



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda

### Panel 3 – Move King County (Discussion Related to Proposed 2019-2020 Biennial Budget)

*Councilmembers: Claudia Balducci, Chair, Reagan Dunn,  
Kathy Lambert, Joe McDermott, Dave Upthegrove, Pete von Reichbauer  
Staff: Paul Carlson (206-477-0875), Panel Lead,  
Mary Bourguignon (206-477-0873), Leah Krekel-Zoppi (206-477-0892)  
Panel Assistant: Marka Steadman (206-477-0887)*

9:30 AM

Wednesday, October 24, 2018

Room 1001

#### SPECIAL MEETING

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**
2. **Roll Call**
3. **Public Comment**

To show a PDF of the written materials for an agenda item, click on the agenda item below.

#### Briefing

4. [Briefing No. 2018-B0175](#) pp. 3-23

Move King County: Policy Discussion on the Proposed 2019-2020 Budget

*Paul Carlson, Council Staff  
Rob Gannon, General Manager, King County Transit Division  
Dwight Dively, Director, Office of Performance, Strategy and Budget*

#### Adjournment



*Sign language and communication material in alternate formats can be arranged given sufficient notice (296-1000).  
TDD Number 296-1024.  
ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.*



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## **Metropolitan King County Council Budget Panel Discussion 2019-2020**

### **MOVE KING COUNTY**

Panel Meeting #2 | October 24, 2018

#### **ACHIEVING THE METRO CONNECTS VISION**

In early 2017, the Council adopted METRO CONNECTS,<sup>1</sup> a long-range plan for Metro Transit that outlines a vision for a 70 percent increase in bus service hours by 2040, accompanied by significant capital investments in fleet, operating base capacity, passenger access and facilities, transit pathways, and other needs.

The METRO CONNECTS vision is not fully funded. Achieving the plan's vision for an interim network by 2025 and the full network by 2040 will require regional collaboration and partnerships.

The panel will discuss how service, staffing, and capital investments funded by the 2019-2020 budget both make progress toward the adopted METRO CONNECTS vision and also provide a way for King County and its regional partners to identify opportunities to achieve the full envisioned network.

#### **INCOME-BASED FARES**

Metro Transit currently operates a number of programs that serve people in need, including several reduced-fare programs to make transit more accessible to people who cannot afford to pay full fare. Over the last several years, the Council has asked Metro to undertake additional work to make transit more affordable and accessible.

As part of the proposed 2019-2020 budget, Metro Transit has proposed to pilot one or more income-based fare programs<sup>2</sup> as a means of evaluating an income-based approach. The proposal would allow Metro to forego up to \$600,000 in fare revenue during each year of the biennium to implement the pilot program(s).

The panel will discuss how the proposal advances the County's Equity and Social Justice goals, and how an income-based fare program could be implemented to provide the most benefit to people in need while still meeting requirements of the Fund Management Policies for the Public Transportation Fund.<sup>3</sup>

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<sup>1</sup> Ordinance 18449

<sup>2</sup> Proposed Ordinance 2018-0478

<sup>3</sup> Ordinance 18321

## **ACCESS PARATRANSIT**

Access Paratransit program is a supplementary transit service for people with disabilities who are unable to use regular transit services for some or all of their travel needs. In response to a 2017 audit report listing concerns with Access Paratransit, Metro paused an ongoing procurement process for the operator of Access service and convened a stakeholder group to review the service and make recommendations for improvements.

Following the stakeholder group's work, Metro restarted its procurement process and is now in the process of evaluating responses from potential contractors.

The proposed 2019-2020 budget includes **\$15.96 million** to improve Access service and an additional **\$9.64 million** to upgrade Access to the identified Tier 1 level of service (which would include 92 percent on-time service and a number of other improvements).

The panel will discuss how to most effectively implement Access service with a new contractor and to assess service needs and improvements on an ongoing basis.

## **COMMUNITY ENGAGEMENT AND EQUITY**

The proposed 2019-2020 budget includes an ambitious capital program for Metro Transit, focused around expansion of bus base capacity in a number of areas around the county. In addition, planned service improvements and technological innovations (such as the electrification of the fleet and new last-mile mobility services) will affect people in communities throughout the county.

It is essential that local communities are engaged and involved in these initiatives and that services, facilities, and mobility innovations are implemented in an equitable way.

The panel will discuss Metro's proposed staffing and plans for community outreach and engagement around capital planning and development, community partnerships related to service, and innovation.

## **PARKING MANAGEMENT**

As part of the proposed 2019-2020 budget, Metro Transit has proposed to charge fees for parking at some spaces for some park and ride lots as a way of managing parking supply. The proposal includes a low-income rate for ORCA LIFT cardholders.

The panel will discuss the rationale for the program and the proposed implementation plan, as well as mechanisms to ensure equitable outcomes in establishing parking fees.

# Move King County

Plans for Panel Meeting #2 | Draft 10-19-18

## Meeting Topics

Council staff will prepare an overview of all the meeting topics, which will include a brief introduction to this issue.

### 1. Achieving the METRO CONNECTS Vision

*No written documents have been developed on this topic, but Metro and Executive staff will be prepared to discuss how the 2019-2020 budget builds toward the vision, how regional coordination and planning for funding will occur, and a possible plan for progress report(s) or other ways to indicate how the planning work is moving forward.*

### 2. Income-based fares

Metro will provide written information on:

- (a) What the proposal for \$600,000 in foregone revenue/year will achieve (number of rides, number of people served, etc.);

*\$600,000 is the estimated value of foregone revenue for the proposed pilot programs. Because the pilots have not yet been developed and could span both 2019 and 2020, Metro requested the \$600,000 for each year in the biennium as a way to provide flexibility for the pilot programs. The foregone revenue estimate of \$600,000 was based on 90% of the LIFT fare for 1,000 users for the 12 months of the pilots. This approach was used for estimating and should not be considered as defining the pilots.*

- (b) Ways to transition the proposed pilot into the first stage of a new program; and  
(c) Possible reporting timeline.

