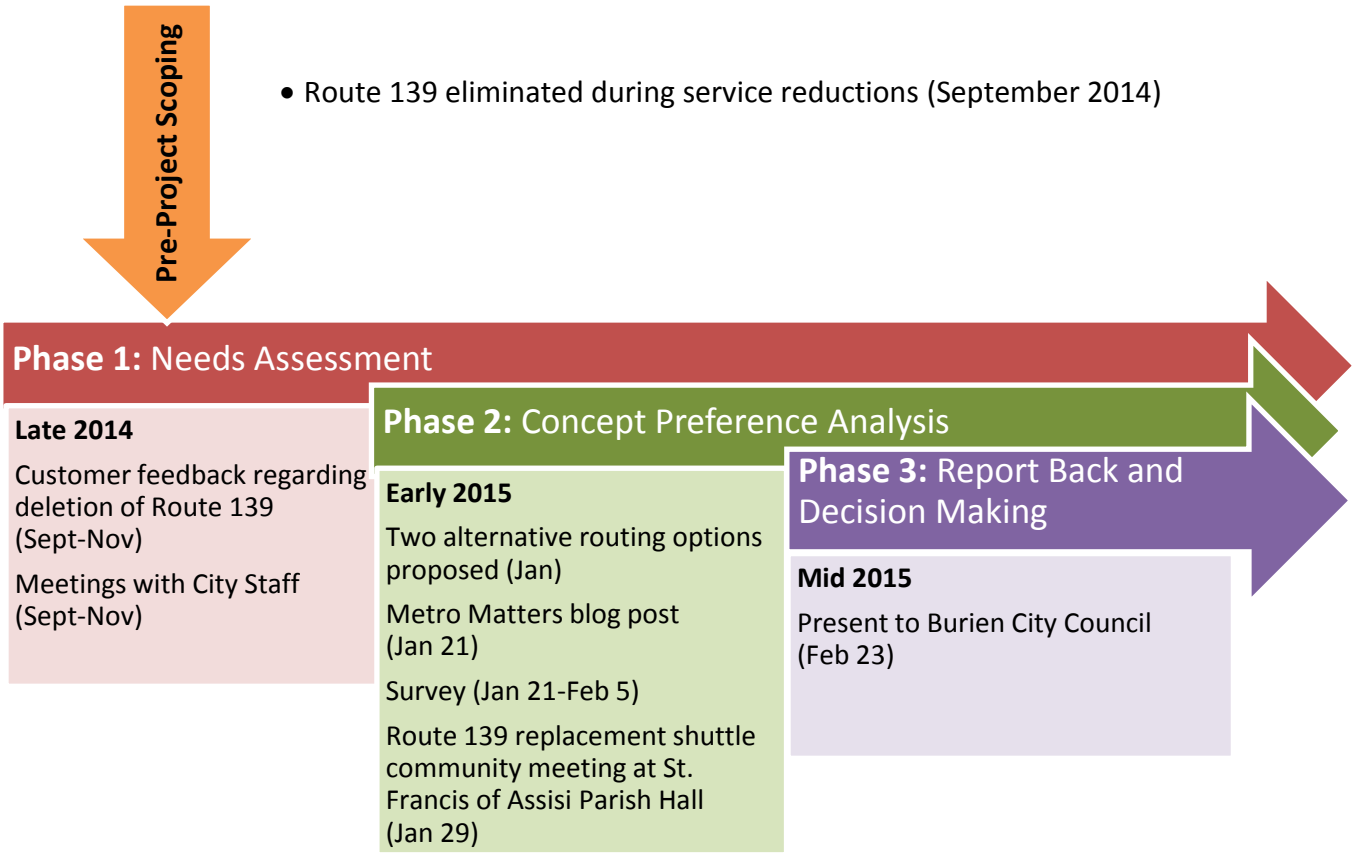
Who we worked with

We worked primarily with City of Burien planning staff on this project. We also engaged King County Councilmember Upthegrove, residents of Franciscan Apartments senior housing, other local residents, Highline Medical Center administration, and former riders of deleted Route 139 as important stakeholders in this project. The City, with support from Metro, led a community engagement process in January and early February 2015 that consisted of a local meeting and a broadly-distributed survey.

Outreach process

We use our three-phase community outreach process to identify needs, understand solution preferences, and report back to the community (learn more in the Alternative Service Program Delivery chapter). Our specific milestones and meeting dates are outlined in Figure 8.

Figure 8: Three phase community outreach process – Burien



Phase 1: Needs Assessment

Route 139 was deleted in September 2014 as part of Metro's countywide service reductions. Customer feedback and input from local stakeholders identified the loss of mobility caused by this deletion as the highest-priority mobility need for this Alternative Services project. The

deleted route provided all-day, seven-day service to Highline Medical Center, the business district at SW 152nd Street and 21st Avenue SW, and the residential neighborhood bordered by 21st Avenue SW to the west, SW 164th Street to the south, 4th Avenue SW to the east, and SW 152nd Street to the north. After early discussions between Metro and the City of Burien about possible types of alternative service, the focus narrowed to some form of shuttle.

Phase 2: Concept Preference Analysis

To get an understanding of the community's preferences, we asked people to fill out a survey, available in both online and paper versions. The survey period was Jan. 21-Feb. 5, 2015. We promoted the survey via many channels, including:

- Alerts to people signed up to receive information about Metro routes in the affected area
- Contacts from In Motion campaign
- Mailings by the city
- Flyers at the community center and library
- Newsletter from King County Councilmember Upthegrove's office

We also held a community meeting in January that was attended by local residents, city staff, city council members, and King County Councilmember Upthegrove.

We presented the community with two shuttle options to serve the most-used parts of former Route 139: downtown Burien/Transit Center, Highline Medical Center, and Seahurst (SW 152nd Street at 21st Avenue SW). The options differed primarily in how they would serve the Gregory Heights area, which had the fewest Route 139 riders. Option 1, a two-leg route, would serve Gregory Heights only as a flexible service area where customers could call for a ride. Option 2, a one-way clockwise loop, would travel along SW 160th Street through Gregory Heights on a fixed schedule, but also allow for some deviation into a flexible service area. The choice between options came with trade-offs in travel time and frequency. We reviewed survey responses for overall content and for segments of respondents whose travel needs might differ, such as those with mobility needs and those who would use the service most often.

Phase 3: Report Back and Decision Making

We learned that the community overwhelmingly favored a Community Shuttle service similar to the old route, with the predictability of a scheduled bus. We presented this information to the Burien City Council in February 2015. Drawing from experience and from boarding information from deleted Route 139, as well as what we learned from analyzing the survey results, we planned the route and contracted with Hopelink to operate the service.

Partnership

Metro and the City of Burien formalized a partnership for the Route 631 Community Shuttle demonstration with a Memorandum of Understanding that's in effect from June 2015, when service was launched, through June 2017. The county's specific role in this partnership is to contract and pay for the operation of the service, arrange and pay for vehicles, site bus stops, and maintain the service in Metro's standard service change process, including the dissemination of customer information. The city assists with operational issues and collaborates with King County to promote the service.

Services delivered

Route 631 travels clockwise from the Burien Transit Center to Highline Medical Center, west along SW 160th Street, north along 21st Avenue SW, and east along SW 152nd Street. It also provides flexible service on request in the Gregory Heights neighborhood. To schedule a pickup in the flexible service area, riders must call at least two hours in advance. Route 631 is a Community Shuttle operated by a paid driver who is an employee of the service subcontractor, Hopelink (learn more in the Alternative Service Program Delivery chapter).

The primary target market for this service includes riders of deleted Route 139, Burien residents, commuters who transfer at the Burien Transit Center, and employees, patients, and visitors of Highline Medical Center.

Table 9: Burien Community Shuttle/Route 631 service description

General Service Information	Description
Co-branding name	Burien Community Shuttle
Contract service provider	Hopelink
Official start date	June 8, 2015
Service description	Fixed route with deviation, operating as one-way clockwise loop. Weekday service operating between Burien Transit Center, Highline Medical Center, and flexible service area in Gregory Heights neighborhood.
Flexible service area	Bounded by 21st Ave SW to the west, SW164th St. to the south, SW 152nd/SW156th/SW158th Streets to the north and 10th/8th Avenues SW to the east.
Service span and frequency	M-F about every 30 minutes between about 7:55 am and 4:30 pm
Trips per day	17 round trips
Fare	Standard Metro fares – 1 zone, peak. and off-peak as applicable
Fare collection method	ORCA Reader – portable fare transaction processor (FTP)
Number of vehicles	1 (plus one spare)
Vehicle type	19-passenger van

To promote this new service, we worked in partnership with the City of Burien to encourage ridership. We sent out a news release when service first launched at the beginning of June 2015. At the same time, we launched a "We'll Get You There Burien" web page advertising the service and created a new Burien Travel Map that included Route 631. The map was published in Burien Magazine and distributed in a mailer sent to all households within walking distance of the routes of former Route 139 and the new shuttle.

Table 10: Route 631 annual ridership

	2013	2014	2015*	2016**	Lifetime ridership***
Annual ridership			9,735	6,777	16,512

* From the launch of service (June 8) through December
** Jan-May
*** Through May 2016

Market potential

We used census data from the area covered by Route 631 to calculate the market potential for Route 631 (a predictor of the total number of possible users for a given route). Given the many variables that influence ridership, including personal preference, we do not consider market potential to represent a projection of expected ridership. The factors that contribute to market potential for this service are consistent with the corridor productivity factors in Metro's Service Guidelines.

Table 11: Route 631 market potential estimation

Measure	Description	Value
Length	The length in miles of the fixed-route part of this route.	4
Housing Units	The number of housing units within a quarter-mile walk of a Route 631 stop (hereafter referred to as the route's service area).	2,970
Park-and-ride stalls	The number of park-and-ride stalls in the route's service area.	488
Park-and-ride users	The number of people who could potentially use the park-and-ride, derived by applying an adjustment factor to the number of stalls to reflect typical vehicle occupancy at park-and-rides.	537
Jobs	The number of jobs in the service area, as determined by the US Census Longitudinal Employer-Household Dynamics study.	1,969
Total Market	The total market for the service, including households, jobs, and park-and-ride users.	5,476
Market/ Mile	The total market size per corridor mile.	1,369

Service cost and revenue

Table 12 shows one-time vehicle/startup costs and yearly operating costs since the Burien Community Shuttle/Route 631 launched in June 2015.

Table 12: Burien Community Shuttle/Route 631 costs

	2013	2014	2015*	2016**	One-Time	Lifetime cost****
Operations and fuel			$124,523	$90,622		$215,145
Vehicle/Startup* **					$133,126	$133,126
Total	**$0**	**$0**	**$124,523**	**$90,622**	**$133,126**	**$348,271**

* June-Dec
** Jan-May
*** Startup includes costs of branding, launch promotion and marketing.
**** Through May 2016

Table 13 shows ORCA and cash revenue for each year since the Burien Community Shuttle/Route 631 launched in June 2015. Altogether, the shuttle has taken in $8,632 through May 2016.

Table 13: ORCA and cash revenue

	2013	2014	2015*	2016**	Lifetime Revenue***
ORCA revenue* **			$2,503	$2,383	$4,887
Cash revenue			$1,974	$1,771	$3,745
Total	**$0**	**$0**	**$4,477**	**$4,154**	**$8,632**

* June-Dec
** Jan-May
*** Through May 2016

Performance measurement

Route 631 was launched in June 2015, and now has 10 months of operational data available for analysis. Community Shuttles are similar to Metro DART routes, so we don't need a Baseline Data Collection Phase to establish targets. Instead, the performance measures and targets tracked in this report were derived before this service launched, based on DART performance measures and capturing part of the ridership from the deleted route.

Performance measures

Table 14: Route 631 performance measures

Measure	Description
Average daily ridership	• Purpose: This metric is designed to measure the level of use of alternative services over time. • High ridership may trigger additional trips and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Cost per boarding	Direct fixed costs/ number of boardings • Purpose: This measure compares the direct cost of the service on a per-passenger basis. Direct cost is defined as the fixed cost of operating the service. In the case of this service, the direct cost is determined through a contract with Hopelink. This cost includes service operation, vehicle maintenance and administration conducted by the service provider. Due to the highly variable nature of fuel prices, this cost is excluded from this measure in order to be able to generate numerical targets in this measure for a particular route. Including fuel prices into this measure world require Metro to forecast the future price of fuel in order to set realistic performance targets. • Example: a shuttle which costs $1,200 per day to operate and provides an average of 100 boardings per day costs $12 per boarding to provide the service. • An uncharacteristically high cost per boarding may trigger a re-evaluation of the service and potential right-sizing
Vehicle capacity used	Rides per seats provided • Purpose: This metric is designed to measure the level of use of alternative services relative to the capacity of the service provided. • Example: a shuttle with 16 seats making four one-way trips per weekday will provide 1,280 seats over the course of a month. This measure compares the rides provided in that month to the number of seats. • High vehicle capacity used may trigger additional trips and/or conditional conversion to fixed-route • Low vehicle capacity used may trigger a re-evaluation of the service and potential right-sizing
Customer satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively.

Measure	Description
	• Highly-satisfied customers suggest that an Alternative Services implementation is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Targets

Ridership, cost, and vehicle capacity used targets for this Community Shuttle were informed by the route that Metro deleted in September 2014. The customer satisfaction target is based on Metro's satisfaction ratings as a whole. We do have ridership, cost, and vehicle capacity used data available, but are still developing a customer satisfaction survey that's comparable to other Metro customer satisfaction surveys (e.g. the Rider-Non Rider Survey). We expect to distribute the survey during summer 2016.

Table 15: Route 631 targets and actuals

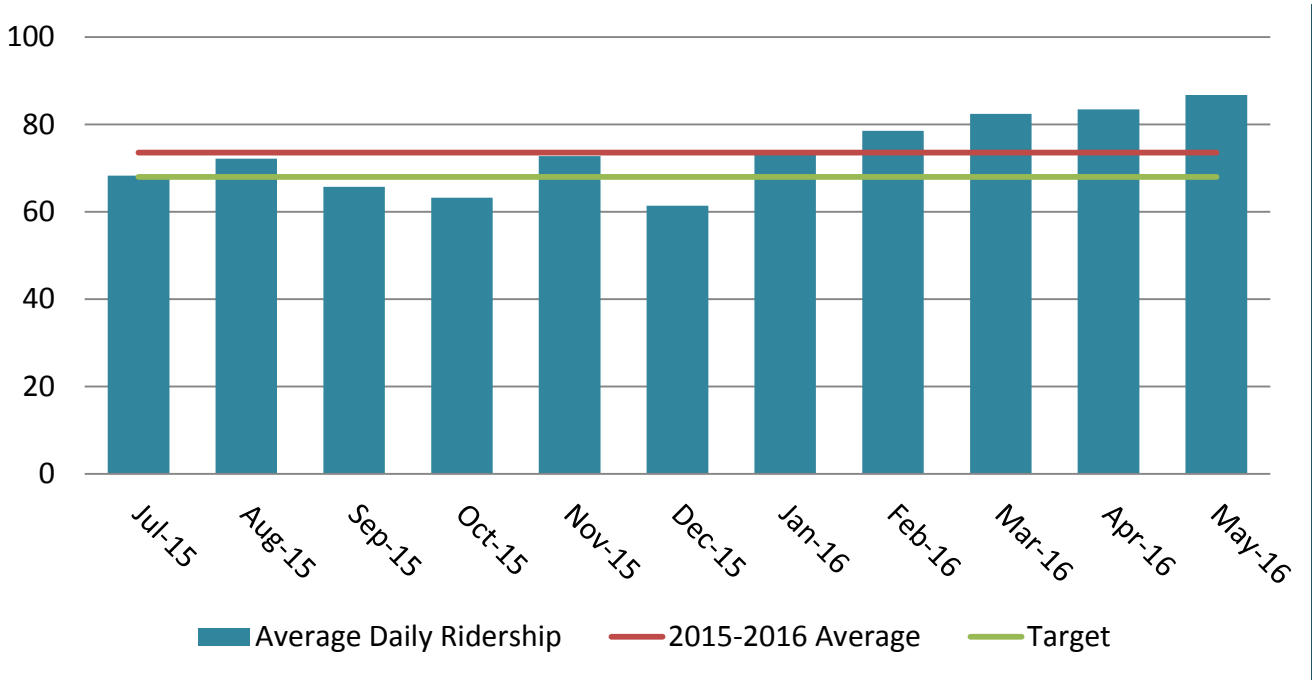
Metric	Target	Actual (2015)	Actual (2016)*	2015-16 Average
Average daily ridership	68	67	81	74
Cost/boarding	$7.74	$7.79	$6.46	$7.19
Vehicle capacity used	31%	30%	37%	33%
Customer satisfaction	> 88%	TBD	TBD	TBD

*Only data from January-May was available at the time of this publication.

Average daily ridership

Ridership on Route 631 has been consistently strong relative to its target, with boardings exceeding our goal in all but three months (see Figure 9 below).

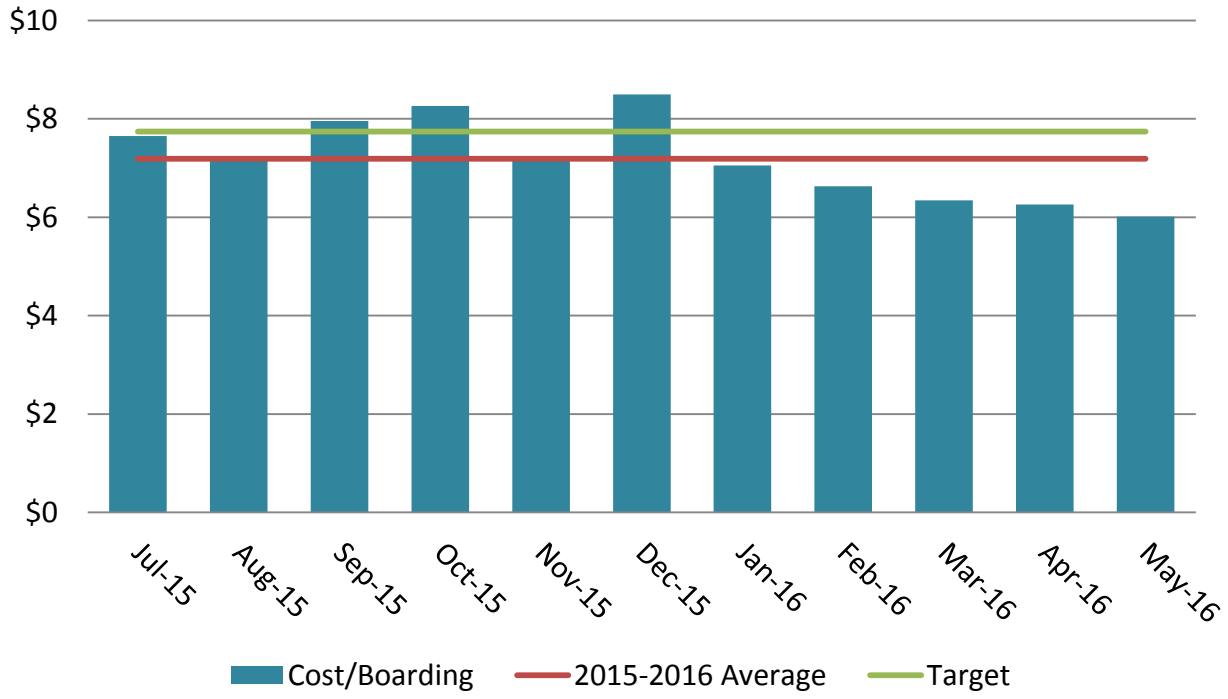
Figure 9: Route 631 average daily ridership



From 2015 to 2016, ridership has increased by 18 percent, from an average of 67 boardings per day to an average of 81 boardings per day. While this route has not been in service long enough to compare year-over-year monthly ridership, the trend suggests growing use as the service becomes more established.

Cost/boarding

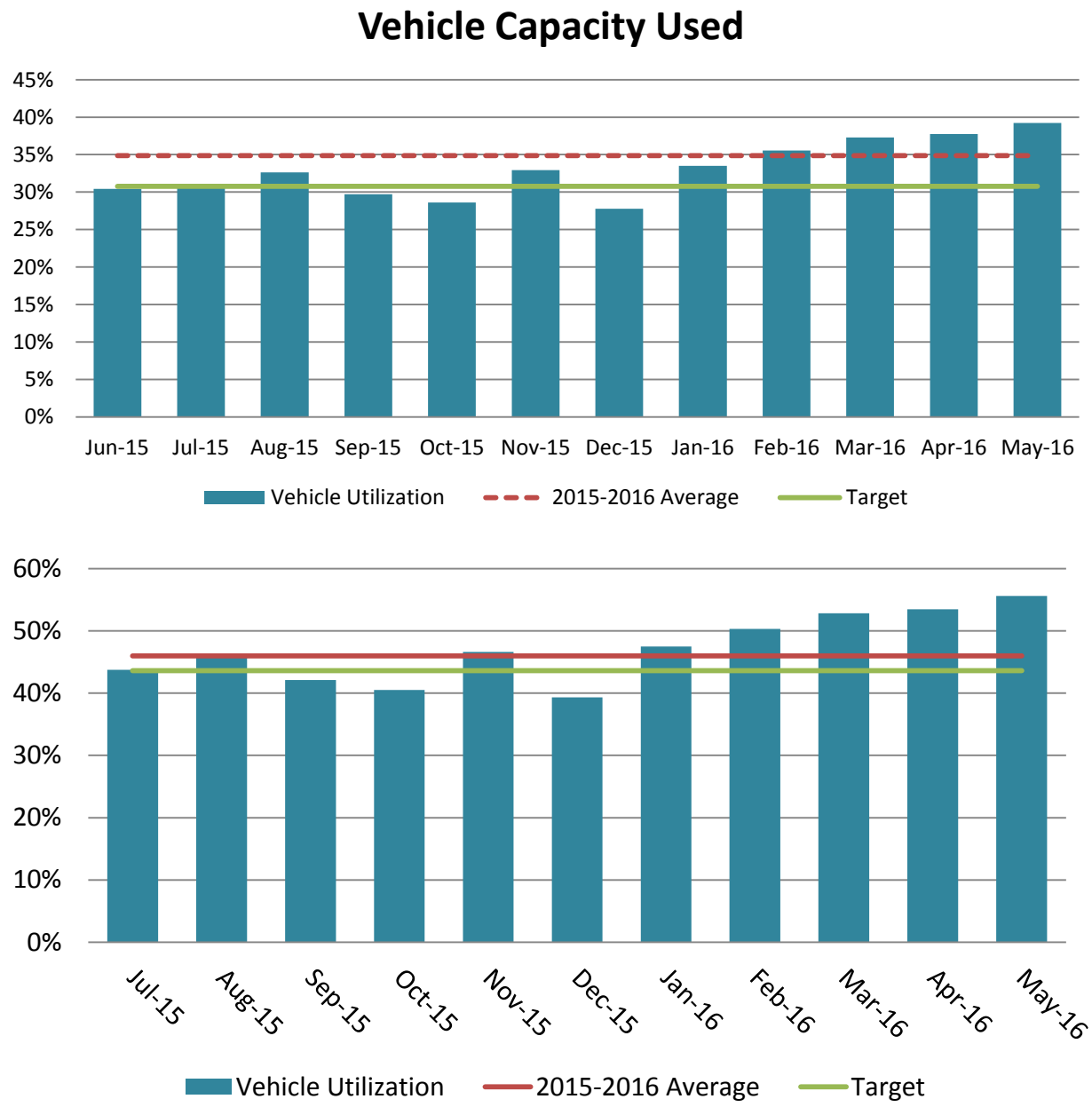
Figure 10: Route 631 cost per boarding



Taken as an average across the lifetime of the project so far, Route 631's cost per boarding is $7.19. This is 8 percent lower than the target of $7.74 that was set when the route began service. As ridership has increased in 2016, performance on this measure continues to improve. The 2016 average cost per boarding is $6.57, a 20 percent improvement over target. This decreased cost per boarding can be attributed to the increase in average daily ridership seen so far in 2016, as the other characteristics of service (number of trips, size of vehicles, etc.) have remained constant.

Vehicle capacity used

Figure 11: Burien vehicle capacity used



Performance on this measure is consistent with the target set at the start of service. In 2015, the service was in line with the target vehicle capacity used of 31 percent, while in 2016 the capacity used increased nearly 20 percent. However, even at this higher capacity used rate, the current vehicles still have additional capacity for more passengers on average.

Summary

The Route 631 Community Shuttle is the sole Alternative Service project in Burien. Community outreach for this project is complete, and the shuttle — provided in partnership with the City of Burien — began service in June 2015. Lifetime costs and revenues for this service through May 2016 are $348,271 and $8,632, respectively. The shuttle is exceeding all the performance targets for which we have data.

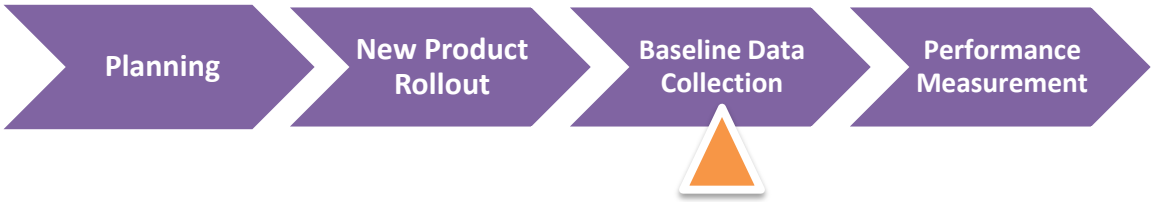
Duvall

Background

Duvall, part of the Snoqualmie Valley, was first identified as a candidate community for Alternative Services in Metro's Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery (September 2012). As an outgrowth of the 2013 Snoqualmie Valley process, the Duvall project began in late 2014 with discussions about developing a Community Transportation Hub. The community outreach process resulted in Duvall becoming the first community to launch a Community Van service — including a Community Transportation Hub — in June 2016. This service will address the need for local midday, evening, and weekend mobility options.

This project is currently in the Baseline Data Collection phase.

