King County
METRO

King County
Metro Transit
**2014 Strategic
Plan Progress
Report**

June 2015

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EXECUTIVE SUMMARY

King County Metro Transit is committed to transparency and accountability. The annual Strategic Plan Progress Report is our primary tool for showing the public and King County leaders how well Metro is performing and moving toward the goals in our Strategic Plan for Public Transportation 2011-2021.

The 2014 report presents data on 61 performance measures; the majority show positive or stable trends.

Highlights

- **Metro delivered 121 million passenger trips in 2014, an all-time record.** Nearly half of all households in the county (44%) have at least one Metro rider. All the transit agencies in the region combined delivered 161 million trips in King County. That is an increase of 16% since 2010—evidence that public transportation is helping the region accommodate a growing population and keep traffic congestion in check.

- **Metro's 2014 Rider Survey found that overall satisfaction with Metro remains very high,** with 90% of riders saying they are very or somewhat satisfied—an improvement over the previous two years. Satisfaction with specific elements of Metro's service generally remained the same or improved.

- **Almost all (98%) of Metro's regular bus trips served regional growth, manufacturing or industrial centers,** contributing to economic growth and healthy communities throughout the county.

- **Measures of safety and security improved** last year, and we have enhanced emergency response.

- **Metro's cost per hour grew 2.3%,** about the same rate as inflation.

- **Our farebox recovery rate was 30.5%,** well above the 25% target adopted by King County. The rate has increased every year since 2007.

- **Energy use decreased in several areas.** Vehicle energy use per boarding declined 3.6% in 2014. Energy use at Metro facilities has declined by 31% since 2007 when normalized by temperature and square footage. Our energy efficiency measures are contributing to our efforts to mitigate climate change and to control costs.

- **We conducted robust public engagement and communication programs** around proposed service changes, directly involving more than 6,000 people in outreach concerning the restructure of Metro service around the Link extension to the UW. We received thousands of survey responses for multiple projects and communicated actively via traditional media, Transit Alerts, Twitter and Facebook as well as through partnerships with community organizations.

- **Metro met every request for an Access trip while providing more trips through the less-costly Community Access Transportation (CAT) program.** These programs serve people with disabilities who cannot use regular bus service. Metro has been expanding the CAT program as recommended by the 2009 Performance Audit of Transit.

2014 was a transitional year for Metro. The lingering financial impacts of the Great Recession meant that Metro did not have sufficient resources to fully meet rider demand. Many bus routes were chronically overcrowded or late as a result. In the first half of the year, it appeared that substantial service reductions would be necessary in fall 2014 and in the following two years to close a budget gap. The King County Council approved the first round of proposed cuts, and Metro implemented those reductions in September.

However, as the County's 2015-2016 budget was developed over the summer, financial forecasts showed both a positive trend for sales-tax revenue, reflecting strong economic growth in our region, and lower-than-anticipated fuel costs. As a result of these improvements, the King County budget adopted in November assumes no Metro service cuts in 2015 or 2016. As the volatility of sales tax remains a concern, the County will review fund management policies during the biennium to determine if changes are needed to ensure the sustainability of Metro services.

The adopted budget provides funding for a number of initiatives including safety programs, expansion of alternative services, development of a long-range plan, support for revenue-backed expansion of Sound Transit's Link light rail and City of Seattle streetcar network, business process improvements, refresher training for bus operators, keeping assets in a state of good repair, and

development of technologies to support operations and customer communications.

In another major development in November, Seattle voters approved funding to buy additional bus service in the city through the County Executive's Community Mobility Contracts program. And in the months that followed, additional financial improvements and service partnerships enabled Metro to plan service increases in suburban areas across the county. The adopted 2015-2016 budget does not include expenses and revenues associated with these service improvements; these will be addressed in supplemental budget processes.

The economic conditions in 2014 had an impact on a number of Metro's performance measures, as noted throughout this report. As Seattle and suburban service investments are made in 2015 and 2016, future progress reports will likely show improvements in these performance measures.

SYMBOLS—intended to give a general indication of how well we're meeting our goals.

⊕ Improving

Ⅰ Stable

⊖ Opportunity to improve

⬤ N/A, just one year of data, or trend not easily defined

MEASURES	TREND
GOAL 1: SAFETY	
1 Preventable accidents per million miles	⊖
2 Operator and passenger incidents and assaults	⊕
3 Customer satisfaction regarding safety and security	Ⅰ
4 Effectiveness of emergency responses	⊕
GOAL 2: HUMAN POTENTIAL	
1 Population within a quarter-mile of a transit stop or a two-mile drive to a park-and-ride	Ⅰ
2 Percentage of households in low-income census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride	⊖
3 Percentage of households in minority census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride	Ⅰ
4 Number of jobs within a quarter-mile walk to a transit stop or within two miles to a park-and-ride	Ⅰ
5 Number of students at universities and community colleges that are within a quarter-mile walk to a transit stop	Ⅰ
6 Vanpool boardings	⊕
7 Transit mode share by market	⊕
8 Student and reduced-fare permits and usage	Ⅰ
9 Accessible bus stops	Ⅰ
10 Access registrants	⬤
11 Access boardings/number of trips provided by the Community Access Transportation (CAT) program	⊕
12 Requested Access trips compared with those provided	Ⅰ
13 Access applicants who undertake fixed-route travel training	⊖
GOAL 3: ECONOMIC GROWTH AND BUILT ENVIRONMENT	
1 All public transportation ridership in King County	⊕
2 Transit rides per capita	⊕
3 Ridership in population/business centers	Ⅰ
4 Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours	⊕
5 Employer-sponsored passes and usage	⊕
6 Park-and-ride capacity and utilization	⊕
7 HOV lane passenger miles	⊕

GOAL 4: ENVIRONMENTAL SUSTAINABILITY

#	Measure	Status
1	Average miles per gallon of Metro's bus fleet	⊙
2	Vehicle energy (diesel, gasoline, kWh) normalized by miles	⊕
3	Vehicle fuel (diesel, gasoline, kWh) normalized by boardings	⊕
4	Total facility energy use	⊕
5	Energy use at Metro facilities: kWh and natural gas used in facilities, normalized by area and temperature	⊕
6	Per-capita vehicle miles traveled (VMT)	⊕
7	Transit mode share	⊕

GOAL 5: SERVICE EXCELLENCE

#	Measure	Status
1	Customer satisfaction	⊕
2	Customer complaints per boarding	⊕
3	On-time performance by time of day	⊖
4	Crowding	⊖
5	Use of Metro's web tools and alerts	⊙

GOAL 6: FINANCIAL STEWARDSHIP

#	Measure	Status
1	Service hours operated	⊙
2	Service hours and service hour change per route	○
3	Boardings per vehicle hour	⊕
4	Boardings per revenue hour	⊕
5	Ridership and ridership change per route	○
6	Passenger miles per vehicle mile	⊕
7	Passenger miles per revenue mile	⊕
8	Cost per hour	⊙
9	Cost per vehicle mile	⊖
10	Cost per boarding	⊕
11	Cost per passenger mile	⊕
12	Cost per vanpool boarding	⊕
13	Cost per Access boarding	⊖
14	Fare revenues	⊕
15	Farebox recovery	⊕
16	ORCA use	⊕
17	Asset condition assessment	○

GOAL 7: PUBLIC ENGAGEMENT AND TRANSPARENCY

#	Measure	Status
1	Public participation rates	⊕
2	Customer satisfaction regarding Metro's communications and reporting	⊙
3	Social media indicators	⊕
4	Conformance with King County policy on communications accessibility and translation to other languages	⊙

GOAL 8: QUALITY WORKFORCE

#	Measure	Status
1	Demographics of Metro employees	⊙
2	Employee job satisfaction	○
3	Promotion rates	⊖
4	Probationary pass rate	⊙

INTRODUCTION

The King County Council adopted Metro's Strategic Plan for Public Transportation 2011-2021 in July 2011 and approved updates in 2012 and 2013. The plan lays out a vision for the region's public transportation system; sets goals, objectives, strategies and quantitative performance measures; and establishes service guidelines. It builds on King County's strategic plan and reflects the recommendations of the 2010 Regional Transit Task Force.

The County Council also directed Metro to report on how we are meeting the strategic plan's goals and objectives. This is our third progress report. It covers five years whenever comparable data are available.

The 61 measures in this report focus on many aspects of Metro's public transportation system, including how well we deliver on the key values of productivity, social equity, and geographic value. We are continuing to refine our performance measurement processes, and are in the process of defining performance targets for each of the eight goals in the strategic plan. We have developed preliminary measures and created a tiered approach that connects how operation, maintenance, and planning of a transit system contribute to the goals. This approach will create a connection between everyday activities in the workplace and progress toward our strategic goals.

As part of our performance monitoring, we compare Metro's measures with those of 30 of the largest motor- and trolley-bus agencies in the United States. Our Peer Comparison Report is appended to this report.

METRO AT A GLANCE (2014)

Service area	2,134 square miles
Population	2.02 million
Employment	1.28 million
Fixed-route ridership	121.0 million
Vanpool ridership:	3.4 million
Access ridership:	1.4 million
Annual service hours	3.6 million
Active fleet	1,423 buses
Bus stops	8,079
Park-and-rides	130
Park-and-ride spaces	25,489

SYMBOL KEY

These symbols are intended to give a general indication of how well we're meeting our goals.

Key to trend symbols

⊕ Improving

Ⓘ Stable

⊖ Opportunity to improve

● N/A, just one year of data, or trend not easily defined

▶ **Objective 1.1: Keep people safe and secure.**

Intended outcome: Metro's services and facilities are safe and secure.

Metro protects the safety and security of customers, employees, and facilities in a variety of ways, including planning, policing, facility design, operational practices, safety training, and collaboration with local jurisdictions and other agencies on safety-related matters.

Specific strategies include promoting safety and security in public transportation operations and facilities, and planning for and executing regional emergency-response and homeland-security efforts.

Our safety program for bus drivers emphasizes steps to raise safety awareness. Our Operator Assault Reduction Project includes a number of strategies and programs to increase the safety of both bus drivers and passengers.
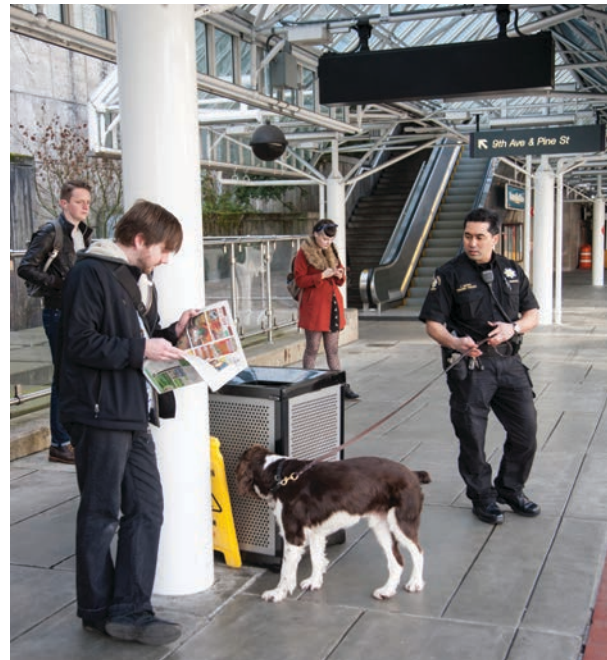
HOW WE'RE DOING: GOAL 1 OVERVIEW

Assaults on Metro buses declined sharply in 2014. The rate of preventable accidents went up, but is still well below levels of a decade ago. Metro is testing a pedestrian warning system to help reduce preventable pedestrian accidents. Customer satisfaction with personal safety while riding the bus at night remains high, as does satisfaction with the safe operation of the buses.

	MEASURES	TREND
1	Preventable accidents per million miles	⊖
2	Operator and passenger incidents and assaults	⊕
3	Customer satisfaction regarding safety and security	⓪
4	Effectiveness of emergency responses	⊕

1) Preventable accidents per million miles ⊖

The 2014 rate of preventable accidents per million miles increased since 2013, but is a little lower than in 2011 and 2012. The rate is about 14% lower than in the mid-2000s. Pedestrian accidents declined by one-third during 2014, and operator training is a key reason. Metro continues to focus on reducing accidents, as in the pedestrian warning system described on page 8.

1) Preventable accidents per million miles

Year	Value
2010	8.6
2011	9.5
2012	9.2
2013	8.3
2014	9.1
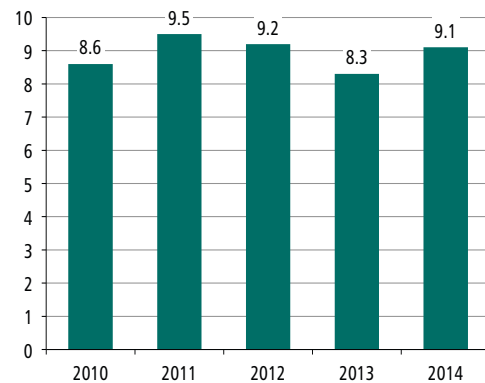
2) Operator and passenger incidents and assaults ⊕

The total number of operator assaults in 2014 was 17% lower than in 2013. There were 82 operator assaults (0.6 per million transit boardings) in 2014. (These numbers include Sound Transit bus service operated by Metro.) Just one was a felony aggravated assault (defined as when the offender uses a weapon or displays it in a threatening manner, or the operator suffers severe or aggravated bodily injury). This decline reflects the success of Metro's Operator Assault Reduction Project, which focuses on close coordination between Transit Operations and Metro Transit Police to ensure timely assault response and follow-up. The project also includes a training program that helps operators learn how to de-escalate potential conflicts and communicate effectively with challenging passengers.

Reported assaults on passengers decreased 29% in 2014. There were 29, or 0.2 per million boardings. The number of passenger physical disturbances increased slightly in 2014. ("Passenger assault" is defined as an assault with a clear or identified victim where the crime is reported to the police. An altercation among riders with no identified victim is considered a physical disturbance.)

The methodology of defining assaults and disturbances changed slightly in 2013, so prior years are not directly comparable.

2) Operator assaults

2) Passenger assaults and disturbances

3) Customer satisfaction regarding safety and security ❶

Every year, Metro's Rider Survey asks riders about their satisfaction with many attributes of Metro service. In the most recent survey, 74% of riders said they are "very satisfied" with the safe operation of the bus, which is consistent with the past few years. Most of the remainder said they are "somewhat satisfied."

When asked about personal safety while riding the bus at night, 81% said they are very or somewhat satisfied, which is similar to the average for the previous four years.

3) Rider satisfaction with safe operation of the bus
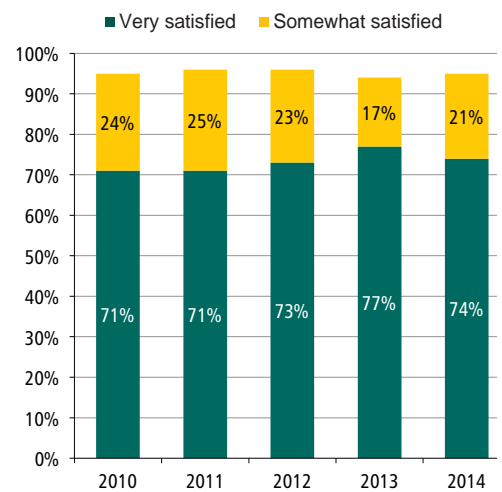
4) Effectiveness of emergency responses ⊕

The Department of Homeland Security's Transportation Security Administration administers the Baseline Assessment for Security Enhancement (BASE) program, which establishes a security standard for transit system security programs and assesses progress. This voluntary, comprehensive review focuses on categories identified by the transit community as fundamentals for a sound transit security program, including an agency's security plans, security training, drills and exercise programs, public outreach efforts, and background-check programs.

95%

Metro's score on this test increased from 91% in 2009 to 95% in 2012, with improvements in our infrastructure protection protocols, security and emergency preparedness training and exercise program, and inclusion of security upgrades in our mid- and long-term planning. The next of these triennial tests will be in 2015.

Pedestrian warning system

As part of our effort to improve pedestrian safety and reduce collisions, Metro is testing and evaluating an audio and visual turn-warning system on 10 buses in spring 2015 in parts of Seattle and south King County. The audio system, called TurnWarning, announces "Caution, bus turning" in English and Spanish. A left-side strobe light is activated when a bus is turning at an intersection. The installed system is triggered when the bus driver turns the steering wheel at least 270 degrees left or 360 degrees right.

Metro saw an increase of pedestrian incidents in 2012 and 2013 and started pedestrian awareness training in 2014 for our 2,600 bus drivers. Metro saw the number of pedestrian incidents drop in 2014, with 23 incidents compared to 34 in 2013. Pedestrian incidents can happen anytime and anywhere, requiring Metro drivers to remain vigilant as they make 3.5 million bus trips and travel 47 million miles across King County every year.

Despite our drivers' efforts, sometimes riders are injured as they run alongside a bus and slip and fall. Distracted or impaired pedestrians occasionally walk into the side of parked or moving buses. Sometimes, though rarely, drivers make mistakes as they turn at an intersection and fail to see a pedestrian crossing the street.

Since 2009, King County has paid $14.2 million in claims for 24 pedestrian-related injury bus incidents, including one that occurred in 2006. Of the 23 pedestrian incidents in 2014, seven involved turning buses. King County maintains a self-insurance fund to pay for claims and loss prevention efforts, and this pilot project is partially supported with money from that fund.

Metro will complete an evaluation in 2015 and determine whether to proceed equipping more buses in the fleet.

GOAL 2: HUMAN POTENTIAL   2

Provide equitable opportunities for people from all areas of King County
to access the public transportation system.

▶ **Objective 2.1 Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education, and other destinations.**

Intended outcome: More people throughout King County have access to public transportation products and services.

Metro strives to provide transportation choices that make it easy for people to travel throughout King County and the region. We provide a range of public transportation products and services appropriate to different markets and mobility needs, and work to integrate our services with others. Our fully accessible fixed-route system is complemented by a range of additional services such as ridesharing and dial-a-ride transit (DART). In compliance with the Americans with Disabilities Act, we provide Access paratransit service to eligible people with disabilities. Our Community Access Transportation (CAT) program provides vans and support to community organizations that offer rides as an alternative to Access. CAT trips are less expensive and fill some service gaps. Our travel training program helps people with disabilities ride regular bus service. We also provide programs such as Jobs Access and Reverse Commute, a federal program intended to connect low-income populations with employment opportunities through public transportation.

HOW WE'RE DOING: GOAL 2 OVERVIEW

About 87% of the housing units in King County are within a quarter-mile walk of a bus stop or a two-mile drive of a park-and-ride. The percentage is higher in areas with high populations of low-income or minority residents.

Seventy-six percent of jobs in King County are within a quarter-mile of a bus stop, and nearly 150,000 students attend colleges within a quarter-mile of a Metro bus stop. Eleven percent of employees in King County, and 45% of those who work in downtown Seattle, commute by transit.

The proportion of bus stops that are wheelchair accessible increased in 2014, although the total number of stops have decreased over the past years because of service realignments and reductions and bus stop spacing. Access ridership decreased slightly as we continued to expand the more-efficient CAT program. We also continued travel training to give riders more transportation choices. Metro delivered 100% of the Access trips requested, meeting federal requirements.

Vanpool ridership grew 4% in 2014.

	MEASURES	TREND
1	Population within a quarter-mile of a transit stop or a two-mile drive to a park-and-ride	◑
2	Percentage of households in low-income census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride	⊖
3	Percentage of households in minority census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride	◑
4	Number of jobs within a quarter-mile walk to a transit stop or two miles to a park-and-ride	◑
5	Number of students at universities and community colleges that are within a quarter-mile walk to a transit stop	◑
6	Vanpool boardings	⊕
7	Transit mode share by market	⊕

Measures continued on next page

Measures, continued

MEASURES		TREND
8	Student and reduced-fare permits and usage	Ⓘ
9	Accessible bus stops	Ⓘ
10	Access registrants	●
11	Access boardings/number of trips provided by the Community Access Transportation (CAT) program	⊕
12	Requested Access trips compared with those provided	Ⓘ
13	Access applicants who undertake fixed-route travel training	⊖

1) **Population living within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride** Ⓘ

In fall 2014, 65% of King County housing units were within a quarter-mile walk to a bus stop. An additional 22% were not within a quarter mile to a stop, but were within two miles to a park-and-ride. This total of 87% has been the same since 2011.