*Two options are being presented for consideration to move forward with an expansion of the ORCA LIFT program to address those for whom LIFT is not affordable. The program goals, characteristics and development are the same for each option. What varies is the method of establishing the program.*

**Program Goal:** *Implement an income-based fare program that can increase mobility and access to transit for those who cannot afford the LIFT fare.*

#### **Program Characteristics:**

- *Use of an established income verification system (i.e., TANF/Work First)*
- *Implement within the ORCA system*
- *Financial sustainability (may include new resources such as a fare increase)*

**Program Development Activities:**

- **Assess:**
  - Usage of LIFT program relative to affordability of mobility/access to transit
  - Potential increase to mobility through low or no cost access (transit fares)
  - Impacts on rates of fare/fare structure - across Metro services and programs
- **Develop:**
  - Baseline and effectiveness measurement
  - Needed policy and KCC changes
  - Program delivery processes and incentive cost methodology

**Options for Developing/Implementing Income-Based Fare Program**

Option	Option 1: Pilot/Design Program 2019-2020 Program Launch 2021 (as proposed)	Option 2: Design Full Program in 2019 Program Launch 2020 (accelerated launch)
Benefits	<ul style="list-style-type: none"> <li>Provides pilot data to support program design and test implementation</li> </ul>	<ul style="list-style-type: none"> <li>Program benefits accrue earlier to eligible populations</li> </ul>
Risks/Disadvantages	<ul style="list-style-type: none"> <li>Stakeholders desire immediate action</li> <li>No guarantee that testing will reveal a clear path</li> <li>ORCA solution may have development timing concerns</li> </ul>	<ul style="list-style-type: none"> <li>Program development limited to theory and stakeholder input</li> <li>Not an evidence-based approach</li> <li>ORCA solution may not be feasible in a shorter timeline</li> </ul>
Stakeholder Process	Yes	Yes
Community-Based Outreach/ Engagement	Yes	Yes
Test of Products and Distribution Channels	Yes (limited proof of concept testing)	No
Data/ Analytics/ Evaluation	Yes	Yes (but potentially less utility and higher costs)
2019-2020 Budgeted Costs	<ul style="list-style-type: none"> <li>Pilot Program &amp; Program Design: \$600,000               <ul style="list-style-type: none"> <li>1.0 TLT</li> <li>design/evaluation consulting</li> <li>direct costs</li> </ul> </li> <li>Pilot Fare Incentives: \$250,000</li> <li>Pilot Foregone Revenue: Up To \$600,000/yr per year</li> </ul>	<ul style="list-style-type: none"> <li>Program Design: \$900,000               <ul style="list-style-type: none"> <li>1.0 FTE Analytics</li> <li>1.0 FTE PM</li> <li>design/evaluation consulting</li> <li>direct costs</li> </ul> </li> </ul>
Pilot Test/ Analysis	<ul style="list-style-type: none"> <li>Proof of concept testing begins Q1/Q2 2019</li> <li>Data available early 2020 to support budget development</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>
Program Implementation Costing/Policies	<ul style="list-style-type: none"> <li>Program implementation costs and policies will be proposed by June 30, 2020</li> </ul>	<ul style="list-style-type: none"> <li>Program implementation costs and policies will be proposed by September 30, 2019</li> </ul>
Full Program Launch	<ul style="list-style-type: none"> <li>Q1/Q2 2021</li> </ul>	<ul style="list-style-type: none"> <li>Q2/Q3 2020</li> </ul>

### **3. Access Paratransit**

Metro will provide written information on:

- (a) Description of tiers with cost for each;

*See pages 4 & 5 for descriptions of 2017-2018 performance improvements  
See page 6 for description of the Access performance tiers*

- (b) Updated chart based on the proposed financial plan showing \$ and service level in 2017-2018 budget, \$ and services added in supplemental, \$ and services proposed for 2019-2020 (including upgrade to Tier 1), and \$ needed (plus impacts to budget) and services provided for each new increment of funding if upgrade to Tier 2 or Tier 3; and

*See page 7 for the financial impacts of 2017-2018 investments and potential improvements by tier*

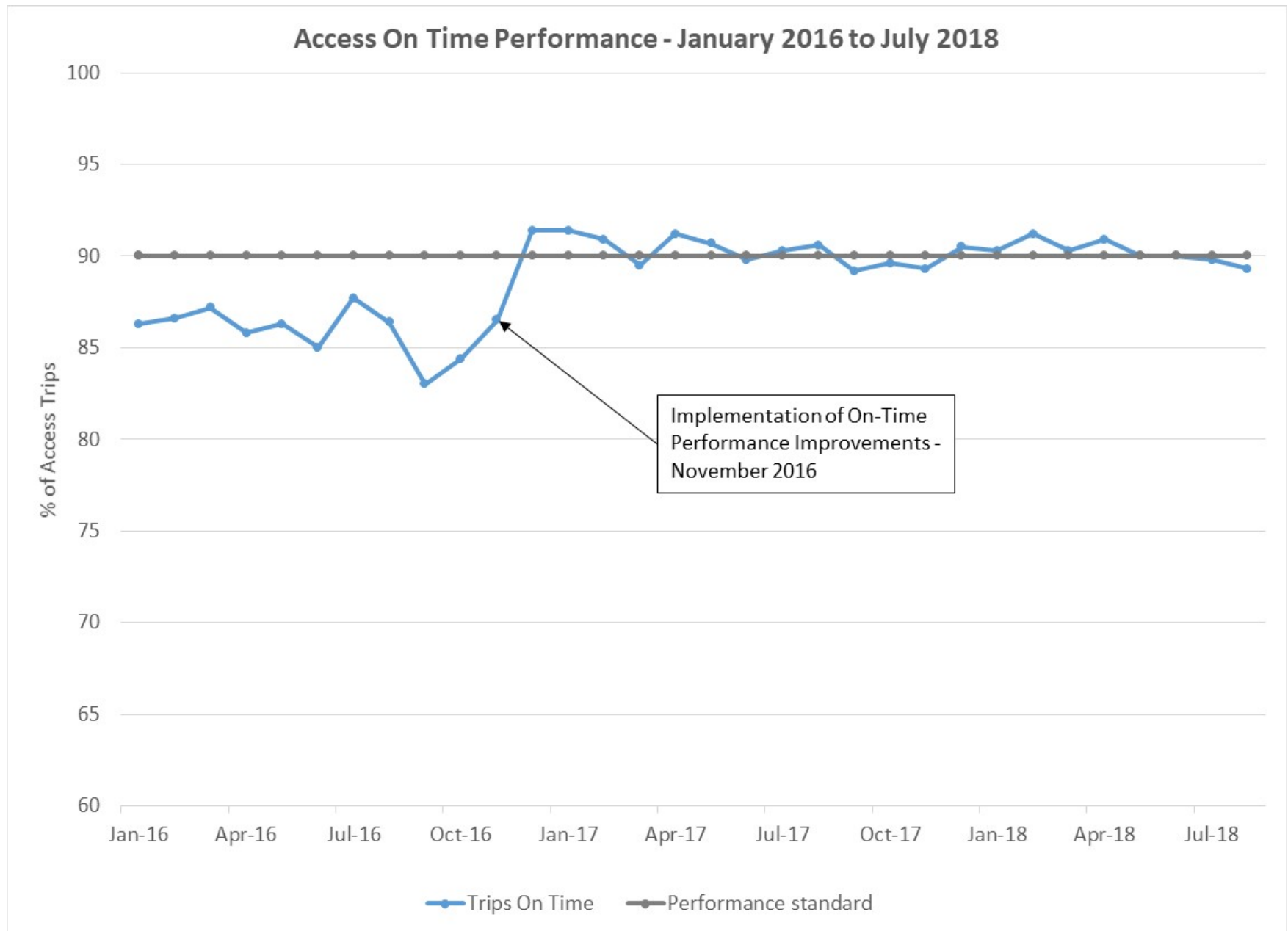
- (c) Possible reporting timeline to allow Council to evaluate Tier 1 implementation and assess service needs.