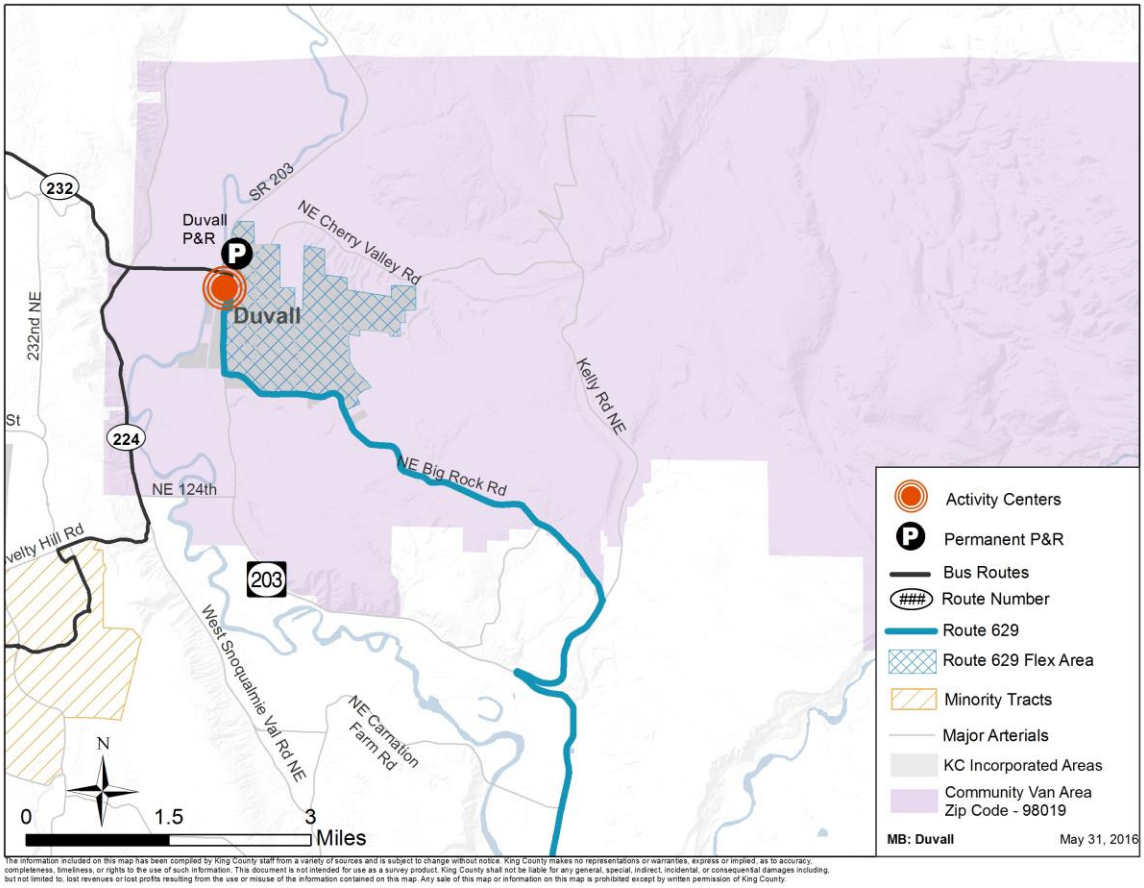
Figure 12: Project phase



Geographic coverage, access, and linkage to regional transit network

This project's service area includes both unincorporated and incorporated Duvall for Community Van trip origins (destinations can be anywhere in King or south Snohomish counties). This area includes the Duvall Park-and-Ride, which has 49 stalls and offers links to the regional transit network (routes 224 and 232). Riders can also access the Snoqualmie Valley via the Snoqualmie Valley Shuttle/Route 629, which has a flexible service area covering the majority of incorporated Duvall. No census tracts in this service area are designated in Metro's Service Guidelines as low-income or minority.

Figure 13: Duvall community van service area map



Community outreach

Who we worked with

Community outreach began in December 2014 when Metro and Duvall staff members met to discuss the city's priorities for an Alternative Services project. To advise and guide outreach in Duvall, we brought together a local Stakeholder Working Group. Our goal was to form a group that that could represent Duvall's diverse community and transportation needs. Specifically, members were recruited to represent the following:

- City of Duvall
- Duvall Chamber of Commerce
- Faith-based organizations
- Senior centers

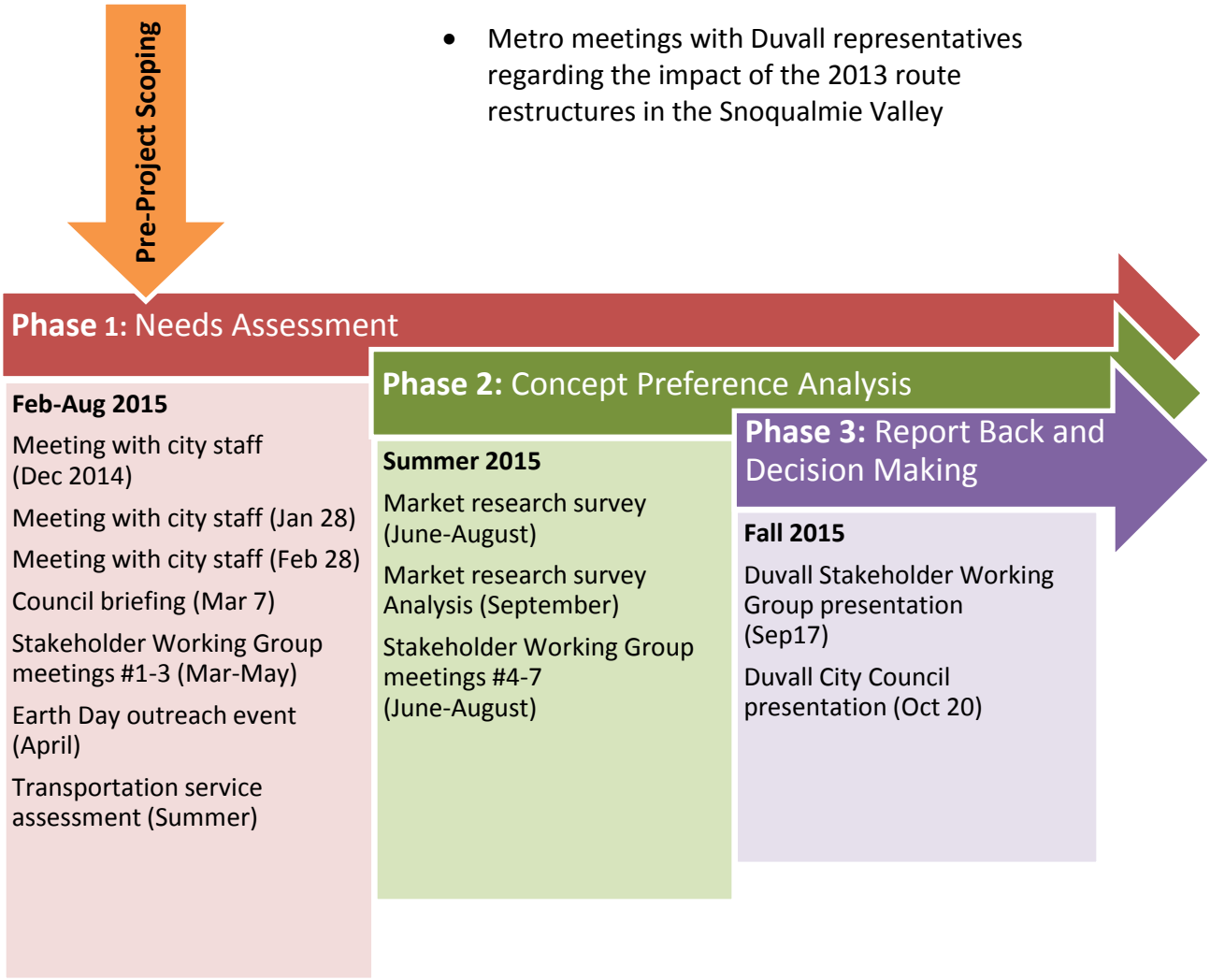
In addition to the Stakeholder Working Group, we engaged the following groups separately:

- Duvall Chamber of Commerce
- Sno Valley Senior Center
- Hopelink
- Duvall King County Library
- King County Councilmember Lambert's office

Outreach process

We used our three-phase community outreach process to identify needs, understand solution preferences, and report back to the community (learn more in the Alternative Service Program Delivery chapter). Specific milestones and meeting dates are outlined below in Figure 14.

Figure 14: Three phase community outreach process – Duvall



Phase 1: Needs Assessment

We began the Needs Assessment phase in December 2014 by meeting regularly with city staff and the newly formed Duvall Community Van Stakeholder Working Group. At working group meetings, we asked members to describe mobility gaps and transportation needs in the community. Members identified the following needs:

- A new park-and-ride sign to improve the visibility of the park-and-ride
- More vanpools (at the time there was only one leaving Duvall; currently there are five).
- A Community Information Hub.
- A service to support local midday trips, for shopping, recreation, etc.

We assessed transportation services currently available to Duvall residents and provided the mayor and council with a propensity analysis to use alternatives to driving alone and used that information to create a map showing areas where residents were most likely to choose alternatives to driving alone.

Phase 2: Concept Preference Analysis

From June to August 2015, we did a market research survey to confirm our understanding of the needs in Duvall and to understand the potential market for a Community Van project. We distributed the survey at community events and mailed it to each household. It asked respondents to identify their preferred trip types, origins and destinations, routing options, likelihood to ride or volunteer to drive a community van, and other key details to support project development. About 33 percent of respondents said they were very likely or somewhat likely to use Community Van as riders, and 10 percent said they were very likely or somewhat likely to volunteer as drivers.

Our analysis of the needs assessment survey helped identify gaps in public transportation for midday, evening, and weekend service as well as a lack of options for personal trips. This, in combination with our transportation propensity analysis, stakeholder engagement, and analysis of community needs, helped us refine the Community Van and Community Transportation Hub concepts. Throughout summer 2015, our team participated in a number of local events to engage the community in a discussion about general transportation behavior changes and as a means to promote and lay groundwork for the future Community Van and Community Transportation Hub.

Phase 3: Report Back and Decision Making

We reported the findings from the market research survey back to the community and key decision makers in late 2015. We made a presentation to the Stakeholder Working Group in September 2015 and to the Duvall City Council in October 2015. Our presentations were well-received, and we agreed with the city to begin taking steps toward implementing a Community Van service.

Partnership

King County and the City of Duvall formalized an Alternative Service Demonstration Project agreement to jointly implement a Community Van and Community Transportation Hub. The agreement covers the period from May 6, 2016 through May 30, 2018. The city's role is to define and prioritize Community Van trips; provide advice on community needs; promote services through existing communication channels; provide parking spaces for vans; and provide administrative oversight and a work station for the Community Transportation Coordinator. The county's role is to provide the Community Transportation Hub kiosk; vehicles; fuel; vehicle maintenance; insurance; driver screening; training and partial funding for the Community Transportation Coordinator; and ongoing administrative and promotional support.

Services delivered

The Duvall Community Van provides prearranged group trips that meet locally identified transportation needs. While Community Van trips are open to everyone, the target market is those residents who live in the incorporated and unincorporated areas of Duvall. The Community Van can provide access to local services in the midday, evening, or weekend, as well as group recreational and shopping trips to surrounding cities.

Metro is also providing a Community Transportation Hub where community members can learn about local transportation options. The City of Duvall will host an online hub as well as physical locations at City Hall and the Duvall Library (learn more about the Community Van and Community Transportation Hub in the Alternative Service Program Delivery chapter).

In addition to the Community Van, we implemented an In Motion campaign to help change transportation behavior in this community during fall and winter 2015. Each household received a mailer and an offer of incentives to motivate them to try new transportation options. Hundreds of residents participated in the 12-week campaign, and learned about their travel options and as well as the new Community Van project. The campaign resulted in the creation of four new Vanpools (up from just one). We also replaced the old Duvall Car Park sign with a standard Metro Park-and-Ride sign with the objective of raising awareness about available parking and transit service.

Table 16: Duvall Community Van service description

General information	Description
Co-branding name	Duvall Community Van
Official start date	June 4, 2016
Service description	Community Van provides prearranged recurring, or one-time group trips that meet locally identified transportation needs. Metro owns the vans and provides fuel, maintenance, and vehicle insurance.
Fare	Standard one-zone Metro fare
Fare collection method	Option of: 1. ORCA Card 2. Mobile Ticket 3. Single-use ticket (must be pre-purchased from the Community Transportation Coordinator)
Number of vehicles	1 accessible van + 1 spare accessible van
Vehicle type	6-seat minivan with accessible ramps

Market potential

Based on survey responses, we were able to estimate market potential, or the number of likely users. Please note that the number of likely users cannot be treated as a ridership projection since many factors that influence ridership, including personal preference, are not taken into account. Moreover, our market potential methodology is limited by the fact that some source data come from a voluntary questionnaire of a small sample of the target community population.

Table 17: Duvall Community Van market potential estimation

Factors	Community Van
Number of people in the total market (Defined as Duvall and the surrounding unincorporated areas) [1]	7,185
Proportion with a smart phone and a credit/debit card [2]	N/A
Proportion who leave for work at approximately the same time (Two most popular 30-minute segments) [1]	N/A
Proportion who live within 10-miles of an over-capacity park-and-ride	N/A
Proportion who are likely Transit Users [3]	15%
Target market	7,185
Market potential estimation	
Stated "very likely" to try the service in preference survey (assumes 20% capture rate) [2, 4]	12%
Stated "somewhat likely" to try the service in preference survey (assumes 10% capture rate) [2, 4]	23%
Market potential (number of likely users)	50

[1] Source: US Census Bureau, *American Community Survey 2009-2014 Five-Year Estimates*
[2] Source: King County Metro Alternative Services preference survey
[3] "Likely transit users" rate from King County Metro's Rider/Non-rider Survey
[4] Assumed "capture rate" determined by comparing observed behavior change relative to stated interest in behavior change in King County Metro's In Motion programs.

Service costs and revenue

Table 18 shows one-time vehicle/startup costs for the Duvall Community Van totaling $169,835. Since the service did not launch until June 2016, no actual operating costs or revenue are available for the reporting period (though May 2016).

Table 18: Duvall Community Van costs

	2013	2014	2015	2016*	One-Time***	Lifetime costs (through May 2016)
Operating Cost + Fuel	$0	$0	$0	$0		$0
Vehicle/Startup**					$169,835	$169,835
Total	**$0**	**$0**	**$0**	**$0**	**$169,835**	**$169,835**

* Jan-May
** Startup includes costs of branding, launch promotion, and marketing.
*** $78,656 paid from grant revenue

Performance measurement

New service solutions, such as the Duvall Community Van, have never been tested before. Therefore, we will spend a period of approximately three months gathering baseline data before establishing targets against which we will measure performance. The performance measures themselves are designed to be thematically in line with the performance measures developed for more established Alternative Services solutions.

Performance measures

Table 19: Duvall performance measures

Measure	Description
Average daily ridership	• Purpose: This metric is designed to measure the level of use of services over time. • High ridership may trigger adding additional vehicles to the system • Low ridership may trigger a re-evaluation of the project and potential right-sizing
Vehicle capacity used	Average participants per trip • Purpose: This metric is designed to measure the level of use of service for a trip. • High participation for a trip may trigger additional trips of this type, or provision of a larger vehicle. • Low use may trigger re-evaluation of a trip when resources are constrained or opportunity costs are high
Operating cost per boarding	• Purpose: This measure compares the actual cost of the service on a per-passenger basis. • An uncharacteristically high cost per rider may trigger a re-

Measure	Description
	evaluation of the project and potential right-sizing • Low cost per rider may trigger an expansion of the project
Customer satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Service solution is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the project to better fit customer needs.

Summary

There is a single Alternative Services project in Duvall, the Duvall Community Van and Community Transportation Hub. The Community Outreach process for this project is complete and the Community Van became available for public use in June 2016. One-time, vehicle, and start-up costs incurred to date total $169,835. This project is in Baseline Data Collection Phase so no revenue, or performance measurement information is available at this time.

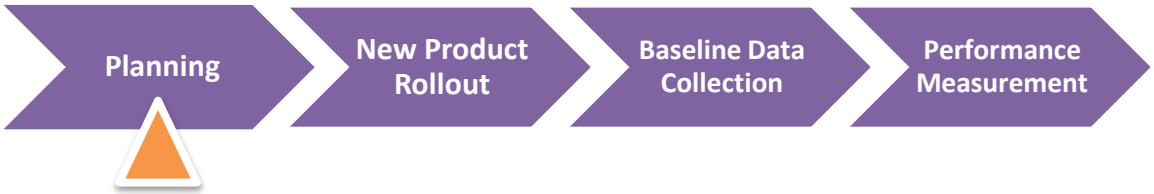
Kirkland and Kenmore

Background

In September 2014, Metro Routes 306, 260, and DART 935 were deleted due to low performance in accordance with the Service Guidelines.[8] These routes served residential areas of Kenmore and the Juanita/Finn Hill area of Kirkland. The areas these routes served are still served by transit except for a small three-mile loop that served Northwest Kenmore and the South Kenmore/Finn Hill/Juanita area of Kirkland. Due to the lack of underlying service, these areas were selected as mitigation candidates for Alternative Services projects. Two separate projects have been defined and are running in parallel: one in North Kenmore to mitigate the loss of Route 306, and one in South Kenmore and Kirkland to mitigate the loss of Routes 260 and 935.

Both projects are in the early Planning phase; we have agreed with City staff to initiate community outreach in the summer of 2016.

Figure 15: Project phase

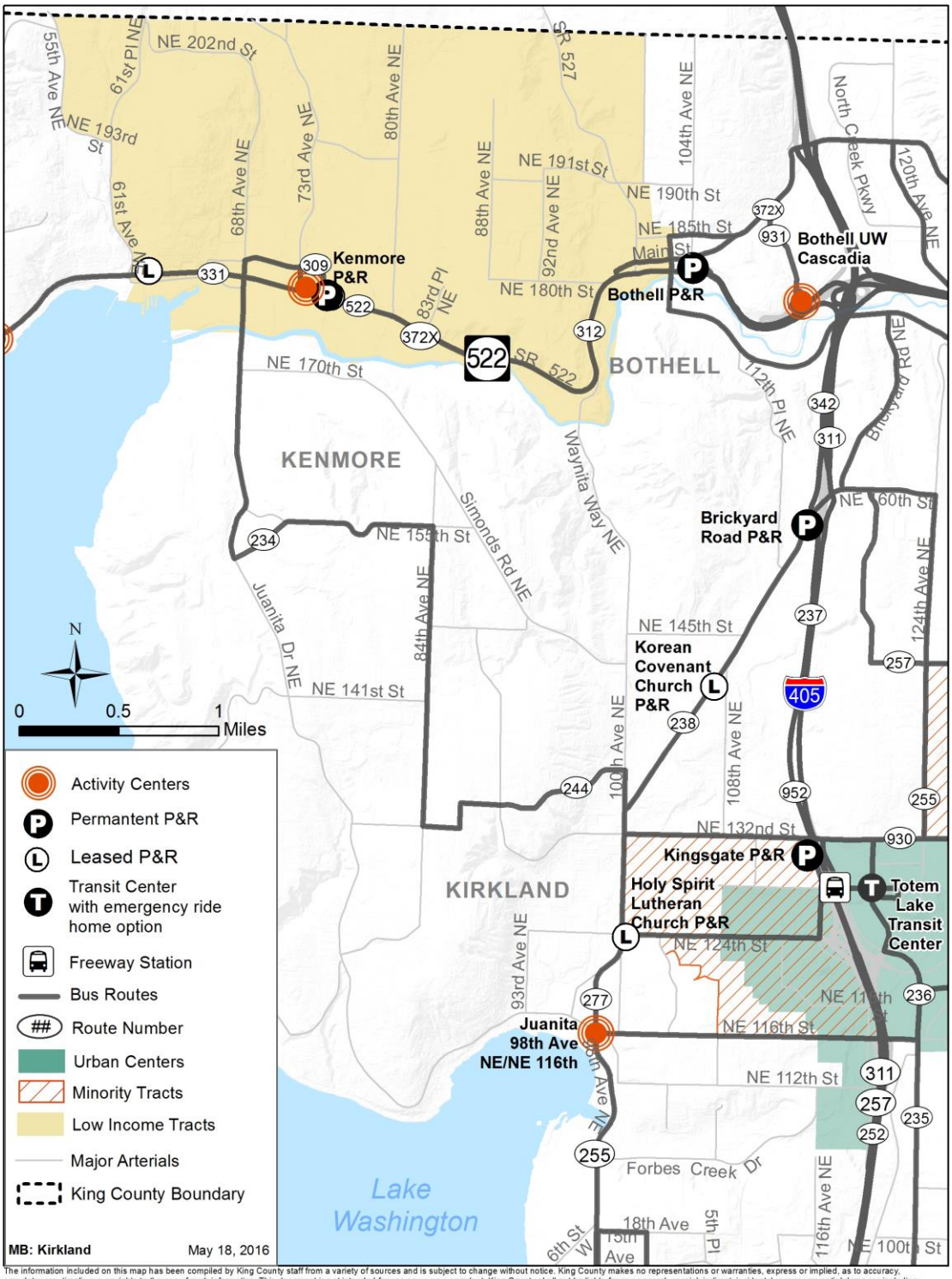


Geographic coverage, access, and linkage to regional transit network

The potential service area for this project includes Kenmore, Finn Hill, Juanita, and north Kirkland. Within the project area there are six Park-and-Ride facilities – three that are permanent and three that are leased. The three permanent park-and-ride lots are Kenmore (606 stalls), Kingsgate (502 stalls), and Brickyard (443 stalls). The three leased lots are the Holy Spirit Lutheran Church (40 stalls), the Vine Church (75 stalls), and the Korean Covenant Church (30 stalls). Potential connections to the regional transit network include existing Metro, Sound Transit, and Community Transit services along SR-522, I-405, and other corridors. One census tract in the potential service area is designated in King County Metro's Service Guidelines as minority, and two census tracts with the potential project area are designated as low income.

[8] King County Metro Transit Strategic Plan for Public Transportation and Service Guidelines (July 2011)

Figure 16: Kirkland and Kenmore project area map



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Kirkland and South Kenmore project

Community outreach

Who we'll work with

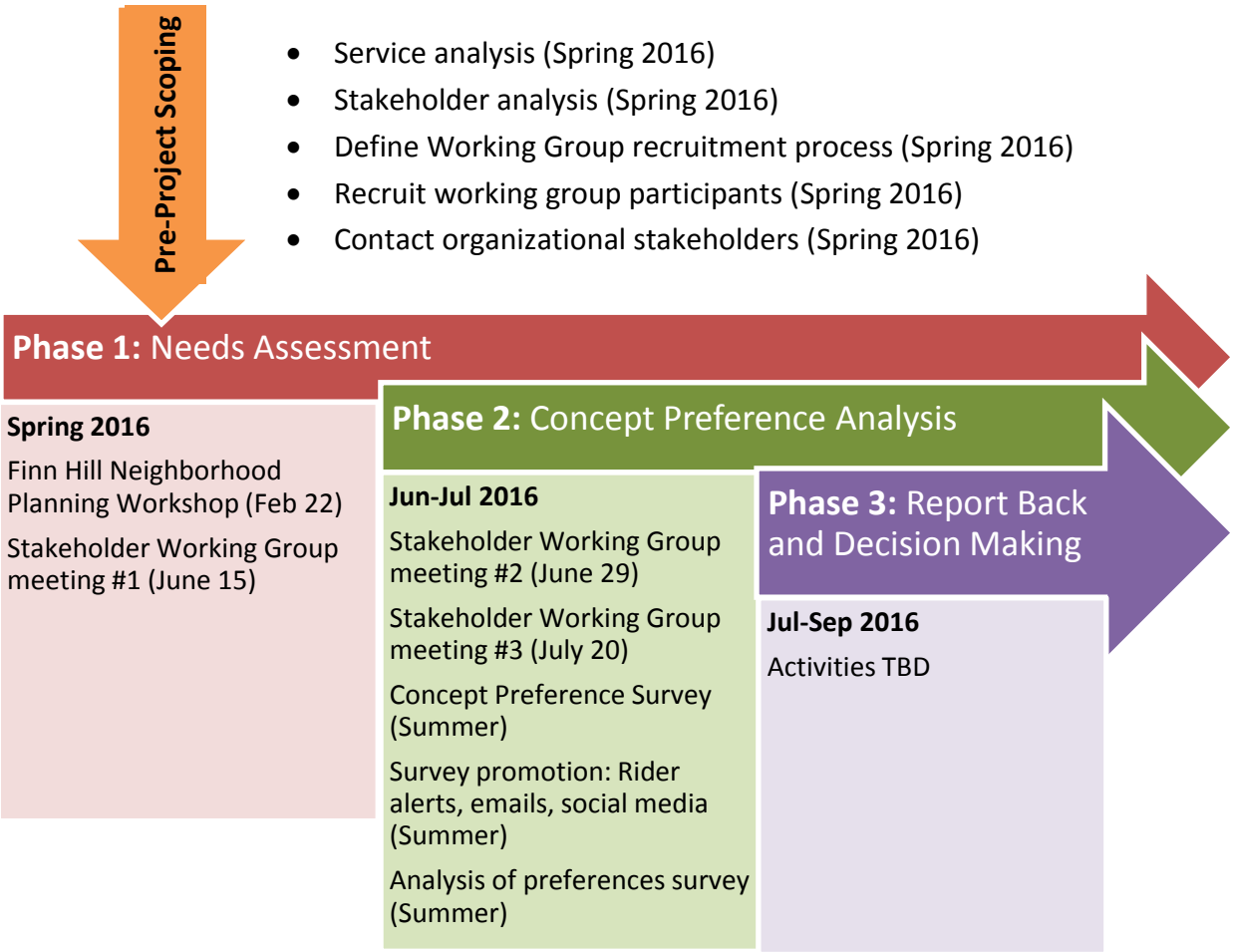
In collaboration with staff from the cities of Kenmore and Kirkland Metro staff recruited representatives from local organizations and community groups to be part of a Stakeholder Working Group. These stakeholders will be targeted by all outreach efforts, especially when the online survey is promoted to encourage participation. These groups included the following:

- Jurisdiction staff from the Cities of Kenmore and Kirkland
- Staff and faculty at Bastyr University
- Northshore Senior Services
- Residents and representatives of neighborhood organizations
- Staff from local school districts

Outreach process

We used our three-phase community outreach process to identify needs, understand solution preferences, and report back to the community (learn more in the Alternative Service Program Delivery chapter). Planned milestones and meeting dates for this project are outlined in Figure 17.

Figure 17: Three phase community outreach process – Kirkland and South Kenmore



Phase 1: Needs Assessment

In February 2016, Metro staff gathered information on transportation needs in the community through a paper questionnaire distributed as part of a Finn Hill neighborhood planning meeting. Information gained from this questionnaire informed background material that was presented to the stakeholder working group at its first meeting on June 15, 2016.