⟹ **87%**

2) **Percentage of households in low-income census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride** ⊖

The 2010 Census found that 10% of King County residents are below the poverty level. To measure their access to transit, we define a census tract as low-income if more than 10% of its population is below the poverty level. Three-quarters (75%) of housing units in these census tracts are within a quarter-mile walk to a bus stop. An additional 18% were not within a quarter mile to a stop, but were within two miles to a park-and-ride. This total is less than the 95% of the past two years, as some low-density tracts are newly classified as low-income, but the accessibility is higher than for the county population as a whole.

⟹ **93%**

3) **Percentage of households in minority census tracts within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride** Ⓘ

We define a census tract as minority if more than 35% of its population (the minority proportion for King County as a whole) belongs to a minority group. In these census tracts, 67% of housing units are within a quarter-mile walk to a bus stop. An additional 25% are not within a quarter mile to a stop, but are within two miles to a park-and-ride. This total of 92% is the same as in 2013 and is higher than for the county population as a whole.

⟹ **92%**

4) Number of jobs within a quarter-mile walk to a transit stop or a two-mile drive to a park-and-ride ◑

In 2013, 76% of jobs in King County were within a quarter-mile to a bus stop, which is 1% below the 2012 figure. Another 16% were not within a quarter-mile to a stop, but were within two miles to a park-and-ride, for a total of 92%. This is the same total percentage as in 2012.

5) Number of students at universities and community colleges that are within a quarter-mile walk to a transit stop ◑

At least 25 college and university campuses are within a quarter mile to a bus stop. These schools have a total student enrollment of about 150,000.

6) Vanpool boardings ⊕

Metro vanpool and vanshare boardings have grown steadily since 2010, reaching 3.4 million boardings in 2014. This was about 4% higher than in 2013, and 29% above 2010. The number of commuter vans in revenue operating service grew 4% in 2014 to nearly 1,400.

With a 92% satisfaction rating and a 96% recommendation rating, our commuter van program is highly valued by current and past participants. Ridership growth comes from a combination of emphasized and targeted employer formations and outside promotional efforts. Our Commute Coach program continues to be a valuable force multiplier, creating excitement and getting people into vans. In 2014, our Commute Coaches started 98 vans—48% of new van starts. Major employers who have Commute Coach employees include Amazon (40 vans), Boeing (7), Crane (4), Microsoft (4) and Nuance Communications (3). Rideshare has a strong social media presence, with 2,027 Facebook and Twitter fans and followers.

7) Transit mode share by market ⊕

According to the most recent American Community Survey by the U.S. Census Bureau (2009-2013), 11% of King County workers take public transportation to work, the same as in 2012. Among commuters to workplaces in downtown Seattle, 45% take transit, as found in the 2014 Commute Seattle survey. The 2012 figure was 43%. No other mode split data are readily available.

92%

6) Vanpool boardings (in millions)
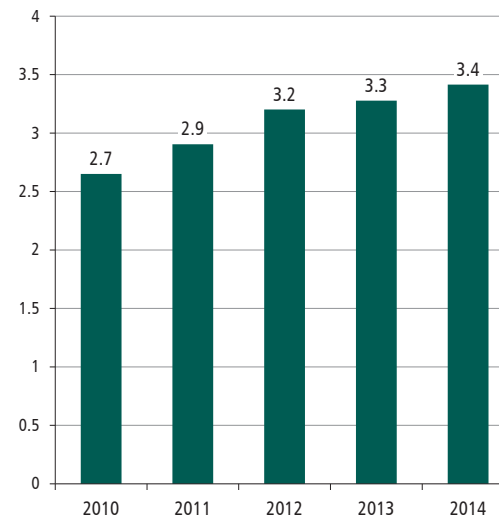
The methodology for counting passengers was modified in 2014. Previous years' data on this chart reflect the estimated ridership using the new methodology.

8) Student and reduced-fare permits and usage ⓘ

The Regional Reduced Fare Permit (RRFP) entitles senior riders (age 65 or older), riders with disabilities, and Medicare-card holders to pay a reduced fare of $0.75 ($1.00 as of March 2015). RRFP trips make up 12% of all Metro ORCA trips. Many additional RRFP trips are paid with cash, but these cannot be precisely measured.

Five school districts (Seattle, Bellevue, Highline, Lake Washington, and Mercer Island) offer student transit passes through the ORCA Business Passport program. In the 2014-2015 school year, we sold nearly 19,000 passes. We expect over 3 million boardings to be made with those passes, which is about the same since the 2012-2013 school year. In addition, many other schools and school districts buy Puget Passes for their students.

9) Accessible bus stops ⓘ

We increased our proportion of bus stops that are wheelchair accessible to 79% in 2014, although the number of stops decreased. Service realignments, bus stop spacing, and accessibility improvement projects allowed us to increase operational efficiencies and enhance our customers' overall transit experience. Also, the service reductions in late 2014 decreased the number of active stops. We closed nearly 800 little-used stops over the past four years, which has impacts on riders.

	2010	2011	2012	2013	2014
Accessible stops	6,798	6,714	6,499	6,508	6,346
All stops	8,866	8,744	8,413	8,357	8,079
Percent accessible	77%	77%	77%	78%	79%

10) Access registrants ◯

At the end of 2014, there were 14,690 ADA eligible registrants in the Access database. Beginning in January 2014, only riders with current certification are counted as Access registrants. In previous years, individuals approaching the end of their eligibility who had not taken a trip on Access for a year were considered inactive, but were still listed as eligible even though their eligibility had expired. As a result of this year's change, the numbers are not comparable to previous years.

11) Access boardings/number of trips provided by the Community Access Transportation (CAT) program ⊕

Access ridership decreased 6.8% in 2014, while the program still provided all of the trips requested by qualified applicants. This decline was partially due to the 8.3% ridership increase in the more cost-efficient CAT program and to continued instruction to help Access registrants use regular bus service, which also reduces costs. Growth in CAT was primarily due to an increase in service from three Adult Day Health (ADH) sites that provided more than 23,000 additional boardings that were previously provided by Access Transportation. The ADH sites were EADS,

8) Reduced fare ORCA trips (in millions)
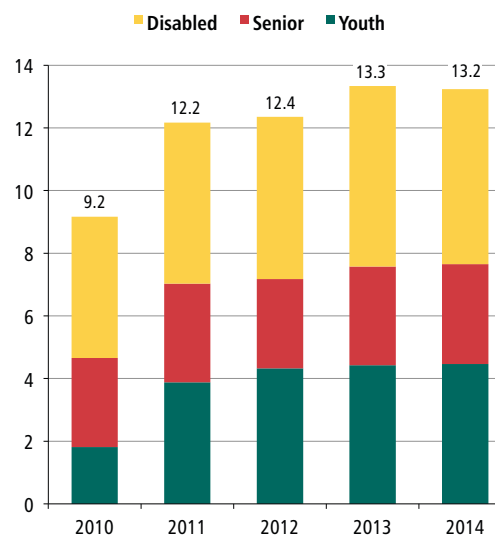
11) Accessible service trips, in 000s
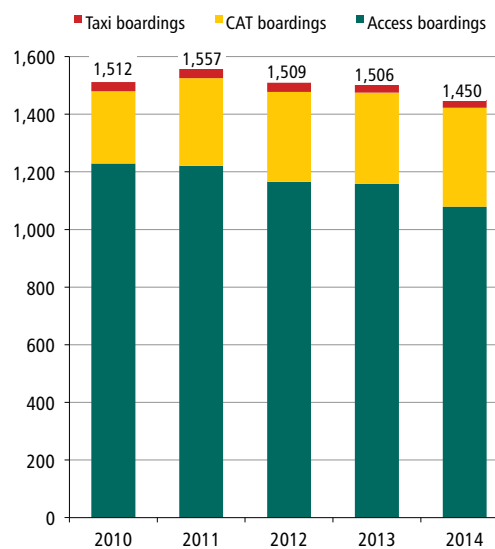
Legacy House and Full Life Kent, which saved the County about $640,000 last year. The Mt. Si Senior Center (Snoqualmie Valley Transportation) and Senior Services also provided more than 10,000 boardings as a result of expansion. This helped offset service reductions by the Maple Valley Community Center, which canceled one of its community shuttles because of financial constraints and the closure of Cliffside Vocational, which used to provide jobs for people with disabilities. This resulted in a loss of about 7,000 rides.

12) Requested Access trips compared with those provided

Per federal requirements, Metro's Access program provides a trip for every request by a qualified applicant, meeting the target of 100% delivery ratio.

13) Access applicants who undertake fixed-route travel training

Travel training to help people with disabilities ride regular bus service gives those customers more transportation choices. It also contributes to Metro's cost-control efforts by diverting riders to a less-expensive mode of transportation. The number of riders trained decreased 6.8% from 2013. One of the two agencies had fewer trainings as a result of staff changes and was understaffed for the last quarter of the year.

13) Access applicants who undertake fixed-route travel training
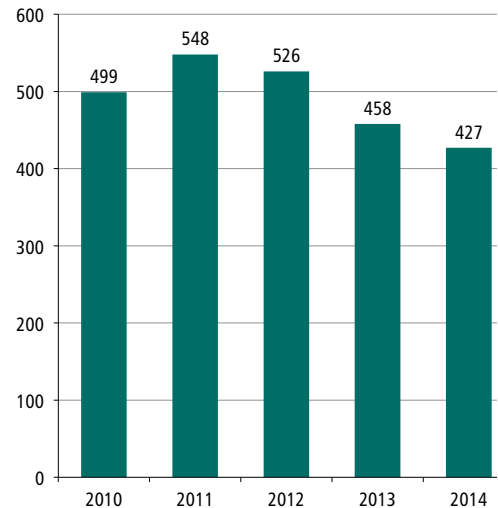
Low-income fare program

Metro's new reduced-fare program—one of the first of its kind in the country—was rolled out March 1, 2015. The new $1.50 fare, with no peak-period or zone surcharges, is making public transit service more affordable for thousands of qualified lower-income riders.

The fare is available only with an ORCA card. Cards for the reduced-fare program, dubbed ORCA LIFT, are free. Cardholders may purchase a monthly pass or add "E-purse" value to their card at transit center and light-rail station vending machines, many grocery and drug stores, Metro's customer service offices, or by phone or online. Metro also sends "ORCA-To-Go" vans to community centers and events.

ORCA makes fare payment easy for Metro's customers and operators. Another advantage is that quick taps with the ORCA LIFT card replace many slower cash fare transactions, resulting in faster boardings and lower operating costs. As ORCA LIFT enrollment grows, we expect fare transactions using ORCA to increase from 62% today to around 75%—possibly leading to phasing out cash fares altogether someday.

As we planned the program, our biggest challenge was how to verify customers' eligibility and get ORCA LIFT cards into their hands. Our solution was to contract with the Public Health – Seattle & King County to provide those services. Public Health has a long history in the community and recently managed local Affordable Care Act enrollment. Metro is leveraging the agency's wide network of outreach locations, relationships with clients, and expertise in communicating with the target audience—including many people with limited English proficiency. Metro also contracted with eight human service agencies, for a total of about 40 sites where people can apply for ORCA LIFT and leave with a card if they're qualified.

Several of Metro's partner agencies—Sound Transit Link light rail, the Seattle Streetcar and the King County Water Taxi—are extending the reach of the program by offering an ORCA LIFT reduced fare. As a result, Metro's ORCA LIFT program is opening the doors wider to transportation and opportunity.

Encourage vibrant, economically thriving and sustainable communities.

▶ **Objective 3.1 Support a strong, diverse, sustainable economy.**

Intended outcome: Public transportation products and services are available throughout King County and are well-utilized in centers and areas of concentrated economic activity.

▶ **Objective 3.2: Address the growing need for transportation services and facilities throughout the county.**

Intended outcome: More people have access to and regularly use public transportation products and services in King County.

▶ **Objective 3.3: Support compact, healthy communities.**

Intended outcome: More people regularly use public transportation products and services along corridors with compact development.

▶ **Objective 3.4: Support economic development by using existing transportation infrastructure efficiently and effectively.**

Intended outcome: Regional investments in major highway capacity projects and parking requirements are complemented by high transit service levels in congested corridors and centers.

The Puget Sound Regional Council's regional growth strategy assumes a doubling of transit ridership by 2040 and emphasizes the need for an integrated, multimodal transportation system that links major cities and centers. Toward this end, Metro offers travel options that connect people to areas of concentrated activity and provide affordable access to jobs, education, and social and retail services. This in turn supports economic growth; a recent study found that investment in public transportation offers an economic return of $4 for every $1 invested. *(Economic Impact of Public Transportation Investment, Economic Development Research Group, Inc., May 2014)*

We work with other transit agencies to create an integrated and efficient regional transportation system to accommodate the region's growing population and serve new transit markets. We encourage the development of transit-supportive communities with improved bicycle and pedestrian connections.

HOW WE'RE DOING: GOAL 3 OVERVIEW

Metro's ridership has been on the rise since 2010, following a decline during the economic slump. In 2014 we set a ridership record despite service reductions late in the year. Total ridership in the county, including Link and Sound Transit buses, set a record for the fourth consecutive year. A stronger economy helped increase ridership. Metro continues to partner with major institutions, cities, employers, human-service agencies, and other organizations to encourage alternatives to driving alone for work and personal travel. Nearly all of Metro's bus trips touch regional growth centers or manufacturing centers. The use of ORCA business account passes is increasing, as is the use of park-and-ride lots in King County.

	MEASURES	TREND
1	All public transportation ridership in King County	⊕
2	Transit rides per capita	⊕
3	Ridership in population/business centers	⊖
4	Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours	⊕
5	Employer-sponsored passes and usage	⊕
6	Park-and-ride capacity and utilization	⊕
7	HOV lane passenger miles	⊕

1) All public transportation ridership in King County (rail, bus, paratransit, rideshare) ⊕

There were 161 million transit boardings in King County during 2014—a 3.3% increase over 2013. This ridership was on buses, rail, paratransit service, vanpools, and passenger-only ferries. Metro bus ridership was 120.2 million, an increase of 2.0%, and accounted for three-quarters of the total. Ridership on the other services grew more than 7%, most notably on Sound Transit's Link light rail service, which saw 13% growth. Since 2010, total transit ridership in King County grew 16%, far outpacing the increases in population (4.5%) and employment (11%).

2) Transit rides per capita ⊕

Metro's ridership growth of 2.0% in 2014 was just slightly higher than King County's 1.8% population growth, so boardings per capita remained about the same as in 2013. However, since 2010 the ridership increase has outpaced King County population growth, and the boardings per capita grew by 5.7%. Much of this gain was driven by employment growth as well as service improvements such as new RapidRide lines.

3) Ridership in population/business centers ⊘

In fall 2014, Metro provided 10,015 bus trips each weekday to, from, through, or between regional growth centers or manufacturing/industrial centers (as designated in the region's growth plan). This made up 98% of Metro's directly operated, non-custom, scheduled trips—so virtually all of the transit trips we provide serve one of these centers. However, the number of trips declined with the service reductions of September 2014. In 2012 and 2013, the figures were 96% and 97%, respectively.

4) Employees at CTR sites sharing non-drive-alone transportation modes during commute hours ⊕

The share of employee commute trips that serve Commute Trip Reduction (CTR) sites in King County has grown steadily. CTR sites are those with at least 100 employees who arrive at work between 6 and 9 a.m. More than one-third of these commuters use buses, trains, carpools or vanpools to get to work. The improvements in this rate are likely the result of rising gas prices, the Alaskan Way Viaduct construction project, tolling on SR-520, major promotional campaigns to reduce the impacts of viaduct construction and SR-520 tolling, and recent improvements to transit service such as the start of RapidRide lines and Link light rail. Data are not yet available from the 2013/2014 surveys

1) Transit boardings in King County*
(in millions)

Metro Bus · Sound Transit Express · Link · Other

138.7 / 145.5 / 151.0 / 155.9 / 161.0

2010 · 2011 · 2012 · 2013 · 2014
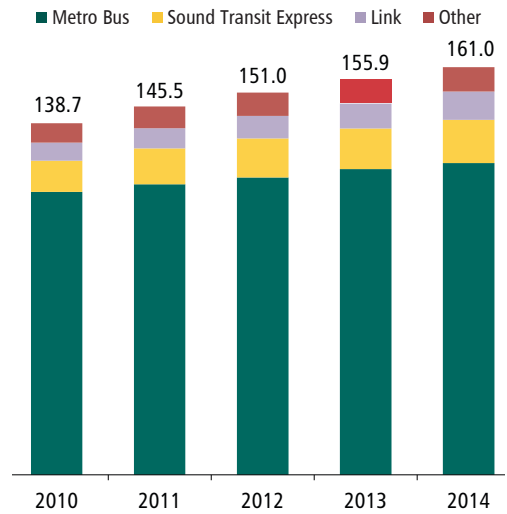
*Includes Sound Transit bus service operated by Community Transit and Pierce Transit, which was not included in previous reports.

2) Metro transit rides per capita

56.7 / 58.0 / 59.0 / 59.9 / 60.0

2010 · 2011 · 2012 · 2013 · 2014
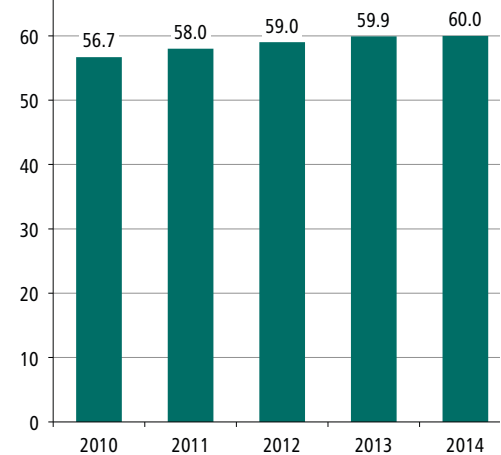
4) Peak mode share at King County CTR sites

Car/Vanpool · Bus · Train

33.3% / 34.7% / 35.2%

2007 / 2008 · 2009 / 2010 · 2011 / 2012
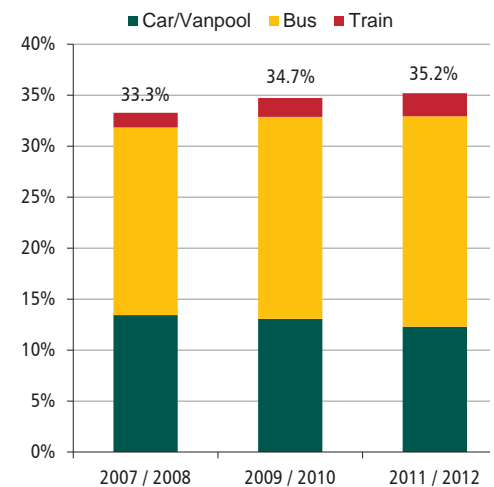
5) Employer-sponsored passes and usage ⊕

The payment of fares with business account ORCA cards has increased dramatically as ORCA has matured. (ORCA is an electronic fare card adopted in 2009 by seven transit agencies in the region.) Total regional revenue from business ORCA accounts in 2014 was more than $126 million. This was nearly two-thirds of all regional ORCA revenue. The largest of the products is Passport, a program in which employers purchase transit passes for their employees. There were 49.2 million regional boardings with Passport in 2014—7% more than in 2013—and revenue of $93 million. The University of Washington's U-Pass program brings in 29% of regional ORCA Passport revenue. Metro's ORCA Passport revenue was more than $57 million, a 10% increase over 2013.

6) Park-and-ride capacity and utilization ⊕

King County has 130 park-and-ride facilities with more than 25,000 parking spaces. The average number of spaces used has grown in each of the past four years, and in fall 2014 was 11% greater than in 2010. On typical weekdays in 2014, the lots were 79% full. Utilization varies greatly among the 130 lots. For usage information on each lot, see the park-and-ride quarterly reports on Metro's online Accountability Center (http://metro.kingcounty.gov/am/accountability/park-ride-usage.html).