*There would be two points for check in regarding program performance during 2020. The first would be in April 2020 for the 6 month review of program results and the second would be August, 2020 for the annual review, which would inform the 2021-2022 budget development process.*

2017-2018 Access Program Improvements

	What Metro Heard	What Metro Did	Results For Customers
Improving Service Quality			
	Customer Request/Input:		
On Time Performance	Improve on-time performance.	Updated routing/scheduling settings and invested in additional drivers and vehicles.	On-time performance has increased from 86% to 91% since November 2016, resulting in approximately 77,000 additional on-time trips.
On Board Time	Ensure the timing of trips were comparable to fixed route.	Developed a standard that 97% of trips should take about the same amount of time as fixed route plus 15 minutes.	Customers’ rides should closely match fixed route times. Access will monitor and manage on board time violations.
Improving Customer Experience			
	Customer Request/Input:		
Early Arrival Policy	Arrive too early for appointments	Changed the standard drop-off window from 60 minutes to 30 minutes on Oct. 1, 2018.	More customers will arrive only 30 minutes before their appointments.
Advance Scheduling Policy	Be able to schedule trips farther in advance.	Changed the advanced reservation policy from 3 days to 7 days.	Customers are able to plan and secure their transportation further in advance.
Subscription Policy	Takes too long to change subscription trips.	Decreased the amount of time it takes to change a subscription trip from 28 days to 14 days.	Changing subscription trips on Access is easier and faster.
Call Center Acoustics	Is difficult to communicate with call center staff due to background noise.	Conducted an acoustic study of the call center and made physical facility improvements.	There is a reduction in background noise, so communicating with staff is easier for customers, particularly those hard of hearing.
Complaint/ Commendation Handling	Not comfortable that the contractor they were complaining about was handling the complaint process.	Through the new contract, migrating the customer service function to Metro’s customer service department (effective August 2019).	By handling customer complaints in house, Access will have more oversight over the processes.
Will Call Trip Confirmation Process:	It is difficult to confirm information about their Will Call trips.	Provided the option to stay on the phone with dispatchers or request a follow-up call, within 15 minutes, with trip information.	Confirming pickup times for Will Call trips is easier for customers.
Access Vehicles	Smaller, more comfortable vehicles.	Purchased 34 smaller, more comfortable fuel efficient vehicles (MV-1) to use on routes where larger traditional paratransit vehicles are not necessary.	Service quality has improved for customers who can ride on these smaller vehicles.
Trip Arrival Information	A way to obtain trip arrival information in real time.	Created an automated feature that allows customers to get accurate arrival times up to 15 minutes before their pickup window begins.	Customers can more easily obtain accurate information about their pickup times.
Increasing Customer Engagement			
	Customer Request/Input:		
Input into the Future Access Contract	More input into the future contract for Access.	Paused the RFP process and formed a workgroup (riders, caregivers, and members of organizations serving Access riders) that joined Metro and King County Council staff in providing input for the RFP and future contract.	The RFP workgroup process resulted in a RFP that demands higher performance standards and an increased focus on customers and equity and social justice.
Customer Engagement/ Accountability	A means to provide additional input and insight into the Access service.	Launched a task force of 20+ Access customers and stakeholders that meets monthly.	Customers and stakeholders work closely with Access to produce a higher quality, faster, more equitable and accessible service.
Post Trip Survey Pilot	A means to provide more individual feedback about their trips.	Partnered with Lighthouse for the Blind to conduct a post-trip survey pilot to learn more about the customer’s trip experience.	Customers provided direct feedback about their recent trip experience, providing useful information that will be used to improve service quality. Survey results included: <ul style="list-style-type: none"><li>- 91% satisfaction with service received from driver</li><li>- 92% satisfaction with the cleanliness of vehicles</li><li>- 97% stated drivers operated the vehicle safely</li><li>- 97% stated vehicle/equipment functioned properly</li><li>- 96% stated driver provided proper level of assistance</li></ul>
Equity and Social Justice			
Equity Impact Review (EIR) & Focus on Riders with Limited English Proficiency	The King County Auditor’s Office recommended Access conduct an EIR and work with communities to address barriers.	Conducting an EIR to identify accessibility barriers for people with limited English proficiency.  Partnered with community based organizations, holding focus groups in Spanish, Khmer, Somali, and Chinese.	Access will strive to provide a more equitable service as it works to implement findings of the review and focus groups.
Communicating with Riders with Limited English Proficiency	Customers and the Auditor’s Office requested Access gather language data and address barriers for people with limited English proficiency.	Added a feature that provides call center staff with the customer’s primary spoken language when they call.  Updated customer language data gathering processes to improve accuracy and analysis capabilities.	Customers with limited English proficiency spend less time accessing interpretation services, making scheduling and communication easier. Access staff have more accurate data.