Phase 2: Concept Preference Analysis

Additional working group meetings and a Concept Preference Survey are planned for Phase 2. The survey is currently targeted for the month of August.

Phase 3: Report Back and Decision Making

Phase 3 will involve summarizing and reporting information to the Stakeholder Working Group to the communities, and to decision-makers from the cities of Kenmore and Kirkland. Specific activities have yet to be determined.

Partnership

The nature of the partnership for this project has not yet been defined. However, the cities of Kirkland and Kenmore are actively supporting the Alternative Services community outreach process with in-kind contributions such as staff time, meeting space, and access to city-wide communications channels.

Services planned

This project is early in the Planning Phase. No services have been planned.

Market potential

This project is early in the Planning phase. Market potential estimates are not yet available.

Service cost and revenue

This project is early in the Planning phase. Service cost and revenue figures are not yet available.

Performance measurement

This project is early in the Planning phase. Performance measures and targets are not yet available.

North Kenmore project

Community outreach

Who we we'll work with

This project is in the early Planning phase; no community outreach has taken place. However, as a result of planning meetings between August 2015 and May 2016, Metro and Kenmore staff tentatively agreed to begin the outreach in in the summer 2016 with an open-house style public meeting.

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process – which will be used for the upcoming outreach in North Kenmore - is described in the Community Outreach section of the Alternative Services Program Deliver chapter.

Partnership

The nature of the partnership for this project has not yet been defined. However, the city of Kenmore will be actively supporting the Alternative Services community outreach process with

in-kind contributions such as staff time, meeting space, and access to city-wide communications channels.

Services planned

This project is in the Planning Phase. No services have been planned.

Market potential

This project is in the Planning phase. Market potential estimates are not yet available.

Service cost and revenue

This project is in the Planning phase. Service cost and revenue figures are not yet available.

Performance measurement

This project is in the Planning phase. Performance measures and targets are not yet available.

Summary

The Kirkland and Kenmore Alternative Services projects are both in the Needs Assessment phase of our community outreach process. No cost, revenue, or performance measurement information is available yet.

Mercer Island

Background

In September 2014 Metro deleted routes 202, 203, 205, and 213 due to low performance in accordance with our Service Guidelines.[9] These routes served Mercer Island and provided connections to downtown Seattle and First Hill. This community was identified as a mitigation candidate for Alternative Services due to the lack of service in the areas where routes were eliminated. Routes 202 and 205[10] had a combined average daily ridership of 263 boardings (Spring 2014 service change). [11]

In partnership with the Cities of Mercer Island and Seattle, Metro launched the Mercer Island Community Shuttle/Route 630 in June 2015. This one-way, peak-period-only service connects Mercer Island to downtown Seattle and First Hill.

The Mercer Island Community Shuttle/Route 630 is in the Performance Measurement phase.

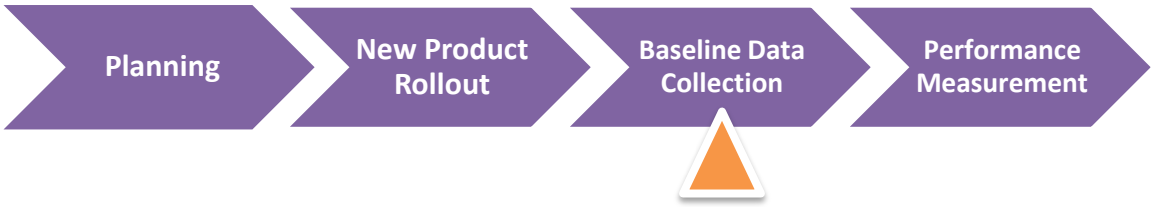
Figure 18: Route 630 project phase

King County and the City of Mercer Island also agreed to partner on a pilot TripPool project to address south island commuter needs and park-and-ride capacity issues. Riders began taking TripPool trips in May 2016.

[9] King County Metro Strategic Plan for Public Transportation and Service Guidelines (July 2011)
[10] Route 630 is intended to serve the riders of deleted routes 202 and 205.
[11] Excludes boardings on sections of the routes that were not mitigated by Route 630.

The Mercer Island TripPool project is in the Baseline Data Collection phase.

Figure 19: TripPool project phase

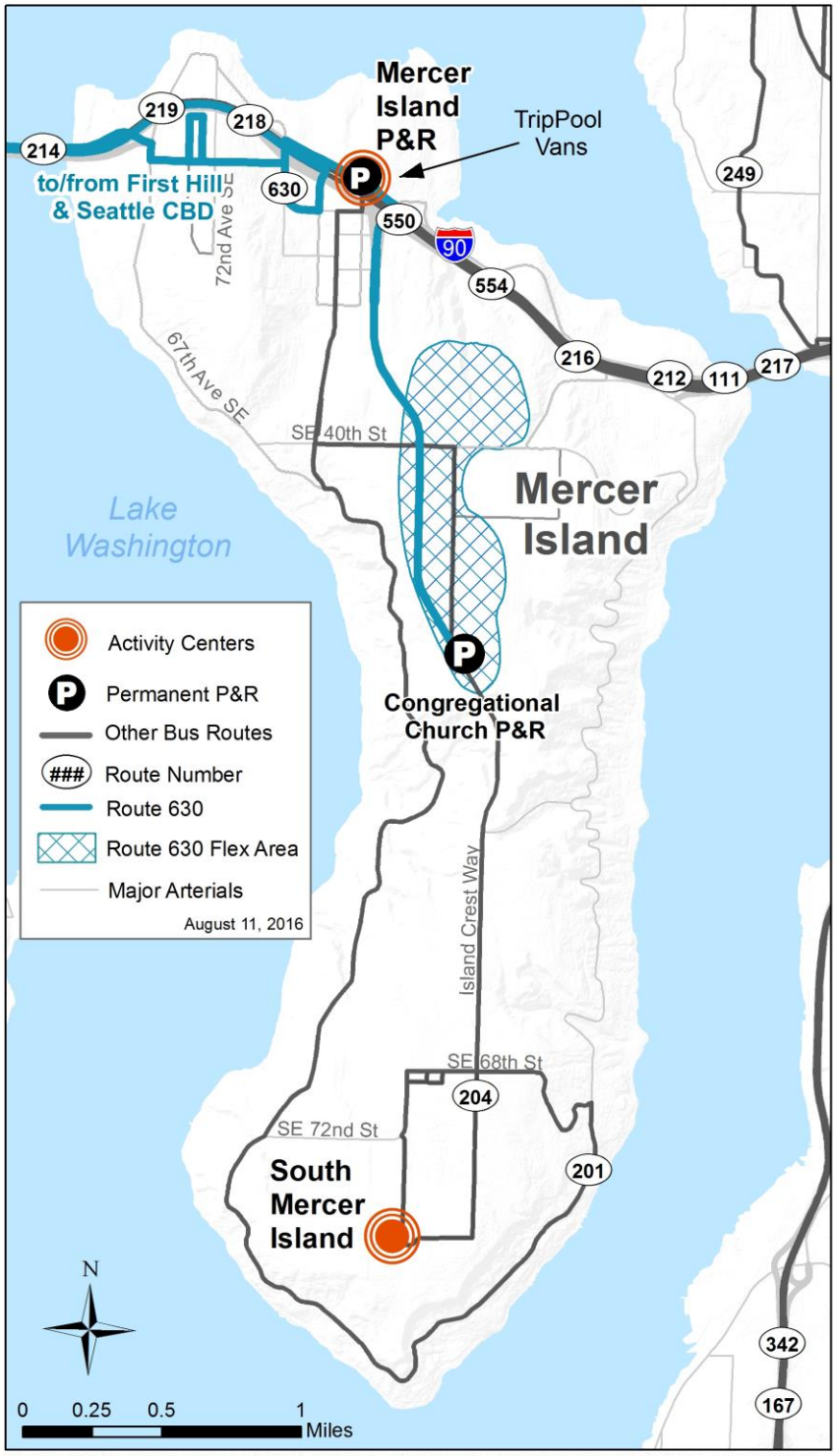


Geographic coverage, access, and linkage to regional transit network

The service area for the Mercer Island Community Shuttle/Route 630 and TripPool projects includes one permanent park-and-ride, Mercer Island Park-and- Ride (447 stalls), and four leased park-and-rides: Congregational Church of Mercer Island (28 stalls)[12], QFC Village (17 stalls), Mercer Island Presbyterian Church (30 stalls), and Mercer Island United Methodist Church (18 stalls). Links to the regional transit network include Metro and Sound Transit service on I-90 from the Mercer Island Park-and-Ride and Metro bus service to First Hill and downtown Seattle via 5th Avenue.

[12] The leased park-and-ride at the Congregational Church of Mercer Island was established as part of the process that developed and launched the Mercer Island Community Shuttle/Route 630.

Figure 20: Mercer Island Alternative Services project area map



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Community outreach

Who we worked with

We worked directly with city staff and elected officials on the Mercer Island Alternative Services Project community outreach process. We formed a Stakeholder Working Group with representatives from the following:

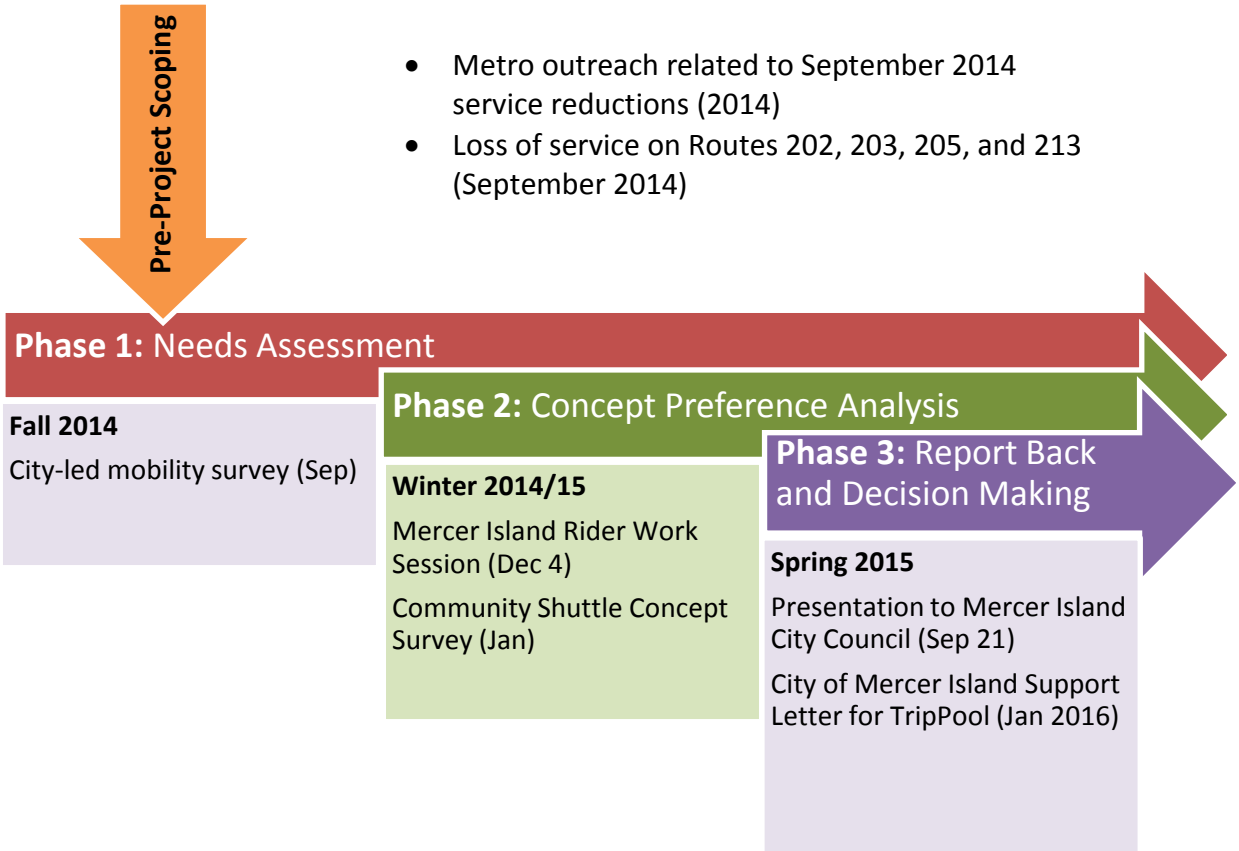
- City staff from Mercer Island and Seattle
- Elected officials from Mercer Island and Seattle
- Former riders of routes 202, 203, 205, and 213
- Shorewood Heights Apartments
- Mercer Island School District

There were several opportunities for key stakeholders to provide input on alternative service options for Mercer Island, including surveys, public work sessions, presentations to the Mercer Island City Council, and open houses. We also engaged numerous times with residents at Shorewood Heights, a multi-family housing development, including conducting surveys and hosting outreach listening sessions.

Outreach process

We used our three-phase community outreach process to identify needs, understand solution preferences, and report back to the community (learn more about the process in the Alternative Service Program Delivery chapter). Our specific milestones and meeting dates are outlined in Figure 21.

Figure 21: Three-phase community outreach process – Mercer Island



Phase 1: Needs Assessment

Metro deleted routes 202, 203, 205, and 213 in September 2014, leaving a mobility gap on Mercer Island and making it a candidate for Alternative Services. City officials surveyed the community to learn about mobility needs in relation to the route deletions, and the results informed our needs assessment process. Working with Mercer Island officials, we determined that the highest-priority need was to mitigate the loss of service caused by the deletion of the four Metro bus routes. These needs were focused on connections to the Mercer Island Park-and-Ride and to First Hill in Seattle, as well as local circulation on parts of the island that lost all transit coverage. Local park-and-ride capacity issues were also a key need identified by the city and residents.

Phase 2: Concept Preference Analysis

In December 2014 we held a public meeting on Mercer Island to discuss numerous Alternative Service options for the First Hill connection. Those options included:

- A community shuttle to First Hill funded through a partnership between Metro, Mercer Island, and Seattle.

- A TripPool (flexible ridesharing) service that combines Metro-provided vehicles, volunteer drivers, and commuters sharing rides on a dynamic basis to the Mercer Island Park-and-Ride.

Other ideas we explored included leasing and adding a new park-and-ride and educating Shorewood Heights residents about local mobility options and potential transportation gap solutions.

Phase 3: Report Back and Decision Making

What we heard from the community was a strong need for Alternative Services connections to serve the peak commute market to the Mercer Island Park-and-Ride and Downtown Seattle's First Hill area. We also heard that the Mercer Island Park-and-Ride is often crowded and that residents were interested in expanding parking capacity.

Based on this input, Metro and the City of Mercer Island agreed to implement the following Alternative Services:

- **A one-way Community Shuttle** that would run during weekday peak periods to serve commuter needs. The shuttle would make stops along the north part of Island Crest Way and at the Mercer Island Park-and-Ride, and travel west to serve Seattle's downtown and First Hill areas. The shuttle would have a flexible service area to help meet the needs of Shorewood Heights residents.

- **A new leased park-and-ride lot** at the Mercer Island Congregational Church. The new Mercer Island Community Shuttle/Route 630 makes a stop there, allowing residents of the southern half of the island to park and ride it instead of parking at the over-capacity Mercer Island Park-and-Ride.

- **A TripPool project** that would provide a rideshare connection between neighborhoods and the Mercer Island Park-and-Ride.

Partnership

King County and Mercer Island formalized a partnership for the Mercer Island Community Shuttle/Route 630 in a Funding Agreement that covers the period from June 8, 2015 through September 2017. The County's specific role in this partnership is to contract and pay for the operation of the service, arrange and pay for vehicles, site bus stops, and maintain the service in Metro's standard service change process including the dissemination of customer information. The City of Mercer Island is contributing $80,000 each year toward the operation of the Route 630 Community Shuttle.

As of this writing, there is no formal agreement between King County and the City of Mercer Island for the TripPool pilot project. The project team will evaluate the need for formal TripPool

agreements, given the particular nature of this service. Meanwhile, Metro is providing vehicles and vetting drivers while the city is supporting efforts to market the new service to residents through their local communication channels. Also, Sound Transit has agreed to support the project by reserving TripPool parking spots and providing signs at the Mercer Island Park-and-Ride on an as-needed basis.

Project Information: Mercer Island Community Shuttle/Route 630

Services delivered

The Mercer Island Community Shuttle/Route 630 provides one-way peak-only commuter service to Seattle's First Hill and downtown neighborhoods. The shuttle comes about every 30 minutes to central and north Mercer Island, Monday through Friday between about 6:15 and 8:15 a.m. and between 4 and 6:30 p.m. In addition to its fixed route, the shuttle also has a flexible service area. To schedule a pickup in this area, riders must call ahead at least two hours in advance. The shuttle is operated by a paid driver who is an employee of the service sub-contractor, Hopelink.

Table 20: Mercer Island Community Shuttle/Route 630 service description

General Service Information	Description
Co-branding name	Mercer Island Community Shuttle
Contract service provider	Hopelink
Official start date	June 8, 2015
Service description	One-way peak-only service operating between 46th/Island Crest Way and downtown Seattle via First Hill with Flexible Service Area.
Flexible service area	Bounded by Island Crest Way to the west, SE 47th Street to the south, Shorewood Drive to the north and 88th Avenue SE to the east.
Service span and frequency	About 30-minute frequency between 6:15 and 8:15 a.m. and 4 and 6:30 p.m.
Trips per day	10
Fare	Standard Metro fares – 1 zone, peak. and off-peak as applicable
Fare collection method	ORCA Reader – portable fare transaction processor (FTP)
Number of vehicles	3 vehicles each in the morning and afternoon/evening
Vehicle type	19-passenger vehicle

To support access to the Mercer Island Community Shuttle/Route 630, Metro added a new leased park-and-ride lot at the Mercer Island Congregational Church. Route 630 stops here to

pick up and drop off riders who use the park-and-ride. For more information about Community Shuttles, see the Alternative Service Program Delivery chapter.

The target market for this service is commuters who live on Mercer Island and work in downtown Seattle or transfer to the regional transit network at the Mercer Island Park-and-Ride — especially former riders of deleted Metro routes 202, 203, 205, and 213.

To promote the new Mercer Island Community Shuttle, we created a We'll Get You There Mercer Island web page. The shuttle was also heavily promoted during the Mercer Island In Motion residential transportation demand management campaign in fall 2015.

Table 21: Route 630 Annual Ridership

	2013	2014	2015*	2016**	Lifetime Ridership***
Annual Ridership			16,328	10,295	26,623

* From the launch of service on June 8 through December
** Jan-May
*** Through May 2016

Market potential

We used census data from the area covered by Route 630 to calculate the shuttle's market potential, or the total number of possible users. Given the multiple variables that influence ridership, including personal preference, we do not consider market potential to represent a projection of expected ridership. The factors that contribute to market potential for this service are consistent with "corridor productivity" factors in Metro's Service Guidelines. The market potential we calculated for Route 630 is detailed in Table 22 below.

Table 22: Route 630 market potential estimation

Measure	Description	Data
Length	The length in miles of the fixed-route portion of this route	10
Housing Units	The number of housing units within a ¼ mile walk of the 630's stops (hereafter referred to as the route's "service area).	2,228
Park-and-ride stalls	The number of P&R stalls within the route's service area	523
Park-and-ride users	The number of people who could potentially use the park and ride derived by applying an adjustment factor to the number of stalls to reflect typical vehicle occupancy at park and rides	575
Jobs	The number of jobs within the service area as determined by the US Census's Longitudinal Employer-Household Dynamics study	1,990
Total Market	The total market for the service, including households, jobs, and P&R users.	4,793
Market/ Mile	The total market size per corridor mile	479.3

Service cost and revenue

Table 23 shows one-time vehicle/startup costs and yearly operating costs since Route 630 began service in June 2015. Taken together, the lifetime costs for this shuttle through May 2016 total $773,232.

Table 23: Mercer Island Community Shuttle/Route 630 costs

	2013	2014	2015*	2016**	One-time	Lifetime costs *****
Operations and fuel ***			$167,386	$122,641		$290,027
Vehicle/Startup****					$483,205	$483,205
Total	**$0**	**$0**	**$167,386**	**$122,641**	**$483,205**	**$773,232**

* June-Dec
** Jan-May
*** Includes the City of Mercer Island's annual contribution of $80,000
**** Startup costs include branding, launch promotion, and marketing; $35,205 in startup costs paid from grant revenue
***** Through May 2016

Table 24 below shows the ORCA and cash revenue since the Mercer Island Community Shuttle/Route 630 began service in June 2015. The shuttle has taken in a total of $63,402 through May 2016.

Table 24: ORCA and cash revenue

	2013	2014	2015*	2016**	Lifetime Revenue***
ORCA revenue			$36,063	$24,971	$61,034
Cash revenue			$1,068	$1,301	$2,369
Total	**$0**	**$0**	**$37,131**	**$26,272**	**$63,403**

* June-Dec
** Jan-May
***Through May 2016

Performance measurement

Route 630 was launched in June 2015, so we have 10 months of operations data available for analysis. Community Shuttles are similar to Metro DART routes, so we do not require a Baseline Data Collection phase in order to establish targets. Instead, the performance measures and targets tracked in this report were derived before the launch of this service based on DART performance measures and capturing part of the ridership of the deleted Metro routes in this area.

Table 25: Route 630 performance measures

Measure	Description
Average daily ridership	• Purpose: This metric is designed to measure the level of use of alternative services over time. • High ridership may trigger additional trips and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Cost per boarding	Direct fixed costs/ number of boardings • Purpose: This measure compares the direct cost of the service on a per-passenger basis. Direct cost is defined as the fixed cost of operating the service. In the case of this service, the direct cost is determined through a contract with Hopelink. This cost includes service operation, vehicle maintenance and administration conducted by the service provider. Due to the highly variable nature of fuel prices, this cost is excluded from this measure in order to be able to generate numerical targets in this measure for a particular route. Including fuel prices into this measure world require Metro to forecast the future price of fuel in order to set realistic performance targets. • Example: a shuttle which costs $1,200 per day to operate and provides an average of 100 boardings per day costs $12 per boarding to provide the service. • An uncharacteristically high cost per boarding may trigger a re-evaluation of the service and potential right-sizing
Vehicle capacity used	Rides / seats provided • Purpose: This metric is designed to measure the level of use of alternative services relative to the capacity of the service provided. • Example: a shuttle with 16 seats making four one-way trips per weekday will provide 1,280 seats over the course of a month. This measure compares the rides provided in that month to the number of seats. • High vehicle capacity use may trigger additional trips and/or conditional conversion to fixed-route • Low vehicle capacity use may trigger a re-evaluation of the service and potential right-sizing
Customer satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Service solution is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Targets

Ridership, cost, and vehicle capacity used targets for the Route 630 were informed by the service which was deleted in the September 2014 service revisions. The customer satisfaction target is based on matching satisfaction ratings for King County Metro as a whole. While ridership, cost, and vehicle capacity used data are available, a customer satisfaction survey which is comparable to other Metro customer satisfaction surveys (e.g. the Rider-Non Rider Survey) is still under development and will be administered sometime over the summer of 2016.

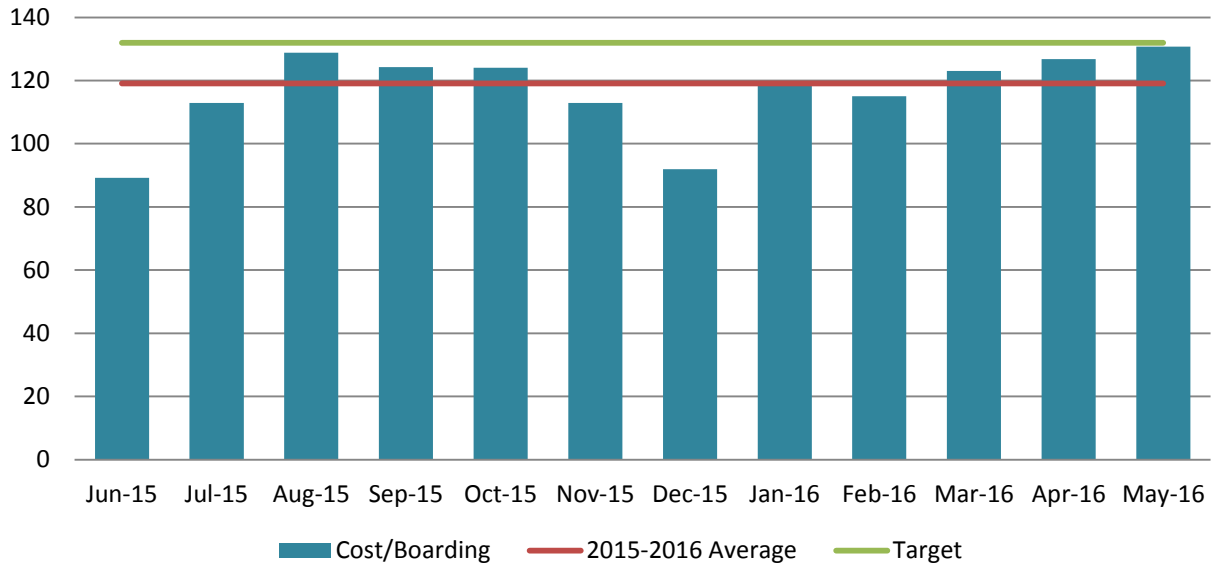
Table 26: Route 630 targets and actuals

Metric	Target	Actual (2015)	Actual (2016)*	2015-2016 Average
Average Daily Ridership	132	112	121	118
Cost/boarding	$4.79	$6.11	$5.72	$5.79
Vehicle capacity used	69%	59%	64%	61%
Customer satisfaction	> 88% satisfaction	TBD	TBD	

*Only data from January-May was available at the time of this publication

Average daily ridership

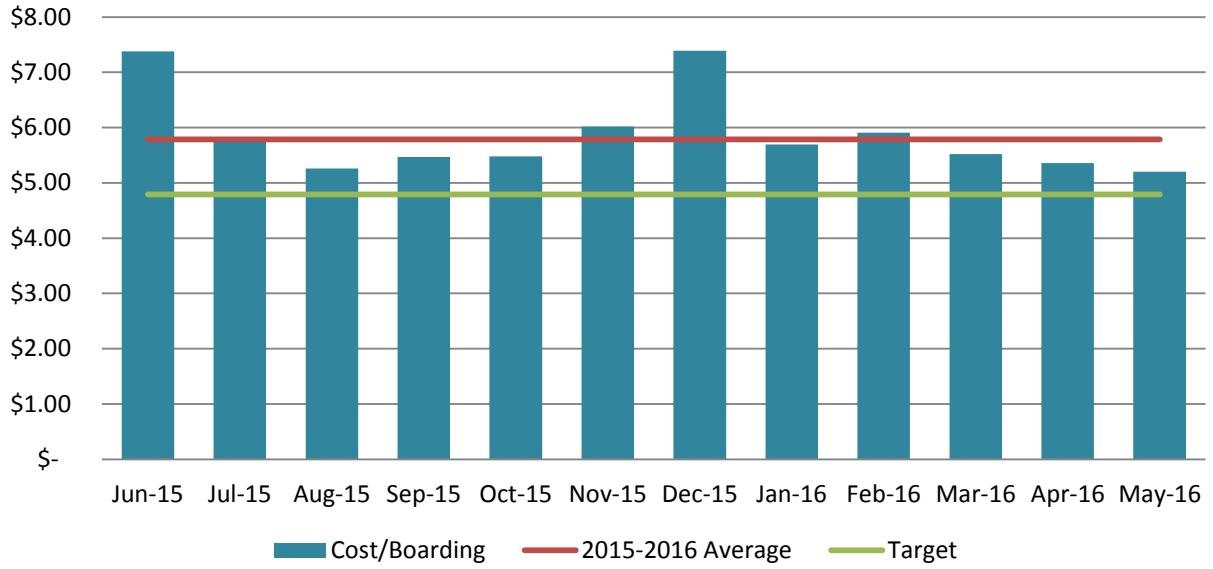
Figure 22: Route 630 average daily ridership



From 2015 to 2016, average daily ridership has increased by 8 percent from 112 to 121 boardings per day. This route has not been in service long enough to determine year-over-year growth, but the available ridership information suggests it's becoming more popular as it becomes more established in the community.