Total park-and-ride spaces			
Year*	Capacity	Used	Utilization
2010	25,292	18,116	72%
2011	25,110	18,549	74%
2012	25,143	19,212	76%
2013	25,397	19,485	77%
2014	25,489	20,054	79%

*Fall service, September to February

7) HOV lane passenger miles ⊕

HOV (high-occupancy vehicle) lanes are considered fixed guide-ways, as defined by the Federal Transit Administration. Transit-only lanes and trolley wire are also in this category. Passenger miles on these lanes grew 2.3%, slightly faster than the growth of systemwide passenger miles. Much of the growth was on high-intensity bus lanes, such as RapidRide. (In 2013, the FTA made a major change in how these lanes are defined, so just two years of data are available.)

5) Regional boardings with ORCA Passport passes (in millions)

7) Passenger miles on transit-only and HOV Lanes (in millions)

GOAL 4: ENVIRONMENTAL SUSTAINABILITY   4
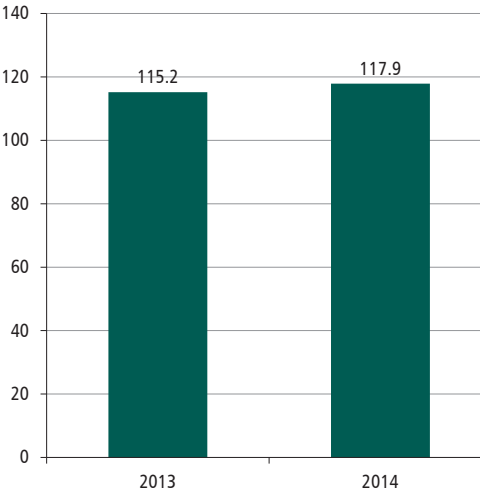
Safeguard and enhance King County's natural resources and environment.

▶ **Objective 4.1: Help reduce greenhouse-gas emissions in the region.**

Intended outcome: People drive single-occupant vehicles less.

▶ **Objective 4.2: Minimize Metro's environmental footprint.**

Intended outcome: Metro's environmental footprint is reduced (normalized against service growth).

King County has a long-term goal of reducing countywide greenhouse-gas emissions by at least 80% by 2050, as established in the King County Strategic Climate Action Plan, the King County Energy Plan, and the King County-Cities Climate Collaboration (see box on p. 19). Metro plays a key role in progressing toward this goal by providing travel options that increase the proportion of travel in King County by public transportation, and by increasing the efficiency of our services and facilities.

Every action Metro takes to make transit a more accessible, competitive, and attractive transportation option helps to counter climate change and improve air quality. We have also developed an agencywide sustainability program to coordinate sustainability initiatives as part of planning, capital projects, operations, and maintenance. We are committed to green operating and maintenance practices,

and we incorporate cost-effective green building and sustainable development practices in all capital projects. We continue to seek opportunities to improve energy efficiency and decrease energy use in our facilities and fleet.

HOW WE'RE DOING: GOAL 4 OVERVIEW
The energy efficiency of Metro's fleet improved by 0.7% in 2014. As boardings and efficiency increased and miles decreased, energy use per boarding decreased by 3.6%.
Metro is also striving to reduce energy use at our facilities. Overall facility energy use has decreased since 2007, and when assessed by square footage and temperature, our facility energy use has gone down by 31% in that time, largely as a result of conservation efforts.
Forty-four percent of King County households have a member who rides Metro at least one time per month—basically the same as the all-time high found last year.

	MEASURES	TREND
1	Average miles per gallon of Metro's bus fleet	ⓘ
2	Vehicle energy (diesel, gasoline, kWh) normalized by miles	⊕
3	Vehicle fuel (diesel, gasoline, kWh) normalized by boardings	⊕
4	Total facility energy use	⊕
5	Energy use at Metro facilities: kWh and natural gas used in facilities, normalized by area and temperature	⊕
6	Per-capita vehicle miles traveled (VMT)	⊕
7	Transit mode share	⊕

1) Average miles per gallon for Metro's bus fleet ⓘ

The 3.93 average miles per gallon for Metro's diesel bus fleet in 2014 was the same as in 2013, which was an increase of 1% over the mileage of the previous three years. There were no significant changes in the fleet in 2014.

Buses vary significantly in their passenger capacity and occupancy. In recent years, the main factors affecting the average miles per gallon of our fleet were:

- The replacement of older diesel buses with new diesel-electric hybrids that consume less fuel.
- The replacement of 40-foot, high-floor buses with new 60-foot, low-floor articulated buses that use more fuel because they are larger and carry more passengers.

Our 60-foot buses carry one-third more passengers than our older 40-foot buses. This increased ridership capacity is needed to achieve Metro's ridership growth targets. Metro is committed to purchasing fuel-efficient vehicles.

2) Vehicle energy (diesel, gasoline, kWh) normalized by miles ⊕

Metro operates diesel and hybrid motor buses and electricity-powered trolley buses. When diesel fuel and kilowatt hours are converted to the energy measure BTUs, our 2014 energy use per vehicle mile decreased by 0.7% compared to 2013. While more than 90% of the miles operated are by diesel and hybrid buses, some diesel miles were reallocated to more-efficient trolley buses on weekends. We expect our new electric trolley fleet to go into service in late 2015.

-0.7%

3) Vehicle fuel (diesel, gasoline, kWh) normalized by boarding ⊕

Vehicle energy use per boarding declined 3.6% in 2014 compared to 2013 as a result of an increase in passenger boardings, a decrease in miles operated, and the improvement in total fleet efficiency noted above.

-3.6%

4) Total facility energy use ⊕

The King County Energy Plan established 2007 as a baseline year against which to measure future progress in reducing energy demand. Total energy use at all Metro facilities—which does not include the energy used to power buses—has decreased by approximately 17% since then. Energy use was reduced despite the addition of new facilities (such as the Downtown Seattle Transit Tunnel, which was not in use in most of 2007) thanks to conservation practices and the completion of numerous energy-efficiency projects.

-17%

5) Energy use at Metro facilities (kWh and natural gas used in facilities normalized by area and temperature) ⊕

To account for changes in the number and size of facilities over time, Metro defined a set of baseline facilities in 2007 against which to compare future energy use. After adjusting for weather variability and changes in square footage at the facilities, normalized energy use at these facilities decreased by approximately 31% between 2007 and 2014, thanks in part to investments in conservation measures, such as LED lighting and HVAC system upgrades at various facilities.

⟹ **-31%**

King County-Cities Climate Collaboration (K4C)

Representatives of King County and more than a dozen cities came together in the first half of 2014 to chart opportunities for joint actions to reduce greenhouse-gas emissions and accelerate progress towards a clean and sustainable future. The K4C supported development of ambitious, shared, near-term and countywide GHG reduction targets adopted in new Growth Management Planning Council policy. This policy targets a reduction of countywide sources of GHG emissions, compared to a 2007 baseline, by 25% by 2020, 50% by 2030, and 80% by 2050. The K4C has developed a set of specific shared climate commitments, including commitments for transportation and land use, outlined below. King County will work to reduce GHG emissions associated with transportation both in County operations and in partnership with K4C cities.

K4C Pathway: For passenger vehicles and light trucks, reduce vehicle miles traveled by 20% below 2012 levels by 2030 and GHG emissions intensity of fuels by 15% below 2012 levels by 2030.

Policy commitments in support of this pathway:

- Partner to secure state authority for funding to sustain and grow transit service in King County.

- Reduce climate pollution, build our renewable energy economy, and lessen our dependence on imported fossil fuels by supporting the adoption of a statewide low-carbon fuel standard that gradually lowers pollution from transportation fuels.

- Focus new development in vibrant centers that locate jobs, affordable housing, and services close to transit, bike and pedestrian options so more people have faster, convenient and low GHG emissions ways to travel.

- As practical, for King County and cities developing transit-oriented communities around high capacity light rail and transit projects, adopt the Puget Sound Regional Council's Growing Transit Communities Compact. For smaller cities, participate in programs promoting proven alternative technology solutions such as vehicle electrification, as well as joint carpool and vanpool promotional campaigns.

6) Per-capita vehicle miles traveled (VMT) ⊕

The number of vehicle miles traveled on state roads in King County in 2014 was 8.6 billion. This works out to 4,267 per resident, a decline of 3.7% since 2010. During this time, per capita passenger miles on Metro buses increased more than 11%.

6) Per capita vehicle miles traveled
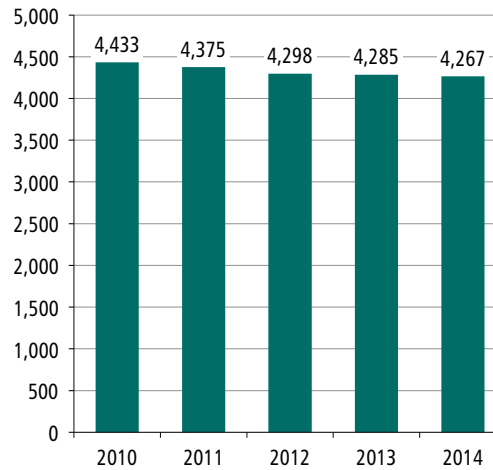
7) Transit mode share ⊕

Metro's 2014 Rider Survey found that 35% of King County households had at least one member who rode Metro five or more times in the previous month. Another 9% had a member who rode 1-4 times. This total of 44% is not statistically different than the all-time high reached in 2013, and is 6% higher than in 2010.

7) Transit mode share

■ Infrequent rider households ■ Regular rider households
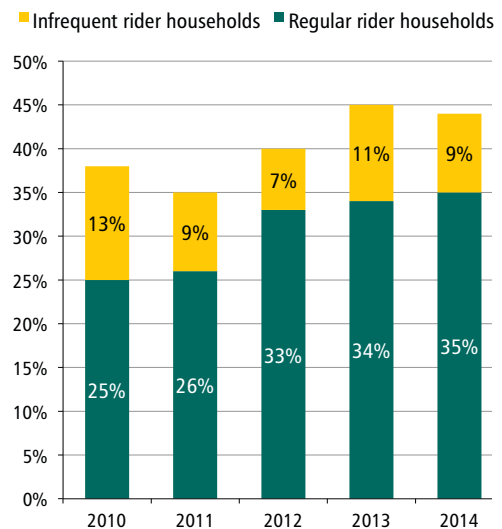
GOAL 5: SERVICE EXCELLENCE

5

Establish a culture of customer service and deliver services that are responsive to community needs.

▶ **Objective 5.1: Improve satisfaction with Metro's products and services and the way they are delivered.**

Intended outcome: People are more satisfied with Metro products and services.

▶ **Objective 5.2: Improve public awareness of Metro products and services.**

Intended outcome: People understand how to use Metro's products and services and use them more often.

Metro is committed to giving our customers a positive experience at every stage of transit use, from trip planning to arrival at a destination. We strive to provide service that is reliable, convenient, easy to understand and easy to use. We emphasize customer service in both transit operations and workforce training. Our marketing and customer information efforts help customers understand what service is available and how to use it, and also raise awareness of the benefits of transit.

HOW WE'RE DOING: GOAL 5 OVERVIEW

Customer satisfaction returned to near the levels seen before major service changes in 2012 — 90% of customers say they are satisfied with Metro service. Crowding on buses increased in 2014, as a result of ridership growth, service reductions, and a system shift toward buses with fewer seats. Customer complaints declined in 2014, although they rose late in the year when service reductions were made.

On-time performance of our service declined after two years of improvement. Increased traffic congestion and increased ridership likely were the causes. The City of Seattle will purchase additional bus service with funding from Proposition 1, which will help focus on reducing crowding and improving reliability in 2015 and beyond.

Customer visits to our website Metro On-Line were about the same as in 2013, but use of our Trip Planner declined as there are now various other tools available to help with transit trip planning. Transit Alerts have proven to be an effective way to communicate in real time about service disruptions and adverse weather issues, and the number of alerts and subscribers grew in 2014.

	MEASURES	TREND
1	Customer satisfaction	⊕
2	Customer complaints per boarding	⊕
3	On-time performance by time of day	⊖
4	Crowding	⊖
5	Use of Metro's web tools and alerts	⓪

1) Customer satisfaction ⊕

Over the many years of our annual rider surveys, the vast majority of customers have reported being satisfied with Metro service. When asked, "Overall, would you say you are satisfied or dissatisfied with Metro?", usually more than 90% of respondents say they are either "very satisfied" or "somewhat satisfied." In 2012 and 2013, total satisfaction decreased below 90%, but it returned to that level in 2014.

Satisfaction rebounded in 2014 even though the survey was conducted shortly after the service cuts went into effect in late September. Satisfaction is high with many specific elements of Metro service; see discussion in the box below.

1) Overall rider satisfaction
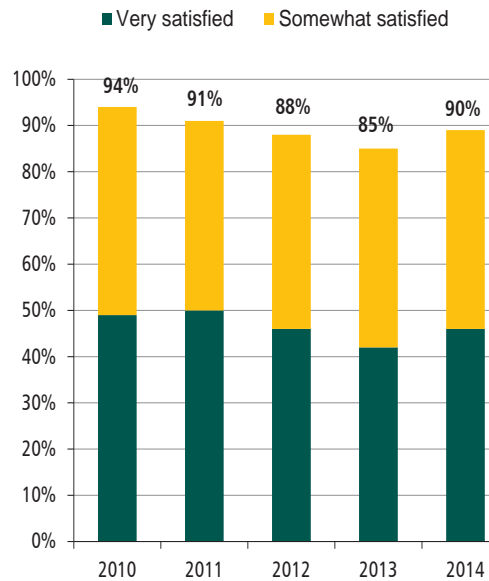
The Rider/Non-Rider Survey

Metro conducts an annual survey of riders to measure market share; track customers' demographic characteristics, attitudes and transit use; monitor customer awareness and satisfaction with Metro services and initiatives; and gain insights on topics of current interest to Metro managers. Every other year, Metro also includes non-riders in the sample to learn about non-riders' perceptions of Metro and barriers to ridership.

Notable results from the fall 2014 Rider Survey:

- Overall satisfaction with Metro increased significantly—from 85% in 2013 to 90% in 2014, despite significant service changes immediately before the survey.

- A large majority of riders—72%—said they were not impacted by the service changes.

- Nearly half (49%) of all riders strongly agreed that Metro provides a safe and secure transportation environment—up significantly from 2013, and at the highest level of agreement since this was first asked in 2012.

- 88% of all respondents said Metro offers good value for the level of service provided.

- 88% agreed that they like to say "I ride Metro"; 56% strongly agreed—a significant increase from 41% in 2013.

Many more findings are available in the Rider / Non-Rider reports on Metro's Accountability Center: www.kingcounty.gov/metro/accountability.

2) Customer complaints per boarding ⊕

The number of customer complaints per million boardings decreased by 10% in 2014, and that followed an 8% decline the previous year. Complaints tend to spike with major changes in service. The 2011 increase was related to technical difficulties with our new automated announcement system and to the introduction of new bus types that resulted in more passengers standing. In 2012, complaints spiked after the fall service change, which brought the end of the Ride Free Area, overcrowding on the new RapidRide C and D lines, and changes to many routes. Complaints started to increase again with the budget-related service cuts in late September 2014, but were down for the whole year.
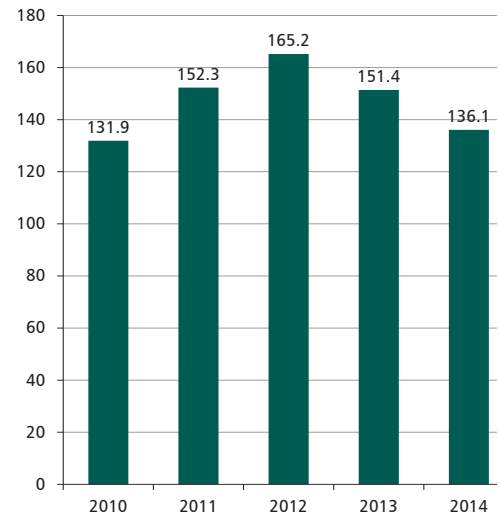
3) On-time performance by time of day ⊖

Metro has a target of at least 80% of bus trips being on time (between five minutes late and one minute early at key stops). In 2014, the on-time performance was 76.3%, which was 1.4 percentage points below 2013. The decline became most evident in the last quarter of 2014. The recent increase in traffic congestion was likely the main cause of the decline. More buses are late across the system, particularly in the PM peak and on service using highways. The Puget Sound Regional Council recently reported that traffic delay on local freeways increased by 25% between 2013 and 2014. Another factor is increased ridership—bus trips take a little longer when more people are getting on and off, especially if the bus is very crowded.

In 2014, Metro's Service Guidelines analysis found that 89 routes need investments to improve reliability. We continue to identify and address "hot spots" where transit service slows down. Starting in June 2015, the City of Seattle will purchase additional bus service with funding from Proposition 1, approved by Seattle voters in November 2014. Many of Seattle's investments will focus on reducing crowding and improving reliability. Metro will also be making new service investments. We'll be making changes like scheduling more time for travel on roads that have become more congested, adding more time between trips so that delays on one trip don't affect later trips, and making other adjustments to schedules. These changes should improve on-time performance on many routes.

2) Complaints per million boardings

3) On-time performance by time of day

	2010	2011	2012	2013	2014
5 a.m. – 9 a.m.	83.4%	81.3%	81.9%	82.1%	81.9%
9 a.m. – 3 p.m.	77.2%	74.9%	75.8%	78.2%	77.6%
3 p.m. – 7 p.m.	71.7%	69.0%	68.5%	69.2%	67.1%
7 p.m. – 10 p.m.	76.0%	73.0%	73.8%	75.4%	75.7%
After 10 p.m.	82.8%	80.7%	81.5%	82.6%	83.7%
Weekday average	**78.1%**	**75.7%**	**76.3%**	**77.6%**	**76.0%**
Saturday	77.1%	75.7%	75.7%	76.6%	76.5%
Sunday	79.5%	78.6%	77.9%	80.3%	79.1%
Total system average	**78.1%**	**76.0%**	**76.4%**	**77.7%**	**76.3%**

A bus is considered to be on time if it is between 1 minute early and 5 minutes late at key stops. In 2014, the time periods were slightly revised to be consistent with the Service Guidelines. The changes varied by about 15 minutes to an hour. The pre-2014 numbers in the table reflect the previous definitions.

4) Crowding ⊖

The percentage of trips with more riders than seats has increased in the past four years. Based on fall 2014 data, 4.9% of our trips had 20% more riders than seats, and 4.7% had 1-19% more riders than seats, for a total of 9.6% (compared with 7.9% in fall 2013). Increased ridership and the service reductions in September 2014 contributed to this increase.

Another reason for increased crowding in recent years is that Metro, like transit systems across the country, has been moving to low-floor buses that have fewer seats and more standing room than older buses have.

Crowding will likely decrease on Seattle routes over the next few years, as the City of Seattle will purchase additional bus service with funding approved by Seattle voters in November 2014.

5) Use of Metro's electronic media tools and alerts ⓘ

Metro has three major electronic media tools to help customers with their travel needs: the Metro Online website, our online regional Trip Planner, and Transit Alerts that are sent to subscribers via email and/or text messaging and are also tweeted. Total visits to Metro Online were about the same as in 2013, but Trip Planner visits decreased 46%. The few adverse weather events during 2014 occurred in off-peak times, and the mild weather trends likely contributed to lower usage, as did increased use of alternative travel apps such as One Bus Away. In January 2015, Metro launched the Puget Sound Trip Planner app for iOS and Android mobile devices. This new app allows riders to see schedules and real-time predictions for bus arrivals and to plan trips across 11 public transportation providers in our region while on the move.

Transit Alerts and the Eye on Your Metro Commute blog, and associated tweets posted on Metro Online, have proven to be effective ways to communicate in real time about service disruptions and adverse weather issues. Since the beginning of this service in 2009, growth continues to be strong in both the number of subscribers and the number of messages sent. In 2014, 1,800 alerts communicated important information to our subscribers a total of 9.3 million times, an increase from the previous year of over 750,000. The number of Transit Alerts subscribers grew from 49,969 at year-end 2013 to 53,407 at the end of 2014, a 6.9% increase.