Access Service Improvements

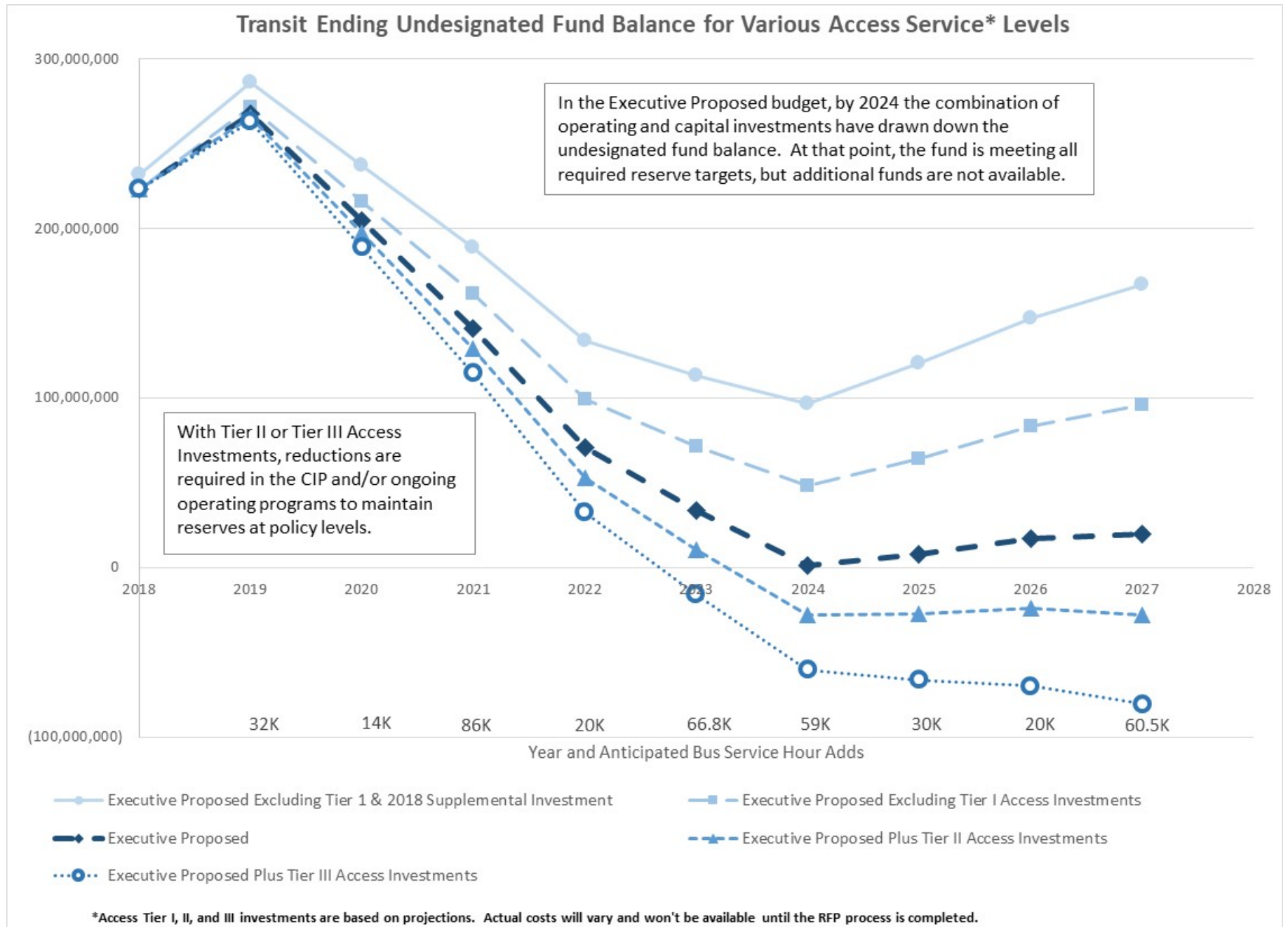
Access Improvements Included in the Budget Assume Tier I Investments in Higher Performance and Customer Focus

- Higher Performance Standards and More Rigorous Incentives/Disincentives
  - More Authority for Contractor to Change Service and Control Costs
- More Focus on Customers, Improved Dispatch and Scheduling, and Enhanced ESJ Efforts
  - 5 year contract, opportunity for one-year extensions