Cost/boarding

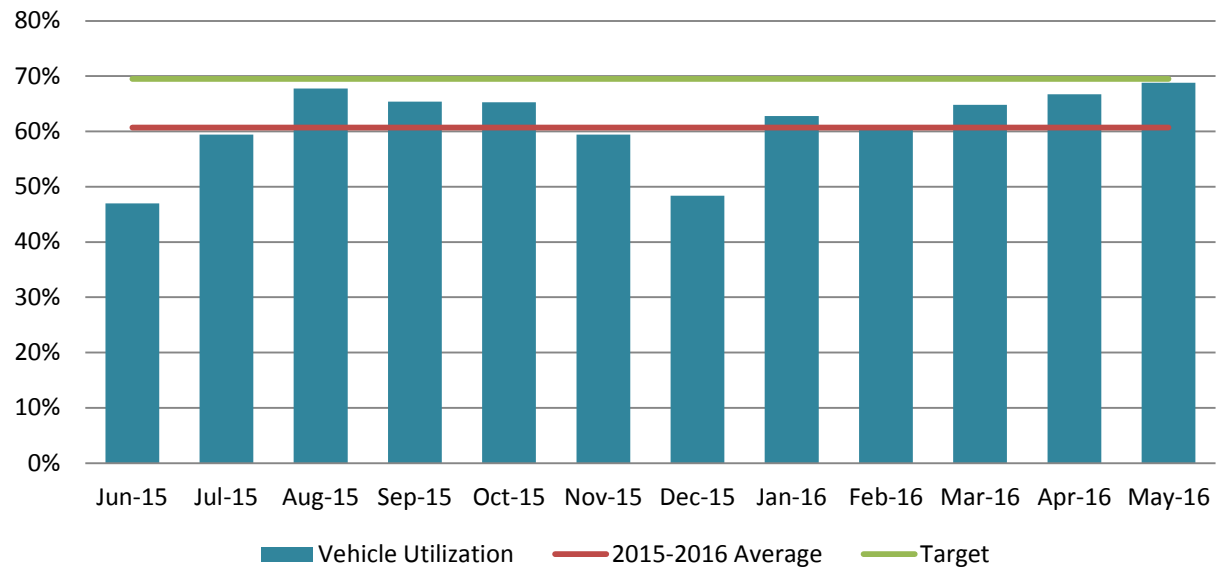
Figure 23: Route 630 cost per boarding



Route 630's decrease in cost per boarding in 2016 can be attributed to the increase in average daily ridership seen so far this year, as the other characteristics of service (number of trips, size of vehicles, etc.) have remained constant. The cost per boarding of this service, taken as an average over the project lifetime to date, is $5.62.

Vehicle capacity used

Figure 24: Route 630 vehicle capacity used



Performance on this measure is approaching the vehicle capacity used target of 69 percent, set at the start of this project. In 2015, the service was around 14 percent below the target vehicle capacity used, but performance has improved such that in 2016, the capacity used increased by nearly a tenth, to 64 percent. However, even with this higher utilization, the current vehicles on average have capacity for more passengers.

Project Information: Mercer Island TripPool

Services delivered

To address the need for residents to access the transit network while simultaneously addressing park-and-ride overcrowding and ridesharing, we are working with the community to implement a TripPool project. TripPool provides commuter vans for Mercer Islanders to use to travel together from home to the park-and-ride (learn more about TripPool in the Alternative Service Program Delivery chapter).

The target market for the TripPool pilot is Mercer Island residents who connect to transit via the Mercer Island Park-and-Ride during peak commute times. The project was launched in early May, and there is one TripPool in operation, providing rides from the Shorewood Heights community on Mercer Island.

Table 27: Mercer Island TripPool service description

General Service Information	Description
Co-Branding Name	King County Metro TripPool
Official start date	May 9, 2016
Service description	Peak real-time rideshare service providing "first-mile" connection to transit at the Mercer Island Park-and-Ride via volunteer drivers using Metro provided commuter vans. Drivers and riders coordinate trips through iCarpool smartphone app.
Fare	Free for volunteer trip drivers, $0.26/mile through the iCarpool app ($1.50 flat fee first five miles). Riders who link their iCarpool / RideshareOnline.com accounts are reimbursed for charges over one-zone peak fare ($2.75). Option for 100% reimbursement to ORCA holders.
Fare collection method	Ride credits charged through the iCarpool app.
Number of vehicles	One operating, two more available.
Vehicle type	Six passenger Dodge Grand Caravan w/ accessible ramp added.

Market potential

Since the Mercer Island-led mobility survey pre-dated the development of our market potential methodology for new products, the data necessary for deriving market potential estimates are not available.

Service cost and revenue

Table 28 below shows one-time vehicle/startup costs for the Mercer Island TripPool which totaled $177,611. No operating costs have been incurred to date. No direct revenue to King County will be generated from this service.

Table 28: Mercer Island TripPool costs

	2013	2014	2015	2016	One-Time	Lifetime Costs through May 2016
Operating Cost + Fuel	$0	$0	$0	$0		$0
Vehicle/Startup*					$177,611	$177,611
Total	$0	$0	$0	$0	$177,611	$177,611

*Startup costs include branding, launch promotion, and marketing; $35,205 in startup costs paid from grant revenue

Performance measurement

New service solutions, such as the Mercer Island TripPool, have never been tested before. Therefore, we will spend a period of approximately three months gathering baseline data before establishing targets against which we will measure performance. The performance measures themselves are designed to be thematically in line with the performance measures developed for more established Alternative Services solutions.

Performance measures

Table 29: Mercer Island TripPool performance measures

Measure	Description
Average Daily Ridership	• Purpose: This metric is designed to measure the level of use of services over time. • High ridership may trigger adding additional vehicles to the system • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Vehicle Capacity used	Average participants/trip • Purpose: This metric is designed to measure the level of use of service for a trip. • High participation for a trip may trigger additional trips of this type, or provision of a larger vehicle. • Low use may trigger re-evaluation of a trip when resources are constrained or opportunity costs are high
Operating cost/Boarding	Operating cost/ boarding • Purpose: This measure compares the actual cost of the service on a per-passenger basis. • An uncharacteristically high cost per rider may trigger a re-evaluation of the service and potential right-sizing • Low cost per rider may trigger an expansion of the service
Customer Satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Service solution is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Summary

There are two Alternative Services projects in the City of Mercer Island: the Mercer Island TripPool project and the Route 631 Community Shuttle. The Community Outreach processes for both projects have been completed.

TripPool on Mercer Island became available to users in May 2016. One-time vehicle and start-up costs incurred by Metro to-date total $177,611. The TripPool project is in New Product Baseline Data Collection Phase so while performance measures have been developed, numerical targets for those measures have not been determined.

The Route 630 began service on June 8, 2015 in partnership with the City of Mercer Island and the City of Seattle. Lifetime costs and revenues for this service are $773,232 and $58,558, respectively. The Route 630 is currently not meeting any the performance targets for the service we for which we have data. However, year-over-year performance is improving on all performance measures and the performance of the route and current performance is near target levels.

Redmond

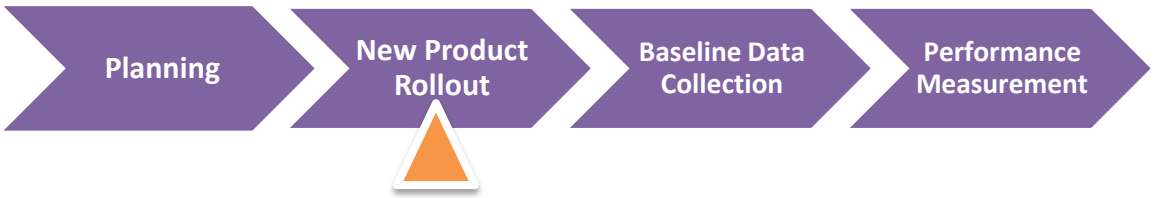
Background

Redmond became a candidate city for Alternative Services after the first three candidate areas were identified in the King County Metro Transit Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery (September 2012). We began working with the City of Redmond to explore alternative services ideas in 2013. As a result of our joint 2014 community outreach process Redmond and Metro determined to pursue a commuter-oriented solution for the Willows Road and SE Redmond corridors and a midday solution for service between Redmond's Education Hill, SE Redmond, and Downtown neighborhoods.

Based on community outreach, the Redmond Real-Time Rideshare (originally Flexible Ridesharing) project was developed to address commuter needs in Willows Road and Southeast Redmond.

Redmond Real-Time Rideshare is currently in the New Product Rollout Phase.

Figure 25: Real-Time rideshare project status



The City of Redmond's 2015 community outreach process in Education Hill resulted in a Community Van-Community Shuttle hybrid project called the "Redmond LOOP" to serve midday riders.

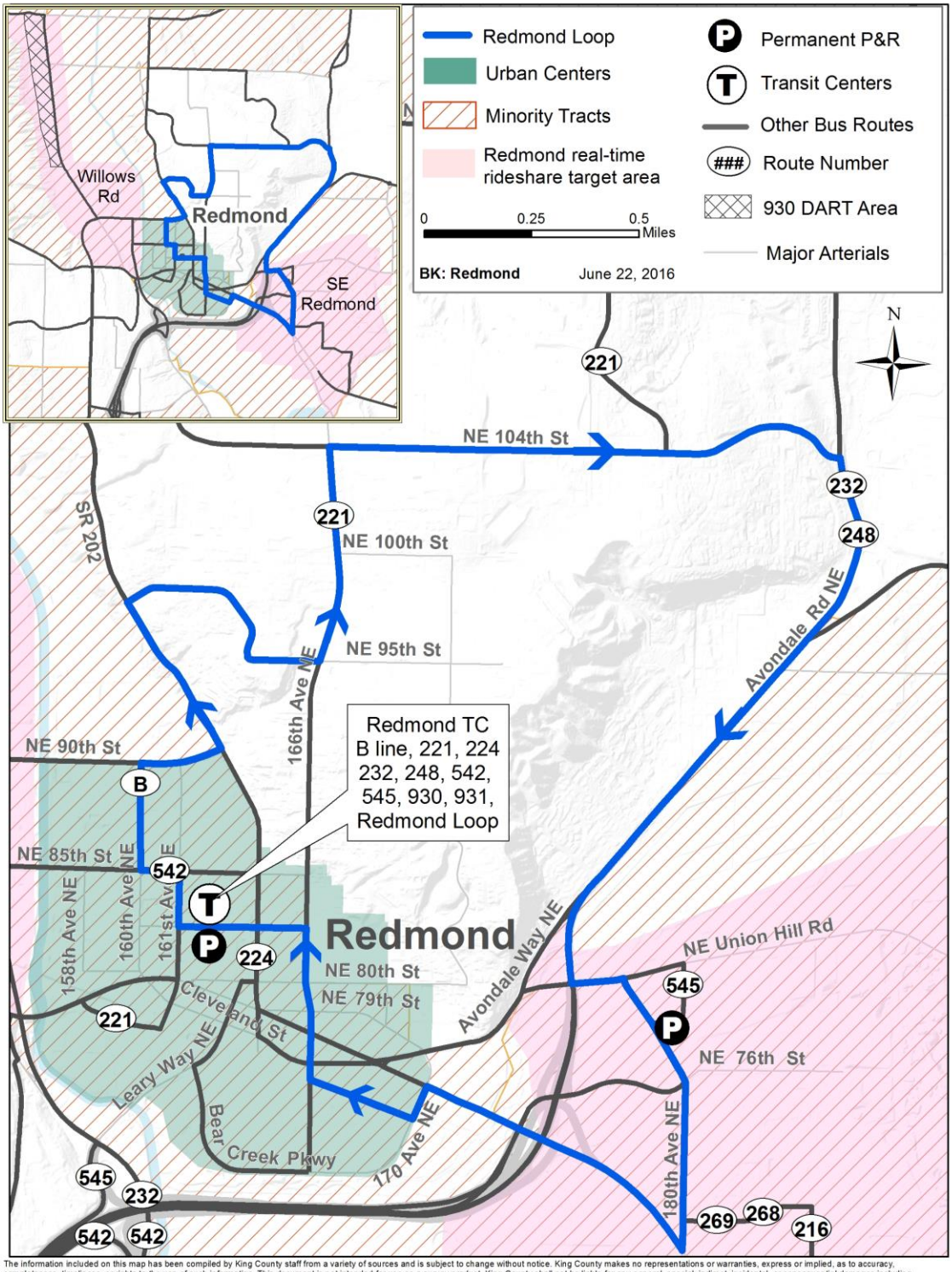
The Redmond LOOP is in the Community Shuttle Rollout phase.

Figure 56: Redmond LOOP project Status

Geographic coverage, access, and linkage to regional transit network

The service area for Redmond Real-Time Rideshare and Redmond LOOP includes two permanent park-and-rides, Bear Creek (283 spots), and Redmond Park-and-Ride Garage (377 spots) which is adjacent to the Redmond Transit Center. There is also a leased-lot Park-and-Ride at Redwood Family Church (10 spots). Riders who participate in Redmond Real-Time Rideshare can connect to the regional transit network from the target areas via routes 930 DART, 244, 232, 216, 268, 269, and the Rapid Ride B Line. Redmond LOOP riders can connect to the regional transit network via routes 221, 224, 232, 248, 930 DART, 216, 931 DART, Rapid Ride B Line, and Sound Transit routes 542 and 545. Three census tracts in the project service area are designated in King County Metro's Service Guidelines as minority.

Figure 26: Redmond Alternative Services project service area map



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Project Information: Redmond Real-Time Rideshare

Community outreach

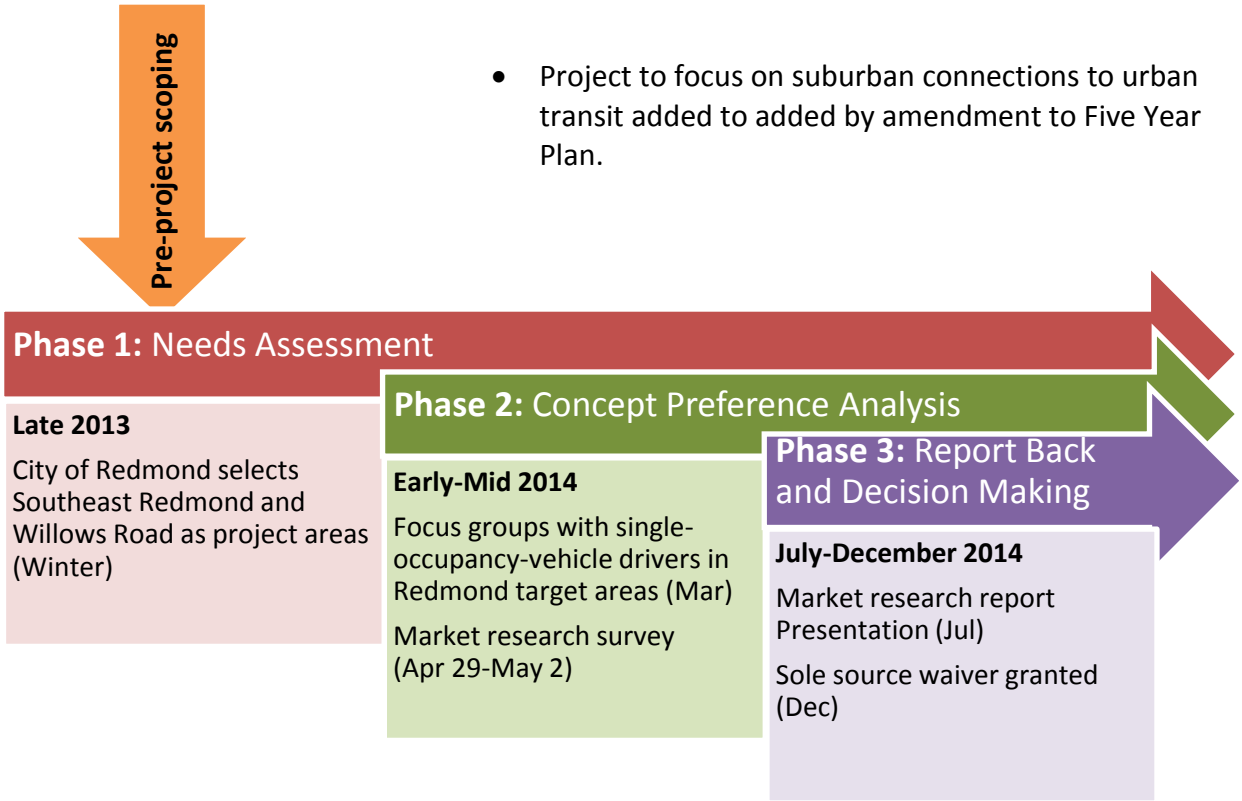
Who we worked with

We began talking about Alternative Services with the City of Redmond in 2012. The main stakeholders we engaged with were staff and elected officials from the City of Redmond. City staff also coordinated engagement with ONE Redmond and the Employer Transportation Coordinator network in Redmond. During the concept preference analysis phase we conducted market research activities with employees in the target communities to understand their mobility needs, preferences, barriers, and motivators.

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process is described in the Community Outreach section of the Alternative Services Program Delivery chapter. Our specific milestones and meeting dates are outlined in Figure 28.

Figure 27: Three-phase community outreach process – Redmond



Phase 1: Needs Assessment

The need for an Alternative Services project in Willows Road and Southeast Redmond to address peak commuter mobility was identified by the City of Redmond. In particular, Redmond highlighted the need for a means to address commuter access to large business campuses in those target areas which had low density and low transit access but high traffic congestion.

Phase 2: Concept Preference Analysis

In Phase 2 we contracted with EMC Research to conduct market research with commuters in the target areas. The goal of EMC's research was to identify a preferred service solution concept. EMC conducted research activities including a survey and several focus groups. In the spring of 2014 EMC led three focus groups to help identify potential solutions for addressing mobility needs in the Willows Road and Southeast Redmond areas. Two focus groups were with single occupancy vehicle drivers in Willows Road and Southeast Redmond and one was with Microsoft employees. The City of Redmond provided the names and contact info for local employers to the consultant. The consultant took the lead on contacting local employers and inviting them to offer the opportunity to include their employees in the process.

Based on focus group results, EMC Research then conducted a survey to understand market receptivity to various options. The survey found there was strong receptivity to carpool and

vanpool concepts that started "further upstream" as opposed to last-mile connections. The survey found that the highest barrier to alternative transit was schedule conflict and incompatible location. This was consistent with the findings from the focus groups. From this we determined that an alternative service concept for this area should address the need for more flexible ridesharing options that allowed commuters to share the ride without needing to commit to a fixed schedule.

Phase 3: Report back and decision making

In the fall of 2014 we agreed with the City of Redmond to move forward with the implementation of a "flexible carpooling" solution. We determined that flexible carpooling using a mobile app technology was the best alternative to fill the mobility gap identified during the community engagement process. Moreover, the population in Willows Road and Southeast Redmond was a good candidate to test this new mode because of the high concentration of tech workers who may be more comfortable as "early adopters" and more patient with technology in test mode.

Partnership

The City of Redmond and King County Metro are jointly supporting Real-Time Rideshare. The City of Redmond's contributions include: webhosting the Redmond Real-Time Rideshare page on GoRedmond.com, social media promotions, and staff time. Metro is funding the incentive program, the Emergency Ride Home benefit, the marketing campaign, and program administration. The County has developed partnership agreements with Uber and Lyft in order to provide an Emergency Ride Home benefit to Redmond Real-Time Rideshare participants.

Services delivered

The iCarpool app integrates easily with RideshareOnline.com, King County Metro's ridesharing platform, allowing users to track their trips and qualify for rewards and benefits from Metro. More information about Real-Time Rideshare is available in the Alternative Services Solutions section of the Alternative Services Program Delivery chapter.

The target market for Redmond Real-Time Rideshare is commuters in the Southeast Redmond and Willows Road corridors. Commuters must commute to or from these corridors in order to be eligible for Metro's incentives and Emergency Ride Home benefits. Real-Time Rideshare entered a soft launch phase launch in November of 2015. In January 2016 the app was relaunched with new features. Metro and Redmond's marketing efforts have been phased in over-time to help build critical mass required for an effective carpooling strategy.

Implementation activities that build awareness of Real-Time Rideshare and educate potential customers on how to use it will continue into summer 2016. Promotional efforts include on-site recruiting events, business postering, hanging banners in the service area, providing handouts to prospective users, social media posts and advertising targeting user audience, press releases, and promotional incentives.

Table 30: Redmond Real-Time Rideshare Service Description

General Service Information	Description
Co-branding name	Redmond Real-Time Rideshare
Official start date	October 2015 – Soft Launch January 2016 – App relaunched after upgrades
Service description	Real-Time Rideshare enables private commuters to find carpool matches in real-time using a mobile app. The app matches riders and drivers and allows for seamless cost-sharing. The Real-Time Rideshare project includes incentives and an Emergency Ride Home benefit for participants in the Southeast Redmond and Willows Road corridors.
Fare	Riders pay a flat rate of $1.50 for the first five miles and 26 cents a mile for every mile after that.
Fare collection method	iCarpool Ride Credits purchased through the app
Number of vehicles	Varies by day because participants use their personal vehicles to offer carpool trips.
Vehicle type	Personal vehicles. Any vehicle is eligible to participate if it complies with iCarpool's standards.

Market potential

Since our market research survey for this project pre-dated the development of our market potential methodology for new products, the data necessary for deriving market potential estimates are not available.

Service cost and revenue

Table 31 below shows one-time Redmond Real-Time Rideshare startup costs which totaled $56,281. No operating costs have been incurred to date. No direct revenue to King County will be generated from this service.

Table 31: Redmond Real-Time Rideshare Costs

	2013	2014	2015	2016	One-time	Lifetime costs*
Operating Costs	$0	$0	$0	$0		$0
Startup**					$56,281	$56,281
Total	$0	$0	$0	$0	$56,281	$56,281

* Through May 2016
** Startup includes costs of launch promotion and marketing.

Performance measurement

New service solutions, such as Redmond Real-Time Rideshare, have never been tested before. Therefore, we will spend a period of approximately three months gathering baseline data before establishing targets against which we will measure performance. The performance measures themselves are designed to be thematically in line with the performance measures developed for more established Alternative Services solutions.

Performance Measures

Metro's role in Real-Time Rideshare service delivery is to promote the service and to provide incentives for people to use the service. As such, the performance measures created for this service are focused on determining if the promotional activity is encouraging people to actually use the service.

Table 32: Redmond Real-Time Rideshare performance measures

Measure	Description
Rides Taken	• Purpose: This metric is designed to determine the actual number of trips taken in our target area • High use of the service may suggest that our marketing and incentives are effective in encouraging people to carpool in this area. • Low numbers of rides taken may suggest that either our marketing and incentives are ineffective in encouraging the use of the service or that the geographic area we are promoting in is not a good candidate for real-time ridesharing.
Ride opportunity rate	Ride matches (opportunities)/ Ride Requests • Purpose: This metric is designed to compare the number of ride "matches" (a driver and rider(s) with similar origins and destinations that could form a carpool) to the total number of ride requests to determine how frequently people who request rides would be able to find them.

Measure	Description
	• Example: Of the 1,500 ride requests made in a target community in a month, only 300 of them would have the opportunity (similar departure time, origin, and destination) to become a carpool. This would mean that 20% of the total numbers of requests have the opportunity to become carpool rides. • A very low ride opportunity rate suggests that either the service area might not have a high enough concentration of shared destinations to make carpooling effective or that there is a discrepancy between the number of riders and drivers. This may trigger a re-examination of whether promotional resources are better spent in other areas • A high ride opportunity rate suggests that there are enough shared destinations and may trigger an examination of whether this area would be a good market for additional ridesharing services such as VanPool, Vanshare, or TripPool.
User Sign-ups	• Purpose: This measure looks at the total number of people who signed up for the real-time ridesharing service in an area. • A low user population will likely be unable to form the critical mass of ride requests and offers needed to make the service effective. If Metro incentives are unable to grow the user population over time, continued promotional support may need to be re-examined

Project Information: Redmond LOOP

Community outreach

Who we worked with

The City of Redmond led the community outreach phase for the Redmond LOOP – then referred to as the "Redmond Neighborhood Shuttle" - with Metro staff attending meetings in a support role. The City of Redmond formed a "Neighborhood Shuttle Task Force" to provide feedback on potential service options, help select the preferred option for implementation, and to help evaluate the service after it has launched. Members of the Task Force included:

- Redmond residents
- Redmond City Human Resource Division staff
- Redmond Parks Department staff
- Lake Washington School District staff

The City hosted four Task Force meetings. At these meetings the Task Force identified needs and priorities, evaluated different approaches to providing service, helped identify and refine the service options presented for public feedback, and made final recommendations for

service. Staff also met with the Redmond Youth Partnership Advisory Committee to better understand the travel needs of Redmond students, and brought themes and findings back to the Task Force for further discussion and incorporation into final recommendations.

Outreach process

Because the City of Redmond took the lead on the community outreach process, the activities do not completely fit within our three-phase process. Nevertheless we have attempted to tell the story of the process within this framework.