Find more information about Metro's use of electronic media on p. 34, under 3) Social media indicators.

4) Bus trips with more riders than seats*

■ 1-19% more riders than seats
■ 20% more riders than seats
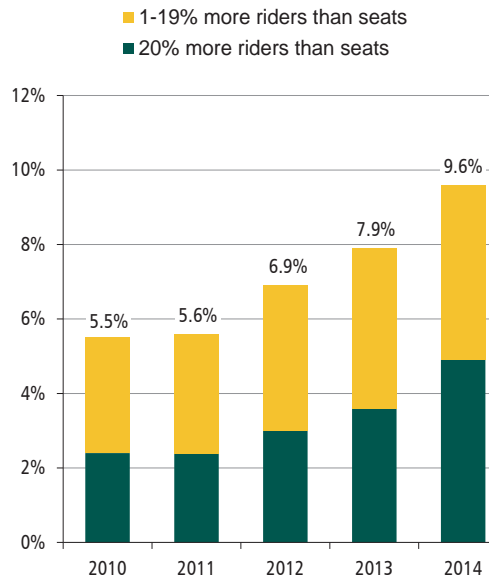
*A different methodology is used in this year's report and is applied retroactively to all five years.

5) Visits to Metro Online and Trip Planner* (in millions)

■ Metro Online visits   ■ Trip Planner visits
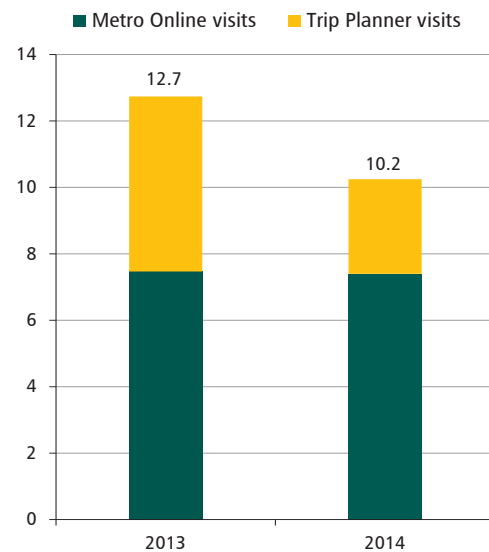
*A different methodology was used prior to 2013, so the numbers are not comparable to 2013 and 2014.

▶ **Objective 6.1: Emphasize planning and delivery of productive service.**
Intended outcome: Service productivity improves.

▶ **Objective 6.2: Control costs.**
Intended outcome: Metro costs grow at or below the rate of inflation.

▶ **Objective 6.3: Seek to establish a sustainable funding structure to support short- and long-term public transportation needs.**
Intended outcome: Adequate funding to support King County's short- and long-term public transportation needs.

We continue to focus on our financial stewardship objectives. In recent years, we used our Service Guidelines to reallocate many service hours from our lowest-performing service to more productive service. We will continue to use the guidelines annually to improve system productivity while advancing social equity and serving residential, employment and activity centers across the county.

We are striving to reduce costs, and included a number of new cost-control actions in our 2015-2016 budget. We are actively using Lean techniques to increase customer value and minimize waste.

While Metro's financial situation improved as 2014 came to a close, a reliable source of sufficient funding continues to be the key to Metro's long-term financial sustainability and system stability.

HOW WE'RE DOING: GOAL 6 OVERVIEW

The effectiveness of Metro's efforts to boost productivity was evident in 2014. Both ridership and productivity continued on the upward trends that began in 2010.

Metro's bus cost per hour grew 2.3% in 2014, which was about the same as the inflation rate. The cost per bus boarding held steady the past two years.

The cost per vanpool boarding decreased, as it had the year before.

The cost per Access boarding increased, in part because Access ridership declined. Metro has been expanding the Community Access Transportation program, which provides a lower-cost alternative to Access.

Metro's farebox recovery rate was 30.5%, well above the target of 25%, and has increased every year for almost a decade.

The use of ORCA as fare payment continues to outpace ridership growth, and nearly two-thirds of weekday boardings are paid with ORCA cards.

	MEASURES	TREND
1	Service hours operated	◐
2	Service hours and service hour change per route	○
3	Boardings per vehicle hour	⊕
4	Boardings per revenue hour	⊕
5	Ridership and ridership change per route	○
6	Passenger miles per vehicle mile	⊕
7	Passenger miles per revenue mile	⊕
8	Cost per hour	◐
9	Cost per vehicle mile	⊖
10	Cost per boarding	⊕
11	Cost per passenger mile	⊕
12	Cost per vanpool boarding	⊕
13	Cost per Access boarding	⊖
14	Fare revenues	⊕
15	Farebox recovery	⊕
16	ORCA use	⊕
17	Asset condition assessment	○

Note:

We use the bus costs from Metro's submittal in the National Transit Database (NTD) to calculate financial ratios. This provides consistency among Metro's many publications, such as the Peer Comparison Report that is in the appendix of this report. The NTD costs exclude such items as interest expenses, leases and rentals, and other reconciling items, which usually add less than 1% to the total costs. (The 2014 NTD report is not yet audited.)

The inflation rates used in this report are from the King County Office of Economic and Financial Analysis, and are based on the Consumer Price Index – Urban Wage Earners and Clerical Workers (CPI-W) for Seattle-Tacoma-Bremerton. In 2014 the rate was 2.2%. King County also uses a target measure to keep costs at the rate of inflation plus population. That would add another 1.8%, which is the Washington State Office of Financial Management estimate for King County population growth from 2013 to 2014.

1) Service hours operated ⓘ

Metro operated 3.6 million bus vehicle hours in 2014, virtually the same as in 2012 and 2013, but 2% above 2010 and 2011. Several major service changes that occurred in 2014 had offsetting impacts on the total hours operated. Service hours were added at the launch of the RapidRide E line in February and the RapidRideF Line in June. However, the impacts of these service additions were offset by the service reductions implemented in September. Hours will increase in 2015 as the City of Seattle will purchase additional bus service with funding from Proposition 1, approved by Seattle voters in November 2014.

In recent years Metro has improved its scheduling efficiency, mainly by reducing layovers (the time between the end of one bus trip and the next trip), as recommended in the 2009 Performance Audit of Transit. As a result, a higher share of total hours are spent in service. Since 2008, the estimated in-service hours increased 9%, more than triple the rate of growth in total vehicle hours, resulting in more bus time available to our customers.

2) Service hours and service hour change per route ◯

A detailed table of hours and changes in hours for Metro's 200+ routes is in Appendix K of Metro's 2014 Service Guidelines Report, http://metro.kingcounty.gov/planning/pdf/2011-21/2014/service-guidelines-full-report.pdf

1) Hours operated (in millions)
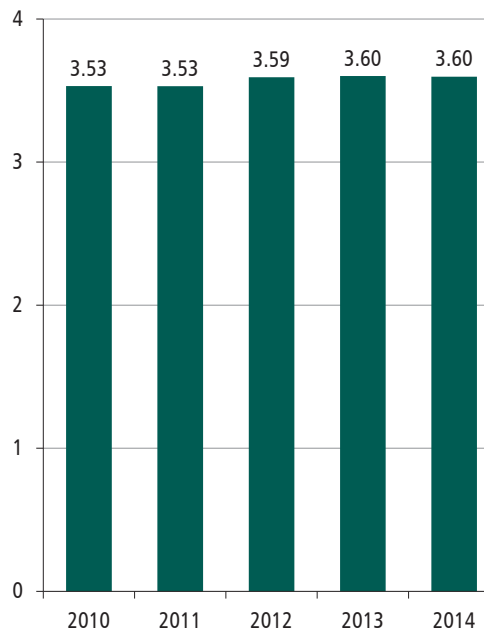
3) Boardings per vehicle hour ⊕

Metro uses bus boardings per vehicle hour (called boardings per platform hour in our Service Guidelines Report) to measure the productivity of transit service. Metro has steadily improved on this measure since 2010 as a result of increasing ridership, improved scheduling efficiency, and reallocations of service hours and restructuring of routes based on our service guidelines.

4) Boardings per revenue hour ⊕

Metro has steadily improved on bus boardings per revenue hour since 2010. These increases are in tandem with the boardings per vehicle hour improvements described above.

5) Ridership and ridership change per route ◯

A detailed table on ridership and changes in ridership for Metro's 200+ routes is in Appendix K of Metro's 2014 Service Guidelines Report, http://metro.kingcounty.gov/planning/pdf/2011-21/2014/service-guidelines-full-report.pdf. Many routes saw strong growth. Most notable are the RapidRide lines. On the four lines that existed in both 2013 and 2014, average weekday ridership grew 11%. The E Line, which began in 2014, had 14% ridership growth over the service it replaced, Route 358.

3 and 4) Boardings per hour

Legend: ■ Vehicle Hour ■ Revenue Hour

Year	Vehicle Hour	Revenue Hour
2010	30.9	35.0
2011	31.7	36.1
2012	31.9	36.2
2013	32.7	37.0
2014	33.4	37.8
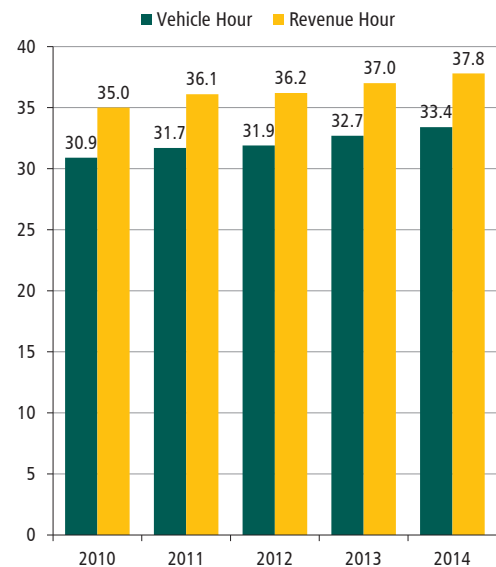
Service and financial statistics

Metro uses many service statistics and financial indicators to track our progress and to compare with peer agencies.

Vehicle hours and **vehicle miles** measure all the time and distance between when a coach leaves the transit base and when it returns to the base.

Revenue hours and **revenue miles** exclude the time and distance of deadheading—when a bus is traveling from the base to its first trip, when a bus has ended its last trip and is returning to the base, and the travel from the end of one trip to the start of another. Metro operates much peak-hour, one-directional service, so the return from the end of one trip back to the start of the next trip is part of deadheading. Revenue hours include layover time—the time between the end of one bus trip and the start of the next. Some of the measures discussed in this chapter remove these scheduled layover hours, resulting in an estimate of **in-service hours**.

Boardings are the number of passengers who board transit vehicles. Passengers are counted each time

they board, no matter how many vehicles they use to travel from their origin to their destination. **Passenger miles** are the sum of the total distance traveled by all passengers.

Important financial ratios are based on total bus operating cost divided by the measures above. **Cost per vehicle hour** and c**ost per vehicle mile** are *cost-efficiency measure*s that gauge the cost inputs of a unit of service, as much of the cost is directly related to time and distance. **Cost per boarding** and **cost per passenger mile** are *cost-effectiveness measures* that show how economically we provide our core service, getting passengers to their destinations.

Finally, two productivity ratios are key indicators in Metro's Service Guidelines. **Boardings per vehicle hour** are the number of passengers getting on a bus each hour. **Passenger miles per vehicle mile** works out to be the average number of passenger on a bus at any given time. We assess each route's performance by measuring its productivity in these ratios.

6) Passenger miles per vehicle mile ⊕

Another measure of transit service productivity is bus passenger miles per vehicle mile, which is one of the key statistics in our service guidelines. This ratio grew in each of the past four years as passenger boardings, and thus passenger miles, grew faster than vehicle miles. The improving job market contributes to the growth in passenger miles. Much of the recent ridership gains were on longer commute trips.

7) Passenger miles per revenue mile ⊕

As with the passenger miles per vehicle mile metric discussed above, there has been a strong increase in bus passenger miles per revenue mile since 2010. Growth in this measure over four years was about 1.5% slower than for passenger miles per vehicle mile. Revenue miles grew faster than vehicle miles as a result of more efficient scheduling practices that Metro adopted in 2010, and more total miles are in service.

6 and 7) Passenger miles per mile
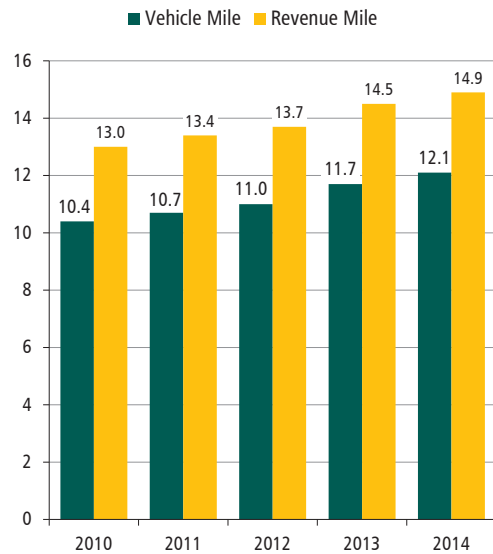
8) Cost per hour ⊝

Metro's bus cost per vehicle hour in 2014 was $142.46, a 2.3% increase over $139.30 in 2013. This is in line with the inflation rate of 2.2% during this period. After adjusting for inflation, Metro's 2014 cost per hour was 2.7% higher than in 2010.

8) Cost per hour
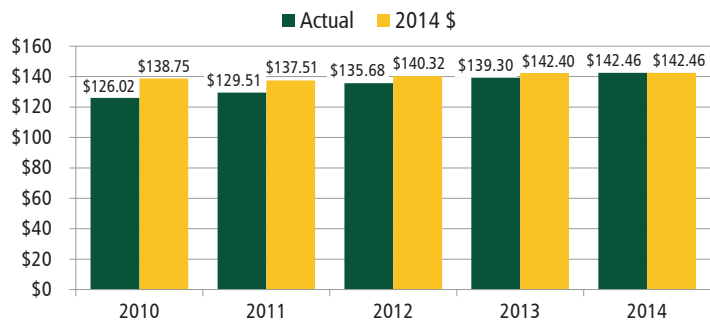
9) Cost per vehicle mile ⊖

Metro's bus cost per vehicle mile increased at a higher rate (3.0%) between 2013 and 2014 than our cost per hour increased. Our total miles decreased a little more than hours did. Adjusted for inflation, the cost per mile increased 4.3% from 2010 to 2014.

9) Cost per vehicle mile
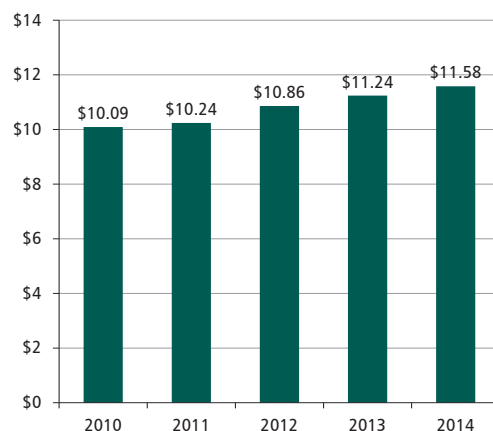
10) Cost per boarding ⊕

Our bus cost per boarding has held steady from 2012, as passenger boardings have grown at about the same rate as total costs. In inflation-adjusted dollars, Metro's 2014 cost per boarding was 5.1% lower than in 2010.

10) Cost per boarding

Year	Cost
2010	$4.08
2011	$4.08
2012	$4.25
2013	$4.26
2014	$4.27
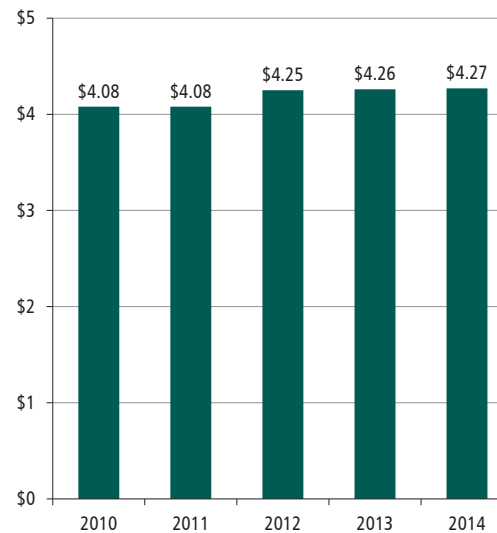
11) Cost per passenger mile ⊕

Metro's bus cost per passenger mile remained constant in 2014 as our growth in passenger miles was about the same as the increase in our total costs. But over the past four years, passenger miles have grown faster than both total costs and inflation. Adjusted for inflation, the cost per passenger mile is 10% below the 2010 level.

11) Cost per passenger mile

Year	Cost
2010	$0.97
2011	$0.95
2012	$0.99
2013	$0.96
2014	$0.96

12) Cost per vanpool boarding ⊕

Metro's vanpool operating cost per boarding has decreased over the past three years. After adjusting for a change in the vanpool passenger-counting methodology, the decrease in cost per boarding in 2014 was about 7%. Part of the cost savings was that starting in 2014, vanpools no longer pay 37.5 cents per gallon in state fuel taxes.

Our vanpool program met its guideline for cost recovery in each of the past four years. The King County Code requires commuter-van fares to be reasonably estimated to recover the full operating and capital costs and at least 25 percent of the administrative costs of the vanpool program.

12) Cost per vanpool/vanshare boarding

Year	Cost
2010	$3.19
2011	$3.19
2012	$3.09
2013	$3.02
2014	$3.01
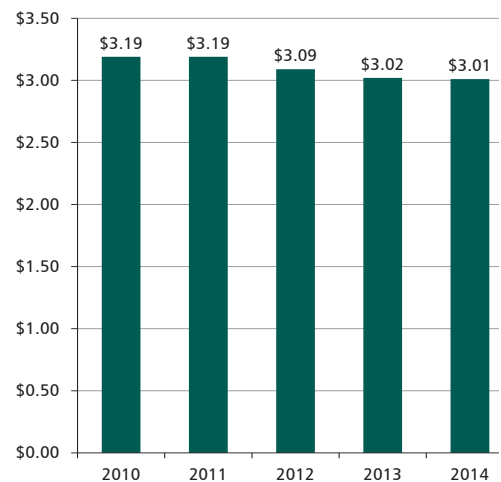
13) Cost per Access boarding ⊖

The cost per Access boarding increased by 4.6% to $48.01 from 2013 to 2014. This increase was due to annual inflation adjustments in the call center and service provider contracts. In addition, ongoing declines in Access ridership have led to contractual rate changes for providers, resulting in fixed costs being spread over fewer trips. Decreases in Access ridership can be attributed in part to the expansion of the Community Access Transportation program. The CAT program gives the Access program a lower-cost alternative for providing rides to clients.

13) Cost per Access boarding

Year	Cost
2010	$38.64
2011	$42.11
2012	$44.44
2013	$45.89
2014	$48.01
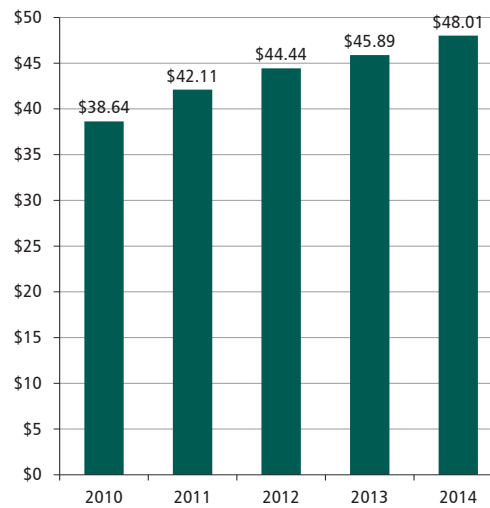
14) Fare revenues ⊕

Fare revenues have increased in each of the past four years, from $119.9 million in 2010 to $156.1 million in 2014. This growth has been the result of ridership gains in all four years, fare increases early in this period, and the end of the downtown Seattle Ride Free Area in late 2012. Since 2007, Metro's base fare (off-peak adult fare) increased by 80%, and increased again in 2015.