Measure	Current	Tier 1	Tier 2	Tier 3
 On-Time Performance	A rider can expect to be picked up within or before the pick-up window <b>90% of the time</b>	A rider can expect to be picked up <b>and dropped off</b> within or before the pick-up <b>and/or drop-off</b> window <b>92%</b> of the time	A rider can expect to be picked up and dropped off within or before the pick-up and/or drop-off window <b>95%</b> of the time	A rider can expect to be picked up and dropped off within the respective window <b>96%</b> of the time
 Pick-Up Window	A rider is given a <b>30-minute</b> pick-up window	A rider is given a <b>30-minute</b> pick-up window	A rider is given a pick-up window of <b>20 minutes for trips &lt; 8 miles or 30 minutes for trips &gt; 8 miles</b>	A rider is given a pick-up window of <b>20 minutes</b>
 Early Pick-Ups	<u>Early pick-ups</u> are <b>counted as on-time</b>	<u>Early pick-ups</u> are <b>counted as on-time and monitored</b>	<u>Early pick-ups</u> are <b>counted as on-time and monitored</b>	<u>Early pick-ups</u> are <b>allowed, when the rider pre-approves them, when booking the trip</b>
 Late Pick-Ups	<u>Pick-up is late</u> if the vehicle arrives <b>1-60 minutes after the end of the pick-up window</b>	<u>Pick-up is late</u> if the vehicle arrives <b>1-29 minutes after the end of the pick-up window</b>	<u>Pick-up is late</u> if the vehicle arrives <b>1-19 minutes after the end of the pick-up window</b>	<u>Pick-up is late</u> if the vehicle arrives <b>1-19 minutes after the end of the window</b>
 Excessively Late Pick-Ups	<u>Excessively late pick-ups</u> are <b>not defined</b>	<u>Pick-up is excessively late</u> if the vehicle arrives <b>30-60 minutes after the end of the pick-up window</b>	<u>Pick-up is excessively late</u> if the vehicle arrives <b>20-60 minutes after the end of the pick-up window</b>	<u>Pick-up is excessively late</u> if vehicle arrives <b>20-40 minutes after the end of the window</b>
 Missed Trips	<u>Trip is missed</u> if the vehicle arrives <b>61+ minutes after the end of the window</b>	<u>Trip is missed</u> if the vehicle arrives <b>61+ minutes after the end of the window</b>	<u>Trip is missed</u> if the vehicle arrives <b>61+ minutes after the end of the window</b>	<u>Trip is missed</u> if the vehicle arrives <b>41+ minutes after the end of the window</b>
 Drop-Off Window	A rider is given a <b>60-minute</b> appointment drop-off window (moving to <b>30 minutes</b> Q4 2018)	A rider is given a <b>30-minute</b> appointment drop-off window	A rider is given an appointment drop-off window of <b>20 minutes for trips &lt; 8 miles or 30 minutes for trips &gt; 8 miles</b>	A rider is given an appointment drop-off window of <b>20 minutes</b>
 Early Drop-Offs	<u>Early drop-offs</u> are <b>not defined</b>	<u>Early drop-offs</u> are <b>when a rider is dropped off more than 30 minutes before the start of the drop-off window</b>	<u>Early drop-offs</u> are when a rider is dropped off more than <b>20 minutes</b> before the start of the drop-off window	<u>Early drop-offs</u> are when a rider is dropped off <b>1-19 minutes</b> before the drop-off window begins
 Late Drop-Offs	<u>Late drop-offs</u> are <b>not defined</b>	<u>Late drop-offs</u> are <b>when a rider is dropped off 1-9 minutes after the end of the window</b>	<u>Late drop-offs</u> are when a rider is dropped off <b>1-9 minutes</b> after the end of the window	<u>Late drop-offs</u> are <b>not defined</b>
 Missed Trips	<u>Missed drop-off trips</u> are <b>not defined</b>	<u>Trip is missed</u> <b>when a rider arrives 10+ minutes after appointment time</b>	<u>Trip is missed</u> when a rider arrives 10+ minutes after appointment time	<u>Missed drop-offs</u> are when a rider arrives <b>20+ minutes before the beginning of the drop-off window or 1+ minute after appointment time</b>
 On-Board Time	<u>On-board time (OBT)</u> is calculated using a <b>trip table matrix</b> that considers trip distance	<u>On-board time (OBT)</u> is <b>fixed-route travel time plus 15 minutes</b>	<u>On-board time (OBT)</u> is <b>fixed-route travel time plus 15 minutes</b>	<u>On Board Time (OBT)</u> is <b>fixed-route travel time plus 15 minutes</b>
 Excessively Long Trips	<u>Excessively long trips</u> are <b>not defined</b>	<u>Excessively long trips</u> are <b>longer than OBT no more than 3% of the time</b>	<u>Excessively long trips</u> are <b>longer than OBT no more than 3% of the time</b>	<u>Excessively long trips</u> are <b>longer than OBT no more than 2% of the time</b>
 Will Call	Access has a “ <b>no strand policy</b> ” and negotiates a <u>will-call ride home</u> for customers as <b>schedule permits</b>	Access has a “ <b>no strand policy</b> ” and negotiates a <u>will-call ride home</u> for customers as <b>schedule permits</b>	Access has a “ <b>no strand policy</b> ” and negotiates a <u>will-call ride home</u> for customers <b>within 75 minutes</b>	Access has a “no strand” policy and negotiates a <u>will call</u> ride home <b>within 45 minutes</b>

	2019-2020 Baseline + *	2019-2020 Baseline + *	2019-2020 Baseline + *
Annual Operating Cost	\$7.8 M/yr	\$12 M/yr	\$17 M/yr
Annual Capital Cost	\$650 K/yr	\$1 M/yr	\$1.6 M/yr

\*The 2019-2020 Baseline amount is the 2017-2018 budget inflated to 2019-2020 costs/ridership plus the annualization of the 2017-2018 improvements (see page 4), which were approved in the omnibus supplemental early in 2018.



#### 4. Community engagement and equity

Metro will provide written information on outreach and engagement plans, as well as resource staffing needed to implement related to:

- (a) Capital project planning and development;
- (b) General community partnerships (fare enforcement as example); and
- (c) Innovation, to ensure that new services and concepts are implemented in an equitable way.

#### **Overview of Metro's engagement approach**

*Metro is committed to a meaningful, two-way conversation, where people's feedback and input shapes the outcome of decision-making. Metro's "Have a Say" public engagement approach will be staffed by Metro's community relations team in order to provide consistent, integrated public engagement processes across service and capital planning. By applying a consistent approach to public engagement, Metro builds relationships and credibility with the public and stakeholders in an ongoing way.*

*Metro's community relations team assures Metro's public engagement is consistent with federal and local policies, including:*

- FTA Title VI - Requirements for participation by minority and low income populations in public participation related to transportation planning
- King County Strategic Plan - Public engagement goal to promote robust public engagement that informs, involves, and empowers people and communities
- King County Equity and Social Justice Strategic Plan – Metro's goal area commitments, language access requirements, and Equity Impact Review processes led by planners
- King County Code – Requirements for Metro to conduct public engagement on service changes that will affect a route by 25% or more of its service hours or move a route more than ¼ of a mile; defines the King County Transit Advisory Commission and Sounding Boards
- Metro's Strategic Plan - Goal 7 on Public engagement describes Metro's commitment to informing and engaging the public as it develops products and services
- Metro's Service Guidelines – Planning and community engagement section

*In each public engagement effort Metro's goals are to conduct engagement that is:*

- **Customized.** How many phases, feedback methods, what is asked, how it is asked, and what opportunities exist for the public to shape the outcome are tailored to the size and scope of the change and who will be affected by it.
- **Equitable.** Metro strives to inform and hear from all communities that will be affected.
- **Informative.** Metro's goal is that information and ways to participate are clear, understandable, and accessible.
- **Transparent.** Metro describes the input, planning, and decision making process.
- **Responsive.** At each step, Metro shows how public feedback has informed decisions.