Phase 1: Needs Assessment

Redmond's priority transportation needs were identified during the Redmond Neighborhood Shuttle Task Force meetings that took place in 2015. Through their discussions, the Task Force determined that the highest priority transportation need in Redmond is local midday paid-driver trips for residents of the Education Hill community. Task Force recommendations centered on the following major themes:

- Service should be predictable and easy to use, (ability to "hop on and hop off")
- Service should focus on local travel in the middle of the day - existing service is oriented towards the peak commute
- Service should reflect the needs of our target market

Phase 2: Concept Preference Analysis

During the concept preference analysis phase the City of Redmond took information provided by the Task Force and developed multiple routing options for a proposed circulator service that would make a one-way loop in the midday. The four proposed routing options were presented in a community survey. In addition to routing options the survey asked questions about current barriers to using transit. The City of Redmond led the survey administration and analysis. According to their analysis there was broad representation amongst those that indicated they were likely to use the shuttle service; no one group or demographic dominated.

Major themes and findings from the survey included:

- Preference for service that included North downtown and SE Redmond
- Approximately 1/3 of potential riders would use cart/stroller/walker
- Redmond Town Center was the top "Redmond Destination" for transit

Phase 3: Report back and decision making

The City of Redmond took the survey data analysis and presented it to the Task Force and the Redmond City Council. At these presentations they recommended implementing the preferred circulator route.

Redmond then engaged Metro to develop an implementation strategy to meet the needs identified in the outreach process. Metro and the City of Redmond jointly developed a hybrid concept combining elements of the Community Shuttle and Community Van alternative services solutions.

Partnership

As of this writing, the City of Redmond and Metro are negotiating an Alternative Service Demonstration Project Agreement to jointly implement the Redmond LOOP.

The County's role in the Redmond LOOP partnership includes providing vehicles and paying for vehicle operating costs; providing comprehensive and collision insurance; contributing to the cost of operating the service, siting new bus stops and installing custom Redmond LOOP bus stop signs; collecting fares and including the LOOP in our trip planning software and online schedules.

The City's role in the Redmond LOOP partnership is to be the primary funding partner and manager for their service contract with Hopelink to drive the route and coordinate rider requests for the "Flexible Service Destinations." The City has also continued to be the lead partner for community outreach, marketing and promotion of Redmond LOOP service in Redmond and, through their service contract with Hopelink, providing liability insurance.

Services delivered

Redmond LOOP is a unique hybrid solution that combines the smaller vehicles of Community Van with the paid driver and route design of a Community Shuttle. The Redmond LOOP will travel clockwise from the Redmond Transit Center to Bella Bottega, north along 160th Ave NE, east along 104th, south on Avondale to Bear Creek Park & Ride, west on Redmond Way and back to the Redmond Transit Center via NE 166th. There will be one flexible service area on Education Hill and four flexible destinations for which riders may arrange drop off or pick up by pre-arrangement. To schedule service within the flexible service area, or for the flexible destinations, riders must call ahead and reserve a ride at least two hours prior to pick-up. The Redmond LOOP will be operated by a paid driver who will be an employee of the City of Redmond's sub-contractor, Hopelink.

Table 33: Redmond LOOP service description

General Service Information	Description
Route Number	632 – to be known and marketed as "Redmond LOOP"
Co-Branding Name	Redmond LOOP
Contract Service Provider	Hopelink under contract to City of Redmond
Official start date	Soft Launch: June 30, 2016 Grand Opening: September 12, 2016
Service description	Fixed route with flexible service area, operating as 1-way clockwise loop. Weekday service operating between Redmond Transit Center, NE 104th Street, Avondale Way, Redmond Way and NE 75th Street, with Flexible Service Area.
Flexible Service Area	1. Redmond Senior Center (Destination)

General Service Information	Description
	2. Education Hill 166th AVE NE Flexible Service Area 3. Friendly Village (Destination) 4. Swedish Medical Center (Destination) 5. Group Health (Destination)
Service span & frequency	M-F about every 45 minutes between about 9 AM and 3:30 PM
Total number of trips per day	9
Fare	At Grand Opening: Standard Metro fares – 1 zone, peak and off-peak as applicable
Fare collection method	ORCA Reader – portable fare transaction processor (PFTP) Mobile Ticketing – pending implementation by Metro
Number of vehicles	1 (plus one spare)
Vehicle type	Braun ENTERVAN (ADA conversion of the Dodge Grand Caravan)

Market potential

We used census data from the area covered to be covered by the Redmond LOOP to calculate the "market potential" for the service. Market potential means the total number of possible users on a given route and given the multiple variables that influence ridership, including personal preference, we do not consider market potential to represent a projection of ridership that can be expected. The factors that contribute to market potential for this service are consistent with the corridor productivity factors in Metro's Service Guidelines.

Table 34: Redmond LOOP market potential estimation

Measure	Description	Data
Length	The length in miles of the fixed-route portion of this route	4
Housing Units	The number of housing units within a ¼ mile walk of the 631's stops (hereafter referred to as the route's "service area).	2,970
P&R stalls	The number of P&R stalls within the route's service area	488
P&R users	The number of people who could potentially use the park and ride derived by applying an adjustment factor to the number of stalls to reflect typical vehicle occupancy at park and rides	537
Jobs	The number of jobs within the service area as determined by the US Census's Longitudinal Employer-Household Dynamics study	1,969
Total Market	The total market for the service, including households, jobs, and P&R users.	5,476
Market/ Mile	The total market size per corridor mile	1,369

Service costs and revenue

Table 35 below shows one-time vehicle/startup costs for the Redmond LOOP totaling $74,474. Since the service did not enter its soft launch phase until June 30, 2016, no actual operating costs or revenue are available for the reporting period (though May 2016).

Table 35: Redmond LOOP costs

	2013	2014	2015	2016*	One-Time	Lifetime Costs***
Operations and fuel	$0	$0	$0	$0		$0
Vehicle/Startup**					$74,474	$74,474
Total	**$0**	**$0**	**$0**	**$0**	**$74,474**	**$74,474**

* Jan - May
**Startup includes costs of branding, launch promotion, and marketing.
*** Through May 2016

Performance measurement

Table 36: Redmond LOOP performance measures

Measure	Description
Average Daily Ridership	• Purpose: This metric is designed to measure the level of use of alternative services over time. • High ridership may trigger additional trips and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Vehicle capacity used	Rides / seats provided • Purpose: This metric is designed to measure the level of use of alternative services relative to the capacity of the service provided. • Example: a vehicle with 6 seats making four one-way trips per weekday will provide 480 seats over the course of a month. This measure compares the rides provided in that month to the number of seats. • High ridership may trigger additional trips, the use of a larger vehicle, and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Cost/Boarding	Direct fixed costs/ number of boardings • Purpose: This measure compares the direct cost of the service on a per-passenger basis. Direct cost is defined as the fixed cost of

Measure	Description
	operating the service. In the case of this service, the direct cost is determined through a contract with Hopelink. This cost includes service operation, vehicle maintenance and administration conducted by the service provider. Due to the highly variable nature of fuel prices, this cost is excluded from this measure in order to be able to generate numerical targets in this measure for a particular route. Including fuel prices into this measure world require Metro to forecast the future price of fuel in order to set realistic performance targets.
Customer Satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Services implementation is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Although this service is not formally a Community Shuttle service, the operational concept is functionally very similar. As such, the performance measures used for this service are the same as those for Community Shuttles. Unlike other Community Shuttle implementations, this project is not mitigating the prior loss of other Metro services or part of a larger Metro service restructure, so targets could not be based on capturing prior ridership. Instead, ridership targets were calculated by looking at the performance of Metro's DART services.

Targets

Because this service is similar operationally similar to a community shuttle, initial targets for this service were created based on using land-use characteristics and ridership of our DART service and our other Community Shuttles as a proxy measure to estimate potential ridership. As this service launched on June 30, 2016, no performance data have yet been reported.

Table 37: Redmond LOOP targets and actuals

Metric	Target	Actual (2016)*	Performance against target
Average Daily Ridership	32	TBD	TBD
Cost/boarding	$16.35	TBD	TBD
Vehicle Capacity used	72%	TBD	TBD
Customer satisfaction	> 88% satisfaction	TBD	TBD

*Only data from January-May was available at the time of this publication

Summary

There are two Alternative Services projects in the City of Redmond; the Community Outreach processes for both projects have been completed.

Redmond Real-Time Rideshare became available to users in January 2016. One-time vehicle and start-up costs incurred by Metro to-date total $56,281. The Redmond Real-Time Rideshare project is in New Product Rollout Phase so no performance measurement information is available at this time.

Redmond LOOP became available for customers in June 2016. One-time, vehicle, and start-up costs incurred to date total $74,474. The Redmond LOOP project is in Community Shuttle Rollout Phase and so no performance measurement information is available at this time.

Sammamish

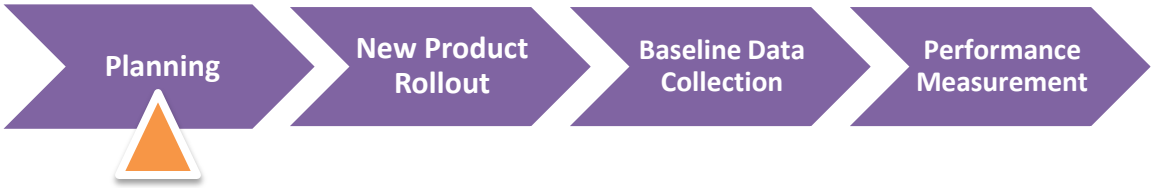
Background

In September 2014, Metro DART Route 927 was deleted due to low performance in accordance with the Service Guidelines.[13] The elimination of Route 927 was part of a package of service reductions implemented throughout King County to address Metro's budget deficit. This route served communities in Sammamish, Issaquah, and the Klahanie area which has since been incorporated into the City of Sammamish. Due to the lack of underlying service in Klahanie, Sammamish was identified as a mitigation candidate for Alternative Services.

DART Route 927 provided two-way service between Sammamish and Issaquah, Monday through Saturday during peak and midday hours. Route 927 provided demand-response service by request within designated areas in Sammamish and Issaquah. The route provided hourly service between Issaquah and South Sammamish Park and Ride, from which point trips either operated south on 228th Ave NE to Providence Point, or north on 228th Ave NE to NE 8th Street. Trips to and from Providence Point and NE 8th Street were provided every two hours.

This project is in early the Planning phase. Metro and City of Sammamish staff met in late May 2016 to lay the groundwork for community outreach during the fall of 2016.

Figure 28: Project phase



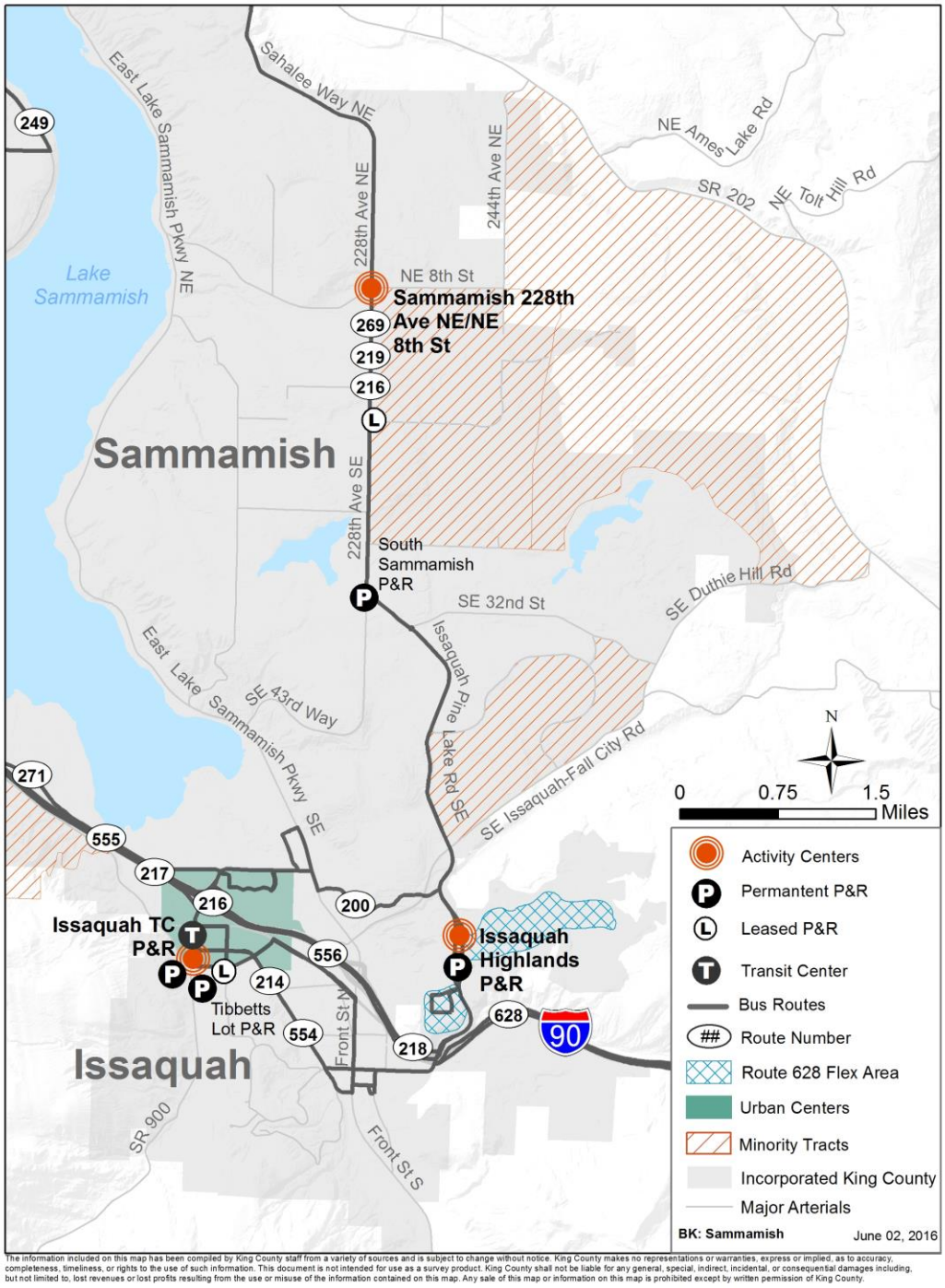
Geographic coverage, access, and linkage to regional transit network

The potential service area for this project includes four permanent park-and-ride facilities - South Sammamish Park-and-Ride (265 stalls), Issaquah Highlands Park-and-Ride (1,010 stalls), Issaquah Transit Center (819 stalls), and Tibbetts Lot (170 stalls); and four leased park-and-ride facilities - Sammamish Hills Lutheran Church (54 stalls), two Klahanie park-and-ride lots (60 stalls total), and Tibbetts Valley Park (27 stalls). The potential service area also includes one Regional Growth Center in Issaquah, and three transit activity centers (an area of activity that includes major destinations and transit attractions) – Issaquah Transit Center, City of Sammamish, and Issaquah Highlands. Potential connections to the regional transit network

[13] King County Metro Strategic Plan for Public Transportation and Service Guidelines (July 2011)

include existing Metro and Sound Transit bus services on I-90 and SR 202. Two census tracts in this potential service area are designated in King County Metro's Service Guidelines as minority.

Figure 29: Sammamish Alternative Services project service area map



Community outreach

Who we will work with

In the May 2016 community outreach planning meeting, Metro and City of Sammamish staff agreed that this project will involve a Stakeholder Working Group and brainstormed potential membership; recruitment for that group has not yet begun.

Outreach process

We have a three-phase community outreach process that we will use to identify needs, understand solution preferences, and report back to the community. This process – which will be used for the upcoming Community Outreach in Sammamish -- is described in the Community Outreach section of the Alternative Services Delivery chapter.

Partnership

The nature of the partnership for this project has not yet been established. However, Sammamish and Metro staff have discussed the ways in which city partners typically support the Alternative Services community outreach process with in-kind contributions such as staff time, meeting space, and access to city-wide communication channels.

Services planned

This project is very early in the Planning Phase. No services have been planned.

Market potential

This project is very early in the Planning phase. Market potential estimates are not yet available.

Service cost and revenue

This project is very early in the Planning Phase. Service cost and revenue figures are not yet available.

Performance measurement

This project is very early in the Planning Phase. Performance measures and targets are not yet available.

Summary

The Sammamish Alternative Services project is early in the Planning phase and the Community Outreach process is scheduled to begin in the fall of 2016. This project is in Planning Phase so no cost, revenue, or performance measurement information is available at this time.

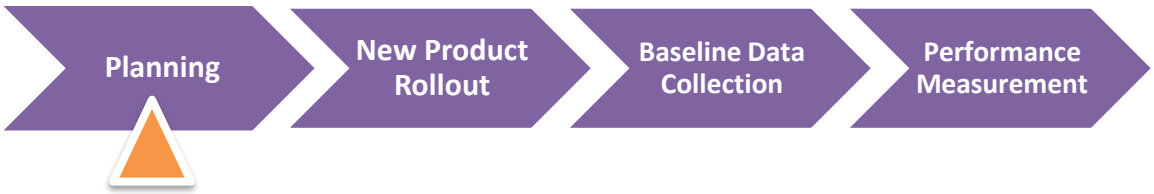
Southeast King County

Background

Southeast King County was identified as a candidate for Alternative Services in the King County Metro Transit Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery adopted in September 2012 (see "History of Alternative Services" chapter). Outreach began to the Southeast King County area in May 2015. Working with community stakeholders, the Alternative Services team has developed a set of solution concepts to improve access and mobility in Southeast King County including fixed route transit service changes, an Emergency Ride Home Program, a Community Van Program, and Rideshare Promotions.

Because we are in the process of negotiating service partnerships to implement these solutions, this project is in the Planning phase.

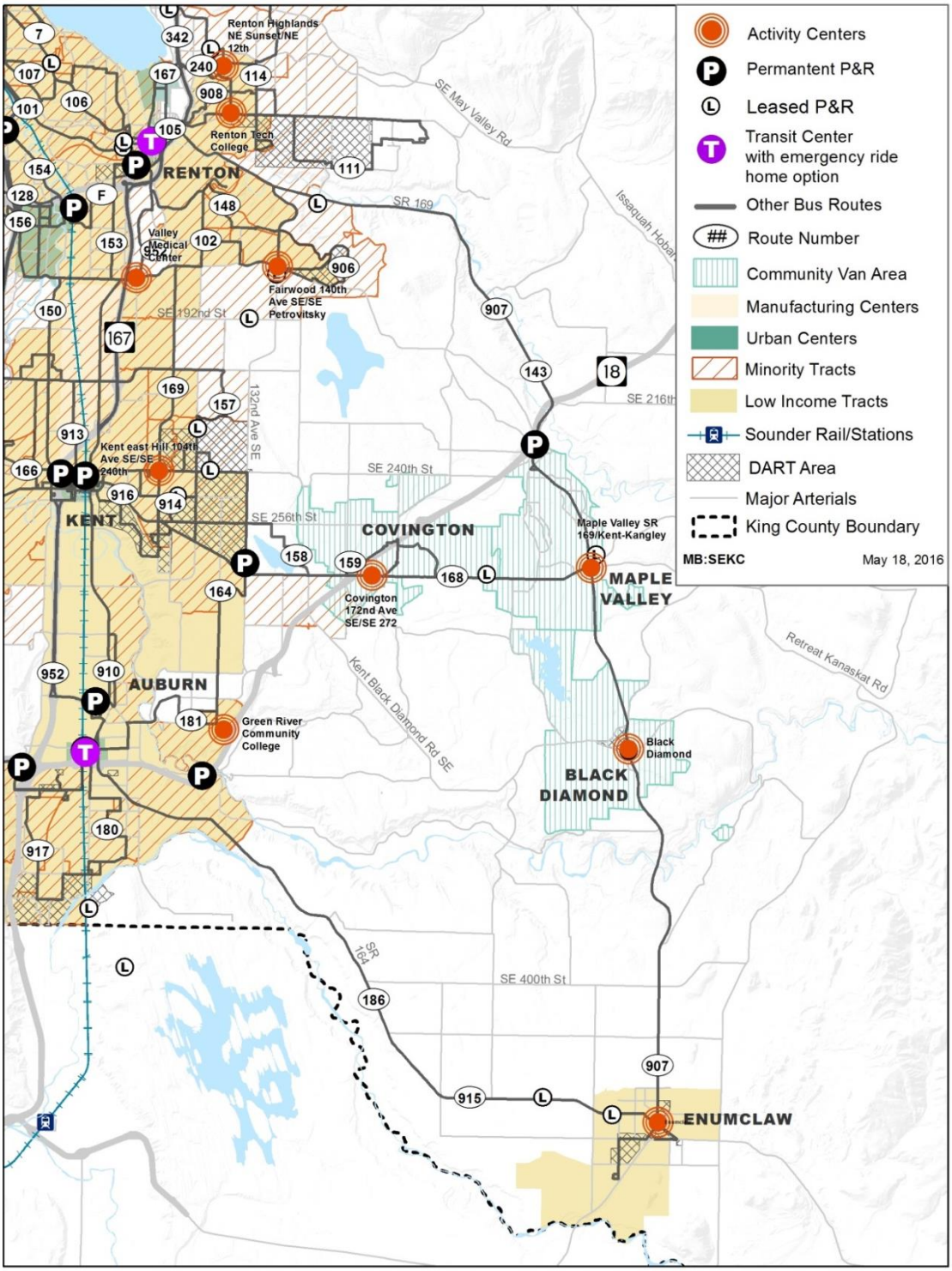
Figure 30: Project phase



Geographic coverage, access, and linkage to regional transit network

The service area for this project includes Auburn, Covington, Maple Valley, Black Diamond, Enumclaw, Renton, and parts of unincorporated Southeast King County. The services delivered will cover a large geographic area and will connect to the regional transit network in a variety of ways and locations including the Auburn and Renton Transit Centers, where riders can connect with the regional transit network, as well as the area's Park-and-Rides. These park-and-rides include: Black Diamond Park-and-Ride (30 spaces), Cornerstone United Methodist Church leased lot (20 spaces), Sacred Heart Church leased lot (40 spaces), Farmers Park Park-and-Ride (25 spaces), Maple Valley Park-and-Ride (122 spaces), and Maple Valley Town Square (97 spaces). Area Metro routes connecting to the regional transit network include routes 907, 915, 186, 143, 168, 158, and 159. Two census tracts within Enumclaw are designated as low-income according to King County Metro's Service Guidelines and there is one census tract designated as minority within Covington.

Figure 31: Southeast King County Alternative Services project service area map



Community outreach

Who we worked with

Metro created a working group to provide guidance on what alternative transportation services might best meet the needs of local communities. Members included representatives of various jurisdictions and transit user groups, and served as liaisons between their constituents and Metro. The following jurisdictions and groups participated on the working group:

- Auburn School District
- City of Auburn
- City of Black Diamond
- City of Covington
- City of Enumclaw
- City of Maple Valley
- City of Renton
- Greater Maple Valley Community Center
- South County Mobility Coalition
- Office of King County Councilmember Dunn

The following groups were invited to participate in the working group, but were unable to participate in meetings. They received all meeting notices and minutes. We met with some of them outside of working group meetings to brief them on the project and get their insights:

- Auburn Youth Resources
- Enumclaw School District
- Greater Maple Valley Area Council
- Green River Community College
- Muckleshoot Tribe
- South King Council of Human Services

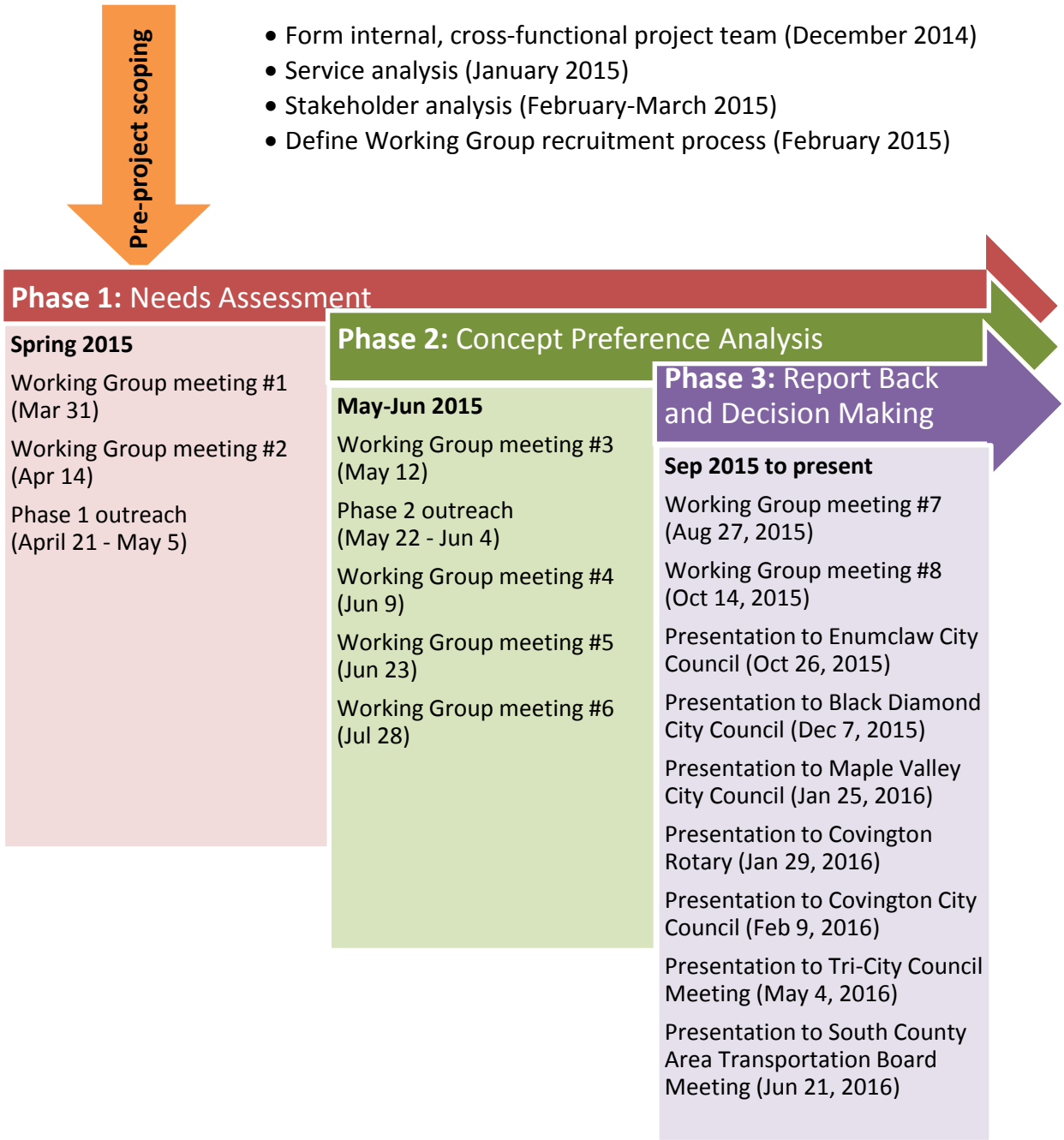
Feedback gathering activities were conducted with the following partners:

- Auburn YMCA
- Enumclaw Senior Center
- Greater Maple Valley Community Center
- Green River Community College

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process is described in the Community Outreach section of the Alternative Services Delivery chapter. Our specific milestones and meeting dates for this project are outlined in Figure 32.