14) Fare revenues (in millions)

Year	Amount
2010	$119.9
2011	$128.6
2012	$141.3
2013	$146.0
2014	$156.1
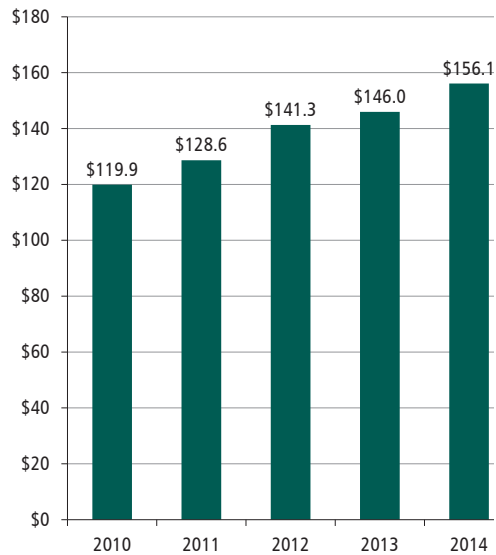
15) Farebox recovery ⊕

Metro's fund management policies, adopted in November 2011, establish a target of 25% for farebox recovery—total bus fares divided by total bus operating costs. From 2010 through 2014, farebox recovery in each year has exceeded our target, reaching a record-level 30.5% in 2015. Fares increased again in March 2015. This included a new reduced fare for people with low incomes, which will reduce the farebox recovery somewhat.

15) Farebox recovery

Year	Percent
2010	26.9%
2011	28.1%
2012	29.0%
2013	29.1%
2014	30.5%
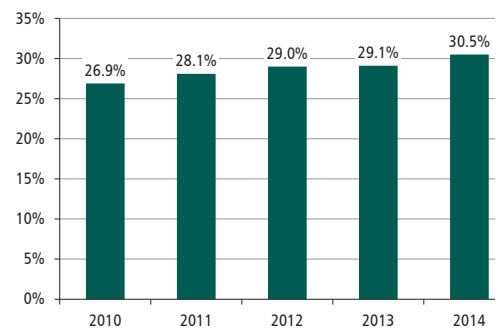
16) ORCA use ⊕

The use of ORCA smart cards for fare payment has grown dramatically since their introduction in 2009. ORCA is used by seven Puget Sound agencies and provides a seamless fare medium for transferring among the systems. The use of smart card technology contributes to efficient operations and more accurate revenue reconciliation among the regional agencies. Virtually all passes are now on ORCA, and use of the ORCA E-purse has grown and cash payments have declined, which helps speed up operations. ORCA use on Metro buses has almost doubled since 2010. Nearly two-thirds of Metro's weekday boardings are now paid with ORCA.

17) Asset condition assessment ⬤

Metro was one of a select few transit agencies that worked with the Federal Transit Administration to develop a State of Good Repair Index for bus and trolley fleets. The assessment in 2013 used a new methodology based on this work, so the score is not directly comparable to those for previous years. It will serve as the baseline for future measures. Metro Vehicle Maintenance continued to use the method established in 2013 for the 2014 assessment.

The 2014 assessment indicates that the fleet requires frequent minor repairs and infrequent major repairs. The average age of Metro's buses increased from 6.8 years to 9.3 years between 2007 and 2014, resulting in higher maintenance and repair costs and difficulty obtaining replacement parts. The fleet has aged because we delayed replacing some buses. With a rapid service increase coming in 2015 and 2016, Metro continues to maintain about 150 old coaches while procuring new coaches for the increased service. We expect the State of Good Repair Index to flatten over the next year and to further improve after all procurements have been finalized and the older fleet is retired.

Since 1985, Metro has maintained its fixed assets (buildings, systems and infrastructure) using a robust maintenance management program and a capital reinvestment strategy—the Transit Asset Management Program (TAMP). Through TAMP, Metro determines the condition of assets and plans long-range investment strategies and required funding. Since 2009, Metro has been working with the FTA's Moving Ahead in the 21st Century Program (MAP-21) to update our decision-making and implementation strategies for preserving fixed and other assets. During the past year, we have been systematically assessing the condition of Metro's physical assets. The most recent assessment report was published in October 2014 and was used as the basis for updating Metro's fixed-asset funding plan in the 2015-2016 CIP. When the MAP-21 general rules and guidelines become available in the near future, Metro will establish a measure consistent with them to assess fixed assets.

16) ORCA taps on Metro Transit (in millions)
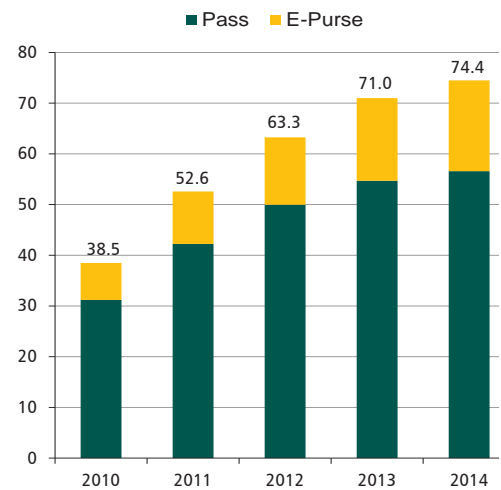
Promote robust public engagement that informs, involves, and empowers people and communities.

▶ **Objective 7.1: Empower people to play an active role in shaping Metro's products and services.**

Intended outcome: The public plays a role and is engaged in the development of public transportation.

▶ **Objective 7.2: Increase customer and public access to understandable, accurate, and transparent information.**

Intended outcome: Metro provides information that people use to access and comment on the planning process and reports.

Metro is committed to being responsive and accountable to the public. We uphold this commitment by involving the community in our planning process and making public engagement a part of every major service change or new service initiative. We also work to make our information and decision-making processes clear and transparent.

We reach out to customers and the public through a variety of forums and media channels, and make information available in multiple languages. We design outreach and engagement strategies to involve a representation of all our riders and let the public know their participation is welcome and meaningful. Each engagement process is tailored to the target audiences.

Our Online Accountability Center (www.kingcounty.gov/metro/accountability) has detailed information on dozens of measures of ridership, safety and security, service quality, and finances; these are updated monthly. The site also features a number of Metro reports.

HOW WE'RE DOING: GOAL 7 OVERVIEW

Public participation in Metro's planning processes was well-developed in 2014; we directly reached more than 6,000 people in our Link Connection Phase 1 outreach alone. The service reduction outreach that began in 2013 continued into 2014. We received thousands of survey responses for multiple projects and sent notices, fliers, announcements and electronic messages to riders over the course of the year. We continued to see growth in social media such as Facebook and Twitter, reaching more people than ever before—the number of followers increased in 2014 by more than 50 percent over the previous year. We also used partnerships with community organizations, translated materials and interpretation services, outreach to ethnic media and other strategies to reach diverse populations in accordance with county policy.

	MEASURES	TREND
1	Public participation rates	⊕
2	Customer satisfaction regarding Metro's communications and reporting	⊖
3	Social media indicators	⊕
4	Conformance with King County policy on communications accessibility and translation to other languages	⊖

1) Public participation rates ⊕

Expansive service reduction outreach that began in 2013 continued taking public comment until February 2014. Public participation in this project in 2014 included three public meetings with approximately 92 participants, 13 outreach events that reached approximately 1,980 people, 11 stakeholder briefings, email and text message reminders to 33,271 subscribers in unincorporated area communities, as well as onboard bus announcements and posters.

Phase 1 of another major outreach campaign, Link Connections, began in November 2014 and lasted into December. Metro and Sound Transit sent out a news release to regional media that resulted in press coverage. We held five public meetings attended by 80 people, held seven street-team outreach events, and sent email and text messages to 25,332 Metro Transit Alerts subscribers as well as 2,055 Sound Transit SoundWaves rider panel members. A detailed email went to 80 community organizations and stakeholder groups with a request that the message be forwarded to their networks.

The Phase 1 survey was completed by 4,087 people and Metro's Have a Say website was viewed more than 9,400 times. We advertised opportunities to participate by placing posters at stops in the project area that have more than 200 daily boardings. We distributed 7,500 cards on buses and at the University of Washington and Seattle Central College, and mailed them to libraries, schools, senior centers, health and social service organizations and community centers for distribution. In all, Metro directly reached approximately 6,000 people and more than 4,000 gave direct feedback in this phase, which continued into 2015.

Our major public engagement efforts on other projects also produced high levels of public participation. The launch of the new RapidRide F Line engaged communities in Burien, Seatac, Tukwila and Renton. A transportation resource fair in Bitter Lake brought service information and educational handouts to the north Seattle area. North Seattle/Shoreline In Motion, ORCA To Go, Cascade Bicycle Club, Feet First, Mobile Bicycle Rescue, Seattle Department of Transportation and Hopelink Medicaid Transportation were on hand to discuss how residents could use their services to get around. The Third Avenue Transit Corridor project in downtown Seattle shared information and gathered public feedback through four outreach events, a website and an online survey.

2) Customer satisfaction with Metro's communications ⓘ

Metro's Rider/Non-Rider Survey asks riders about their satisfaction with their ability to get information about Metro. In the most recent survey, 63% of riders said they are very satisfied with this, and most of the remainder said they are somewhat satisfied. These figures are consistent with the past few years. We also asked about the availability of information at Metro Online, and 71% reported being very satisfied. This was a statistically significant increase over the 60% who reported being very satisfied in 2013.

3) Social media indicators ⊕

Metro continues to find innovative ways to reach out to our customers using social media. Below are some facts about four of our social media channels:

Metro Matters Blog
(http://metrofutureblog.wordpress.com)

- 23,472 people viewed the Metro Matters blog in 2014—less than the number in 2013. Members of the public posted 38 comments. Our Metro Matters blog post related to a November closure of the Downtown Seattle Transit Tunnel received 2,627 views, the most for the year.

- Other posts that attracted the most views in 2014 were about upcoming traffic problems associated with the July lane closures on I-90, and a post about an event-packed weekend with Bumbershoot, Labor Day and the Seahawks season opener.

King County Metro Transit Facebook page
(www.facebook.com/kcmetro)

- Metro's Facebook page followers increased more than 50%, from 1,675 in 2013 to 2,568 followers in 2014.

- We posted 316 stories about news, service disruptions, employment information, and opportunities for public participation and feedback.

Have a Say Facebook page
(www.facebook.com/haveasayatkcmetro)

Page "likes" grew from 481 to 507 in 2014. The most commented-on post concerned the release "Link Connections Phase 1," about how transit could change in northeast Seattle.

King County Metro Twitter
(@kcmetrobus)

- Used for sharing news, links, photos and videos with followers. The number of followers increased by 58 percent in 2014 to more than 25,292.

2) Satisfaction with overall ability to get information about Metro

■ Very satisfied ■ Somewhat satisfied

Year	Very satisfied	Somewhat satisfied
2010	62%	29%
2011	59%	29%
2012	59%	33%
2013	60%	35%
2014	63%	31%
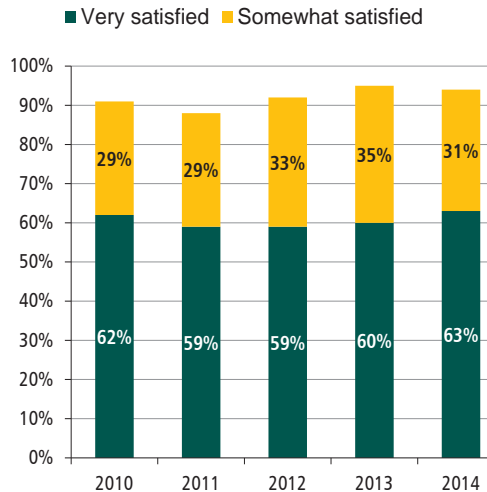
- During the year, we tweeted 4,822 times. The tweets were favorited 1,564 times, retweeted 3,487 times, and replied to 1,474 times.

- Twitter activity generated 7,105,224 impressions, 64,052 engagements and 20,000 URL clicks.

4) Conformance with King County policy on communications accessibility and translation to other languages ⓘ

To ensure that all voices are included in Metro's decision-making processes, we research demographics and design outreach strategies to reach people who are unlikely to learn about our process via mainstream channels. We comply with King County's executive order on translation, which mandates translation or accommodation where more than 5% of an affected population speaks a language other than English.

We reach underrepresented populations by partnering with service organizations and making information available in a variety of forms and languages. We host information tables at places that serve underrepresented populations, go door-to-door or board buses to reach people directly, work with ethnic media outlets and small community publications, make our materials and surveys available in large print, provide language lines, and offer interpreters (including those for people who are deaf or blind). We document our outreach in public engagement reports.

In 2014, we provided materials and conducted outreach activities in 11 languages other than English: Amharic, Arabic, Chinese, Korean, Oromo, Russian, Somali, Spanish, Tigrinya, Ukrainian and Vietnamese.

We distributed hundreds of translated handouts at outreach-van events and posted them on our website. We offered phone lines in the 11 languages mentioned above, and used a phone interpreter service to return calls and answer questions. General interest news releases are sent to El Siete Dias, NW Asian Weekly, Nguot Viet Tay Bac and Seattle Chinese Post.

As part of Link Connections Phase 1 outreach, we held a multilingual community conversation at Lake City Court, with interpreters available for Amharic, Arabic, Chinese, Oromo, Tigrinyan, and Russian. This event was advertised to residents in all 11 languages. While turnout was low, we gathered good feedback from participants and interpreters about the important issues facing these populations.
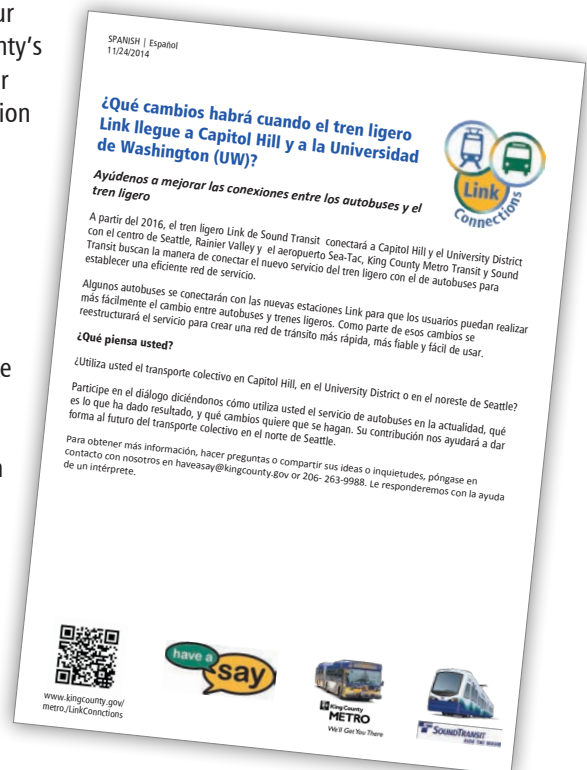
Develop and empower Metro's most valuable asset, its employees.

▶ **Objective 8.1: Attract and recruit quality employees.**

Intended outcome: Metro is satisfied with the quality of its workforce.

▶ **Objective 8.2: Empower and retain efficient, effective, and productive employees.**

Intended outcome: Metro employees are satisfied with their jobs and feel their work contributes to an improved quality of life in King County.

Metro's products and services are a reflection of the employees who deliver them. Metro strives to recruit quality, committed employees and create a positive work environment. We value a diverse and skilled workforce and strive to support our employees, empower them to excel, recognize their achievements, and help them develop professionally.

To help us achieve our objectives, our Workforce Development Program focuses on the development and ongoing support of employees. The program's priorities include the following:

- Build a robust talent pipeline that attracts high-quality talent early in their academic or professional careers to consider employment at Metro.

- Ensure that Metro leaders can effectively engage, develop, and support staff members in being

successful, productive, and committed to continuous improvement.

- Provide leaders with tools and processes to effectively manage performance.

- Facilitate staff and leader career development opportunities (both lateral and vertical).

- Implement meaningful selection and development processes to grow highly skilled talent that is capable of leading Metro into the future.

- Align all talent and workforce development activities with Metro's strategic priorities.

HOW WE'RE DOING: GOAL 8 OVERVIEW

The diversity of Metro's workforce has remained relatively constant over the past three years. An employee survey found that 74% of Metro employees are satisfied or very satisfied with their jobs. We plan to survey employees again in late 2015 to provide trend information. Job promotions decreased in 2014 amid budget uncertainties. The turnover rate among new employees was about the same the past three years, but was lower than in prior years.

MEASURES		TREND
1	Demographics of Metro employees	◖
2	Employee job satisfaction	●
3	Promotion rates	⊖
4	Probationary pass rate	◖

1) Demographics of Metro employees ⓘ

Metro strives to maintain a diverse workforce. The table at right shows the race and gender makeup of our workforce in 2014. The workforce does not differ significantly from year to year, and this demographic makeup is very similar to that of the past two years. Compared with the county population as a whole, our workforce is more male, less Asian, less Hispanic, and slightly less white. Metro follows an established outreach plan for advertising job opportunities to a diverse applicant pool. These efforts include advertising in a variety of community publications, attending career fairs, working with community-based organizations, establishing relationships with apprenticeship and trade schools, and maintaining an internet presence that promotes Metro job openings.

2) Employee job satisfaction ●

About a third (34%) of the 1,014 Metro respondents to the 2012 employee satisfaction survey reported being very satisfied with their jobs overall, and another 40% said they were satisfied. These responses are virtually identical to those from all King County employee respondents. A new survey, scheduled for fall 2015, will provide trend information.

3) Promotion rates ⊖

As Metro faced budget uncertainties in 2014, hiring slowed. Since we filled fewer positions, there were fewer opportunities for promotion and a slightly lower promotion rate in 2014 than in 2013, which in turn was much lower than in 2012. (Promotions do not include movement of operators from part-time to full-time.) A primary focus of Metro's Workforce Development Program is to support the growth and development of our staff. Several programs are in place, about to be launched, or being planned. These include a series of career planning workshops and resources; a pilot Aspiring Leaders Program for frontline employees interested in leadership careers; a superintendent-level succession program planned for 2015; additional efforts to implement PACE recommendations that are focused on staff advancement; and workshops on résumé writing and interviewing skills for all candidates interested in base chief positions.

1) Demographic of Metro employees

	Male	Female	Total	
White	2,110	616	2,726	61%
Black	665	253	918	21%
Asian	432	65	497	11%
Hispanic	124	44	168	4%
American Indian	41	20	60	1%
Pacific Islander	33	7	40	1%
Multiple	23	11	34	1%
Not Specified	24	2	26	1%
Total	**3,452**	**1,018**	**4,470**	
Percentage	**77%**	**23%**		

2) 2012 Transit employee satisfaction with job

3) Promotions and hires
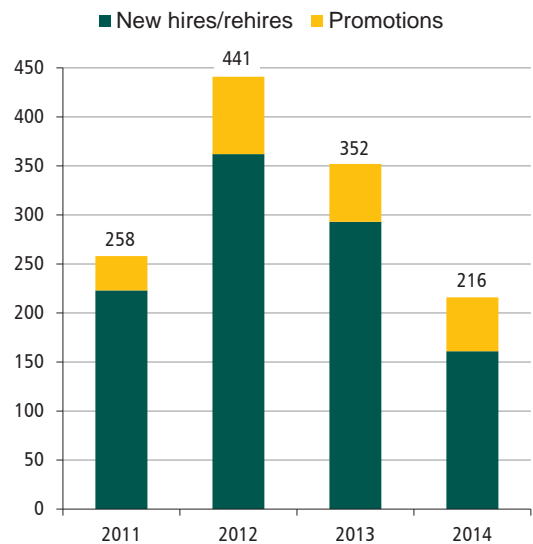
4) Probationary pass rate ⓘ

Of the 55 non-operations employees hired in 2014, just two left employment within six months. This 4% is the same rate as in 2012 and 2013, and is lower than in 2010 and 2011. Overall, Metro has a fairly low rate of employees leaving during their probationary periods, and our training and onboarding efforts will help us ensure that new employees acquire the knowledge and skills they need to become effective members of Metro's team.