*Every effort is scaled relative to the magnitude of the change being considered as well as the potential impacts of the change on riders. Metro's community relations planners identify the demographics of those who may be affected by the change being considered. Then, they design outreach and*

*engagement strategies to inform and solicit input from these populations, creatively seeking to engage those who would not otherwise learn about Metro’s process via mainstream communication channels.*

*Metro measures engagement efforts on a project-by-project basis to assess whether:*

- *Transportation planners and decision-makers are informed by members of the public who are reflective of those who may be affected by the change.*
- *Processes are transparent, accessible, welcoming and understandable. Participants understand what is being considered, the timeline and how decisions are made, and that their input is valuable and welcome.*
- *Processes are meaningful. Regardless of how participants feel about the final result, they can see how public input shaped what is being considered and the final result.*

### **Evolving the “Have a Say” approach in the 2019-2020 Budget**

*Prior to becoming its own department, Metro relied on community relations services from the DOT Director’s Office Communications group. The 2019-2020 budget brings these services in-house, establishing an internal/external relations and engagement function in the Office of the Chief of Staff.*

### **Redefining what Metro means by “Equitable” engagement**

*Metro has been and will continue to work to define an equity framework for decision-making that aligns planning and engagement around advancing equitable outcomes for historically disadvantaged populations.*

*Specifically, Metro expects to partner with community-based organizations in a more sustainable way on every public engagement effort. Metro has been experimenting with contracting with community-based organizations in engagement over the past biennium. In the coming biennium, the budget proposes to contract with community-based organizations in most if not all public engagement efforts.*

*Additionally, the Metro community relations team is taking the lead on a countywide procurement to create a pool of community-based organizations that Metro (and other County Agencies) can work with on a project-by-project basis, as well as establish ongoing channels for two-way communication. This effort will help Metro:*

- *Respond to objectives and commitments identified in the Equity and Social Justice Strategic Plan and obtain feedback from community-based organizations.*
- *Invest resources in community-based organizations by paying them for their work to help us engage historically disadvantaged populations in planning efforts.*
- *Not overburden or over rely on the same community-based organizations for every effort.*
- *Sustain relationship-building over time by providing resources to regularly convene and grow the pool of community-based organizations with whom Metro works.*

*The budget, in addition to capital program/project and mobility program resources, requests funding for a FTE and TLT as well as \$500,000 to fund this work.*

*Traditionally, Metro has resourced or established a standard practice of evaluating feedback based on demographics. Additional staff will help us to adequately assess and digest public feedback by demographic, so Metro can deliberately prioritize input from historically disadvantaged populations and – where there are differences in what Metro is hearing by population – assure their voice is primary in decision-making.*

***Expanding the “Have a Say” approach to the operational capacity growth and RapidRide programs***  
*Metro’s community relations team will be working directly with the operational capacity growth (OCG) and RapidRide programs to implement meaningful, two-way engagement during capital design decision-making milestones (5%, 30%, 60%, and 90%) to assure that during construction and implementation communication is sensitive to and contains elements to address the diverse, multi-lingual population of the region and always takes into account all aspects of Equity and Social Justice (ESJ) as defined by the County’s ESJ Strategic Plan, Metro’s ESJ goal area commitments, the Equity Impact Review process, and the County’s Language Access requirements.*

*Metro is soliciting communication and engagement consultants to provide program and project-specific communications and engagement work on all OCG and RapidRide planning. The winning firms will be funded through program resources and will be overseen by Metro’s community relations team to assure their work is consistent with standards for public engagement. Subcontracting with small and disadvantaged business enterprises and community-based organizations will be required on a project-by-project basis.*

#### ***Other outreach at Metro***

*Metro will continue to explore how to design new services and products equitably, as well as how to use ESJ best practices to:*

- *Research and pilot innovative services and products*
- *Introduce new services and products to the public*
- *Assure access to existing services and products*
- *Provide staffing within Metro’s Mobility division to lead these effort*

*Having a centralized strategic communications and internal/external relations function, will support agency-wide adoption, continuous learning and improvement, and agency policy development as needed on this front.*

#### ***Innovation***

*Metro has taken a comprehensive approach to ensuring innovative services are designed and implemented using an equity lens. Specifically Metro has:*

- *Actively worked to ensure representative composition on stakeholder working groups for Metro’s community connections projects. Metro conduct a demographic assessment to understand the makeup of the affected population and strive for representative participation.*
- *Provided stipends to Community Based Organizations to ensure participation of underserved populations in identifying needs and review proposed solutions.*



- *Identified community “influencers” to provide representation and encourage broad participation among community members.*
- *Employed transcreation and translation in preparing outreach and marketing materials to ensure culturally compatible messaging.*
- *Used in-language local media outlets for planning outreach and marketing.*
- *Ensured that all new services are fully accessible to disabled populations.*
- *Ensured that all services incorporate Metro’s discounted fare structure for low-income and other reduced fare populations.*

*As many of these activities are pilot programs, they go through a robust evaluation not just of the productivity and cost effectiveness, but also of the customer base including customer evaluation, demographics, and comments.*

*With respect to resources, the Alternative Services/Community Connections program funds 1 FTE for Marketing and 1 TLT for community relations support for the innovative mobility program. In addition, the program includes funding identified for community based outreach to get the information out to the public.*

## **5. Parking management**

Metro will provide written information related to:

- (a) Rationale for program and overview of implementation plan (rule-making);

*Today, many park-and-ride facilities fill to capacity early in the morning, which means that people who would like to park-and-ride need to arrive early to ensure they get a parking spot. Customers may arrive earlier than they would otherwise like to to ensure access to the park-and-ride lot. Some customers who cannot arrive early enough (e.g., customers required to drop off children at school, run errands, start work later in the day, or other work commitments, etc.) are excluded from using the park-and-ride facilities. The lack of park-and-ride availability and the unpredictability of being able to access park-and-rides are among the top complaints received both Metro and Sound Transit.*

*This situation may present a particular challenge to lower income customers who are under-represented among users of park-and-rides. Low wage jobs and other shift work is typically less flexible than higher wage jobs, meaning that adjusting arrival time to ensure parking availability may not be as attractive of an option for low income customers. Single Occupant Vehicle (SOV) permit parking, if paired with a discounted fee for income qualified customers, may also ensure more equitable access to limited park-and-ride capacity.*

*While the primary benefits of an SOV permit for parking at a Metro park-and-ride would be a guaranteed spot at a time when it is convenient for many customers to arrive, there are several system benefits as well including:*

- *Transit demands at park-and-ride facilities will be more spread out through the peak periods since there is not a rush to secure a parking space.*
- *Vehicle congestion from accessing the park-and-ride facilities will also be more dispersed.*

- *The potential for more riders per parking space as some people arrive by SOVs.*
- *The potential for more efficient use of parking spaces by eliminating non-transit users from the permitted spaces.*
- *The potential to use revenues generated by permit sales to add/enhance transit service or improve multimodal connections to the park-and-ride and other nearby transit facilities, providing better access to those who cannot drive to transit.*

*By using the Public Rule process to set the fees, Metro will be inviting the general public and interested stakeholders to comment on proposed fees before they are set. As a part of the Public Rule comment period, Metro will work with Council as a primary stakeholder to not only collect feedback on the fees from Council offices directly, but also to help share the draft rule with constituents for additional comments. This would be similar to an existing public rule process (FES-7-1) “Permit Requirements and Procedures for Professional Dog Service Business Use of Parks and Recreation Division Property” where concessionaire permit fees are established to manage professional dog service business operations on King County Parks Division property.*