Figure 32: Three-phase community outreach process – Southeast King County



Phase 1: Needs Assessment

The focus of the Phase 1 Needs Assessment process was to engage residents of Southeast King County in a dialogue about what's working and what isn't when it comes to transportation in the area. In order to learn about unmet transportation needs and gaps in this community we

formed a Stakeholder Working Group to guide and advise our process. In addition to gathering feedback in an online survey, we boarded Routes 907 and 915 to talk with midday riders; visited the Renton and Auburn Transit Centers during commute hours and senior centers and family community events; and had an info table at Green River Community College to learn about mobility needs in the community.

Stakeholder Working Group members provided input into service needs including helping identify ridership potential – locations, populations, and other travel needs. Working group members also provided input into the outreach process for the general public including helping spread the word to their constituents to participate in providing feedback.

As a result of our community engagement activities we identified the following transportation needs:

- Lack of evening service
- Transit service reliability issues
- Lack of parking at park-and-rides
- Lack of weekend service
- Non-commute local midday mobility needs

Phase 2: Concept Preference Analysis

During Phase 2 we worked with the stakeholders to develop and evaluate solution concepts to address the needs identified in Phase 1. We did this by conducting an online survey, holding two public meetings in Auburn and Maple Valley, and having face-to-face conversations with riders on Routes 907 and 915 and at Renton and Auburn Transit Centers in Southeast King County. Working group members helped us review and reflect on feedback from Phase 1 outreach, then helped shape several concepts that could address these needs. The solution concepts that we developed include:

- **Fixed Route Transit Service Changes** – on Routes 143 and 186 to improve evening service options; and DART 907 and 915 to improve midday frequency and serve more riders. This change would be accompanied by a program to distribute ORCA fare cards and educate riders about how ORCA can help them transfer between Metro and Sound Transit service.
- **Emergency Ride Home** – to address lack of evening service and reliability.
- **Commuter Rideshare Promotion** – to address lack of parking at park-and-rides.
- **Community Van** – to address lack of evening service and need for non-commute midday trips.

Phase 3: Report back and decision making

During Phase 3 we took the solution concept ideas we had developed with the Stakeholder Working Group and presented them back to the community. Our goal was to report back what we heard, describe what we recommended, and confirm community support for the solution concepts.

This phase included two meetings with members of the Stakeholder Working Group to refine the Community Van concept. We also spent time making presentations to each city council, the Tri-City council, and other community groups such as the Covington Rotary. As a result of these presentations and meetings cities of Black Diamond, Maple Valley, and Covington identified themselves as partners to work with Metro on the design and implementation of the Community Van and Community Transportation Hub.

During Phase 3 we also wrote a public engagement report to support King County Council approval of recommended fixed route transit service changes. This report was also shared with the project participants and route subscribers. Additional public communications are planned as other solutions roll out.

Partnership

Metro is working with the cities of Covington, Maple Valley, and Black Diamond to negotiate an Alternative Service Demonstration Project Agreement modeled after the agreement established between the County and the City of Duvall for the Duvall Community Van.

Services planned

A series of services were recommended for delivery in Southeast King County.

- **Fixed-route transit service changes -** Starting with the September 2015 service change we put an additional evening trip on Route 186, leaving Auburn Station at 7pm. Adding service later in the evening addresses one of the most common requests we heard during Phase 1 outreach. Savings from adjusting our routes to accommodate Sounder service changes in September 2015 meant we were able to add this trip at no extra cost.

  The implementation of service improvements on Routes 915 and 907 will take place in phases during two service changes. The first phase in March 2016, involved adding 2,062 annual service hours on Route 915 to improve service from every 90 minutes to every 60 minutes on weekdays between Enumclaw and Auburn. This service frequency improvement is funded by the Alternative Services program budget. The second phase, proposed for the March 2017 service change, will involve shortening Route 907 to begin/end in Black Diamond instead of Enumclaw and improving the weekday service along the revised routing between Black Diamond and Renton from about every 90 minutes to every 60 minutes. The 907-deviation area in Renton would also be discontinued. At the same time that the 907 is shortened, a new alternative demand-responsive service will be implemented between Black Diamond and Enumclaw, providing replacement service between these two communities.

  This change will be accompanied by a program to distribute ORCA fare cards and educate riders in Enumclaw about how ORCA can help them transfer between Metro and Sound Transit service in Auburn.

- **Emergency Ride Home program -** For riders who miss their connecting routes in Renton or Auburn in the evenings or weekends when fixed-route service is not available, this service could provide the last leg of the trip to get them home. The service could be provided by Metro TripPool vehicles stationed at transit centers; by taxis; or by Transportation Network Companies (e.g., Uber or Lyft). Riders would need to be pre-registered in the program.

- **Rideshare promotion for commuters -** Metro will partner with interested cities to develop specific approaches designed to meet community need. Available options are: Vanpool, Vanshare, and TripPool. Vanpool and Vanshare are well-established Metro Rideshare services that provide scheduled trips to pre-formed groups of riders. TripPool is a "first-mile connection" service that provides a real-time rideshare commuter option to connect registered riders to transit. Additional information about TripPool may be found in the Alternative Services Program Delivery chapter. The target market for the TripPool pilot is SE King County residents who connect to transit via the Auburn and Kent Sounder Stations and Renton Transit Center during peak commute times.

- **Community Van -** In order to address lack of evening service and the need for non-commute midday trips, Metro working with the cities of Covington, Maple Valley, and Black Diamond to establish a Community Van program in SE King County. Community Van provides prearranged recurring, or one-time group trips that meet locally identified transportation needs. Additional information about Community Van can be found in the Alternative Services Program Delivery chapter.

Market potential

Since the SEKC community outreach surveys pre-dated the development of our market potential methodology for new products, the data necessary for deriving market potential estimates are not available.

Service costs and revenue

This project is in the Planning phase; service cost and revenue figures are not yet available.

Performance measurement

This project is in the Planning phase. Performance measures and targets are not yet available.

Summary

The Southeast King County Alternative Services project is in the Reporting and Decision Making Phase of the Community Outreach process. Service concepts including Fixed Route Transit Service Changes, Emergency Ride Home, Commuter Rideshare Promotion, and Community Van are being presented to the community. This project is in Planning Phase so no cost, revenue, or performance measurement information is available at this time.

Snoqualmie Valley

Background

There have been two Alternative Services projects in the Snoqualmie Valley, the first in 2013 resulted in the development of the Snoqualmie Valley Shuttle Route 629 and the second in 2015 resulted in the development of the Snoqualmie Community Shuttle Route 628.

The Snoqualmie Valley (including the communities of North Bend, Snoqualmie, Issaquah, Fall City, Carnation, and Duvall) was first identified as a candidate for Alternative Services in the King County Metro Transit Five-year implementation plan for alternatives to traditional transit service delivery (2012). The Snoqualmie Valley Alternative Service Delivery Project began in fall 2012.

As a result of the community outreach process, routes 209, 224 and 311 were revised and the new route 208 was created to better serve the community. Roughly 3,200 service hours generated from the elimination of the Duvall-Fall City segment of Route 224 and the Woodinville-Duvall segment of Route 311 supported the new Route 629 which began providing trips on September 30, 2013.

Route 629 is in the Performance Measurement phase.

Figure 33: Route 629 Project phase

In September 2014 Metro Routes 215 and 209 were eliminated due to low performance in accordance with the Service Guidelines, making the Upper Snoqualmie Valley (North Bend, Snoqualmie, and Issaquah) a candidate for another Alternative Services project to mitigate the loss of these routes. [14] Route 215 had an average daily ridership of 126 boardings (Spring 2014 Service Change). [15] In February 2015, in partnership with the community, Metro launched the Route 628 to serve the corridor between North Bend, Snoqualmie, and Issaquah Highlands during the weekday peak period.

[14] King County Metro Strategic Plan for Public Transportation and Service Guidelines (July 2011)
[15] Excludes boardings in Bellevue and Seattle.

The Route 628 is in the Performance Measurement phase.

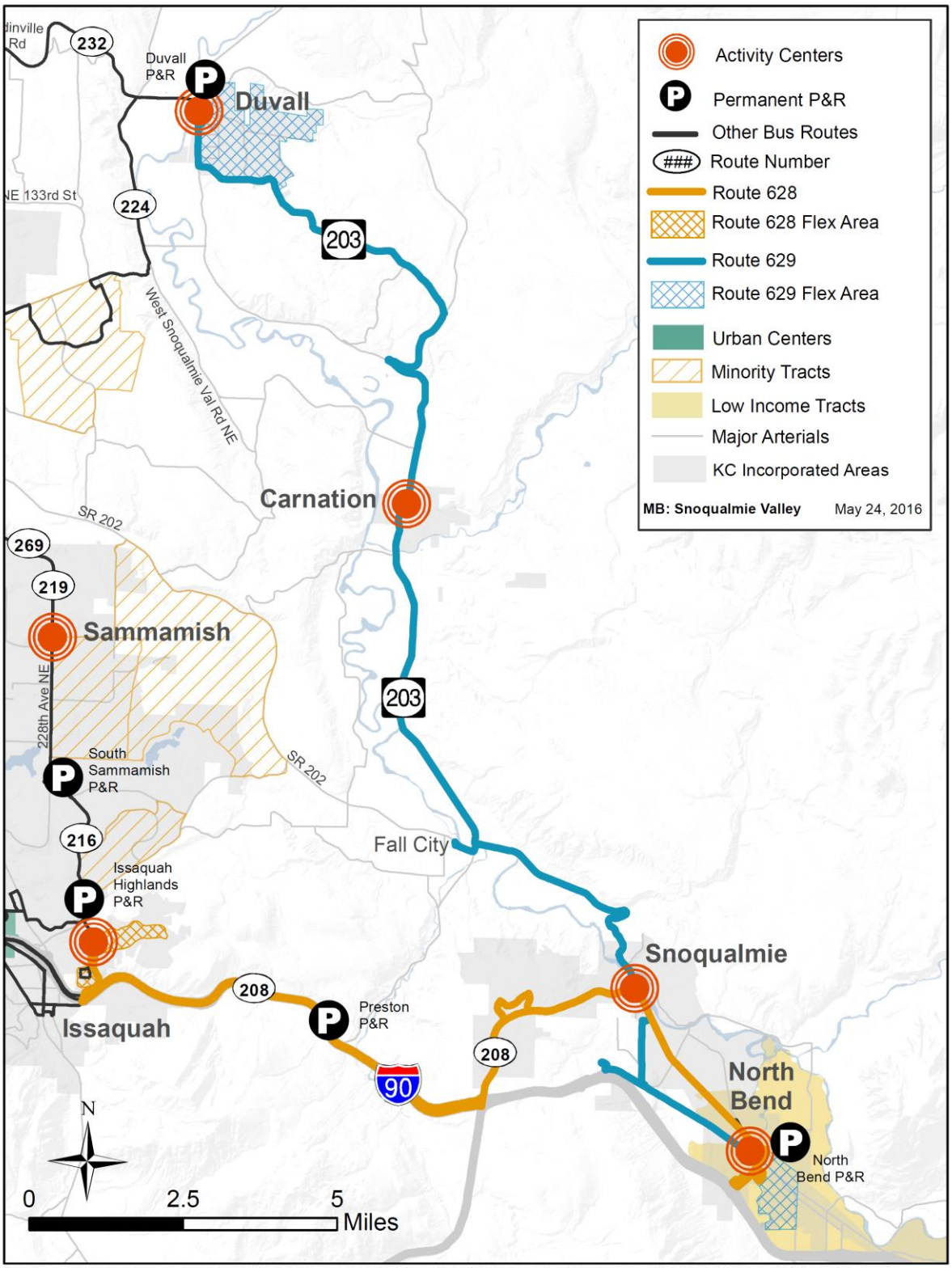
Figure 34: Route 628 Project phase

Geographic coverage, access, and linkage to regional transit network

The service area for Route 629 includes two park-and-rides: one in North Bend (80 stalls), and one in Duvall (49 stalls). Links to the regional transit network are available in Snoqualmie, North Bend, and Duvall where riders can access King County Metro routes 208, 224, and 232. Route 629 is scheduled to provide timed transfers with Route 224 in Duvall. One census tract in the project service area is designated in King County Metro's Service Guidelines as low-income.

The service area for the Route 628 includes one leased park-and-ride at Snoqualmie Community Park (20 stalls), and two permanent park-and-rides – North Bend (80 stalls), and Issaquah Highlands (1,010 stalls). Links to the regional transit network are available to I-90 King County Metro and Sound Transit bus service at the Issaquah Highlands Park-and-Ride. One census tract in the project service area is designated in King County Metro's Service Guidelines as low-income.

Figure 35: Snoqualmie Valley Alternative Service projects service area map



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Project information - Snoqualmie Valley Shuttle/Route 629

Community outreach

Who we worked with

The community outreach process for the formation of the Route 629 was extensive and comprehensive. We worked with a Stakeholder Working Group to guide the process and make key recommendations. This group was made up of local representatives from the following groups:

- City of Duvall
- City of North Bend
- City of Carnation
- City of Snoqualmie
- Riverview School District
- Snoqualmie Valley Transportation
- Snoqualmie Valley School District
- Snoqualmie Valley Community Network
- King County Councilmember Lambert's office

We also worked to provide all affected stakeholders with an opportunity to provide feedback. These stakeholders included:

- current Metro riders
- organizations that serve transit-dependent populations
- major Employers
- local transportation providers
- local jurisdictions
- county and local elected officials
- Regional Transit Committee members

We communicated with people through a variety of channels including Metro's "Have a Say" webpage and blog, Transit Alerts Notification System, on-board surveys, via phone and emails, a media release, social media, and numerous face-to-face engagement.

We presented to five community groups to learn about the various needs of people in the lower and upper Valley. The groups included:

- Fall City Community Association
- Snoqualmie Valley Governments Association
- Snoqualmie Valley Community Network
- Snoqualmie Valley Transportation Task Force
- Eastside Easy Riders Collaborative

Staff also presented to the Carnation City Council and Eastside Transportation Partnership.

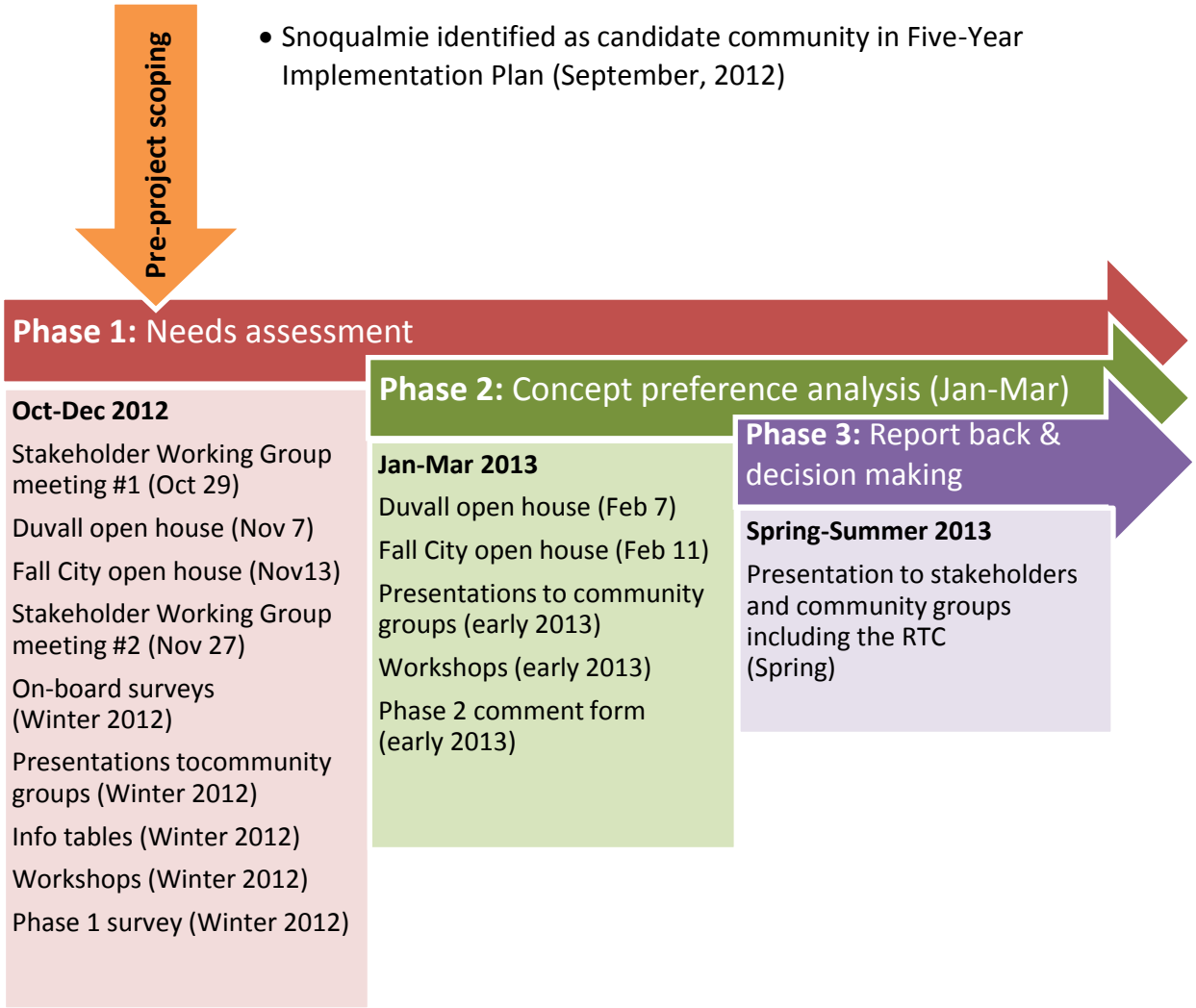
We hosted information tables at the Woodinville and Carnation Community Service Area open houses in December 2012. There, Staff handed out information and spoke to approximately three dozen community members.

We hosted two workshops with the Snoqualmie Valley Cities, Snoqualmie Tribe, Snoqualmie Valley Transportation and the Riverview and Snoqualmie Valley School Districts to map out existing transportation networks, travel patterns and mobility needs. We continued working with Snoqualmie Valley Transportation and the Snoqualmie Tribe in developing a new intra-valley service. Progress reports for the meetings were shared with the Valley cities during the monthly transportation task force meetings.

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process is described in the Community Outreach section of the Alternative Services Program Delivery chapter. The specific milestones and meeting dates for the Route 629 are outlined in Figure 36 and described more fully in the text that follows.

Figure 36: Three Phase Community Outreach Process – Snoqualmie Valley



Phase 1: Needs Assessment

The Needs Assessment phase took place in November and December 2012 and included two Open Houses, on-board survey distribution on affected routes (209, 224, 311), presentations to five community groups, information tables at community open houses, and two workshops. We also conducted an online survey.

Survey respondents were asked about their current riding habits, and knowledge and use of alternative transportation services. The following were some key findings:

- The majority of respondents on each route indicated they ride the bus three or more days per week.

- The most common reason for using the bus was to get to or from work.
- With the exception of Route 311 riders who were somewhat familiar with alternative transportation services such as VanPool or Access, most respondents stated they were not very familiar with alternative transportation services.

Phase 2: Concept Preference Analysis

Phase 2 took place from January to March 2013 and focused on asking the community to voice their preferences for different alternative service concepts. The outreach activities included two open houses, presentations at three community groups, workshops for the Valley cities and transportation service providers. We also posted an online comment form.

Metro asked for public comments on the proposal to revise certain Valley fixed route services and instead use those funds to promote right size alternative transportation services. The following were some key findings:

- The majority of respondents indicate they would use public transportation more if the proposed changes are implemented.
- Concerns were expressed about what alternatives were available if a rider were to miss the last bus trip home.

Phase 3: Report back and decision making

The community outreach process helped us inform an Alternative Services plan for the Snoqualmie Valley. The Alternative Service solutions proposed to address the needs we heard from the community included:

- Introduce the new Route 629 (originally called the "Intra-Valley Shuttle")
- Add a new all-day route on Route 208 to Snoqualmie Ridge
- Review and consider changing Route 209 to peak-only
- Revise Route 215 to bypass Issaquah Transit Center[16]
- Improve frequency but reduce coverage on Route 224 between Duvall and Redmond
- Reduce Route 311 coverage to eliminate the segment extending to Duvall and Woodinville

We presented these concepts back to the community at various opportunities including a Regional Transit Committee meeting in the spring of 2013.

[16] This change was associated with the I-90 commuter route restructure and was implemented at the same time.

Partnership

King County, the Snoqualmie Tribe and Snoqualmie Valley Transportation entered into a Funding Agreement on June 13, 2013. In this agreement, the Route 629 was established as a five-year demonstration project and the Snoqualmie Tribe agreed to contribute a total of $250,000 (in five annual payments of $50,000) to support service operations over this five year period. The County entered into a separate agreement with Snoqualmie Valley Transportation to operate the service over this five year period.

Services delivered

The Valley Shuttle provides all-day service to the communities of Duvall, Carnation, Fall City, North Bend, and Snoqualmie. The shuttle comes about every 90 minutes between Duvall and North Bend, Monday through Friday between 6 am and 8 p.m. The Valley Shuttle is operated by Snoqualmie Valley Transportation and has paid drivers driving the route. Flexible service is provided within defined Flexible Service Areas in North Bend and Duvall. To schedule a pick up in the Flexible Service Areas, riders must call ahead and reserve a ride at least two hours prior to pick-up.

The Valley Shuttle is operated locally by Snoqualmie Valley Transportation. For riders using only the Valley Shuttle, we suggest a $1.00 donation per trip, which can be paid in cash. Riders connecting to Metro buses don't pay a fare on the Valley Shuttle but are asked to show their ORCA cards to the driver. There are no ORCA readers on the Valley Shuttle vehicles.

Valley Shuttle's target market includes all area residents and visitors, especially residents in Duvall, Carnation, Fall City, North Bend, and Snoqualmie. As part of the 2013 route changes, we also extended all-day service to Snoqualmie Ridge on the new Route 208, provided more trips on Route 224 between Duvall and Redmond, and revised Route 224 to serve more of Redmond Ridge.

Table 38: Snoqualmie Valley Shuttle /Route 629 service basics table

General Service Information	Description
Route Number	Route 629
Co-Branding Name	Valley Shuttle
Contract Service Provider	Snoqualmie Valley Transportation
Official start date	September 30, 2013
Service description	The Valley Shuttle provides all-day service on weekdays to the communities of Duvall, Carnation, Fall City, North Bend and Snoqualmie. The Valley Shuttle has both a fixed route between Duvall and North Bend, as well as two "Flexible Routing Areas."
Flexible Service Area	There are two Flexible Routing Areas, one in the city of Duvall (including the Duvall Park-and-Ride) and one in the City of North Bend.

General Service Information	Description
Service span & frequency	M-F about every 90 minutes between about 6:00AM and 8:00 PM
Total number of trips per day	18 (in-bound and out-bound)
Service hours	637 (monthly)
Fare	Riders connecting to Metro buses don't pay a fare on the Valley Shuttle. For riders using only the Valley Shuttle, a cash donation of $1.00 per trip is suggested.
Fare collection method	Cash box and ORCA "flash pass."
Number of vehicles	3 plus one spare
Vehicle type	13 seat cutaway van

To promote ridership on the Valley Shuttle we created a "We'll Get You There Snoqualmie Valley" webpage and developed a special timetable which is distributed by Snoqualmie Valley Transportation. Snoqualmie Valley Transportation manages most local promotional activity.

Table 39: Route 629 annual ridership

	2013*	2014	2015	2016**	Lifetime Ridership through May 2016
Annual Ridership	3,848	16,518	18,235	7,010	45,611

* From the launch of service on Sept. 30 to Dec. 31
** Jan-May

Market potential

We used census data from the area covered by Route 629 to calculate the "market potential" for the Route 629 Market potential means the total number of possible users on a given route. Given the multiple variables that influence ridership, including personal preference, we do not consider market potential to represent a projection of ridership that can be expected. The factors that contribute to market potential for this service are consistent with the "corridor productivity" factors in Metro's Service Guidelines. The Market Potential for the Route 629 is detailed in Table 40 below.

Table 40: Route 629 market potential estimation

Measure	Description	Data
Length (miles)	The length in miles of the fixed-route portion of this route	28
Housing	The numbers of households within a ¼ mile walk of the 629's stops	4,064

Measure	Description	Data
Units	(hereafter referred to as the route's "service area").	
P&R Stalls	The number of P&R stalls within the route's service area	126
P&R Users	The number of people who could potentially use the park and ride derived by applying an adjustment factor to the number of stalls to reflect typical vehicle occupancy at park and rides	142
Jobs	The number of jobs within the service area as determined by the US Census's Longitudinal Employer-Household Dynamics study	4,583
Total Market	The total market for the service, including households, jobs, and P&R users.	8,879
Market/ Mile	The total market size per corridor mile	313.3

Table 41 shows one-time vehicle/startup costs and yearly operating costs since the SVT Route 629 launched in October of 2013. Taken together, the lifetime cost for the SVT Route 629 through May 2016 totals $1,208,292.

Table 41: Snoqualmie Valley Shuttle/Route 629 costs

	2013*	2014	2015	2016**	One-time	Lifetime costs through May 2016
Operating Cost and Fuel ***	$89,645	$315,746	$359,758	$150,554		$915,702
Vehicle/Startup***					$292,589	$292,589
Total	**$89,645**	**$315,746**	**$359,758**	**$150,554**	**$292,589**	**$1,208,291**

* Oct-Dec
** Jan-May
*** Includes the Snoqualmie Tribe contribution of $50,000 per year paid in monthly installments directly to Snoqualmie Valley Transit.
**** Startup costs include branding, launch promotion and marketing; $63,863 in startup costs paid from grant revenue

Table2 below shows cash revenue for each year since the Route 629 launched in October of 2013. Altogether, the Route 629 has taken in $16,401.