4) Turnover rate of new hires
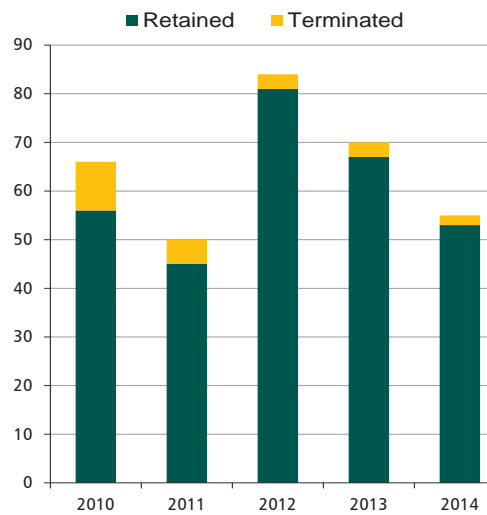
Partnership to Achieve Comprehensive Equity (PACE)

The Partnership to Achieve Comprehensive Equity (PACE) was launched in September 2013 between the leaders of ATU Local 587, Metro, and Professional and Technical Employees Local 17. This multifaceted organizational transformation initiative binds the partnering organizations to an enduring effort to build and enhance the processes, tools, and standards for advancing diversity, equal opportunity and inclusion for all Metro employees. PACE represents the application of the County's focus on Equity and Social Justice internally to its own work environment. It also advances the County's goal of increasing employee engagement through employee-based committees, which have developed a wide array of recommendations across the following six areas of focus:

- **Recruitment and selection practices** – assessing current recruitment and selection processes to identify barriers and problematic practices, and reviewing policies and procedures related to recruitment and hiring.

- **Discipline and adverse action** – examining and recommending processes and training that assure a sensible disciplinary system that guards against disparate treatment and adverse impact.

- **Communicate progress** – creating tools that will give equitable opportunities to all staff to keep apprised of issues in the workplace and provide valuable feedback.

- **Equal opportunity** – developing a plan for a Metro-focused equal opportunity infrastructure so that it can more directly support and address any equity issues within the agency.

- **Customer service and customer complaints** – evaluating policies and procedures regarding the relationship between customer comments and complaints and disciplinary actions.

- **Training and workforce development** – developing a plan to establish training and development resources. This would include recommendations regarding mentoring, career development resources, competencies, skills and experiences to support staff opportunities for advancement.

PACE has reviewed and prioritized these recommendations and moved into implementation. Key accomplishments include hiring a dedicated Transit Diversity Manager and a major rewrite of Transit Operation's customer comment/complaint policy, PACE has also published the second installment of its strategic plan for comprehensive equity, which is geared toward guiding Metro's future efforts toward comprehensive equity and inclusion for all employees. The implementation phase will also incorporate enhanced communication systems to increase employee engagement and build a performance measurement and accountability approach.

King County METRO

Peer Agency Comparison on Performance Measures

March 2015

Alternative Formats Available
206-477-3832   TTY Relay: 711

Peer agency comparison on performance measures

Every year, King County Metro Transit compares its performance to that of peer agencies using data from the National Transportation Database (NTD). Metro compares itself to 29 of the other largest[1] bus transit agencies in the U.S. on eight indicators. The comparisons include only the agencies' bus modes (motor bus, trolley bus, commuter bus, and rapid bus, as defined by the NTD).

The measures presented are from 2013, with comparisons to previous years. NTD annual data are not available until the end of the following year at the earliest, so the analysis is delayed by at least one year. Other challenges to peer analyses include the fact that only bus performance measures are measured, but many of the peer agencies also operate significant rail systems around which they structure their bus networks. This may affect their performance on the measures compared.

Also, it is not always clear what has been included and excluded in the NTD reports. In previous years, Metro reports included Sound Transit bus service operated by Metro. This analysis does not include Sound Transit service, but the composition of other agencies' reports is uncertain. That is one reason Metro uses a robust cohort of 30 peers and shows the averages among them.[2]

The key measures compared are based on service and financial statistics. Service measures are: boardings (the total number of times passengers board buses during the year), vehicle hours and vehicle miles (the hours and miles a bus travels from the time it leaves its base until it returns), and passenger miles (the total miles traveled by all passengers). Financial measures are the total bus operating cost divided by the service statistics. Farebox recovery is the total bus fare revenue divided by operating costs.

Between 2012 and 2013, Metro was one of the fastest growing agencies in boardings and passenger miles—largely because of the improving local economy and service revisions around Metro's new RapidRide C and D lines. The increase in ridership is a key reason why Metro has one of the slowest growth rates in costs per boarding and per passenger mile.

The five-year comparison is against the baseline year of 2009, when Metro ridership declined 6 percent, and many other agencies also saw declines. Since then, Metro has been one of the fastest growing agencies in boardings. We have not, however, grown as rapidly in passenger miles. One reason is that Link light rail started in mid-2009 and expanded to the airport at the end of the year. Link replaced Metro's Route 194, which accounted for about 4 percent of all passenger miles.

Over 10 years, 2004-2013, Metro had strong growth in boardings, and correspondingly low growth in cost per boarding. Metro had one of the fastest growing farebox recovery rates (the proportion of operating costs paid by fares). This was driven by the increase in ridership, as well as fare increases starting in 2008 to help offset declines in sales tax revenue growth because of the recession.

	2013			1-year Annual Growth			5-year Annual Growth			10-year Annual Growth		
	Metro	Rank	Peer Avg	Metro	Rank	Peer Avg	Metro	Rank	Peer Avg	Metro	Rank	Peer Avg
Boardings	117.7 m	10	119.4 m	2.8%	5	-0.8%	1.5%	3	-1.3%	2.3%	3	-0.1%
Boardings per hour	32.7	11	34.6	2.5%	4	-1.6%	1.1%	11	0.2%	1.4%	4	0.0%
Passenger miles per mile	11.7	10	10.8	6.8%	4	-0.5%	1.2%	17	1.8%	1.8%	11	1.3%
Cost per hour	$139.30	7	$123.20	2.7%	16	1.7%	3.3%	13	2.7%	3.8%	16	3.8%
Cost per mile	$11.24	8	$10.40	3.5%	14	1.8%	3.5%	13	3.2%	4.4%	13	4.2%
Cost per boarding	$4.26	7	$3.76	0.2%	24	3.5%	2.1%	19	2.6%	2.3%	24	3.8%
Cost per passenger mile	$0.96	14	$0.99	-3.1%	25	2.6%	2.2%	12	1.4%	2.5%	16	2.9%
Farebox recovery(3)	29.1%	14	28.4%	0.1%	16	0.0%	3.4%	11	2.1%	8.8%	4	2.2%

[1]By number of boardings

[2]The 2013 peer comparison added Broward County and removed Detroit, which has lost much ridership in the past few years and is no longer in the top 30 by boardings.

[3]The growth is the total percentage-point growth.

Bus Boardings
Percentage Change 2012–2013

Agency	Percentage Change
Phoenix	8.9%
Houston	4.9%
MTA New York Bus	3.4%
Oakland	3.0%
King County Metro Transit	2.8%
Cleveland	1.8%
Austin	1.7%
Miami	1.3%
Las Vegas	1.1%
Minneapolis	0.8%
Washington DC	0.7%
Ft. Lauderdale	0.5%
Los Angeles	-0.1%
MTA New York City Transit	-0.1%
New Jersey	-0.3%
San Diego	-0.4%
San Francisco	-0.5%
Denver	-0.5%
Average	-0.8%
Dallas	-1.2%
Portland	-1.4%
Boston	-1.5%
Orange County	-2.1%
Philadelphia	-2.5%
Atlanta	-3.1%
Chicago	-4.6%
Pittsburgh	-4.7%
Milwaukee	-6.8%
Baltimore	-7.0%
San Antonio	-7.8%
Honolulu	-9.2%

One-year change: Metro boardings increased 2.8 percent in 2013 (peer rank: 5), while the peers averaged a loss in ridership.

Bus Boardings–2013
(in millions)

Agency	Boardings
MTA New York City Transit	804.2
Los Angeles	359.5
Chicago	300.1
Philadelphia	191.1
San Francisco	162.4
New Jersey	161.3
Washington DC	137.8
MTA New York Bus	125.0
Boston	117.9
King County Metro Transit	117.7
Miami	78.9
Denver	76.3
Baltimore	72.4
Minneapolis	70.4
Honolulu	69.2
Houston	68.7
Las Vegas	60.3
Atlanta	59.7
Portland	58.7
Oakland	55.2
Pittsburgh	53.1
San Diego	51.9
Orange County	51.4
San Antonio	45.5
Milwaukee	42.1
Phoenix	40.8
Cleveland	39.2
Ft. Lauderdale	38.1
Dallas	37.9
Austin	34.7

Metro had 117.7 million bus boardings in 2013 (peer rank: 10).

Bus Boardings
Average Annual Percentage Change 2004–2013

Agency	Change
San Diego	8.2%
Minneapolis	3.0%
King County Metro Transit	2.3%
Las Vegas	2.0%
Honolulu	1.4%
Los Angeles	1.0%
New Jersey	0.8%
San Antonio	0.8%
Denver	0.8%
Miami	0.5%
Chicago	0.2%
Philadelphia	0.2%
Phoenix	0.0%
San Francisco	0.0%
Ft. Lauderdale	0.0%
Austin	-0.1%
Average	-0.1%
Boston	-0.1%
Washington DC	-0.6%
Pittsburgh	-1.0%
MTA New York City Transit	-1.2%
Atlanta	-1.2%
Portland	-1.3%
Oakland	-1.7%
Baltimore	-2.0%
Cleveland	-2.1%
Milwaukee	-2.7%
Houston	-2.7%
Orange County	-3.0%
Dallas	-4.8%

Ten-year change: Metro's boardings increased by a yearly average of 2.3 percent from 2004 to 2013 (peer rank: 3), while the peers had flat ridership. Metro's growth over the past decade is especially remarkable given several factors that normally would reduce ridership growth. The base fare increased 80 percent, the Ride Free Area closed, and Sound Transit Link light rail service began in one of Metro's major bus corridors. Ridership increases are attributable to increases in local employment and key investments, such as those in RapidRide and on SR-520 to respond to increased transit demand after tolling began.

Bus Boardings
Average Annual Percentage Change 2009–2013

Agency	Change
Boston	3.2%
Minneapolis	1.5%
King County Metro Transit	1.5%
San Antonio	1.2%
Miami	1.1%
MTA New York Bus	1.0%
Ft. Lauderdale	0.9%
Philadelphia	0.7%
Cleveland	0.6%
San Diego	0.5%
Washington DC	0.2%
Denver	-0.3%
MTA New York City Transit	-0.7%
San Francisco	-1.2%
Average	-1.3%
New Jersey	-1.4%
Houston	-1.4%
Chicago	-1.5%
Los Angeles	-1.8%
Oakland	-2.2%
Las Vegas	-2.3%
Pittsburgh	-2.4%
Austin	-2.5%
Milwaukee	-2.6%
Honolulu	-2.7%
Dallas	-2.8%
Portland	-3.6%
Atlanta	-4.8%
Phoenix	-5.2%
Orange County	-5.5%
Baltimore	-5.8%

Five-year change: Metro boardings increased by a yearly average of 1.5 percent from 2009 to 2013 (peer rank: 3), while the peers lost ridership.

Boardings per vehicle hour is a key measure of productivity, and productivity is one of the priorities for Metro service investments, along with social equity and geographic value. In recent years, Metro has seen more growth in boardings per vehicle hour than most other agencies. Metro added service that increased the boardings-per-hour ratio, such as RapidRide, SR-520 service and Alaskan Way Viaduct mitigation service.

Before the service guidelines were adopted in 2011, most service investments were targeted into east and south King County, where there is less density and productivity. While ridership has grown at a rapid rate over the past decade in these two areas, the average boardings per hour in both areas is below the systemwide average. The most extensive reinvestments made under the service guidelines rolled out in late 2012. These include the RapidRide C and D lines and a corresponding restructure around downtown Seattle. These impacts are evident in the 2013 data.

The growth in employment the past few years added significantly to boardings and thus boardings per hour. Also, In response to King County's 2009 Performance Audit of Transit, Metro reduced layover times between trips in 2010 and 2011. This increased boardings per hour.

Boardings Per Vehicle Hour 2013

Agency	Boardings
San Francisco	63.9
MTA New York City Transit	53.1
Honolulu	48.2
Los Angeles	48.1
Chicago	48.0
Las Vegas	44.9
Boston	44.9
Philadelphia	43.7
Average	34.6
Ft. Lauderdale	34.5
Portland	33.5
King County Metro Transit	32.7
Milwaukee	32.2
Baltimore	32.1
MTA New York Bus	32.0
San Diego	31.2
Pittsburgh	30.9
Oakland	30.8
Minneapolis	30.8
Washington DC	30.1
Orange County	29.9
Austin	29.9
Atlanta	29.7
Cleveland	29.7
Miami	29.6
Phoenix	28.2
San Antonio	28.1
Denver	26.2
New Jersey	23.6
Houston	21.9
Dallas	16.8

Boardings Per Vehicle Hour Percentage Change 2012–2013

Agency	Change
Phoenix	5.4%
Houston	4.6%
MTA New York Bus	3.8%
King County Metro Transit	2.5%
Las Vegas	1.5%
Oakland	1.4%
Boston	1.1%
Austin	0.9%
Miami	0.8%
Philadelphia	0.5%
Denver	0.5%
Los Angeles	0.0%
Washington DC	-0.1%
San Francisco	-1.1%
Portland	-1.3%
Average	-1.6%
Minneapolis	-1.9%
Atlanta	-2.5%
MTA New York City Transit	-2.9%
Ft. Lauderdale	-3.0%
Orange County	-3.1%
Pittsburgh	-3.2%
San Diego	-3.8%
Cleveland	-4.8%
Honolulu	-5.4%
Dallas	-5.5%
Baltimore	-6.3%
Milwaukee	-6.6%
New Jersey	-6.7%
Chicago	-6.9%
San Antonio	-7.0%

2013: Metro had 32.7 boardings per hour (peer rank: 11).
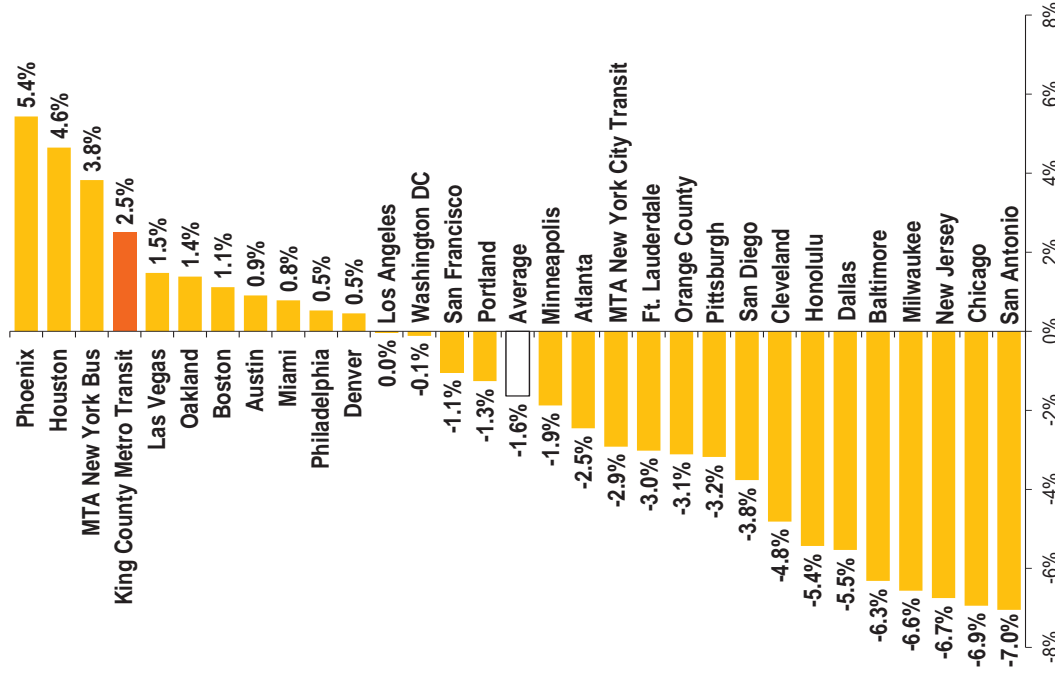
One-year change: Ridership grew 2.8 percent while hours grew 0.3 percent, resulting in a net gain of 2.5 percent in boardings per hour (peer rank: 4). The peers averaged a decline in 2013.

Boardings Per Vehicle Hour
Average Annual Percentage Change 2004–2013

City	%
Pittsburgh	3.4%
Las Vegas	1.5%
Cleveland	1.4%
King County Metro Transit	1.4%
Denver	1.3%
Chicago	1.3%
San Diego	1.3%
Phoenix	1.2%
Miami	1.1%
Minneapolis	1.0%
Ft. Lauderdale	0.8%
Los Angeles	0.7%
San Francisco	0.6%
Honolulu	0.5%
Austin	0.5%
Portland	0.5%
Atlanta	0.0%
Average	0.0%
Philadelphia	0.0%
Oakland	-0.1%
Boston	-0.2%
San Antonio	-1.0%
New Jersey	-1.0%
MTA New York City Transit	-1.1%
Orange County	-1.3%
Milwaukee	-1.7%
Houston	-2.0%
Washington DC	-2.4%
Baltimore	-2.4%
Dallas	-4.9%

Ten-year change: Metro's boardings per hour increased by a yearly average of 1.4 percent from 2004 to 2013 (peer rank: 4). This reflects the strong long-term growth in boardings mentioned in the previous section.

Boardings Per Vehicle Hour
Average Annual Percentage Change 2009–2013

City	%
Cleveland	5.2%
Boston	3.2%
Miami	3.0%
MTA New York Bus	2.3%
Pittsburgh	2.1%
Chicago	1.9%
Las Vegas	1.8%
San Diego	1.5%
Oakland	1.4%
Philadelphia	1.4%
King County Metro Transit	1.1%
Denver	1.0%
Minneapolis	0.8%
Los Angeles	0.7%
San Antonio	0.6%
Ft. Lauderdale	0.3%
Average	0.2%
Washington DC	-0.1%
Phoenix	-0.1%
Portland	-0.2%
MTA New York City Transit	-0.4%
Orange County	-0.6%
San Francisco	-0.6%
Atlanta	-0.9%
Honolulu	-1.2%
Houston	-1.8%
Austin	-1.9%
Milwaukee	-2.2%
New Jersey	-2.7%
Dallas	-3.5%
Baltimore	-6.9%

Five-year change: Metro's boardings per hour increased by a yearly average of 1.1 percent from 2009 to 2013 (peer rank: 11), while the peers had flat levels.

Passenger Miles Per Vehicle Mile Percentage Change 2012–2013

Agency	Change
Milwaukee	15.4%
Phoenix	11.3%
Houston	8.6%
King County Metro Transit	6.8%
Oakland	6.2%
New Jersey	4.6%
Austin	1.9%
Washington DC	1.2%
Atlanta	1.1%
Las Vegas	0.5%
San Francisco	0.4%
Los Angeles	-0.1%
Miami	-0.2%
Average	-0.5%
Portland	-0.6%
Chicago	-1.5%
MTA New York City Transit	-1.8%
Pittsburgh	-2.5%
Philadelphia	-2.6%
MTA New York Bus	-2.9%
Cleveland	-3.0%
San Diego	-3.0%
Ft. Lauderdale	-3.2%
Dallas	-5.5%
Baltimore	-5.7%
San Antonio	-5.8%
Minneapolis	-5.9%
Orange County	-6.0%
Denver	-6.2%
Boston	-7.4%
Honolulu	-10.0%

One-year change: Metro's passenger miles per vehicle mile increased 6.8 percent from 2012 to 2013 (peer rank: 4). Metro's vehicle miles fell slightly in 2013, by about 0.5 percent. Coupled with a significant increase in average trip length, this led to the large year-to-year increase. The growth in trip length was likely a function of two factors: the closure of the Ride Free Area, which reduced the number of short trips within the Seattle downtown area, and a rebound in the economy which led to longer commuter-oriented trips.