(b) Connection to ESJ strategic plan and low-income rate; and

*Metro carried out a robust public outreach process and an equity analysis of paid permit parking, and determined the proposed permit parking program:*

- 1. Could increase access to park and rides and transit services*
- 2. Is not anticipated to significantly negatively impact people of color or low-income populations*
- 3. Presents an excessive cost burden for relatively few households*

#### **Highlights:**

##### **1. Permit parking could increase access to transit service and facilities.**

- *Metro’s most popular park and ride lots fill earlier and earlier, meaning that travelers with inflexible schedules can’t currently use parking to access transit.*
- *Parking permits may allow parents and others with inflexible schedules to secure transit parking.*
- *Parking permits may reduce parking in permit spots by individuals not using transit.*
- *Discounted permit fees for ORCA LIFT-eligible riders support permit affordability for low-income riders.*

##### **2. The permit program is not anticipated to significantly negatively impact people of color and low-income populations.**

- *Because minority, low-income and limited English populations are not disproportionately represented in census tracts where park and ride users come from, it is not anticipated that these populations would be disproportionately subjected to this permit fee.*



**3. Permits will impose a significant cost burden on relatively few households.**

- Metro evaluated the percentage of households that would experience a significant cost burden under different permit pricing scenarios. Metro considered households spending >10% of gross income on the cost of transit fare + permit fee significantly cost burdened.
- Utilizing income data for census tracts where park-and-ride users live, it is estimated that <1%-3.1% of households would be significantly cost burdened by the price of a permit.
- Results for specific pricing alternatives are shown below:

**For Census Tracts Where Park-and Ride Users Live, Estimated Percent of Households Who Would Spend >10% of their Income on Transit Plus the Permit Fee**

Pricing Alternatives	Permit Cost (\$/mo)			Est. % of households spending >10% of income on transit + permit
	SOV	ORCA LIFT	HOV	
Cost Recovery Option	\$15	\$0	\$0	<1%
Local Market Pricing Option A	\$90	\$30	\$0	1.5%
Local Market Pricing Option B	\$90	\$45	\$0	2.2%
Regional Market Pricing Option	\$130	\$65	\$5	3.1%

**The proposed program was informed by an inclusive outreach process.**

- Outreach included:
  - Nine public open houses, including evening and weekend dates
  - Translated web and print advertisements in ethnic media outlets
  - Written and electronic materials available in English and nine other languages
  - Interpretation services available at open houses upon request
- Metro heard from more than 3,600 respondents. Overall:
  - 48% of survey respondents supported the concept of paid solo-driver permits; 39% or respondents opposed the concept.
  - When asked to rank which parking management outcomes Metro should prioritize, respondents supported “design(ing) programs to manage demand and ensure there’s always an open space.”
  - Metro also asked directly about preferred pricing structures. 60% of respondents preferred the cost recovery price (\$15-30/mo.), 25% preferred the local market price (\$75-90/mo.), and 16% preferred regional market price (\$115-130/mo.).

(c) Connection to ST parking plan.

*Metro and Sound Transit have been closely coordinating on parking management for many years and are following the same phasing plan starting with carpool permits and now with the introduction of SOV permits. Specifically, the two agencies have collaborated directly on the*

*outreach and development of the proposed SOV permit program with the goal to make all public transit parking in King County as seamless as possible to the customer. The two agencies have adopted the same program design in terms of percentage of stalls to permit, required transit usage for permit holders, customer experience, administration, and enforcement. Metro contracts with the same vendor for permit administration and enforcement. If this proposal is approved, Metro would coordinate on the approach to permit pricing using similar criteria to determine the appropriate price at each lot. The main differences between the two programs are that Sound Transit will not offer permits to residents outside of their taxing district and they will not sell permits to carpoolers and vanpoolers (which are not eligible uses of Sound Transit parking).*

## Follow up questions for which Metro will provide written information for packet

- **Capital program project selection, location, timing:** Metro to describe:
  - How/if base capacity plans, timing, and coordination with ST will facilitate cost-effective and equitable service around the region.

*Both the location and capacity of Metro's operating bases are factors in determining which service will be dispatched from which base. Generally bus routes operate throughout the county with starting and ending points that are different. As a result, a route may be as efficiently located from any base that is at the beginning, the middle or the end of the route. Available capacity can also influence where a route starts or ends. The capacity improvements that will come on line through the Operating Capacity Growth (OCG) plan, along with ST vacating the East campus as their new bus operating base is completed, will combine to provide opportunities for the most optimum service delivery.*

- How increments of capital projects relates to increments of service growth (such as RapidRide lines).

*When looking at the connection to service, the capital program can be considered in three separate 'buckets'. These categories are consistent with the Fund Management Policies.*

- *Maintaining the existing system – these projects represent the largest portion of the CIP and include projects to maintain infrastructure and replace buses as they reach the end of their useful life. These investments allow us to continue to support the service that is operated.*
- *Expanding to meet system growth or to improve system operations – these projects include expanding base capacity to meet growing service demand, Speed and Reliability improvements that increase the efficiency of the system and projects that continue to improve the passenger environment by providing more shelters and amenities at bus zones. New Fleet purchases would also be in this category.*
- *New System Investments – these projects are ones that are necessary in order to provide a certain service level or type of service. Examples of these projects include RapidRide where capital investments are necessary in order to achieve the goals of the program and transfer improvements associated future expectations for Link expansion.*

- **Service hour proposal:** Metro to provide updated chart on proposed service hour adds showing proposed expenditures, as well as which service adds are revenue-backed. - *The table below shows the annualized cost of the fixed route service changes proposed for the biennium.*