Table 42: Snoqualmie Valley Shuttle/Route 629 revenue

	2013*	2014	2015	2016**	Lifetime revenue through May 2016
Cash revenue***	$2,227	$7,029	$5,216	$1,929	$16,401
Total	$2,227	$7,029	$5,216	$1,929	$16,401

* Oct-Dec
** Jan-May
*** Donations

Performance measurement

Launched in September of 2013, the Route 629 has multiple years of operational data available for analysis. Community Shuttles are similar to Metro DART routes and so we do not require a Baseline Data Collection phase in order to establish targets. Instead, the performance measures and targets tracked in this report were derived prior to the launch of this service based on DART performance measures and were informed by the deleted prior service.

Table 43: Snoqualmie Valley Shuttle/Route 629 performance measures

Measure	Description
Average Daily Ridership	• Purpose: This metric is designed to measure the level of use of alternative services over time. • High ridership may trigger additional trips and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential right-sizing
Cost/Boarding	Direct fixed costs/ number of boardings • Purpose: This measure compares the direct cost of the service on a per-passenger basis. Direct cost is defined as the fixed cost of operating the service. In the case of this service, the direct cost is determined through a contract with SVT. This cost includes service operation, vehicle maintenance and administration conducted by the service provider. Due to the highly variable nature of fuel prices, this cost is excluded from this measure in order to be able to generate numerical targets in this measure for a particular route. Including fuel prices into this measure world require Metro to forecast the future price of fuel in order to set realistic performance targets. • Example: a shuttle which costs $1,200 per day to operate and provides an average of 100 boardings per day costs $12 per boarding to provide the service.

Measure	Description
	• An uncharacteristically high cost per boarding may trigger a re-evaluation of the service and potential right-sizing
Vehicle Capacity Used	Rides / seats provided • Purpose: This metric is designed to measure the level of use relative to the capacity of the service provided. • Example: a shuttle with 16 seats making four one-way trips per weekday will provide 1,280 seats over the course of a month. This measure compares the rides provided in that month to the number of seats. • High vehicle capacity use may trigger additional trips and/or conditional conversion to fixed-route. • Low vehicle capacity use may trigger a re-evaluation of the service and potential right-sizing.
Customer Satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Services service is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Targets

Ridership, cost, and vehicle capacity used targets for this Community Shuttle were based on capturing a portion of the prior ridership of the service which was restructured when the route was created. The customer satisfaction target is based on matching satisfaction ratings for King County Metro as a whole. While ridership, cost, and vehicle capacity used data are available, a customer satisfaction survey which is comparable to other Metro customer satisfaction surveys (e.g. the Rider-Non Rider Survey) is still under development and will be administered sometime over the summer of 2016.

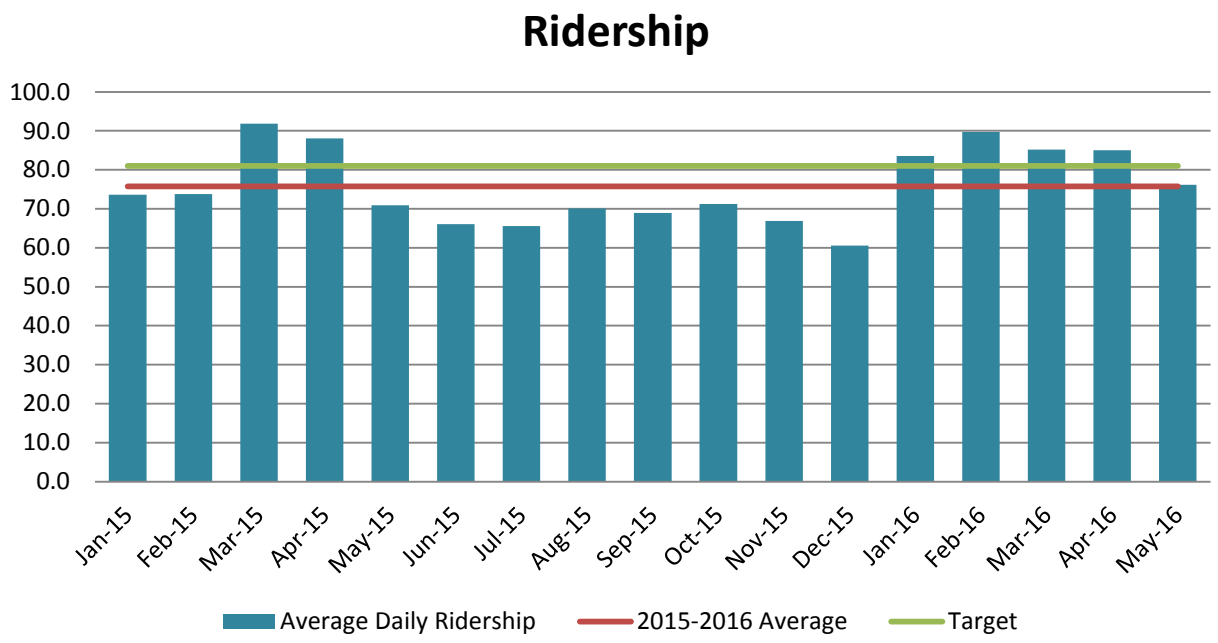
Table 44: Snoqualmie Valley Shuttle/Route 629 targets

Metric	Target	Actual (2015)	Actual (2016)*	2015- 2016 Average
Average Daily Ridership	81	72.2	85.9	75.7
Cost/boarding	$12.81	$14.80**	$ 13.34**	$14.54**
Vehicle Capacity Used	69%	62%	73%	65%
Customer satisfaction	> 88%	TBD	TBD	TBD

satisfaction

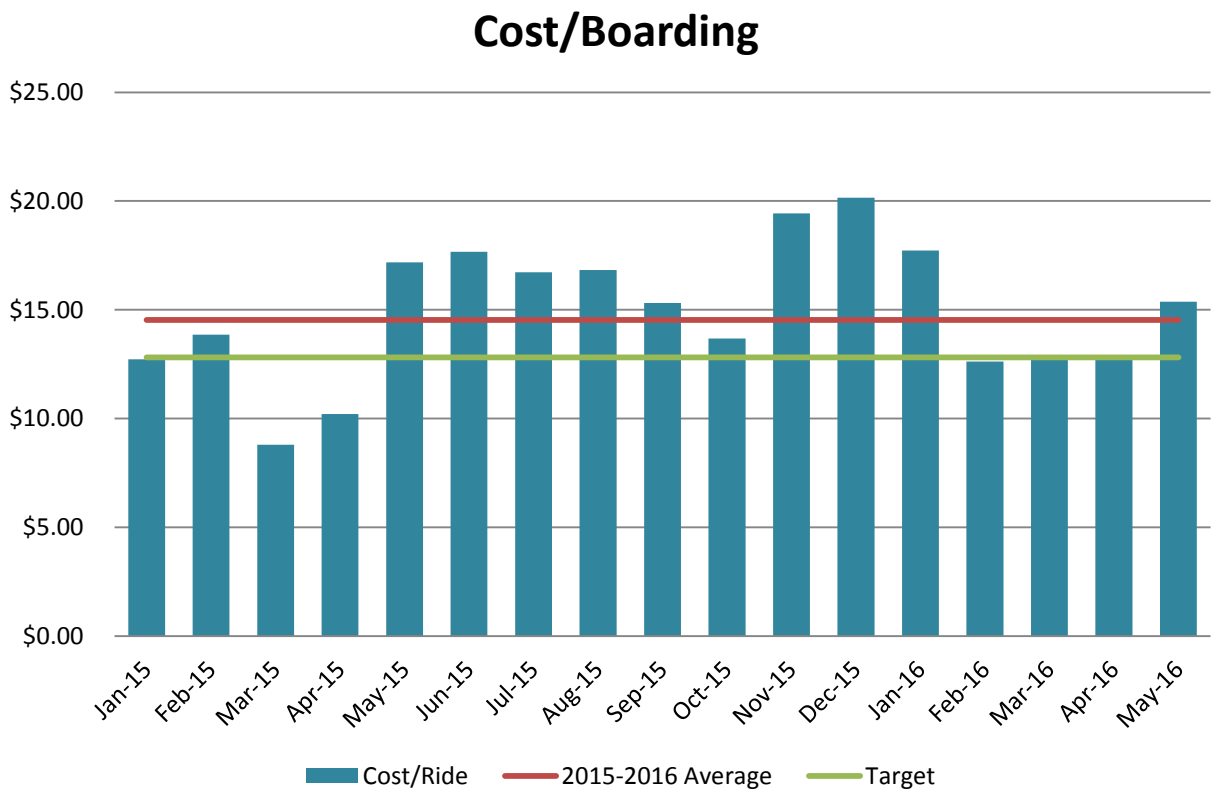
* Only data from January-May was available at the time of this publication
** Includes Snoqualmie Tribe contribution of $50,000/year

Figure 37: Route 629 ridership



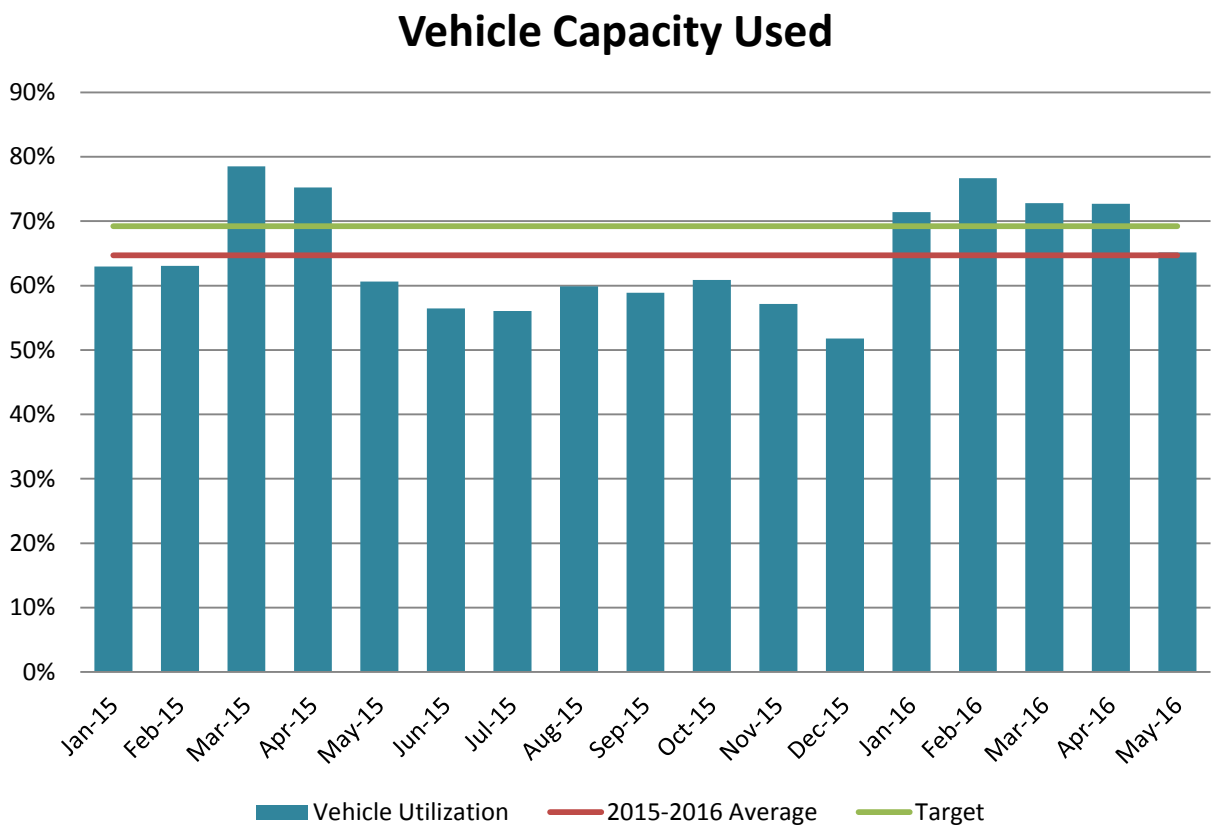
Taken as an average since the start of the project, daily ridership on the Route 629 has been slightly below the ridership goal. However, year-over-year ridership is increasing and so far in 2016 ridership levels on the Route 629 has so far exceeded the ridership target every month.

Figure 38: Route 629 cost per boarding



The cost of this service taken as an average over the life of the project is $14.54 which is higher than the project target of $12.81/boarding; but year-over-year costs have decreased 11% from a 2015 average cost/boarding cost of $14.80 to the current 2016 total of $13.34/boarding. The decreased cost/boarding in 2016 can be attributed to the increase in average daily ridership we have seen so far in 2016 as the other characteristics of service (number of trips, size of vehicles, etc.) have remained constant.

Figure 39: Route 629 vehicle capacity used



Year over year, vehicle capacity used has been growing. Between 2015 and 2016, average ridership has grown 16% overall, and 5% over comparable periods (Feb-May). However, even with the increased vehicle capacity used, there is plenty of additional capacity for ridership growth without the need for additional trips/larger vehicles.

Project Information – Route 628 Community Shuttle

Community outreach

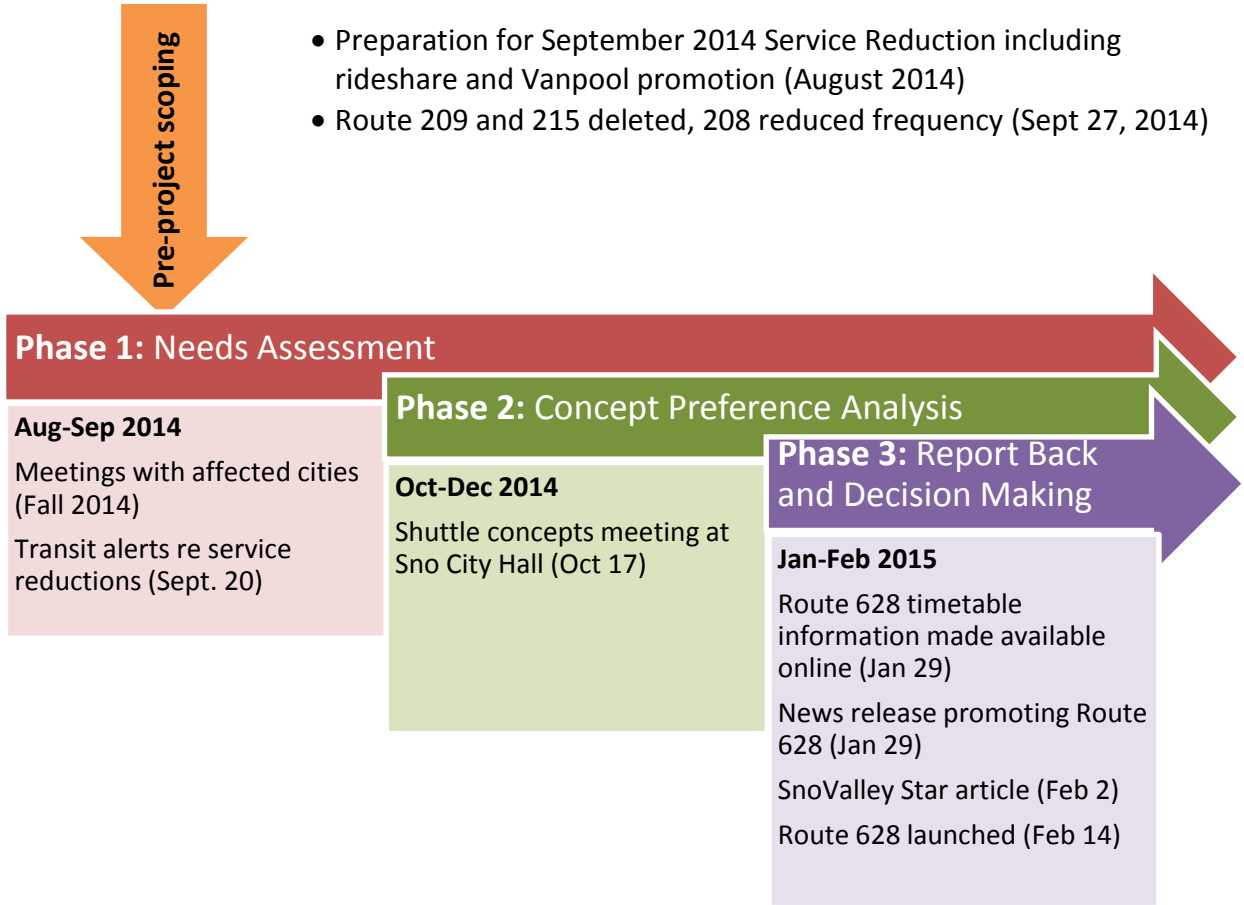
Who we worked with

The community outreach process that led to the creation of Route 628 built on the Alternative Services work (referenced above) that took place in 2013 in the Snoqualmie Valley. This second outreach process began in 2014 and was built on a compressed timeline since it was in response to the September 2014 fixed-route service reductions in the Upper Snoqualmie Valley. We worked primarily with representatives from the cities of North Bend, Snoqualmie, and Issaquah to understand the resulting transportation gaps and existing need, evaluate concepts, and develop an alternative service to fill the gap.

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process is described in the Community Outreach section of the Alternative Services Program Delivery chapter. The specific milestones and meeting dates for the Route 628 are outlined in Figure 40 and described more fully in the text that follows.

Figure 40: Three-phase community outreach process – Snoqualmie Community Shuttle Route 628



Phase 1: Needs Assessment

Fixed route service in Snoqualmie was reduced in September 2014. These reductions were part of a package of service reductions implemented throughout King County to address Metro's budget deficit and were in accordance with Service Guidelines standards of eliminating or reducing the lowest performing 25% of routes. Those reductions included the deletion of Routes 209 and 215 and a reduction in service on route 208 to 120 minute headways. In consulting with staff and elected officials from the affected jurisdictions we determined that the priority need was to mitigate the loss of peak commuter service in North Bend and Snoqualmie, and to feed riders to the regional transit network via the Issaquah Highlands Park-and-Ride.

Phase 2: Concept Preference Analysis

In October 2014 we met with representatives of the City of Snoqualmie to discuss alternative services concepts to mitigate the loss of service. Several concepts were discussed such as Community Van, Community Access Transit, and Community Shuttle.

It was determined that a weekday peak Community Shuttle from North Bend to Issaquah Highlands Park-and-Ride would best meet the identified need.

Phase 3: Report back and decision making

In consultation with staff from affected cities, we determined that a Community Shuttle was the best option. Drawing from experience and boarding information from the deleted routes 209 and 215 as well as information we learned from the earlier Snoqualmie Valley Shuttle Route 629 planning process (such as the importance of Issaquah Highlands) we planned the route and then contracted with Hopelink to operate the service. To reduce deadhead costs and to provide a mobility option to workers and shoppers at North Bend Premium Outlets we included reverse-peak express service from Issaquah Highlands to North Bend in the morning and from North Bend to Issaquah Highlands in the evening.

Partnership

King County Metro and the City of Snoqualmie formalized a partnership for the Route 628 Community Shuttle demonstration with a Memorandum of Understanding that covers the period from February 16 2015, when service was launched, through February of 2017. The County's specific role in this partnership is to contract and pay for the service operation, arrange and pay for vehicles, site bus stops, and maintain the service in Metro's standard service change process including the dissemination of customer information. The City assists with operational issues and collaborates with King County to promote the service.

Services delivered

On weekdays, the Community Shuttle Route 628 operates about every 30 minutes between 5 and 8 am and between 5 and 9 pm. It operates on a fixed route between North Bend and the Issaquah Highlands Park-and-Ride via Snoqualmie and Snoqualmie Ridge, and also provides service on request at designated stops within a Flexible Service Area in Issaquah Highlands. To schedule a pick up in the Flexible Service Areas, riders must call ahead and reserve a ride at least two hours prior to pick-up. Route 628 is a Community Shuttle operated by a paid driver who is an employee of the service contractor Hopelink. More information about Community Shuttles is available in the Alternative Services Solutions section of the Alternative Services Program Delivery chapter.

The target market for this service is commuters in North Bend, Snoqualmie, and Issaquah Highlands, especially riders of the deleted routes 209 and 215.

Table 45: Snoqualmie Community Shuttle/Route 628 service basics

General Service Information	Description
Route Number	Route 628
Co-Branding Name	Snoqualmie Valley Community Shuttle
Contract Service Provider	Hopelink

General Service Information	Description
Official start date	Monday, February 16, 2015
Service description	Fixed route with deviation operating in the peak period on weekdays. Weekday service operating between North Bend and Issaquah Highlands via Snoqualmie with flexible service area in the Highlands area. Route 628 operates via SR-202, Snoqualmie Parkway, SE Ridge St, Douglas Ave SE, I-90 and Highlands Drive NE. It will also operate a reverse peak-period express service (westbound in the morning and eastbound in the evening) to and from the Premium Outlet Mall in North Bend and the Issaquah Highlands Park-and-Ride via I-90.
Flexible Service Area	There are two Flexible Service Areas in Issaquah Highlands, one along NE Park Drive (including Blakely Hall) and one along NE Discovery Drive (including Swedish Medical Center).
Service span & frequency	M-F about every 30 minutes between about 5-8 AM and 5-9PM
Total number of trips per day	24 (in-bound and out-bound)
Service hours	387.2 (monthly)
Fare	Standard Metro fares – 1 zone, peak and off-peak as applicable
Fare collection method	ORCA Reader – portable FTP
Number of vehicles	3 (plus one spare)
Vehicle type	13 seat passenger van

To promote this new service we worked in partnership with the Cities of Snoqualmie, North Bend, and Issaquah to encourage ridership on Route 628. A news release went out when service first launched in February 2015 and a second news release was distributed when the schedule was adjusted for the September 2015 Service Change. We advertised the service on Metro's "We'll Get You There Snoqualmie Valley" webpage. We also created two flyers which have been distributed by the Cities at events and through community Welcome Kits.

Table 46: Route 628 annual ridership

	2013	2014	2015*	2016**	Lifetime ridership (through May 2016)
Annual ridership			12,515	5,321	17,836

* Feb-Dec
** Jan-May

Market potential

We used census data from the area covered by Route 628 to calculate the "market potential" for the Route 628. Market potential means the total number of possible users on a given route and given the multiple variables that influence ridership, including personal preference, we do not consider market potential to represent a projection of ridership that can be expected. The factors that contribute to market potential for this service are consistent with the "corridor productivity" factors in Metro's Service Guidelines. The Market Potential for the Route 628 is detailed in Table 47 below.

Table 47: Route 628 market potential estimation

Measure	Description	Data
Length (miles)	The length in miles of the fixed-route portion of this route	19
Housing Units	The numbers of households within a ¼ mile walk of the 631's stops (hereafter referred to as the route's "service area).	3,878
P&R Stalls	The number of P&R stalls within the route's service area	1,110
P&R Users	The number of people who could potentially use the park and ride derived by applying an adjustment factor to the number of stalls to reflect typical vehicle occupancy at park and rides	1,221
Jobs	The number of jobs within the service area as determined by the US Census's Longitudinal Employer-Household Dynamics study	2,661
Total Market	The total market for the service, including households, jobs, and P&R users.	7,760
Market/ Mile	The total market size per corridor mile	408.4

Service cost and revenue

Table 48 below shows one-time vehicle/startup costs and yearly operating costs since the Snoqualmie Community Shuttle Route 628 launched in February of 2015. Taken together, the lifetime cost for the Snoqualmie Community Shuttle Route 628 through May 2016 totals $775,423.

Table 48: Snoqualmie Community Shuttle/Route 628 costs

	2013	2014	2015*	2016**	One-time	Lifetime costs through May 2016
Operating Cost + Fuel			$297,068	$138,828		$435,896
Vehicle/Startup* **					$339,527	$339,527
Total	$0	$0	$297,068	$138,828	$339,527	$775,423

* Feb-Dec
** Jan-May
*** Startup costs include branding, launch promotion and marketing.

Table 49 below shows the ORCA and cash revenue for each year since the Route 628 launched in February of 2015. Altogether, the Route 628 has taken in $22,214.

Table 49: Snoqualmie Community Shuttle/Route 628 revenue

	2013	2014	2015*	2016**	Lifetime revenue through May 2016
ORCA revenue			$11,788	$7,017	$18,805
Cash revenue			$2,290	$1,119	$3,409
Total	$0	$0	$14,078	$8,136	$22,214

* Feb -Dec
** Jan-May

Performance measurement

Launched in February of 2015, the Route 628 has 14 months of operational data available for analysis. Community Shuttles are similar to Metro DART routes and so we do not require a Baseline Data Collection Phase in order to establish targets. Instead, the performance measures and targets tracked in this report were derived prior to the launch of this service based on DART performance measures and capturing a portion of the ridership on the deleted service.

Table 50: Route 628 performance measures

Measure	Description
Average Daily Ridership	• Purpose: This metric is designed to measure the level of use of alternative services over time. • High ridership may trigger additional trips and/or conditional conversion to fixed-route • Low ridership may trigger a re-evaluation of the service and potential

Measure	Description
	right-sizing
Cost/Boarding	Direct fixed costs/ number of boardings • Purpose: This measure compares the direct cost of the service on a per-passenger basis. Direct cost is defined as the fixed cost of operating the service. In the case of this service, the direct cost is determined through a contract with Hopelink. This cost includes service operation, vehicle maintenance and administration conducted by the service provider. Due to the highly variable nature of fuel prices, this cost is excluded from this measure in order to be able to generate numerical targets in this measure for a particular route. Including fuel prices into this measure world require Metro to forecast the future price of fuel in order to set realistic performance targets. • Example: a shuttle which costs $1,200 per day to operate and provides an average of 100 boardings per day costs $12 per boarding to provide the service. • An uncharacteristically high cost per boarding may trigger a re-evaluation of the service and potential right-sizing
Vehicle Capacity Used	Rides / seats provided • Purpose: This metric is designed to measure the level of use of alternative services relative to the capacity of the service provided. • Example: a shuttle with 16 seats making four one-way trips per weekday will provide 1,280 seats over the course of a month. This measure compares the rides provided in that month to the number of seats. • High vehicle capacity use may trigger additional trips and/or conditional conversion to fixed-route • Low vehicle capacity use may trigger a re-evaluation of the service and potential right-sizing
Customer Satisfaction	Measures customer satisfaction with a given service based on intercept surveys of current riders. • Purpose: This metric is designed to determine if a given service is meeting the community-identified transportation need effectively. • Highly-satisfied customers suggest that an Alternative Services implementation is meeting the needs of the community effectively. • Low customer satisfaction suggests that the service in its current form is not effectively meeting the needs of the community and may trigger a re-evaluation of the service to better fit customer needs.