Passenger Miles Per Vehicle Mile 2013

Agency	Value
Honolulu	17.7
Los Angeles	16.5
San Francisco	16.2
MTA New York City Transit	15.5
Las Vegas	13.1
Miami	12.9
Baltimore	12.4
Chicago	12.3
Philadelphia	12.2
King County Metro Transit	11.7
Ft. Lauderdale	11.2
New Jersey	11.0
Average	10.8
Boston	10.3
Portland	10.2
MTA New York Bus	10.2
Cleveland	10.0
Minneapolis	9.7
San Diego	9.4
Austin	9.3
Houston	9.3
Denver	9.3
Oakland	9.2
Atlanta	8.9
Milwaukee	8.8
San Antonio	8.7
Orange County	8.6
Pittsburgh	8.5
Washington DC	8.2
Phoenix	7.7
Dallas	4.9

2013: Metro had 11.7 passenger miles per vehicle mile (peer rank: 10).

Passenger Miles Per Vehicle Mile
Average Annual Percentage Change 2004–2013

Agency	Change
Miami	5.1%
Cleveland	3.8%
Austin	3.3%
Denver	2.9%
Honolulu	2.8%
Los Angeles	2.7%
Pittsburgh	2.4%
San Francisco	2.1%
MTA New York City Transit	2.1%
Minneapolis	1.9%
King County Metro Transit	1.8%
Las Vegas	1.7%
Portland	1.7%
San Diego	1.6%
Ft. Lauderdale	1.6%
Oakland	1.3%
Average	1.3%
Milwaukee	1.1%
New Jersey	1.0%
San Antonio	0.9%
Chicago	0.6%
Philadelphia	0.4%
Baltimore	0.4%
Phoenix	0.1%
Boston	0.1%
Houston	-0.3%
Atlanta	-0.4%
Orange County	-1.1%
Washington DC	-1.2%
Dallas	-2.8%

Ten-year change: Over 10 years, Metro's passenger miles per vehicle mile increased at an annual rate of 1.8 percent (peer rank: 11), a little better than the peer average of 1.3 percent.

Passenger Miles Per Vehicle Mile
Average Annual Percentage Change 2009–2013

Agency	Change
Cleveland	10.9%
Oakland	5.6%
Boston	5.6%
Las Vegas	5.5%
Miami	5.1%
Los Angeles	3.6%
Chicago	3.6%
MTA New York Bus	3.5%
Denver	3.0%
San Antonio	2.9%
Milwaukee	2.5%
San Francisco	2.0%
Average	1.8%
Portland	1.8%
San Diego	1.5%
New Jersey	1.5%
Philadelphia	1.4%
King County Metro Transit	1.2%
Ft. Lauderdale	1.1%
Minneapolis	0.8%
MTA New York City Transit	0.7%
Washington DC	0.6%
Pittsburgh	0.3%
Phoenix	-0.1%
Orange County	-0.5%
Atlanta	-0.8%
Baltimore	-0.8%
Houston	-1.1%
Honolulu	-1.5%
Dallas	-2.3%
Austin	-3.6%

Five-year change: The substantial ridership growth from 2012 to 2013 helped stem the five-year trend of falling passenger miles per vehicle mile. Looking at 2009-2013, this ratio increased at an average annual rate of 1.2 percent (peer rank: 17). Prior years saw decreases in passenger trip length for two main reasons: the recession caused a dip in commute trips, which tend to be longer than other trips; and restructures of Metro service around Link light rail and RapidRide corridors tended to focus service on all-day routes rather than longer-distance commuter routes. In addition, increased ridership on Sounder commuter rail probably replaced some long Metro bus rides.

Several factors contribute to bus operating cost per vehicle hour. Most of the total cost (about 70 percent) comes from the direct costs of putting buses on the road, including wages and benefits for bus drivers, vehicle maintenance, fuel or power (electricity), and insurance. Additional costs are for critical support functions including information technology, safety and security, management and administrative services (human resources, payroll, accounting, budget and planning), and maintenance of bases and passenger facilities (shelters, park-and-rides, transit centers, etc.). Because Metro is part of a large, general purpose government, support is also provided by other county agencies.

Other contributing factors include the type, size, and mix of fleet vehicles and average miles per hour. Fleet makeup can influence costs significantly. Metro's operating costs per vehicle hour reflect a heavy reliance on large articulated buses, which are more expensive to operate than smaller buses. Articulated buses provide operating efficiencies in other ways, such the ability to carry more passengers and handle high demand during peak periods. Metro is one of only four peers to operate trolley buses, which are more expensive to operate than motor buses. However, they minimize pollution, operate more quietly, and are well-suited for climbing the steep hills of Seattle.

Another cost, unique to Metro, is the maintenance and operation of the Downtown Seattle Transit Tunnel. While adding to Metro's total costs, this facility also supports efficient operation and quality of service in the busy Seattle core, reducing the number of service hours needed.

Operating Cost Per Vehicle Hour 2013

Agency	Cost
MTA New York City Transit	$181.74
Oakland	$164.88
Pittsburgh	$157.57
San Francisco	$157.15
Boston	$150.53
MTA New York Bus	$143.77
King County Metro Transit	$139.30
Philadelphia	$139.18
Portland	$136.40
Baltimore	$128.81
Los Angeles	$127.87
Honolulu	$127.34
Washington DC	$124.26
New Jersey	$123.86
Average	$123.20
Chicago	$122.18
Cleveland	$120.75
Minneapolis	$115.45
Miami	$114.11
Orange County	$113.61
Houston	$112.08
Dallas	$109.86
Atlanta	$109.73
Denver	$107.58
Austin	$102.83
Milwaukee	$99.88
Phoenix	$99.01
Las Vegas	$98.29
Ft. Lauderdale	$93.54
San Diego	$87.71
San Antonio	$86.90

2013: Metro's operating cost per hour was $139.30 in 2013 (peer rank: 7).

Operating Cost Per Vehicle Hour Percentage Change 2012–2013

Agency	Change
MTA New York Bus	7.4%
MTA New York City Transit	7.0%
Las Vegas	6.9%
San Antonio	6.8%
Honolulu	6.5%
Houston	5.2%
Atlanta	4.9%
Denver	4.8%
Boston	4.7%
Portland	3.8%
San Diego	3.6%
Minneapolis	3.5%
Los Angeles	3.5%
Orange County	3.1%
Philadelphia	3.0%
King County Metro Transit	2.7%
San Francisco	2.7%
Ft. Lauderdale	2.5%
Average	1.7%
Washington DC	-0.4%
Cleveland	-0.4%
Miami	-0.8%
Austin	-1.2%
Oakland	-1.2%
Dallas	-2.0%
Phoenix	-2.2%
New Jersey	-2.5%
Pittsburgh	-2.8%
Chicago	-3.0%
Milwaukee	-3.3%
Baltimore	-11.6%

One-year change: From 2012 to 2013, Metro's operating cost per hour increased 2.7 percent, which put it near the middle among its peers (peer rank: 16). The year-to-year change shows a slowing in growth from the previous year, driven primarily by Metro's ability to control costs during 2013.

Operating Cost Per Vehicle Hour
Average Annual Percentage Change 2009–2013

Agency	Percentage
Atlanta	5.9%
Pittsburgh	5.6%
MTA New York City Transit	5.5%
San Antonio	4.9%
Portland	4.6%
San Diego	4.2%
Honolulu	4.1%
Phoenix	3.9%
MTA New York Bus	3.9%
Oakland	3.7%
Philadelphia	3.6%
Cleveland	3.3%
King County Metro Transit	3.3%
Los Angeles	3.1%
Boston	3.1%
Denver	2.8%
Average	2.7%
Las Vegas	2.7%
Chicago	2.7%
Orange County	2.6%
Minneapolis	2.0%
Ft. Lauderdale	2.0%
Houston	2.0%
Washington DC	1.7%
Austin	1.6%
San Francisco	1.6%
Dallas	1.1%
New Jersey	-0.2%
Miami	-0.5%
Milwaukee	-0.7%
Baltimore	-1.6%

Operating Cost Per Vehicle Hour
Average Annual Percentage Change 2004–2013

Agency	Percentage
Pittsburgh	7.0%
MTA New York City Transit	5.8%
Las Vegas	5.7%
Houston	4.9%
Portland	4.8%
Oakland	4.8%
Boston	4.7%
Phoenix	4.5%
Denver	4.5%
Philadelphia	4.5%
San Francisco	4.5%
Atlanta	4.3%
San Antonio	4.3%
Honolulu	4.0%
Austin	4.0%
Average	3.8%
King County Metro Transit	3.8%
Miami	3.7%
Baltimore	3.6%
Cleveland	3.6%
Orange County	3.5%
Ft. Lauderdale	3.4%
Dallas	3.1%
Los Angeles	3.0%
Chicago	2.6%
Washington DC	2.3%
New Jersey	2.2%
Minneapolis	2.0%
Milwaukee	1.8%
San Diego	0.7%

Five-year change: Metro had an average annual growth of 3.3 percent over five years (peer rank: 13), 0.6 percent above the peer average. Cost containment during this period included a 2011 wage freeze for King County Metro employees.
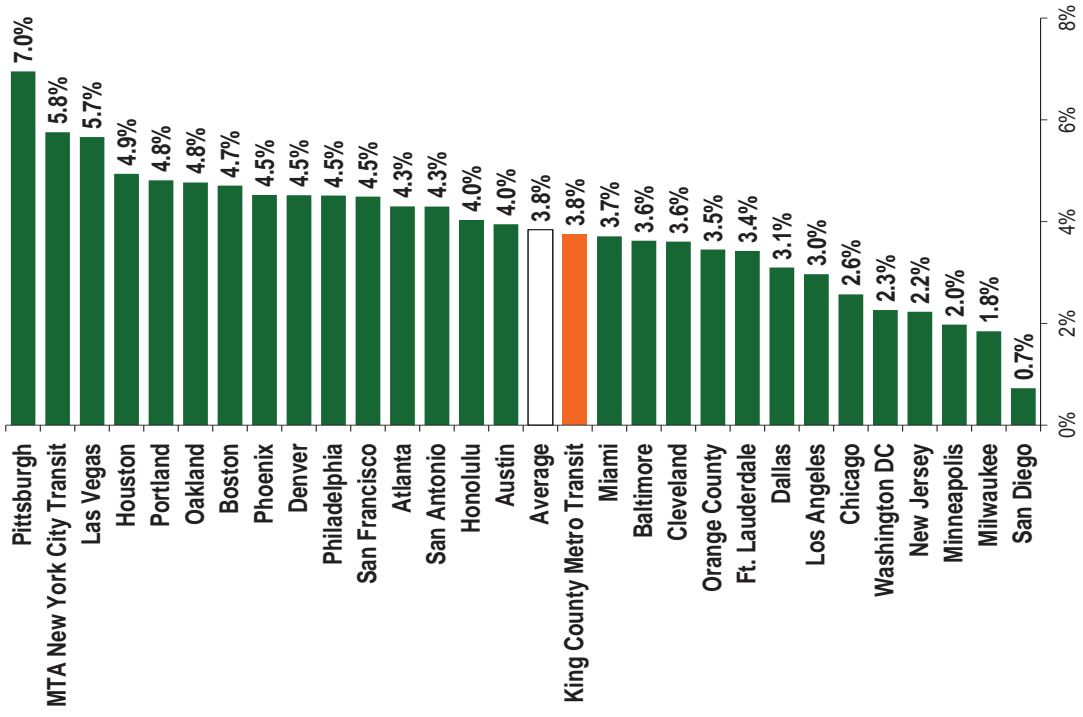
Ten-year change: Metro had an average annual percentage growth in cost per hour of 3.8 percent, (peer rank: 16), which is equal to the peer average.

Operating Cost Per Vehicle Mile Percentage Change 2012–2013

Agency	% Change
MTA New York City Transit	7.7%
Honolulu	6.9%
Las Vegas	6.7%
San Antonio	5.6%
Boston	5.2%
Los Angeles	4.9%
Houston	4.8%
New Jersey	4.5%
Atlanta	4.3%
Portland	4.2%
MTA New York Bus	4.0%
Minneapolis	4.0%
San Francisco	3.5%
King County Metro Transit	3.5%
Orange County	3.4%
San Diego	3.2%
Phoenix	2.8%
Cleveland	2.5%
Average	1.8%
Dallas	1.2%
Washington DC	0.5%
Philadelphia	0.3%
Austin	0.2%
Miami	-0.5%
Ft. Lauderdale	-0.5%
Pittsburgh	-1.6%
Oakland	-1.9%
Denver	-2.1%
Chicago	-2.4%
Milwaukee	-2.8%
Baltimore	-19.1%

One year change: Metro's operating cost per vehicle mile increased 3.5 percent in 2013 (peer rank: 14). Metro miles decreased by approximately .5 percent while vehicle hours increased by approximately 0.3 percent, so cost per mile increased more than cost per hour.

Operating Cost Per Vehicle Mile 2013

Agency	Cost
MTA New York City Transit	$23.54
San Francisco	$20.35
MTA New York Bus	$15.43
Boston	$14.75
Oakland	$13.40
Philadelphia	$13.28
Chicago	$12.85
King County Metro Transit	$11.24
Washington DC	$11.12
Pittsburgh	$11.04
Portland	$10.62
Los Angeles	$10.56
Average	$10.40
Cleveland	$10.12
Honolulu	$9.00
Minneapolis	$8.96
Miami	$8.86
Baltimore	$8.59
New Jersey	$8.56
Atlanta	$8.53
Orange County	$8.36
Dallas	$7.95
Las Vegas	$7.85
Austin	$7.80
Milwaukee	$7.79
San Diego	$7.30
Denver	$7.26
Phoenix	$7.26
Houston	$7.15
San Antonio	$6.24
Ft. Lauderdale	$6.21

2013: Metro's operating cost per vehicle mile was $11.24 (peer rank: 8).

Operating Cost Per Vehicle Mile
Average Annual Percentage Change 2004–2013

City	Value
Pittsburgh	7.0%
MTA New York City Transit	6.1%
Las Vegas	5.6%
San Francisco	5.4%
Boston	5.4%
Portland	5.2%
Denver	5.2%
Cleveland	5.0%
Houston	5.0%
Oakland	4.9%
Philadelphia	4.9%
Atlanta	4.7%
King County Metro Transit	4.4%
Honolulu	4.4%
San Antonio	4.3%
Average	4.2%
Dallas	4.2%
Los Angeles	4.1%
Austin	3.9%
Orange County	3.9%
Miami	3.7%
Phoenix	3.7%
New Jersey	3.4%
Washington DC	3.3%
Minneapolis	3.0%
Chicago	3.0%
Ft. Lauderdale	2.5%
Milwaukee	2.4%
Baltimore	2.4%
San Diego	1.6%

Operating Cost Per Vehicle Mile
Average Annual Percentage Change 2009–2013

City	Value
Pittsburgh	7.1%
Atlanta	6.4%
MTA New York City Transit	5.8%
San Antonio	5.1%
Portland	5.1%
Cleveland	5.0%
Boston	4.6%
Los Angeles	4.6%
San Diego	4.2%
Oakland	4.2%
Honolulu	4.1%
Phoenix	4.1%
King County Metro Transit	3.5%
Denver	3.4%
Philadelphia	3.4%
San Francisco	3.2%
Chicago	3.2%
Average	3.2%
Orange County	3.0%
MTA New York Bus	2.9%
Washington DC	2.8%
Dallas	2.4%
Houston	2.0%
Minneapolis	2.0%
New Jersey	1.9%
Austin	1.9%
Las Vegas	1.8%
Ft. Lauderdale	0.8%
Milwaukee	0.0%
Miami	-0.5%
Baltimore	-2.6%

Ten-year change: Metro's average annual growth in cost per mile was 4.4 percent (peer rank: 13), which is just slightly greater than the peer average (4.2 percent).

Five-year change: Metro's average annual growth was 3.5 percent over five years (peer rank: 13). During this five-year space, costs were more contained and recovery time was reduced in response to a recommendation of the County's performance audit.

Operating Cost Per Boarding Percentage Change 2012–2013

Agency	Change
San Antonio	14.9%
Honolulu	12.7%
MTA New York City Transit	10.2%
San Diego	7.6%
Atlanta	7.5%
Orange County	6.4%
Ft. Lauderdale	5.7%
Minneapolis	5.5%
Las Vegas	5.3%
Portland	5.1%
Cleveland	4.6%
New Jersey	4.5%
Denver	4.3%
Chicago	4.2%
Dallas	3.8%
San Francisco	3.8%
Boston	3.6%
Los Angeles	3.6%
Average	3.5%
Milwaukee	3.5%
MTA New York Bus	3.4%
Philadelphia	2.5%
Houston	0.5%
Pittsburgh	0.4%
King County Metro Transit	0.2%
Washington DC	-0.3%
Miami	-1.5%
Austin	-2.1%
Oakland	-2.6%
Baltimore	-5.6%
Phoenix	-7.3%

One-year change: Operating cost and boardings grew at similar rates from 2012 to 2013, causing the ratio to increase by only 0.2 percent and leaving the cost growth rate below many of its peers (peer rank: 24).

Operating Cost Per Boarding 2013

Agency	Cost
Dallas	$6.56
Oakland	$5.34
New Jersey	$5.25
Houston	$5.13
Pittsburgh	$5.09
MTA New York Bus	$4.50
King County Metro Transit	$4.26
Washington DC	$4.13
Denver	$4.10
Portland	$4.08
Cleveland	$4.06
Baltimore	$4.02
Miami	$3.86
Orange County	$3.80
Average	$3.76
Minneapolis	$3.75
Atlanta	$3.69
Phoenix	$3.51
Austin	$3.44
MTA New York City Transit	$3.42
Boston	$3.36
Philadelphia	$3.19
Milwaukee	$3.10
San Antonio	$3.09
San Diego	$2.81
Ft. Lauderdale	$2.71
Los Angeles	$2.66
Honolulu	$2.64
Chicago	$2.55
San Francisco	$2.46
Las Vegas	$2.19

2013: Metro's operating cost per boarding was $4.26 (peer rank: 7).

Operating Cost Per Boarding
Average Annual Percentage Change 2004–2013

Agency	Change
Dallas	8.4%
Houston	7.0%
MTA New York City Transit	6.9%
Baltimore	6.2%
San Antonio	5.3%
Boston	4.9%
Oakland	4.9%
Orange County	4.8%
Washington DC	4.8%
Philadelphia	4.5%
Portland	4.3%
Atlanta	4.3%
Las Vegas	4.1%
Average	3.8%
San Francisco	3.8%
Milwaukee	3.6%
Honolulu	3.5%
Pittsburgh	3.4%
Austin	3.4%
New Jersey	3.3%
Phoenix	3.3%
Denver	3.2%
Miami	2.6%
Ft. Lauderdale	2.6%
King County Metro Transit	2.3%
Los Angeles	2.3%
Cleveland	2.1%
Chicago	1.2%
Minneapolis	0.9%
San Diego	-0.6%

Ten-year change: Metro's average annual growth in cost per boarding of 2.3 percent over the past 10 years remains low compared to its peers (peer rank: 24), and significantly below the average of 3.8 percent.

Operating Cost Per Boarding
Average Annual Percentage Change 2009–2013

Agency	Change
Atlanta	6.8%
MTA New York City Transit	6.0%
Baltimore	5.7%
Honolulu	5.5%
Portland	4.7%
Dallas	4.7%
San Antonio	4.3%
Phoenix	4.0%
Houston	3.8%
Austin	3.5%
Pittsburgh	3.5%
Orange County	3.2%
San Diego	2.6%
Average	2.6%
New Jersey	2.5%
Los Angeles	2.4%
Oakland	2.3%
San Francisco	2.2%
Philadelphia	2.1%
King County Metro Transit	2.1%
Washington DC	1.8%
Denver	1.7%
Ft. Lauderdale	1.7%
Milwaukee	1.6%
MTA New York Bus	1.6%
Minneapolis	1.2%
Las Vegas	0.9%
Chicago	0.8%
Boston	-0.2%
Cleveland	-1.7%
Miami	-3.4%

Five-year change: The recent flattening of growth in Metro's operating cost per boarding ratio resulted in Metro doing better than most of its peers in average annual growth over five years, 2.1 percent (peer rank: 19, the further down the chart, the better). This change offsets recent growth in Metro's cost per boarding.