Category	Type of Change	# of New Service Hrs	Peak Service <sup>(1)</sup>	Estimated Annual Cost <sup>(3)</sup>	Partner Revenue <sup>(4)</sup>
<b>King County Investment - Customers Will See an Increase in Service</b>					
	Northeast Mobility Project	5,000	yes	\$ 835,000	
	Renton/Kent/Auburn Mobility Project	10,000	yes	\$ 1,670,000	
	<b>Subtotal</b>	<b>15,000</b>		<b>\$ 2,505,000</b>	
<b>King County Investment - Maintain Current Customer Expectations</b>					
	Priority 1 & 2 – Crowding and Reliability	21,300	yes	\$ 3,557,100	
	Metro - DSTT	29,000	yes	\$ 4,843,000	
	Construction Related	4,700	yes	\$ 784,900	
	Continuation of Regional Mobility Grants (32,220 hrs)	0	n/a	\$ -	
	Conversion to DART Service <sup>(5)</sup>	-30,000	yes	\$ (1,200,000)	
	Seattle Supplantation	6,575	n/a	\$ 1,098,025	
	<b>Subtotal</b>	<b>31,575</b>		<b>\$ 9,083,025</b>	
<b>Other Investment - Maintain Current Customer Expectations</b>					
	ST - DSTT <sup>(2)</sup>	10,000	yes	\$ 1,676,700	\$ 1,676,700
	<b>Subtotal</b>	<b>10,000</b>			
<b>Other Investment - Meet External Need Consistent with Long-Term Vision</b>					
	Seattle CMC	100,000	< 5%	\$ 16,252,000	\$ 16,252,000
	Business Partner	20,000	yes	\$ 3,250,400	\$ 3,250,400
	<b>Subtotal</b>	<b>120,000</b>		<b>\$ 19,502,400</b>	<b>\$ 19,502,400</b>
<b>Total Proposed Fixed Route Service Hours Increase</b>		<b>176,575</b>			

1 Total Peak Hour Impact <25%.

2 Sound Transit has just increased their request to 21,400 hours (an increase of 11,400 over the current request).

3 Annualized cost based on 2020 fully allocated cost per hour consistent with contract

4 Includes portion of farebox revenue when provided in the contract terms

5 In the 2019-2020 budget, Metro will convert 30,000 hours from fixed route service to DART service. The new 30,000 hours of DART service are not shown in the above table. However, the cost savings shown in this table represents the net financial impact of the changes in fixed route to DART services.

- **Non-motorized access:** Metro to describe short-term and long-term plans to provide enhanced transfer/stop environments and better pedestrian/bike access to stops. Explain what is in the capital program.

*Metro's proposed CIP contains multiple projects that provide both short-term and long-term plans for enhanced transfer/stop environments and better pedestrian/bike access to stops. The following projects contain elements that improve the pedestrian transfer environment, increase or improve bicycle connections, and enhance non-motorized connection opportunities and improvements.*

*Examples of these improvements include:*

- *Bike racks and lockers*
- *Safety and access enhancements for bikes and pedestrians including lighting, sidewalks, ADA ramps, wayfinding, real-time arrival information, weather protection, and safe crossings*
- *Long range programming for transit hubs*
- *Programs to leverage opportunities with partner jurisdictions*
- *Maintaining in a state of good repair existing non-motorized facilities and environments within Metro's jurisdiction such as park and rides and transit centers (sidewalks, escalators, and other amenities)*
- *Coordinated transfer environment improvements with Metro's partners including Sound Transit, local jurisdictions, and with private development partners*
- *Investments in bus trolley infrastructure to support transfer point system changes due to regional development and service changes*

Sub-Portfolio	Program	Project
Facility Improvements	Access to Transit	1129621 - TDC BICYCLE PARKING EXP
Facility Improvements	Access to Transit	1134192 - TDC EASTGATE MOBILITY HUB
Facility Improvements	Access to Transit	1134197 - TDC SAFE ROUTES TO TR INV PR
Regional Transit Integration	Partnerships	1129633 - TDC OCC CAPITAL PROGRAM
Passenger Infrastructure	Bus Stops	1028681 - TD BUS ZONE IMP SHELTERS
Passenger Infrastructure	Transit Hubs	1129636 - TDC ST LINK STATION INTEGR
Passenger Infrastructure	Transit Hubs	1132367 - TDC MONTLAKE HUB
Passenger Infrastructure	Transit Hubs	1134231 - TDC NGATE LINK AND U LINK IMP
Passenger Infrastructure	Transit Hubs	1134233 - TDC HUBS PLANNING-PROJ DEFIN
Regional Transit Integration	Transit Oriented Development	1111997 - TDC NORTHGATE TOD SITE DEV
Regional Transit Integration	Transit Oriented Development	1123790 - TDC WSCC AT CONVENTION PL TOD
Regional Transit Integration	Transit Oriented Development	1123981 - TDC NORTHGATE NON-MOTORIZED
Vehicle Infrastructure	Trolley	1134276 - TDC NE 43RD TROLLEY MODS

- **Cost recovery:** Provide information on cost recovery model in Seattle CMC contract.

Fixed Route Bus Operating Summary by Service - 2017 Actuals			
	KCM	Seattle CMC	Sound Transit REX
Platform Hours	3,594,000	274,000	294,000
Operating Expense	\$545.2 M	\$41.8 M	\$45.3 M
Cost Per Hour (*)	\$151.71	\$152.70	\$153.99
Operating Expense Exclusions	N/A	DOT Director, GM's Office	DOT Director, GM's Office, Revenue Collection, ORCA support, Marketing & Promotions, Strategy & Planning, Market Development, Passenger Facilities Maintenance
Fare Credit	N/A	System-wide Farebox Recovery credit	None - ST collects fare revenue on its routes
Buses	N/A	Annual depreciation equivalent charged based on AM/PM peak usage	ST owns its own buses
Other Capital Assets	N/A	Not charged	Charged for depreciation on proportion of East Base improvements and equipment and computer system depreciation Transit-wide

(\*) reflects system average cost, differences due to mix of fleet and type of service

### Information requests from Councilmembers – Not for panel, schedule meetings to discuss

#### CM Balducci

- **Geographic equity in service changes:** Metro to provide info on specific routes with non-peak service shortfalls (such as #311) that could be addressed in budget, plus a plan to fund added hours
- **NE restructure:** Metro to provide info about all routes and service hours being addressed in restructure plan, not just the net 5,000 new hours

#### CMs Upthegrove, Dunn, Balducci

- Reliability and overcrowding issues (Oct 31 proviso response) and potential solutions

#### CM Lambert

- Proposed NE restructure
- Corridors/areas that are limited to peak-only service
- Community Connections carryover funding and plans

### Potential issue holding for Meeting #3

- **Climate change:** discussion of climate change efforts (electrification of Metro fleet, SCAP renewal, wedge analysis of GHG) – invite Metro + Megan Smith, Rachel Brombaugh, Matt Kuharic