Targets

Ridership, cost, and vehicle capacity used targets for this Community Shuttle were based on capturing a portion of the prior ridership of the service which was deleted in the September

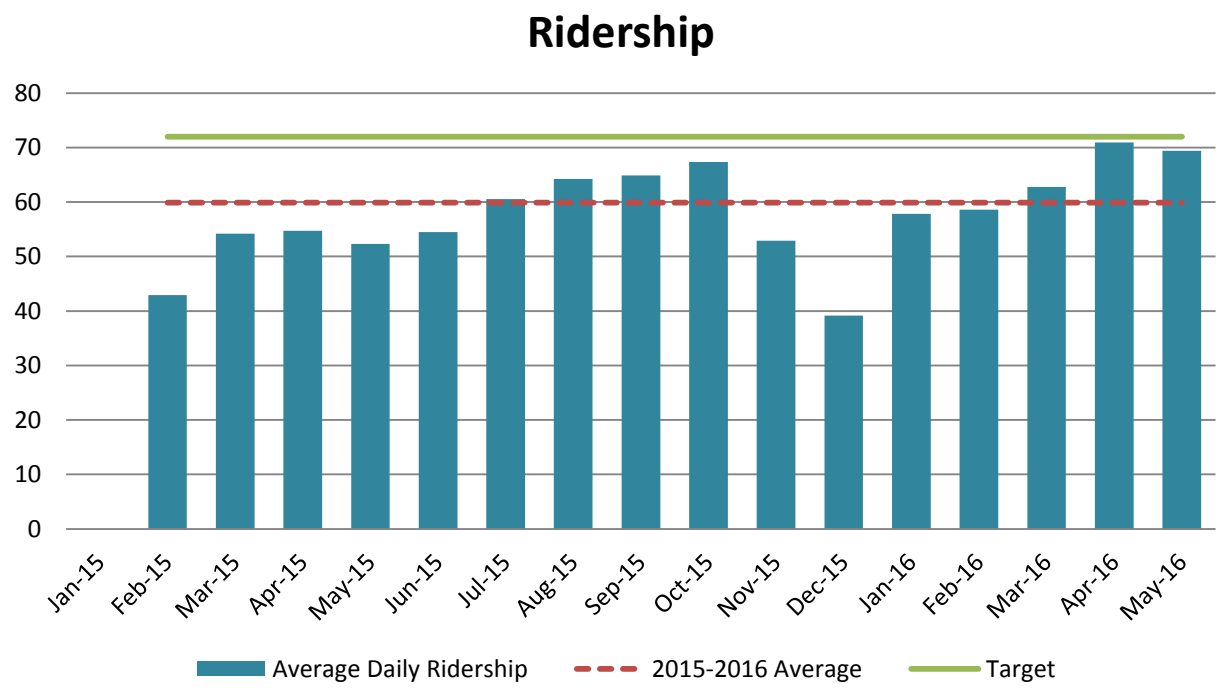
2014 service revisions. The customer satisfaction target is based on matching satisfaction ratings for King County Metro as a whole. While ridership, cost, and vehicle capacity used data are available, a customer satisfaction survey which is comparable to other Metro customer satisfaction surveys (e.g. the Rider-Non Rider Survey) is still under development and will be administered over the summer of 2016.

Table 51: Route 628 targets and actuals

Metric	Target	Actual (2015)	Actual (2016)*	2015-2016 Average
Average Daily Ridership	72	52	63	57
Cost/boarding	$15.28	$20.45	$17.72	$19.27
Vehicle Capacity Used	46%	35%	40%	37%
Customer satisfaction	> 88% satisfaction	TBD	TBD	TBD

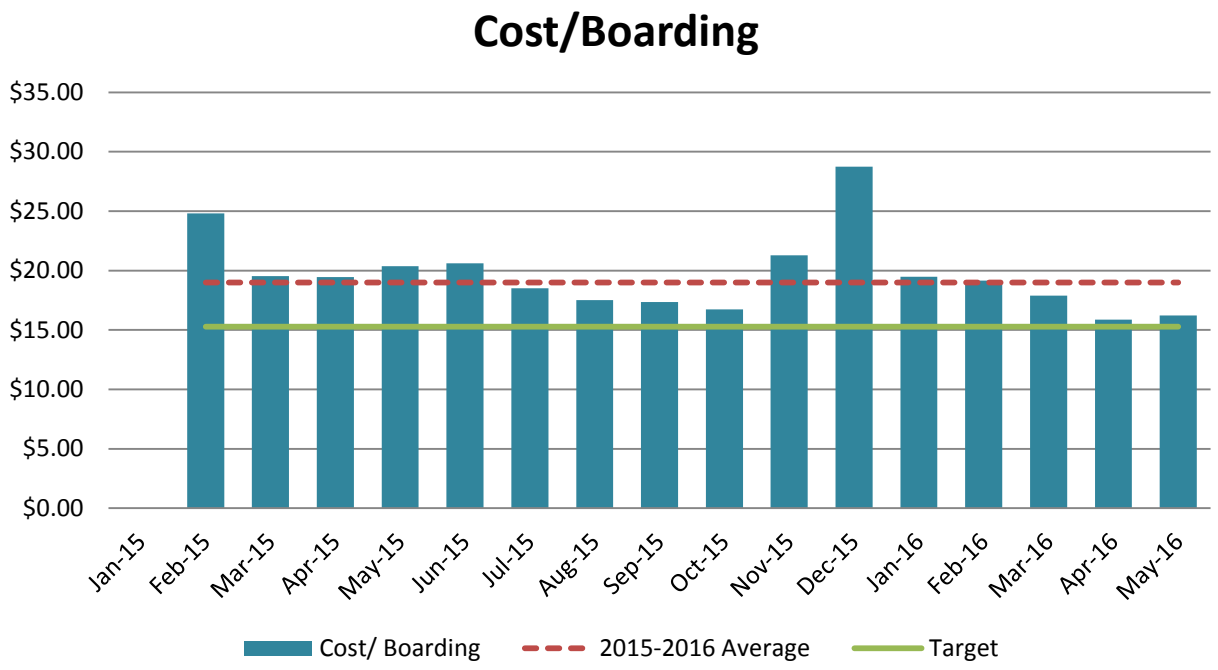
*Only data from January-May was available at the time of this publication

Figure 41: Route 628 average daily ridership



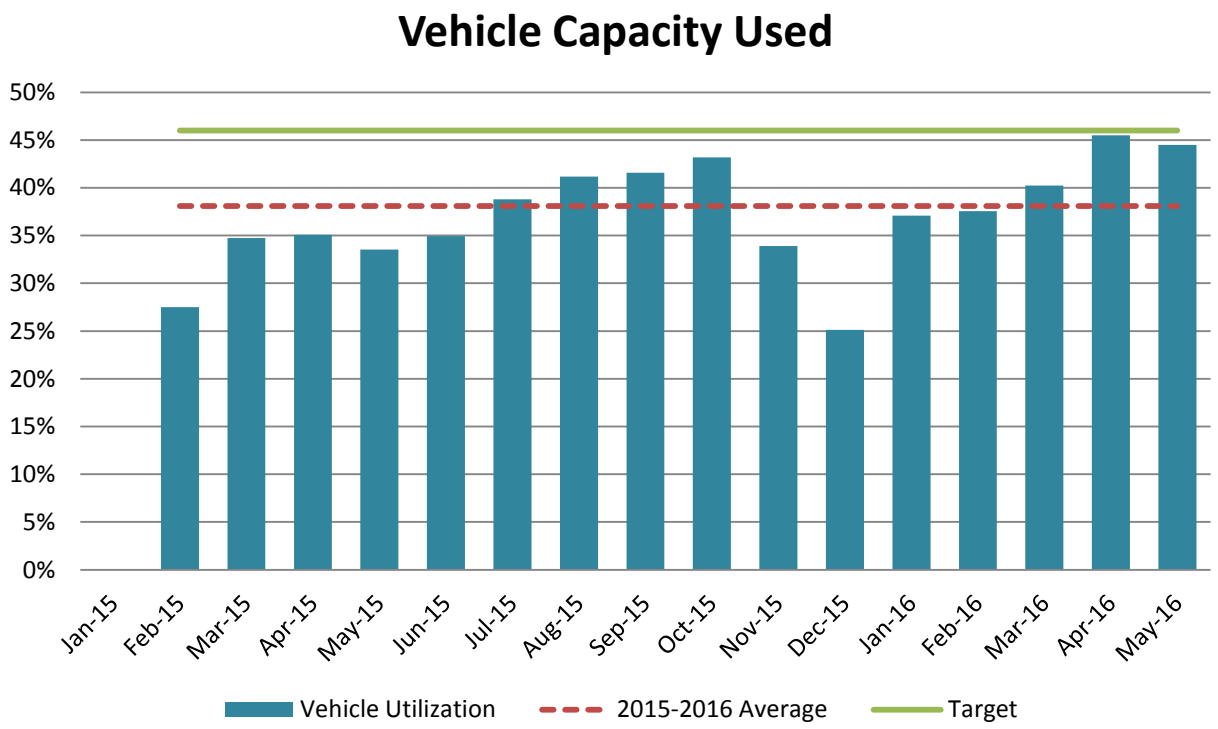
Ridership on the 628 is below, but approaching, the target set prior to the route's launch. However, year over year, ridership has been growing. Between 2015 and 2016, average ridership has grown 14% overall, and 22% over comparable periods (Feb-May).

Figure 42: Route 628 cost per boarding



The decreased cost/boarding in 2016 can be attributed to the increase in average daily ridership we have seen so far in 2016 as the other characteristics of service (number of trips, size of vehicles, etc.) have remained constant. In 2016, the cost per rider of this service is $8.54, lower than per boarding than the eliminated Route 209, but $10.52 more expensive per boarding than the Route 215 whose elimination this Shuttle was also mitigating. One reason for this higher per-rider expense compared to the Route 215 is that the 215 served a larger and denser geographic area, including the Eastgate Park-and-Ride and Downtown Seattle, and had a higher ridership as a result.

Figure 43: Route 628 vehicle capacity used



Year over year, vehicle capacity used has been growing. Between 2015 and 2016, average ridership has grown 12% overall, and 22% over comparable periods (Feb-May). However, even with the increased vehicle capacity used, there is capacity for ridership growth without the need for additional trips/larger vehicles.

Summary

There are two Alternative Service projects in the Snoqualmie Valley, the Route 629 Snoqualmie Valley Shuttle and the Route 628 Community Shuttle. Community outreach for both of these projects is complete.

Service for the Route 628 began on February 14th, 2015 in partnership with the City of Snoqualmie, while the Snoqualmie Valley Shuttle began service in September of 2013 in partnership with the Snoqualmie Tribe and Snoqualmie Valley Transportation. The Snoqualmie Valley Shuttle is exceeding two out of the three performance targets for which we have data. The Route 628 is currently not meeting any of the performance targets for which we have data. However, year-over-year performance is improving on all performance measures and the performance of the route and current performance is near target levels. Lifetime costs incurred to-date is $1,208,292 for the Snoqualmie Valley Shuttle and $775,423 for the Route 628. Lifetime revenue to-date is $16,401 and $22,215 for the Snoqualmie Valley Shuttle and the Route 628, respectively.

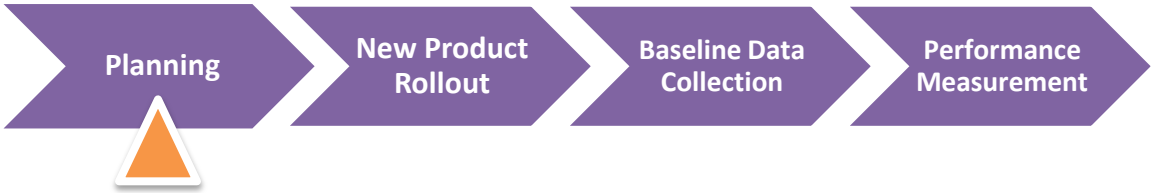
Vashon Island

Background

Vashon Island was identified as a candidate for Alternative Services in Metro's Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery (September 2012). Outreach began in September 2015. A suite of alternative service solution concepts was developed in the second half of 2016 and includes Real-Time Rideshare, Community Van, Community Transportation Hub and, a potential new service, Open Door Access.

This project is currently in the Planning phase as we explore the feasibility of Open Door Access and identify potential partners for moving the Community Van and Transportation Hub solutions forward.

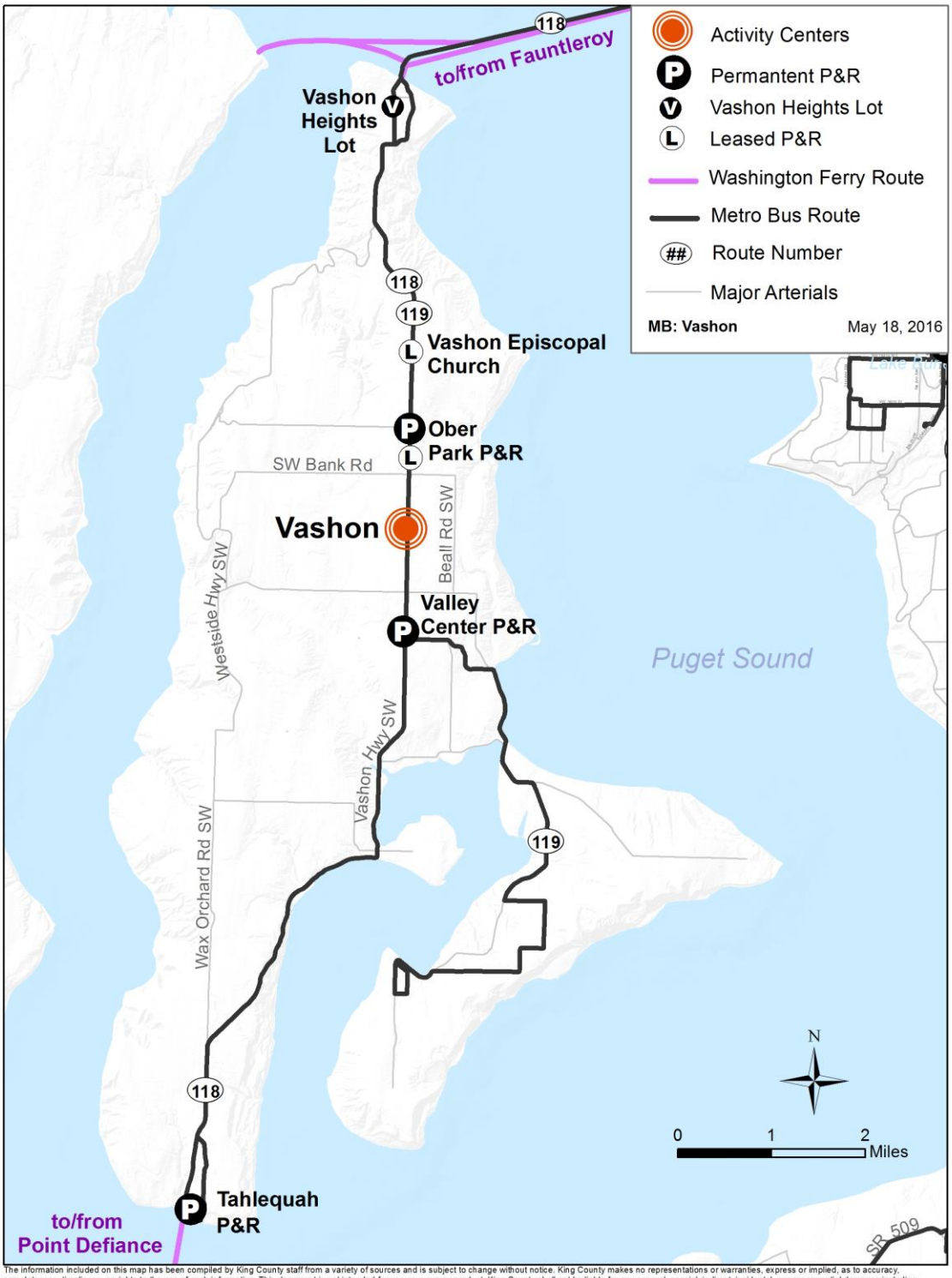
Figure 44: Project phase



Geographic coverage, access, and linkage to regional transit network

The entirety of Vashon and Maury Islands comprise the service area for this project and includes three permanent park-and-ride facilities and one leased: Ober Park (48 stalls), Tahlequah (36 stalls), Valley Center (55 stalls), and the Vashon Episcopal Church of the Holy Spirit (23 stalls). Residents also use the Vashon Heights Lot at the North End Dock. Potential connections to the regional transit network include the North Vashon Dock with Washington State Ferries service to Fauntleroy and Southworth and also the King County Water Taxi service to downtown Seattle, and the South Vashon Dock at Tahlequah, with Washington State Ferry Service to Point Defiance. No census tracts on Vashon Island are designated as low-income or minority under King County Metro's Service Guidelines.

Figure 45: Vashon Island Alternative Services project area map



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Community outreach

Who we worked with

Metro recruited a majority of members of the Vashon Alternative Services Working Group by identifying local organizations and stakeholder groups and asking for a representative from each of them to participate. The groups participating in the working group include:

- Vashon Maury Community Food Bank
- Vashon Senior Center
- Vashon Youth and Family Services
- Vashon-Maury Island Chamber of Commerce
- Washington State Ferries Advisory Committee Vashon
- Interfaith Council to Prevent Homelessness
- Vashon Community Care
- King County Councilmember McDermott's office

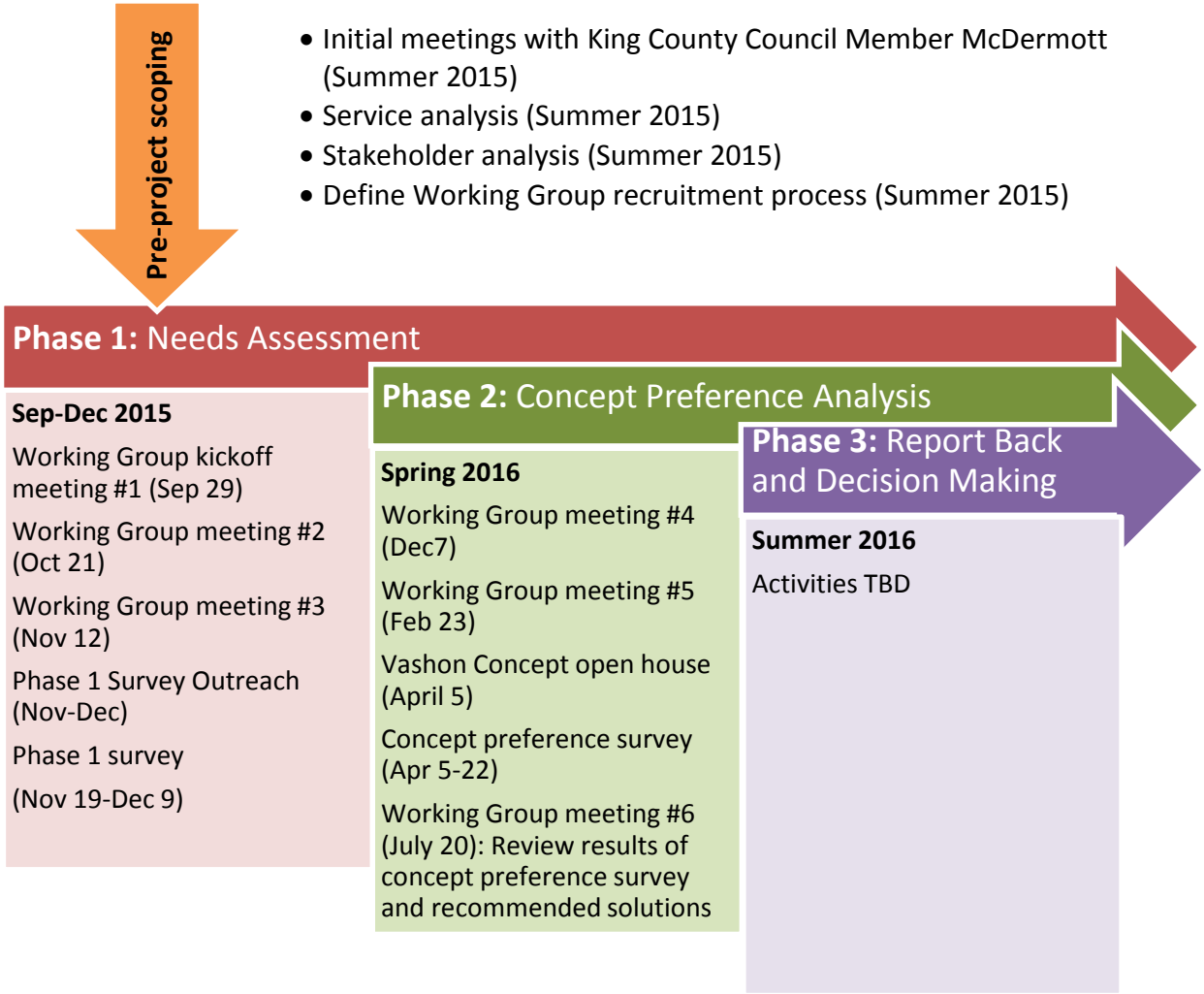
In addition, Metro invited residents of Vashon to apply to serve on the working group through an online application process. This effort helped us recruit an additional five local residents who are actively serving on the working group.

Metro has also proactively engaged with The Beachcomber – the local news publication – to keep Islanders informed of the process at every milestone. Conversations with The Beachcomber in advance of outreach efforts have resulted in positive news coverage of this process that has extended the reach of our engagement efforts. The Beachcomber has been invited to attend working group meetings and observe the process. Beachcomber staff attended meetings as they have been available to do so.

Outreach process

We have a three-phase community outreach process that we use to identify needs, understand solution preferences, and report back to the community. This process is described in the Community Outreach section of the Alternative Services Program Delivery chapter. Our specific milestones and meeting dates are outlined in Figure 46.

Figure 46: Three-phase community outreach process – Vashon



Phase 1: Needs Assessment

Metro staff engaged in the following activities to learn from local residents about their mobility needs:

- Online survey
- Paper survey – both the senior center and the food bank offered paper copies of the survey to clients at their locations
- Onboard conversations with riders—Metro staff rode routes 118 and 119
- Other face-to-face conversations—Metro staff spoke with riders at the ferry docks

Metro, in collaboration with the working group, identified the following four priority transportation needs:

- Serve areas where the bus doesn't go today

- Be available on weekends and evenings
- Pick up and drop off people near their home
- Offer sustainable, active (bike/walk) transportation options

Phase 2: Concept Preference Analysis

In the winter of 2015 and spring of 2016 we worked with the Stakeholder Working Group to develop four alternative service solution concepts that would meet the needs identified in Phase 1. These solution concepts include Real-Time Rideshare, Community Van, Community Transportation Hub and, a potential new service, Open Door Access.

The Phase 2 survey asked respondents if Metro had accurately understood the transit needs identified in Phase 1. It then described each alternative services concept in turn and asked for specific feedback on that concept. Findings from the Phase 2 survey analysis supported the needs assessment from Phase 1 and indicated that respondents supported of the four concepts in roughly equal proportion.

Metro shared the results of the Phase 2 survey along with the working group at a meeting on July 20, 2016.

Phase 3: Report Back and Decision Making

This phase of community outreach will follow the July 20, 2016 working group meeting. During this phase we will report back to the community what we learned during the process and present our recommended alternative services solution(s).

Partnership

Following the completion of Community Outreach this summer, Metro will identify service delivery partners. Unlike other alternative services projects, there is no municipal jurisdiction on Vashon Island. Potential service delivery partners may therefore include King County departments other than Transit, community organizations on Vashon Island, or existing King County Metro Transit contractors.

Services planned

The following service solutions are suggested for Vashon Island:

- **Real-Time Rideshare** – Provides informal carpooling that's coordinated using a mobile app called iCarpool (learn more in the Alternative Services Program Delivery chapter).

- **Open Door Access** – As part of the solution set for Vashon, Metro is exploring the use of Metro Access vans to serve anyone looking for a ride on a space-available basis. We are currently assessing the operational feasibility of this concept and further discussed this concept with the Stakeholder Working Group at the July 20, 2016 meeting.

- **Community Van** – Provides prearranged group trips to meet locally-identified transportation needs using volunteer drivers (learn more in the Alternative Services Program Delivery chapter).

- **Community Transportation Hub** – This is an online or physical one-stop-shop for transportation information and resources (learn more in the Alternative Services Program Delivery chapter).

Market potential

Based on survey responses, we were able to estimate market potential, or the number of likely users for the two existing alternative services pilot products that are part of our recommended suite of services – Community Van and Real-Time Rideshare (it is not possible to estimate "market potential" for Open Door Access at this stage of feasibility assessment). Please note that the number of likely users cannot be treated as a ridership projection since many factors that influence ridership, including personal preference, are not taken into account. Moreover, our market potential methodology is limited by the fact that some source data come from a voluntary questionnaire of a small sample of the target community population.

Table 52: Vashon Island market potential estimation

	Community Van	Real-Time Rideshare
Number of people in the target market [1]	10,624	10,624
Members of the target market with a smart phone and a credit/debit card [2]	N/A	73%
Leave for work at approximately the same time (Two most popular 30-minute segments) [1]	N/A	23%
Live within 10-miles of an over-capacity Park and Ride	N/A	N/A
Likely Transit Users [3]	15%	N/A
Target Market (after limiting factors)	1594	1803
Stated "Very likely" to try the service (assumes a 20% capture rate) [2, 4]	13%	25%
Stated "Somewhat likely" to try the service (assumes a 10% capture rate) [2, 4]	33%	32%
Market Potential (number of likely users) [2, 4]	93	146

[1] Source: US Census Bureau, American Community Survey 2009-2014 Five-Year Estimates
[2] Source: King County Metro Alternative Services preference survey

[3] ”Likely transit users” rate from King County Metro’s Rider/Non-rider Survey
[4] Assumed “capture rate” determined by comparing observed behavior change relative to stated interest in behavior change in King County Metro’s InMotion programs.

Service cost and revenue

This project is in the Planning Phase. Service cost and revenue figures are not yet available.

Performance measurement

This project is in the Planning Phase. Performance measures and targets are not yet available.

Summary

The Vashon Island Alternative Services project is in the Reporting and Decision Making Phase of the Community Outreach process. Service concepts including Community Van, Community Hub, a Real-Time Rideshare program, and Open Door Access are being presented to the community. This project is in Planning Phase so no cost, revenue, or performance measurement information is available at this time.