Operating Cost Per Passenger Mile 2013
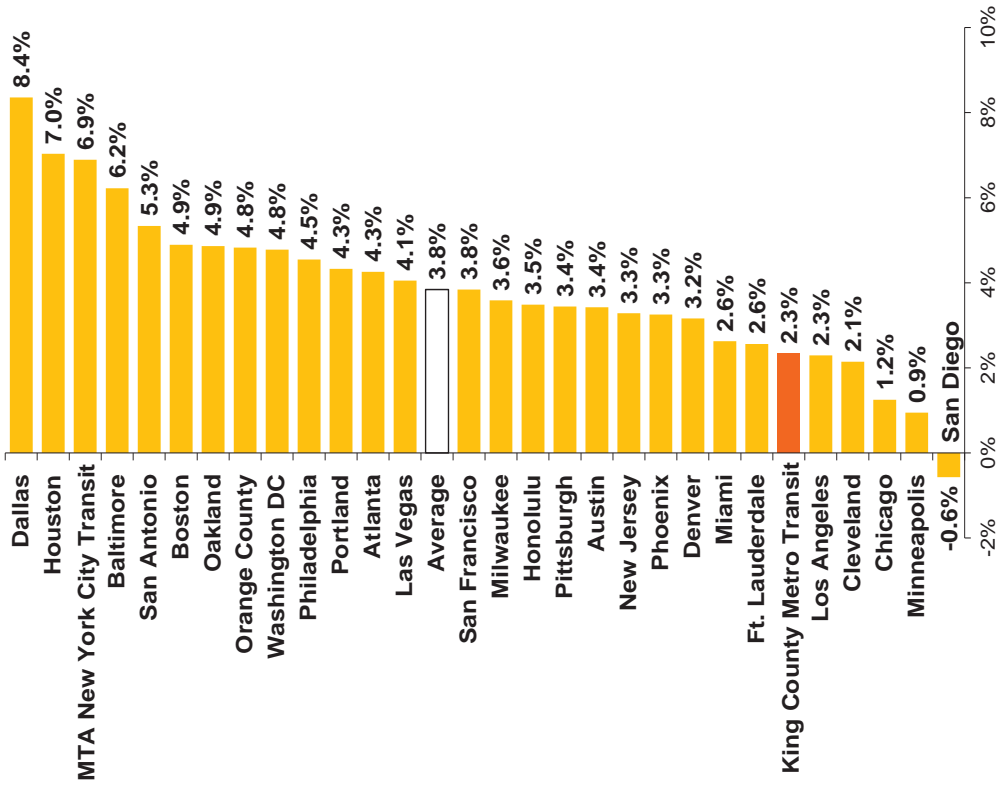
City	Value
Dallas	$1.61
MTA New York City Transit	$1.52
MTA New York Bus	$1.52
Oakland	$1.45
Boston	$1.43
Washington DC	$1.35
Pittsburgh	$1.30
San Francisco	$1.26
Philadelphia	$1.09
Chicago	$1.05
Portland	$1.04
Cleveland	$1.01
Average	$0.99
Orange County	$0.97
King County Metro Transit	$0.96
Atlanta	$0.96
Phoenix	$0.94
Minneapolis	$0.93
Milwaukee	$0.88
Austin	$0.84
Denver	$0.78
New Jersey	$0.78
San Diego	$0.78
Houston	$0.77
San Antonio	$0.72
Baltimore	$0.69
Miami	$0.69
Los Angeles	$0.64
Las Vegas	$0.60
Ft. Lauderdale	$0.56
Honolulu	$0.51

2013: Metro's operating cost per passenger mile totaled $0.96 in 2013 (peer rank: 14), just about the peer average.

Operating Cost Per Passenger Mile Percentage Change 2012–2013

City	Value
Honolulu	18.7%
Boston	13.5%
San Antonio	12.1%
Minneapolis	10.5%
Orange County	10.0%
MTA New York City Transit	9.7%
MTA New York Bus	7.1%
Dallas	7.1%
San Diego	6.5%
Las Vegas	6.2%
Cleveland	5.7%
Los Angeles	5.0%
Portland	4.9%
Denver	4.3%
Atlanta	3.1%
San Francisco	3.1%
Philadelphia	2.9%
Ft. Lauderdale	2.8%
Average	2.6%
Pittsburgh	0.9%
New Jersey	-0.1%
Miami	-0.2%
Washington DC	-0.7%
Chicago	-1.0%
Austin	-1.7%
King County Metro Transit	-3.1%
Houston	-3.5%
Oakland	-7.6%
Phoenix	-7.7%
Baltimore	-14.2%
Milwaukee	-15.7%

One-year change: Metro's operating cost per passenger mile fell significantly, by 3.1 percent, from 2012 to 2013 (peer rank: 25). This compares to a peer average of 2.6 percent growth in cost per passenger mile. The drop was a function of operating costs being more than offset by growth in trip length and passenger miles.

Operating Cost Per Passenger Mile
Average Annual Percentage Change 2004–2013

Agency	Value
Dallas	7.2%
Boston	5.3%
Houston	5.2%
Atlanta	5.1%
Orange County	5.1%
Washington DC	4.5%
Pittsburgh	4.5%
Philadelphia	4.4%
MTA New York City Transit	4.0%
Las Vegas	3.8%
Phoenix	3.6%
Oakland	3.6%
Portland	3.5%
San Antonio	3.4%
San Francisco	3.2%
Average	2.9%
King County Metro Transit	2.5%
New Jersey	2.4%
Chicago	2.4%
Denver	2.2%
Baltimore	2.0%
Honolulu	1.5%
Los Angeles	1.4%
Milwaukee	1.3%
Cleveland	1.2%
Minneapolis	1.1%
Ft. Lauderdale	0.9%
Austin	0.6%
San Diego	-0.1%
Miami	-1.3%

Ten-year change: Metro's average annual growth in cost per passenger mile over 10 years was 2.5 percent (peer rank: 16) and slightly less than the average.

Operating Cost Per Passenger Mile
Average Annual Percentage Change 2009–2013

Agency	Value
Atlanta	7.2%
Pittsburgh	6.8%
Honolulu	5.7%
Austin	5.6%
MTA New York City Transit	5.1%
Dallas	4.8%
Phoenix	4.2%
Orange County	3.5%
Portland	3.3%
Houston	3.2%
San Diego	2.6%
King County Metro Transit	2.2%
San Antonio	2.1%
Washington DC	2.1%
Philadelphia	2.0%
Average	1.4%
Minneapolis	1.2%
San Francisco	1.2%
Los Angeles	0.9%
New Jersey	0.4%
Denver	0.4%
Ft. Lauderdale	-0.2%
Chicago	-0.4%
MTA New York Bus	-0.5%
Boston	-0.9%
Oakland	-1.4%
Baltimore	-1.8%
Milwaukee	-2.4%
Las Vegas	-3.5%
Miami	-5.3%
Cleveland	-5.3%

Five-year change: The recent reduction in operating cost per passenger mile lowered its average annual growth to 2.2 percent over five years, putting it near the middle of the pack amongst its peers (peer rank: 12). Previous reductions in passenger miles and average trip length were erased in 2013, with passenger miles showing growth from about 496 million in 2009 to over 523 million in 2013.

Farebox Recovery Difference 2012–2013

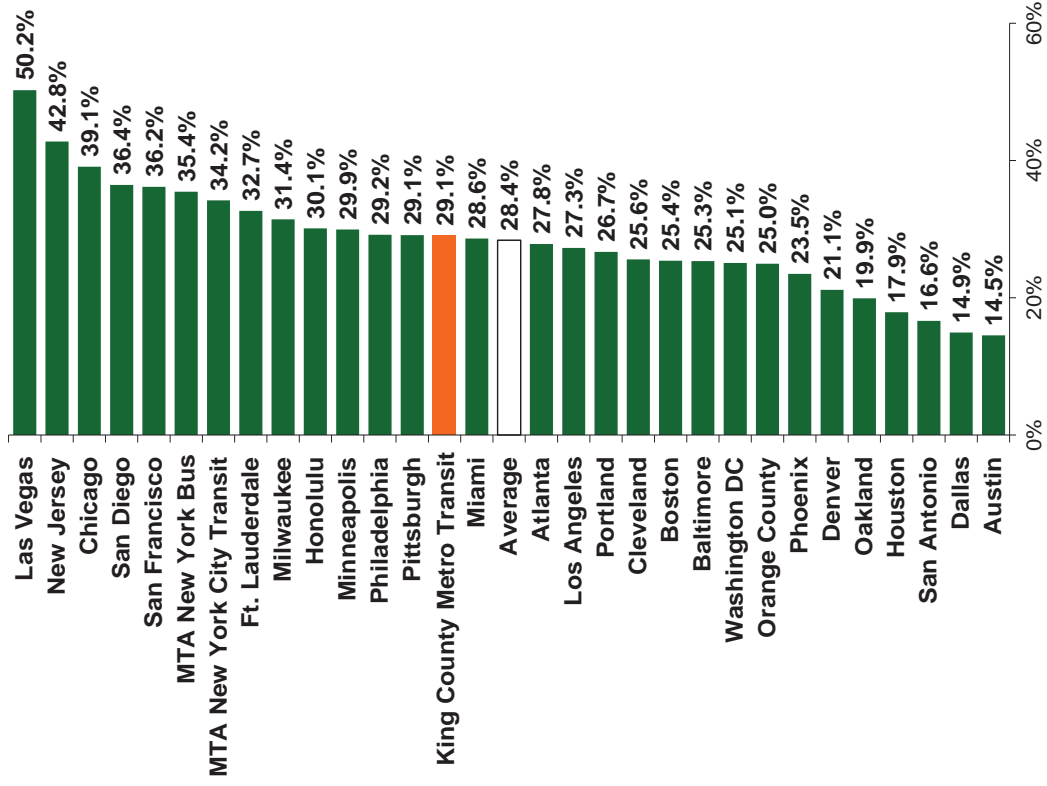| Agency	%
Boston	3.4%
Baltimore	2.7%
San Francisco	2.5%
Portland	2.3%
Pittsburgh	1.9%
Chicago	1.5%
Dallas	1.5%
Miami	0.9%
MTA New York Bus	0.8%
Washington DC	0.8%
Orange County	0.6%
Oakland	0.5%
Austin	0.5%
Phoenix	0.3%
Milwaukee	0.2%
King County Metro Transit	0.1%
Atlanta	0.1%
Average	0.0%
Houston	-0.2%
San Antonio	-0.4%
Honolulu	-0.5%
MTA New York City Transit	-0.6%
Philadelphia	-0.9%
Cleveland	-1.2%
San Diego	-1.2%
Ft. Lauderdale	-1.2%
New Jersey	-1.3%
Minneapolis	-1.7%
Los Angeles	-2.2%
Las Vegas	-2.9%
Denver	-6.3%

One-year change: With no fare increase, and increases in ridership and operating expenses being roughly equal, Metro's farebox recovery rate grew by a modest 0.1 percentage points in 2013 (peer rank: 16).

Farebox Recovery 2013

Agency	%
Las Vegas	50.2%
New Jersey	42.8%
Chicago	39.1%
San Diego	36.4%
San Francisco	36.2%
MTA New York Bus	35.4%
MTA New York City Transit	34.2%
Ft. Lauderdale	32.7%
Milwaukee	31.4%
Honolulu	30.1%
Minneapolis	29.9%
Philadelphia	29.2%
Pittsburgh	29.1%
King County Metro Transit	29.1%
Miami	28.6%
Average	28.4%
Atlanta	27.8%
Los Angeles	27.3%
Portland	26.7%
Cleveland	25.6%
Boston	25.4%
Baltimore	25.3%
Washington DC	25.1%
Orange County	25.0%
Phoenix	23.5%
Denver	21.1%
Oakland	19.9%
Houston	17.9%
San Antonio	16.6%
Dallas	14.9%
Austin	14.5%

2013: Metro's farebox recovery (bus fare revenue divided by bus operating cost) was 29.1 percent (peer rank: 14). Metro's target farebox recovery rate is 25 percent, which Metro has continued to surpass every year since 2009.

Farebox Recovery Difference 2004–2013

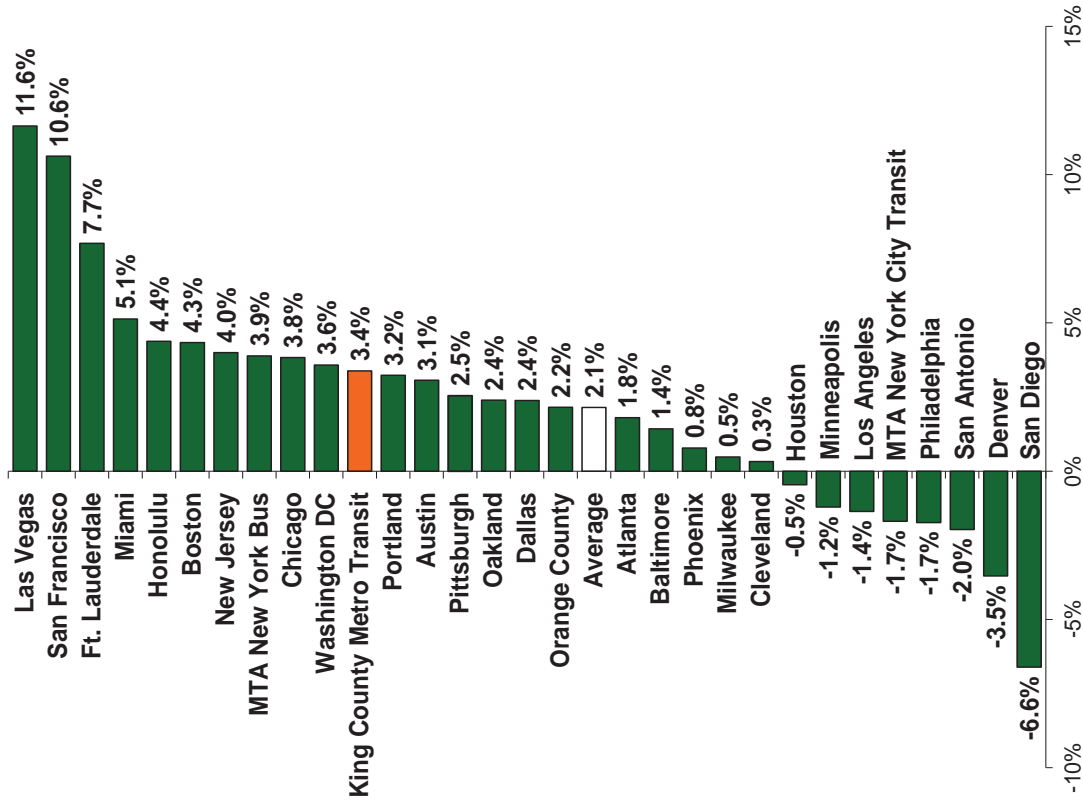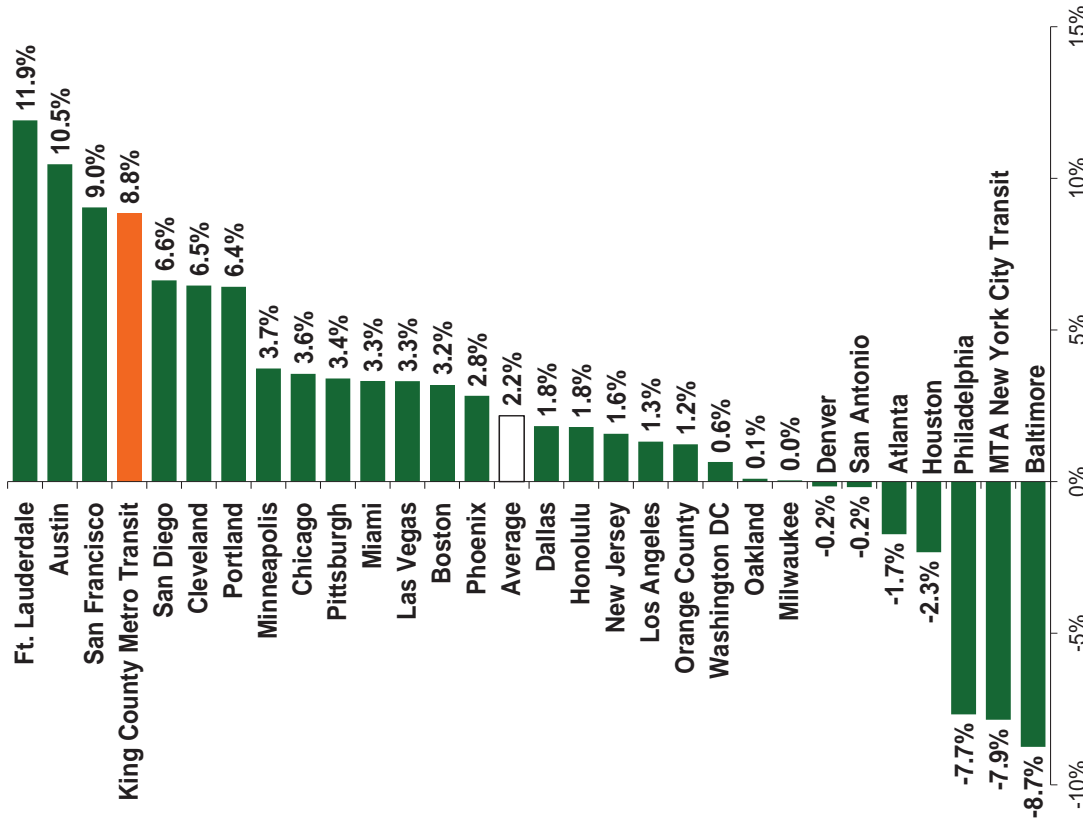| City	%
Ft. Lauderdale	11.9%
Austin	10.5%
San Francisco	9.0%
King County Metro Transit	8.8%
San Diego	6.6%
Cleveland	6.5%
Portland	6.4%
Minneapolis	3.7%
Chicago	3.6%
Pittsburgh	3.4%
Miami	3.3%
Las Vegas	3.3%
Boston	3.2%
Phoenix	2.8%
Average	2.2%
Dallas	1.8%
Honolulu	1.8%
New Jersey	1.6%
Los Angeles	1.3%
Orange County	1.2%
Washington DC	0.6%
Oakland	0.1%
Milwaukee	0.0%
Denver	-0.2%
San Antonio	-0.2%
Atlanta	-1.7%
Houston	-2.3%
Philadelphia	-7.7%
MTA New York City Transit	-7.9%
Baltimore	-8.7%

Ten-year change: Farebox recovery increased by a total of 8.8 percentage points over 10 years (peer rank: 4). This was driven by ridership increases and fare increases.

Farebox Recovery Difference 2009–2013

City	%
Las Vegas	11.6%
San Francisco	10.6%
Ft. Lauderdale	7.7%
Miami	5.1%
Honolulu	4.4%
Boston	4.3%
New Jersey	4.0%
MTA New York Bus	3.9%
Chicago	3.8%
Washington DC	3.6%
King County Metro Transit	3.4%
Portland	3.2%
Austin	3.1%
Pittsburgh	2.5%
Oakland	2.4%
Dallas	2.4%
Orange County	2.2%
Average	2.1%
Atlanta	1.8%
Baltimore	1.4%
Phoenix	0.8%
Milwaukee	0.5%
Cleveland	0.3%
Houston	-0.5%
Minneapolis	-1.2%
Los Angeles	-1.4%
MTA New York City Transit	-1.7%
Philadelphia	-1.7%
San Antonio	-2.0%
Denver	-3.5%
San Diego	-6.6%

Five-year change: Farebox recovery increased by a total of 3.4 percentage points over five years (peer rank: 11). This increase is due primarily to fare increases that brought in more revenue during the first few years of this time period.